

1st April 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") in the period from 27th March 2026 to 31st March 2026.

Date	Venue	Volume-weighted average price (p)	Aggregated volume	Lowest price per share (p)	Highest price per share (p)
27 March 2026	XLON	492.6274	65,008	489.3000	497.1000
30 March 2026	XLON	493.6671	67,039	487.5000	498.4000
31 March 2026	XLON	497.8322	63,391	487.8000	502.0000

The Company intends to hold the purchased shares in treasury.

Following the above transaction, the Company has 62,873,283 ordinary shares in treasury and has 1,248,602,038 ordinary shares in issue (excluding treasury shares).

These purchases complete the share buyback programme of £250 million announced on 1 August 2024. Since 1 October 2024, the Company has purchased 45,105,889 ordinary shares for cancellation at an average price of 554.2513 pence per share, for an aggregate consideration (excluding dealing and associated costs) of £250 million.

As announced on 27 February 2026, the Company will commence a further share buyback programme of £175 million, and this will commence with immediate effect on 1 April 2026. The programme will initially be conducted on the Company's behalf by Bank of America Securities

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 the Investec Bank on behalf of the Company as part of the buyback programme is attached to this announcement.

http://www.ms-pdf.londonstockexchange.com/ms/9111Y_1-2026-3-31.pdf

For further information please contact:

Warren Fernandez Company Secretary

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