

10th 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:	7 th November 2025
Aggregate number of ordinary shares purchased:	97,977
Lowest price per share (pence):	601.80
Highest price per share (pence):	617.60
Weighted average price per day (pence):	607.1910

The Company intends to hold the purchased shares in treasury.

Following the above transaction, the Company has 51,441,090 ordinary shares in treasury and has 1,260,034,231 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	607.1910	97,977	601.80	617.60

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
07 November 2025 08:00:49	213	616.60	XLON	00360047261TRLO1
07 November 2025 08:11:33	458	617.60	XLON	00360057366TRLO1
07 November 2025 08:11:33	481	617.60	XLON	00360057367TRLO1
07 November 2025 08:12:47	460	617.00	XLON	00360058140TRLO1
07 November 2025 08:12:56	221	617.20	XLON	00360058228TRLO1
07 November 2025 08:12:56	220	617.20	XLON	00360058229TRLO1
07 November 2025 08:13:13	217	616.60	XLON	00360058456TRLO1
07 November 2025 08:15:31	232	617.00	XLON	00360060320TRLO1
07 November 2025 08:16:48	225	616.40	XLON	00360061188TRLO1
07 November 2025 08:20:25	427	616.60	XLON	00360063675TRLO1
07 November 2025 08:28:20	150	617.60	XLON	00360069336TRLO1
07 November	120		XLON	00360069337TRLO1

2025 08:28:20	129	617.60	XLON	00360069337TRLO1
07 November 2025 08:28:20	67	617.60	XLON	00360069338TRLO1
07 November 2025 08:28:20	298	617.60	XLON	00360069339TRLO1
07 November 2025 08:28:39	450	617.20	XLON	00360069528TRLO1
07 November 2025 08:29:06	459	616.80	XLON	00360069812TRLO1
07 November 2025 08:29:20	437	616.60	XLON	00360070023TRLO1
07 November 2025 08:31:21	229	616.40	XLON	00360071264TRLO1
07 November 2025 08:31:33	227	616.00	XLON	00360071393TRLO1
07 November 2025 08:33:47	235	615.40	XLON	00360072956TRLO1
07 November 2025 08:37:22	214	614.80	XLON	00360075578TRLO1
07 November 2025 08:49:08	458	615.80	XLON	00360083986TRLO1
07 November 2025 08:50:06	434	615.60	XLON	00360084886TRLO1
07 November 2025 08:50:06	258	615.60	XLON	00360084887TRLO1
07 November 2025 08:50:06	81	615.60	XLON	00360084888TRLO1
07 November 2025 08:51:08	21	615.20	XLON	00360085888TRLO1
07 November 2025 08:51:08	203	615.20	XLON	00360085889TRLO1
07 November 2025 09:00:00	443	615.60	XLON	00360097157TRLO1
07 November 2025 09:01:02	221	615.20	XLON	00360098262TRLO1
07 November 2025 09:01:02	700	615.20	XLON	00360098263TRLO1
07 November 2025 09:01:02	253	615.20	XLON	00360098264TRLO1
07 November 2025 09:01:02	4	615.20	XLON	00360098265TRLO1
07 November 2025 09:01:02	436	615.00	XLON	00360098266TRLO1
07 November 2025 09:01:02	436	614.80	XLON	00360098267TRLO1
07 November 2025 09:01:03	434	614.40	XLON	00360098283TRLO1
07 November 2025 09:01:48	437	614.00	XLON	00360099114TRLO1
07 November 2025 09:08:51	460	617.00	XLON	00360106811TRLO1
07 November 2025 09:09:00	452	616.20	XLON	00360106962TRLO1
07 November 2025 09:10:30	465	615.80	XLON	00360108538TRLO1
07 November 2025 09:11:29	434	615.60	XLON	00360109505TRLO1
07 November 2025 09:15:14	437	615.40	XLON	00360113930TRLO1
07 November 2025 09:17:54	275	615.00	XLON	00360116950TRLO1
07 November 2025 09:23:50	1,141	615.20	XLON	00360122134TRLO1
07 November 2025 09:25:25	1,092	615.00	XLON	00360123700TRLO1
07 November 2025 09:27:36	699	614.40	XLON	00360125965TRLO1

