

19th 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:	18 th February 2026
Aggregate number of ordinary shares purchased:	88,866
Lowest price per share (pence):	670.80
Highest price per share (pence):	678.40
Weighted average price per day (pence):	675.4407

The Company intends to hold the purchased shares in treasury.

Following the above transaction, the Company has 58,191,159 ordinary shares in treasury and has 1,253,284,162 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	675.4407	88,866	670.80	678.40

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
18 February 2026 08:00:40	260	673.60	XLON	00377894647TRLO1
18 February 2026 08:01:52	252	672.80	XLON	00377895416TRLO1
18 February 2026 08:04:54	262	673.80	XLON	00377897510TRLO1
18 February 2026 08:07:11	261	674.40	XLON	00377899034TRLO1
18 February 2026 08:07:21	266	673.60	XLON	00377899110TRLO1
18 February 2026 08:07:48	261	673.20	XLON	00377899377TRLO1
18 February 2026 08:10:59	273	675.40	XLON	00377901473TRLO1
18 February 2026 08:12:58	263	675.20	XLON	00377902777TRLO1
18 February 2026 08:22:50	266	678.40	XLON	00377909216TRLO1
18 February 2026 08:22:51	37	678.20	XLON	00377909225TRLO1
18 February 2026 08:22:51	187	678.20	XLON	00377909226TRLO1
18 February 2026	258		XLON	00377909234TRLO1

08:22:51	236	678.00	XLON	003779092341TRLO1
18 February 2026 08:23:15	275	677.80	XLON	00377909391TRLO1
18 February 2026 08:23:15	258	677.20	XLON	00377909392TRLO1
18 February 2026 08:23:36	245	677.20	XLON	00377909605TRLO1
18 February 2026 08:23:36	187	677.20	XLON	00377909606TRLO1
18 February 2026 08:23:36	102	677.20	XLON	00377909607TRLO1
18 February 2026 08:24:37	269	677.60	XLON	00377910102TRLO1
18 February 2026 08:26:02	252	677.40	XLON	00377910876TRLO1
18 February 2026 08:26:32	253	677.20	XLON	00377911157TRLO1
18 February 2026 08:26:32	259	676.20	XLON	00377911158TRLO1
18 February 2026 08:27:58	257	674.40	XLON	00377912005TRLO1
18 February 2026 08:28:16	254	674.60	XLON	00377912164TRLO1
18 February 2026 08:28:22	260	674.60	XLON	00377912224TRLO1
18 February 2026 08:28:40	254	674.40	XLON	00377912367TRLO1
18 February 2026 08:31:48	257	675.80	XLON	00377914118TRLO1
18 February 2026 08:31:48	264	675.20	XLON	00377914136TRLO1
18 February 2026 08:33:01	275	674.80	XLON	00377914875TRLO1
18 February 2026 08:34:05	265	674.80	XLON	00377915428TRLO1
18 February 2026 08:34:23	273	674.60	XLON	00377915553TRLO1
18 February 2026 08:34:25	258	674.40	XLON	00377915557TRLO1
18 February 2026 08:35:32	258	674.00	XLON	00377916091TRLO1
18 February 2026 08:35:33	277	673.80	XLON	00377916092TRLO1
18 February 2026 08:38:14	270	673.20	XLON	00377917794TRLO1
18 February 2026 08:42:50	260	673.60	XLON	00377920287TRLO1
18 February 2026 08:42:55	260	673.40	XLON	00377920352TRLO1
18 February 2026 08:52:45	260	676.80	XLON	00377925777TRLO1
18 February 2026 08:52:48	263	676.60	XLON	00377925827TRLO1
18 February 2026 08:57:13	262	678.40	XLON	00377928631TRLO1
18 February 2026 08:57:43	264	678.20	XLON	00377928930TRLO1
18 February 2026 09:01:35	258	678.40	XLON	00377930978TRLO1
18 February 2026 09:18:19	262	678.40	XLON	00377939925TRLO1
18 February 2026 09:18:19	254	678.00	XLON	00377939928TRLO1
18 February 2026 09:19:40	253	678.20	XLON	00377940807TRLO1
18 February 2026 09:26:10	262	678.40	XLON	00377944462TRLO1

