

20th July 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 Merrill Lynch International ("MLI") in the period from 13th July 2026 to 17th July 2026.

Date	Venue	Volume-weighted average price (p)	Aggregated volume	Lowest price per share (pence)	Highest price per share (p)
13 July 2026	XLON	471.7217	6,100	468.6000	475.4000
14 July 2026	XLON	462.5126	6,100	455.4000	465.4000
15 July 2026	XLON	465.1260	6,200	455.9000	472.1000
16 July 2026	XLON	462.4452	6,200	458.4000	466.1000
17 July 2026	XLON	464.2479	6,200	459.8000	467.4000

The Company intends to hold the purchased shares in treasury.

Following the above transaction, the Company has 65,321,997 ordinary shares in treasury and has 1,246,153,324 ordinary shares in issue (excluding treasury shares).

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

http://www.ms-pdf.londonstockexchange.com/ms/8948M_1-2026-7-17.pdf

For further information please contact:

Warren Fernandez Company Secretary

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