

11th 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:	10 th February 2026
Aggregate number of ordinary shares purchased:	141,234
Lowest price per share (pence):	634.80
Highest price per share (pence):	644.80
Weighted average price per day (pence):	642.5585

The Company intends to hold the purchased shares in treasury.

Following the above transaction, the Company has 57,396,380 ordinary shares in treasury and has 1,254,078,941 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	642.5585	141,234	634.80	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
10 February 2026 08:02:16	260	641.00	XLON	00376417965TRLO1
10 February 2026 08:02:16	259	641.00	XLON	00376417966TRLO1
10 February 2026 08:05:18	528	639.60	XLON	00376421607TRLO1
10 February 2026 08:07:35	80	639.40	XLON	00376424509TRLO1
10 February 2026 08:07:35	468	639.40	XLON	00376424510TRLO1
10 February 2026 08:07:35	80	639.40	XLON	00376424511TRLO1
10 February 2026 08:09:14	277	639.20	XLON	00376426419TRLO1
10 February 2026 08:09:14	277	639.20	XLON	00376426420TRLO1
10 February 2026 08:09:14	271	639.00	XLON	00376426421TRLO1
10 February 2026 08:09:19	273	638.60	XLON	00376426538TRLO1
10 February 2026 08:09:19	270	638.40	XLON	00376426543TRLO1
10 February 2026	274		XLON	00376426556TRLO1

08:09:20	271	637.80	XLON	003764263361TRLO1
10 February 2026 08:12:48	279	636.60	XLON	00376430801TRLO1
10 February 2026 08:14:52	261	635.40	XLON	00376433854TRLO1
10 February 2026 08:17:38	524	635.00	XLON	00376437451TRLO1
10 February 2026 08:17:41	261	634.80	XLON	00376437503TRLO1
10 February 2026 08:17:41	258	634.80	XLON	00376437507TRLO1
10 February 2026 08:24:05	451	638.00	XLON	00376447039TRLO1
10 February 2026 08:24:47	524	638.80	XLON	00376448466TRLO1
10 February 2026 08:24:47	261	638.40	XLON	00376448468TRLO1
10 February 2026 08:25:36	264	638.40	XLON	00376449609TRLO1
10 February 2026 08:28:26	512	638.40	XLON	00376455195TRLO1
10 February 2026 08:28:26	469	638.00	XLON	00376455196TRLO1
10 February 2026 08:28:26	67	638.00	XLON	00376455197TRLO1
10 February 2026 08:30:07	93	638.00	XLON	00376457190TRLO1
10 February 2026 08:30:07	185	638.00	XLON	00376457191TRLO1
10 February 2026 08:31:17	259	638.40	XLON	00376459752TRLO1
10 February 2026 08:32:36	256	638.20	XLON	00376462206TRLO1
10 February 2026 08:32:55	263	637.80	XLON	00376463019TRLO1
10 February 2026 08:35:51	538	638.80	XLON	00376467942TRLO1
10 February 2026 08:36:42	274	637.80	XLON	00376469623TRLO1
10 February 2026 08:36:43	281	637.60	XLON	00376469624TRLO1
10 February 2026 08:39:49	281	638.20	XLON	00376475701TRLO1
10 February 2026 08:40:35	270	638.20	XLON	00376476738TRLO1
10 February 2026 08:42:30	258	637.60	XLON	00376479586TRLO1
10 February 2026 08:53:08	504	638.00	XLON	00376496388TRLO1
10 February 2026 08:53:08	9	638.00	XLON	00376496389TRLO1
10 February 2026 08:54:02	530	637.60	XLON	00376497806TRLO1
10 February 2026 08:58:06	546	638.20	XLON	00376503299TRLO1
10 February 2026 08:58:06	837	638.00	XLON	00376503300TRLO1
10 February 2026 09:02:13	551	639.40	XLON	00376508447TRLO1
10 February 2026 09:02:19	546	639.00	XLON	00376508507TRLO1
10 February 2026 09:03:59	511	639.80	XLON	00376510544TRLO1
10 February 2026 09:05:45	275	639.80	XLON	00376512567TRLO1
10 February 2026 09:05:45	272	639.60	XLON	00376512568TRLO1

