

17th 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:	14 th November 2025
Aggregate number of ordinary shares purchased:	141,896
Lowest price per share (pence):	610.00
Highest price per share (pence):	635.60
Weighted average price per day (pence):	622.3946

The Company intends to hold the purchased shares in treasury.

Following the above transaction, the Company has 51,971,858 ordinary shares in treasury and has 1,259,503,463 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	622.3946	141,896	610.00	635.60

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
14 November 2025 08:00:17	161	612.40	XLON	00361262599TRLO1
14 November 2025 08:00:17	70	612.40	XLON	00361262600TRLO1
14 November 2025 08:00:43	33	618.60	XLON	00361263192TRLO1
14 November 2025 08:00:43	14	618.60	XLON	00361263193TRLO1
14 November 2025 08:00:43	186	618.60	XLON	00361263194TRLO1
14 November 2025 08:02:50	214	625.40	XLON	00361265239TRLO1
14 November 2025 08:02:53	220	624.20	XLON	00361265267TRLO1
14 November 2025 08:02:53	220	624.20	XLON	00361265268TRLO1
14 November 2025 08:02:53	41	624.20	XLON	00361265269TRLO1
14 November 2025 08:02:53	179	624.20	XLON	00361265270TRLO1
14 November 2025 08:02:53	220	624.40	XLON	00361265271TRLO1
14 November 2025 08:02:53	544	624.40	XLON	00361265272TRLO1

2025 08:06:10	341	623.60	XLON	00361268094TRLO1
14 November 2025 08:06:10	258	623.80	XLON	00361268095TRLO1
14 November 2025 08:06:10	183	623.80	XLON	00361268096TRLO1
14 November 2025 08:06:29	215	623.40	XLON	00361268394TRLO1
14 November 2025 08:08:20	227	621.40	XLON	00361269713TRLO1
14 November 2025 08:08:21	223	620.60	XLON	00361269723TRLO1
14 November 2025 08:10:28	224	625.00	XLON	00361272041TRLO1
14 November 2025 08:10:29	225	624.40	XLON	00361272062TRLO1
14 November 2025 08:10:38	234	625.00	XLON	00361272226TRLO1
14 November 2025 08:11:28	216	624.20	XLON	00361272920TRLO1
14 November 2025 08:11:41	233	624.60	XLON	00361273126TRLO1
14 November 2025 08:12:11	20	626.40	XLON	00361273542TRLO1
14 November 2025 08:12:11	200	626.40	XLON	00361273543TRLO1
14 November 2025 08:14:40	218	629.00	XLON	00361275518TRLO1
14 November 2025 08:14:40	227	628.40	XLON	00361275520TRLO1
14 November 2025 08:14:56	222	627.60	XLON	00361275691TRLO1
14 November 2025 08:16:00	226	629.40	XLON	00361276825TRLO1
14 November 2025 08:16:23	234	629.80	XLON	00361277097TRLO1
14 November 2025 08:17:30	217	627.00	XLON	00361277995TRLO1
14 November 2025 08:18:57	165	625.00	XLON	00361279264TRLO1
14 November 2025 08:18:57	57	625.00	XLON	00361279265TRLO1
14 November 2025 08:20:03	235	627.20	XLON	00361279945TRLO1
14 November 2025 08:22:35	219	628.20	XLON	00361281791TRLO1
14 November 2025 08:23:10	221	630.40	XLON	00361282212TRLO1
14 November 2025 08:23:10	221	630.00	XLON	00361282213TRLO1
14 November 2025 08:23:11	223	630.60	XLON	00361282226TRLO1
14 November 2025 08:23:50	224	635.60	XLON	00361282586TRLO1
14 November 2025 08:23:50	229	634.20	XLON	00361282587TRLO1
14 November 2025 08:23:50	229	634.20	XLON	00361282588TRLO1
14 November 2025 08:24:28	229	633.60	XLON	00361283027TRLO1
14 November 2025 08:24:44	232	634.20	XLON	00361283216TRLO1
14 November 2025 08:24:50	220	634.80	XLON	00361283288TRLO1
14 November 2025 08:25:14	231	634.20	XLON	00361283516TRLO1
14 November 2025 08:28:11	230	634.20	XLON	00361285593TRLO1

