

19th 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:	18 th November 2025
Aggregate number of ordinary shares purchased:	142,692
Lowest price per share (pence):	596.80
Highest price per share (pence):	618.40
Weighted average price per day (pence):	607.8342

The Company intends to hold the purchased shares in treasury.

Following the above transaction, the Company has 49,144,271 ordinary shares in treasury and has 1,262,331,050 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	607.8342	142,692	596.80	618.40

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
18 November 2025 08:01:05	213	611.40	XLON	00361725692TRLO1
18 November 2025 08:03:12	227	610.20	XLON	00361726314TRLO1
18 November 2025 08:05:05	227	610.80	XLON	00361726804TRLO1
18 November 2025 08:06:59	219	612.00	XLON	00361727371TRLO1
18 November 2025 08:07:40	223	612.00	XLON	00361727587TRLO1
18 November 2025 08:08:08	219	611.00	XLON	00361727769TRLO1
18 November 2025 08:09:31	233	610.40	XLON	00361728284TRLO1
18 November 2025 08:10:22	232	609.60	XLON	00361728823TRLO1
18 November 2025 08:10:22	233	609.60	XLON	00361728824TRLO1
18 November 2025 08:10:29	138	608.00	XLON	00361728887TRLO1
18 November 2025 08:10:29	76	608.00	XLON	00361728888TRLO1
18 November 2025 08:10:29	23	608.00	XLON	00361728889TRLO1

18 November 2025 08:12:22	234	609.20	XLON	00361729818TRLO1
18 November 2025 08:15:45	459	612.40	XLON	00361731500TRLO1
18 November 2025 08:15:48	266	612.40	XLON	00361731556TRLO1
18 November 2025 08:15:48	185	612.40	XLON	00361731557TRLO1
18 November 2025 08:15:48	454	612.00	XLON	00361731558TRLO1
18 November 2025 08:16:59	454	611.40	XLON	00361731987TRLO1
18 November 2025 08:20:06	291	612.40	XLON	00361733062TRLO1
18 November 2025 08:20:38	458	614.20	XLON	00361733202TRLO1
18 November 2025 08:21:13	451	614.20	XLON	00361733495TRLO1
18 November 2025 08:21:19	230	613.80	XLON	00361733526TRLO1
18 November 2025 08:21:31	466	614.00	XLON	00361733587TRLO1
18 November 2025 08:23:31	227	613.80	XLON	00361734486TRLO1
18 November 2025 08:27:49	216	614.80	XLON	00361736000TRLO1
18 November 2025 08:30:29	226	615.20	XLON	00361736916TRLO1
18 November 2025 08:32:29	468	616.40	XLON	00361737673TRLO1
18 November 2025 08:32:55	468	617.00	XLON	00361737834TRLO1
18 November 2025 08:32:55	435	616.40	XLON	00361737835TRLO1
18 November 2025 08:33:20	451	616.00	XLON	00361737968TRLO1
18 November 2025 08:33:32	219	615.80	XLON	00361738079TRLO1
18 November 2025 08:33:32	219	615.80	XLON	00361738080TRLO1
18 November 2025 08:38:48	217	618.40	XLON	00361740512TRLO1
18 November 2025 08:40:41	223	618.20	XLON	00361741507TRLO1
18 November 2025 08:43:00	220	618.00	XLON	00361742658TRLO1
18 November 2025 08:43:00	220	618.00	XLON	00361742659TRLO1
18 November 2025 08:43:00	220	618.00	XLON	00361742660TRLO1
18 November 2025 08:43:00	231	617.80	XLON	00361742661TRLO1
18 November 2025 08:43:58	645	617.40	XLON	00361743177TRLO1
18 November 2025 08:45:57	439	617.60	XLON	00361744072TRLO1
18 November 2025 08:46:02	451	617.40	XLON	00361744089TRLO1
18 November 2025 08:47:00	373	617.40	XLON	00361744574TRLO1
18 November 2025 08:47:00	83	617.40	XLON	00361744575TRLO1
18 November 2025 08:48:25	444	617.40	XLON	00361745252TRLO1
18 November 2025 08:50:10	223	617.20	XLON	00361746341TRLO1
18 November 2025 08:50:10	445	617.20	XLON	00361746342TRLO1

