

3rd November 2025

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:	31 st October 2025
Aggregate number of ordinary shares purchased:	96,510
Lowest price per share (pence):	624.80
Highest price per share (pence):	632.60
Weighted average price per day (pence):	628.6527

The Company intends to hold the purchased shares in treasury.

Following the above transaction, the Company has 50,955,950 ordinary shares in treasury and has 1,260,519,371 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	628.6527	96,510	624.80	632.60

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
31 October 2025 08:00:44	246	629.60	XLON	00359006838TRLO1
31 October 2025 08:05:06	273	629.60	XLON	00359009498TRLO1
31 October 2025 08:08:22	485	629.80	XLON	00359011762TRLO1
31 October 2025 08:08:59	282	629.40	XLON	00359012061TRLO1
31 October 2025 08:10:19	269	629.40	XLON	00359013027TRLO1
31 October 2025 08:11:54	125	629.60	XLON	00359013997TRLO1
31 October 2025 08:11:54	361	629.60	XLON	00359013998TRLO1
31 October 2025 08:13:17	400	629.40	XLON	00359014863TRLO1
31 October 2025 08:15:47	42	629.40	XLON	00359016142TRLO1
31 October 2025 08:15:47	41	629.40	XLON	00359016143TRLO1
31 October 2025 08:15:56	494	629.20	XLON	00359016243TRLO1
31 October 2025	170		XLON	00359016244TRLO1

08:15:56	419	628.80	XLON	003590102441TRLO1
31 October 2025 08:27:48	468	628.60	XLON	00359025670TRLO1
31 October 2025 08:29:22	469	629.00	XLON	00359026978TRLO1
31 October 2025 08:29:22	462	629.00	XLON	00359026979TRLO1
31 October 2025 08:30:08	67	629.00	XLON	00359027609TRLO1
31 October 2025 08:30:29	463	629.00	XLON	00359027827TRLO1
31 October 2025 08:31:27	469	628.60	XLON	00359028269TRLO1
31 October 2025 08:32:41	503	627.80	XLON	00359028866TRLO1
31 October 2025 08:32:52	232	628.40	XLON	00359028945TRLO1
31 October 2025 08:33:46	242	628.00	XLON	00359029359TRLO1
31 October 2025 08:33:46	241	628.00	XLON	00359029360TRLO1
31 October 2025 08:37:02	244	627.80	XLON	00359030804TRLO1
31 October 2025 08:37:02	244	627.80	XLON	00359030805TRLO1
31 October 2025 08:46:15	752	628.00	XLON	00359037149TRLO1
31 October 2025 08:59:52	473	627.80	XLON	00359050893TRLO1
31 October 2025 08:59:52	538	627.60	XLON	00359050894TRLO1
31 October 2025 08:59:52	360	627.80	XLON	00359050895TRLO1
31 October 2025 08:59:52	393	627.80	XLON	00359050896TRLO1
31 October 2025 09:02:42	459	627.00	XLON	00359053535TRLO1
31 October 2025 09:05:08	239	626.60	XLON	00359056267TRLO1
31 October 2025 09:09:02	240	627.40	XLON	00359059331TRLO1
31 October 2025 09:09:11	250	627.20	XLON	00359059447TRLO1
31 October 2025 09:11:00	248	627.00	XLON	00359060922TRLO1
31 October 2025 09:11:00	247	627.00	XLON	00359060923TRLO1
31 October 2025 09:13:07	484	626.60	XLON	00359063488TRLO1
31 October 2025 09:19:45	253	626.60	XLON	00359070098TRLO1
31 October 2025 09:21:44	145	626.60	XLON	00359071543TRLO1
31 October 2025 09:21:44	40	626.60	XLON	00359071544TRLO1
31 October 2025 09:21:44	50	626.60	XLON	00359071545TRLO1
31 October 2025 09:39:03	234	627.60	XLON	00359097756TRLO1
31 October 2025 09:39:03	850	627.60	XLON	00359097757TRLO1
31 October 2025 09:39:03	223	627.60	XLON	00359097758TRLO1
31 October 2025 09:39:48	234	627.60	XLON	00359098844TRLO1
31 October 2025 09:39:48	490	627.60	XLON	00359098845TRLO1

