

5th January 2026

Melrose Industries PLC
("Melrose" or the "Company")
Transaction in Own Shares

The Company announces today it has purchased the following number of its ordinary shares of £0.001 each through Investec Bank plc ("Investec").

Ordinary Shares

Date of purchase:	2nd January 2026
Aggregate number of ordinary shares purchased:	152,957
Lowest price per share (pence):	594.40
Highest price per share (pence):	611.20
Weighted average price per day (pence):	602.3925

The Company intends to hold the purchased shares in treasury.

Following the above transaction, the Company has 53,609,670 ordinary shares in treasury and has 1,257,865,651 ordinary shares in issue (excluding treasury shares).

The table below contains detailed information about the purchases made as part of the buyback programme.

Aggregate information:

Venue	Volume-weighted average price (p)	Aggregated volume	Lowest price per share (p)	Highest price per share (p)
XLON	602.3925	152,957	594.40	611.20

Individual Transactions

In accordance with Article 5(1)(b) of the Market Abuse Regulation (EU) No 596/2014 as it forms part of UK law, a full breakdown of the individual trades made by Investec on behalf of the Company as part of the Programme is detailed below:

Date and time of each trade	Number of shares purchased	Price (pence per share)	Trading Venue	Transaction Reference Number
02 January 2026 08:03:56	475	594.40	XLON	00368524068TRLO1
02 January 2026 08:10:18	452	598.80	XLON	00368526532TRLO1
02 January 2026 08:11:21	311	600.00	XLON	00368526856TRLO1
02 January 2026 08:11:21	176	600.00	XLON	00368526857TRLO1
02 January 2026 08:11:21	487	600.20	XLON	00368526858TRLO1
02 January 2026 08:18:31	487	605.00	XLON	00368529442TRLO1
02 January 2026 08:20:00	472	606.20	XLON	00368529856TRLO1
02 January 2026 08:20:15	237	604.60	XLON	00368529902TRLO1
02 January 2026 08:21:00	235	604.60	XLON	00368530146TRLO1
02 January 2026 08:21:55	239	605.80	XLON	00368530394TRLO1
02 January 2026 08:22:08	236	605.00	XLON	00368530474TRLO1
02 January 2026 08:22:08	467	605.00	XLON	00368531724TRLO1

08:26:40		609.00		
02 January 2026 08:27:09	463	610.60	XLON	00368531858TRLO1
02 January 2026 08:28:47	125	609.80	XLON	00368532254TRLO1
02 January 2026 08:28:50	238	609.20	XLON	00368532261TRLO1
02 January 2026 08:30:23	243	608.20	XLON	00368532708TRLO1
02 January 2026 08:30:45	246	608.00	XLON	00368532858TRLO1
02 January 2026 08:30:45	230	607.20	XLON	00368532863TRLO1
02 January 2026 08:30:53	234	606.00	XLON	00368532905TRLO1
02 January 2026 08:31:38	197	605.00	XLON	00368533180TRLO1
02 January 2026 08:33:45	231	606.40	XLON	00368533930TRLO1
02 January 2026 08:34:16	228	607.40	XLON	00368534102TRLO1
02 January 2026 08:37:36	227	607.40	XLON	00368535209TRLO1
02 January 2026 08:38:27	243	606.60	XLON	00368535476TRLO1
02 January 2026 08:39:18	246	605.20	XLON	00368535740TRLO1
02 January 2026 08:39:19	475	605.00	XLON	00368535741TRLO1
02 January 2026 08:39:19	238	605.00	XLON	00368535742TRLO1
02 January 2026 08:39:43	240	604.40	XLON	00368535848TRLO1
02 January 2026 08:40:40	237	604.80	XLON	00368536459TRLO1
02 January 2026 08:40:40	237	605.00	XLON	00368536460TRLO1
02 January 2026 08:43:29	205	604.40	XLON	00368537280TRLO1
02 January 2026 08:43:29	205	604.20	XLON	00368537281TRLO1
02 January 2026 08:44:30	245	603.80	XLON	00368537602TRLO1
02 January 2026 08:44:30	245	604.00	XLON	00368537603TRLO1
02 January 2026 08:44:33	231	604.60	XLON	00368537630TRLO1
02 January 2026 08:47:00	246	604.00	XLON	00368538445TRLO1
02 January 2026 08:48:43	235	604.60	XLON	00368538977TRLO1
02 January 2026 08:51:44	226	604.40	XLON	00368539900TRLO1
02 January 2026 08:51:44	226	604.80	XLON	00368539901TRLO1
02 January 2026 08:55:03	237	604.00	XLON	00368541173TRLO1
02 January 2026 08:55:04	227	604.20	XLON	00368541176TRLO1
02 January 2026 08:56:33	245	605.00	XLON	00368541784TRLO1
02 January 2026 08:58:59	226	607.00	XLON	00368542731TRLO1
02 January 2026 08:59:22	227	607.00	XLON	00368542900TRLO1
02 January 2026 08:59:46	237	607.00	XLON	00368543031TRLO1

