

2nd December 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:	1 st December 2025
Aggregate number of ordinary shares purchased:	151,775
Lowest price per share (pence):	557.40
Highest price per share (pence):	590.60
Weighted average price per day (pence):	569.3582

The Company intends to hold the purchased shares in treasury.

Following the above transaction, the Company has 50,515,479 ordinary shares in treasury and has 1,260,959,842 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	569.3582	151,775	557.40	590.60

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
01 December 2025 08:00:06	221	590.60	XLON	00363717010TRLO1
01 December 2025 08:00:31	221	587.00	XLON	00363717472TRLO1
01 December 2025 08:02:14	223	586.00	XLON	00363718191TRLO1
01 December 2025 08:04:59	224	583.00	XLON	00363719245TRLO1
01 December 2025 08:06:24	420	581.80	XLON	00363719740TRLO1
01 December 2025 08:08:59	143	581.80	XLON	00363721199TRLO1
01 December 2025 08:08:59	87	581.80	XLON	00363721200TRLO1
01 December 2025 08:08:59	211	581.20	XLON	00363721202TRLO1
01 December 2025 08:09:08	218	580.20	XLON	00363721275TRLO1
01 December 2025 08:09:08	212	580.00	XLON	00363721276TRLO1
01 December 2025 08:09:20	223	579.20	XLON	00363721340TRLO1
01 December 2025 08:09:20	210	579.20	XLON	00363721341TRLO1

2025 08:10:15	219	577.40	XLON	00363721001TRLO1
01 December 2025 08:10:27	837	577.00	XLON	00363721755TRLO1
01 December 2025 08:11:13	212	576.60	XLON	00363722083TRLO1
01 December 2025 08:11:20	209	575.20	XLON	00363722128TRLO1
01 December 2025 08:11:23	211	575.20	XLON	00363722142TRLO1
01 December 2025 08:13:57	665	577.00	XLON	00363723322TRLO1
01 December 2025 08:14:11	425	576.60	XLON	00363723401TRLO1
01 December 2025 08:16:14	439	577.40	XLON	00363724169TRLO1
01 December 2025 08:16:18	443	577.20	XLON	00363724196TRLO1
01 December 2025 08:23:17	211	582.20	XLON	00363726832TRLO1
01 December 2025 08:23:21	212	581.60	XLON	00363726861TRLO1
01 December 2025 08:24:06	222	581.40	XLON	00363727121TRLO1
01 December 2025 08:24:06	427	581.20	XLON	00363727122TRLO1
01 December 2025 08:25:38	214	580.40	XLON	00363727738TRLO1
01 December 2025 08:25:41	215	579.80	XLON	00363727756TRLO1
01 December 2025 08:25:41	223	579.20	XLON	00363727757TRLO1
01 December 2025 08:25:41	223	579.00	XLON	00363727758TRLO1
01 December 2025 08:25:41	223	579.00	XLON	00363727759TRLO1
01 December 2025 08:25:42	224	578.20	XLON	00363727762TRLO1
01 December 2025 08:27:17	213	577.40	XLON	00363728262TRLO1
01 December 2025 08:27:33	208	576.40	XLON	00363728394TRLO1
01 December 2025 08:28:08	211	576.40	XLON	00363728588TRLO1
01 December 2025 08:30:07	207	576.00	XLON	00363729224TRLO1
01 December 2025 08:30:57	211	575.40	XLON	00363729488TRLO1
01 December 2025 08:32:07	135	575.80	XLON	00363729860TRLO1
01 December 2025 08:32:07	79	575.80	XLON	00363729861TRLO1
01 December 2025 08:32:12	224	575.20	XLON	00363729883TRLO1
01 December 2025 08:32:12	223	574.60	XLON	00363729884TRLO1
01 December 2025 08:35:49	215	575.40	XLON	00363731535TRLO1
01 December 2025 08:36:41	211	575.40	XLON	00363731763TRLO1
01 December 2025 08:36:41	207	574.80	XLON	00363731764TRLO1
01 December 2025 08:37:23	207	574.00	XLON	00363731943TRLO1
01 December 2025 08:38:28	1	573.80	XLON	00363732224TRLO1
01 December 2025 08:38:28	215	573.80	XLON	00363732225TRLO1

