

11th 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:	10 th March 2026
Aggregate number of ordinary shares purchased:	154,405
Lowest price per share (pence):	530.00
Highest price per share (pence):	541.40
Weighted average price per day (pence):	536.0382

The Company intends to hold the purchased shares in treasury.

Following the above transaction, the Company has 61,462,230 ordinary shares in treasury and has 1,250,013,091 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	536.0382	154,405	530.00	541.40

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
10 March 2026 08:01:00	251	540.60	XLON	00381140156TRLO1
10 March 2026 08:01:06	256	540.40	XLON	00381140224TRLO1
10 March 2026 08:02:27	251	539.40	XLON	00381141376TRLO1
10 March 2026 08:03:49	262	538.20	XLON	00381142587TRLO1
10 March 2026 08:03:50	269	537.80	XLON	00381142603TRLO1
10 March 2026 08:06:04	252	539.20	XLON	00381144616TRLO1
10 March 2026 08:07:09	251	540.40	XLON	00381145716TRLO1
10 March 2026 08:09:11	261	538.00	XLON	00381147404TRLO1
10 March 2026 08:11:12	522	537.20	XLON	00381149615TRLO1
10 March 2026 08:12:08	537	538.60	XLON	00381150392TRLO1
10 March 2026 08:12:46	537	537.60	XLON	00381151331TRLO1
10 March 2026	250		XLON	00381151540TRLO1

08:12:56	259	537.00	XLON	00381151542TRLO1
10 March 2026 08:12:56	259	537.00	XLON	00381151543TRLO1
10 March 2026 08:13:03	253	537.00	XLON	00381151737TRLO1
10 March 2026 08:13:42	250	538.40	XLON	00381152327TRLO1
10 March 2026 08:14:03	153	538.20	XLON	00381152613TRLO1
10 March 2026 08:14:03	98	538.20	XLON	00381152614TRLO1
10 March 2026 08:15:00	273	538.20	XLON	00381153526TRLO1
10 March 2026 08:15:09	255	538.00	XLON	00381153719TRLO1
10 March 2026 08:15:55	269	537.20	XLON	00381154473TRLO1
10 March 2026 08:16:03	504	538.40	XLON	00381154563TRLO1
10 March 2026 08:16:06	261	538.00	XLON	00381154595TRLO1
10 March 2026 08:16:23	273	538.40	XLON	00381154864TRLO1
10 March 2026 08:16:56	251	538.80	XLON	00381155432TRLO1
10 March 2026 08:17:35	271	538.20	XLON	00381156012TRLO1
10 March 2026 08:18:34	274	537.60	XLON	00381156928TRLO1
10 March 2026 08:21:32	544	538.40	XLON	00381159311TRLO1
10 March 2026 08:22:34	519	539.40	XLON	00381160202TRLO1
10 March 2026 08:24:18	528	540.60	XLON	00381161494TRLO1
10 March 2026 08:25:46	537	541.40	XLON	00381162678TRLO1
10 March 2026 08:26:35	510	541.00	XLON	00381163294TRLO1
10 March 2026 08:27:34	524	540.60	XLON	00381164017TRLO1
10 March 2026 08:32:19	499	540.60	XLON	00381168286TRLO1
10 March 2026 08:33:33	509	539.00	XLON	00381169228TRLO1
10 March 2026 08:34:40	519	540.20	XLON	00381170139TRLO1
10 March 2026 08:38:17	519	539.60	XLON	00381173327TRLO1
10 March 2026 08:39:44	516	539.20	XLON	00381174552TRLO1
10 March 2026 08:39:45	526	538.80	XLON	00381174638TRLO1
10 March 2026 08:40:47	543	539.20	XLON	00381175683TRLO1
10 March 2026 08:42:22	502	538.80	XLON	00381176924TRLO1
10 March 2026 08:43:28	525	538.60	XLON	00381177841TRLO1
10 March 2026 08:51:00	797	539.20	XLON	00381189463TRLO1
10 March 2026 08:51:00	762	538.80	XLON	00381189476TRLO1
10 March 2026 08:52:19	503	537.40	XLON	00381192059TRLO1
10 March 2026 08:54:23	540	538.00	XLON	00381195313TRLO1