02 January 2026 09:00:00	234	606.80	XLON	00368543110TRLO1
02 January 2026 09:00:00	236	606.40	XLON	00368543111TRLO1
02 January 2026 09:01:17	237	606.80	XLON	00368543644TRLO1
02 January 2026 09:01:58	231	607.20	XLON	00368543879TRLO1
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02 January 2026 09:03:21	232	607.00	XLON	00368544409TRLO1
02 January 2026 09:04:32	242	606.40	XLON	00368544974TRLO1
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02 January 2026 09:10:31	235	606.00	XLON	00368547157TRLO1
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02 January 2026 09:12:47	240	607.40	XLON	00368547985TRLO1
02 January 2026 09:13:15	246	606.60	XLON	00368548140TRLO1
02 January 2026 09:13:15	229	606.40	XLON	00368548142TRLO1
02 January 2026 09:15:09	242	607.20	XLON	00368548865TRLO1
02 January 2026 09:15:09	242	607.40	XLON	00368548866TRLO1
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02 January 2026 09:25:38	238	605.40	XLON	00368553495TRLO1
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02 January 2026 09:28:52	226	605.00	XLON	00368555025TRLO1
02 January 2026 09:32:17	243	605.20	XLON	00368557114TRLO1
02 January 2026 09:34:50	238	605.20	XLON	00368558123TRLO1
02 January 2026 09:35:29	227	604.40	XLON	00368558473TRLO1
02 January 2026 09:36:45	231	604.60	XLON	00368559011TRLO1
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02 January 2026 09:42:47	233	602.00	XLON	00368561590TRLO1
02 January 2026 09:42:47	258	602.20	XLON	00368561591TRLO1
02 January 2026 09:45:50	476	602.00	XLON	00368563456TRLO1
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02 January 2026 09:59:45	453	603.20	XLON	00368570101TRLO1

