

4th 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:	3 rd November 2025
Aggregate number of ordinary shares purchased:	96,347
Lowest price per share (pence):	623.80
Highest price per share (pence):	630.00
Weighted average price per day (pence):	627.4161

The Company intends to hold the purchased shares in treasury.

Following the above transaction, the Company has 51,052,297 ordinary shares in treasury and has 1,260,423,024 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	627.4161	96,347	623.80	630.00

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
03 November 2025 08:03:04	456	626.80	XLON	00359285030TRLO1
03 November 2025 08:03:04	448	626.60	XLON	00359285031TRLO1
03 November 2025 08:05:07	234	626.20	XLON	00359286477TRLO1
03 November 2025 08:05:07	88	626.20	XLON	00359286478TRLO1
03 November 2025 08:05:07	146	626.20	XLON	00359286479TRLO1
03 November 2025 08:09:39	447	625.00	XLON	00359289311TRLO1
03 November 2025 08:12:27	462	627.60	XLON	00359291449TRLO1
03 November 2025 08:12:47	429	626.80	XLON	00359291623TRLO1
03 November 2025 08:18:31	435	629.00	XLON	00359295098TRLO1
03 November 2025 08:18:55	428	628.40	XLON	00359295359TRLO1
03 November 2025 08:21:34	428	629.20	XLON	00359296945TRLO1
03 November	428		XLON	00359297768TRLO1

2025 08:23:00	420	628.80	XLON	003592917001TRLO1
03 November 2025 08:23:01	219	628.80	XLON	00359297782TRLO1
03 November 2025 08:27:35	217	628.40	XLON	00359300581TRLO1
03 November 2025 08:27:46	216	628.20	XLON	00359300771TRLO1
03 November 2025 08:28:45	554	627.80	XLON	00359301306TRLO1
03 November 2025 08:36:19	429	628.80	XLON	00359306640TRLO1
03 November 2025 08:36:54	466	628.60	XLON	00359307033TRLO1
03 November 2025 08:37:00	215	628.40	XLON	00359307099TRLO1
03 November 2025 08:44:19	650	628.80	XLON	00359312334TRLO1
03 November 2025 08:46:17	643	628.80	XLON	00359313676TRLO1
03 November 2025 08:51:30	429	629.40	XLON	00359317321TRLO1
03 November 2025 08:52:57	431	629.40	XLON	00359318195TRLO1
03 November 2025 08:53:00	452	629.20	XLON	00359318218TRLO1
03 November 2025 08:53:51	429	629.20	XLON	00359318767TRLO1
03 November 2025 08:56:30	458	629.20	XLON	00359320526TRLO1
03 November 2025 08:59:50	429	628.80	XLON	00359322510TRLO1
03 November 2025 09:00:46	219	628.60	XLON	00359323385TRLO1
03 November 2025 09:00:46	218	628.60	XLON	00359323386TRLO1
03 November 2025 09:01:45	438	628.00	XLON	00359324069TRLO1
03 November 2025 09:02:06	310	628.00	XLON	00359324217TRLO1
03 November 2025 09:02:06	143	628.00	XLON	00359324218TRLO1
03 November 2025 09:04:20	218	627.80	XLON	00359325347TRLO1
03 November 2025 09:04:33	227	627.60	XLON	00359325468TRLO1
03 November 2025 09:10:27	1	627.00	XLON	00359328557TRLO1
03 November 2025 09:10:27	232	627.00	XLON	00359328558TRLO1
03 November 2025 09:13:59	273	626.60	XLON	00359330239TRLO1
03 November 2025 09:20:03	526	626.80	XLON	00359332444TRLO1
03 November 2025 09:24:15	694	627.40	XLON	00359334605TRLO1
03 November 2025 09:30:05	456	627.20	XLON	00359336536TRLO1
03 November 2025 09:30:07	451	627.00	XLON	00359336565TRLO1
03 November 2025 09:30:10	460	627.00	XLON	00359336571TRLO1
03 November 2025 09:30:10	467	626.40	XLON	00359336572TRLO1
03 November 2025 09:33:04	164	626.20	XLON	00359337696TRLO1
03 November 2025 09:33:04	300	626.20	XLON	00359337697TRLO1