10 March 2026 08:56:45	503	537.80	XLON	00381198967TRLO1
10 March 2026 08:58:50	264	536.60	XLON	00381202717TRLO1
10 March 2026 09:00:32	255	535.60	XLON	00381205692TRLO1
10 March 2026 09:08:43	500	537.20	XLON	00381216315TRLO1
10 March 2026 09:12:02	263	536.80	XLON	00381220064TRLO1
10 March 2026 09:16:58	770	536.60	XLON	00381225725TRLO1
10 March 2026 09:19:25	818	537.20	XLON	00381228937TRLO1
10 March 2026 09:19:39	539	537.00	XLON	00381229256TRLO1
10 March 2026 09:20:16	518	536.60	XLON	00381230026TRLO1
10 March 2026 09:22:32	269	536.60	XLON	00381233231TRLO1
10 March 2026 09:22:32	260	536.40	XLON	00381233233TRLO1
10 March 2026 09:22:41	262	536.20	XLON	00381233397TRLO1
10 March 2026 09:23:37	272	536.00	XLON	00381234583TRLO1
10 March 2026 09:23:37	272	536.00	XLON	00381234584TRLO1
10 March 2026 09:23:56	522	535.80	XLON	00381234960TRLO1
10 March 2026 09:24:26	515	535.80	XLON	00381235664TRLO1
10 March 2026 09:25:52	502	535.60	XLON	00381237695TRLO1
10 March 2026 09:29:00	265	535.80	XLON	00381241759TRLO1
10 March 2026 09:35:40	55	536.20	XLON	00381249284TRLO1
10 March 2026 09:35:50	1,284	536.20	XLON	00381249423TRLO1
10 March 2026 09:38:44	270	536.20	XLON	00381252608TRLO1
10 March 2026 09:38:44	542	536.20	XLON	00381252609TRLO1
10 March 2026 09:38:59	541	536.00	XLON	00381252869TRLO1
10 March 2026 09:40:30	547	536.00	XLON	00381254643TRLO1
10 March 2026 09:45:06	526	535.20	XLON	00381260059TRLO1
10 March 2026 09:46:24	527	534.20	XLON	00381261724TRLO1
10 March 2026 09:47:00	548	533.60	XLON	00381262616TRLO1
10 March 2026 09:51:29	789	533.60	XLON	00381268446TRLO1
10 March 2026 09:52:49	502	533.00	XLON	00381270104TRLO1
10 March 2026 10:02:10	514	531.60	XLON	00381274781TRLO1
10 March 2026 10:07:34	256	532.60	XLON	00381275099TRLO1
10 March 2026 10:08:28	255	532.80	XLON	00381275157TRLO1
10 March 2026 10:13:55	532	532.80	XLON	00381275500TRLO1
10 March 2026	517		XLON	00381275555TRLO1

10:15:00		532.60		0000127000TRLO1
10 March 2026 10:26:18	542	533.40	XLON	00381276202TRLO1
10 March 2026 10:26:30	508	533.20	XLON	00381276216TRLO1
10 March 2026 10:30:45	536	534.20	XLON	00381276408TRLO1
10 March 2026 10:32:34	499	534.00	XLON	00381276497TRLO1
10 March 2026 10:33:13	527	534.00	XLON	00381276673TRLO1
10 March 2026 10:34:08	533	533.60	XLON	00381277169TRLO1
10 March 2026 10:36:08	264	533.20	XLON	00381277332TRLO1
10 March 2026 10:36:08	264	533.20	XLON	00381277333TRLO1
10 March 2026 10:36:09	510	533.20	XLON	00381277339TRLO1
10 March 2026 10:38:52	515	533.60	XLON	00381277540TRLO1
10 March 2026 10:43:09	538	534.00	XLON	00381277713TRLO1
10 March 2026 10:43:09	517	533.80	XLON	00381277714TRLO1
10 March 2026 10:43:11	517	533.60	XLON	00381277719TRLO1
10 March 2026 10:43:11	518	533.60	XLON	00381277720TRLO1
10 March 2026 10:43:26	270	533.80	XLON	00381277738TRLO1
10 March 2026 10:51:05	535	535.60	XLON	00381278032TRLO1
10 March 2026 10:52:14	542	535.80	XLON	00381278098TRLO1
10 March 2026 10:54:22	531	535.00	XLON	00381278158TRLO1
10 March 2026 10:54:42	530	534.80	XLON	00381278165TRLO1
10 March 2026 10:58:01	769	536.00	XLON	00381278321TRLO1
10 March 2026 10:58:16	807	535.80	XLON	00381278328TRLO1
10 March 2026 10:59:23	250	535.60	XLON	00381278380TRLO1
10 March 2026 10:59:23	500	535.60	XLON	00381278381TRLO1
10 March 2026 11:04:36	772	535.80	XLON	00381278690TRLO1
10 March 2026 11:04:44	569	536.20	XLON	00381278720TRLO1
10 March 2026 11:05:13	807	536.60	XLON	00381278841TRLO1
10 March 2026 11:07:09	542	537.00	XLON	00381278984TRLO1
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10 March 2026 11:09:44	534	536.00	XLON	00381279193TRLO1
10 March 2026 11:13:02	520	535.20	XLON	00381279278TRLO1
10 March 2026 11:22:18	503	533.60	XLON	00381279931TRLO1
10 March 2026 11:23:33	527	533.40	XLON	00381279966TRLO1
10 March 2026 11:31:48	508	533.40	XLON	00381280238TRLO1