07 November 2025 09:28:06	439	614.20	XLON	00360126569TRLO1
07 November 2025 09:28:59	440	613.80	XLON	00360127485TRLO1
07 November 2025 09:29:24	218	613.40	XLON	00360127911TRLO1
07 November 2025 09:29:41	224	613.00	XLON	00360128201TRLO1
07 November 2025 09:29:41	199	613.20	XLON	00360128237TRLO1
07 November 2025 09:29:41	16	613.20	XLON	00360128238TRLO1
07 November 2025 09:29:52	235	613.00	XLON	00360128400TRLO1
07 November 2025 09:30:03	220	613.00	XLON	00360128540TRLO1
07 November 2025 09:30:12	221	613.00	XLON	00360128733TRLO1
07 November 2025 09:30:54	223	612.80	XLON	00360129543TRLO1
07 November 2025 09:31:56	230	612.60	XLON	00360130626TRLO1
07 November 2025 09:35:57	219	612.60	XLON	00360136875TRLO1
07 November 2025 09:36:27	214	612.40	XLON	00360138124TRLO1
07 November 2025 09:39:24	218	612.20	XLON	00360141382TRLO1
07 November 2025 09:39:24	219	612.20	XLON	00360141383TRLO1
07 November 2025 09:41:14	468	611.80	XLON	00360143480TRLO1
07 November 2025 09:42:32	220	610.80	XLON	00360144799TRLO1
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07 November 2025 09:44:24	226	610.40	XLON	00360147066TRLO1
07 November 2025 09:48:43	438	608.20	XLON	00360150534TRLO1
07 November 2025 09:50:53	222	607.60	XLON	00360152589TRLO1
07 November 2025 09:52:09	223	607.20	XLON	00360154252TRLO1
07 November 2025 09:52:09	222	607.20	XLON	00360154253TRLO1
07 November 2025 09:53:30	457	607.80	XLON	00360155385TRLO1
07 November 2025 09:53:33	69	607.40	XLON	00360155412TRLO1
07 November 2025 10:00:10	219	607.80	XLON	00360159511TRLO1
07 November 2025 10:06:36	230	607.60	XLON	00360159719TRLO1
07 November 2025 10:10:38	223	607.20	XLON	00360159772TRLO1
07 November 2025 10:10:38	223	607.20	XLON	00360159773TRLO1
07 November 2025 10:16:15	681	606.60	XLON	00360159956TRLO1
07 November 2025 10:17:29	446	606.60	XLON	00360159981TRLO1
07 November 2025 10:18:25	444	606.20	XLON	00360160013TRLO1
07 November 2025 10:29:38	222	605.80	XLON	00360160619TRLO1
07 November	58		XLON	00360160645TRLO1

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07 November 2025 10:31:05	220	604.40	XLON	00360160855TRLO1
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07 November 2025 10:40:13	4	604.20	XLON	00360161103TRLO1
07 November 2025 10:40:13	636	604.20	XLON	00360161104TRLO1
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07 November 2025 10:40:41	17	603.40	XLON	00360161112TRLO1
07 November 2025 10:45:50	215	604.60	XLON	00360161284TRLO1
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07 November 2025 10:49:42	451	603.80	XLON	00360161445TRLO1
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07 November 2025 10:51:19	299	604.00	XLON	00360161556TRLO1
07 November 2025 10:52:07	178	604.20	XLON	00360161581TRLO1
07 November 2025 10:52:07	483	604.20	XLON	00360161582TRLO1
07 November 2025 10:56:09	1	604.00	XLON	00360161710TRLO1
07 November 2025 10:56:18	6	604.00	XLON	00360161725TRLO1
07 November 2025 10:57:23	213	604.00	XLON	00360161751TRLO1
07 November 2025 11:08:34	432	605.60	XLON	00360162067TRLO1
07 November 2025 11:12:31	445	605.40	XLON	00360162241TRLO1
07 November 2025 11:12:35	450	605.00	XLON	00360162248TRLO1
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07 November 2025 11:14:48	220	604.40	XLON	00360162338TRLO1
07 November 2025 11:17:46	674	604.20	XLON	00360162449TRLO1
07 November 2025 11:22:58	463	604.20	XLON	00360162751TRLO1
07 November 2025 11:27:12	218	604.00	XLON	00360162850TRLO1
07 November 2025 11:27:12	217	604.00	XLON	00360162851TRLO1
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07 November 2025 11:52:41	692	605.60	XLON	00360164094TRLO1
07 November 2025 11:52:41	231	605.60	XLON	00360164095TRLO1
07 November 2025 12:00:31	442	606.80	XLON	00360164364TRLO1
07 November 2025 12:13:47	459	607.60	XLON	00360164587TRLO1
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07 November 2025 12:16:01	468	607.40	XLON	00360164631TRLO1
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07 November 2025 12:18:25	439	606.60	XLON	00360164687TRLO1
07 November 2025 12:18:25	219	606.60	XLON	00360164688TRLO1
07 November 2025 12:18:25	658	606.40	XLON	00360164697TRLO1
07 November 2025 12:19:00	670	606.00	XLON	00360164717TRLO1
07 November 2025 12:27:10	432	605.60	XLON	00360164915TRLO1
07 November 2025 12:30:11	446	605.20	XLON	00360164958TRLO1
07 November 2025 12:30:11	140	605.20	XLON	00360164959TRLO1
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07 November 2025 12:30:32	644	604.80	XLON	00360164969TRLO1
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07 November 2025 12:38:11	437	605.40	XLON	00360165073TRLO1
07 November 2025 12:43:47	444	605.20	XLON	00360165274TRLO1
07 November 2025 12:50:17	456	603.60	XLON	00360165461TRLO1
07 November 2025 12:54:57	454	603.40	XLON	00360165548TRLO1
07 November 2025 12:56:00	437	603.20	XLON	00360165574TRLO1
07 November 2025 12:56:00	259	603.40	XLON	00360165575TRLO1
07 November 2025 12:56:00	178	603.40	XLON	00360165576TRLO1
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07 November 2025 13:05:16	222	603.00	XLON	00360165802TRLO1
07 November 2025 13:12:20	453	603.20	XLON	00360165931TRLO1
07 November 2025 13:12:20	226	603.20	XLON	00360165932TRLO1
07 November 2025 13:12:20	226	603.20	XLON	00360165933TRLO1
07 November 2025 13:19:21	429	603.60	XLON	00360166045TRLO1
07 November 2025 13:25:37	462	604.00	XLON	00360166128TRLO1
07 November 2025 13:25:37	231	604.00	XLON	00360166129TRLO1