14 November 2025 08:28:14	228	634.80	XLON	00361285660TRLO1
14 November 2025 08:29:52	223	634.20	XLON	00361286882TRLO1
14 November 2025 08:29:56	227	634.20	XLON	00361286960TRLO1
14 November 2025 08:31:58	227	635.20	XLON	00361288565TRLO1
14 November 2025 08:32:06	233	634.00	XLON	00361288652TRLO1
14 November 2025 08:35:06	220	634.00	XLON	00361290692TRLO1
14 November 2025 08:39:04	215	634.00	XLON	00361293064TRLO1
14 November 2025 08:39:17	230	634.40	XLON	00361293204TRLO1
14 November 2025 08:39:49	223	634.00	XLON	00361293585TRLO1
14 November 2025 08:39:59	221	634.40	XLON	00361293685TRLO1
14 November 2025 08:40:05	228	634.40	XLON	00361293740TRLO1
14 November 2025 08:40:14	214	633.40	XLON	00361293827TRLO1
14 November 2025 08:40:14	215	633.20	XLON	00361293828TRLO1
14 November 2025 08:40:24	226	633.00	XLON	00361293935TRLO1
14 November 2025 08:41:13	220	632.00	XLON	00361294478TRLO1
14 November 2025 08:41:51	219	633.60	XLON	00361294972TRLO1
14 November 2025 08:42:35	218	633.60	XLON	00361295767TRLO1
14 November 2025 08:44:20	225	633.60	XLON	00361297207TRLO1
14 November 2025 08:44:21	228	633.40	XLON	00361297214TRLO1
14 November 2025 08:44:21	221	632.80	XLON	00361297217TRLO1
14 November 2025 08:48:41	217	632.00	XLON	00361301411TRLO1
14 November 2025 08:48:55	226	631.60	XLON	00361301633TRLO1
14 November 2025 08:49:05	227	631.40	XLON	00361301798TRLO1
14 November 2025 08:49:05	222	631.00	XLON	00361301802TRLO1
14 November 2025 08:53:53	227	628.20	XLON	00361306881TRLO1
14 November 2025 08:53:55	231	628.00	XLON	00361306913TRLO1
14 November 2025 08:53:59	224	627.60	XLON	00361306974TRLO1
14 November 2025 08:57:00	227	626.00	XLON	00361310002TRLO1
14 November 2025 08:59:28	232	624.80	XLON	00361312149TRLO1
14 November 2025 09:00:15	233	626.60	XLON	00361312947TRLO1
14 November 2025 09:01:00	214	626.40	XLON	00361313671TRLO1
14 November 2025 09:02:57	218	626.80	XLON	00361315615TRLO1
14 November 2025 09:02:57	224	626.40	XLON	00361315625TRLO1
14 November	230		XLON	00361315626TRLO1

