

5<sup>th</sup> March 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:	4 <sup>th</sup> March 2026
Aggregate number of ordinary shares purchased:	190,332
Lowest price per share (pence):	524.40
Highest price per share (pence):	559.40
Weighted average price per day (pence):	540.5904

The Company intends to hold the purchased shares in treasury.

Following the above transaction, the Company has 60,790,377 ordinary shares in treasury and has 1,250,684,944 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	540.5904	190,332	524.40	559.40

**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
04 March 2026 08:01:23	528	540.00	XLON	00379971512TRLO1
04 March 2026 08:01:34	116	539.60	XLON	00379971608TRLO1
04 March 2026 08:01:34	143	539.60	XLON	00379971609TRLO1
04 March 2026 08:02:04	259	536.80	XLON	00379971816TRLO1
04 March 2026 08:02:26	198	534.00	XLON	00379971967TRLO1
04 March 2026 08:06:39	1,000	535.40	XLON	00379974092TRLO1
04 March 2026 08:07:33	249	533.20	XLON	00379974457TRLO1
04 March 2026 08:09:55	263	537.00	XLON	00379975716TRLO1
04 March 2026 08:09:56	248	536.20	XLON	00379975725TRLO1
04 March 2026 08:10:14	262	535.20	XLON	00379975862TRLO1
04 March 2026 08:10:20	267	534.80	XLON	00379975904TRLO1
04 March 2026	268		XLON	00379975906TRLO1

08:10:24	206	534.40	XLON	003799759351TRLO1
04 March 2026 08:11:34	266	535.00	XLON	00379976572TRLO1
04 March 2026 08:12:16	253	537.40	XLON	00379976999TRLO1
04 March 2026 08:12:33	261	537.00	XLON	00379977133TRLO1
04 March 2026 08:12:35	259	536.40	XLON	00379977140TRLO1
04 March 2026 08:12:46	249	535.40	XLON	00379977205TRLO1
04 March 2026 08:13:13	249	535.20	XLON	00379977453TRLO1
04 March 2026 08:15:00	251	537.00	XLON	00379978518TRLO1
04 March 2026 08:15:43	251	536.80	XLON	00379978866TRLO1
04 March 2026 08:16:06	508	537.20	XLON	00379978993TRLO1
04 March 2026 08:16:59	538	537.60	XLON	00379979366TRLO1
04 March 2026 08:17:29	518	537.20	XLON	00379979567TRLO1
04 March 2026 08:18:27	261	536.20	XLON	00379979901TRLO1
04 March 2026 08:19:29	507	535.80	XLON	00379980317TRLO1
04 March 2026 08:20:35	540	535.00	XLON	00379980733TRLO1
04 March 2026 08:20:38	524	534.80	XLON	00379980752TRLO1
04 March 2026 08:24:34	529	532.80	XLON	00379982241TRLO1
04 March 2026 08:24:52	45	531.20	XLON	00379982344TRLO1
04 March 2026 08:25:07	524	531.60	XLON	00379982427TRLO1
04 March 2026 08:26:13	513	530.80	XLON	00379982859TRLO1
04 March 2026 08:28:50	540	529.20	XLON	00379983914TRLO1
04 March 2026 08:30:13	267	528.00	XLON	00379984488TRLO1
04 March 2026 08:32:40	537	529.00	XLON	00379985358TRLO1
04 March 2026 08:33:27	75	528.60	XLON	00379985675TRLO1
04 March 2026 08:34:12	513	529.20	XLON	00379985941TRLO1
04 March 2026 08:37:25	250	528.20	XLON	00379987946TRLO1
04 March 2026 08:37:50	260	528.00	XLON	00379988296TRLO1
04 March 2026 08:37:50	127	528.00	XLON	00379988298TRLO1
04 March 2026 08:37:50	124	528.00	XLON	00379988299TRLO1
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04 March 2026 08:38:13	254	528.00	XLON	00379988611TRLO1
04 March 2026 08:38:18	259	527.40	XLON	00379988707TRLO1
04 March 2026 08:38:19	271	526.60	XLON	00379988711TRLO1
04 March 2026 08:38:19	89	527.00	XLON	00379988713TRLO1

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04 March 2026 08:39:43	260	526.80	XLON	00379989851TRLO1
04 March 2026 08:39:43	6	527.00	XLON	00379989853TRLO1
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04 March 2026 08:43:15	511	528.40	XLON	00379992394TRLO1
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04 March 2026 08:43:15	1	527.80	XLON	00379992403TRLO1
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04 March 2026 08:45:32	522	529.00	XLON	00379994180TRLO1
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04 March 2026 08:55:22	1,622	525.00	XLON	00380002164TRLO1
04 March 2026 09:02:44	259	524.40	XLON	00380009055TRLO1
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04 March 2026 09:11:06	255	526.60	XLON	00380019562TRLO1
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04 March 2026 09:13:46	538	529.60	XLON	00380021413TRLO1
04 March 2026 09:13:46	539	529.00	XLON	00380021414TRLO1
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04 March 2026 09:13:47	253	528.80	XLON	00380021416TRLO1
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04 March 2026	789		XLON	00380023852TRLO1