10 February 2026 09:05:55	265	639.40	XLON	00376512749TRLO1
10 February 2026 09:05:55	276	639.20	XLON	00376512750TRLO1
10 February 2026 09:08:29	262	640.00	XLON	00376515771TRLO1
10 February 2026 09:08:31	277	639.60	XLON	00376515804TRLO1
10 February 2026 09:09:10	278	639.40	XLON	00376516504TRLO1
10 February 2026 09:10:18	268	640.00	XLON	00376518568TRLO1
10 February 2026 09:10:18	257	640.00	XLON	00376518569TRLO1
10 February 2026 09:10:18	257	639.80	XLON	00376518570TRLO1
10 February 2026 09:10:36	272	640.00	XLON	00376518879TRLO1
10 February 2026 09:13:00	260	640.20	XLON	00376521808TRLO1
10 February 2026 09:13:04	265	640.00	XLON	00376521936TRLO1
10 February 2026 09:15:46	550	640.40	XLON	00376525517TRLO1
10 February 2026 09:16:10	271	640.20	XLON	00376525884TRLO1
10 February 2026 09:17:12	262	640.40	XLON	00376527110TRLO1
10 February 2026 09:18:15	268	640.00	XLON	00376528251TRLO1
10 February 2026 09:18:16	8	639.40	XLON	00376528254TRLO1
10 February 2026 09:23:59	542	639.80	XLON	00376534359TRLO1
10 February 2026 09:24:12	521	639.40	XLON	00376534651TRLO1
10 February 2026 09:25:43	543	639.60	XLON	00376536425TRLO1
10 February 2026 09:29:25	261	639.60	XLON	00376540011TRLO1
10 February 2026 09:30:58	258	639.20	XLON	00376541832TRLO1
10 February 2026 09:33:15	275	639.40	XLON	00376544966TRLO1
10 February 2026 09:37:12	256	639.20	XLON	00376550463TRLO1
10 February 2026 09:38:20	278	639.20	XLON	00376551901TRLO1
10 February 2026 09:40:05	280	639.20	XLON	00376554615TRLO1
10 February 2026 09:40:05	267	639.00	XLON	00376554629TRLO1
10 February 2026 09:43:00	271	639.60	XLON	00376558540TRLO1
10 February 2026 09:43:13	272	639.40	XLON	00376558889TRLO1
10 February 2026 09:48:02	259	639.60	XLON	00376564515TRLO1
10 February 2026 09:52:50	265	640.00	XLON	00376569514TRLO1
10 February 2026 09:53:30	270	640.20	XLON	00376570093TRLO1
10 February 2026 09:54:51	527	640.20	XLON	00376571296TRLO1
10 February 2026 09:56:44	549	640.40	XLON	00376573148TRLO1
10 February 2026	546		XLON	00376577173TRLO1