03 November 2025 09:45:25	215	625.80	XLON	00359342724TRLO1
03 November 2025 09:45:25	216	625.80	XLON	00359342725TRLO1
03 November 2025 09:45:25	215	625.80	XLON	00359342726TRLO1
03 November 2025 09:54:14	9	627.00	XLON	00359346637TRLO1
03 November 2025 09:54:36	700	626.80	XLON	00359346779TRLO1
03 November 2025 09:54:36	450	626.80	XLON	00359346780TRLO1
03 November 2025 09:54:37	463	626.40	XLON	00359346786TRLO1
03 November 2025 09:54:41	463	626.20	XLON	00359346818TRLO1
03 November 2025 10:07:47	452	626.20	XLON	00359348527TRLO1
03 November 2025 10:10:27	231	626.20	XLON	00359348595TRLO1
03 November 2025 10:10:27	230	626.20	XLON	00359348596TRLO1
03 November 2025 10:14:48	224	626.40	XLON	00359348734TRLO1
03 November 2025 10:14:48	448	626.40	XLON	00359348735TRLO1
03 November 2025 10:15:57	431	625.60	XLON	00359348760TRLO1
03 November 2025 10:15:57	445	625.20	XLON	00359348761TRLO1
03 November 2025 10:16:40	462	624.80	XLON	00359348798TRLO1
03 November 2025 10:17:25	444	624.60	XLON	00359348823TRLO1
03 November 2025 10:18:03	456	624.20	XLON	00359348840TRLO1
03 November 2025 10:19:57	447	624.80	XLON	00359348898TRLO1
03 November 2025 10:33:15	227	625.20	XLON	00359349841TRLO1
03 November 2025 10:46:09	456	626.40	XLON	00359350469TRLO1
03 November 2025 10:46:09	661	626.20	XLON	00359350470TRLO1
03 November 2025 10:46:09	103	626.20	XLON	00359350471TRLO1
03 November 2025 10:59:20	1,161	626.40	XLON	00359351082TRLO1
03 November 2025 10:59:20	1,094	626.20	XLON	00359351083TRLO1
03 November 2025 11:06:34	905	626.80	XLON	00359351454TRLO1
03 November 2025 11:06:34	226	626.80	XLON	00359351455TRLO1
03 November 2025 11:06:45	921	626.60	XLON	00359351459TRLO1
03 November 2025 11:07:45	667	626.40	XLON	00359351502TRLO1
03 November 2025 11:23:44	454	626.40	XLON	00359352061TRLO1
03 November 2025 11:23:44	227	626.40	XLON	00359352062TRLO1
03 November 2025 11:23:44	227	626.40	XLON	00359352063TRLO1
03 November 2025 11:23:44	227	626.40	XLON	00359352064TRLO1
03 November	227		XLON	00359352065TRLO1

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03 November 2025 11:47:42	29	627.00	XLON	00359352958TRLO1
03 November 2025 11:47:42	834	627.00	XLON	00359352959TRLO1
03 November 2025 11:52:04	665	627.40	XLON	00359353055TRLO1
03 November 2025 11:54:39	444	627.20	XLON	00359353156TRLO1
03 November 2025 11:57:21	467	627.20	XLON	00359353335TRLO1
03 November 2025 12:05:27	447	627.60	XLON	00359353511TRLO1
03 November 2025 12:14:05	2	628.20	XLON	00359353689TRLO1
03 November 2025 12:14:37	1	628.20	XLON	00359353707TRLO1
03 November 2025 12:16:03	446	628.00	XLON	00359353742TRLO1
03 November 2025 12:16:03	222	628.00	XLON	00359353743TRLO1
03 November 2025 12:16:03	222	628.00	XLON	00359353744TRLO1
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03 November 2025 12:16:03	223	628.00	XLON	00359353746TRLO1
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03 November 2025 12:35:10	463	626.40	XLON	00359354159TRLO1
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03 November 2025 12:46:41	428	625.80	XLON	00359354501TRLO1
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03 November 2025 12:52:34	229	625.40	XLON	00359354622TRLO1
03 November 2025 12:53:05	652	625.20	XLON	00359354639TRLO1
03 November 2025 12:57:13	454	625.20	XLON	00359354823TRLO1
03 November 2025 13:02:47	455	625.40	XLON	00359354980TRLO1
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03 November 2025 13:05:27	462	624.60	XLON	00359355105TRLO1
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03 November 2025 13:09:18	48	624.80	XLON	00359355228TRLO1
03 November 2025 13:15:25	67	625.00	XLON	00359355393TRLO1
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03 November 2025 13:22:39	216	624.40	XLON	00359355713TRLO1
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03 November 2025 13:24:59	215	624.00	XLON	00359355774TRLO1
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03 November 2025 13:53:01	215	625.00	XLON	00359356909TRLO1
03 November 2025 13:53:01	148	625.20	XLON	00359356910TRLO1
03 November 2025 13:53:01	170	625.20	XLON	00359356911TRLO1
03 November 2025 13:53:01	165	625.20	XLON	00359356912TRLO1
03 November 2025 13:53:02	937	625.00	XLON	00359356913TRLO1
03 November 2025 13:55:06	431	625.20	XLON	00359356958TRLO1
03 November 2025 13:57:32	229	625.60	XLON	00359357038TRLO1
03 November 2025 13:57:32	230	625.60	XLON	00359357039TRLO1
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03 November 2025 14:03:01	159	626.40	XLON	00359357277TRLO1
03 November 2025 14:06:27	1	626.60	XLON	00359357378TRLO1
03 November 2025 14:08:07	19	626.60	XLON	00359357379TRLO1