10 March 2026 11:31:55	527	533.20	XLON	00381280242TRLO1
10 March 2026 11:32:15	538	533.00	XLON	00381280250TRLO1
10 March 2026 11:39:57	762	533.00	XLON	00381280578TRLO1
10 March 2026 11:42:07	506	534.00	XLON	00381280651TRLO1
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10 March 2026 11:49:39	524	533.00	XLON	00381280999TRLO1
10 March 2026 11:57:39	503	533.20	XLON	00381281242TRLO1
10 March 2026 12:01:22	509	533.00	XLON	00381281378TRLO1
10 March 2026 12:01:22	254	533.00	XLON	00381281379TRLO1
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10 March 2026 12:02:15	822	532.80	XLON	00381281414TRLO1
10 March 2026 12:02:56	540	531.80	XLON	00381281472TRLO1
10 March 2026 12:06:42	547	531.40	XLON	00381281650TRLO1
10 March 2026 12:07:10	536	530.60	XLON	00381281698TRLO1
10 March 2026 12:07:19	265	531.20	XLON	00381281714TRLO1
10 March 2026 12:22:42	517	531.40	XLON	00381282432TRLO1
10 March 2026 12:26:52	532	530.80	XLON	00381282573TRLO1
10 March 2026 12:28:22	505	530.80	XLON	00381282615TRLO1
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10 March 2026 12:34:14	258	531.40	XLON	00381282883TRLO1
10 March 2026 12:34:16	273	531.00	XLON	00381282884TRLO1
10 March 2026 12:36:37	261	532.40	XLON	00381282941TRLO1
10 March 2026 12:37:08	270	532.40	XLON	00381282960TRLO1
10 March 2026 12:43:14	820	533.00	XLON	00381283131TRLO1
10 March 2026 12:44:12	761	533.20	XLON	00381283158TRLO1
10 March 2026 12:48:08	517	533.60	XLON	00381283264TRLO1
10 March 2026 12:51:55	768	534.80	XLON	00381283379TRLO1
10 March 2026 12:52:08	800	534.40	XLON	00381283381TRLO1
10 March 2026 13:03:54	273	534.20	XLON	00381283715TRLO1
10 March 2026 13:03:54	274	534.20	XLON	00381283716TRLO1
10 March 2026 13:03:54	510	534.00	XLON	00381283717TRLO1
10 March 2026 13:03:57	509	534.00	XLON	00381283790TRLO1

13:06:07		534.80		
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10 March 2026 13:09:15	253	534.40	XLON	00381283883TRLO1
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10 March 2026 13:16:06	268	533.80	XLON	00381284129TRLO1
10 March 2026 13:22:39	765	533.40	XLON	00381284286TRLO1
10 March 2026 13:22:40	770	533.20	XLON	00381284288TRLO1
10 March 2026 13:24:11	811	532.80	XLON	00381284336TRLO1
10 March 2026 13:31:00	543	533.80	XLON	00381284658TRLO1
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10 March 2026 13:33:26	790	533.80	XLON	00381284825TRLO1
10 March 2026 13:33:36	800	533.20	XLON	00381284854TRLO1
10 March 2026 13:37:10	790	534.40	XLON	00381285033TRLO1
10 March 2026 13:37:13	788	534.00	XLON	00381285034TRLO1
10 March 2026 13:39:26	764	534.60	XLON	00381285139TRLO1
10 March 2026 13:41:44	767	534.20	XLON	00381285338TRLO1
10 March 2026 13:41:56	510	534.00	XLON	00381285396TRLO1
10 March 2026 13:45:49	93	535.00	XLON	00381285661TRLO1
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10 March 2026 13:55:03	255	535.00	XLON	00381286192TRLO1
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10 March 2026 13:58:29	505	534.00	XLON	00381286355TRLO1
10 March 2026 14:01:12	502	533.80	XLON	00381286481TRLO1
10 March 2026 14:01:31	503	533.60	XLON	00381286496TRLO1
10 March 2026 14:09:24	809	531.80	XLON	00381287117TRLO1
10 March 2026 14:09:34	510	531.80	XLON	00381287148TRLO1
10 March 2026 14:16:48	512	532.80	XLON	00381287600TRLO1
10 March 2026 14:19:27	515	533.40	XLON	00381287749TRLO1
10 March 2026 14:24:14	797	534.00	XLON	00381287946TRLO1
10 March 2026 14:24:29	785	534.20	XLON	00381287972TRLO1

