

7th 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:	6 th January 2026
Aggregate number of ordinary shares purchased:	146,161
Lowest price per share (pence):	617.40
Highest price per share (pence):	625.60
Weighted average price per day (pence):	621.3855

The Company intends to hold the purchased shares in treasury.

Following the above transaction, the Company has 53,810,095 ordinary shares in treasury and has 1,257,665,226 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	621.3855	146,161	617.40	625.60

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
06 January 2026 08:00:23	242	623.40	XLON	00368937786TRLO1
06 January 2026 08:03:20	5	621.80	XLON	00368939057TRLO1
06 January 2026 08:03:20	461	621.80	XLON	00368939058TRLO1
06 January 2026 08:06:26	499	622.20	XLON	00368940358TRLO1
06 January 2026 08:06:34	472	622.00	XLON	00368940419TRLO1
06 January 2026 08:08:25	241	621.60	XLON	00368940958TRLO1
06 January 2026 08:08:25	240	621.60	XLON	00368940959TRLO1
06 January 2026 08:10:11	482	621.20	XLON	00368941493TRLO1
06 January 2026 08:11:25	468	620.60	XLON	00368942016TRLO1
06 January 2026 08:17:56	463	620.60	XLON	00368945881TRLO1
06 January 2026 08:19:57	458	620.00	XLON	00368946746TRLO1
06 January 2026	228		XLON	00368946747TRLO1

08:19:57	228	620.00	XLON	00368940747TRLO1
06 January 2026 08:21:59	474	619.00	XLON	00368947643TRLO1
06 January 2026 08:22:03	467	618.40	XLON	00368947681TRLO1
06 January 2026 08:23:20	459	617.60	XLON	00368948139TRLO1
06 January 2026 08:24:46	466	618.00	XLON	00368948701TRLO1
06 January 2026 08:28:18	726	619.80	XLON	00368950515TRLO1
06 January 2026 08:28:42	700	619.20	XLON	00368950680TRLO1
06 January 2026 08:29:06	461	617.80	XLON	00368950912TRLO1
06 January 2026 08:31:28	238	619.00	XLON	00368952100TRLO1
06 January 2026 08:31:28	238	618.40	XLON	00368952101TRLO1
06 January 2026 08:32:46	142	617.60	XLON	00368952733TRLO1
06 January 2026 08:32:46	106	617.60	XLON	00368952734TRLO1
06 January 2026 08:39:34	462	619.00	XLON	00368956727TRLO1
06 January 2026 08:39:34	473	618.80	XLON	00368956728TRLO1
06 January 2026 08:40:26	473	618.40	XLON	00368957357TRLO1
06 January 2026 08:42:30	486	618.60	XLON	00368958700TRLO1
06 January 2026 08:46:11	462	618.80	XLON	00368961367TRLO1
06 January 2026 08:46:31	464	617.80	XLON	00368961594TRLO1
06 January 2026 08:48:16	426	618.40	XLON	00368962678TRLO1
06 January 2026 08:48:16	52	618.40	XLON	00368962679TRLO1
06 January 2026 08:53:10	471	618.60	XLON	00368965518TRLO1
06 January 2026 08:53:10	501	618.40	XLON	00368965519TRLO1
06 January 2026 08:59:15	481	618.60	XLON	00368968478TRLO1
06 January 2026 08:59:50	481	618.40	XLON	00368968764TRLO1
06 January 2026 09:02:52	248	619.00	XLON	00368970974TRLO1
06 January 2026 09:02:52	248	619.00	XLON	00368970975TRLO1
06 January 2026 09:02:55	159	619.00	XLON	00368970998TRLO1
06 January 2026 09:02:55	75	619.00	XLON	00368970999TRLO1
06 January 2026 09:04:53	466	619.00	XLON	00368972293TRLO1
06 January 2026 09:04:53	471	618.80	XLON	00368972294TRLO1
06 January 2026 09:06:06	479	619.00	XLON	00368972972TRLO1
06 January 2026 09:07:36	694	618.80	XLON	00368973814TRLO1
06 January 2026 09:08:31	742	619.00	XLON	00368974440TRLO1
06 January 2026 09:19:58	702	618.80	XLON	00368983984TRLO1

