

7th 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:	6 th November 2025
Aggregate number of ordinary shares purchased:	97,074
Lowest price per share (pence):	616.20
Highest price per share (pence):	628.60
Weighted average price per day (pence):	623.6356

The Company intends to hold the purchased shares in treasury.

Following the above transaction, the Company has 51,343,113 ordinary shares in treasury and has 1,260,132,208 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	623.6356	97,074	616.20	628.60

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
06 November 2025 08:00:12	210	624.40	XLON	00359764569TRLO1
06 November 2025 08:08:15	429	625.40	XLON	00359772039TRLO1
06 November 2025 08:09:04	537	625.20	XLON	00359772768TRLO1
06 November 2025 08:09:20	446	624.40	XLON	00359772956TRLO1
06 November 2025 08:09:30	428	624.20	XLON	00359773130TRLO1
06 November 2025 08:11:28	224	625.20	XLON	00359775143TRLO1
06 November 2025 08:11:28	223	625.20	XLON	00359775144TRLO1
06 November 2025 08:13:57	429	624.00	XLON	00359777372TRLO1
06 November 2025 08:16:09	453	624.20	XLON	00359779103TRLO1
06 November 2025 08:18:21	433	625.40	XLON	00359781418TRLO1
06 November 2025 08:19:37	221	625.00	XLON	00359782759TRLO1
06 November	224		XLON	00359782760TRLO1

2025 08:19:37	221	625.00	XLON	003597827601TRLO1
06 November 2025 08:19:52	218	624.60	XLON	00359782999TRLO1
06 November 2025 08:23:35	431	625.80	XLON	00359786730TRLO1
06 November 2025 08:27:52	219	625.60	XLON	00359791136TRLO1
06 November 2025 08:27:52	233	625.60	XLON	00359791137TRLO1
06 November 2025 08:30:20	77	627.60	XLON	00359793929TRLO1
06 November 2025 08:30:20	344	627.60	XLON	00359793930TRLO1
06 November 2025 08:31:13	448	627.40	XLON	00359794898TRLO1
06 November 2025 08:31:32	429	627.00	XLON	00359795173TRLO1
06 November 2025 08:31:56	438	626.80	XLON	00359795566TRLO1
06 November 2025 08:32:28	222	626.40	XLON	00359796167TRLO1
06 November 2025 08:32:28	216	626.00	XLON	00359796168TRLO1
06 November 2025 08:33:40	211	625.00	XLON	00359797401TRLO1
06 November 2025 08:39:43	230	625.20	XLON	00359804081TRLO1
06 November 2025 08:40:34	223	625.20	XLON	00359805312TRLO1
06 November 2025 08:43:43	219	625.60	XLON	00359809796TRLO1
06 November 2025 08:46:27	438	626.60	XLON	00359813249TRLO1
06 November 2025 08:50:14	421	626.80	XLON	00359817475TRLO1
06 November 2025 08:54:15	424	627.00	XLON	00359821513TRLO1
06 November 2025 08:56:20	281	627.80	XLON	00359823626TRLO1
06 November 2025 08:56:20	179	627.80	XLON	00359823627TRLO1
06 November 2025 08:56:24	458	627.60	XLON	00359823677TRLO1
06 November 2025 09:04:19	457	628.60	XLON	00359832271TRLO1
06 November 2025 09:05:01	436	628.40	XLON	00359833203TRLO1
06 November 2025 09:07:56	448	628.00	XLON	00359836703TRLO1
06 November 2025 09:08:16	446	627.00	XLON	00359837146TRLO1
06 November 2025 09:08:16	448	626.60	XLON	00359837147TRLO1
06 November 2025 09:12:56	679	627.00	XLON	00359843456TRLO1
06 November 2025 09:12:56	226	627.00	XLON	00359843457TRLO1
06 November 2025 09:20:41	218	627.20	XLON	00359852779TRLO1
06 November 2025 09:20:41	437	627.20	XLON	00359852780TRLO1
06 November 2025 09:20:44	426	627.00	XLON	00359852852TRLO1
06 November 2025 09:21:16	423	627.00	XLON	00359853540TRLO1
06 November 2025 09:24:47	228	626.60	XLON	00359857616TRLO1