01 December 2025 08:38:56	221	573.20	XLON	00363732361TRLO1
01 December 2025 08:38:56	38	573.20	XLON	00363732362TRLO1
01 December 2025 08:38:56	182	573.20	XLON	00363732363TRLO1
01 December 2025 08:42:05	210	573.80	XLON	00363733242TRLO1
01 December 2025 08:42:05	216	573.60	XLON	00363733243TRLO1
01 December 2025 08:42:05	216	573.60	XLON	00363733244TRLO1
01 December 2025 08:42:20	216	573.40	XLON	00363733341TRLO1
01 December 2025 08:44:49	119	575.40	XLON	00363734298TRLO1
01 December 2025 08:44:49	93	575.40	XLON	00363734299TRLO1
01 December 2025 08:44:49	119	575.40	XLON	00363734300TRLO1
01 December 2025 08:45:46	215	574.40	XLON	00363734587TRLO1
01 December 2025 08:46:25	223	574.00	XLON	00363734780TRLO1
01 December 2025 08:46:47	220	573.40	XLON	00363734893TRLO1
01 December 2025 08:47:46	222	573.00	XLON	00363735126TRLO1
01 December 2025 08:47:46	666	573.00	XLON	00363735127TRLO1
01 December 2025 08:47:46	222	573.00	XLON	00363735128TRLO1
01 December 2025 08:53:37	122	574.60	XLON	00363737009TRLO1
01 December 2025 08:53:37	93	574.60	XLON	00363737010TRLO1
01 December 2025 08:53:37	203	574.00	XLON	00363737016TRLO1
01 December 2025 08:53:41	210	574.20	XLON	00363737038TRLO1
01 December 2025 08:53:58	215	573.80	XLON	00363737200TRLO1
01 December 2025 08:54:51	221	573.40	XLON	00363737435TRLO1
01 December 2025 08:55:29	1	573.00	XLON	00363737589TRLO1
01 December 2025 08:55:47	212	573.00	XLON	00363737690TRLO1
01 December 2025 08:56:07	215	572.80	XLON	00363737820TRLO1
01 December 2025 08:56:12	215	572.80	XLON	00363737845TRLO1
01 December 2025 08:58:30	9	570.80	XLON	00363738531TRLO1
01 December 2025 09:00:05	222	571.40	XLON	00363739228TRLO1
01 December 2025 09:00:12	223	571.60	XLON	00363739283TRLO1
01 December 2025 09:00:46	217	571.60	XLON	00363739691TRLO1
01 December 2025 09:01:17	216	571.20	XLON	00363739913TRLO1
01 December 2025 09:01:29	216	570.80	XLON	00363740044TRLO1
01 December 2025 09:01:31	130	570.40	XLON	00363740054TRLO1
01 December	86		XLON	00363740055TRLO1

