

25th 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:	24 th November 2025
Aggregate number of ordinary shares purchased:	158,031
Lowest price per share (pence):	565.40
Highest price per share (pence):	577.40
Weighted average price per day (pence):	571.8046

The Company intends to hold the purchased shares in treasury.

Following the above transaction, the Company has 49,751,538 ordinary shares in treasury and has 1,261,723,783 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	571.8046	158,031	565.40	577.40

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
24 November 2025 08:00:53	210	571.80	XLON	00362558274TRLO1
24 November 2025 08:03:57	210	570.60	XLON	00362560432TRLO1
24 November 2025 08:03:57	210	570.60	XLON	00362560433TRLO1
24 November 2025 08:03:58	210	570.00	XLON	00362560439TRLO1
24 November 2025 08:04:01	210	569.60	XLON	00362560481TRLO1
24 November 2025 08:06:21	446	570.80	XLON	00362561973TRLO1
24 November 2025 08:06:22	436	570.60	XLON	00362561977TRLO1
24 November 2025 08:06:31	206	570.40	XLON	00362562064TRLO1
24 November 2025 08:06:31	205	570.40	XLON	00362562066TRLO1
24 November 2025 08:06:32	21	570.40	XLON	00362562082TRLO1
24 November 2025 08:06:32	186	570.40	XLON	00362562083TRLO1
24 November 2025 08:06:32	100	570.40	XLON	00362562077TRLO1

2025 08:10:31	409	574.20	XLON	00362565077TRLO1
24 November 2025 08:10:34	208	573.80	XLON	00362565120TRLO1
24 November 2025 08:13:05	300	575.20	XLON	00362567027TRLO1
24 November 2025 08:13:18	428	575.20	XLON	00362567208TRLO1
24 November 2025 08:13:24	211	575.00	XLON	00362567268TRLO1
24 November 2025 08:13:35	211	574.60	XLON	00362567415TRLO1
24 November 2025 08:15:31	211	575.80	XLON	00362568582TRLO1
24 November 2025 08:17:01	429	575.60	XLON	00362569872TRLO1
24 November 2025 08:18:03	422	575.80	XLON	00362570573TRLO1
24 November 2025 08:18:29	415	575.20	XLON	00362570841TRLO1
24 November 2025 08:19:04	410	574.80	XLON	00362571277TRLO1
24 November 2025 08:23:30	1	573.00	XLON	00362574279TRLO1
24 November 2025 08:23:59	634	573.00	XLON	00362574596TRLO1
24 November 2025 08:24:16	424	573.20	XLON	00362574762TRLO1
24 November 2025 08:26:39	700	573.20	XLON	00362576077TRLO1
24 November 2025 08:26:39	18	573.20	XLON	00362576078TRLO1
24 November 2025 08:28:06	415	573.20	XLON	00362577092TRLO1
24 November 2025 08:28:18	431	573.20	XLON	00362577263TRLO1
24 November 2025 08:29:03	439	572.80	XLON	00362577686TRLO1
24 November 2025 08:32:02	417	573.40	XLON	00362579804TRLO1
24 November 2025 08:33:23	428	573.20	XLON	00362580729TRLO1
24 November 2025 08:33:23	214	573.20	XLON	00362580730TRLO1
24 November 2025 08:33:31	5	572.60	XLON	00362580823TRLO1
24 November 2025 08:33:33	611	572.60	XLON	00362580850TRLO1
24 November 2025 08:34:13	636	572.00	XLON	00362581281TRLO1
24 November 2025 08:35:28	7	571.40	XLON	00362582110TRLO1
24 November 2025 08:35:35	441	571.40	XLON	00362582191TRLO1
24 November 2025 08:36:29	7	570.80	XLON	00362582714TRLO1
24 November 2025 08:36:46	416	570.80	XLON	00362582900TRLO1
24 November 2025 08:36:46	7	570.80	XLON	00362582901TRLO1
24 November 2025 08:38:28	9	570.60	XLON	00362583841TRLO1
24 November 2025 08:39:28	11	570.60	XLON	00362584410TRLO1
24 November 2025 08:39:28	192	570.60	XLON	00362584411TRLO1
24 November 2025 08:41:35	212	571.60	XLON	00362585674TRLO1

