

12th 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:	11 th November 2025
Aggregate number of ordinary shares purchased:	99,128
Lowest price per share (pence):	600.60
Highest price per share (pence):	614.80
Weighted average price per day (pence):	608.1096

The Company intends to hold the purchased shares in treasury.

Following the above transaction, the Company has 51,639,869 ordinary shares in treasury and has 1,259,835,452 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	608.1096	99,128	600.60	614.80

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
11 November 2025 08:00:39	213	614.60	XLON	00360490500TRLO1
11 November 2025 08:01:04	221	612.40	XLON	00360490714TRLO1
11 November 2025 08:01:23	222	609.40	XLON	00360490850TRLO1
11 November 2025 08:07:16	464	611.20	XLON	00360493696TRLO1
11 November 2025 08:08:38	432	610.80	XLON	00360494308TRLO1
11 November 2025 08:17:25	449	611.60	XLON	00360497719TRLO1
11 November 2025 08:17:27	440	611.40	XLON	00360497729TRLO1
11 November 2025 08:17:33	449	611.80	XLON	00360497745TRLO1
11 November 2025 08:17:44	409	611.40	XLON	00360497826TRLO1
11 November 2025 08:17:44	23	611.40	XLON	00360497827TRLO1
11 November 2025 08:18:30	449	611.20	XLON	00360498213TRLO1
11 November 2025 08:18:30	447	611.20	XLON	00360498214TRLO1

2025 08:21:36	447	611.00	XLON	003604997191TRLO1
11 November 2025 08:21:36	14	611.00	XLON	00360499720TRLO1
11 November 2025 08:23:16	227	610.60	XLON	00360500469TRLO1
11 November 2025 08:23:16	227	610.60	XLON	00360500470TRLO1
11 November 2025 08:24:51	227	610.60	XLON	00360501224TRLO1
11 November 2025 08:24:51	227	610.60	XLON	00360501225TRLO1
11 November 2025 08:24:51	221	610.40	XLON	00360501226TRLO1
11 November 2025 08:24:58	222	609.60	XLON	00360501257TRLO1
11 November 2025 08:25:18	216	609.20	XLON	00360501427TRLO1
11 November 2025 08:25:58	102	609.00	XLON	00360501802TRLO1
11 November 2025 08:25:58	127	609.00	XLON	00360501803TRLO1
11 November 2025 08:27:01	220	608.80	XLON	00360502262TRLO1
11 November 2025 08:28:55	223	608.60	XLON	00360502974TRLO1
11 November 2025 08:30:24	226	608.00	XLON	00360503605TRLO1
11 November 2025 08:30:24	226	608.20	XLON	00360503606TRLO1
11 November 2025 08:31:00	234	608.00	XLON	00360503896TRLO1
11 November 2025 08:31:59	222	607.60	XLON	00360504242TRLO1
11 November 2025 08:35:07	234	608.80	XLON	00360506003TRLO1
11 November 2025 08:35:07	234	608.60	XLON	00360506004TRLO1
11 November 2025 08:35:08	235	608.40	XLON	00360506007TRLO1
11 November 2025 08:38:27	226	609.00	XLON	00360507842TRLO1
11 November 2025 08:38:27	224	608.60	XLON	00360507843TRLO1
11 November 2025 08:39:58	204	608.80	XLON	00360508717TRLO1
11 November 2025 08:43:04	221	608.20	XLON	00360510892TRLO1
11 November 2025 08:46:07	224	608.80	XLON	00360512355TRLO1
11 November 2025 08:48:02	228	608.60	XLON	00360513459TRLO1
11 November 2025 08:48:04	143	608.00	XLON	00360513467TRLO1
11 November 2025 08:48:04	73	608.00	XLON	00360513468TRLO1
11 November 2025 08:49:05	218	607.60	XLON	00360514011TRLO1
11 November 2025 08:49:55	214	607.40	XLON	00360514397TRLO1
11 November 2025 08:56:42	234	608.40	XLON	00360518308TRLO1
11 November 2025 08:57:51	229	608.40	XLON	00360519135TRLO1
11 November 2025 08:58:08	215	608.40	XLON	00360519277TRLO1
11 November 2025 08:59:06	444	608.60	XLON	00360519578TRLO1