09:59:22		640.40		
10 February 2026 09:59:22	513	640.20	XLON	00376577174TRLO1
10 February 2026 10:00:43	274	640.60	XLON	00376579154TRLO1
10 February 2026 10:07:35	258	642.00	XLON	00376593779TRLO1
10 February 2026 10:08:17	278	641.80	XLON	00376595328TRLO1
10 February 2026 10:11:25	538	642.00	XLON	00376599756TRLO1
10 February 2026 10:13:40	259	641.80	XLON	00376599949TRLO1
10 February 2026 10:13:40	269	641.60	XLON	00376599951TRLO1
10 February 2026 10:15:45	274	641.40	XLON	00376600127TRLO1
10 February 2026 10:15:45	273	641.40	XLON	00376600128TRLO1
10 February 2026 10:16:22	530	641.20	XLON	00376600148TRLO1
10 February 2026 10:26:23	264	642.20	XLON	00376600842TRLO1
10 February 2026 10:26:23	259	642.00	XLON	00376600843TRLO1
10 February 2026 10:28:41	263	642.00	XLON	00376600925TRLO1
10 February 2026 10:30:59	258	642.00	XLON	00376601036TRLO1
10 February 2026 10:32:12	281	642.00	XLON	00376601144TRLO1
10 February 2026 10:32:36	40	641.80	XLON	00376601203TRLO1
10 February 2026 10:32:36	351	641.80	XLON	00376601204TRLO1
10 February 2026 10:38:28	279	642.00	XLON	00376602127TRLO1
10 February 2026 10:41:17	260	641.80	XLON	00376602475TRLO1
10 February 2026 10:41:17	259	641.80	XLON	00376602476TRLO1
10 February 2026 10:41:17	260	641.80	XLON	00376602477TRLO1
10 February 2026 10:44:54	524	641.40	XLON	00376602726TRLO1
10 February 2026 10:44:54	511	641.20	XLON	00376602727TRLO1
10 February 2026 10:45:21	512	641.20	XLON	00376602748TRLO1
10 February 2026 10:45:21	512	641.00	XLON	00376602749TRLO1
10 February 2026 10:47:48	516	640.80	XLON	00376602881TRLO1
10 February 2026 10:47:48	516	641.00	XLON	00376602882TRLO1
10 February 2026 10:47:49	548	640.60	XLON	00376602883TRLO1
10 February 2026 10:48:05	511	641.20	XLON	00376602905TRLO1
10 February 2026 10:48:51	547	641.20	XLON	00376603040TRLO1
10 February 2026 10:55:30	256	642.00	XLON	00376603295TRLO1
10 February 2026 11:00:07	270	642.00	XLON	00376603533TRLO1
10 February 2026 11:00:18	261	641.80	XLON	00376603542TRLO1

10 February 2026 11:03:01	543	641.80	XLON	00376603744TRLO1
10 February 2026 11:03:35	256	641.60	XLON	00376603761TRLO1
10 February 2026 11:03:35	511	641.60	XLON	00376603762TRLO1
10 February 2026 11:05:12	276	641.80	XLON	00376603867TRLO1
10 February 2026 11:07:10	265	641.80	XLON	00376603962TRLO1
10 February 2026 11:07:10	265	641.80	XLON	00376603963TRLO1
10 February 2026 11:08:34	518	641.80	XLON	00376604006TRLO1
10 February 2026 11:14:49	261	642.60	XLON	00376604302TRLO1
10 February 2026 11:14:49	260	642.60	XLON	00376604303TRLO1
10 February 2026 11:20:00	258	643.00	XLON	00376604610TRLO1
10 February 2026 11:20:58	261	643.20	XLON	00376604664TRLO1
10 February 2026 11:21:00	269	644.20	XLON	00376604666TRLO1
10 February 2026 11:25:02	277	644.00	XLON	00376604870TRLO1
10 February 2026 11:25:02	277	644.00	XLON	00376604871TRLO1
10 February 2026 11:25:02	552	643.80	XLON	00376604872TRLO1
10 February 2026 11:27:03	279	643.20	XLON	00376604936TRLO1
10 February 2026 11:29:25	444	643.80	XLON	00376605040TRLO1
10 February 2026 11:29:25	113	643.80	XLON	00376605041TRLO1
10 February 2026 11:29:25	544	643.60	XLON	00376605042TRLO1
10 February 2026 11:31:05	520	643.60	XLON	00376605100TRLO1
10 February 2026 11:31:56	551	643.40	XLON	00376605129TRLO1
10 February 2026 11:34:03	516	643.60	XLON	00376605253TRLO1
10 February 2026 11:35:10	270	643.60	XLON	00376605313TRLO1
10 February 2026 11:36:07	269	643.60	XLON	00376605354TRLO1
10 February 2026 11:37:08	268	643.80	XLON	00376605423TRLO1
10 February 2026 11:38:19	270	644.00	XLON	00376605526TRLO1
10 February 2026 11:39:43	528	644.40	XLON	00376605591TRLO1
10 February 2026 11:41:42	525	644.40	XLON	00376605695TRLO1
10 February 2026 11:41:42	526	644.20	XLON	00376605696TRLO1
10 February 2026 11:42:38	527	644.00	XLON	00376605749TRLO1
10 February 2026 11:44:39	261	644.40	XLON	00376605847TRLO1
10 February 2026 11:44:39	265	644.20	XLON	00376605848TRLO1
10 February 2026 11:44:39	267	643.80	XLON	00376605849TRLO1
10 February 2026 11:44:39	431	643.80	XLON	00376605850TRLO1

