

21st 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:	20 th November 2025
Aggregate number of ordinary shares purchased:	151,466
Lowest price per share (pence):	604.40
Highest price per share (pence):	619.80
Weighted average price per day (pence):	614.2327

The Company intends to hold the purchased shares in treasury.

Following the above transaction, the Company has 49,445,237 ordinary shares in treasury and has 1,262,030,084 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	614.2327	151,466	604.40	619.80

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
20 November 2025 08:00:09	17	604.40	XLON	00362163807TRLO1
20 November 2025 08:03:15	434	607.80	XLON	00362165774TRLO1
20 November 2025 08:03:30	212	607.20	XLON	00362165884TRLO1
20 November 2025 08:04:33	211	608.20	XLON	00362166557TRLO1
20 November 2025 08:06:07	208	608.60	XLON	00362167553TRLO1
20 November 2025 08:06:51	242	610.20	XLON	00362168035TRLO1
20 November 2025 08:07:13	425	610.80	XLON	00362168195TRLO1
20 November 2025 08:08:31	435	610.20	XLON	00362169007TRLO1
20 November 2025 08:08:47	212	609.40	XLON	00362169179TRLO1
20 November 2025 08:11:58	453	611.20	XLON	00362171098TRLO1
20 November 2025 08:12:05	433	610.80	XLON	00362171134TRLO1
20 November	405		XLON	00362172240TRLO1

2025 08:14:01	403	610.80	XLON	003621722491TRLO1
20 November 2025 08:14:01	451	610.20	XLON	00362172250TRLO1
20 November 2025 08:14:07	211	610.00	XLON	00362172276TRLO1
20 November 2025 08:14:20	212	609.80	XLON	00362172426TRLO1
20 November 2025 08:14:32	222	609.20	XLON	00362172499TRLO1
20 November 2025 08:17:13	215	611.80	XLON	00362173794TRLO1
20 November 2025 08:21:03	216	611.60	XLON	00362175859TRLO1
20 November 2025 08:21:05	226	611.60	XLON	00362175866TRLO1
20 November 2025 08:21:09	127	612.20	XLON	00362175892TRLO1
20 November 2025 08:21:09	14	612.20	XLON	00362175893TRLO1
20 November 2025 08:21:09	207	611.80	XLON	00362175902TRLO1
20 November 2025 08:21:13	218	611.60	XLON	00362175952TRLO1
20 November 2025 08:21:21	219	611.60	XLON	00362175995TRLO1
20 November 2025 08:21:56	226	612.40	XLON	00362176291TRLO1
20 November 2025 08:22:08	210	612.00	XLON	00362176392TRLO1
20 November 2025 08:22:56	223	612.20	XLON	00362176850TRLO1
20 November 2025 08:24:46	225	612.00	XLON	00362178168TRLO1
20 November 2025 08:25:16	214	611.60	XLON	00362178440TRLO1
20 November 2025 08:25:38	224	611.00	XLON	00362178639TRLO1
20 November 2025 08:27:11	210	611.20	XLON	00362179651TRLO1
20 November 2025 08:30:38	224	613.00	XLON	00362182069TRLO1
20 November 2025 08:30:53	212	612.80	XLON	00362182192TRLO1
20 November 2025 08:31:05	380	612.80	XLON	00362182281TRLO1
20 November 2025 08:31:20	215	612.20	XLON	00362182449TRLO1
20 November 2025 08:31:21	213	612.00	XLON	00362182462TRLO1
20 November 2025 08:31:31	221	612.20	XLON	00362182548TRLO1
20 November 2025 08:31:32	222	612.00	XLON	00362182553TRLO1
20 November 2025 08:31:32	209	611.80	XLON	00362182555TRLO1
20 November 2025 08:31:57	74	611.80	XLON	00362182880TRLO1
20 November 2025 08:31:57	140	611.80	XLON	00362182881TRLO1
20 November 2025 08:32:37	211	611.40	XLON	00362183221TRLO1
20 November 2025 08:32:37	222	611.40	XLON	00362183222TRLO1
20 November 2025 08:32:59	224	611.60	XLON	00362183408TRLO1
20 November 2025 08:33:37	219	611.40	XLON	00362183778TRLO1