11 November 2025 09:00:20	427	608.60	XLON	00360520039TRLO1
11 November 2025 09:00:20	455	608.40	XLON	00360520040TRLO1
11 November 2025 09:05:37	215	608.40	XLON	00360522046TRLO1
11 November 2025 09:13:16	221	608.80	XLON	00360525353TRLO1
11 November 2025 09:16:31	223	608.60	XLON	00360527489TRLO1
11 November 2025 09:16:31	223	608.60	XLON	00360527490TRLO1
11 November 2025 09:18:36	454	607.60	XLON	00360528401TRLO1
11 November 2025 09:19:12	437	607.60	XLON	00360528597TRLO1
11 November 2025 09:19:12	437	607.60	XLON	00360528598TRLO1
11 November 2025 09:24:55	648	609.60	XLON	00360530722TRLO1
11 November 2025 09:26:10	442	609.40	XLON	00360531175TRLO1
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11 November 2025 09:33:28	215	610.40	XLON	00360534056TRLO1
11 November 2025 09:34:36	214	610.20	XLON	00360534546TRLO1
11 November 2025 09:35:46	179	609.80	XLON	00360535201TRLO1
11 November 2025 09:35:46	41	609.80	XLON	00360535202TRLO1
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11 November 2025 09:40:57	220	609.60	XLON	00360538292TRLO1
11 November 2025 09:54:49	217	610.00	XLON	00360555239TRLO1
11 November 2025 09:54:49	674	609.80	XLON	00360555240TRLO1
11 November 2025 10:03:19	37	610.00	XLON	00360558585TRLO1
11 November 2025 10:11:17	435	610.00	XLON	00360559184TRLO1
11 November 2025 10:12:32	429	610.80	XLON	00360559231TRLO1
11 November 2025 10:13:07	217	610.80	XLON	00360559290TRLO1
11 November 2025 10:17:31	222	610.60	XLON	00360559466TRLO1
11 November 2025 10:17:31	445	610.60	XLON	00360559467TRLO1
11 November 2025 10:17:49	406	610.60	XLON	00360559479TRLO1
11 November 2025 10:19:04	262	610.60	XLON	00360559564TRLO1
11 November 2025 10:19:04	174	610.60	XLON	00360559565TRLO1
11 November 2025 10:20:10	206	611.00	XLON	00360559601TRLO1
11 November 2025 10:24:39	222	610.80	XLON	00360559797TRLO1
11 November 2025 10:27:24	229	610.40	XLON	00360559944TRLO1
11 November 2025 10:27:24	228	610.40	XLON	00360559945TRLO1
11 November	447		XLON	00360560338TRLO1