24 November 2025 08:44:43	205	572.60	XLON	00362587466TRLO1
24 November 2025 08:44:43	205	572.60	XLON	00362587467TRLO1
24 November 2025 08:49:30	436	572.80	XLON	00362590389TRLO1
24 November 2025 08:57:10	443	575.40	XLON	00362595495TRLO1
24 November 2025 08:58:20	800	575.40	XLON	00362596254TRLO1
24 November 2025 08:58:20	374	575.40	XLON	00362596255TRLO1
24 November 2025 08:58:30	442	574.80	XLON	00362596358TRLO1
24 November 2025 09:00:02	205	574.40	XLON	00362597296TRLO1
24 November 2025 09:00:02	410	574.40	XLON	00362597297TRLO1
24 November 2025 09:00:47	667	575.00	XLON	00362597787TRLO1
24 November 2025 09:02:48	630	575.00	XLON	00362599099TRLO1
24 November 2025 09:07:42	844	575.00	XLON	00362602363TRLO1
24 November 2025 09:09:08	653	575.00	XLON	00362603293TRLO1
24 November 2025 09:11:49	643	575.80	XLON	00362605248TRLO1
24 November 2025 09:13:06	652	575.40	XLON	00362606370TRLO1
24 November 2025 09:16:21	223	575.00	XLON	00362608336TRLO1
24 November 2025 09:16:21	500	575.00	XLON	00362608337TRLO1
24 November 2025 09:18:31	6	575.00	XLON	00362610164TRLO1
24 November 2025 09:20:13	433	575.60	XLON	00362611367TRLO1
24 November 2025 09:20:16	448	575.40	XLON	00362611401TRLO1
24 November 2025 09:20:52	432	575.20	XLON	00362611858TRLO1
24 November 2025 09:20:54	440	575.00	XLON	00362611882TRLO1
24 November 2025 09:21:21	443	575.00	XLON	00362612187TRLO1
24 November 2025 09:22:07	418	574.20	XLON	00362612689TRLO1
24 November 2025 09:22:13	446	574.80	XLON	00362612786TRLO1
24 November 2025 09:22:29	217	575.00	XLON	00362612946TRLO1
24 November 2025 09:22:29	218	575.00	XLON	00362612947TRLO1
24 November 2025 09:22:32	442	574.60	XLON	00362612969TRLO1
24 November 2025 09:22:32	215	574.20	XLON	00362612970TRLO1
24 November 2025 09:26:30	206	574.40	XLON	00362616667TRLO1
24 November 2025 09:26:40	224	575.00	XLON	00362616841TRLO1
24 November 2025 09:28:56	185	574.80	XLON	00362618632TRLO1
24 November 2025 09:28:56	37	574.80	XLON	00362618633TRLO1
24 November	218		XLON	00362618640TRLO1

