

6th 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:	5 th January 2026
Aggregate number of ordinary shares purchased:	54,264
Lowest price per share (pence):	616.80
Highest price per share (pence):	619.20
Weighted average price per day (pence):	618.7030

The Company intends to hold the purchased shares in treasury.

Following the above transaction, the Company has 53,663,934 ordinary shares in treasury and has 1,257,811,387 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	618.7030	54,264	616.80	619.20

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
05 January 2026 08:00:44	229	616.80	XLON	00368712812TRLO1
05 January 2026 08:01:33	238	619.20	XLON	00368713363TRLO1
05 January 2026 08:02:01	242	618.00	XLON	00368713830TRLO1
05 January 2026 10:00:31	481	619.00	XLON	00368795253TRLO1
05 January 2026 10:03:33	241	617.20	XLON	00368795385TRLO1
05 January 2026 10:03:33	241	617.20	XLON	00368795386TRLO1
05 January 2026 10:06:13	231	618.00	XLON	00368795530TRLO1
05 January 2026 10:06:13	231	618.00	XLON	00368795531TRLO1
05 January 2026 10:11:21	495	617.00	XLON	00368795733TRLO1
05 January 2026 10:15:22	748	617.20	XLON	00368795908TRLO1
05 January 2026 10:16:08	174	617.60	XLON	00368795985TRLO1
05 January 2026			XLON	00368795986TRLO1

10:16:08	512	617.60	XLON	003687998861TRLO1
05 January 2026 10:31:13	485	619.20	XLON	00368796929TRLO1
05 January 2026 10:51:15	498	619.20	XLON	00368797698TRLO1
05 January 2026 10:52:42	489	619.00	XLON	00368797741TRLO1
05 January 2026 10:55:47	722	619.20	XLON	00368797823TRLO1
05 January 2026 11:13:27	12	619.20	XLON	00368798600TRLO1
05 January 2026 11:13:27	226	619.20	XLON	00368798601TRLO1
05 January 2026 11:13:27	238	619.20	XLON	00368798602TRLO1
05 January 2026 11:14:26	460	618.80	XLON	00368798632TRLO1
05 January 2026 11:16:23	240	618.40	XLON	00368798696TRLO1
05 January 2026 11:16:23	480	618.40	XLON	00368798697TRLO1
05 January 2026 11:18:11	243	618.40	XLON	00368798769TRLO1
05 January 2026 11:20:37	237	618.80	XLON	00368798911TRLO1
05 January 2026 11:21:12	475	618.60	XLON	00368798954TRLO1
05 January 2026 11:24:55	710	618.40	XLON	00368799088TRLO1
05 January 2026 11:24:55	237	618.40	XLON	00368799089TRLO1
05 January 2026 11:26:19	371	618.20	XLON	00368799142TRLO1
05 January 2026 11:28:20	373	618.00	XLON	00368799247TRLO1
05 January 2026 11:28:20	371	618.00	XLON	00368799248TRLO1
05 January 2026 11:28:48	706	618.00	XLON	00368799276TRLO1
05 January 2026 11:32:11	943	618.60	XLON	00368799414TRLO1
05 January 2026 11:39:14	12	618.40	XLON	00368799686TRLO1
05 January 2026 11:39:14	911	618.40	XLON	00368799687TRLO1
05 January 2026 11:42:03	472	618.00	XLON	00368799767TRLO1
05 January 2026 11:45:43	461	619.00	XLON	00368799875TRLO1
05 January 2026 11:49:41	487	619.20	XLON	00368800023TRLO1
05 January 2026 11:57:59	246	619.20	XLON	00368800289TRLO1
05 January 2026 11:57:59	246	619.20	XLON	00368800290TRLO1
05 January 2026 11:57:59	496	619.00	XLON	00368800291TRLO1
05 January 2026 11:58:07	498	618.60	XLON	00368800294TRLO1
05 January 2026 11:58:26	244	618.20	XLON	00368800299TRLO1
05 January 2026 11:58:26	243	618.20	XLON	00368800300TRLO1
05 January 2026 12:06:43	238	619.00	XLON	00368800703TRLO1
05 January 2026 12:06:43	238	619.00	XLON	00368800704TRLO1