31 October 2025 09:41:47	500	627.20	XLON	00359101743TRLO1
31 October 2025 09:42:52	474	626.80	XLON	00359103598TRLO1
31 October 2025 09:45:02	467	626.80	XLON	00359107352TRLO1
31 October 2025 09:45:10	460	626.80	XLON	00359107559TRLO1
31 October 2025 09:45:10	245	626.60	XLON	00359107560TRLO1
31 October 2025 09:49:19	302	626.80	XLON	00359114501TRLO1
31 October 2025 09:49:19	161	626.80	XLON	00359114502TRLO1
31 October 2025 09:49:19	302	626.80	XLON	00359114503TRLO1
31 October 2025 09:49:36	468	627.00	XLON	00359115008TRLO1
31 October 2025 10:00:12	236	627.40	XLON	00359126223TRLO1
31 October 2025 10:05:24	234	627.20	XLON	00359126421TRLO1
31 October 2025 10:11:15	99	627.00	XLON	00359126565TRLO1
31 October 2025 10:11:15	149	627.00	XLON	00359126566TRLO1
31 October 2025 10:11:15	247	627.00	XLON	00359126567TRLO1
31 October 2025 10:11:18	470	626.40	XLON	00359126568TRLO1
31 October 2025 10:13:53	464	626.20	XLON	00359126641TRLO1
31 October 2025 10:18:44	521	626.20	XLON	00359126793TRLO1
31 October 2025 10:20:53	400	627.00	XLON	00359126859TRLO1
31 October 2025 10:20:53	72	627.00	XLON	00359126860TRLO1
31 October 2025 10:35:14	236	627.40	XLON	00359127506TRLO1
31 October 2025 10:35:14	339	627.60	XLON	00359127507TRLO1
31 October 2025 10:35:14	59	627.60	XLON	00359127508TRLO1
31 October 2025 10:35:17	246	627.40	XLON	00359127511TRLO1
31 October 2025 10:35:18	238	627.20	XLON	00359127512TRLO1
31 October 2025 10:44:40	493	629.00	XLON	00359127906TRLO1
31 October 2025 10:54:11	468	628.60	XLON	00359128251TRLO1
31 October 2025 10:54:11	246	628.60	XLON	00359128252TRLO1
31 October 2025 11:12:54	721	630.80	XLON	00359128979TRLO1
31 October 2025 11:17:08	210	631.20	XLON	00359129168TRLO1
31 October 2025 11:17:25	19	631.00	XLON	00359129170TRLO1
31 October 2025 11:17:25	468	631.00	XLON	00359129171TRLO1
31 October 2025 11:17:25	950	631.00	XLON	00359129172TRLO1
31 October 2025 11:19:37	487	630.80	XLON	00359129222TRLO1
31 October 2025	12		XLON	00359129223TRLO1