06 January 2026 09:20:00	747	618.60	XLON	00368984009TRLO1
06 January 2026 09:29:50	797	617.80	XLON	00368991879TRLO1
06 January 2026 09:29:50	120	617.80	XLON	00368991880TRLO1
06 January 2026 09:30:04	687	617.40	XLON	00368992058TRLO1
06 January 2026 09:31:41	710	617.40	XLON	00368993331TRLO1
06 January 2026 09:38:06	465	618.40	XLON	00368997968TRLO1
06 January 2026 09:40:29	482	618.20	XLON	00369000140TRLO1
06 January 2026 09:42:30	243	618.60	XLON	00369001941TRLO1
06 January 2026 09:47:36	926	618.40	XLON	00369006191TRLO1
06 January 2026 09:47:50	688	618.00	XLON	00369006408TRLO1
06 January 2026 09:50:41	707	618.20	XLON	00369009723TRLO1
06 January 2026 09:51:16	497	618.00	XLON	00369010407TRLO1
06 January 2026 09:51:16	248	618.00	XLON	00369010408TRLO1
06 January 2026 09:54:13	473	617.60	XLON	00369013710TRLO1
06 January 2026 10:01:00	746	618.80	XLON	00369019024TRLO1
06 January 2026 10:01:46	488	618.40	XLON	00369019045TRLO1
06 January 2026 10:10:09	251	620.00	XLON	00369019248TRLO1
06 January 2026 10:12:06	461	620.40	XLON	00369019336TRLO1
06 January 2026 10:14:54	474	620.00	XLON	00369019382TRLO1
06 January 2026 10:19:04	476	621.00	XLON	00369019512TRLO1
06 January 2026 10:19:15	458	620.60	XLON	00369019521TRLO1
06 January 2026 10:19:43	462	620.20	XLON	00369019543TRLO1
06 January 2026 10:25:58	12	620.60	XLON	00369019751TRLO1
06 January 2026 10:28:15	472	621.20	XLON	00369019818TRLO1
06 January 2026 10:28:35	492	621.00	XLON	00369019824TRLO1
06 January 2026 10:29:12	500	621.00	XLON	00369019841TRLO1
06 January 2026 10:32:04	487	621.00	XLON	00369019911TRLO1
06 January 2026 10:42:25	249	621.80	XLON	00369020245TRLO1
06 January 2026 10:42:25	996	621.80	XLON	00369020246TRLO1
06 January 2026 10:44:16	961	622.60	XLON	00369020315TRLO1
06 January 2026 10:44:54	966	622.40	XLON	00369020327TRLO1
06 January 2026 10:45:38	714	621.80	XLON	00369020338TRLO1
06 January 2026 10:50:50	564	621.20	XLON	00369020553TRLO1
06 January 2026	138		XLON	00369020554TRLO1

10:50:50	100	621.20	XLON	00369020761TRLO1
06 January 2026 10:58:46	467	620.60	XLON	00369020761TRLO1
06 January 2026 10:59:51	229	620.20	XLON	00369020794TRLO1
06 January 2026 11:05:02	445	620.80	XLON	00369020963TRLO1
06 January 2026 11:05:02	7	620.80	XLON	00369020964TRLO1
06 January 2026 11:05:02	5	620.80	XLON	00369020965TRLO1
06 January 2026 11:05:02	232	620.80	XLON	00369020966TRLO1
06 January 2026 11:05:55	694	620.80	XLON	00369020993TRLO1
06 January 2026 11:07:03	720	620.60	XLON	00369021019TRLO1
06 January 2026 11:11:32	713	621.00	XLON	00369021362TRLO1
06 January 2026 11:11:41	702	621.00	XLON	00369021387TRLO1
06 January 2026 11:12:07	500	621.40	XLON	00369021402TRLO1
06 January 2026 11:16:25	481	621.00	XLON	00369021577TRLO1
06 January 2026 11:16:30	484	621.40	XLON	00369021613TRLO1
06 January 2026 11:17:44	81	622.40	XLON	00369021683TRLO1
06 January 2026 11:17:44	412	622.40	XLON	00369021684TRLO1
06 January 2026 11:29:14	695	624.00	XLON	00369022321TRLO1
06 January 2026 11:36:06	495	625.00	XLON	00369022523TRLO1
06 January 2026 11:42:09	490	624.40	XLON	00369022701TRLO1
06 January 2026 11:42:09	245	624.40	XLON	00369022702TRLO1
06 January 2026 11:42:09	245	624.40	XLON	00369022703TRLO1
06 January 2026 11:48:30	745	624.20	XLON	00369022884TRLO1
06 January 2026 11:48:30	249	624.20	XLON	00369022885TRLO1
06 January 2026 11:51:15	714	624.40	XLON	00369023014TRLO1
06 January 2026 11:51:15	238	624.40	XLON	00369023015TRLO1
06 January 2026 11:54:03	729	624.40	XLON	00369023129TRLO1
06 January 2026 11:56:47	701	624.60	XLON	00369023259TRLO1
06 January 2026 11:59:28	749	624.40	XLON	00369023312TRLO1
06 January 2026 11:59:28	725	624.20	XLON	00369023313TRLO1
06 January 2026 12:02:25	1,251	624.60	XLON	00369023394TRLO1
06 January 2026 12:02:53	1,170	624.40	XLON	00369023405TRLO1
06 January 2026 12:11:00	471	624.80	XLON	00369023687TRLO1
06 January 2026 12:13:50	475	624.80	XLON	00369023766TRLO1
06 January 2026 12:13:50	237	624.80	XLON	00369023767TRLO1