06 November 2025 09:27:00	228	626.60	XLON	00359860226TRLO1
06 November 2025 09:32:26	439	626.80	XLON	00359868816TRLO1
06 November 2025 09:33:11	440	626.60	XLON	00359869538TRLO1
06 November 2025 09:33:13	441	626.20	XLON	00359869590TRLO1
06 November 2025 09:38:14	459	627.00	XLON	00359875024TRLO1
06 November 2025 09:43:02	434	626.80	XLON	00359881217TRLO1
06 November 2025 09:43:02	216	626.80	XLON	00359881218TRLO1
06 November 2025 09:45:41	451	627.20	XLON	00359884749TRLO1
06 November 2025 09:48:00	135	626.80	XLON	00359887840TRLO1
06 November 2025 09:48:00	310	626.80	XLON	00359887841TRLO1
06 November 2025 09:48:28	451	626.40	XLON	00359888554TRLO1
06 November 2025 10:00:38	424	626.40	XLON	00359899945TRLO1
06 November 2025 10:03:20	693	627.00	XLON	00359900132TRLO1
06 November 2025 10:05:43	657	626.80	XLON	00359900266TRLO1
06 November 2025 10:12:58	219	626.80	XLON	00359900611TRLO1
06 November 2025 10:12:58	877	626.80	XLON	00359900612TRLO1
06 November 2025 10:12:58	213	627.00	XLON	00359900613TRLO1
06 November 2025 10:12:58	688	627.00	XLON	00359900614TRLO1
06 November 2025 10:14:51	685	626.80	XLON	00359900653TRLO1
06 November 2025 10:15:26	641	627.00	XLON	00359900665TRLO1
06 November 2025 10:15:27	459	626.60	XLON	00359900666TRLO1
06 November 2025 10:22:39	144	626.60	XLON	00359901068TRLO1
06 November 2025 10:22:39	287	626.60	XLON	00359901069TRLO1
06 November 2025 10:22:39	216	626.60	XLON	00359901070TRLO1
06 November 2025 10:22:42	681	626.20	XLON	00359901072TRLO1
06 November 2025 10:37:46	633	626.00	XLON	00359901955TRLO1
06 November 2025 10:38:00	674	625.80	XLON	00359901960TRLO1
06 November 2025 10:44:48	433	625.20	XLON	00359902170TRLO1
06 November 2025 10:45:30	444	624.80	XLON	00359902200TRLO1
06 November 2025 10:46:38	441	624.60	XLON	00359902264TRLO1
06 November 2025 10:54:55	231	624.80	XLON	00359902673TRLO1
06 November 2025 10:54:55	231	624.80	XLON	00359902674TRLO1
06 November 2025 10:58:07	448	624.80	XLON	00359902842TRLO1
06 November	438		XLON	00359902926TRLO1

2025 10:59:46		624.80		00059903034
06 November 2025 11:02:48	426	625.20	XLON	00359903034TRLO1
06 November 2025 11:03:11	428	625.20	XLON	00359903050TRLO1
06 November 2025 11:07:39	432	625.40	XLON	00359903222TRLO1
06 November 2025 11:07:39	216	625.40	XLON	00359903223TRLO1
06 November 2025 11:13:04	670	625.40	XLON	00359903456TRLO1
06 November 2025 11:23:07	648	625.60	XLON	00359903713TRLO1
06 November 2025 11:24:17	8	625.20	XLON	00359903739TRLO1
06 November 2025 11:24:17	418	625.20	XLON	00359903740TRLO1
06 November 2025 11:50:19	447	626.20	XLON	00359904352TRLO1
06 November 2025 11:51:26	480	626.00	XLON	00359904395TRLO1
06 November 2025 11:53:45	446	626.20	XLON	00359904460TRLO1
06 November 2025 11:55:00	438	625.60	XLON	00359904484TRLO1
06 November 2025 12:00:00	421	625.00	XLON	00359904621TRLO1
06 November 2025 12:00:05	211	625.00	XLON	00359904641TRLO1
06 November 2025 12:06:30	369	626.60	XLON	00359905017TRLO1
06 November 2025 12:06:33	428	626.40	XLON	00359905018TRLO1
06 November 2025 12:07:28	451	626.40	XLON	00359905054TRLO1
06 November 2025 12:07:35	422	626.20	XLON	00359905058TRLO1
06 November 2025 12:07:35	424	626.00	XLON	00359905059TRLO1
06 November 2025 12:09:26	424	626.00	XLON	00359905125TRLO1
06 November 2025 12:12:52	446	625.80	XLON	00359905186TRLO1
06 November 2025 12:14:05	254	625.80	XLON	00359905212TRLO1
06 November 2025 12:14:41	127	625.00	XLON	00359905234TRLO1
06 November 2025 12:14:41	86	625.00	XLON	00359905235TRLO1
06 November 2025 12:15:45	225	624.80	XLON	00359905273TRLO1
06 November 2025 12:15:45	224	624.80	XLON	00359905274TRLO1
06 November 2025 12:19:15	429	625.20	XLON	00359905438TRLO1
06 November 2025 12:20:41	425	625.00	XLON	00359905480TRLO1
06 November 2025 12:24:45	219	624.60	XLON	00359905577TRLO1
06 November 2025 12:24:45	219	624.60	XLON	00359905578TRLO1
06 November 2025 12:25:22	461	624.40	XLON	00359905585TRLO1
06 November 2025 12:28:12	227	624.20	XLON	00359905645TRLO1
06 November 2025 12:28:38	439	624.00	XLON	00359905658TRLO1