11:19:42		630.60		
31 October 2025 11:19:42	471	630.60	XLON	00359129224TRLO1
31 October 2025 11:19:42	483	630.20	XLON	00359129225TRLO1
31 October 2025 11:20:40	482	630.00	XLON	00359129271TRLO1
31 October 2025 11:20:43	489	630.00	XLON	00359129272TRLO1
31 October 2025 11:34:52	242	630.60	XLON	00359129835TRLO1
31 October 2025 11:35:11	489	631.40	XLON	00359129853TRLO1
31 October 2025 11:35:25	245	631.00	XLON	00359129858TRLO1
31 October 2025 11:36:53	527	631.00	XLON	00359129902TRLO1
31 October 2025 11:36:53	23	631.00	XLON	00359129903TRLO1
31 October 2025 11:39:06	72	631.20	XLON	00359130062TRLO1
31 October 2025 11:42:48	186	632.00	XLON	00359130178TRLO1
31 October 2025 11:48:52	484	632.60	XLON	00359130378TRLO1
31 October 2025 11:48:52	484	632.60	XLON	00359130379TRLO1
31 October 2025 11:48:52	4	632.40	XLON	00359130380TRLO1
31 October 2025 11:48:52	457	632.40	XLON	00359130381TRLO1
31 October 2025 11:48:55	463	632.00	XLON	00359130382TRLO1
31 October 2025 11:49:11	472	631.80	XLON	00359130389TRLO1
31 October 2025 11:49:23	547	631.60	XLON	00359130394TRLO1
31 October 2025 11:52:43	488	632.20	XLON	00359130507TRLO1
31 October 2025 11:57:45	233	632.40	XLON	00359130685TRLO1
31 October 2025 11:57:46	249	632.20	XLON	00359130686TRLO1
31 October 2025 11:59:23	326	632.20	XLON	00359130724TRLO1
31 October 2025 11:59:23	235	632.00	XLON	00359130725TRLO1
31 October 2025 12:00:00	232	631.80	XLON	00359130763TRLO1
31 October 2025 12:00:00	231	631.80	XLON	00359130767TRLO1
31 October 2025 12:00:33	245	631.60	XLON	00359130787TRLO1
31 October 2025 12:00:33	157	631.80	XLON	00359130788TRLO1
31 October 2025 12:00:33	147	631.80	XLON	00359130789TRLO1
31 October 2025 12:02:27	237	631.60	XLON	00359130818TRLO1
31 October 2025 12:02:27	223	631.60	XLON	00359130821TRLO1
31 October 2025 12:02:27	20	631.60	XLON	00359130822TRLO1
31 October 2025 12:02:42	230	631.20	XLON	00359130858TRLO1
31 October 2025 12:04:32	498	630.60	XLON	00359130946TRLO1

31 October 2025 12:07:22	489	630.20	XLON	00359131017TRLO1
31 October 2025 12:13:44	283	630.80	XLON	00359131237TRLO1
31 October 2025 12:17:00	484	631.20	XLON	00359131516TRLO1
31 October 2025 12:19:07	244	631.40	XLON	00359131623TRLO1
31 October 2025 12:19:07	244	631.40	XLON	00359131624TRLO1
31 October 2025 12:23:49	850	631.20	XLON	00359131826TRLO1
31 October 2025 12:23:49	216	631.20	XLON	00359131827TRLO1
31 October 2025 12:23:49	470	631.00	XLON	00359131828TRLO1
31 October 2025 12:29:39	485	630.60	XLON	00359132019TRLO1
31 October 2025 12:35:47	734	630.80	XLON	00359132183TRLO1
31 October 2025 12:37:26	471	630.40	XLON	00359132241TRLO1
31 October 2025 12:39:48	501	630.20	XLON	00359132333TRLO1
31 October 2025 12:39:48	93	630.20	XLON	00359132334TRLO1
31 October 2025 12:39:48	158	630.20	XLON	00359132335TRLO1
31 October 2025 12:44:43	487	630.00	XLON	00359132488TRLO1
31 October 2025 12:52:43	489	630.80	XLON	00359132723TRLO1
31 October 2025 12:52:54	466	630.80	XLON	00359132726TRLO1
31 October 2025 12:57:19	462	630.60	XLON	00359132826TRLO1
31 October 2025 12:59:51	489	630.40	XLON	00359132868TRLO1
31 October 2025 13:01:11	489	630.40	XLON	00359132896TRLO1
31 October 2025 13:04:54	500	630.00	XLON	00359133010TRLO1
31 October 2025 13:09:18	245	630.00	XLON	00359133155TRLO1
31 October 2025 13:09:18	244	630.00	XLON	00359133156TRLO1
31 October 2025 13:09:52	67	630.00	XLON	00359133168TRLO1
31 October 2025 13:09:52	181	630.00	XLON	00359133169TRLO1
31 October 2025 13:15:48	235	630.00	XLON	00359133334TRLO1
31 October 2025 13:23:29	241	629.80	XLON	00359133519TRLO1
31 October 2025 13:23:29	240	629.80	XLON	00359133520TRLO1
31 October 2025 13:23:33	75	629.60	XLON	00359133523TRLO1
31 October 2025 13:23:33	426	629.60	XLON	00359133524TRLO1
31 October 2025 13:32:01	486	629.80	XLON	00359134045TRLO1
31 October 2025 13:36:23	499	630.00	XLON	00359134488TRLO1
31 October 2025 13:36:25	463	630.00	XLON	00359134489TRLO1
31 October 2025 13:36:45	461	630.00	XLON	00359134502TRLO1