06 January 2026 12:13:50	238	624.80	XLON	00369023768TRLO1
06 January 2026 12:13:50	237	624.80	XLON	00369023769TRLO1
06 January 2026 12:16:46	1,180	624.60	XLON	00369023832TRLO1
06 January 2026 12:16:46	236	624.60	XLON	00369023833TRLO1
06 January 2026 12:16:46	236	624.60	XLON	00369023834TRLO1
06 January 2026 12:24:55	486	624.00	XLON	00369023999TRLO1
06 January 2026 12:31:00	728	624.00	XLON	00369024154TRLO1
06 January 2026 12:37:06	572	625.60	XLON	00369024353TRLO1
06 January 2026 12:37:06	370	625.60	XLON	00369024354TRLO1
06 January 2026 12:39:08	948	625.40	XLON	00369024451TRLO1
06 January 2026 12:40:57	425	625.20	XLON	00369024501TRLO1
06 January 2026 12:40:57	564	625.20	XLON	00369024502TRLO1
06 January 2026 12:43:36	753	624.20	XLON	00369024553TRLO1
06 January 2026 12:45:54	926	624.00	XLON	00369024654TRLO1
06 January 2026 12:47:00	961	624.20	XLON	00369024699TRLO1
06 January 2026 12:55:15	948	624.20	XLON	00369024947TRLO1
06 January 2026 12:56:31	1,198	624.00	XLON	00369025023TRLO1
06 January 2026 13:02:36	180	623.80	XLON	00369025232TRLO1
06 January 2026 13:02:36	282	623.80	XLON	00369025233TRLO1
06 January 2026 13:04:47	195	623.80	XLON	00369025313TRLO1
06 January 2026 13:04:47	273	623.80	XLON	00369025314TRLO1
06 January 2026 13:15:07	730	624.20	XLON	00369025577TRLO1
06 January 2026 13:16:26	710	624.20	XLON	00369025661TRLO1
06 January 2026 13:19:26	468	624.20	XLON	00369025837TRLO1
06 January 2026 13:19:35	502	624.00	XLON	00369025844TRLO1
06 January 2026 13:23:32	1,152	623.80	XLON	00369025942TRLO1
06 January 2026 13:34:21	980	624.20	XLON	00369026305TRLO1
06 January 2026 13:34:23	943	623.80	XLON	00369026307TRLO1
06 January 2026 13:38:43	964	623.60	XLON	00369026428TRLO1
06 January 2026 13:45:41	957	623.20	XLON	00369026615TRLO1
06 January 2026 13:46:32	255	623.40	XLON	00369026629TRLO1
06 January 2026 13:46:32	662	623.40	XLON	00369026630TRLO1
06 January 2026 13:49:31	692	623.60	XLON	00369026788TRLO1
06 January 2026 13:50:00	686	623.40	XLON	00369026802TRLO1