18 February 2026 09:26:10	259	678.20	XLON	00377944463TRLO1
18 February 2026 09:26:14	266	678.00	XLON	00377944497TRLO1
18 February 2026 09:26:14	257	677.40	XLON	00377944498TRLO1
18 February 2026 09:26:15	260	677.00	XLON	00377944505TRLO1
18 February 2026 09:30:20	269	677.60	XLON	00377946778TRLO1
18 February 2026 09:35:32	260	678.20	XLON	00377950418TRLO1
18 February 2026 09:40:59	253	678.40	XLON	00377953685TRLO1
18 February 2026 09:41:39	267	678.20	XLON	00377954510TRLO1
18 February 2026 09:45:31	270	678.40	XLON	00377956984TRLO1
18 February 2026 09:47:03	268	678.20	XLON	00377958177TRLO1
18 February 2026 09:52:45	272	678.40	XLON	00377961777TRLO1
18 February 2026 09:53:30	255	678.00	XLON	00377962195TRLO1
18 February 2026 09:56:32	270	677.40	XLON	00377963958TRLO1
18 February 2026 10:18:41	263	678.40	XLON	00377965719TRLO1
18 February 2026 10:19:46	22	678.00	XLON	00377965738TRLO1
18 February 2026 10:20:40	260	677.60	XLON	00377965752TRLO1
18 February 2026 10:21:26	269	677.00	XLON	00377965855TRLO1
18 February 2026 10:21:58	263	676.60	XLON	00377965876TRLO1
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18 February 2026 10:27:22	268	678.40	XLON	00377966316TRLO1
18 February 2026 10:31:05	253	678.40	XLON	00377966663TRLO1
18 February 2026 10:31:35	263	678.20	XLON	00377966681TRLO1
18 February 2026 10:31:36	268	678.00	XLON	00377966682TRLO1
18 February 2026 10:33:00	266	677.20	XLON	00377966742TRLO1
18 February 2026 10:33:00	260	677.00	XLON	00377966743TRLO1
18 February 2026 10:33:56	261	677.00	XLON	00377966786TRLO1
18 February 2026 10:34:03	513	676.60	XLON	00377966789TRLO1
18 February 2026 11:04:11	261	678.40	XLON	00377968086TRLO1
18 February 2026 11:04:41	264	678.40	XLON	00377968106TRLO1
18 February 2026 11:05:10	266	677.80	XLON	00377968137TRLO1
18 February 2026 11:05:10	266	677.80	XLON	00377968138TRLO1
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18 February 2026 11:09:47	270	676.00	XLON	00377968372TRLO1
18 February 2026	532		XLON	00377968647TRLO1

11:16:43	532	676.60	XLON	00377968698TRLO1
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18 February 2026 11:17:23	547	676.40	XLON	00377968699TRLO1
18 February 2026 11:17:23	523	676.00	XLON	00377968700TRLO1
18 February 2026 11:24:20	276	677.60	XLON	00377969000TRLO1
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18 February 2026 11:26:41	62	677.00	XLON	00377969109TRLO1
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18 February 2026 11:29:57	198	676.20	XLON	00377969197TRLO1
18 February 2026 11:32:32	273	676.00	XLON	00377969334TRLO1
18 February 2026 11:32:38	276	675.80	XLON	00377969339TRLO1
18 February 2026 11:33:30	261	675.20	XLON	00377969375TRLO1
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18 February 2026 11:36:58	263	675.20	XLON	00377969508TRLO1
18 February 2026 11:38:29	273	675.80	XLON	00377969609TRLO1
18 February 2026 11:39:46	265	675.60	XLON	00377969642TRLO1
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18 February 2026 11:41:28	253	675.40	XLON	00377969717TRLO1
18 February 2026 11:41:35	517	675.00	XLON	00377969720TRLO1
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18 February 2026 11:49:47	266	675.40	XLON	00377970123TRLO1
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18 February 2026 11:59:23	259	675.40	XLON	00377970596TRLO1