10 March 2026 14:26:10	809	535.00	XLON	00381288058TRLO1
10 March 2026 14:27:40	812	534.80	XLON	00381288184TRLO1
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10 March 2026 14:30:53	784	535.80	XLON	00381288637TRLO1
10 March 2026 14:32:36	506	535.60	XLON	00381289055TRLO1
10 March 2026 14:34:57	261	536.20	XLON	00381289269TRLO1
10 March 2026 14:34:57	523	536.20	XLON	00381289270TRLO1
10 March 2026 14:34:58	820	536.20	XLON	00381289271TRLO1
10 March 2026 14:36:11	502	535.80	XLON	00381289344TRLO1
10 March 2026 14:36:43	1,084	536.20	XLON	00381289371TRLO1
10 March 2026 14:36:44	503	536.20	XLON	00381289372TRLO1
10 March 2026 14:39:09	1,019	536.20	XLON	00381289569TRLO1
10 March 2026 14:41:08	1,090	536.80	XLON	00381289655TRLO1
10 March 2026 14:44:09	1,275	537.40	XLON	00381289839TRLO1
10 March 2026 14:46:47	1,020	536.80	XLON	00381290196TRLO1
10 March 2026 14:46:47	256	536.40	XLON	00381290197TRLO1
10 March 2026 14:46:47	768	536.40	XLON	00381290198TRLO1
10 March 2026 14:46:47	775	536.20	XLON	00381290199TRLO1
10 March 2026 14:53:36	761	539.60	XLON	00381290813TRLO1
10 March 2026 14:55:24	761	539.40	XLON	00381290899TRLO1
10 March 2026 14:57:07	817	539.80	XLON	00381291157TRLO1
10 March 2026 14:58:11	798	540.40	XLON	00381291267TRLO1
10 March 2026 15:01:41	760	540.00	XLON	00381291685TRLO1
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10 March 2026 15:02:09	760	539.60	XLON	00381291753TRLO1
10 March 2026 15:03:35	759	539.80	XLON	00381291877TRLO1
10 March 2026 15:07:34	380	539.80	XLON	00381292062TRLO1
10 March 2026 15:08:14	758	539.60	XLON	00381292088TRLO1
10 March 2026 15:09:01	757	539.80	XLON	00381292170TRLO1
10 March 2026 15:09:26	507	539.40	XLON	00381292238TRLO1
10 March 2026 15:10:05	515	538.80	XLON	00381292299TRLO1
10 March 2026 15:11:21	521	539.00	XLON	00381292422TRLO1

10 March 2026 15:11:21		539.00		
10 March 2026 15:12:58	805	538.60	XLON	00381292477TRLO1
10 March 2026 15:13:28	758	538.20	XLON	00381292514TRLO1
10 March 2026 15:19:40	1,062	539.40	XLON	00381292981TRLO1
10 March 2026 15:20:32	793	539.40	XLON	00381293080TRLO1
10 March 2026 15:27:39	1,254	538.00	XLON	00381293376TRLO1
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10 March 2026 15:38:17	819	537.40	XLON	00381294036TRLO1
10 March 2026 15:40:04	772	537.40	XLON	00381294134TRLO1
10 March 2026 15:41:18	1,043	537.20	XLON	00381294201TRLO1
10 March 2026 15:41:42	1,039	538.00	XLON	00381294247TRLO1
10 March 2026 15:42:17	1,054	538.80	XLON	00381294297TRLO1
10 March 2026 15:44:04	807	538.80	XLON	00381294368TRLO1
10 March 2026 15:45:01	819	539.00	XLON	00381294417TRLO1
10 March 2026 15:45:44	822	538.80	XLON	00381294448TRLO1
10 March 2026 15:47:13	1,066	539.00	XLON	00381294598TRLO1
10 March 2026 15:48:48	810	538.80	XLON	00381294702TRLO1
10 March 2026 15:49:53	1,096	538.60	XLON	00381294781TRLO1
10 March 2026 15:51:55	761	538.60	XLON	00381294881TRLO1
10 March 2026 15:51:55	254	538.60	XLON	00381294882TRLO1
10 March 2026 15:54:36	207	538.80	XLON	00381295006TRLO1
10 March 2026 15:54:36	129	538.80	XLON	00381295007TRLO1
10 March 2026 15:54:48	626	538.80	XLON	00381295010TRLO1
10 March 2026 15:54:48	255	538.80	XLON	00381295011TRLO1
10 March 2026 15:55:10	1,061	538.60	XLON	00381295040TRLO1
10 March 2026 15:56:34	1,066	538.60	XLON	00381295126TRLO1
10 March 2026 15:57:28	1,080	538.00	XLON	00381295155TRLO1
10 March 2026 15:57:28	788	537.80	XLON	00381295156TRLO1
10 March 2026 15:58:36	1,028	537.40	XLON	00381295187TRLO1
10 March 2026 16:00:00	1,014	537.20	XLON	00381295294TRLO1
10 March 2026 16:01:54	1,021	537.00	XLON	00381295401TRLO1
10 March 2026 16:02:58	1,066	536.60	XLON	00381295440TRLO1
10 March 2026 16:04:05	1,290	536.00	XLON	00381295487TRLO1