18 November 2025 08:50:10	427	617.00	XLON	00361746343TRLO1
18 November 2025 08:50:10	230	617.00	XLON	00361746344TRLO1
18 November 2025 08:51:24	443	617.00	XLON	00361747014TRLO1
18 November 2025 08:51:26	428	617.00	XLON	00361747047TRLO1
18 November 2025 08:53:51	217	617.00	XLON	00361748289TRLO1
18 November 2025 08:56:18	230	617.20	XLON	00361750469TRLO1
18 November 2025 08:56:31	216	616.80	XLON	00361750592TRLO1
18 November 2025 08:57:20	233	617.00	XLON	00361751107TRLO1
18 November 2025 08:57:44	230	616.80	XLON	00361751322TRLO1
18 November 2025 08:57:51	217	616.40	XLON	00361751393TRLO1
18 November 2025 08:57:51	224	616.00	XLON	00361751394TRLO1
18 November 2025 08:58:03	224	615.80	XLON	00361751553TRLO1
18 November 2025 08:58:08	224	615.20	XLON	00361751621TRLO1
18 November 2025 08:59:43	217	614.80	XLON	00361752547TRLO1
18 November 2025 08:59:48	231	614.60	XLON	00361752584TRLO1
18 November 2025 09:00:34	234	615.00	XLON	00361753098TRLO1
18 November 2025 09:00:58	217	614.60	XLON	00361753387TRLO1
18 November 2025 09:04:40	225	614.80	XLON	00361756308TRLO1
18 November 2025 09:09:13	230	616.60	XLON	00361758229TRLO1
18 November 2025 09:09:40	219	616.00	XLON	00361758462TRLO1
18 November 2025 09:09:57	233	616.00	XLON	00361758595TRLO1
18 November 2025 09:09:57	214	615.40	XLON	00361758598TRLO1
18 November 2025 09:10:05	214	614.80	XLON	00361758656TRLO1
18 November 2025 09:10:08	222	614.60	XLON	00361758702TRLO1
18 November 2025 09:13:29	217	615.00	XLON	00361760517TRLO1
18 November 2025 09:13:48	214	614.80	XLON	00361760756TRLO1
18 November 2025 09:14:34	217	614.80	XLON	00361761264TRLO1
18 November 2025 09:15:19	45	615.60	XLON	00361761776TRLO1
18 November 2025 09:15:19	182	615.60	XLON	00361761777TRLO1
18 November 2025 09:15:19	223	615.20	XLON	00361761778TRLO1
18 November 2025 09:15:35	234	615.60	XLON	00361761907TRLO1
18 November 2025 09:15:53	218	615.00	XLON	00361762100TRLO1
18 November 2025 09:15:53	218	615.00	XLON	00361762101TRLO1
18 November	234		XLON	00361762112TRLO1

2025 09:15:53	221	614.60	XLON	003617621131TRLO1
18 November 2025 09:16:46	445	614.20	XLON	00361762751TRLO1
18 November 2025 09:19:38	466	615.20	XLON	00361764931TRLO1
18 November 2025 09:20:28	232	614.60	XLON	00361765598TRLO1
18 November 2025 09:20:29	218	614.40	XLON	00361765621TRLO1
18 November 2025 09:23:12	223	614.80	XLON	00361767386TRLO1
18 November 2025 09:28:32	234	615.00	XLON	00361770442TRLO1
18 November 2025 09:30:12	231	614.60	XLON	00361771711TRLO1
18 November 2025 09:30:28	219	614.20	XLON	00361772186TRLO1
18 November 2025 09:30:39	232	614.00	XLON	00361772503TRLO1
18 November 2025 09:33:29	246	615.20	XLON	00361777947TRLO1
18 November 2025 09:34:48	234	614.80	XLON	00361780208TRLO1
18 November 2025 09:34:48	233	614.80	XLON	00361780209TRLO1
18 November 2025 09:35:53	215	614.60	XLON	00361782282TRLO1
18 November 2025 09:36:33	231	614.60	XLON	00361783424TRLO1
18 November 2025 09:36:33	229	614.20	XLON	00361783425TRLO1
18 November 2025 09:36:40	229	614.40	XLON	00361783729TRLO1
18 November 2025 09:37:30	221	614.00	XLON	00361785141TRLO1
18 November 2025 09:37:30	442	614.00	XLON	00361785142TRLO1
18 November 2025 09:39:05	215	613.40	XLON	00361787993TRLO1
18 November 2025 09:39:05	214	613.40	XLON	00361787994TRLO1
18 November 2025 09:42:28	118	612.60	XLON	00361794323TRLO1
18 November 2025 09:42:28	328	612.60	XLON	00361794324TRLO1
18 November 2025 09:42:28	223	612.60	XLON	00361794325TRLO1
18 November 2025 09:43:52	439	612.00	XLON	00361797040TRLO1
18 November 2025 09:47:02	219	613.00	XLON	00361802934TRLO1
18 November 2025 09:50:41	220	613.40	XLON	00361809093TRLO1
18 November 2025 09:58:37	227	616.20	XLON	00361816966TRLO1
18 November 2025 09:58:48	234	615.80	XLON	00361817003TRLO1
18 November 2025 09:59:23	220	615.80	XLON	00361817093TRLO1
18 November 2025 10:00:39	230	615.20	XLON	00361817277TRLO1
18 November 2025 10:02:25	220	615.20	XLON	00361817431TRLO1
18 November 2025 10:09:09	356	615.00	XLON	00361817692TRLO1
18 November 2025 10:09:09	103	615.00	XLON	00361817693TRLO1