2025 09:02:57	230	626.20	XLON	00361315661TRLO1
14 November 2025 09:03:00	230	625.80	XLON	00361315661TRLO1
14 November 2025 09:04:13	214	625.40	XLON	00361316774TRLO1
14 November 2025 09:07:45	228	625.20	XLON	00361320147TRLO1
14 November 2025 09:09:09	216	626.20	XLON	00361321668TRLO1
14 November 2025 09:09:36	103	625.40	XLON	00361322132TRLO1
14 November 2025 09:09:36	120	625.40	XLON	00361322133TRLO1
14 November 2025 09:09:36	896	625.80	XLON	00361322136TRLO1
14 November 2025 09:13:04	224	631.00	XLON	00361325944TRLO1
14 November 2025 09:13:06	219	630.80	XLON	00361325991TRLO1
14 November 2025 09:14:15	217	630.40	XLON	00361327110TRLO1
14 November 2025 09:14:15	224	630.20	XLON	00361327115TRLO1
14 November 2025 09:14:31	226	629.80	XLON	00361327343TRLO1
14 November 2025 09:16:27	221	628.80	XLON	00361329219TRLO1
14 November 2025 09:16:36	232	628.60	XLON	00361329308TRLO1
14 November 2025 09:18:45	220	626.80	XLON	00361331300TRLO1
14 November 2025 09:19:50	231	626.40	XLON	00361332411TRLO1
14 November 2025 09:19:52	224	626.60	XLON	00361332452TRLO1
14 November 2025 09:22:35	230	625.80	XLON	00361335224TRLO1
14 November 2025 09:23:48	224	626.20	XLON	00361336669TRLO1
14 November 2025 09:25:47	229	626.20	XLON	00361338789TRLO1
14 November 2025 09:26:08	217	625.40	XLON	00361339091TRLO1
14 November 2025 09:26:08	224	624.80	XLON	00361339092TRLO1
14 November 2025 09:26:18	224	624.20	XLON	00361339289TRLO1
14 November 2025 09:30:52	223	624.20	XLON	00361345332TRLO1
14 November 2025 09:30:55	235	624.20	XLON	00361345370TRLO1
14 November 2025 09:34:15	217	626.60	XLON	00361351699TRLO1
14 November 2025 09:36:17	214	626.80	XLON	00361355684TRLO1
14 November 2025 09:37:20	221	625.80	XLON	00361357581TRLO1
14 November 2025 09:37:35	217	625.00	XLON	00361357971TRLO1
14 November 2025 09:37:35	224	625.00	XLON	00361357972TRLO1
14 November 2025 09:39:05	229	625.40	XLON	00361360454TRLO1
14 November 2025 09:44:30	214	626.40	XLON	00361369620TRLO1
14 November 2025 09:44:30	214	626.40	XLON	00361369621TRLO1

14 November 2025 09:45:03	427	627.80	XLON	00361370700TRLO1
14 November 2025 09:45:03	446	627.40	XLON	00361370717TRLO1
14 November 2025 09:45:04	453	627.00	XLON	00361370731TRLO1
14 November 2025 09:46:03	229	626.40	XLON	00361372604TRLO1
14 November 2025 09:46:15	217	626.60	XLON	00361372997TRLO1
14 November 2025 09:47:16	228	626.40	XLON	00361374936TRLO1
14 November 2025 09:49:15	220	626.20	XLON	00361378444TRLO1
14 November 2025 09:49:15	219	626.20	XLON	00361378445TRLO1
14 November 2025 09:49:45	440	626.00	XLON	00361379204TRLO1
14 November 2025 09:51:26	215	626.40	XLON	00361381979TRLO1
14 November 2025 09:51:26	215	626.40	XLON	00361381980TRLO1
14 November 2025 09:51:44	39	626.00	XLON	00361382399TRLO1
14 November 2025 09:51:44	395	626.00	XLON	00361382400TRLO1
14 November 2025 09:54:57	457	626.40	XLON	00361388124TRLO1
14 November 2025 09:56:50	435	627.20	XLON	00361391811TRLO1
14 November 2025 09:59:51	468	626.80	XLON	00361396787TRLO1
14 November 2025 10:00:40	431	626.40	XLON	00361396856TRLO1
14 November 2025 10:05:27	232	625.60	XLON	00361397053TRLO1
14 November 2025 10:08:35	218	627.80	XLON	00361397202TRLO1
14 November 2025 10:09:15	56	627.60	XLON	00361397251TRLO1
14 November 2025 10:09:15	177	627.60	XLON	00361397252TRLO1
14 November 2025 10:13:34	442	629.80	XLON	00361397439TRLO1
14 November 2025 10:13:35	438	629.60	XLON	00361397440TRLO1
14 November 2025 10:14:00	76	629.40	XLON	00361397454TRLO1
14 November 2025 10:14:00	375	629.40	XLON	00361397455TRLO1
14 November 2025 10:16:53	219	627.40	XLON	00361397551TRLO1
14 November 2025 10:20:39	223	628.60	XLON	00361397671TRLO1
14 November 2025 10:20:42	215	628.20	XLON	00361397672TRLO1
14 November 2025 10:23:08	230	628.80	XLON	00361397805TRLO1
14 November 2025 10:23:08	229	628.80	XLON	00361397806TRLO1
14 November 2025 10:26:24	198	629.20	XLON	00361397957TRLO1
14 November 2025 10:27:05	24	629.20	XLON	00361397979TRLO1
14 November 2025 10:27:05	198	629.20	XLON	00361397980TRLO1
14 November 2025 10:28:22	217	629.40	XLON	00361398024TRLO1