2025 09:28:57		574.80		
24 November 2025 09:29:02	209	574.80	XLON	00362618700TRLO1
24 November 2025 09:29:32	213	574.80	XLON	00362619041TRLO1
24 November 2025 09:31:59	210	574.80	XLON	00362622040TRLO1
24 November 2025 09:32:28	212	575.00	XLON	00362622558TRLO1
24 November 2025 09:34:28	26	575.20	XLON	00362624452TRLO1
24 November 2025 09:37:29	26	576.40	XLON	00362627556TRLO1
24 November 2025 09:37:29	399	576.40	XLON	00362627557TRLO1
24 November 2025 09:38:44	24	576.20	XLON	00362628653TRLO1
24 November 2025 09:44:21	447	577.20	XLON	00362634259TRLO1
24 November 2025 09:44:57	446	577.00	XLON	00362634828TRLO1
24 November 2025 09:44:57	413	576.60	XLON	00362634843TRLO1
24 November 2025 09:45:09	58	576.80	XLON	00362635048TRLO1
24 November 2025 09:45:09	390	576.80	XLON	00362635049TRLO1
24 November 2025 09:45:24	203	576.60	XLON	00362635267TRLO1
24 November 2025 09:45:24	221	576.60	XLON	00362635268TRLO1
24 November 2025 09:46:28	13	576.60	XLON	00362636085TRLO1
24 November 2025 09:50:04	225	577.20	XLON	00362638831TRLO1
24 November 2025 09:50:04	224	577.20	XLON	00362638832TRLO1
24 November 2025 09:51:25	205	577.00	XLON	00362639998TRLO1
24 November 2025 09:51:25	205	577.00	XLON	00362639999TRLO1
24 November 2025 09:55:29	21	577.00	XLON	00362643113TRLO1
24 November 2025 09:58:28	223	577.20	XLON	00362645086TRLO1
24 November 2025 09:58:28	224	577.20	XLON	00362645087TRLO1
24 November 2025 10:00:21	438	576.80	XLON	00362645568TRLO1
24 November 2025 10:01:17	414	577.40	XLON	00362645640TRLO1
24 November 2025 10:02:53	447	577.20	XLON	00362645699TRLO1
24 November 2025 10:03:21	414	577.00	XLON	00362645717TRLO1
24 November 2025 10:05:39	211	576.80	XLON	00362645761TRLO1
24 November 2025 10:09:26	216	577.00	XLON	00362645868TRLO1
24 November 2025 10:10:12	557	576.80	XLON	00362645884TRLO1
24 November 2025 10:11:28	105	576.60	XLON	00362645930TRLO1
24 November 2025 10:12:05	119	576.60	XLON	00362645958TRLO1
24 November 2025 10:12:05	105	576.60	XLON	00362645959TRLO1

24 November 2025 10:12:15	215	576.40	XLON	00362645964TRLO1
24 November 2025 10:12:37	222	576.00	XLON	00362645995TRLO1
24 November 2025 10:13:17	210	575.60	XLON	00362646003TRLO1
24 November 2025 10:17:15	657	576.00	XLON	00362646166TRLO1
24 November 2025 10:19:55	431	575.60	XLON	00362646236TRLO1
24 November 2025 10:19:55	236	575.60	XLON	00362646237TRLO1
24 November 2025 10:22:28	411	576.40	XLON	00362646329TRLO1
24 November 2025 10:22:28	206	576.40	XLON	00362646330TRLO1
24 November 2025 10:22:42	671	576.60	XLON	00362646336TRLO1
24 November 2025 10:22:52	443	576.20	XLON	00362646337TRLO1
24 November 2025 10:23:08	416	575.60	XLON	00362646345TRLO1
24 November 2025 10:23:44	415	575.20	XLON	00362646367TRLO1
24 November 2025 10:26:34	32	574.80	XLON	00362646453TRLO1
24 November 2025 10:34:24	655	574.80	XLON	00362646656TRLO1
24 November 2025 10:34:24	661	574.80	XLON	00362646657TRLO1
24 November 2025 10:34:27	69	574.80	XLON	00362646658TRLO1
24 November 2025 10:34:27	372	574.80	XLON	00362646659TRLO1
24 November 2025 10:34:27	427	574.60	XLON	00362646660TRLO1
24 November 2025 10:34:34	427	574.20	XLON	00362646663TRLO1
24 November 2025 10:34:34	424	574.20	XLON	00362646664TRLO1
24 November 2025 10:37:31	216	573.80	XLON	00362646895TRLO1
24 November 2025 10:37:34	217	573.60	XLON	00362646896TRLO1
24 November 2025 10:39:39	212	573.60	XLON	00362647124TRLO1
24 November 2025 10:43:28	17	573.40	XLON	00362647261TRLO1
24 November 2025 10:43:45	415	573.40	XLON	00362647275TRLO1
24 November 2025 10:44:28	11	573.00	XLON	00362647318TRLO1
24 November 2025 10:45:56	443	573.20	XLON	00362647372TRLO1
24 November 2025 10:53:59	663	573.20	XLON	00362647658TRLO1
24 November 2025 10:54:06	620	572.60	XLON	00362647677TRLO1
24 November 2025 10:56:30	27	573.40	XLON	00362647832TRLO1
24 November 2025 10:56:30	385	573.40	XLON	00362647833TRLO1
24 November 2025 10:59:28	222	573.60	XLON	00362647919TRLO1
24 November 2025 11:01:29	219	573.20	XLON	00362647993TRLO1
24 November 2025 11:01:29	218	573.20	XLON	00362647994TRLO1