13:36:45		630.60		
31 October 2025 13:42:31	536	631.40	XLON	00359134694TRLO1
31 October 2025 13:42:35	917	631.20	XLON	00359134696TRLO1
31 October 2025 13:43:06	745	631.00	XLON	00359134718TRLO1
31 October 2025 13:47:55	503	630.80	XLON	00359134911TRLO1
31 October 2025 13:48:10	103	630.80	XLON	00359134943TRLO1
31 October 2025 13:48:25	493	630.60	XLON	00359134954TRLO1
31 October 2025 13:48:40	502	630.40	XLON	00359134960TRLO1
31 October 2025 13:49:28	466	630.00	XLON	00359134985TRLO1
31 October 2025 14:01:07	500	629.60	XLON	00359135428TRLO1
31 October 2025 14:01:07	250	629.60	XLON	00359135429TRLO1
31 October 2025 14:02:26	475	629.00	XLON	00359135490TRLO1
31 October 2025 14:02:26	237	629.00	XLON	00359135491TRLO1
31 October 2025 14:05:01	234	628.80	XLON	00359135551TRLO1
31 October 2025 14:10:00	247	628.80	XLON	00359135742TRLO1
31 October 2025 14:16:40	235	629.60	XLON	00359136061TRLO1
31 October 2025 14:17:08	465	629.40	XLON	00359136070TRLO1
31 October 2025 14:17:44	253	629.40	XLON	00359136105TRLO1
31 October 2025 14:18:23	463	629.40	XLON	00359136136TRLO1
31 October 2025 14:20:44	14	629.20	XLON	00359136249TRLO1
31 October 2025 14:20:56	34	629.20	XLON	00359136259TRLO1
31 October 2025 14:20:56	37	629.20	XLON	00359136260TRLO1
31 October 2025 14:20:56	490	629.20	XLON	00359136261TRLO1
31 October 2025 14:21:36	246	628.80	XLON	00359136340TRLO1
31 October 2025 14:21:36	246	628.80	XLON	00359136341TRLO1
31 October 2025 14:21:49	497	628.60	XLON	00359136352TRLO1
31 October 2025 14:31:53	245	628.60	XLON	00359136875TRLO1
31 October 2025 14:32:42	466	629.00	XLON	00359136901TRLO1
31 October 2025 14:33:21	237	629.00	XLON	00359136944TRLO1
31 October 2025 14:33:21	13	629.00	XLON	00359136945TRLO1
31 October 2025 14:33:43	196	629.00	XLON	00359136958TRLO1
31 October 2025 14:33:56	481	628.80	XLON	00359136964TRLO1
31 October 2025 14:35:13	175	629.20	XLON	00359137042TRLO1
31 October 2025 14:35:13	19	629.20	XLON	00359137043TRLO1