13:50:20		623.40		
06 January 2026 13:52:11	470	623.40	XLON	00369026901TRLO1
06 January 2026 13:59:19	967	623.20	XLON	00369027110TRLO1
06 January 2026 13:59:19	794	623.00	XLON	00369027111TRLO1
06 January 2026 13:59:19	178	623.00	XLON	00369027112TRLO1
06 January 2026 14:00:23	627	623.00	XLON	00369027191TRLO1
06 January 2026 14:00:23	85	623.00	XLON	00369027192TRLO1
06 January 2026 14:00:23	747	622.80	XLON	00369027193TRLO1
06 January 2026 14:07:48	921	622.20	XLON	00369027569TRLO1
06 January 2026 14:07:48	746	622.00	XLON	00369027570TRLO1
06 January 2026 14:08:12	993	620.60	XLON	00369027578TRLO1
06 January 2026 14:08:19	984	620.80	XLON	00369027579TRLO1
06 January 2026 14:10:28	600	623.40	XLON	00369027674TRLO1
06 January 2026 14:10:28	180	623.40	XLON	00369027675TRLO1
06 January 2026 14:10:28	216	623.60	XLON	00369027676TRLO1
06 January 2026 14:10:28	600	623.40	XLON	00369027677TRLO1
06 January 2026 14:10:28	1,033	623.40	XLON	00369027678TRLO1
06 January 2026 14:10:47	1,395	623.20	XLON	00369027686TRLO1
06 January 2026 14:15:42	1,447	623.60	XLON	00369027999TRLO1
06 January 2026 14:15:42	1,245	623.40	XLON	00369028000TRLO1
06 January 2026 14:19:44	1,196	623.40	XLON	00369028152TRLO1
06 January 2026 14:21:46	921	623.80	XLON	00369028251TRLO1
06 January 2026 14:23:43	704	623.80	XLON	00369028369TRLO1
06 January 2026 14:23:43	691	623.60	XLON	00369028370TRLO1
06 January 2026 14:29:52	240	622.40	XLON	00369028711TRLO1
06 January 2026 14:29:52	722	622.40	XLON	00369028712TRLO1
06 January 2026 14:31:40	238	622.60	XLON	00369029042TRLO1
06 January 2026 14:31:40	953	622.60	XLON	00369029043TRLO1
06 January 2026 14:32:12	947	622.40	XLON	00369029097TRLO1
06 January 2026 14:34:14	967	621.60	XLON	00369029272TRLO1
06 January 2026 14:35:44	736	621.00	XLON	00369029357TRLO1
06 January 2026 14:36:41	696	620.80	XLON	00369029405TRLO1
06 January 2026 14:38:16	732	621.20	XLON	00369029543TRLO1
06 January 2026 14:41:29	692	621.80	XLON	00369029718TRLO1

06 January 2026 14:45:28	733	621.80	XLON	00369029951TRLO1
06 January 2026 14:46:56	262	622.00	XLON	00369030082TRLO1
06 January 2026 14:47:00	273	622.00	XLON	00369030084TRLO1
06 January 2026 14:47:04	301	622.00	XLON	00369030087TRLO1
06 January 2026 14:47:08	327	622.00	XLON	00369030092TRLO1
06 January 2026 14:47:12	300	622.00	XLON	00369030094TRLO1
06 January 2026 14:47:16	286	622.00	XLON	00369030095TRLO1
06 January 2026 14:47:20	189	622.00	XLON	00369030097TRLO1
06 January 2026 14:47:20	98	622.00	XLON	00369030098TRLO1
06 January 2026 14:47:24	297	622.00	XLON	00369030099TRLO1
06 January 2026 14:47:24	1,141	621.80	XLON	00369030100TRLO1
06 January 2026 14:47:33	954	621.80	XLON	00369030103TRLO1
06 January 2026 14:47:38	955	621.80	XLON	00369030113TRLO1
06 January 2026 14:47:46	670	621.80	XLON	00369030120TRLO1
06 January 2026 14:47:46	268	621.80	XLON	00369030121TRLO1
06 January 2026 14:47:47	991	621.60	XLON	00369030122TRLO1
06 January 2026 14:50:21	1,147	621.80	XLON	00369030335TRLO1
06 January 2026 14:50:21	916	621.40	XLON	00369030336TRLO1
06 January 2026 14:51:20	932	620.20	XLON	00369030382TRLO1
06 January 2026 14:52:30	930	619.80	XLON	00369030473TRLO1
06 January 2026 14:53:53	918	619.60	XLON	00369030577TRLO1
06 January 2026 15:00:08	722	620.60	XLON	00369030953TRLO1
06 January 2026 15:00:08	241	620.60	XLON	00369030954TRLO1
06 January 2026 15:02:24	1,434	620.20	XLON	00369031094TRLO1
06 January 2026 15:03:35	233	620.20	XLON	00369031141TRLO1
06 January 2026 15:10:04	687	620.20	XLON	00369031537TRLO1
06 January 2026 15:11:26	67	619.80	XLON	00369031622TRLO1
06 January 2026 15:11:26	714	619.80	XLON	00369031623TRLO1
06 January 2026 15:11:26	171	619.80	XLON	00369031624TRLO1
06 January 2026 15:12:26	376	620.20	XLON	00369031695TRLO1
06 January 2026 15:12:26	129	620.20	XLON	00369031696TRLO1
06 January 2026 15:12:26	247	620.20	XLON	00369031697TRLO1
06 January 2026 15:13:01	943	620.00	XLON	00369031722TRLO1
06 January 2026 15:17:20	699	619.80	XLON	00369031927TRLO1