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24 November 2025 11:02:28	418	572.80	XLON	00362648042TRLO1
24 November 2025 11:02:28	188	572.80	XLON	00362648043TRLO1
24 November 2025 11:02:28	21	572.80	XLON	00362648044TRLO1
24 November 2025 11:04:55	411	572.80	XLON	00362648116TRLO1
24 November 2025 11:05:17	223	572.60	XLON	00362648129TRLO1
24 November 2025 11:05:17	222	572.60	XLON	00362648130TRLO1
24 November 2025 11:08:08	265	571.80	XLON	00362648186TRLO1
24 November 2025 11:08:08	354	571.80	XLON	00362648187TRLO1
24 November 2025 11:12:23	672	571.80	XLON	00362648326TRLO1
24 November 2025 11:15:21	418	571.80	XLON	00362648426TRLO1
24 November 2025 11:27:19	222	572.80	XLON	00362648850TRLO1
24 November 2025 11:27:19	221	572.80	XLON	00362648851TRLO1
24 November 2025 11:27:19	222	572.80	XLON	00362648852TRLO1
24 November 2025 11:28:31	411	572.20	XLON	00362648886TRLO1
24 November 2025 11:28:31	205	572.20	XLON	00362648887TRLO1
24 November 2025 11:33:13	214	571.80	XLON	00362649001TRLO1
24 November 2025 11:33:13	429	571.80	XLON	00362649002TRLO1
24 November 2025 11:33:54	652	571.00	XLON	00362649020TRLO1
24 November 2025 11:36:40	398	571.40	XLON	00362649148TRLO1
24 November 2025 11:37:48	222	571.80	XLON	00362649178TRLO1
24 November 2025 11:42:47	210	571.20	XLON	00362649370TRLO1
24 November 2025 11:42:47	209	571.20	XLON	00362649371TRLO1
24 November 2025 11:43:41	438	571.00	XLON	00362649382TRLO1
24 November 2025 11:45:05	446	571.60	XLON	00362649416TRLO1
24 November 2025 11:46:19	137	571.20	XLON	00362649466TRLO1
24 November 2025 11:46:19	280	571.20	XLON	00362649467TRLO1
24 November 2025 11:55:28	217	573.40	XLON	00362649690TRLO1
24 November 2025 11:55:43	217	573.60	XLON	00362649697TRLO1
24 November 2025 11:56:34	75	573.60	XLON	00362649713TRLO1
24 November 2025 11:58:16	216	573.60	XLON	00362649770TRLO1
24 November 2025 11:58:24	223	573.20	XLON	00362649774TRLO1
24 November 2025 11:58:24	223	573.20	XLON	00362649775TRLO1
24 November 2025 11:58:24	446	573.20	XLON	00362649776TRLO1