11:44:39		643.80		
10 February 2026 11:44:40	269	643.80	XLON	00376605851TRLO1
10 February 2026 11:51:25	556	644.40	XLON	00376606098TRLO1
10 February 2026 11:53:55	527	644.20	XLON	00376606288TRLO1
10 February 2026 11:54:46	555	644.00	XLON	00376606309TRLO1
10 February 2026 11:59:36	1,090	644.60	XLON	00376606502TRLO1
10 February 2026 12:00:12	766	644.20	XLON	00376606521TRLO1
10 February 2026 12:02:43	533	643.80	XLON	00376606604TRLO1
10 February 2026 12:10:25	272	643.40	XLON	00376607087TRLO1
10 February 2026 12:10:25	273	643.40	XLON	00376607088TRLO1
10 February 2026 12:11:12	531	643.00	XLON	00376607161TRLO1
10 February 2026 12:19:12	557	643.40	XLON	00376607595TRLO1
10 February 2026 12:20:17	24	643.40	XLON	00376607674TRLO1
10 February 2026 12:20:17	535	643.40	XLON	00376607675TRLO1
10 February 2026 12:21:11	541	643.00	XLON	00376607715TRLO1
10 February 2026 12:22:21	555	642.40	XLON	00376607803TRLO1
10 February 2026 12:35:16	1,039	642.80	XLON	00376608743TRLO1
10 February 2026 12:39:30	790	644.00	XLON	00376608931TRLO1
10 February 2026 12:39:30	225	643.80	XLON	00376608932TRLO1
10 February 2026 12:40:15	806	643.60	XLON	00376608991TRLO1
10 February 2026 12:40:15	818	643.40	XLON	00376608992TRLO1
10 February 2026 12:40:24	837	643.20	XLON	00376609005TRLO1
10 February 2026 12:40:35	830	643.00	XLON	00376609024TRLO1
10 February 2026 12:41:14	813	642.80	XLON	00376609050TRLO1
10 February 2026 12:49:40	809	642.80	XLON	00376609368TRLO1
10 February 2026 12:54:55	532	643.20	XLON	00376609582TRLO1
10 February 2026 12:54:55	27	643.20	XLON	00376609583TRLO1
10 February 2026 12:56:22	520	643.00	XLON	00376609732TRLO1
10 February 2026 12:59:14	820	642.80	XLON	00376609875TRLO1
10 February 2026 12:59:14	273	642.80	XLON	00376609876TRLO1
10 February 2026 12:59:25	766	642.40	XLON	00376609882TRLO1
10 February 2026 13:01:48	774	642.80	XLON	00376610006TRLO1
10 February 2026 13:01:48	780	642.40	XLON	00376610007TRLO1
10 February 2026 13:09:11	267	642.60	XLON	00376610293TRLO1

