

13th 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:	12 th March 2026
Aggregate number of ordinary shares purchased:	148,789
Lowest price per share (pence):	513.20
Highest price per share (pence):	539.00
Weighted average price per day (pence):	527.9547

The Company intends to hold the purchased shares in treasury.

Following the above transaction, the Company has 61,760,161 ordinary shares in treasury and has 1,249,715,160 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	527.9547	148,789	513.20	539.00

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
12 March 2026 08:00:03	257	533.60	XLON	00381645255TRLO1
12 March 2026 08:04:11	278	538.40	XLON	00381650365TRLO1
12 March 2026 08:04:28	261	537.80	XLON	00381650685TRLO1
12 March 2026 08:06:16	261	537.20	XLON	00381653451TRLO1
12 March 2026 08:06:33	261	535.80	XLON	00381653776TRLO1
12 March 2026 08:07:34	265	536.80	XLON	00381654840TRLO1
12 March 2026 08:07:42	274	536.20	XLON	00381654966TRLO1
12 March 2026 08:08:03	269	535.80	XLON	00381655361TRLO1
12 March 2026 08:08:11	276	535.60	XLON	00381655523TRLO1
12 March 2026 08:08:40	270	535.40	XLON	00381655982TRLO1
12 March 2026 08:09:56	260	534.80	XLON	00381657158TRLO1
12 March 2026	262		XLON	00381657551TRLO1

08:10:17	202	534.20	XLON	00381657331TRLO1
12 March 2026 08:11:54	276	536.60	XLON	00381659103TRLO1
12 March 2026 08:12:09	282	536.40	XLON	00381659460TRLO1
12 March 2026 08:13:10	260	537.00	XLON	00381660730TRLO1
12 March 2026 08:13:21	264	536.80	XLON	00381660962TRLO1
12 March 2026 08:14:53	191	536.20	XLON	00381662836TRLO1
12 March 2026 08:14:53	88	536.20	XLON	00381662837TRLO1
12 March 2026 08:15:09	260	535.60	XLON	00381663094TRLO1
12 March 2026 08:16:10	264	536.80	XLON	00381664173TRLO1
12 March 2026 08:16:10	271	536.60	XLON	00381664177TRLO1
12 March 2026 08:17:19	24	537.00	XLON	00381665153TRLO1
12 March 2026 08:17:35	282	538.20	XLON	00381665383TRLO1
12 March 2026 08:17:54	269	537.80	XLON	00381665715TRLO1
12 March 2026 08:19:43	560	537.60	XLON	00381667600TRLO1
12 March 2026 08:20:02	565	538.00	XLON	00381668010TRLO1
12 March 2026 08:20:14	274	538.00	XLON	00381668253TRLO1
12 March 2026 08:20:14	274	538.00	XLON	00381668254TRLO1
12 March 2026 08:22:45	260	538.00	XLON	00381671686TRLO1
12 March 2026 08:23:20	268	538.00	XLON	00381672440TRLO1
12 March 2026 08:23:55	272	537.60	XLON	00381673184TRLO1
12 March 2026 08:25:20	272	536.80	XLON	00381674958TRLO1
12 March 2026 08:25:39	264	536.40	XLON	00381675365TRLO1
12 March 2026 08:26:26	282	536.00	XLON	00381676415TRLO1
12 March 2026 08:27:40	262	535.40	XLON	00381678157TRLO1
12 March 2026 08:28:21	282	534.80	XLON	00381679085TRLO1
12 March 2026 08:29:59	275	535.00	XLON	00381681544TRLO1
12 March 2026 08:33:19	263	537.60	XLON	00381687539TRLO1
12 March 2026 08:33:40	264	537.60	XLON	00381688017TRLO1
12 March 2026 08:33:57	258	537.40	XLON	00381688382TRLO1
12 March 2026 08:34:00	260	537.20	XLON	00381688470TRLO1
12 March 2026 08:34:11	267	536.80	XLON	00381688701TRLO1
12 March 2026 08:35:42	274	536.80	XLON	00381690670TRLO1
12 March 2026 08:36:45	261	537.00	XLON	00381692255TRLO1
12 March 2026 08:38:21	275	536.80	XLON	00381694805TRLO1