18 November 2025 10:11:08	216	614.80	XLON	00361817753TRLO1
18 November 2025 10:13:03	229	614.60	XLON	00361817798TRLO1
18 November 2025 10:13:03	247	614.60	XLON	00361817799TRLO1
18 November 2025 10:13:18	220	614.40	XLON	00361817823TRLO1
18 November 2025 10:14:25	257	614.40	XLON	00361817890TRLO1
18 November 2025 10:14:25	188	614.40	XLON	00361817891TRLO1
18 November 2025 10:14:25	358	614.40	XLON	00361817892TRLO1
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18 November 2025 10:19:05	446	612.60	XLON	00361818146TRLO1
18 November 2025 10:20:30	462	612.60	XLON	00361818184TRLO1
18 November 2025 10:21:00	427	612.40	XLON	00361818190TRLO1
18 November 2025 10:28:24	232	613.40	XLON	00361818739TRLO1
18 November 2025 10:30:05	222	613.40	XLON	00361818821TRLO1
18 November 2025 10:31:58	223	614.00	XLON	00361818998TRLO1
18 November 2025 10:31:58	223	614.20	XLON	00361818999TRLO1
18 November 2025 10:32:29	233	613.80	XLON	00361819021TRLO1
18 November 2025 10:37:35	260	614.40	XLON	00361819512TRLO1
18 November 2025 10:37:35	31	614.40	XLON	00361819513TRLO1
18 November 2025 10:37:35	232	614.20	XLON	00361819514TRLO1
18 November 2025 10:38:37	100	614.20	XLON	00361819564TRLO1
18 November 2025 10:38:42	226	613.80	XLON	00361819566TRLO1
18 November 2025 10:38:46	218	613.20	XLON	00361819567TRLO1
18 November 2025 10:39:48	231	613.00	XLON	00361819608TRLO1
18 November 2025 10:39:48	231	613.00	XLON	00361819609TRLO1
18 November 2025 10:43:47	220	612.60	XLON	00361819850TRLO1
18 November 2025 10:45:18	223	612.60	XLON	00361819945TRLO1
18 November 2025 10:45:49	268	612.00	XLON	00361819972TRLO1
18 November 2025 10:45:49	169	612.00	XLON	00361819973TRLO1
18 November 2025 10:48:03	444	612.00	XLON	00361820060TRLO1
18 November	467		XLON	00361820353TRLO1

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18 November 2025 10:56:06	436	614.00	XLON	00361820382TRLO1
18 November 2025 10:56:30	461	614.40	XLON	00361820411TRLO1
18 November 2025 10:56:41	222	614.40	XLON	00361820415TRLO1
18 November 2025 10:56:53	227	614.00	XLON	00361820437TRLO1
18 November 2025 10:56:53	228	613.80	XLON	00361820438TRLO1
18 November 2025 10:56:53	234	613.60	XLON	00361820439TRLO1
18 November 2025 10:57:31	88	613.60	XLON	00361820460TRLO1
18 November 2025 10:57:31	162	613.60	XLON	00361820461TRLO1
18 November 2025 10:57:41	228	613.00	XLON	00361820465TRLO1
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18 November 2025 11:02:49	466	612.80	XLON	00361820645TRLO1
18 November 2025 11:03:00	456	612.60	XLON	00361820648TRLO1
18 November 2025 11:03:15	219	612.80	XLON	00361820657TRLO1
18 November 2025 11:03:24	225	612.60	XLON	00361820661TRLO1
18 November 2025 11:06:02	230	613.60	XLON	00361820727TRLO1
18 November 2025 11:07:48	903	614.20	XLON	00361820838TRLO1
18 November 2025 11:07:48	226	614.20	XLON	00361820839TRLO1
18 November 2025 11:07:49	220	614.20	XLON	00361820840TRLO1
18 November 2025 11:08:41	695	614.20	XLON	00361820857TRLO1
18 November 2025 11:08:59	16	613.80	XLON	00361820865TRLO1
18 November 2025 11:08:59	216	613.80	XLON	00361820866TRLO1
18 November 2025 11:09:05	231	613.60	XLON	00361820869TRLO1
18 November 2025 11:09:25	892	613.20	XLON	00361820902TRLO1
18 November 2025 11:10:51	438	613.20	XLON	00361820987TRLO1
18 November 2025 11:10:57	450	613.00	XLON	00361821018TRLO1
18 November 2025 11:10:57	428	612.80	XLON	00361821019TRLO1
18 November 2025 11:12:44	224	612.40	XLON	00361821087TRLO1
18 November 2025 11:13:16	216	612.20	XLON	00361821111TRLO1
18 November 2025 11:13:49	230	612.00	XLON	00361821158TRLO1
18 November 2025 11:16:02	216	611.80	XLON	00361821276TRLO1
18 November 2025 11:16:09	227	611.60	XLON	00361821282TRLO1
18 November 2025 11:20:26	222	612.20	XLON	00361821516TRLO1
18 November 2025 11:20:46	223	611.80	XLON	00361821540TRLO1