06 November 2025 12:32:10	212	623.80	XLON	00359905742TRLO1
06 November 2025 12:32:19	229	623.80	XLON	00359905746TRLO1
06 November 2025 12:32:19	209	623.80	XLON	00359905747TRLO1
06 November 2025 12:36:52	225	624.40	XLON	00359905880TRLO1
06 November 2025 12:38:31	213	624.20	XLON	00359905955TRLO1
06 November 2025 12:39:01	224	624.00	XLON	00359905993TRLO1
06 November 2025 12:42:18	221	623.60	XLON	00359906092TRLO1
06 November 2025 12:42:44	219	623.60	XLON	00359906100TRLO1
06 November 2025 12:45:33	219	623.80	XLON	00359906211TRLO1
06 November 2025 12:51:03	217	624.00	XLON	00359906379TRLO1
06 November 2025 12:51:03	218	624.00	XLON	00359906380TRLO1
06 November 2025 12:58:08	452	624.60	XLON	00359906578TRLO1
06 November 2025 12:59:10	220	624.60	XLON	00359906590TRLO1
06 November 2025 13:00:59	218	624.40	XLON	00359906632TRLO1
06 November 2025 13:00:59	217	624.40	XLON	00359906633TRLO1
06 November 2025 13:03:53	435	624.20	XLON	00359906691TRLO1
06 November 2025 13:10:03	430	624.20	XLON	00359906860TRLO1
06 November 2025 13:10:03	378	624.20	XLON	00359906861TRLO1
06 November 2025 13:10:03	80	624.20	XLON	00359906862TRLO1
06 November 2025 13:11:57	458	624.60	XLON	00359906918TRLO1
06 November 2025 13:14:51	457	624.60	XLON	00359906984TRLO1
06 November 2025 13:15:05	424	624.20	XLON	00359906994TRLO1
06 November 2025 13:16:24	428	624.20	XLON	00359907019TRLO1
06 November 2025 13:16:44	456	624.00	XLON	00359907033TRLO1
06 November 2025 13:21:38	37	624.80	XLON	00359907134TRLO1
06 November 2025 13:24:56	398	624.80	XLON	00359907250TRLO1
06 November 2025 13:24:56	254	624.80	XLON	00359907251TRLO1
06 November 2025 13:24:56	444	624.80	XLON	00359907252TRLO1
06 November 2025 13:25:00	458	624.60	XLON	00359907254TRLO1
06 November 2025 13:33:11	428	624.40	XLON	00359907572TRLO1
06 November 2025 13:34:58	425	624.60	XLON	00359907622TRLO1
06 November 2025 13:37:09	432	624.60	XLON	00359907692TRLO1
06 November 2025 13:37:46	444	624.60	XLON	00359907715TRLO1
06 November 2025 13:44:04	433	624.60	XLON	00359907792TRLO1