12 March 2026 08:38:46	269	536.80	XLON	00381695349TRLO1
12 March 2026 08:39:20	273	536.80	XLON	00381696131TRLO1
12 March 2026 08:40:04	264	536.20	XLON	00381697096TRLO1
12 March 2026 08:41:11	277	536.00	XLON	00381698426TRLO1
12 March 2026 08:44:42	519	536.80	XLON	00381703003TRLO1
12 March 2026 08:45:04	544	536.60	XLON	00381703402TRLO1
12 March 2026 08:50:28	258	537.40	XLON	00381709132TRLO1
12 March 2026 08:54:58	1,036	538.20	XLON	00381713592TRLO1
12 March 2026 08:55:10	782	538.20	XLON	00381713825TRLO1
12 March 2026 08:56:36	556	537.80	XLON	00381715300TRLO1
12 March 2026 08:58:24	516	538.20	XLON	00381717316TRLO1
12 March 2026 09:00:12	541	538.00	XLON	00381719228TRLO1
12 March 2026 09:00:36	515	537.00	XLON	00381719655TRLO1
12 March 2026 09:00:39	563	536.80	XLON	00381719700TRLO1
12 March 2026 09:01:35	556	536.00	XLON	00381720770TRLO1
12 March 2026 09:06:59	268	536.80	XLON	00381726521TRLO1
12 March 2026 09:08:46	265	537.00	XLON	00381728899TRLO1
12 March 2026 09:12:33	266	536.80	XLON	00381734172TRLO1
12 March 2026 09:13:30	259	536.00	XLON	00381735580TRLO1
12 March 2026 09:19:43	523	536.00	XLON	00381742646TRLO1
12 March 2026 09:20:44	266	535.80	XLON	00381743818TRLO1
12 March 2026 09:21:36	269	535.40	XLON	00381744790TRLO1
12 March 2026 09:22:21	516	535.80	XLON	00381745725TRLO1
12 March 2026 09:24:38	2	535.80	XLON	00381748409TRLO1
12 March 2026 09:29:13	522	537.00	XLON	00381753574TRLO1
12 March 2026 09:29:46	542	537.00	XLON	00381754221TRLO1
12 March 2026 09:29:46	515	537.00	XLON	00381754222TRLO1
12 March 2026 09:29:46	518	536.80	XLON	00381754224TRLO1
12 March 2026 09:33:25	262	538.00	XLON	00381758819TRLO1
12 March 2026 09:35:20	260	537.80	XLON	00381761283TRLO1
12 March 2026 09:35:43	262	537.80	XLON	00381762057TRLO1
12 March 2026 09:37:33	272	538.00	XLON	00381764946TRLO1
12 March 2026 09:38:06	260	537.60	XLON	00381766003TRLO1
12 March 2026	269		XLON	00381766757TRLO1

09:38:41	455	537.40	XLON	00381769147TRLO1
12 March 2026 09:40:42	565	538.20	XLON	00381769147TRLO1
12 March 2026 09:44:23	518	539.00	XLON	00381773260TRLO1
12 March 2026 09:46:13	262	538.80	XLON	00381775356TRLO1
12 March 2026 09:46:18	263	538.80	XLON	00381775471TRLO1
12 March 2026 09:46:52	14	538.60	XLON	00381776093TRLO1
12 March 2026 09:46:52	268	538.60	XLON	00381776094TRLO1
12 March 2026 09:47:20	270	538.40	XLON	00381776544TRLO1
12 March 2026 09:47:35	264	538.40	XLON	00381776865TRLO1
12 March 2026 09:49:33	261	538.20	XLON	00381779727TRLO1
12 March 2026 09:49:33	261	538.20	XLON	00381779728TRLO1
12 March 2026 09:49:34	566	538.00	XLON	00381779737TRLO1
12 March 2026 09:49:40	265	537.60	XLON	00381779924TRLO1
12 March 2026 09:53:16	548	538.00	XLON	00381785109TRLO1
12 March 2026 09:55:17	544	537.80	XLON	00381787658TRLO1
12 March 2026 09:58:37	536	537.60	XLON	00381791548TRLO1
12 March 2026 10:00:15	261	537.20	XLON	00381792126TRLO1
12 March 2026 10:02:03	280	537.00	XLON	00381792222TRLO1
12 March 2026 10:02:03	281	537.00	XLON	00381792223TRLO1
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12 March 2026 10:35:15	261	534.20	XLON	00381793522TRLO1