24 November 2025 11:59:01	220	572.80	XLON	00362649785TRLO1
24 November 2025 11:59:01	220	572.80	XLON	00362649786TRLO1
24 November 2025 12:00:05	407	572.60	XLON	00362649810TRLO1
24 November 2025 12:00:05	27	572.60	XLON	00362649811TRLO1
24 November 2025 12:03:31	207	571.80	XLON	00362649893TRLO1
24 November 2025 12:03:31	207	571.80	XLON	00362649894TRLO1
24 November 2025 12:03:40	425	571.60	XLON	00362649899TRLO1
24 November 2025 12:04:28	73	571.20	XLON	00362649929TRLO1
24 November 2025 12:07:28	208	571.60	XLON	00362649973TRLO1
24 November 2025 12:07:28	208	571.60	XLON	00362649974TRLO1
24 November 2025 12:09:28	25	571.40	XLON	00362650006TRLO1
24 November 2025 12:10:29	78	571.40	XLON	00362650025TRLO1
24 November 2025 12:10:29	315	571.40	XLON	00362650026TRLO1
24 November 2025 12:19:30	70	570.80	XLON	00362650204TRLO1
24 November 2025 12:19:30	372	570.80	XLON	00362650205TRLO1
24 November 2025 12:22:18	641	570.80	XLON	00362650301TRLO1
24 November 2025 12:23:34	327	570.80	XLON	00362650333TRLO1
24 November 2025 12:23:34	117	570.80	XLON	00362650334TRLO1
24 November 2025 12:29:31	70	570.80	XLON	00362650447TRLO1
24 November 2025 12:30:05	433	571.20	XLON	00362650453TRLO1
24 November 2025 12:30:12	418	570.80	XLON	00362650460TRLO1
24 November 2025 12:33:29	75	571.00	XLON	00362650559TRLO1
24 November 2025 12:33:29	367	571.00	XLON	00362650560TRLO1
24 November 2025 12:35:24	420	570.80	XLON	00362650603TRLO1
24 November 2025 12:35:51	565	570.40	XLON	00362650616TRLO1
24 November 2025 12:35:51	360	570.40	XLON	00362650617TRLO1
24 November 2025 12:37:29	48	570.20	XLON	00362650667TRLO1
24 November 2025 12:39:29	54	570.20	XLON	00362650701TRLO1
24 November 2025 12:39:29	395	570.20	XLON	00362650702TRLO1
24 November 2025 12:40:06	426	570.80	XLON	00362650731TRLO1
24 November 2025 12:42:20	208	570.40	XLON	00362650889TRLO1
24 November 2025 12:46:10	219	570.40	XLON	00362650980TRLO1
24 November 2025 12:46:28	213	570.20	XLON	00362650989TRLO1
24 November 2025 12:48:52	417	571.00	XLON	00362651045TRLO1

2025 12:46:33		571.00		
24 November 2025 12:49:28	69	570.80	XLON	00362651055TRLO1
24 November 2025 12:50:28	100	570.80	XLON	00362651081TRLO1
24 November 2025 12:50:41	265	570.80	XLON	00362651083TRLO1
24 November 2025 12:50:41	69	570.80	XLON	00362651084TRLO1
24 November 2025 12:50:41	166	570.80	XLON	00362651085TRLO1
24 November 2025 12:51:16	500	570.80	XLON	00362651107TRLO1
24 November 2025 12:51:16	51	570.80	XLON	00362651108TRLO1
24 November 2025 12:51:16	100	570.80	XLON	00362651109TRLO1
24 November 2025 12:51:28	448	570.60	XLON	00362651118TRLO1
24 November 2025 12:51:28	224	570.60	XLON	00362651119TRLO1
24 November 2025 12:52:29	65	570.40	XLON	00362651139TRLO1
24 November 2025 12:52:29	358	570.40	XLON	00362651140TRLO1
24 November 2025 12:53:33	421	570.40	XLON	00362651165TRLO1
24 November 2025 13:04:23	94	571.20	XLON	00362651490TRLO1
24 November 2025 13:04:23	528	571.20	XLON	00362651491TRLO1
24 November 2025 13:06:40	626	571.20	XLON	00362651593TRLO1
24 November 2025 13:09:28	45	571.40	XLON	00362651678TRLO1
24 November 2025 13:16:45	425	572.60	XLON	00362651911TRLO1
24 November 2025 13:25:00	653	572.80	XLON	00362652173TRLO1
24 November 2025 13:25:00	654	572.80	XLON	00362652174TRLO1
24 November 2025 13:26:53	437	572.80	XLON	00362652233TRLO1
24 November 2025 13:30:36	655	572.80	XLON	00362652366TRLO1
24 November 2025 13:32:15	254	572.60	XLON	00362652400TRLO1
24 November 2025 13:32:28	656	572.20	XLON	00362652408TRLO1
24 November 2025 13:32:54	428	571.80	XLON	00362652415TRLO1
24 November 2025 13:32:54	214	571.80	XLON	00362652416TRLO1
24 November 2025 13:34:47	410	571.20	XLON	00362652561TRLO1
24 November 2025 13:34:47	205	571.20	XLON	00362652562TRLO1
24 November 2025 13:35:34	442	571.40	XLON	00362652601TRLO1
24 November 2025 13:35:41	412	571.40	XLON	00362652606TRLO1
24 November 2025 13:36:13	410	571.00	XLON	00362652645TRLO1
24 November 2025 13:38:29	434	570.40	XLON	00362652829TRLO1
24 November 2025 13:40:47	447	569.20	XLON	00362652892TRLO1