31 October 2025 14:35:13	484	629.00	XLON	00359137044TRLO1
31 October 2025 14:36:25	524	629.00	XLON	00359137144TRLO1
31 October 2025 14:36:25	241	629.00	XLON	00359137145TRLO1
31 October 2025 14:36:25	145	629.00	XLON	00359137146TRLO1
31 October 2025 14:36:25	338	629.00	XLON	00359137147TRLO1
31 October 2025 14:36:25	492	628.80	XLON	00359137148TRLO1
31 October 2025 14:41:59	251	628.20	XLON	00359137387TRLO1
31 October 2025 14:45:05	503	628.20	XLON	00359137508TRLO1
31 October 2025 14:45:05	467	628.00	XLON	00359137509TRLO1
31 October 2025 14:45:22	467	627.60	XLON	00359137525TRLO1
31 October 2025 14:47:36	405	627.60	XLON	00359137591TRLO1
31 October 2025 14:59:17	471	628.00	XLON	00359138034TRLO1
31 October 2025 14:59:34	734	628.00	XLON	00359138043TRLO1
31 October 2025 15:03:03	471	628.00	XLON	00359138202TRLO1
31 October 2025 15:07:59	466	628.40	XLON	00359138480TRLO1
31 October 2025 15:07:59	617	628.40	XLON	00359138481TRLO1
31 October 2025 15:08:26	43	628.40	XLON	00359138512TRLO1
31 October 2025 15:08:26	61	628.40	XLON	00359138513TRLO1
31 October 2025 15:12:25	780	628.60	XLON	00359138699TRLO1
31 October 2025 15:12:25	225	628.60	XLON	00359138700TRLO1
31 October 2025 15:12:25	22	628.60	XLON	00359138701TRLO1
31 October 2025 15:14:16	433	628.60	XLON	00359138807TRLO1
31 October 2025 15:14:16	482	628.40	XLON	00359138808TRLO1
31 October 2025 15:14:16	240	628.40	XLON	00359138809TRLO1
31 October 2025 15:17:04	237	629.00	XLON	00359138949TRLO1
31 October 2025 15:17:04	252	629.00	XLON	00359138950TRLO1
31 October 2025 15:20:20	252	628.80	XLON	00359139061TRLO1
31 October 2025 15:20:20	251	628.80	XLON	00359139062TRLO1
31 October 2025 15:20:20	251	628.80	XLON	00359139063TRLO1
31 October 2025 15:21:05	702	628.60	XLON	00359139113TRLO1
31 October 2025 15:21:05	697	628.40	XLON	00359139114TRLO1
31 October 2025 15:21:05	882	628.60	XLON	00359139115TRLO1
31 October 2025 15:23:44	473	628.60	XLON	00359139268TRLO1
31 October 2025 15:25:02	500	628.40	XLON	00359139372TRLO1

15:29:03		628.40		
31 October 2025 15:25:03	250	628.40	XLON	00359139373TRLO1
31 October 2025 15:25:03	490	628.20	XLON	00359139374TRLO1
31 October 2025 15:28:55	490	628.00	XLON	00359139536TRLO1
31 October 2025 15:33:59	40	628.20	XLON	00359139715TRLO1
31 October 2025 15:33:59	200	628.20	XLON	00359139716TRLO1
31 October 2025 15:35:37	475	628.20	XLON	00359139780TRLO1
31 October 2025 15:35:40	477	628.00	XLON	00359139781TRLO1
31 October 2025 15:35:40	214	627.80	XLON	00359139782TRLO1
31 October 2025 15:35:40	25	627.80	XLON	00359139783TRLO1
31 October 2025 15:37:04	407	627.80	XLON	00359139824TRLO1
31 October 2025 15:37:04	70	627.80	XLON	00359139825TRLO1
31 October 2025 15:37:54	117	627.60	XLON	00359139852TRLO1
31 October 2025 15:37:54	352	627.60	XLON	00359139853TRLO1
31 October 2025 15:40:54	501	627.00	XLON	00359139970TRLO1
31 October 2025 15:43:12	242	626.60	XLON	00359140046TRLO1
31 October 2025 15:44:31	472	626.00	XLON	00359140123TRLO1
31 October 2025 15:47:03	466	626.80	XLON	00359140242TRLO1
31 October 2025 15:48:34	485	626.80	XLON	00359140272TRLO1
31 October 2025 15:48:34	242	626.80	XLON	00359140273TRLO1
31 October 2025 15:48:48	733	626.40	XLON	00359140284TRLO1
31 October 2025 15:49:25	238	626.60	XLON	00359140298TRLO1
31 October 2025 15:49:33	46	626.60	XLON	00359140308TRLO1
31 October 2025 15:49:39	81	626.60	XLON	00359140316TRLO1
31 October 2025 15:50:08	476	626.40	XLON	00359140336TRLO1
31 October 2025 15:50:08	432	626.20	XLON	00359140337TRLO1
31 October 2025 15:51:29	470	626.40	XLON	00359140398TRLO1
31 October 2025 15:52:30	132	626.20	XLON	00359140424TRLO1
31 October 2025 15:52:30	328	626.20	XLON	00359140425TRLO1
31 October 2025 15:52:46	481	625.80	XLON	00359140473TRLO1
31 October 2025 15:53:42	465	625.40	XLON	00359140531TRLO1
31 October 2025 15:53:44	503	625.20	XLON	00359140532TRLO1
31 October 2025 15:53:48	248	625.20	XLON	00359140540TRLO1
31 October 2025 15:53:48	241	625.00	XLON	00359140541TRLO1

