

10th February 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:	9 th February 2026
Aggregate number of ordinary shares purchased:	143,857
Lowest price per share (pence):	639.40
Highest price per share (pence):	644.80
Weighted average price per day (pence):	641.8707

The Company intends to hold the purchased shares in treasury.

Following the above transaction, the Company has 57,255,146 ordinary shares in treasury and has 1,254,220,175 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	641.8707	143,857	639.40	644.80

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
09 February 2026 12:14:14	40,861	641.38	XLON	00376155224TRLO1
09 February 2026 12:15:35	255	641.40	XLON	00376155256TRLO1
09 February 2026 12:17:27	279	641.40	XLON	00376155374TRLO1
09 February 2026 12:25:18	280	642.60	XLON	00376155720TRLO1
09 February 2026 12:25:18	280	642.60	XLON	00376155721TRLO1
09 February 2026 12:25:40	545	642.40	XLON	00376155731TRLO1
09 February 2026 12:29:01	820	642.80	XLON	00376155846TRLO1
09 February 2026 12:30:48	547	643.60	XLON	00376155912TRLO1
09 February 2026 12:31:22	262	642.80	XLON	00376155927TRLO1
09 February 2026 12:33:32	263	642.80	XLON	00376155996TRLO1
09 February 2026 12:33:32	269	642.60	XLON	00376155997TRLO1
09 February 2026	545		XLON	00376156045TRLO1

12:33:51	515	642.60	XLON	00376156015TRLO1
09 February 2026 12:33:51	217	642.60	XLON	00376156016TRLO1
09 February 2026 12:33:51	207	642.60	XLON	00376156017TRLO1
09 February 2026 12:35:50	513	642.20	XLON	00376156071TRLO1
09 February 2026 12:35:50	257	642.20	XLON	00376156072TRLO1
09 February 2026 12:38:38	552	642.20	XLON	00376156173TRLO1
09 February 2026 12:38:38	523	642.00	XLON	00376156174TRLO1
09 February 2026 12:42:14	536	642.00	XLON	00376156316TRLO1
09 February 2026 12:42:28	513	641.80	XLON	00376156322TRLO1
09 February 2026 12:44:15	277	641.60	XLON	00376156352TRLO1
09 February 2026 12:46:03	276	641.40	XLON	00376156382TRLO1
09 February 2026 12:55:31	260	641.20	XLON	00376156636TRLO1
09 February 2026 12:55:40	263	641.00	XLON	00376156672TRLO1
09 February 2026 12:58:10	270	641.20	XLON	00376156749TRLO1
09 February 2026 13:01:01	29	641.20	XLON	00376156808TRLO1
09 February 2026 13:01:29	500	641.60	XLON	00376156819TRLO1
09 February 2026 13:01:48	500	641.60	XLON	00376156828TRLO1
09 February 2026 13:01:48	40	641.60	XLON	00376156829TRLO1
09 February 2026 13:01:55	536	641.40	XLON	00376156833TRLO1
09 February 2026 13:03:55	638	641.40	XLON	00376156903TRLO1
09 February 2026 13:04:54	785	641.60	XLON	00376156920TRLO1
09 February 2026 13:07:26	275	641.80	XLON	00376156979TRLO1
09 February 2026 13:11:25	517	642.00	XLON	00376157042TRLO1
09 February 2026 13:12:27	522	641.60	XLON	00376157057TRLO1
09 February 2026 13:12:27	261	641.60	XLON	00376157058TRLO1
09 February 2026 13:13:05	778	641.40	XLON	00376157069TRLO1
09 February 2026 13:17:53	777	641.40	XLON	00376157225TRLO1
09 February 2026 13:20:23	541	641.20	XLON	00376157266TRLO1
09 February 2026 13:23:26	257	641.00	XLON	00376157448TRLO1
09 February 2026 13:24:41	514	641.00	XLON	00376157477TRLO1
09 February 2026 13:25:31	263	640.40	XLON	00376157485TRLO1
09 February 2026 13:25:31	263	640.40	XLON	00376157486TRLO1
09 February 2026 13:25:31	263	640.40	XLON	00376157487TRLO1
09 February 2026 13:25:32	274	640.20	XLON	00376157488TRLO1