10 March 2026 16:04:55	1,022	536.00	XLON	00381295533TRLO1
10 March 2026 16:07:02	1,030	534.80	XLON	00381295709TRLO1
10 March 2026 16:08:30	1,039	534.80	XLON	00381295799TRLO1
10 March 2026 16:08:30	260	534.80	XLON	00381295800TRLO1
10 March 2026 16:09:06	438	534.00	XLON	00381295838TRLO1
10 March 2026 16:09:06	588	534.00	XLON	00381295839TRLO1
10 March 2026 16:12:14	1,282	535.20	XLON	00381296081TRLO1
10 March 2026 16:12:14	102	535.40	XLON	00381296082TRLO1
10 March 2026 16:12:14	74	535.40	XLON	00381296083TRLO1
10 March 2026 16:12:14	284	535.40	XLON	00381296084TRLO1
10 March 2026 16:12:22	249	535.20	XLON	00381296106TRLO1
10 March 2026 16:12:22	1,248	535.20	XLON	00381296107TRLO1
10 March 2026 16:12:56	502	535.00	XLON	00381296181TRLO1
10 March 2026 16:14:11	23	535.60	XLON	00381296224TRLO1
10 March 2026 16:14:11	1,023	535.60	XLON	00381296225TRLO1
10 March 2026 16:15:00	216	535.40	XLON	00381296263TRLO1
10 March 2026 16:15:29	272	535.60	XLON	00381296298TRLO1
10 March 2026 16:15:37	849	535.40	XLON	00381296303TRLO1
10 March 2026 16:15:37	216	535.40	XLON	00381296304TRLO1
10 March 2026 16:16:17	258	535.20	XLON	00381296358TRLO1
10 March 2026 16:16:17	259	535.20	XLON	00381296359TRLO1
10 March 2026 16:16:17	259	535.20	XLON	00381296360TRLO1
10 March 2026 16:16:53	253	535.20	XLON	00381296394TRLO1
10 March 2026 16:16:53	254	535.20	XLON	00381296395TRLO1
10 March 2026 16:17:31	30	535.20	XLON	00381296436TRLO1
10 March 2026 16:17:31	42	535.20	XLON	00381296437TRLO1
10 March 2026 16:17:31	77	535.20	XLON	00381296438TRLO1
10 March 2026 16:18:00	499	535.00	XLON	00381296477TRLO1
10 March 2026 16:18:00	249	535.00	XLON	00381296478TRLO1
10 March 2026 16:18:00	250	535.00	XLON	00381296479TRLO1
10 March 2026 16:18:42	504	535.20	XLON	00381296518TRLO1
10 March 2026 16:18:42	252	535.20	XLON	00381296519TRLO1
10 March 2026 16:19:06	519	535.00	XLON	00381296544TRLO1
10 March 2026 16:19:14	265	534.80	XLON	00381296549TRLO1

Time	Volume	Price	Exchange	Order ID
10 March 2026 16:19:17	270	534.60	XLON	00381296550TRLO1
10 March 2026 16:19:42	263	534.60	XLON	00381296575TRLO1
10 March 2026 16:19:56	250	534.60	XLON	00381296588TRLO1
10 March 2026 16:19:56	251	534.60	XLON	00381296589TRLO1

For further information please contact:

Warren Fernandez Company Secretary

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