31 October 2025 15:54:16	472	625.80	XLON	00359140551TRLO1
31 October 2025 15:56:07	481	625.80	XLON	00359140651TRLO1
31 October 2025 15:57:59	136	626.20	XLON	00359140741TRLO1
31 October 2025 15:58:52	250	626.20	XLON	00359140759TRLO1
31 October 2025 15:58:54	237	626.00	XLON	00359140761TRLO1
31 October 2025 15:58:54	236	626.00	XLON	00359140762TRLO1
31 October 2025 15:59:38	244	626.00	XLON	00359140811TRLO1
31 October 2025 15:59:38	236	626.00	XLON	00359140812TRLO1
31 October 2025 15:59:59	244	626.00	XLON	00359140827TRLO1
31 October 2025 16:00:01	721	625.80	XLON	00359140838TRLO1
31 October 2025 16:00:01	232	625.60	XLON	00359140839TRLO1
31 October 2025 16:00:22	246	625.40	XLON	00359140860TRLO1
31 October 2025 16:01:23	108	625.00	XLON	00359140928TRLO1
31 October 2025 16:01:23	4	625.00	XLON	00359140929TRLO1
31 October 2025 16:01:23	120	625.00	XLON	00359140930TRLO1
31 October 2025 16:01:23	232	625.00	XLON	00359140931TRLO1
31 October 2025 16:01:49	232	625.00	XLON	00359140979TRLO1
31 October 2025 16:03:13	247	624.80	XLON	00359141034TRLO1
31 October 2025 16:03:13	247	624.80	XLON	00359141035TRLO1
31 October 2025 16:05:12	184	625.60	XLON	00359141097TRLO1
31 October 2025 16:05:30	550	625.80	XLON	00359141113TRLO1
31 October 2025 16:07:15	242	626.60	XLON	00359141181TRLO1
31 October 2025 16:07:47	42	626.60	XLON	00359141192TRLO1
31 October 2025 16:08:27	550	626.60	XLON	00359141214TRLO1
31 October 2025 16:08:59	481	626.40	XLON	00359141240TRLO1
31 October 2025 16:09:52	238	626.40	XLON	00359141289TRLO1
31 October 2025 16:10:44	253	626.80	XLON	00359141341TRLO1
31 October 2025 16:10:59	35	626.80	XLON	00359141350TRLO1
31 October 2025 16:10:59	225	626.80	XLON	00359141351TRLO1
31 October 2025 16:11:44	286	626.80	XLON	00359141395TRLO1
31 October 2025 16:11:47	248	626.60	XLON	00359141401TRLO1
31 October 2025 16:11:47	248	626.60	XLON	00359141402TRLO1
31 October 2025 16:13:41	242	626.40	XLON	00359141526TRLO1
31 October 2025 16:13:41	241	626.40	XLON	00359141527TRLO1

TIME	QTY	PRICE	EXCH	TRAIL
31 October 2025 16:13:41	241	626.40	XLON	00359141528TRLO1
31 October 2025 16:15:52	466	626.80	XLON	00359141631TRLO1
31 October 2025 16:15:55	234	626.60	XLON	00359141638TRLO1
31 October 2025 16:16:38	236	626.60	XLON	00359141699TRLO1
31 October 2025 16:16:47	236	626.60	XLON	00359141701TRLO1
31 October 2025 16:16:48	250	626.60	XLON	00359141702TRLO1
31 October 2025 16:17:16	250	626.40	XLON	00359141726TRLO1
31 October 2025 16:19:16	235	626.20	XLON	00359141880TRLO1

For further information please contact:

Warren Fernandez Company Secretary

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