09 February 2026 13:25:32	273	640.20	XLON	00376157489TRLO1
09 February 2026 13:27:20	512	640.00	XLON	00376157543TRLO1
09 February 2026 13:30:06	605	640.00	XLON	00376157589TRLO1
09 February 2026 13:30:06	451	640.00	XLON	00376157590TRLO1
09 February 2026 13:31:04	798	640.20	XLON	00376157622TRLO1
09 February 2026 13:31:30	821	640.00	XLON	00376157633TRLO1
09 February 2026 13:35:58	555	641.00	XLON	00376157769TRLO1
09 February 2026 13:36:00	556	640.40	XLON	00376157770TRLO1
09 February 2026 13:38:02	817	640.80	XLON	00376157838TRLO1
09 February 2026 13:39:57	545	640.80	XLON	00376157881TRLO1
09 February 2026 13:41:51	515	640.80	XLON	00376157947TRLO1
09 February 2026 13:46:13	828	640.80	XLON	00376158134TRLO1
09 February 2026 13:46:35	266	640.80	XLON	00376158140TRLO1
09 February 2026 13:48:38	257	640.60	XLON	00376158194TRLO1
09 February 2026 13:48:38	514	640.60	XLON	00376158195TRLO1
09 February 2026 13:51:05	1,031	640.80	XLON	00376158271TRLO1
09 February 2026 13:55:00	829	640.80	XLON	00376158403TRLO1
09 February 2026 13:55:44	809	640.60	XLON	00376158426TRLO1
09 February 2026 13:56:51	513	640.60	XLON	00376158471TRLO1
09 February 2026 14:03:00	792	641.80	XLON	00376158769TRLO1
09 February 2026 14:03:18	530	641.80	XLON	00376158796TRLO1
09 February 2026 14:05:00	520	641.80	XLON	00376158923TRLO1
09 February 2026 14:05:39	520	641.80	XLON	00376158956TRLO1
09 February 2026 14:07:56	811	642.40	XLON	00376159043TRLO1
09 February 2026 14:13:10	809	643.20	XLON	00376159324TRLO1
09 February 2026 14:13:55	804	643.40	XLON	00376159348TRLO1
09 February 2026 14:14:07	803	643.40	XLON	00376159352TRLO1
09 February 2026 14:15:08	527	643.40	XLON	00376159390TRLO1
09 February 2026 14:15:08	522	643.40	XLON	00376159391TRLO1
09 February 2026 14:16:38	1,368	643.20	XLON	00376159454TRLO1
09 February 2026 14:16:38	1,094	643.00	XLON	00376159455TRLO1
09 February 2026 14:16:38	274	643.00	XLON	00376159456TRLO1
09 February 2026 14:19:20	275	642.60	XLON	00376159617TRLO1
09 February 2026	139		XLON	00376159618TRLO1