18 November 2025 11:20:46	222	611.80	XLON	00361821541TRLO1
18 November 2025 11:25:40	214	612.40	XLON	00361821810TRLO1
18 November 2025 11:28:46	228	612.00	XLON	00361821922TRLO1
18 November 2025 11:33:26	217	611.60	XLON	00361822130TRLO1
18 November 2025 11:33:43	223	611.40	XLON	00361822150TRLO1
18 November 2025 11:33:57	215	611.20	XLON	00361822171TRLO1
18 November 2025 11:36:06	214	611.80	XLON	00361822230TRLO1
18 November 2025 11:36:06	213	611.80	XLON	00361822231TRLO1
18 November 2025 11:36:17	439	611.60	XLON	00361822253TRLO1
18 November 2025 11:36:59	430	611.40	XLON	00361822296TRLO1
18 November 2025 11:38:19	223	611.20	XLON	00361822348TRLO1
18 November 2025 11:39:19	233	611.00	XLON	00361822372TRLO1
18 November 2025 11:40:10	215	610.80	XLON	00361822529TRLO1
18 November 2025 11:43:06	437	610.60	XLON	00361822687TRLO1
18 November 2025 11:48:10	437	611.40	XLON	00361822916TRLO1
18 November 2025 11:50:45	224	611.40	XLON	00361822958TRLO1
18 November 2025 11:52:43	105	611.20	XLON	00361823000TRLO1
18 November 2025 11:52:43	121	611.20	XLON	00361823001TRLO1
18 November 2025 11:52:43	159	611.20	XLON	00361823002TRLO1
18 November 2025 11:52:43	67	611.20	XLON	00361823003TRLO1
18 November 2025 11:53:05	184	611.20	XLON	00361823035TRLO1
18 November 2025 11:53:05	265	611.20	XLON	00361823036TRLO1
18 November 2025 11:55:26	433	612.00	XLON	00361823166TRLO1
18 November 2025 11:57:04	231	611.80	XLON	00361823232TRLO1
18 November 2025 11:57:04	218	611.60	XLON	00361823233TRLO1
18 November 2025 12:00:00	233	611.60	XLON	00361823432TRLO1
18 November 2025 12:02:09	220	611.40	XLON	00361823515TRLO1
18 November 2025 12:02:27	222	611.20	XLON	00361823521TRLO1
18 November 2025 12:02:27	214	611.00	XLON	00361823522TRLO1
18 November 2025 12:02:35	215	610.60	XLON	00361823529TRLO1
18 November 2025 12:05:36	218	610.00	XLON	00361823737TRLO1
18 November 2025 12:05:36	217	610.00	XLON	00361823738TRLO1
18 November 2025 12:05:36	457	609.80	XLON	00361823739TRLO1
18 November 2025 12:05:54	57	609.80	XLON	00361823766TRLO1