2025 13:25:37		604.00		
07 November 2025 13:25:37	230	604.00	XLON	00360166130TRLO1
07 November 2025 13:28:57	703	603.80	XLON	00360166218TRLO1
07 November 2025 13:30:08	433	603.60	XLON	00360166255TRLO1
07 November 2025 13:31:00	434	603.20	XLON	00360166271TRLO1
07 November 2025 13:32:48	660	603.20	XLON	00360166298TRLO1
07 November 2025 13:39:47	875	602.60	XLON	00360166421TRLO1
07 November 2025 13:40:47	686	602.40	XLON	00360166435TRLO1
07 November 2025 13:48:18	456	603.60	XLON	00360166619TRLO1
07 November 2025 13:49:39	435	603.60	XLON	00360166639TRLO1
07 November 2025 13:55:36	659	603.60	XLON	00360166804TRLO1
07 November 2025 13:56:05	221	603.40	XLON	00360166827TRLO1
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07 November 2025 13:58:59	450	603.20	XLON	00360166885TRLO1
07 November 2025 14:00:00	429	603.00	XLON	00360166906TRLO1
07 November 2025 14:01:44	436	602.60	XLON	00360166972TRLO1
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07 November 2025 14:09:59	219	603.00	XLON	00360167356TRLO1
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07 November 2025 14:15:20	411	603.40	XLON	00360167503TRLO1
07 November 2025 14:15:20	232	603.40	XLON	00360167504TRLO1
07 November 2025 14:16:57	456	603.20	XLON	00360167630TRLO1
07 November 2025 14:26:55	38	603.80	XLON	00360168157TRLO1
07 November 2025 14:26:55	1,058	603.80	XLON	00360168158TRLO1
07 November 2025 14:29:03	854	603.80	XLON	00360168249TRLO1
07 November 2025 14:30:01	863	603.60	XLON	00360168288TRLO1
07 November 2025 14:32:11	216	603.60	XLON	00360168758TRLO1
07 November 2025 14:32:11	649	603.60	XLON	00360168759TRLO1
07 November 2025 14:33:44	696	603.20	XLON	00360168835TRLO1
07 November 2025 14:34:33	53	603.00	XLON	00360168857TRLO1
07 November 2025 14:34:33	591	603.00	XLON	00360168858TRLO1
07 November 2025 14:35:17	429	603.00	XLON	00360168874TRLO1