14:19:20		642.60		
09 February 2026 14:19:20	135	642.60	XLON	00376159619TRLO1
09 February 2026 14:19:20	274	642.60	XLON	00376159620TRLO1
09 February 2026 14:20:10	274	642.40	XLON	00376159651TRLO1
09 February 2026 14:20:10	550	642.40	XLON	00376159652TRLO1
09 February 2026 14:21:42	257	642.00	XLON	00376159720TRLO1
09 February 2026 14:21:42	257	642.00	XLON	00376159721TRLO1
09 February 2026 14:21:42	256	642.00	XLON	00376159722TRLO1
09 February 2026 14:22:51	780	642.00	XLON	00376159768TRLO1
09 February 2026 14:26:02	550	642.20	XLON	00376159918TRLO1
09 February 2026 14:27:36	250	642.00	XLON	00376159978TRLO1
09 February 2026 14:27:36	532	642.00	XLON	00376159979TRLO1
09 February 2026 14:27:36	16	642.00	XLON	00376159980TRLO1
09 February 2026 14:29:47	356	641.80	XLON	00376160078TRLO1
09 February 2026 14:29:47	467	641.80	XLON	00376160079TRLO1
09 February 2026 14:30:01	803	641.60	XLON	00376160091TRLO1
09 February 2026 14:30:30	256	641.20	XLON	00376160157TRLO1
09 February 2026 14:30:30	512	641.20	XLON	00376160158TRLO1
09 February 2026 14:32:04	773	639.60	XLON	00376160304TRLO1
09 February 2026 14:34:36	839	641.60	XLON	00376160462TRLO1
09 February 2026 14:34:37	513	641.00	XLON	00376160463TRLO1
09 February 2026 14:35:00	776	640.20	XLON	00376160503TRLO1
09 February 2026 14:36:45	833	639.40	XLON	00376160616TRLO1
09 February 2026 14:37:11	816	639.60	XLON	00376160624TRLO1
09 February 2026 14:39:00	812	639.40	XLON	00376160738TRLO1
09 February 2026 14:43:30	512	642.40	XLON	00376160955TRLO1
09 February 2026 14:43:30	256	642.40	XLON	00376160956TRLO1
09 February 2026 14:44:34	798	642.60	XLON	00376161025TRLO1
09 February 2026 14:46:13	527	642.40	XLON	00376161187TRLO1
09 February 2026 14:46:43	265	642.20	XLON	00376161219TRLO1
09 February 2026 14:46:43	1,328	642.20	XLON	00376161220TRLO1
09 February 2026 14:46:43	266	642.20	XLON	00376161221TRLO1
09 February 2026 14:48:10	790	642.20	XLON	00376161341TRLO1
09 February 2026 14:48:25	527	642.00	XLON	00376161349TRLO1

09 February 2026 14:49:03	792	641.40	XLON	00376161428TRLO1
09 February 2026 14:50:40	769	640.20	XLON	00376161526TRLO1
09 February 2026 14:55:06	473	640.80	XLON	00376161916TRLO1
09 February 2026 14:55:06	46	640.80	XLON	00376161917TRLO1
09 February 2026 14:56:01	538	641.00	XLON	00376162019TRLO1
09 February 2026 14:59:07	539	641.40	XLON	00376162190TRLO1
09 February 2026 14:59:07	270	641.40	XLON	00376162191TRLO1
09 February 2026 14:59:35	536	641.20	XLON	00376162231TRLO1
09 February 2026 14:59:35	268	641.20	XLON	00376162232TRLO1
09 February 2026 15:00:03	802	641.20	XLON	00376162289TRLO1
09 February 2026 15:01:48	148	642.20	XLON	00376162422TRLO1
09 February 2026 15:01:48	53	642.20	XLON	00376162423TRLO1
09 February 2026 15:01:48	63	642.20	XLON	00376162424TRLO1
09 February 2026 15:02:14	830	642.00	XLON	00376162466TRLO1
09 February 2026 15:02:26	783	641.80	XLON	00376162476TRLO1
09 February 2026 15:03:21	226	642.20	XLON	00376162551TRLO1
09 February 2026 15:03:21	771	642.20	XLON	00376162552TRLO1
09 February 2026 15:07:53	199	644.60	XLON	00376162878TRLO1
09 February 2026 15:07:53	69	644.60	XLON	00376162879TRLO1
09 February 2026 15:09:09	1,068	644.80	XLON	00376162925TRLO1
09 February 2026 15:09:10	261	644.60	XLON	00376162926TRLO1
09 February 2026 15:09:11	1,105	644.20	XLON	00376162927TRLO1
09 February 2026 15:09:12	770	644.20	XLON	00376162928TRLO1
09 February 2026 15:09:36	1,064	644.00	XLON	00376162963TRLO1
09 February 2026 15:10:28	1,065	643.80	XLON	00376163007TRLO1
09 February 2026 15:11:31	771	643.40	XLON	00376163047TRLO1
09 February 2026 15:11:31	7	643.40	XLON	00376163048TRLO1
09 February 2026 15:11:31	260	643.40	XLON	00376163049TRLO1
09 February 2026 15:12:49	769	643.20	XLON	00376163089TRLO1
09 February 2026 15:13:57	811	642.80	XLON	00376163183TRLO1
09 February 2026 15:14:51	771	642.60	XLON	00376163233TRLO1
09 February 2026 15:16:47	553	642.60	XLON	00376163306TRLO1
09 February 2026 15:19:58	554	643.00	XLON	00376163417TRLO1
09 February 2026 15:20:17	560	643.00	XLON	00376163438TRLO1