10 February 2026 13:15:16	836	643.20	XLON	00376610548TRLO1
10 February 2026 13:19:19	540	643.40	XLON	00376610638TRLO1
10 February 2026 13:21:51	528	643.40	XLON	00376610873TRLO1
10 February 2026 13:22:00	519	643.40	XLON	00376610879TRLO1
10 February 2026 13:30:00	521	643.60	XLON	00376611440TRLO1
10 February 2026 13:30:00	538	643.20	XLON	00376611443TRLO1
10 February 2026 13:32:41	549	643.60	XLON	00376611601TRLO1
10 February 2026 13:35:50	1,093	643.40	XLON	00376611726TRLO1
10 February 2026 13:39:58	448	643.60	XLON	00376612055TRLO1
10 February 2026 13:39:58	359	643.60	XLON	00376612056TRLO1
10 February 2026 13:40:11	766	643.60	XLON	00376612062TRLO1
10 February 2026 13:43:45	825	643.80	XLON	00376612308TRLO1
10 February 2026 13:45:22	833	644.40	XLON	00376612409TRLO1
10 February 2026 13:45:22	833	644.20	XLON	00376612410TRLO1
10 February 2026 13:48:58	1,115	643.60	XLON	00376612565TRLO1
10 February 2026 13:52:39	262	643.40	XLON	00376612746TRLO1
10 February 2026 14:00:36	805	643.80	XLON	00376613276TRLO1
10 February 2026 14:04:02	1,037	644.40	XLON	00376613427TRLO1
10 February 2026 14:04:34	462	644.20	XLON	00376613445TRLO1
10 February 2026 14:04:34	644	644.20	XLON	00376613446TRLO1
10 February 2026 14:08:55	827	644.60	XLON	00376613625TRLO1
10 February 2026 14:09:26	798	644.60	XLON	00376613674TRLO1
10 February 2026 14:11:16	268	644.20	XLON	00376613794TRLO1
10 February 2026 14:11:16	804	644.20	XLON	00376613795TRLO1
10 February 2026 14:13:50	774	644.00	XLON	00376613894TRLO1
10 February 2026 14:15:57	785	643.80	XLON	00376613986TRLO1
10 February 2026 14:16:01	515	643.60	XLON	00376613990TRLO1
10 February 2026 14:26:02	1,080	644.80	XLON	00376614840TRLO1
10 February 2026 14:26:02	270	644.80	XLON	00376614841TRLO1
10 February 2026 14:26:03	1,385	644.40	XLON	00376614842TRLO1
10 February 2026 14:27:00	278	644.60	XLON	00376614902TRLO1
10 February 2026 14:27:00	837	644.60	XLON	00376614903TRLO1
10 February 2026 14:30:20	782	644.60	XLON	00376615203TRLO1
10 February 2026 14:31:00	1,033	644.40	XLON	00376615337TRLO1

14:31:00	1,032	644.40		
10 February 2026 14:31:23	1,323	644.20	XLON	00376615407TRLO1
10 February 2026 14:32:01	1,085	643.80	XLON	00376615525TRLO1
10 February 2026 14:32:01	1,047	643.60	XLON	00376615526TRLO1
10 February 2026 14:32:22	794	643.00	XLON	00376615632TRLO1
10 February 2026 14:32:22	264	643.00	XLON	00376615633TRLO1
10 February 2026 14:32:30	1,113	642.80	XLON	00376615673TRLO1
10 February 2026 14:34:30	769	643.40	XLON	00376616078TRLO1
10 February 2026 14:36:30	522	643.80	XLON	00376616247TRLO1
10 February 2026 14:37:32	555	643.60	XLON	00376616380TRLO1
10 February 2026 14:37:32	5	643.60	XLON	00376616381TRLO1
10 February 2026 14:42:09	550	642.20	XLON	00376616872TRLO1
10 February 2026 14:46:22	822	643.40	XLON	00376617253TRLO1
10 February 2026 14:47:05	767	643.20	XLON	00376617315TRLO1
10 February 2026 14:48:42	820	643.00	XLON	00376617481TRLO1
10 February 2026 14:49:56	1,048	642.60	XLON	00376617669TRLO1
10 February 2026 14:52:23	525	643.20	XLON	00376617937TRLO1
10 February 2026 14:53:12	817	642.60	XLON	00376617995TRLO1
10 February 2026 14:58:22	1,038	643.40	XLON	00376618414TRLO1
10 February 2026 15:01:10	666	642.60	XLON	00376618805TRLO1
10 February 2026 15:01:10	152	642.60	XLON	00376618806TRLO1
10 February 2026 15:04:32	804	643.20	XLON	00376619102TRLO1
10 February 2026 15:06:17	810	642.60	XLON	00376619296TRLO1
10 February 2026 15:07:58	818	643.20	XLON	00376619375TRLO1
10 February 2026 15:11:05	1,021	643.20	XLON	00376619604TRLO1
10 February 2026 15:13:11	851	642.60	XLON	00376619819TRLO1
10 February 2026 15:13:11	237	642.60	XLON	00376619820TRLO1
10 February 2026 15:17:33	620	642.80	XLON	00376620117TRLO1
10 February 2026 15:17:33	426	642.80	XLON	00376620118TRLO1
10 February 2026 15:18:32	768	643.20	XLON	00376620196TRLO1
10 February 2026 15:21:51	806	643.80	XLON	00376620530TRLO1
10 February 2026 15:23:05	517	644.20	XLON	00376620644TRLO1
10 February 2026 15:24:44	539	644.20	XLON	00376620761TRLO1
10 February 2026 15:26:52	779	644.60	XLON	00376620914TRLO1