18 February 2026 11:59:59	255	675.20	XLON	00377970622TRLO1
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18 February 2026 12:04:20	274	675.40	XLON	00377970787TRLO1
18 February 2026 12:05:39	534	675.20	XLON	00377970828TRLO1
18 February 2026 12:06:17	512	675.40	XLON	00377970852TRLO1
18 February 2026 12:08:46	247	675.20	XLON	00377970949TRLO1
18 February 2026 12:08:46	9	675.20	XLON	00377970950TRLO1
18 February 2026 12:08:46	256	674.60	XLON	00377970971TRLO1
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18 February 2026 12:21:58	252	676.20	XLON	00377971498TRLO1
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18 February 2026 12:34:27	12	676.60	XLON	00377972073TRLO1
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18 February 2026 12:42:17	533	676.80	XLON	00377972357TRLO1
18 February 2026 12:43:05	516	676.40	XLON	00377972377TRLO1
18 February 2026 12:43:15	545	676.20	XLON	00377972382TRLO1
18 February 2026 12:45:06	785	675.60	XLON	00377972424TRLO1
18 February 2026 12:49:14	272	676.40	XLON	00377972551TRLO1
18 February 2026 12:53:59	265	676.60	XLON	00377972727TRLO1
18 February 2026 12:54:46	507	676.20	XLON	00377972769TRLO1
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18 February 2026 13:06:27	526	677.00	XLON	00377973334TRLO1
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18 February 2026 13:06:51	514	677.00	XLON	00377973443TRLO1

13:08:42		677.00		
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18 February 2026 13:12:05	535	676.40	XLON	00377973572TRLO1
18 February 2026 13:15:56	265	676.20	XLON	00377973722TRLO1
18 February 2026 13:16:51	260	676.00	XLON	00377973771TRLO1
18 February 2026 13:16:51	260	676.00	XLON	00377973772TRLO1
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18 February 2026 13:17:59	539	673.60	XLON	00377973837TRLO1
18 February 2026 13:20:16	261	673.80	XLON	00377973928TRLO1
18 February 2026 13:22:12	263	673.80	XLON	00377974034TRLO1
18 February 2026 13:22:12	262	673.80	XLON	00377974035TRLO1
18 February 2026 13:23:26	547	673.60	XLON	00377974083TRLO1
18 February 2026 13:24:46	543	673.20	XLON	00377974190TRLO1
18 February 2026 13:28:06	1,594	672.60	XLON	00377974385TRLO1
18 February 2026 13:28:26	1,300	672.60	XLON	00377974391TRLO1
18 February 2026 13:31:54	545	672.20	XLON	00377974549TRLO1
18 February 2026 13:32:03	525	672.00	XLON	00377974554TRLO1
18 February 2026 13:36:36	505	672.00	XLON	00377974838TRLO1
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18 February 2026 13:38:59	530	671.40	XLON	00377974965TRLO1
18 February 2026 13:39:06	530	671.20	XLON	00377974968TRLO1
18 February 2026 13:40:40	519	671.20	XLON	00377975097TRLO1
18 February 2026 13:40:42	524	671.20	XLON	00377975098TRLO1
18 February 2026 13:45:13	262	671.60	XLON	00377975369TRLO1
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18 February 2026 13:45:19	253	671.40	XLON	00377975378TRLO1
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18 February 2026 13:46:10	116	671.60	XLON	00377975419TRLO1
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18 February 2026 13:47:30	276	671.40	XLON	00377975489TRLO1
18 February 2026 13:49:55	546	671.20	XLON	00377975649TRLO1
18 February 2026 13:52:11	1,305	671.40	XLON	00377975773TRLO1
18 February 2026 13:55:43	796	671.20	XLON	00377975983TRLO1
18 February 2026 13:55:43	265	671.20	XLON	00377975984TRLO1
18 February 2026 13:55:46	1,045	671.00	XLON	00377975988TRLO1
18 February 2026 13:57:00	515	671.00	XLON	00377976027TRLO1
18 February 2026 13:57:11	514	670.80	XLON	00377976033TRLO1
18 February 2026 14:00:06	544	671.80	XLON	00377976266TRLO1
18 February 2026 14:06:14	810	672.40	XLON	00377976626TRLO1
18 February 2026 14:06:14	296	672.40	XLON	00377976627TRLO1
18 February 2026 14:10:49	515	673.40	XLON	00377976861TRLO1
18 February 2026 14:13:00	515	674.00	XLON	00377976992TRLO1
18 February 2026 14:14:10	535	673.80	XLON	00377977094TRLO1
18 February 2026 14:14:13	543	673.60	XLON	00377977097TRLO1
18 February 2026 14:19:01	533	674.60	XLON	00377977418TRLO1
18 February 2026 14:21:58	272	675.60	XLON	00377977630TRLO1
18 February 2026 14:22:15	253	675.40	XLON	00377977641TRLO1
18 February 2026 14:22:25	261	675.20	XLON	00377977668TRLO1
18 February 2026 14:24:21	121	675.00	XLON	00377977765TRLO1
18 February 2026 14:24:21	135	675.00	XLON	00377977766TRLO1
18 February 2026 14:24:21	256	675.00	XLON	00377977767TRLO1
18 February 2026 14:26:16	252	675.20	XLON	00377977850TRLO1
18 February 2026 14:27:18	258	675.40	XLON	00377977893TRLO1
18 February 2026 14:28:02	263	675.00	XLON	00377977920TRLO1
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18 February 2026 14:29:04	256	675.40	XLON	00377977971TRLO1
18 February 2026 14:29:59	237	675.40	XLON	00377978033TRLO1
18 February 2026 14:29:59	36	675.40	XLON	00377978034TRLO1