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12 March 2026 10:39:22	276	533.60	XLON	00381794294TRLO1
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12 March 2026 11:00:23	536	534.40	XLON	00381795252TRLO1
12 March 2026 11:00:25	520	534.20	XLON	00381795257TRLO1
12 March 2026 11:00:56	262	534.00	XLON	00381795300TRLO1
12 March 2026 11:02:35	26	533.80	XLON	00381795371TRLO1
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12 March 2026 11:05:08	547	533.40	XLON	00381795448TRLO1
12 March 2026 11:05:09	541	533.20	XLON	00381795450TRLO1
12 March 2026 11:10:24	777	534.20	XLON	00381795563TRLO1
12 March 2026 11:10:29	597	534.00	XLON	00381795565TRLO1
12 March 2026 11:17:15	267	534.60	XLON	00381796089TRLO1
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12 March 2026 11:25:19	275	535.40	XLON	00381796447TRLO1
12 March 2026 11:27:24	268	535.20	XLON	00381796550TRLO1
12 March 2026 11:27:24	111	534.80	XLON	00381796570TRLO1
12 March 2026 11:27:24	55	534.80	XLON	00381796571TRLO1
12 March 2026 11:27:24	107	534.80	XLON	00381796572TRLO1
12 March 2026 11:30:09	260	536.00	XLON	00381796808TRLO1
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12 March 2026 11:49:32	227	536.40	XLON	00381797453TRLO1
12 March 2026 11:49:32	256	536.40	XLON	00381797454TRLO1
12 March 2026 11:50:20	818	536.40	XLON	00381797473TRLO1
12 March 2026 11:51:59	160	536.00	XLON	00381797531TRLO1
12 March 2026 11:52:04	383	536.00	XLON	00381797541TRLO1

11:52:01		536.00		
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12 March 2026 11:52:01	52	536.00	XLON	00381797543TRLO1
12 March 2026 11:52:25	565	535.80	XLON	00381797556TRLO1
12 March 2026 11:57:27	269	535.80	XLON	00381797770TRLO1
12 March 2026 11:57:27	270	535.80	XLON	00381797771TRLO1
12 March 2026 11:59:28	281	535.60	XLON	00381797906TRLO1
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12 March 2026 12:02:40	264	535.00	XLON	00381798137TRLO1
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12 March 2026 12:04:29	274	535.00	XLON	00381798402TRLO1
12 March 2026 12:04:36	274	534.80	XLON	00381798415TRLO1
12 March 2026 12:05:59	271	534.80	XLON	00381798654TRLO1
12 March 2026 12:07:41	276	534.80	XLON	00381799255TRLO1
12 March 2026 12:07:42	273	534.60	XLON	00381799272TRLO1
12 March 2026 12:10:04	279	534.60	XLON	00381799721TRLO1
12 March 2026 12:17:20	261	534.40	XLON	00381800555TRLO1
12 March 2026 12:17:20	261	534.40	XLON	00381800556TRLO1
12 March 2026 12:20:51	270	534.60	XLON	00381800870TRLO1
12 March 2026 12:22:12	283	534.20	XLON	00381801011TRLO1
12 March 2026 12:24:56	266	534.20	XLON	00381801165TRLO1
12 March 2026 12:27:28	547	535.00	XLON	00381801274TRLO1
12 March 2026 12:27:48	271	535.00	XLON	00381801284TRLO1
12 March 2026 12:30:19	246	535.00	XLON	00381801443TRLO1
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12 March 2026 12:30:57	265	534.80	XLON	00381801485TRLO1
12 March 2026 12:30:58	58	534.60	XLON	00381801488TRLO1
12 March 2026 12:31:02	224	534.60	XLON	00381801493TRLO1
12 March 2026 12:31:02	58	534.60	XLON	00381801494TRLO1
12 March 2026 12:33:43	264	535.60	XLON	00381801547TRLO1
12 March 2026 12:34:00	277	535.40	XLON	00381801567TRLO1