10 February 2026 15:28:42	797	644.00	XLON	00376621037TRLO1
10 February 2026 15:28:42	552	643.60	XLON	00376621038TRLO1
10 February 2026 15:30:21	304	644.00	XLON	00376621172TRLO1
10 February 2026 15:30:30	291	644.00	XLON	00376621206TRLO1
10 February 2026 15:30:35	831	643.80	XLON	00376621212TRLO1
10 February 2026 15:31:25	819	644.00	XLON	00376621321TRLO1
10 February 2026 15:31:35	807	644.00	XLON	00376621339TRLO1
10 February 2026 15:31:35	807	643.80	XLON	00376621340TRLO1
10 February 2026 15:32:00	814	643.80	XLON	00376621362TRLO1
10 February 2026 15:33:11	1,065	644.00	XLON	00376621444TRLO1
10 February 2026 15:33:20	1,106	643.80	XLON	00376621453TRLO1
10 February 2026 15:33:34	384	643.80	XLON	00376621461TRLO1
10 February 2026 15:33:34	440	643.80	XLON	00376621462TRLO1
10 February 2026 15:35:51	1,120	644.20	XLON	00376621657TRLO1
10 February 2026 15:35:51	274	643.80	XLON	00376621660TRLO1
10 February 2026 15:39:21	1,294	643.60	XLON	00376621970TRLO1
10 February 2026 15:43:36	1,038	643.80	XLON	00376622420TRLO1
10 February 2026 15:46:10	1,041	644.40	XLON	00376622687TRLO1
10 February 2026 15:46:38	543	644.40	XLON	00376622714TRLO1
10 February 2026 15:46:45	267	644.40	XLON	00376622724TRLO1
10 February 2026 15:48:14	257	644.40	XLON	00376622979TRLO1
10 February 2026 15:50:29	519	644.00	XLON	00376623184TRLO1
10 February 2026 15:52:13	800	644.20	XLON	00376623340TRLO1
10 February 2026 15:56:05	339	644.40	XLON	00376623773TRLO1
10 February 2026 15:56:05	434	644.40	XLON	00376623774TRLO1
10 February 2026 15:58:40	1,048	644.60	XLON	00376623997TRLO1
10 February 2026 16:00:30	256	644.60	XLON	00376624148TRLO1
10 February 2026 16:00:30	514	644.60	XLON	00376624149TRLO1
10 February 2026 16:02:02	314	644.40	XLON	00376624334TRLO1
10 February 2026 16:02:13	262	644.40	XLON	00376624344TRLO1
10 February 2026 16:03:16	560	643.80	XLON	00376624412TRLO1
10 February 2026 16:03:21	259	643.40	XLON	00376624415TRLO1
10 February 2026 16:05:59	267	642.80	XLON	00376624712TRLO1
10 February 2026 16:07:07	550	642.20	XLON	00376624840TRLO1

TIME	QTY	PRICE	EXCH	TRFID
10 February 2026 16:09:03	273	642.60	XLON	00376625128TRLO1
10 February 2026 16:11:32	269	643.00	XLON	00376625517TRLO1
10 February 2026 16:14:14	549	643.20	XLON	00376626015TRLO1
10 February 2026 16:14:14	274	643.20	XLON	00376626016TRLO1
10 February 2026 16:14:14	274	643.20	XLON	00376626017TRLO1
10 February 2026 16:15:36	270	643.00	XLON	00376626163TRLO1
10 February 2026 16:16:27	266	643.00	XLON	00376626306TRLO1
10 February 2026 16:18:14	514	643.00	XLON	00376626541TRLO1
10 February 2026 16:18:14	257	643.00	XLON	00376626542TRLO1
10 February 2026 16:18:14	512	643.00	XLON	00376626543TRLO1

For further information please contact:

Warren Fernandez Company Secretary

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