20 November 2025 08:33:37	214	611.40	XLON	00362183780TRLO1
20 November 2025 08:34:05	215	611.20	XLON	00362184036TRLO1
20 November 2025 08:37:13	220	612.20	XLON	00362185874TRLO1
20 November 2025 08:42:06	487	612.20	XLON	00362189935TRLO1
20 November 2025 08:42:40	227	613.00	XLON	00362190302TRLO1
20 November 2025 08:44:21	213	613.00	XLON	00362191901TRLO1
20 November 2025 08:46:22	414	613.20	XLON	00362193630TRLO1
20 November 2025 08:46:32	396	613.00	XLON	00362193749TRLO1
20 November 2025 08:46:32	26	613.00	XLON	00362193750TRLO1
20 November 2025 08:47:37	179	613.80	XLON	00362194542TRLO1
20 November 2025 08:47:56	413	613.60	XLON	00362194767TRLO1
20 November 2025 08:50:00	415	613.40	XLON	00362196598TRLO1
20 November 2025 08:51:14	221	613.80	XLON	00362197760TRLO1
20 November 2025 08:52:41	448	614.60	XLON	00362199602TRLO1
20 November 2025 08:52:44	430	614.40	XLON	00362199648TRLO1
20 November 2025 08:54:58	218	614.20	XLON	00362201861TRLO1
20 November 2025 08:54:58	218	614.20	XLON	00362201862TRLO1
20 November 2025 08:55:02	216	614.20	XLON	00362201894TRLO1
20 November 2025 08:55:10	51	613.80	XLON	00362201973TRLO1
20 November 2025 08:56:32	428	614.20	XLON	00362203634TRLO1
20 November 2025 08:59:46	441	614.80	XLON	00362206109TRLO1
20 November 2025 09:00:37	424	614.60	XLON	00362206710TRLO1
20 November 2025 09:00:37	438	614.40	XLON	00362206711TRLO1
20 November 2025 09:00:54	438	614.40	XLON	00362206925TRLO1
20 November 2025 09:01:51	414	614.20	XLON	00362207543TRLO1
20 November 2025 09:01:51	216	614.00	XLON	00362207544TRLO1
20 November 2025 09:04:41	208	614.60	XLON	00362209549TRLO1
20 November 2025 09:05:06	210	614.60	XLON	00362209871TRLO1
20 November 2025 09:05:47	223	614.40	XLON	00362210490TRLO1
20 November 2025 09:05:57	222	614.60	XLON	00362210591TRLO1
20 November 2025 09:06:00	220	614.40	XLON	00362210615TRLO1
20 November 2025 09:07:21	208	614.20	XLON	00362211825TRLO1
20 November 2025 09:07:21	224	614.00	XLON	00362211826TRLO1
20 November	224		XLON	00362211827TRLO1