2025 13:41:04		624.20		
06 November 2025 13:43:12	425	624.20	XLON	00359907870TRLO1
06 November 2025 13:43:12	424	624.00	XLON	00359907877TRLO1
06 November 2025 13:43:46	48	623.80	XLON	00359907897TRLO1
06 November 2025 13:44:18	408	623.80	XLON	00359907908TRLO1
06 November 2025 13:44:18	228	623.80	XLON	00359907909TRLO1
06 November 2025 13:44:18	48	623.80	XLON	00359907910TRLO1
06 November 2025 13:50:13	436	624.20	XLON	00359908187TRLO1
06 November 2025 13:53:07	427	624.20	XLON	00359908299TRLO1
06 November 2025 13:53:07	6	624.20	XLON	00359908300TRLO1
06 November 2025 13:53:43	428	623.80	XLON	00359908306TRLO1
06 November 2025 13:53:45	435	623.60	XLON	00359908309TRLO1
06 November 2025 13:55:43	439	623.60	XLON	00359908431TRLO1
06 November 2025 14:01:03	436	624.20	XLON	00359908644TRLO1
06 November 2025 14:02:27	64	623.80	XLON	00359908675TRLO1
06 November 2025 14:02:27	164	623.80	XLON	00359908676TRLO1
06 November 2025 14:02:28	223	623.60	XLON	00359908678TRLO1
06 November 2025 14:04:32	215	623.40	XLON	00359908771TRLO1
06 November 2025 14:07:41	225	622.80	XLON	00359908904TRLO1
06 November 2025 14:07:41	224	622.80	XLON	00359908905TRLO1
06 November 2025 14:07:41	225	622.80	XLON	00359908906TRLO1
06 November 2025 14:08:26	683	623.20	XLON	00359908927TRLO1
06 November 2025 14:14:58	436	623.40	XLON	00359909163TRLO1
06 November 2025 14:14:58	451	622.80	XLON	00359909164TRLO1
06 November 2025 14:18:46	647	621.60	XLON	00359909333TRLO1
06 November 2025 14:20:46	451	621.60	XLON	00359909442TRLO1
06 November 2025 14:26:04	228	622.00	XLON	00359909804TRLO1
06 November 2025 14:26:09	231	621.40	XLON	00359909812TRLO1
06 November 2025 14:27:10	218	621.20	XLON	00359909904TRLO1
06 November 2025 14:27:10	224	621.20	XLON	00359909905TRLO1
06 November 2025 14:28:05	224	621.00	XLON	00359909999TRLO1
06 November 2025 14:28:05	225	621.00	XLON	00359910000TRLO1
06 November 2025 14:28:09	433	620.80	XLON	00359910010TRLO1
06 November 2025 14:28:53	428	620.60	XLON	00359910081TRLO1

06 November 2025 14:31:28	646	622.00	XLON	00359910309TRLO1
06 November 2025 14:33:31	423	622.00	XLON	00359910466TRLO1
06 November 2025 14:34:03	441	622.80	XLON	00359910522TRLO1
06 November 2025 14:35:55	430	624.00	XLON	00359910734TRLO1
06 November 2025 14:36:23	446	623.80	XLON	00359910749TRLO1
06 November 2025 14:36:44	461	623.60	XLON	00359910835TRLO1
06 November 2025 14:36:47	452	623.60	XLON	00359910843TRLO1
06 November 2025 14:37:22	439	623.40	XLON	00359910910TRLO1
06 November 2025 14:39:02	658	623.00	XLON	00359911055TRLO1
06 November 2025 14:39:25	632	623.20	XLON	00359911110TRLO1
06 November 2025 14:39:57	456	623.00	XLON	00359911140TRLO1
06 November 2025 14:40:11	292	623.00	XLON	00359911177TRLO1
06 November 2025 14:40:11	151	623.00	XLON	00359911178TRLO1
06 November 2025 14:40:44	440	622.60	XLON	00359911334TRLO1
06 November 2025 14:41:27	690	622.00	XLON	00359911449TRLO1
06 November 2025 14:42:05	639	621.80	XLON	00359911531TRLO1
06 November 2025 14:42:47	632	621.80	XLON	00359911644TRLO1
06 November 2025 14:42:47	461	621.60	XLON	00359911645TRLO1
06 November 2025 14:49:25	688	622.40	XLON	00359912418TRLO1
06 November 2025 14:50:33	687	621.60	XLON	00359912676TRLO1
06 November 2025 14:54:45	228	620.80	XLON	00359913025TRLO1
06 November 2025 14:54:45	458	620.80	XLON	00359913026TRLO1
06 November 2025 14:55:00	449	620.80	XLON	00359913037TRLO1
06 November 2025 14:55:13	439	620.60	XLON	00359913049TRLO1
06 November 2025 14:58:22	274	619.80	XLON	00359913303TRLO1
06 November 2025 14:58:22	167	619.80	XLON	00359913304TRLO1
06 November 2025 15:02:21	446	620.00	XLON	00359913653TRLO1
06 November 2025 15:02:21	440	620.00	XLON	00359913654TRLO1
06 November 2025 15:02:28	42	620.20	XLON	00359913668TRLO1
06 November 2025 15:02:37	389	620.40	XLON	00359913675TRLO1
06 November 2025 15:02:37	42	620.40	XLON	00359913676TRLO1
06 November 2025 15:02:40	461	620.40	XLON	00359913683TRLO1
06 November 2025 15:02:57	439	619.40	XLON	00359913695TRLO1
06 November 2025 15:03:08	453	619.40	XLON	00359913696TRLO1