2025 10:30:21		610.60		XXXXXXXXXXTRLO1
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11 November 2025 10:34:00	427	610.40	XLON	00360560507TRLO1
11 November 2025 10:34:31	435	609.80	XLON	00360560536TRLO1
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11 November 2025 10:49:23	233	609.40	XLON	00360561095TRLO1
11 November 2025 10:50:08	219	609.20	XLON	00360561114TRLO1
11 November 2025 10:50:08	219	609.20	XLON	00360561115TRLO1
11 November 2025 10:55:45	34	609.00	XLON	00360561338TRLO1
11 November 2025 10:55:45	187	609.00	XLON	00360561339TRLO1
11 November 2025 10:55:45	232	608.80	XLON	00360561340TRLO1
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11 November 2025 11:01:00	28	608.80	XLON	00360561577TRLO1
11 November 2025 11:02:00	413	610.20	XLON	00360561597TRLO1
11 November 2025 11:02:14	14	610.20	XLON	00360561628TRLO1
11 November 2025 11:05:34	174	610.20	XLON	00360561810TRLO1
11 November 2025 11:05:34	47	610.20	XLON	00360561811TRLO1
11 November 2025 11:05:34	43	610.00	XLON	00360561812TRLO1
11 November 2025 11:05:34	174	610.00	XLON	00360561813TRLO1
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11 November 2025 11:05:34	218	609.40	XLON	00360561817TRLO1
11 November 2025 11:05:35	218	609.20	XLON	00360561819TRLO1
11 November 2025 11:07:25	223	609.40	XLON	00360561879TRLO1
11 November 2025 11:18:01	432	609.60	XLON	00360562259TRLO1
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11 November 2025 11:18:58	440	609.20	XLON	00360562291TRLO1
11 November 2025 11:21:02	216	608.80	XLON	00360562476TRLO1
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11 November 2025 11:22:25	214	608.60	XLON	00360562541TRLO1
11 November 2025 11:24:16	217	608.20	XLON	00360562634TRLO1
11 November 2025 11:31:12	214	609.80	XLON	00360562999TRLO1

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11 November 2025 11:31:21	216	609.40	XLON	00360563025TRLO1
11 November 2025 11:31:44	216	609.00	XLON	00360563064TRLO1
11 November 2025 11:31:47	231	608.60	XLON	00360563066TRLO1
11 November 2025 11:32:02	223	608.60	XLON	00360563091TRLO1
11 November 2025 11:45:36	234	608.00	XLON	00360564027TRLO1
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11 November 2025 11:51:21	214	607.40	XLON	00360564284TRLO1
11 November 2025 11:51:44	464	607.20	XLON	00360564319TRLO1
11 November 2025 11:52:47	304	607.40	XLON	00360564356TRLO1
11 November 2025 11:53:39	440	607.40	XLON	00360564375TRLO1
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11 November 2025 11:59:04	680	606.80	XLON	00360564577TRLO1
11 November 2025 12:16:50	233	606.20	XLON	00360565178TRLO1
11 November 2025 12:16:50	232	606.20	XLON	00360565179TRLO1
11 November 2025 12:16:50	449	606.00	XLON	00360565180TRLO1
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11 November 2025 12:37:46	224	604.40	XLON	00360566003TRLO1
11 November 2025 12:37:46	223	604.40	XLON	00360566004TRLO1
11 November 2025 12:38:16	437	604.60	XLON	00360566016TRLO1

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11 November 2025 12:38:13	1	603.80	XLON	00360566017TRLO1
11 November 2025 12:39:06	280	603.40	XLON	00360566050TRLO1
11 November 2025 12:43:24	445	603.20	XLON	00360566196TRLO1
11 November 2025 12:44:09	429	603.40	XLON	00360566211TRLO1
11 November 2025 12:45:25	219	603.20	XLON	00360566263TRLO1
11 November 2025 12:45:27	223	603.60	XLON	00360566265TRLO1
11 November 2025 12:45:32	225	603.20	XLON	00360566268TRLO1
11 November 2025 12:45:33	218	603.00	XLON	00360566269TRLO1
11 November 2025 12:45:44	215	602.40	XLON	00360566283TRLO1
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11 November 2025 12:48:12	227	601.40	XLON	00360566414TRLO1
11 November 2025 12:49:22	233	601.20	XLON	00360566470TRLO1
11 November 2025 12:50:43	221	601.00	XLON	00360566506TRLO1
11 November 2025 12:50:44	225	600.60	XLON	00360566507TRLO1
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11 November 2025 12:58:51	230	602.40	XLON	00360566894TRLO1
11 November 2025 13:03:02	18	603.20	XLON	00360567001TRLO1
11 November 2025 13:03:30	27	603.20	XLON	00360567012TRLO1
11 November 2025 13:05:44	214	604.20	XLON	00360567072TRLO1
11 November 2025 13:05:44	227	604.20	XLON	00360567073TRLO1
11 November 2025 13:10:19	235	604.40	XLON	00360567253TRLO1
11 November 2025 13:10:19	235	604.60	XLON	00360567254TRLO1
11 November 2025 13:12:20	218	605.40	XLON	00360567326TRLO1
11 November 2025 13:12:45	436	605.20	XLON	00360567339TRLO1
11 November 2025 13:17:15	229	605.60	XLON	00360567499TRLO1
11 November 2025 13:18:25	223	605.20	XLON	00360567536TRLO1
11 November 2025 13:21:14	220	605.20	XLON	00360567602TRLO1
11 November 2025 13:21:17	224	605.00	XLON	00360567603TRLO1
11 November 2025 13:25:20	462	604.40	XLON	00360567749TRLO1
11 November 2025 13:36:30	466	606.00	XLON	00360568071TRLO1
11 November 2025 13:36:55	448	606.20	XLON	00360568079TRLO1
11 November 2025 13:38:46	462	605.80	XLON	00360568142TRLO1
11 November 2025 13:39:55	221	605.60	XLON	00360568198TRLO1