24 November 2025 13:41:29	419	570.80	XLON	00362652942TRLO1
24 November 2025 13:42:23	439	570.40	XLON	00362653024TRLO1
24 November 2025 13:46:42	123	569.60	XLON	00362653140TRLO1
24 November 2025 13:46:42	511	569.60	XLON	00362653141TRLO1
24 November 2025 13:47:48	22	569.00	XLON	00362653177TRLO1
24 November 2025 13:48:29	12	569.00	XLON	00362653205TRLO1
24 November 2025 13:48:29	593	569.00	XLON	00362653206TRLO1
24 November 2025 13:53:32	21	568.80	XLON	00362653397TRLO1
24 November 2025 13:53:32	413	568.80	XLON	00362653398TRLO1
24 November 2025 13:53:32	217	568.80	XLON	00362653399TRLO1
24 November 2025 13:53:32	217	568.80	XLON	00362653400TRLO1
24 November 2025 13:55:40	27	569.00	XLON	00362653442TRLO1
24 November 2025 13:56:22	629	569.00	XLON	00362653453TRLO1
24 November 2025 13:57:31	28	568.60	XLON	00362653516TRLO1
24 November 2025 13:59:20	615	568.60	XLON	00362653584TRLO1
24 November 2025 13:59:20	28	568.60	XLON	00362653585TRLO1
24 November 2025 13:59:30	35	568.40	XLON	00362653594TRLO1
24 November 2025 14:01:28	11	568.80	XLON	00362653669TRLO1
24 November 2025 14:03:35	438	569.60	XLON	00362653764TRLO1
24 November 2025 14:03:38	858	569.20	XLON	00362653773TRLO1
24 November 2025 14:04:06	423	568.80	XLON	00362653803TRLO1
24 November 2025 14:04:26	432	568.80	XLON	00362653817TRLO1
24 November 2025 14:04:49	443	568.80	XLON	00362653839TRLO1
24 November 2025 14:04:50	430	568.80	XLON	00362653840TRLO1
24 November 2025 14:05:26	196	568.80	XLON	00362653890TRLO1
24 November 2025 14:05:26	42	568.80	XLON	00362653891TRLO1
24 November 2025 14:05:26	35	568.80	XLON	00362653892TRLO1
24 November 2025 14:05:31	430	568.60	XLON	00362653896TRLO1
24 November 2025 14:05:37	71	568.60	XLON	00362653917TRLO1
24 November 2025 14:05:41	115	568.60	XLON	00362653922TRLO1
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24 November 2025 16:19:44	1	570.40	XLON	00362661975TRLO1
24 November 2025 16:19:45	187	570.40	XLON	00362661976TRLO1
24 November 2025 16:19:48	1	570.40	XLON	00362662012TRLO1
24 November 2025 16:19:57	573	570.40	XLON	00362662033TRLO1

For further information please contact:

Warren Fernandez

Company Secretary

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