12 March 2026 12:36:15	258	535.00	XLON	00381801659TRLO1
12 March 2026 12:37:24	261	534.80	XLON	00381801688TRLO1
12 March 2026 12:37:44	260	534.40	XLON	00381801711TRLO1
12 March 2026 12:40:07	264	534.40	XLON	00381801884TRLO1
12 March 2026 12:41:30	268	534.40	XLON	00381801945TRLO1
12 March 2026 12:42:01	259	534.20	XLON	00381801964TRLO1
12 March 2026 12:44:03	259	533.80	XLON	00381802055TRLO1
12 March 2026 12:45:22	279	533.60	XLON	00381802133TRLO1
12 March 2026 12:51:04	267	534.40	XLON	00381802450TRLO1
12 March 2026 12:51:24	264	534.20	XLON	00381802458TRLO1
12 March 2026 12:51:40	276	533.80	XLON	00381802462TRLO1
12 March 2026 12:51:47	265	533.60	XLON	00381802493TRLO1
12 March 2026 12:51:47	265	533.60	XLON	00381802494TRLO1
12 March 2026 12:51:47	260	533.60	XLON	00381802497TRLO1
12 March 2026 12:51:59	267	533.40	XLON	00381802514TRLO1
12 March 2026 12:52:17	261	533.20	XLON	00381802601TRLO1
12 March 2026 12:58:09	263	533.60	XLON	00381803170TRLO1
12 March 2026 13:05:25	263	534.60	XLON	00381803657TRLO1
12 March 2026 13:09:22	518	535.20	XLON	00381803895TRLO1
12 March 2026 13:12:09	283	535.20	XLON	00381804058TRLO1
12 March 2026 13:12:54	273	535.00	XLON	00381804139TRLO1
12 March 2026 13:13:42	268	535.00	XLON	00381804205TRLO1
12 March 2026 13:14:07	280	534.80	XLON	00381804210TRLO1
12 March 2026 13:14:44	274	534.60	XLON	00381804233TRLO1
12 March 2026 13:14:51	266	534.40	XLON	00381804241TRLO1
12 March 2026 13:14:54	270	534.20	XLON	00381804245TRLO1
12 March 2026 13:15:56	264	533.80	XLON	00381804320TRLO1
12 March 2026 13:15:59	261	533.60	XLON	00381804331TRLO1
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12 March 2026 13:19:15	559	533.60	XLON	00381804711TRLO1
12 March 2026 13:21:01	266	532.60	XLON	00381804977TRLO1
12 March 2026 13:21:06	272	532.20	XLON	00381805044TRLO1
12 March 2026 13:22:51	269	531.40	XLON	00381805222TRLO1

13:22:01		531.40		
12 March 2026 13:26:52	271	533.60	XLON	00381805440TRLO1
12 March 2026 13:28:14	265	533.40	XLON	00381805509TRLO1
12 March 2026 13:28:19	267	533.40	XLON	00381805512TRLO1
12 March 2026 13:28:37	270	533.20	XLON	00381805522TRLO1
12 March 2026 13:29:18	269	533.00	XLON	00381805539TRLO1
12 March 2026 13:30:18	266	533.00	XLON	00381805657TRLO1
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12 March 2026 13:31:25	271	532.40	XLON	00381805741TRLO1
12 March 2026 13:31:34	261	532.20	XLON	00381805745TRLO1
12 March 2026 13:33:28	283	532.00	XLON	00381805869TRLO1
12 March 2026 13:35:57	259	532.60	XLON	00381806096TRLO1
12 March 2026 13:36:11	283	532.40	XLON	00381806099TRLO1
12 March 2026 13:37:09	262	532.20	XLON	00381806185TRLO1
12 March 2026 13:37:32	280	532.00	XLON	00381806209TRLO1
12 March 2026 13:39:34	271	531.60	XLON	00381806497TRLO1
12 March 2026 13:42:02	260	531.20	XLON	00381806699TRLO1
12 March 2026 13:42:59	265	530.60	XLON	00381806732TRLO1
12 March 2026 13:44:23	278	531.00	XLON	00381806796TRLO1
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12 March 2026 13:44:58	271	530.80	XLON	00381806815TRLO1
12 March 2026 13:45:04	268	530.60	XLON	00381806820TRLO1
12 March 2026 13:46:10	263	530.20	XLON	00381806874TRLO1
12 March 2026 13:46:56	266	530.00	XLON	00381806916TRLO1
12 March 2026 13:47:01	283	529.80	XLON	00381806920TRLO1
12 March 2026 13:47:16	261	529.40	XLON	00381806959TRLO1
12 March 2026 13:48:41	531	528.80	XLON	00381807002TRLO1
12 March 2026 13:49:04	518	529.40	XLON	00381807026TRLO1
12 March 2026 13:50:43	544	529.60	XLON	00381807143TRLO1
12 March 2026 13:50:48	243	529.20	XLON	00381807146TRLO1
12 March 2026 13:50:48	308	529.20	XLON	00381807147TRLO1
12 March 2026 13:50:57	259	528.60	XLON	00381807155TRLO1
12 March 2026 13:51:42	557	528.60	XLON	00381807171TRLO1
12 March 2026 13:52:26	273	528.20	XLON	00381807204TRLO1