2025 09:01:31	50	570.40	XLON	0036374000TRLO1
01 December 2025 09:02:19	217	570.20	XLON	00363740276TRLO1
01 December 2025 09:03:51	216	570.00	XLON	00363740709TRLO1
01 December 2025 09:05:45	216	573.20	XLON	00363741373TRLO1
01 December 2025 09:07:28	214	573.80	XLON	00363741814TRLO1
01 December 2025 09:07:38	225	573.40	XLON	00363741839TRLO1
01 December 2025 09:08:18	223	573.60	XLON	00363742092TRLO1
01 December 2025 09:08:58	206	573.40	XLON	00363742226TRLO1
01 December 2025 09:09:29	212	573.00	XLON	00363742360TRLO1
01 December 2025 09:09:29	8	573.00	XLON	00363742361TRLO1
01 December 2025 09:12:19	219	572.60	XLON	00363743080TRLO1
01 December 2025 09:17:51	311	573.60	XLON	00363744943TRLO1
01 December 2025 09:17:51	217	573.40	XLON	00363744944TRLO1
01 December 2025 09:18:31	18	573.00	XLON	00363745235TRLO1
01 December 2025 09:19:56	434	574.40	XLON	00363745850TRLO1
01 December 2025 09:21:23	218	574.00	XLON	00363747253TRLO1
01 December 2025 09:21:50	7	573.60	XLON	00363747554TRLO1
01 December 2025 09:21:50	200	573.60	XLON	00363747555TRLO1
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01 December 2025 09:23:58	108	573.60	XLON	00363748990TRLO1
01 December 2025 09:23:58	312	573.60	XLON	00363748991TRLO1
01 December 2025 09:23:59	449	573.40	XLON	00363749006TRLO1
01 December 2025 09:24:58	213	573.20	XLON	00363749530TRLO1
01 December 2025 09:25:28	17	573.00	XLON	00363749654TRLO1
01 December 2025 09:25:28	201	573.00	XLON	00363749655TRLO1
01 December 2025 09:25:28	217	573.00	XLON	00363749656TRLO1
01 December 2025 09:26:09	215	574.20	XLON	00363750164TRLO1
01 December 2025 09:26:09	217	573.60	XLON	00363750165TRLO1
01 December 2025 09:26:09	217	573.20	XLON	00363750166TRLO1
01 December 2025 09:29:05	210	572.80	XLON	00363751659TRLO1
01 December 2025 09:29:57	219	572.40	XLON	00363752082TRLO1
01 December 2025 09:30:25	215	572.40	XLON	00363752364TRLO1
01 December 2025 09:31:28	222	573.40	XLON	00363752907TRLO1

01 December 2025 09:31:42	216	573.40	XLON	00363753049TRLO1
01 December 2025 09:32:01	212	573.20	XLON	00363753187TRLO1
01 December 2025 09:32:28	23	573.00	XLON	00363753434TRLO1
01 December 2025 09:33:00	185	573.00	XLON	00363753564TRLO1
01 December 2025 09:33:00	23	573.00	XLON	00363753565TRLO1
01 December 2025 09:35:05	223	573.40	XLON	00363754979TRLO1
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01 December 2025 09:36:58	4	572.40	XLON	00363756205TRLO1
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01 December 2025 09:37:50	206	572.40	XLON	00363757080TRLO1
01 December 2025 09:37:50	210	572.20	XLON	00363757081TRLO1
01 December 2025 09:38:39	224	571.60	XLON	00363757455TRLO1
01 December 2025 09:42:51	423	574.00	XLON	00363760602TRLO1
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01 December 2025 09:44:00	256	574.80	XLON	00363761712TRLO1
01 December 2025 09:44:00	419	573.80	XLON	00363761713TRLO1
01 December 2025 09:45:56	445	573.60	XLON	00363764395TRLO1
01 December 2025 09:46:30	423	573.00	XLON	00363765077TRLO1
01 December 2025 09:46:40	439	573.20	XLON	00363765311TRLO1
01 December 2025 09:47:44	217	573.20	XLON	00363766396TRLO1
01 December 2025 09:47:58	19	572.80	XLON	00363766493TRLO1
01 December 2025 09:47:58	202	572.80	XLON	00363766494TRLO1
01 December 2025 09:48:16	219	572.80	XLON	00363767048TRLO1
01 December 2025 09:48:58	3	572.60	XLON	00363767582TRLO1
01 December 2025 09:49:48	5	572.60	XLON	00363768261TRLO1
01 December 2025 09:50:04	219	572.60	XLON	00363768358TRLO1
01 December 2025 09:51:54	9	572.60	XLON	00363769556TRLO1
01 December 2025 09:52:17	203	572.40	XLON	00363769737TRLO1
01 December 2025 09:52:17	9	572.40	XLON	00363769738TRLO1
01 December 2025 09:53:28	5	572.20	XLON	00363770536TRLO1
01 December 2025 09:54:07	209	572.20	XLON	00363770832TRLO1
01 December 2025 09:54:55	219	572.00	XLON	00363771215TRLO1
01 December 2025 09:55:00	7	572.00	XLON	00363772925TRLO1