11 November 2025 13:49:25	433	605.80	XLON	00360568723TRLO1
11 November 2025 13:51:55	450	606.00	XLON	00360568897TRLO1
11 November 2025 13:56:41	232	606.00	XLON	00360569147TRLO1
11 November 2025 13:59:38	655	606.00	XLON	00360569358TRLO1
11 November 2025 13:59:38	39	606.00	XLON	00360569359TRLO1
11 November 2025 13:59:38	694	606.00	XLON	00360569360TRLO1
11 November 2025 14:00:42	440	605.40	XLON	00360569417TRLO1
11 November 2025 14:03:01	465	605.60	XLON	00360569651TRLO1
11 November 2025 14:03:37	428	605.40	XLON	00360569727TRLO1
11 November 2025 14:09:02	453	605.40	XLON	00360570256TRLO1
11 November 2025 14:13:55	440	605.20	XLON	00360570746TRLO1
11 November 2025 14:15:56	524	605.20	XLON	00360570936TRLO1
11 November 2025 14:15:58	437	604.80	XLON	00360570937TRLO1
11 November 2025 14:24:44	214	605.00	XLON	00360571620TRLO1
11 November 2025 14:30:03	221	605.20	XLON	00360572096TRLO1
11 November 2025 14:30:03	221	605.20	XLON	00360572097TRLO1
11 November 2025 14:30:25	437	605.20	XLON	00360572165TRLO1
11 November 2025 14:31:26	434	605.60	XLON	00360572280TRLO1
11 November 2025 14:31:35	458	605.40	XLON	00360572298TRLO1
11 November 2025 14:32:00	434	605.20	XLON	00360572334TRLO1
11 November 2025 14:32:15	441	605.40	XLON	00360572363TRLO1
11 November 2025 14:32:33	214	605.40	XLON	00360572382TRLO1
11 November 2025 14:33:10	216	605.20	XLON	00360572451TRLO1
11 November 2025 14:34:11	448	605.00	XLON	00360572582TRLO1
11 November 2025 14:35:58	118	604.80	XLON	00360572838TRLO1
11 November 2025 14:35:58	97	604.80	XLON	00360572839TRLO1
11 November 2025 14:37:34	231	604.80	XLON	00360572977TRLO1
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11 November 2025 14:40:01	438	604.60	XLON	00360573210TRLO1
11 November 2025 14:40:58	466	604.20	XLON	00360573367TRLO1
11 November 2025 14:41:33	445	603.80	XLON	00360573402TRLO1
11 November 2025 14:49:22	444	604.40	XLON	00360574229TRLO1
11 November 2025 14:49:22	222	604.40	XLON	00360574230TRLO1
11 November 2025 14:49:40	456	604.20	XLON	00360574298TRLO1