2025 09:07:21	224	613.80	XLON	0036221956TRLO1
20 November 2025 09:07:27	224	613.40	XLON	00362211956TRLO1
20 November 2025 09:10:10	215	613.00	XLON	00362213887TRLO1
20 November 2025 09:10:10	214	613.00	XLON	00362213888TRLO1
20 November 2025 09:10:55	207	613.20	XLON	00362214643TRLO1
20 November 2025 09:13:16	224	613.40	XLON	00362217902TRLO1
20 November 2025 09:13:34	212	613.20	XLON	00362218336TRLO1
20 November 2025 09:14:23	212	613.00	XLON	00362219519TRLO1
20 November 2025 09:16:56	213	612.80	XLON	00362222560TRLO1
20 November 2025 09:19:10	214	612.20	XLON	00362225514TRLO1
20 November 2025 09:20:06	215	613.00	XLON	00362226644TRLO1
20 November 2025 09:20:29	222	612.80	XLON	00362226964TRLO1
20 November 2025 09:21:51	217	612.80	XLON	00362228178TRLO1
20 November 2025 09:24:29	225	613.00	XLON	00362230211TRLO1
20 November 2025 09:27:20	212	612.80	XLON	00362232524TRLO1
20 November 2025 09:27:48	211	612.20	XLON	00362233069TRLO1
20 November 2025 09:27:48	1	612.20	XLON	00362233070TRLO1
20 November 2025 09:27:49	331	612.20	XLON	00362233076TRLO1
20 November 2025 09:28:00	129	612.20	XLON	00362233195TRLO1
20 November 2025 09:29:05	210	612.20	XLON	00362233846TRLO1
20 November 2025 09:32:23	430	611.80	XLON	00362236868TRLO1
20 November 2025 09:34:47	123	611.60	XLON	00362238283TRLO1
20 November 2025 09:35:56	99	611.60	XLON	00362239114TRLO1
20 November 2025 09:35:56	123	611.60	XLON	00362239115TRLO1
20 November 2025 09:37:55	211	611.60	XLON	00362240310TRLO1
20 November 2025 09:38:05	380	611.60	XLON	00362240524TRLO1
20 November 2025 09:39:02	59	611.60	XLON	00362241320TRLO1
20 November 2025 09:39:02	30	611.60	XLON	00362241321TRLO1
20 November 2025 09:39:02	131	611.60	XLON	00362241322TRLO1
20 November 2025 09:39:53	219	611.20	XLON	00362241997TRLO1
20 November 2025 09:45:02	226	611.40	XLON	00362246121TRLO1
20 November 2025 09:45:02	134	611.40	XLON	00362246122TRLO1
20 November 2025 09:45:02	91	611.40	XLON	00362246123TRLO1
20 November 2025 09:45:12	347	611.00	XLON	00362246223TRLO1

20 November 2025 09:45:12	104	611.00	XLON	00362246224TRLO1
20 November 2025 09:45:12	662	611.20	XLON	00362246225TRLO1
20 November 2025 09:47:57	510	611.20	XLON	00362248005TRLO1
20 November 2025 09:47:57	122	611.20	XLON	00362248006TRLO1
20 November 2025 09:51:36	220	611.20	XLON	00362250567TRLO1
20 November 2025 09:52:44	221	611.00	XLON	00362251333TRLO1
20 November 2025 09:53:49	438	611.40	XLON	00362252268TRLO1
20 November 2025 09:54:30	416	611.00	XLON	00362252765TRLO1
20 November 2025 09:54:31	419	610.80	XLON	00362252781TRLO1
20 November 2025 09:58:16	216	611.20	XLON	00362254255TRLO1
20 November 2025 09:58:20	213	612.60	XLON	00362254262TRLO1
20 November 2025 09:58:20	217	612.40	XLON	00362254263TRLO1
20 November 2025 09:59:00	219	612.40	XLON	00362254426TRLO1
20 November 2025 09:59:11	225	612.40	XLON	00362254470TRLO1
20 November 2025 09:59:36	219	612.40	XLON	00362254536TRLO1
20 November 2025 10:00:02	219	612.00	XLON	00362254607TRLO1
20 November 2025 10:00:06	214	611.60	XLON	00362254617TRLO1
20 November 2025 10:00:07	213	611.80	XLON	00362254618TRLO1
20 November 2025 10:00:07	12	611.80	XLON	00362254619TRLO1
20 November 2025 10:00:07	212	612.40	XLON	00362254620TRLO1
20 November 2025 10:03:53	430	613.80	XLON	00362254748TRLO1
20 November 2025 10:07:21	17	613.80	XLON	00362254956TRLO1
20 November 2025 10:08:25	415	613.80	XLON	00362254996TRLO1
20 November 2025 10:08:31	432	613.40	XLON	00362255000TRLO1
20 November 2025 10:08:45	422	613.20	XLON	00362255003TRLO1
20 November 2025 10:12:07	11	613.40	XLON	00362255169TRLO1
20 November 2025 10:12:07	9	613.40	XLON	00362255170TRLO1
20 November 2025 10:16:11	208	613.60	XLON	00362255337TRLO1
20 November 2025 10:16:41	541	613.40	XLON	00362255372TRLO1
20 November 2025 10:17:38	433	613.60	XLON	00362255433TRLO1
20 November 2025 10:23:12	81	613.80	XLON	00362255585TRLO1
20 November 2025 10:23:12	577	613.80	XLON	00362255586TRLO1
20 November 2025 10:23:12	381	613.80	XLON	00362255587TRLO1
20 November 2025 10:23:12	207	613.80	XLON	00362255588TRLO1