2025 12:05:54		609.80		
18 November 2025 12:05:54	400	609.80	XLON	00361823767TRLO1
18 November 2025 12:06:06	75	609.60	XLON	00361823774TRLO1
18 November 2025 12:07:10	673	610.20	XLON	00361823815TRLO1
18 November 2025 12:08:19	289	610.00	XLON	00361823884TRLO1
18 November 2025 12:08:19	378	610.00	XLON	00361823885TRLO1
18 November 2025 12:08:46	687	609.60	XLON	00361823904TRLO1
18 November 2025 12:08:58	441	609.40	XLON	00361823920TRLO1
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18 November 2025 12:17:56	224	608.40	XLON	00361824272TRLO1
18 November 2025 12:17:56	222	608.20	XLON	00361824273TRLO1
18 November 2025 12:17:56	222	608.40	XLON	00361824274TRLO1
18 November 2025 12:18:06	223	608.00	XLON	00361824288TRLO1
18 November 2025 12:18:57	217	607.80	XLON	00361824325TRLO1
18 November 2025 12:21:08	223	608.40	XLON	00361824403TRLO1
18 November 2025 12:21:08	223	608.20	XLON	00361824404TRLO1
18 November 2025 12:21:54	227	608.40	XLON	00361824452TRLO1
18 November 2025 12:22:57	218	608.40	XLON	00361824537TRLO1
18 November 2025 12:23:47	224	608.00	XLON	00361824568TRLO1
18 November 2025 12:26:11	229	607.40	XLON	00361824594TRLO1
18 November 2025 12:26:52	228	607.20	XLON	00361824606TRLO1
18 November 2025 12:26:52	1	607.20	XLON	00361824607TRLO1
18 November 2025 12:28:24	223	607.40	XLON	00361824638TRLO1
18 November 2025 12:28:40	224	607.20	XLON	00361824642TRLO1
18 November 2025 12:30:12	223	607.20	XLON	00361824687TRLO1
18 November 2025 12:32:26	232	607.80	XLON	00361824748TRLO1
18 November 2025 12:39:00	220	607.80	XLON	00361824903TRLO1
18 November 2025 12:39:20	230	608.40	XLON	00361824930TRLO1
18 November 2025 12:40:06	234	608.00	XLON	00361824948TRLO1
18 November 2025 12:45:10	217	607.60	XLON	00361825085TRLO1
18 November 2025 12:59:09	31	608.00	XLON	00361825632TRLO1
18 November 2025 13:00:20	235	607.80	XLON	00361825658TRLO1

18 November 2025 13:00:20	228	607.60	XLON	00361825659TRLO1
18 November 2025 13:01:13	436	607.40	XLON	00361825713TRLO1
18 November 2025 13:01:13	438	606.60	XLON	00361825714TRLO1
18 November 2025 13:01:13	524	606.60	XLON	00361825715TRLO1
18 November 2025 13:01:15	230	606.40	XLON	00361825716TRLO1
18 November 2025 13:01:15	223	606.40	XLON	00361825717TRLO1
18 November 2025 13:01:15	223	606.20	XLON	00361825718TRLO1
18 November 2025 13:01:24	223	605.60	XLON	00361825756TRLO1
18 November 2025 13:03:05	224	606.00	XLON	00361825920TRLO1
18 November 2025 13:03:32	219	605.60	XLON	00361825976TRLO1
18 November 2025 13:09:42	229	606.40	XLON	00361826248TRLO1
18 November 2025 13:16:55	218	606.40	XLON	00361826479TRLO1
18 November 2025 13:16:55	217	606.20	XLON	00361826480TRLO1
18 November 2025 13:17:32	218	606.00	XLON	00361826499TRLO1
18 November 2025 13:19:33	215	606.40	XLON	00361826568TRLO1
18 November 2025 13:22:02	215	606.80	XLON	00361826652TRLO1
18 November 2025 13:22:02	215	606.80	XLON	00361826653TRLO1
18 November 2025 13:26:14	425	608.60	XLON	00361826871TRLO1
18 November 2025 13:26:14	501	608.60	XLON	00361826872TRLO1
18 November 2025 13:26:14	454	608.20	XLON	00361826873TRLO1
18 November 2025 13:29:40	233	608.60	XLON	00361827045TRLO1
18 November 2025 13:33:30	218	608.80	XLON	00361827186TRLO1
18 November 2025 13:34:00	222	608.60	XLON	00361827192TRLO1
18 November 2025 13:36:38	459	608.60	XLON	00361827317TRLO1
18 November 2025 13:38:00	440	608.40	XLON	00361827342TRLO1
18 November 2025 13:39:41	221	609.20	XLON	00361827433TRLO1
18 November 2025 13:39:41	442	609.20	XLON	00361827434TRLO1
18 November 2025 13:41:59	228	609.60	XLON	00361827509TRLO1
18 November 2025 13:41:59	524	609.40	XLON	00361827510TRLO1
18 November 2025 13:42:27	487	609.40	XLON	00361827537TRLO1
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For further information please contact:

Warren Fernandez Company Secretary

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