12 March 2026 13:52:56	268	527.20	XLON	00381807239TRLO1
12 March 2026 13:54:45	262	526.80	XLON	00381807331TRLO1
12 March 2026 13:55:18	269	526.20	XLON	00381807357TRLO1
12 March 2026 13:57:07	262	526.80	XLON	00381807626TRLO1
12 March 2026 13:59:20	272	526.20	XLON	00381807781TRLO1
12 March 2026 14:00:00	267	526.20	XLON	00381807801TRLO1
12 March 2026 14:00:11	258	526.20	XLON	00381807822TRLO1
12 March 2026 14:00:38	266	527.20	XLON	00381807901TRLO1
12 March 2026 14:00:41	259	527.00	XLON	00381807911TRLO1
12 March 2026 14:00:43	282	526.40	XLON	00381807914TRLO1
12 March 2026 14:01:17	272	526.60	XLON	00381808007TRLO1
12 March 2026 14:02:03	524	526.60	XLON	00381808050TRLO1
12 March 2026 14:02:09	548	526.20	XLON	00381808064TRLO1
12 March 2026 14:02:50	271	526.60	XLON	00381808173TRLO1
12 March 2026 14:03:35	269	526.80	XLON	00381808204TRLO1
12 March 2026 14:04:08	542	526.60	XLON	00381808274TRLO1
12 March 2026 14:04:44	538	526.80	XLON	00381808354TRLO1
12 March 2026 14:04:51	553	526.80	XLON	00381808358TRLO1
12 March 2026 14:05:09	549	526.40	XLON	00381808372TRLO1
12 March 2026 14:05:23	528	526.40	XLON	00381808381TRLO1
12 March 2026 14:06:51	544	526.20	XLON	00381808481TRLO1
12 March 2026 14:08:18	532	526.80	XLON	00381808535TRLO1
12 March 2026 14:08:25	1	526.80	XLON	00381808547TRLO1
12 March 2026 14:08:25	539	526.80	XLON	00381808548TRLO1
12 March 2026 14:09:37	264	527.20	XLON	00381808588TRLO1
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12 March 2026 14:11:12	283	526.40	XLON	00381808686TRLO1
12 March 2026 14:11:46	275	526.00	XLON	00381808709TRLO1
12 March 2026 14:12:44	259	526.40	XLON	00381808801TRLO1
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12 March 2026 14:14:33	280	525.40	XLON	00381808926TRLO1

TIME	QTY	PRICE	SYMBOL	ORDER ID
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12 March 2026 14:15:59	277	526.00	XLON	00381808998TRLO1
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12 March 2026 14:17:09	268	525.40	XLON	00381809083TRLO1
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12 March 2026 16:19:43	799	518.80	XLON	00381821671TRLO1
12 March 2026 16:19:43	266	518.80	XLON	00381821672TRLO1

For further information please contact:

Warren Fernandez Company Secretary

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