2025 10:23:12		613.80		
20 November 2025 10:25:29	208	614.20	XLON	00362255646TRLO1
20 November 2025 10:26:14	245	614.20	XLON	00362255671TRLO1
20 November 2025 10:27:14	151	614.20	XLON	00362255692TRLO1
20 November 2025 10:27:14	62	614.20	XLON	00362255693TRLO1
20 November 2025 10:28:06	449	614.00	XLON	00362255708TRLO1
20 November 2025 10:28:06	305	614.00	XLON	00362255709TRLO1
20 November 2025 10:30:36	530	614.60	XLON	00362255797TRLO1
20 November 2025 10:30:36	6	614.60	XLON	00362255798TRLO1
20 November 2025 10:31:26	228	614.60	XLON	00362255826TRLO1
20 November 2025 10:34:08	439	615.00	XLON	00362255929TRLO1
20 November 2025 10:34:48	428	614.80	XLON	00362255965TRLO1
20 November 2025 10:34:48	2,357	614.80	XLON	00362255967TRLO1
20 November 2025 10:35:19	222	614.60	XLON	00362255990TRLO1
20 November 2025 10:35:30	224	614.60	XLON	00362255992TRLO1
20 November 2025 10:36:28	221	614.60	XLON	00362256058TRLO1
20 November 2025 10:36:28	221	614.60	XLON	00362256059TRLO1
20 November 2025 10:36:28	214	614.40	XLON	00362256060TRLO1
20 November 2025 10:36:36	215	614.00	XLON	00362256069TRLO1
20 November 2025 10:36:36	215	614.00	XLON	00362256070TRLO1
20 November 2025 10:37:08	215	613.60	XLON	00362256088TRLO1
20 November 2025 10:37:58	226	613.40	XLON	00362256118TRLO1
20 November 2025 10:38:32	211	614.20	XLON	00362256141TRLO1
20 November 2025 10:42:28	431	614.00	XLON	00362256333TRLO1
20 November 2025 10:42:28	423	613.80	XLON	00362256334TRLO1
20 November 2025 10:47:43	429	613.80	XLON	00362256523TRLO1
20 November 2025 10:49:28	217	614.20	XLON	00362256546TRLO1
20 November 2025 10:53:30	214	614.20	XLON	00362256648TRLO1
20 November 2025 10:58:04	221	614.60	XLON	00362256777TRLO1
20 November 2025 10:59:02	643	614.80	XLON	00362256789TRLO1
20 November 2025 11:00:03	636	614.40	XLON	00362256810TRLO1
20 November 2025 11:03:05	438	614.20	XLON	00362256885TRLO1
20 November 2025 11:05:50	351	614.00	XLON	00362257025TRLO1
20 November 2025 11:05:50	83	614.00	XLON	00362257026TRLO1