09:59:45		603.20		
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02 January 2026 09:59:45	245	603.00	XLON	00368570103TRLO1
02 January 2026 09:59:54	490	602.60	XLON	00368570153TRLO1
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02 January 2026 10:02:53	167	601.60	XLON	00368570251TRLO1
02 January 2026 10:03:37	231	601.20	XLON	00368570262TRLO1
02 January 2026 10:03:45	176	600.80	XLON	00368570268TRLO1
02 January 2026 10:03:45	69	600.80	XLON	00368570269TRLO1
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02 January 2026 10:06:49	67	599.40	XLON	00368570313TRLO1
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02 January 2026 10:16:00	241	599.40	XLON	00368570472TRLO1
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02 January 2026 10:25:37	235	598.60	XLON	00368570858TRLO1
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02 January 2026 10:44:21	248	598.40	XLON	00368571339TRLO1
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02 January 2026 10:46:49	461	598.40	XLON	00368571405TRLO1
02 January 2026 10:51:14	493	598.80	XLON	00368571464TRLO1
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TIME		PRICE		
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02 January 2026 11:44:53	490	598.20	XLON	00368572664TRLO1
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02 January 2026 11:50:35	227	598.20	XLON	00368572759TRLO1
02 January 2026 11:53:58	361	598.40	XLON	00368572805TRLO1
02 January 2026 11:53:58	13	598.40	XLON	00368572806TRLO1
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02 January 2026 12:04:22	32	597.80	XLON	00368572982TRLO1
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02 January 2026 12:15:05	252	598.80	XLON	00368573215TRLO1
02 January 2026 12:15:24	461	598.60	XLON	00368573235TRLO1
02 January 2026 12:15:30	462	598.40	XLON	00368573252TRLO1
02 January 2026 12:16:20	477	598.20	XLON	00368573287TRLO1
02 January 2026 12:19:05	473	597.80	XLON	00368573439TRLO1
02 January 2026 12:21:29	488	597.40	XLON	00368573484TRLO1
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02 January 2026 12:21:30	463	597.00	XLON	00368573485TRLO1
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02 January 2026 12:29:13	473	597.60	XLON	00368573555TRLO1
02 January 2026 12:34:55	9	597.40	XLON	00368573635TRLO1
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02 January 2026 12:34:55	471	597.40	XLON	00368573637TRLO1
02 January 2026 12:37:45	250	597.80	XLON	00368573701TRLO1
02 January 2026 12:37:45	219	597.80	XLON	00368573702TRLO1
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02 January 2026 12:47:33	492	598.80	XLON	00368573849TRLO1
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02 January 2026 13:08:22	489	599.20	XLON	00368574213TRLO1
02 January 2026 13:08:22	58	599.60	XLON	00368574214TRLO1
02 January 2026 13:08:22	264	599.60	XLON	00368574215TRLO1
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02 January 2026 13:15:59	236	598.80	XLON	00368574312TRLO1
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02 January 2026 13:21:17	228	598.80	XLON	00368574383TRLO1
02 January 2026 13:21:57	238	598.60	XLON	00368574395TRLO1
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02 January 2026 13:28:59	391	598.20	XLON	00368574502TRLO1
02 January 2026 13:31:45	736	598.00	XLON	00368574583TRLO1
02 January 2026 13:32:42	732	597.80	XLON	00368574598TRLO1
02 January 2026 13:34:04	482	598.40	XLON	00368574614TRLO1
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02 January 2026 13:36:05	453	597.80	XLON	00368574653TRLO1
02 January 2026 13:36:18	258	597.60	XLON	00368574658TRLO1
02 January 2026 13:36:18	208	597.60	XLON	00368574659TRLO1
02 January 2026 13:36:39	462	597.40	XLON	00368574664TRLO1
02 January 2026 13:36:54	247	596.40	XLON	00368574666TRLO1
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02 January 2026 13:38:48	237	596.80	XLON	00368574718TRLO1
02 January 2026 13:42:23	242	598.20	XLON	00368574766TRLO1
02 January 2026 13:44:54	234	598.80	XLON	00368574789TRLO1
02 January 2026 13:45:23	230	598.80	XLON	00368574793TRLO1
02 January 2026				

02 January 2026 13:46:40	227	598.80	XLON	00368574817TRLO1
02 January 2026 13:46:40	227	598.80	XLON	00368574818TRLO1
02 January 2026 13:46:46	460	598.60	XLON	00368574819TRLO1
02 January 2026 13:46:52	458	598.20	XLON	00368574821TRLO1
02 January 2026 13:47:42	452	598.20	XLON	00368574834TRLO1
02 January 2026 13:48:26	457	598.20	XLON	00368574841TRLO1
02 January 2026 13:48:27	477	597.80	XLON	00368574842TRLO1
02 January 2026 13:50:03	452	597.40	XLON	00368574876TRLO1
02 January 2026 13:50:10	234	597.20	XLON	00368574878TRLO1
02 January 2026 13:51:49	229	597.40	XLON	00368574901TRLO1
02 January 2026 13:52:22	247	597.20	XLON	00368574910TRLO1
02 January 2026 13:54:08	238	597.40	XLON	00368574925TRLO1
02 January 2026 13:57:24	227	598.80	XLON	00368574983TRLO1
02 January 2026 13:57:40	233	598.40	XLON	00368574995TRLO1
02 January 2026 13:59:26	243	598.80	XLON	00368575046TRLO1
02 January 2026 14:00:28	227	598.80	XLON	00368575075TRLO1
02 January 2026 14:00:36	228	598.40	XLON	00368575080TRLO1
02 January 2026 14:00:40	229	598.20	XLON	00368575081TRLO1
02 January 2026 14:06:50	453	598.40	XLON	00368575243TRLO1
02 January 2026 14:10:07	453	598.20	XLON	00368575314TRLO1
02 January 2026 14:11:20	458	598.00	XLON	00368575348TRLO1
02 January 2026 14:11:26	458	597.80	XLON	00368575352TRLO1
02 January 2026 14:12:36	444	598.00	XLON	00368575377TRLO1
02 January 2026 14:12:36	9	598.00	XLON	00368575378TRLO1
02 January 2026 14:13:14	493	598.20	XLON	00368575397TRLO1
02 January 2026 14:14:26	453	598.20	XLON	00368575447TRLO1
02 January 2026 14:14:52	475	600.60	XLON	00368575471TRLO1
02 January 2026 14:15:09	453	600.60	XLON	00368575485TRLO1
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Company Secretary

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