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07 November 2025 14:36:08	454	602.80	XLON	00360168923TRLO1
07 November 2025 14:36:17	647	602.60	XLON	00360168940TRLO1
07 November 2025 14:37:23	678	602.00	XLON	00360169028TRLO1
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07 November 2025 14:50:00	453	604.00	XLON	00360169947TRLO1
07 November 2025 14:53:46	675	604.20	XLON	00360170134TRLO1
07 November 2025 15:00:23	662	605.60	XLON	00360170419TRLO1
07 November 2025 15:00:24	654	605.40	XLON	00360170427TRLO1
07 November 2025 15:00:51	647	604.80	XLON	00360170443TRLO1
07 November 2025 15:02:43	668	604.60	XLON	00360170537TRLO1
07 November 2025 15:04:56	455	603.80	XLON	00360170659TRLO1
07 November 2025 15:06:17	1	603.60	XLON	00360170781TRLO1
07 November 2025 15:06:17	451	603.60	XLON	00360170782TRLO1
07 November 2025 15:14:37	685	605.60	XLON	00360171284TRLO1
07 November 2025 15:16:41	700	606.00	XLON	00360171542TRLO1
07 November 2025 15:17:00	694	605.60	XLON	00360171559TRLO1
07 November 2025 15:18:23	650	605.40	XLON	00360171767TRLO1
07 November 2025 15:19:10	166	605.20	XLON	00360171777TRLO1
07 November 2025 15:19:10	300	605.20	XLON	00360171778TRLO1
07 November 2025 15:19:10	233	605.20	XLON	00360171779TRLO1
07 November 2025 15:21:57	643	606.20	XLON	00360171852TRLO1
07 November 2025 15:23:33	651	606.60	XLON	00360171907TRLO1
07 November 2025 15:24:40	448	606.20	XLON	00360171960TRLO1
07 November 2025 15:27:07	874	606.80	XLON	00360172072TRLO1
07 November 2025 15:28:18	649	606.80	XLON	00360172115TRLO1
07 November 2025 15:29:54	659	606.60	XLON	00360172228TRLO1
07 November 2025 15:34:15	698	607.20	XLON	00360172656TRLO1
07 November 2025 15:34:15	232	607.20	XLON	00360172657TRLO1
07 November 2025 15:36:30	698	607.40	XLON	00360172860TRLO1
07 November 2025 15:38:45	658	606.80	XLON	00360172992TRLO1

2025 15:38:43		000.00		
07 November 2025 15:38:45	219	606.80	XLON	00360172993TRLO1
07 November 2025 15:44:24	876	605.80	XLON	00360173198TRLO1
07 November 2025 15:44:24	219	605.80	XLON	00360173199TRLO1
07 November 2025 15:44:53	433	605.40	XLON	00360173249TRLO1
07 November 2025 15:50:38	1,073	606.40	XLON	00360173542TRLO1
07 November 2025 15:50:38	214	606.40	XLON	00360173543TRLO1
07 November 2025 15:54:07	1,077	606.80	XLON	00360173695TRLO1
07 November 2025 15:56:10	646	606.80	XLON	00360173779TRLO1
07 November 2025 15:57:23	465	606.60	XLON	00360173827TRLO1
07 November 2025 15:57:23	233	606.60	XLON	00360173828TRLO1
07 November 2025 15:57:23	232	606.60	XLON	00360173829TRLO1
07 November 2025 16:04:38	1,326	606.60	XLON	00360174275TRLO1
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07 November 2025 16:06:04	659	606.60	XLON	00360174357TRLO1
07 November 2025 16:06:04	220	606.60	XLON	00360174358TRLO1
07 November 2025 16:06:16	214	606.20	XLON	00360174376TRLO1
07 November 2025 16:07:06	437	606.20	XLON	00360174418TRLO1
07 November 2025 16:08:20	466	605.80	XLON	00360174510TRLO1
07 November 2025 16:08:20	233	605.80	XLON	00360174511TRLO1
07 November 2025 16:11:18	230	606.00	XLON	00360174732TRLO1
07 November 2025 16:11:18	229	606.00	XLON	00360174733TRLO1
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07 November 2025 16:12:18	907	605.80	XLON	00360174796TRLO1
07 November 2025 16:14:20	174	605.40	XLON	00360174939TRLO1
07 November 2025 16:15:10	234	605.20	XLON	00360175023TRLO1
07 November 2025 16:15:10	235	605.20	XLON	00360175024TRLO1
07 November 2025 16:15:32	221	605.00	XLON	00360175045TRLO1
07 November 2025 16:15:49	222	604.80	XLON	00360175067TRLO1
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07 November 2025 16:16:45	224	604.80	XLON	00360175155TRLO1
07 November 2025 16:17:03	297	605.20	XLON	00360175174TRLO1
07 November 2025 16:17:14	227	605.20	XLON	00360175178TRLO1

U/ November 2025 16:17:42	217	605.00	XLON	00360175214TRLO1
07 November 2025 16:17:42	216	605.00	XLON	00360175215TRLO1
07 November 2025 16:19:27	117	605.20	XLON	00360175289TRLO1

For further information please contact:

Warren Fernandez Company Secretary

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