2025 10:28:08		628.40		
14 November 2025 10:31:08	13	628.20	XLON	00361398172TRLO1
14 November 2025 10:31:08	436	628.20	XLON	00361398173TRLO1
14 November 2025 10:31:08	225	628.20	XLON	00361398174TRLO1
14 November 2025 10:31:16	699	627.60	XLON	00361398176TRLO1
14 November 2025 10:34:00	231	625.80	XLON	00361398316TRLO1
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14 November 2025 10:37:13	224	626.00	XLON	00361398477TRLO1
14 November 2025 10:40:35	226	626.00	XLON	00361398556TRLO1
14 November 2025 10:42:56	220	625.40	XLON	00361398653TRLO1
14 November 2025 10:42:56	221	625.20	XLON	00361398654TRLO1
14 November 2025 10:45:27	427	625.00	XLON	00361398743TRLO1
14 November 2025 10:45:39	427	624.80	XLON	00361398751TRLO1
14 November 2025 10:48:46	439	625.60	XLON	00361399167TRLO1
14 November 2025 10:50:18	214	625.20	XLON	00361399238TRLO1
14 November 2025 10:51:07	217	625.00	XLON	00361399312TRLO1
14 November 2025 10:51:47	218	624.80	XLON	00361399325TRLO1
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14 November 2025 10:52:58	217	623.80	XLON	00361399377TRLO1
14 November 2025 10:52:58	217	623.80	XLON	00361399378TRLO1
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14 November 2025 10:54:51	223	623.80	XLON	00361399448TRLO1
14 November 2025 10:54:52	223	623.80	XLON	00361399450TRLO1
14 November 2025 10:56:30	219	624.40	XLON	00361399510TRLO1
14 November 2025 10:59:08	217	624.40	XLON	00361399724TRLO1
14 November 2025 10:59:45	224	623.60	XLON	00361399744TRLO1
14 November 2025 11:02:39	230	622.80	XLON	00361399920TRLO1
14 November 2025 11:05:02	233	622.80	XLON	00361400012TRLO1
14 November 2025 11:05:03	234	622.60	XLON	00361400013TRLO1
14 November 2025 11:05:03	151	622.60	XLON	00361400014TRLO1
14 November 2025 11:05:10	226	622.60	XLON	00361400020TRLO1
14 November 2025 11:05:10	217	622.60	XLON	00361400021TRLO1
14 November 2025 11:05:10	217	622.80	XLON	00361400022TRLO1