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03 November 2025 14:11:39	431	626.80	XLON	00359357653TRLO1
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03 November 2025 14:11:39	97	626.80	XLON	00359357655TRLO1
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03 November 2025 14:13:06	193	626.80	XLON	00359357746TRLO1
03 November 2025 14:17:56	7	628.00	XLON	00359358089TRLO1
03 November 2025 14:17:56	19	628.00	XLON	00359358090TRLO1
03 November 2025 14:19:01	18	628.20	XLON	00359358148TRLO1
03 November 2025 14:25:39	96	628.40	XLON	00359358448TRLO1
03 November 2025 14:25:39	126	628.40	XLON	00359358449TRLO1
03 November 2025 14:26:40	362	628.40	XLON	00359358486TRLO1
03 November 2025 14:26:40	189	628.40	XLON	00359358487TRLO1
03 November 2025 14:26:40	39	628.40	XLON	00359358488TRLO1
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03 November 2025 14:31:49	429	628.40	XLON	00359358812TRLO1
03 November 2025 14:32:31	444	628.20	XLON	00359358860TRLO1
03 November 2025 14:33:09	435	628.00	XLON	00359358920TRLO1
03 November 2025 14:34:04	225	628.60	XLON	00359359004TRLO1
03 November 2025 14:34:29	230	628.40	XLON	00359359025TRLO1
03 November 2025 14:34:40	225	628.20	XLON	00359359030TRLO1
03 November 2025 14:36:15	218	628.00	XLON	00359359131TRLO1
03 November 2025 14:36:15	218	628.00	XLON	00359359132TRLO1
03 November 2025 14:36:21	530	628.00	XLON	00359359136TRLO1
03 November 2025 14:36:21	246	628.00	XLON	00359359137TRLO1
03 November 2025 14:36:21	18	628.00	XLON	00359359138TRLO1
03 November 2025 14:36:21	456	627.60	XLON	00359359139TRLO1
03 November 2025 14:38:23	224	627.40	XLON	00359359287TRLO1

03 November 2025 14:40:22	72	627.40	XLON	00359359380TRLO1
03 November 2025 14:40:22	391	627.40	XLON	00359359381TRLO1
03 November 2025 14:41:25	466	627.60	XLON	00359359460TRLO1
03 November 2025 14:45:52	646	627.80	XLON	00359359691TRLO1
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03 November 2025 14:50:04	17	628.40	XLON	00359360045TRLO1
03 November 2025 14:50:25	446	628.20	XLON	00359360078TRLO1
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03 November 2025 14:52:43	670	628.20	XLON	00359360210TRLO1
03 November 2025 14:52:51	575	628.00	XLON	00359360223TRLO1
03 November 2025 14:54:41	79	627.80	XLON	00359360339TRLO1
03 November 2025 14:54:41	575	627.80	XLON	00359360340TRLO1
03 November 2025 14:55:18	42	627.60	XLON	00359360385TRLO1
03 November 2025 14:55:27	657	627.60	XLON	00359360413TRLO1
03 November 2025 14:58:12	681	627.40	XLON	00359360618TRLO1
03 November 2025 15:00:37	688	628.00	XLON	00359360802TRLO1
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03 November 2025 15:00:39	640	628.00	XLON	00359360808TRLO1
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03 November 2025 15:02:42	459	628.20	XLON	00359361001TRLO1
03 November 2025 15:05:16	689	628.20	XLON	00359361207TRLO1
03 November 2025 15:05:53	454	628.00	XLON	00359361266TRLO1
03 November 2025 15:06:26	445	627.80	XLON	00359361287TRLO1
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03 November 2025 15:07:15	435	627.40	XLON	00359361340TRLO1
03 November 2025 15:07:20	442	627.20	XLON	00359361341TRLO1
03 November 2025 15:16:45	228	628.20	XLON	00359361977TRLO1
03 November 2025 15:17:20	225	628.00	XLON	00359362010TRLO1
03 November 2025 15:20:19	215	627.80	XLON	00359362316TRLO1
03 November 2025 15:20:25	29	627.60	XLON	00359362327TRLO1