2025 14:49:40		004.20		
11 November 2025 14:50:18	442	604.00	XLON	00360574361TRLO1
11 November 2025 14:50:18	221	604.00	XLON	00360574362TRLO1
11 November 2025 14:53:20	432	603.60	XLON	00360574700TRLO1
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11 November 2025 15:06:20	434	606.00	XLON	00360576238TRLO1
11 November 2025 15:07:17	684	606.00	XLON	00360576330TRLO1
11 November 2025 15:07:56	344	606.00	XLON	00360576427TRLO1
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11 November 2025 15:08:47	299	606.40	XLON	00360576613TRLO1
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11 November 2025 15:08:58	454	606.60	XLON	00360576642TRLO1
11 November 2025 15:09:20	640	606.20	XLON	00360576692TRLO1
11 November 2025 15:10:39	675	606.40	XLON	00360576809TRLO1
11 November 2025 15:11:34	644	606.20	XLON	00360576891TRLO1
11 November 2025 15:11:34	33	606.00	XLON	00360576892TRLO1
11 November 2025 15:11:40	396	606.00	XLON	00360576893TRLO1
11 November 2025 15:14:42	466	606.20	XLON	00360577200TRLO1
11 November 2025 15:15:04	467	606.00	XLON	00360577220TRLO1
11 November 2025 15:15:46	441	605.60	XLON	00360577303TRLO1
11 November 2025 15:16:54	439	604.80	XLON	00360577469TRLO1
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11 November 2025 15:18:04	459	604.60	XLON	00360577553TRLO1
11 November 2025 15:18:54	215	605.00	XLON	00360577609TRLO1
11 November 2025 15:18:59	188	604.80	XLON	00360577627TRLO1

11 November 2025 15:18:59	44	604.80	XLON	00360577628TRLO1
11 November 2025 15:26:28	229	608.00	XLON	00360578358TRLO1
11 November 2025 15:29:01	423	610.20	XLON	00360578494TRLO1
11 November 2025 15:29:15	428	610.20	XLON	00360578527TRLO1
11 November 2025 15:29:15	8	610.20	XLON	00360578528TRLO1
11 November 2025 15:29:42	468	610.20	XLON	00360578582TRLO1
11 November 2025 15:29:42	228	610.20	XLON	00360578583TRLO1
11 November 2025 15:29:42	429	609.60	XLON	00360578584TRLO1
11 November 2025 15:30:17	434	610.60	XLON	00360578624TRLO1
11 November 2025 15:31:08	435	610.40	XLON	00360578745TRLO1
11 November 2025 15:32:17	466	610.40	XLON	00360578839TRLO1
11 November 2025 15:32:17	440	610.20	XLON	00360578840TRLO1
11 November 2025 15:33:20	217	610.00	XLON	00360578930TRLO1
11 November 2025 15:33:20	546	610.00	XLON	00360578931TRLO1
11 November 2025 15:37:23	229	610.40	XLON	00360579331TRLO1
11 November 2025 15:38:18	215	611.00	XLON	00360579381TRLO1
11 November 2025 15:38:18	430	611.00	XLON	00360579382TRLO1
11 November 2025 15:38:18	907	611.00	XLON	00360579383TRLO1
11 November 2025 15:38:26	191	611.40	XLON	00360579399TRLO1
11 November 2025 15:40:01	430	611.60	XLON	00360579516TRLO1
11 November 2025 15:40:01	244	611.60	XLON	00360579517TRLO1
11 November 2025 15:40:03	451	611.20	XLON	00360579534TRLO1
11 November 2025 15:40:44	767	611.20	XLON	00360579632TRLO1
11 November 2025 15:40:44	143	611.20	XLON	00360579633TRLO1
11 November 2025 15:41:06	683	611.00	XLON	00360579662TRLO1
11 November 2025 15:41:06	546	611.20	XLON	00360579663TRLO1
11 November 2025 15:41:46	457	610.80	XLON	00360579721TRLO1
11 November 2025 15:43:00	440	610.40	XLON	00360579830TRLO1
11 November 2025 15:44:03	469	610.20	XLON	00360579888TRLO1
11 November 2025 15:44:03	436	610.00	XLON	00360579890TRLO1
11 November 2025 15:44:14	212	609.80	XLON	00360579893TRLO1
11 November 2025 15:44:14	15	609.80	XLON	00360579894TRLO1
11 November 2025 15:45:43	222	610.20	XLON	00360579953TRLO1
11 November 2025 15:45:43	221	610.20	XLON	00360579954TRLO1