15:20:17		642.60		
09 February 2026 15:21:49	779	642.40	XLON	00376163488TRLO1
09 February 2026 15:24:43	815	642.60	XLON	00376163619TRLO1
09 February 2026 15:25:42	806	642.20	XLON	00376163648TRLO1
09 February 2026 15:25:42	268	642.20	XLON	00376163649TRLO1
09 February 2026 15:27:37	824	642.20	XLON	00376163728TRLO1
09 February 2026 15:28:31	551	642.60	XLON	00376163750TRLO1
09 February 2026 15:32:03	790	643.00	XLON	00376163930TRLO1
09 February 2026 15:34:35	784	643.20	XLON	00376164066TRLO1
09 February 2026 15:34:35	521	643.00	XLON	00376164067TRLO1
09 February 2026 15:35:10	547	642.60	XLON	00376164094TRLO1
09 February 2026 15:36:25	768	641.60	XLON	00376164153TRLO1
09 February 2026 15:37:13	822	641.40	XLON	00376164212TRLO1
09 February 2026 15:41:37	804	642.60	XLON	00376164410TRLO1
09 February 2026 15:42:20	812	643.20	XLON	00376164467TRLO1
09 February 2026 15:44:20	780	643.40	XLON	00376164559TRLO1
09 February 2026 15:44:20	260	643.40	XLON	00376164560TRLO1
09 February 2026 15:44:20	779	643.40	XLON	00376164561TRLO1
09 February 2026 15:45:20	356	644.20	XLON	00376164607TRLO1
09 February 2026 15:45:20	188	644.20	XLON	00376164608TRLO1
09 February 2026 15:47:07	709	643.20	XLON	00376164720TRLO1
09 February 2026 15:47:07	94	643.20	XLON	00376164721TRLO1
09 February 2026 15:50:00	1,071	643.60	XLON	00376164896TRLO1
09 February 2026 15:50:50	265	643.40	XLON	00376164959TRLO1
09 February 2026 15:50:50	264	643.40	XLON	00376164960TRLO1
09 February 2026 15:52:30	837	641.60	XLON	00376165071TRLO1
09 February 2026 15:56:31	738	642.60	XLON	00376165230TRLO1
09 February 2026 15:56:31	342	642.60	XLON	00376165231TRLO1
09 February 2026 15:59:18	1,347	643.00	XLON	00376165324TRLO1
09 February 2026 16:00:15	531	642.80	XLON	00376165402TRLO1
09 February 2026 16:01:03	1,116	643.40	XLON	00376165429TRLO1
09 February 2026 16:03:30	816	642.60	XLON	00376165524TRLO1
09 February 2026 16:05:11	802	642.40	XLON	00376165625TRLO1
09 February 2026 16:05:53	547	642.00	XLON	00376165686TRLO1

09 February 2026 16:06:12	272	641.60	XLON	00376165700TRLO1
09 February 2026 16:07:39	529	641.40	XLON	00376165804TRLO1
09 February 2026 16:08:04	268	641.20	XLON	00376165825TRLO1
09 February 2026 16:09:12	523	641.20	XLON	00376165895TRLO1
09 February 2026 16:10:48	541	641.20	XLON	00376166006TRLO1
09 February 2026 16:12:52	777	641.80	XLON	00376166195TRLO1
09 February 2026 16:13:53	774	641.60	XLON	00376166257TRLO1
09 February 2026 16:14:00	275	641.40	XLON	00376166260TRLO1
09 February 2026 16:15:53	559	642.60	XLON	00376166358TRLO1
09 February 2026 16:15:53	257	642.40	XLON	00376166359TRLO1
09 February 2026 16:17:55	513	642.80	XLON	00376166499TRLO1
09 February 2026 16:17:55	256	642.80	XLON	00376166500TRLO1
09 February 2026 16:18:38	262	642.60	XLON	00376166565TRLO1
09 February 2026 16:19:19	234	642.80	XLON	00376166604TRLO1
09 February 2026 16:19:33	259	642.80	XLON	00376166620TRLO1
09 February 2026 16:19:58	449	642.80	XLON	00376166636TRLO1

For further information please contact:

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