14 November 2025 11:05:24	229	622.80	XLON	00361400040TRLO1
14 November 2025 11:06:45	215	622.40	XLON	00361400081TRLO1
14 November 2025 11:07:35	218	623.20	XLON	00361400114TRLO1
14 November 2025 11:10:34	36	622.60	XLON	00361400244TRLO1
14 November 2025 11:10:34	187	622.60	XLON	00361400245TRLO1
14 November 2025 11:10:34	222	622.60	XLON	00361400246TRLO1
14 November 2025 11:12:22	221	622.80	XLON	00361400319TRLO1
14 November 2025 11:12:22	221	622.80	XLON	00361400320TRLO1
14 November 2025 11:12:47	456	622.20	XLON	00361400415TRLO1
14 November 2025 11:12:59	351	622.60	XLON	00361400535TRLO1
14 November 2025 11:12:59	84	622.60	XLON	00361400536TRLO1
14 November 2025 11:13:28	461	622.60	XLON	00361400652TRLO1
14 November 2025 11:13:28	440	622.80	XLON	00361400653TRLO1
14 November 2025 11:15:22	155	621.20	XLON	00361400860TRLO1
14 November 2025 11:25:04	219	620.60	XLON	00361401280TRLO1
14 November 2025 11:26:29	230	620.40	XLON	00361401354TRLO1
14 November 2025 11:27:37	223	621.00	XLON	00361401392TRLO1
14 November 2025 11:30:08	220	620.60	XLON	00361401436TRLO1
14 November 2025 11:30:44	219	620.40	XLON	00361401460TRLO1
14 November 2025 11:32:35	228	620.20	XLON	00361401540TRLO1
14 November 2025 11:32:38	224	620.00	XLON	00361401542TRLO1
14 November 2025 11:34:56	221	621.00	XLON	00361401667TRLO1
14 November 2025 11:35:55	223	620.80	XLON	00361401712TRLO1
14 November 2025 11:36:34	223	619.80	XLON	00361401754TRLO1
14 November 2025 11:43:32	215	617.80	XLON	00361402128TRLO1
14 November 2025 11:45:04	214	616.40	XLON	00361402257TRLO1
14 November 2025 11:46:52	225	615.80	XLON	00361402488TRLO1
14 November 2025 11:47:01	218	615.60	XLON	00361402512TRLO1
14 November 2025 11:47:11	215	615.20	XLON	00361402551TRLO1
14 November 2025 11:47:21	217	614.80	XLON	00361402584TRLO1
14 November 2025 11:49:13	227	615.00	XLON	00361402692TRLO1
14 November 2025 11:49:15	217	614.60	XLON	00361402693TRLO1
14 November 2025 11:55:55	231	615.00	XLON	00361403228TRLO1
14 November 2025 11:58:12	224	614.80	XLON	00361403268TRLO1

2025 11:58:13		614.00		
14 November 2025 11:57:35	230	614.40	XLON	00361403369TRLO1
14 November 2025 11:59:15	216	614.60	XLON	00361403453TRLO1
14 November 2025 11:59:56	219	614.60	XLON	00361403482TRLO1
14 November 2025 12:00:30	233	614.40	XLON	00361403551TRLO1
14 November 2025 12:00:43	218	613.80	XLON	00361403558TRLO1
14 November 2025 12:01:18	222	614.00	XLON	00361403593TRLO1
14 November 2025 12:03:16	222	612.20	XLON	00361403764TRLO1
14 November 2025 12:03:16	215	613.00	XLON	00361403765TRLO1
14 November 2025 12:06:09	224	612.60	XLON	00361403959TRLO1
14 November 2025 12:07:04	227	612.40	XLON	00361403995TRLO1
14 November 2025 12:07:04	226	612.40	XLON	00361403996TRLO1
14 November 2025 12:07:10	449	612.00	XLON	00361403998TRLO1
14 November 2025 12:07:40	225	610.60	XLON	00361404016TRLO1
14 November 2025 12:08:09	226	611.00	XLON	00361404036TRLO1
14 November 2025 12:08:09	219	610.60	XLON	00361404037TRLO1
14 November 2025 12:09:36	223	610.00	XLON	00361404071TRLO1
14 November 2025 12:14:05	234	612.00	XLON	00361404327TRLO1
14 November 2025 12:19:31	222	613.80	XLON	00361404680TRLO1
14 November 2025 12:19:32	231	613.60	XLON	00361404681TRLO1
14 November 2025 12:24:19	234	613.60	XLON	00361404963TRLO1
14 November 2025 12:24:30	218	614.00	XLON	00361404970TRLO1
14 November 2025 12:24:51	228	613.20	XLON	00361405018TRLO1
14 November 2025 12:25:51	223	613.80	XLON	00361405069TRLO1
14 November 2025 12:25:51	218	613.60	XLON	00361405070TRLO1
14 November 2025 12:30:41	71	614.00	XLON	00361405395TRLO1
14 November 2025 12:30:41	159	614.00	XLON	00361405396TRLO1
14 November 2025 12:30:45	216	613.80	XLON	00361405403TRLO1
14 November 2025 12:30:45	215	613.80	XLON	00361405404TRLO1
14 November 2025 12:31:11	225	614.00	XLON	00361405460TRLO1
14 November 2025 12:31:36	225	613.80	XLON	00361405478TRLO1
14 November 2025 12:34:07	230	613.00	XLON	00361405586TRLO1
14 November 2025 12:35:50	228	613.80	XLON	00361405680TRLO1
14 November 2025 12:35:50	228	613.80	XLON	00361405681TRLO1