05 January 2026 12:06:43	238	619.00	XLON	00368800705TRLO1
05 January 2026 12:06:55	726	619.00	XLON	00368800760TRLO1
05 January 2026 12:09:38	613	618.80	XLON	00368800818TRLO1
05 January 2026 12:09:38	72	618.80	XLON	00368800819TRLO1
05 January 2026 12:10:08	214	618.60	XLON	00368800825TRLO1
05 January 2026 12:10:08	263	618.60	XLON	00368800826TRLO1
05 January 2026 12:17:59	251	618.80	XLON	00368800975TRLO1
05 January 2026 12:17:59	250	618.80	XLON	00368800976TRLO1
05 January 2026 12:17:59	251	618.80	XLON	00368800977TRLO1
05 January 2026 12:18:33	122	618.80	XLON	00368800994TRLO1
05 January 2026 12:18:33	131	618.80	XLON	00368800995TRLO1
05 January 2026 12:19:18	134	618.80	XLON	00368801027TRLO1
05 January 2026 12:20:43	486	618.80	XLON	00368801063TRLO1
05 January 2026 12:21:04	463	618.80	XLON	00368801078TRLO1
05 January 2026 12:21:04	900	618.80	XLON	00368801079TRLO1
05 January 2026 12:21:06	491	618.80	XLON	00368801081TRLO1
05 January 2026 12:22:30	488	619.00	XLON	00368801107TRLO1
05 January 2026 12:25:40	465	618.80	XLON	00368801207TRLO1
05 January 2026 12:25:40	232	618.80	XLON	00368801208TRLO1
05 January 2026 12:31:02	497	619.00	XLON	00368801295TRLO1
05 January 2026 12:31:02	16	618.80	XLON	00368801296TRLO1
05 January 2026 12:41:17	471	619.00	XLON	00368801576TRLO1
05 January 2026 12:41:17	235	619.00	XLON	00368801577TRLO1
05 January 2026 12:42:42	483	618.60	XLON	00368801597TRLO1
05 January 2026 12:45:38	471	618.80	XLON	00368801657TRLO1
05 January 2026 12:48:03	313	618.60	XLON	00368801700TRLO1
05 January 2026 12:48:03	162	618.60	XLON	00368801701TRLO1
05 January 2026 12:50:18	467	618.40	XLON	00368801752TRLO1
05 January 2026 12:51:23	210	618.40	XLON	00368801775TRLO1
05 January 2026 12:56:25	477	618.60	XLON	00368801872TRLO1
05 January 2026 12:56:25	238	618.60	XLON	00368801873TRLO1
05 January 2026 12:56:25	764	618.60	XLON	00368801874TRLO1
05 January 2026 12:56:25	105	618.60	XLON	00368801875TRLO1
05 January 2026			XLON	00368801876TRLO1