20 November 2025 11:05:50	217	614.00	XLON	00362257027TRLO1
20 November 2025 11:06:15	22	613.40	XLON	00362257041TRLO1
20 November 2025 11:06:16	634	613.40	XLON	00362257042TRLO1
20 November 2025 11:06:24	425	613.40	XLON	00362257045TRLO1
20 November 2025 11:06:24	421	613.40	XLON	00362257046TRLO1
20 November 2025 11:07:24	442	613.00	XLON	00362257062TRLO1
20 November 2025 11:07:24	37	612.80	XLON	00362257063TRLO1
20 November 2025 11:07:24	383	612.80	XLON	00362257064TRLO1
20 November 2025 11:07:24	420	612.40	XLON	00362257065TRLO1
20 November 2025 11:07:40	441	612.00	XLON	00362257070TRLO1
20 November 2025 11:07:41	124	611.80	XLON	00362257071TRLO1
20 November 2025 11:07:44	305	611.80	XLON	00362257072TRLO1
20 November 2025 11:07:44	124	611.80	XLON	00362257073TRLO1
20 November 2025 11:08:08	217	611.80	XLON	00362257075TRLO1
20 November 2025 11:08:08	217	612.00	XLON	00362257076TRLO1
20 November 2025 11:08:19	210	611.40	XLON	00362257079TRLO1
20 November 2025 11:14:37	33	611.60	XLON	00362257222TRLO1
20 November 2025 11:14:39	60	611.60	XLON	00362257223TRLO1
20 November 2025 11:14:39	382	611.60	XLON	00362257224TRLO1
20 November 2025 11:16:30	60	611.20	XLON	00362257260TRLO1
20 November 2025 11:16:30	382	611.20	XLON	00362257261TRLO1
20 November 2025 11:19:02	5	611.80	XLON	00362257319TRLO1
20 November 2025 11:25:10	222	612.00	XLON	00362257475TRLO1
20 November 2025 11:31:47	207	612.20	XLON	00362257705TRLO1
20 November 2025 11:35:30	206	612.20	XLON	00362257847TRLO1
20 November 2025 11:35:30	207	612.20	XLON	00362257848TRLO1
20 November 2025 11:40:04	26	611.60	XLON	00362258009TRLO1
20 November 2025 11:41:34	423	611.60	XLON	00362258058TRLO1
20 November 2025 11:41:34	250	611.60	XLON	00362258059TRLO1
20 November 2025 11:41:34	673	611.80	XLON	00362258060TRLO1
20 November 2025 11:41:38	449	611.40	XLON	00362258061TRLO1
20 November 2025 11:42:57	450	611.00	XLON	00362258179TRLO1
20 November 2025 12:00:56	643	611.00	XLON	00362259040TRLO1
20 November 2025 12:01:24	214	611.00	XLON	00362259082TRLO1

2025 12:01:31		611.00		
20 November 2025 12:01:53	217	611.00	XLON	00362259094TRLO1
20 November 2025 12:02:31	629	610.40	XLON	00362259125TRLO1
20 November 2025 12:02:31	209	610.40	XLON	00362259126TRLO1
20 November 2025 12:02:39	647	610.00	XLON	00362259129TRLO1
20 November 2025 12:02:40	668	610.40	XLON	00362259130TRLO1
20 November 2025 12:05:03	207	610.20	XLON	00362259228TRLO1
20 November 2025 12:05:03	622	610.20	XLON	00362259229TRLO1
20 November 2025 12:06:34	29	610.20	XLON	00362259268TRLO1
20 November 2025 12:06:34	416	610.20	XLON	00362259269TRLO1
20 November 2025 12:09:31	69	610.80	XLON	00362259411TRLO1
20 November 2025 12:09:31	146	610.80	XLON	00362259412TRLO1
20 November 2025 12:24:34	52	611.80	XLON	00362260099TRLO1
20 November 2025 12:27:01	1,054	612.00	XLON	00362260168TRLO1
20 November 2025 12:27:34	299	612.00	XLON	00362260189TRLO1
20 November 2025 12:27:34	864	612.00	XLON	00362260190TRLO1
20 November 2025 12:27:36	13	612.00	XLON	00362260191TRLO1
20 November 2025 12:27:46	484	612.60	XLON	00362260195TRLO1
20 November 2025 12:28:31	472	612.80	XLON	00362260213TRLO1
20 November 2025 12:28:31	178	612.80	XLON	00362260214TRLO1
20 November 2025 12:32:39	158	612.80	XLON	00362260370TRLO1
20 November 2025 12:37:05	530	613.80	XLON	00362260483TRLO1
20 November 2025 12:37:32	448	613.60	XLON	00362260502TRLO1
20 November 2025 12:38:05	443	613.40	XLON	00362260519TRLO1
20 November 2025 12:42:29	152	613.60	XLON	00362260648TRLO1
20 November 2025 12:42:29	132	613.60	XLON	00362260649TRLO1
20 November 2025 12:43:24	530	613.60	XLON	00362260674TRLO1
20 November 2025 12:43:48	340	613.60	XLON	00362260679TRLO1
20 November 2025 12:45:27	825	613.80	XLON	00362260712TRLO1
20 November 2025 12:51:41	182	614.40	XLON	00362260854TRLO1
20 November 2025 12:51:59	33	614.40	XLON	00362260855TRLO1
20 November 2025 12:56:56	448	614.40	XLON	00362260988TRLO1
20 November 2025 12:56:56	530	614.40	XLON	00362260989TRLO1
20 November 2025 12:56:57	448	614.20	XLON	00362260991TRLO1