14 November 2025 12:37:18	217	612.80	XLON	00361405735TRLO1
14 November 2025 12:38:08	190	612.60	XLON	00361405761TRLO1
14 November 2025 12:38:08	30	612.60	XLON	00361405762TRLO1
14 November 2025 12:39:52	235	613.40	XLON	00361405798TRLO1
14 November 2025 12:40:42	230	613.20	XLON	00361405828TRLO1
14 November 2025 12:41:05	217	613.00	XLON	00361405874TRLO1
14 November 2025 12:42:07	215	612.60	XLON	00361405934TRLO1
14 November 2025 12:42:35	234	612.40	XLON	00361405950TRLO1
14 November 2025 12:43:18	225	612.20	XLON	00361405968TRLO1
14 November 2025 12:43:36	231	612.20	XLON	00361405987TRLO1
14 November 2025 12:43:59	233	612.00	XLON	00361406010TRLO1
14 November 2025 12:45:33	223	611.80	XLON	00361406101TRLO1
14 November 2025 12:45:47	218	611.60	XLON	00361406109TRLO1
14 November 2025 12:46:59	447	611.20	XLON	00361406144TRLO1
14 November 2025 12:46:59	224	611.20	XLON	00361406145TRLO1
14 November 2025 12:46:59	223	611.20	XLON	00361406146TRLO1
14 November 2025 12:56:05	214	612.40	XLON	00361406492TRLO1
14 November 2025 12:56:15	226	612.60	XLON	00361406539TRLO1
14 November 2025 12:58:23	217	613.00	XLON	00361406615TRLO1
14 November 2025 12:59:49	216	612.60	XLON	00361406661TRLO1
14 November 2025 13:02:10	214	612.20	XLON	00361406867TRLO1
14 November 2025 13:04:42	459	612.40	XLON	00361406996TRLO1
14 November 2025 13:05:39	221	612.00	XLON	00361407032TRLO1
14 November 2025 13:05:39	441	612.00	XLON	00361407033TRLO1
14 November 2025 13:06:57	657	612.60	XLON	00361407131TRLO1
14 November 2025 13:09:41	214	611.60	XLON	00361407346TRLO1
14 November 2025 13:11:29	451	611.60	XLON	00361407487TRLO1
14 November 2025 13:13:00	452	612.20	XLON	00361407542TRLO1
14 November 2025 13:14:01	444	612.00	XLON	00361407587TRLO1
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14 November 2025 16:19:53	291	626.60	XLON	00361418632TRLO1
14 November 2025 16:19:53	397	626.60	XLON	00361418633TRLO1

For further information please contact:

Warren Fernandez Company Secretary

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