2025 15:05:00		619.40		
06 November 2025 15:04:51	429	619.80	XLON	00359913891TRLO1
06 November 2025 15:07:16	66	620.80	XLON	00359914117TRLO1
06 November 2025 15:07:16	387	620.80	XLON	00359914118TRLO1
06 November 2025 15:08:47	439	620.40	XLON	00359914181TRLO1
06 November 2025 15:09:12	459	620.00	XLON	00359914196TRLO1
06 November 2025 15:11:31	422	620.60	XLON	00359914295TRLO1
06 November 2025 15:11:31	211	620.60	XLON	00359914296TRLO1
06 November 2025 15:12:30	644	621.00	XLON	00359914383TRLO1
06 November 2025 15:12:46	678	621.00	XLON	00359914396TRLO1
06 November 2025 15:14:57	48	620.20	XLON	00359914596TRLO1
06 November 2025 15:15:18	447	620.00	XLON	00359914706TRLO1
06 November 2025 15:17:45	452	620.60	XLON	00359914858TRLO1
06 November 2025 15:26:22	444	621.80	XLON	00359915588TRLO1
06 November 2025 15:27:00	214	621.60	XLON	00359915617TRLO1
06 November 2025 15:27:00	427	621.60	XLON	00359915618TRLO1
06 November 2025 15:31:02	395	621.00	XLON	00359915962TRLO1
06 November 2025 15:32:50	649	621.60	XLON	00359916032TRLO1
06 November 2025 15:35:09	646	621.00	XLON	00359916215TRLO1
06 November 2025 15:43:55	212	620.20	XLON	00359916898TRLO1
06 November 2025 15:43:55	636	620.20	XLON	00359916899TRLO1
06 November 2025 15:46:46	657	620.00	XLON	00359917180TRLO1
06 November 2025 15:48:02	682	620.00	XLON	00359917400TRLO1
06 November 2025 15:50:23	210	619.80	XLON	00359917552TRLO1
06 November 2025 15:50:23	631	619.80	XLON	00359917553TRLO1
06 November 2025 15:55:19	664	620.20	XLON	00359918045TRLO1
06 November 2025 15:59:39	447	619.60	XLON	00359918424TRLO1
06 November 2025 15:59:39	223	619.60	XLON	00359918425TRLO1
06 November 2025 16:00:23	230	619.20	XLON	00359918568TRLO1
06 November 2025 16:00:23	230	619.20	XLON	00359918569TRLO1
06 November 2025 16:02:43	12	618.40	XLON	00359918785TRLO1
06 November 2025 16:02:43	632	618.40	XLON	00359918786TRLO1
06 November 2025 16:03:40	223	618.20	XLON	00359918857TRLO1
06 November 2025 16:03:40	447	618.20	XLON	00359918858TRLO1

06 November 2025 16:06:27	461	618.40	XLON	00359919084TRLO1
06 November 2025 16:07:45	430	617.60	XLON	00359919139TRLO1
06 November 2025 16:12:18	674	617.60	XLON	00359919555TRLO1
06 November 2025 16:14:22	659	618.00	XLON	00359919750TRLO1
06 November 2025 16:16:28	1,097	617.80	XLON	00359920075TRLO1
06 November 2025 16:16:28	363	617.80	XLON	00359920076TRLO1
06 November 2025 16:16:39	220	617.60	XLON	00359920103TRLO1
06 November 2025 16:16:39	220	617.60	XLON	00359920104TRLO1
06 November 2025 16:17:40	229	617.00	XLON	00359920222TRLO1
06 November 2025 16:17:58	219	617.00	XLON	00359920235TRLO1
06 November 2025 16:18:53	226	616.20	XLON	00359920313TRLO1
06 November 2025 16:18:59	224	616.20	XLON	00359920337TRLO1
06 November 2025 16:19:50	15	616.20	XLON	00359920419TRLO1

For further information please contact:

Warren Fernandez Company Secretary

This information is provided by RNS, the news service of the London Stock Exchange. RNS is approved by the Financial Conduct Authority to act as a Primary Information Provider in the United Kingdom. Terms and conditions relating to the use and distribution of this information may apply. For further information, please contact ms@seg.com or visit www.ms.com.

RNS may use your IP address to confirm compliance with the terms and conditions, to analyse how you engage with the information contained in this communication, and to share such analysis on an anonymised basis with others as part of our commercial services. For further information about how RNS and the London Stock Exchange use the personal data you provide us, please see our [Privacy Policy](#).

END

POSFSLFMMEISEDF