14:29:09		075.40		
18 February 2026 14:30:01	541	675.20	XLON	00377978100TRLO1
18 February 2026 14:30:01	256	675.00	XLON	00377978112TRLO1
18 February 2026 14:30:40	273	675.00	XLON	00377978435TRLO1
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18 February 2026 14:32:19	519	677.60	XLON	00377978822TRLO1
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18 February 2026 14:33:02	546	677.80	XLON	00377979008TRLO1
18 February 2026 14:33:22	550	678.20	XLON	00377979059TRLO1
18 February 2026 14:33:35	519	678.40	XLON	00377979087TRLO1
18 February 2026 14:34:41	258	678.40	XLON	00377979173TRLO1
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18 February 2026 14:48:11	508	678.40	XLON	00377980522TRLO1
18 February 2026 14:48:19	547	678.20	XLON	00377980529TRLO1
18 February 2026 14:48:23	539	678.00	XLON	00377980534TRLO1
18 February 2026 14:56:05	255	678.40	XLON	00377981292TRLO1
18 February 2026 14:56:05	509	678.40	XLON	00377981293TRLO1
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18 February 2026 15:43:46	530	678.40	XLON	00377985982TRLO1
18 February 2026 15:43:46	265	678.40	XLON	00377985983TRLO1
18 February 2026 15:44:28	792	678.40	XLON	00377986053TRLO1
18 February 2026 15:45:33	765	678.40	XLON	00377986098TRLO1
18 February 2026 15:45:39	382	678.20	XLON	00377986105TRLO1
18 February 2026 15:45:39	143	678.20	XLON	00377986106TRLO1
18 February 2026 15:45:39	143	678.20	XLON	00377986107TRLO1
18 February 2026 15:46:25	1,037	678.00	XLON	00377986169TRLO1
18 February 2026 15:47:08	756	678.00	XLON	00377986243TRLO1
18 February 2026 15:47:08	251	678.00	XLON	00377986244TRLO1

For further information please contact:

Warren Fernandez

Company Secretary

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