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03 November 2025 15:20:35	195	627.60	XLON	00359362328TRLO1
03 November 2025 15:21:16	233	627.60	XLON	00359362364TRLO1
03 November 2025 15:23:03	24	627.60	XLON	00359362489TRLO1
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03 November 2025 15:24:51	446	628.60	XLON	00359362591TRLO1
03 November 2025 15:25:08	446	628.20	XLON	00359362629TRLO1
03 November 2025 15:25:26	223	627.80	XLON	00359362659TRLO1
03 November 2025 15:25:31	13	627.80	XLON	00359362664TRLO1
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03 November 2025 15:28:06	270	627.60	XLON	00359362808TRLO1
03 November 2025 15:31:31	433	628.20	XLON	00359362988TRLO1
03 November 2025 15:31:31	650	628.80	XLON	00359362990TRLO1
03 November 2025 15:31:31	235	628.80	XLON	00359362991TRLO1
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03 November 2025 15:32:06	227	629.00	XLON	00359363031TRLO1
03 November 2025 15:32:12	271	629.00	XLON	00359363036TRLO1
03 November 2025 15:32:18	264	629.00	XLON	00359363040TRLO1
03 November 2025 15:32:24	261	629.00	XLON	00359363049TRLO1
03 November 2025 15:33:50	449	628.80	XLON	00359363120TRLO1
03 November 2025 15:33:50	224	628.80	XLON	00359363121TRLO1
03 November 2025 15:33:50	669	628.80	XLON	00359363122TRLO1
03 November 2025 15:33:51	317	628.80	XLON	00359363124TRLO1
03 November 2025 15:34:46	668	628.40	XLON	00359363162TRLO1
03 November 2025 15:35:52	198	628.20	XLON	00359363213TRLO1
03 November 2025 15:35:52	259	628.20	XLON	00359363214TRLO1
03 November 2025 15:35:52	450	628.00	XLON	00359363215TRLO1

03 November 2025 15:36:12	226	627.60	XLON	00359363284TRLO1
03 November 2025 15:43:45	657	629.60	XLON	00359363719TRLO1
03 November 2025 15:44:38	893	630.00	XLON	00359363764TRLO1
03 November 2025 15:45:29	226	629.80	XLON	00359363817TRLO1
03 November 2025 15:45:29	226	629.80	XLON	00359363818TRLO1
03 November 2025 15:45:29	225	629.80	XLON	00359363819TRLO1
03 November 2025 15:46:02	229	629.00	XLON	00359363850TRLO1
03 November 2025 15:46:02	229	629.00	XLON	00359363851TRLO1
03 November 2025 15:46:50	221	628.60	XLON	00359363926TRLO1
03 November 2025 15:47:17	218	628.60	XLON	00359363948TRLO1
03 November 2025 15:51:32	227	629.20	XLON	00359364122TRLO1
03 November 2025 15:51:32	227	629.20	XLON	00359364123TRLO1
03 November 2025 15:51:32	227	629.20	XLON	00359364124TRLO1
03 November 2025 15:53:09	229	629.20	XLON	00359364208TRLO1
03 November 2025 15:53:24	217	629.20	XLON	00359364222TRLO1
03 November 2025 15:54:00	233	629.00	XLON	00359364235TRLO1
03 November 2025 15:57:45	678	630.00	XLON	00359364492TRLO1
03 November 2025 15:58:35	666	630.00	XLON	00359364524TRLO1
03 November 2025 16:00:42	222	629.80	XLON	00359364613TRLO1
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03 November 2025 16:02:40	225	629.60	XLON	00359364702TRLO1
03 November 2025 16:04:32	435	629.60	XLON	00359364798TRLO1
03 November 2025 16:07:38	294	630.00	XLON	00359364983TRLO1
03 November 2025 16:08:55	228	629.80	XLON	00359365044TRLO1
03 November 2025 16:08:55	227	629.80	XLON	00359365045TRLO1
03 November 2025 16:09:11	230	629.60	XLON	00359365053TRLO1
03 November 2025 16:10:11	219	629.20	XLON	00359365122TRLO1
03 November 2025 16:10:11	219	629.20	XLON	00359365123TRLO1
03 November 2025 16:10:21	224	629.00	XLON	00359365137TRLO1
03 November 2025 16:12:21	234	628.80	XLON	00359365357TRLO1
03 November 2025 16:15:59	430	629.00	XLON	00359365623TRLO1
03 November 2025 16:16:06	215	628.60	XLON	00359365652TRLO1
03 November 2025 16:16:33	308	628.40	XLON	00359365726TRLO1

03 November 2025 16:16:55	217	628.40	XLON	00359365745TRLO1
03 November 2025 16:16:55	24	628.40	XLON	00359365746TRLO1
03 November 2025 16:17:15	227	628.00	XLON	00359365780TRLO1
03 November 2025 16:19:17	163	627.80	XLON	00359366079TRLO1
03 November 2025 16:19:17	23	627.80	XLON	00359366080TRLO1

For further information please contact:

Warren Fernandez Company Secretary

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