12:56:25	517	618.60	XLON	00368801901TRLO1
05 January 2026 12:58:10	704	619.00	XLON	00368801902TRLO1
05 January 2026 12:58:10	234	619.00	XLON	00368801903TRLO1
05 January 2026 13:02:35	483	619.00	XLON	00368802010TRLO1
05 January 2026 13:02:46	483	619.20	XLON	00368802018TRLO1
05 January 2026 13:03:13	487	619.00	XLON	00368802025TRLO1
05 January 2026 13:03:34	482	618.80	XLON	00368802030TRLO1
05 January 2026 13:04:15	483	619.00	XLON	00368802041TRLO1
05 January 2026 13:04:15	458	619.00	XLON	00368802042TRLO1
05 January 2026 13:04:16	230	618.80	XLON	00368802043TRLO1
05 January 2026 13:05:10	235	618.60	XLON	00368802057TRLO1
05 January 2026 13:05:28	246	618.40	XLON	00368802067TRLO1
05 January 2026 13:05:44	245	618.60	XLON	00368802073TRLO1
05 January 2026 13:05:52	239	618.40	XLON	00368802078TRLO1
05 January 2026 13:06:28	237	618.80	XLON	00368802098TRLO1
05 January 2026 13:06:32	237	618.60	XLON	00368802104TRLO1
05 January 2026 13:06:38	240	618.40	XLON	00368802107TRLO1
05 January 2026 13:07:08	240	618.80	XLON	00368802117TRLO1
05 January 2026 13:11:26	502	619.20	XLON	00368802245TRLO1
05 January 2026 13:11:28	2,106	619.00	XLON	00368802247TRLO1
05 January 2026 13:11:28	233	619.00	XLON	00368802248TRLO1
05 January 2026 13:11:55	250	618.80	XLON	00368802261TRLO1
05 January 2026 13:14:59	479	618.60	XLON	00368802349TRLO1
05 January 2026 13:15:00	206	618.40	XLON	00368802350TRLO1
05 January 2026 13:20:16	245	619.20	XLON	00368802571TRLO1
05 January 2026 13:20:16	245	619.20	XLON	00368802572TRLO1
05 January 2026 13:25:22	237	618.80	XLON	00368802847TRLO1
05 January 2026 13:32:09	273	618.80	XLON	00368803303TRLO1
05 January 2026 13:32:56	721	618.80	XLON	00368803324TRLO1
05 January 2026 13:35:11	931	618.80	XLON	00368803382TRLO1
05 January 2026 13:37:14	269	619.20	XLON	00368803459TRLO1
05 January 2026 13:37:14	311	619.20	XLON	00368803460TRLO1
05 January 2026 13:37:14	107	619.20	XLON	00368803461TRLO1
05 January 2026 13:38:16	739	619.00	XLON	00368803515TRLO1

05 January 2026 13:39:53	972	619.00	XLON	00368803599TRLO1
05 January 2026 13:40:16	692	618.80	XLON	00368803614TRLO1
05 January 2026 13:41:10	716	618.80	XLON	00368803640TRLO1
05 January 2026 13:43:52	708	619.00	XLON	00368803725TRLO1
05 January 2026 13:44:57	731	618.80	XLON	00368803749TRLO1
05 January 2026 13:46:31	713	618.80	XLON	00368803877TRLO1
05 January 2026 13:48:00	710	618.80	XLON	00368803926TRLO1
05 January 2026 13:48:00	701	618.80	XLON	00368803927TRLO1
05 January 2026 13:48:13	701	618.60	XLON	00368803932TRLO1
05 January 2026 13:49:33	484	618.20	XLON	00368803969TRLO1
05 January 2026 13:50:18	472	618.40	XLON	00368803993TRLO1
05 January 2026 13:51:08	361	618.20	XLON	00368804005TRLO1
05 January 2026 13:53:19	485	618.20	XLON	00368804045TRLO1
05 January 2026 13:56:04	487	619.20	XLON	00368804150TRLO1
05 January 2026 13:57:24	462	619.20	XLON	00368804179TRLO1
05 January 2026 14:00:22	490	619.20	XLON	00368804266TRLO1
05 January 2026 14:00:47	497	619.20	XLON	00368804277TRLO1
05 January 2026 14:01:17	478	619.20	XLON	00368804294TRLO1

For further information please contact:

Warren Fernandez Company Secretary

This information is provided by RNS, the news service of the London Stock Exchange. RNS is approved by the Financial Conduct Authority to act as a Primary Information Provider in the United Kingdom. Terms and conditions relating to the use and distribution of this information may apply. For further information, please contact ms@seg.com or visit www.ms.com.

RNS may use your IP address to confirm compliance with the terms and conditions, to analyse how you engage with the information contained in this communication, and to share such analysis on an anonymised basis with others as part of our commercial services. For further information about how RNS and the London Stock Exchange use the personal data you provide us, please see our [Privacy Policy](#).

END

POSSSLFMIEMSEEF