11 November 2025 15:47:13	439	610.20	XLON	00360580062TRLO1
11 November 2025 15:49:03	441	611.20	XLON	00360580205TRLO1
11 November 2025 15:49:03	220	611.20	XLON	00360580206TRLO1
11 November 2025 15:50:14	694	611.40	XLON	00360580262TRLO1
11 November 2025 15:50:23	641	611.40	XLON	00360580268TRLO1
11 November 2025 15:50:31	218	611.40	XLON	00360580278TRLO1
11 November 2025 15:51:21	218	611.20	XLON	00360580325TRLO1
11 November 2025 15:51:21	218	611.20	XLON	00360580326TRLO1
11 November 2025 15:52:50	216	611.00	XLON	00360580438TRLO1
11 November 2025 15:53:08	225	610.60	XLON	00360580450TRLO1
11 November 2025 15:53:11	216	610.20	XLON	00360580452TRLO1
11 November 2025 15:53:55	219	610.40	XLON	00360580513TRLO1
11 November 2025 15:54:16	227	610.00	XLON	00360580577TRLO1
11 November 2025 15:56:20	440	612.20	XLON	00360580920TRLO1
11 November 2025 15:56:20	220	612.20	XLON	00360580921TRLO1
11 November 2025 15:57:00	671	612.20	XLON	00360580946TRLO1
11 November 2025 15:57:00	652	612.00	XLON	00360580947TRLO1
11 November 2025 15:57:48	436	611.80	XLON	00360581007TRLO1
11 November 2025 15:57:48	217	611.80	XLON	00360581008TRLO1
11 November 2025 15:57:48	430	611.80	XLON	00360581012TRLO1
11 November 2025 15:58:23	214	611.80	XLON	00360581044TRLO1
11 November 2025 15:58:23	214	611.80	XLON	00360581045TRLO1
11 November 2025 15:58:23	216	611.60	XLON	00360581046TRLO1
11 November 2025 15:59:19	219	611.60	XLON	00360581126TRLO1
11 November 2025 15:59:19	218	611.60	XLON	00360581127TRLO1
11 November 2025 15:59:19	219	611.60	XLON	00360581128TRLO1
11 November 2025 16:01:15	427	612.40	XLON	00360581274TRLO1
11 November 2025 16:01:29	218	612.20	XLON	00360581306TRLO1
11 November 2025 16:02:08	226	612.00	XLON	00360581378TRLO1
11 November 2025 16:03:51	216	612.00	XLON	00360581606TRLO1
11 November 2025 16:03:51	215	612.00	XLON	00360581607TRLO1
11 November 2025 16:03:51	215	612.00	XLON	00360581608TRLO1
11 November 2025 16:08:46	666	613.20	XLON	00360582175TRLO1
11 November 2025 16:08:46				

11 November 2025 16:11:45	647	613.80	XLON	00360582367TRLO1
11 November 2025 16:13:02	435	613.80	XLON	00360582469TRLO1
11 November 2025 16:13:10	115	613.60	XLON	00360582477TRLO1
11 November 2025 16:13:10	109	613.60	XLON	00360582478TRLO1
11 November 2025 16:15:36	453	614.20	XLON	00360582649TRLO1
11 November 2025 16:15:49	218	614.00	XLON	00360582673TRLO1
11 November 2025 16:19:55	532	614.80	XLON	00360582972TRLO1
11 November 2025 16:19:55	397	614.80	XLON	00360582973TRLO1

For further information please contact:

Warren Fernandez Company Secretary

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