09:17:01		529.80		
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04 March 2026 09:27:26	533	531.60	XLON	00380034637TRLO1
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04 March 2026 09:28:20	507	530.80	XLON	00380036266TRLO1
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04 March 2026 10:48:41	493	537.40	XLON	00380061291TRLO1
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11:07:58		540.80		
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04 March 2026 11:32:55	535	538.40	XLON	00380064330TRLO1
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04 March 2026 11:55:53	1,061	537.00	XLON	00380065476TRLO1
04 March 2026 11:59:20	508	536.20	XLON	00380065608TRLO1
04 March 2026 12:01:55	515	535.80	XLON	00380065722TRLO1
04 March 2026 12:04:22	495	536.60	XLON	00380065869TRLO1
04 March 2026 12:05:00	518	536.40	XLON	00380065891TRLO1
04 March 2026 12:05:50	496	536.20	XLON	00380065924TRLO1
04 March 2026 12:06:23	529	536.20	XLON	00380065944TRLO1
04 March 2026 12:09:49	495	536.40	XLON	00380066046TRLO1
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04 March 2026 12:25:22	524	535.60	XLON	00380066975TRLO1
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04 March 2026 12:32:19	248	535.60	XLON	00380067336TRLO1
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04 March 2026 12:36:33	495	535.80	XLON	00380067548TRLO1
04 March 2026 12:36:37	528	535.60	XLON	00380067560TRLO1
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04 March 2026 12:40:18	755	535.60	XLON	00380067701TRLO1
04 March 2026 12:40:24	743	535.40	XLON	00380067703TRLO1
04 March 2026 12:41:59	790	536.00	XLON	00380067758TRLO1
04 March 2026 12:49:12	257	536.20	XLON	00380068049TRLO1
04 March 2026 12:49:12	257	536.20	XLON	00380068050TRLO1
04 March 2026 12:55:44	530	538.00	XLON	00380068205TRLO1
04 March 2026 12:58:50	260	537.40	XLON	00380068339TRLO1
04 March 2026 12:58:51	255	537.80	XLON	00380068343TRLO1
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04 March 2026 12:59:00	248	537.00	XLON	00380068350TRLO1
04 March 2026 12:59:00	254	537.00	XLON	00380068351TRLO1
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04 March 2026 12:59:00	256	537.00	XLON	00380068354TRLO1
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04 March 2026 12:59:15	264	537.00	XLON	00380068367TRLO1
04 March 2026 12:59:15	266	537.00	XLON	00380068368TRLO1
04 March 2026 13:00:54	748	537.00	XLON	00380068488TRLO1
04 March 2026 13:00:55	281	536.80	XLON	00380068490TRLO1
04 March 2026 13:01:00	770	537.00	XLON	00380068492TRLO1

13:01:00		537.00		
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04 March 2026 13:05:54	797	538.00	XLON	00380068773TRLO1
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04 March 2026 13:29:46	507	539.40	XLON	00380070226TRLO1
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04 March 2026 13:31:52	246	539.60	XLON	00380070317TRLO1
04 March 2026 13:31:52	494	539.60	XLON	00380070318TRLO1
04 March 2026 13:31:52	497	539.60	XLON	00380070319TRLO1
04 March 2026 13:31:52	304	539.60	XLON	00380070320TRLO1
04 March 2026 13:31:52	193	539.60	XLON	00380070321TRLO1
04 March 2026 13:31:53	503	539.60	XLON	00380070325TRLO1
04 March 2026 13:31:53	497	539.60	XLON	00380070326TRLO1
04 March 2026 13:34:01	741	540.20	XLON	00380070430TRLO1
04 March 2026 13:36:18	528	539.60	XLON	00380070551TRLO1
04 March 2026 13:39:38	501	538.80	XLON	00380070747TRLO1
04 March 2026 13:41:54	514	538.20	XLON	00380070827TRLO1
04 March 2026 13:45:11	528	538.20	XLON	00380070950TRLO1
04 March 2026 13:48:04	509	537.80	XLON	00380071143TRLO1
04 March 2026 13:51:26	541	540.00	XLON	00380071249TRLO1
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04 March 2026 13:54:42	502	538.80	XLON	00380071393TRLO1
04 March 2026 14:00:24	527	538.20	XLON	00380071622TRLO1

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04 March 2026 14:02:50	505	538.00	XLON	00380071688TRLO1
04 March 2026 14:07:15	47	537.40	XLON	00380071968TRLO1
04 March 2026 14:07:15	207	537.40	XLON	00380071969TRLO1
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04 March 2026 14:12:07	246	537.00	XLON	00380072428TRLO1
04 March 2026 14:12:07	247	537.00	XLON	00380072429TRLO1
04 March 2026 14:16:52	523	538.00	XLON	00380072783TRLO1
04 March 2026 14:21:30	257	538.60	XLON	00380073008TRLO1
04 March 2026 14:24:40	517	538.60	XLON	00380073227TRLO1
04 March 2026 14:25:09	522	538.20	XLON	00380073260TRLO1
04 March 2026 14:25:09	535	537.80	XLON	00380073261TRLO1
04 March 2026 14:30:38	502	540.00	XLON	00380073981TRLO1
04 March 2026 14:31:04	514	539.40	XLON	00380074013TRLO1
04 March 2026 14:31:04	256	539.40	XLON	00380074014TRLO1
04 March 2026 14:31:36	249	539.20	XLON	00380074089TRLO1
04 March 2026 14:31:36	499	539.20	XLON	00380074090TRLO1
04 March 2026 14:32:31	503	539.60	XLON	00380074141TRLO1
04 March 2026 14:34:02	503	538.20	XLON	00380074244TRLO1
04 March 2026 14:34:48	518	538.40	XLON	00380074309TRLO1
04 March 2026 14:35:01	477	538.20	XLON	00380074322TRLO1
04 March 2026 14:35:17	507	538.00	XLON	00380074341TRLO1
04 March 2026 14:35:17	254	538.00	XLON	00380074342TRLO1
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Warren Fernandez                      Company Secretary

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