15:17:20		619.00		
06 January 2026 15:18:37	704	619.40	XLON	00369031990TRLO1
06 January 2026 15:21:17	476	619.00	XLON	00369032177TRLO1
06 January 2026 15:23:19	748	619.00	XLON	00369032257TRLO1
06 January 2026 15:24:52	718	619.00	XLON	00369032343TRLO1
06 January 2026 15:26:04	710	619.20	XLON	00369032389TRLO1
06 January 2026 15:26:10	241	619.00	XLON	00369032395TRLO1
06 January 2026 15:28:41	731	618.60	XLON	00369032531TRLO1
06 January 2026 15:28:48	240	618.60	XLON	00369032538TRLO1
06 January 2026 15:28:48	240	618.60	XLON	00369032539TRLO1
06 January 2026 15:30:21	245	619.20	XLON	00369032646TRLO1
06 January 2026 15:30:21	213	619.20	XLON	00369032647TRLO1
06 January 2026 15:34:40	714	619.60	XLON	00369032997TRLO1
06 January 2026 15:34:40	238	619.60	XLON	00369032998TRLO1
06 January 2026 15:34:47	464	619.40	XLON	00369033005TRLO1
06 January 2026 15:36:35	711	619.00	XLON	00369033103TRLO1
06 January 2026 15:37:47	725	618.40	XLON	00369033175TRLO1
06 January 2026 15:38:19	479	618.80	XLON	00369033201TRLO1
06 January 2026 15:38:56	719	618.80	XLON	00369033224TRLO1
06 January 2026 15:39:02	251	619.20	XLON	00369033229TRLO1
06 January 2026 15:39:56	241	619.40	XLON	00369033286TRLO1
06 January 2026 15:42:57	706	620.00	XLON	00369033406TRLO1
06 January 2026 15:46:00	700	620.20	XLON	00369033560TRLO1
06 January 2026 15:46:00	233	620.20	XLON	00369033561TRLO1
06 January 2026 15:48:55	1,164	619.80	XLON	00369033717TRLO1
06 January 2026 15:52:11	1,222	620.40	XLON	00369034011TRLO1
06 January 2026 15:54:46	962	619.60	XLON	00369034274TRLO1
06 January 2026 15:57:20	981	619.40	XLON	00369034498TRLO1
06 January 2026 16:02:43	1,169	619.60	XLON	00369034903TRLO1
06 January 2026 16:05:15	1,177	620.40	XLON	00369035070TRLO1
06 January 2026 16:05:15	235	620.40	XLON	00369035071TRLO1
06 January 2026 16:06:47	714	619.80	XLON	00369035202TRLO1
06 January 2026 16:10:18	990	619.80	XLON	00369035376TRLO1
06 January 2026 16:11:53	117	620.20	XLON	00369035487TRLO1

06 January 2026 16:11:53	117	620.20	XLON	00369035488TRLO1
06 January 2026 16:11:53	107	620.20	XLON	00369035489TRLO1
06 January 2026 16:13:00	1,481	620.80	XLON	00369035600TRLO1
06 January 2026 16:14:31	561	621.00	XLON	00369035756TRLO1
06 January 2026 16:14:39	726	620.80	XLON	00369035760TRLO1
06 January 2026 16:15:12	245	620.60	XLON	00369035843TRLO1
06 January 2026 16:15:12	245	620.60	XLON	00369035844TRLO1
06 January 2026 16:15:57	490	620.40	XLON	00369035888TRLO1
06 January 2026 16:17:05	152	620.40	XLON	00369035946TRLO1
06 January 2026 16:17:05	78	620.40	XLON	00369035947TRLO1
06 January 2026 16:17:05	230	620.40	XLON	00369035948TRLO1
06 January 2026 16:17:07	152	620.40	XLON	00369035950TRLO1
06 January 2026 16:17:07	78	620.40	XLON	00369035951TRLO1
06 January 2026 16:17:30	244	619.60	XLON	00369035977TRLO1
06 January 2026 16:17:48	9	620.00	XLON	00369035999TRLO1
06 January 2026 16:17:51	317	620.00	XLON	00369036002TRLO1
06 January 2026 16:18:01	380	620.20	XLON	00369036024TRLO1
06 January 2026 16:18:20	485	620.00	XLON	00369036033TRLO1
06 January 2026 16:18:20	243	620.00	XLON	00369036034TRLO1
06 January 2026 16:18:41	229	620.20	XLON	00369036069TRLO1
06 January 2026 16:19:25	120	620.40	XLON	00369036136TRLO1
06 January 2026 16:19:50	238	620.40	XLON	00369036161TRLO1

For further information please contact:

Warren Fernandez Company Secretary

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