20 November 2025 12:57:35	133	614.20	XLON	00362261004TRLO1
20 November 2025 12:57:35	86	614.20	XLON	00362261005TRLO1
20 November 2025 12:57:35	429	613.80	XLON	00362261006TRLO1
20 November 2025 12:58:56	441	613.40	XLON	00362261033TRLO1
20 November 2025 12:59:51	114	613.00	XLON	00362261052TRLO1
20 November 2025 13:04:56	207	612.80	XLON	00362261244TRLO1
20 November 2025 13:07:26	260	613.20	XLON	00362261312TRLO1
20 November 2025 13:12:50	216	614.00	XLON	00362261498TRLO1
20 November 2025 13:13:28	530	614.00	XLON	00362261515TRLO1
20 November 2025 13:13:28	33	614.00	XLON	00362261516TRLO1
20 November 2025 13:13:28	221	613.80	XLON	00362261517TRLO1
20 November 2025 13:13:50	530	613.80	XLON	00362261521TRLO1
20 November 2025 13:13:50	18	613.80	XLON	00362261522TRLO1
20 November 2025 13:14:26	210	613.80	XLON	00362261527TRLO1
20 November 2025 13:15:23	208	613.60	XLON	00362261552TRLO1
20 November 2025 13:16:09	208	613.40	XLON	00362261563TRLO1
20 November 2025 13:16:09	208	613.40	XLON	00362261564TRLO1
20 November 2025 13:16:28	211	613.00	XLON	00362261565TRLO1
20 November 2025 13:17:18	142	612.60	XLON	00362261597TRLO1
20 November 2025 13:17:18	66	612.60	XLON	00362261598TRLO1
20 November 2025 13:22:13	193	612.80	XLON	00362261745TRLO1
20 November 2025 13:23:59	33	612.80	XLON	00362261845TRLO1
20 November 2025 13:23:59	272	612.80	XLON	00362261846TRLO1
20 November 2025 13:24:11	637	612.60	XLON	00362261850TRLO1
20 November 2025 13:25:54	174	612.60	XLON	00362261898TRLO1
20 November 2025 13:25:54	242	612.60	XLON	00362261899TRLO1
20 November 2025 13:26:38	415	612.40	XLON	00362261920TRLO1
20 November 2025 13:26:38	453	612.60	XLON	00362261921TRLO1
20 November 2025 13:27:04	454	613.00	XLON	00362261939TRLO1
20 November 2025 13:30:14	354	613.80	XLON	00362262064TRLO1
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For further information please contact:

Warren Fernandez Company Secretary

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