2025 09:59:28		572.00		
01 December 2025 10:01:44	404	572.80	XLON	00363773125TRLO1
01 December 2025 10:02:33	428	573.40	XLON	00363773162TRLO1
01 December 2025 10:11:18	648	576.20	XLON	00363773481TRLO1
01 December 2025 10:15:27	221	576.60	XLON	00363773594TRLO1
01 December 2025 10:15:27	210	576.40	XLON	00363773595TRLO1
01 December 2025 10:15:27	209	576.40	XLON	00363773596TRLO1
01 December 2025 10:15:29	1	576.20	XLON	00363773597TRLO1
01 December 2025 10:15:29	2	576.20	XLON	00363773598TRLO1
01 December 2025 10:15:29	207	576.20	XLON	00363773599TRLO1
01 December 2025 10:16:44	128	576.20	XLON	00363773618TRLO1
01 December 2025 10:16:49	253	575.80	XLON	00363773620TRLO1
01 December 2025 10:16:49	189	575.80	XLON	00363773621TRLO1
01 December 2025 10:16:51	418	575.40	XLON	00363773633TRLO1
01 December 2025 10:17:21	224	575.00	XLON	00363773668TRLO1
01 December 2025 10:18:28	3	574.80	XLON	00363773722TRLO1
01 December 2025 10:19:25	204	574.80	XLON	00363773804TRLO1
01 December 2025 10:19:28	4	574.60	XLON	00363773805TRLO1
01 December 2025 10:19:32	205	574.60	XLON	00363773810TRLO1
01 December 2025 10:20:28	6	574.20	XLON	00363773842TRLO1
01 December 2025 10:20:28	419	574.20	XLON	00363773843TRLO1
01 December 2025 10:22:28	5	573.40	XLON	00363773911TRLO1
01 December 2025 10:22:28	217	573.40	XLON	00363773912TRLO1
01 December 2025 10:23:29	6	573.00	XLON	00363773946TRLO1
01 December 2025 10:23:29	215	573.00	XLON	00363773947TRLO1
01 December 2025 10:30:18	339	573.60	XLON	00363774239TRLO1
01 December 2025 10:30:22	652	573.20	XLON	00363774251TRLO1
01 December 2025 10:30:23	665	573.00	XLON	00363774252TRLO1
01 December 2025 10:30:26	439	572.20	XLON	00363774254TRLO1
01 December 2025 10:30:31	446	571.60	XLON	00363774256TRLO1
01 December 2025 10:31:54	420	571.20	XLON	00363774282TRLO1
01 December 2025 10:31:56	448	570.40	XLON	00363774284TRLO1
01 December 2025 10:31:56	411	570.00	XLON	00363774285TRLO1
01 December 2025 10:32:00	131	570.40	XLON	00363774289TRLO1

01 December 2025 10:32:00	313	570.40	XLON	00363774290TRLO1
01 December 2025 10:35:19	215	571.80	XLON	00363774416TRLO1
01 December 2025 10:35:46	211	571.40	XLON	00363774431TRLO1
01 December 2025 10:36:24	213	571.00	XLON	00363774454TRLO1
01 December 2025 10:36:28	115	570.80	XLON	00363774457TRLO1
01 December 2025 10:36:48	219	570.80	XLON	00363774481TRLO1
01 December 2025 10:36:53	214	570.20	XLON	00363774483TRLO1
01 December 2025 10:37:28	1	570.20	XLON	00363774497TRLO1
01 December 2025 10:39:24	218	571.20	XLON	00363774549TRLO1
01 December 2025 10:39:31	207	571.40	XLON	00363774556TRLO1
01 December 2025 10:41:04	216	571.60	XLON	00363774610TRLO1
01 December 2025 10:43:00	219	571.40	XLON	00363774661TRLO1
01 December 2025 10:43:25	209	571.20	XLON	00363774683TRLO1
01 December 2025 10:43:25	218	570.80	XLON	00363774684TRLO1
01 December 2025 10:43:32	219	570.60	XLON	00363774708TRLO1
01 December 2025 10:43:32	219	570.40	XLON	00363774709TRLO1
01 December 2025 10:43:32	214	570.20	XLON	00363774710TRLO1
01 December 2025 10:46:15	208	569.80	XLON	00363774831TRLO1
01 December 2025 10:46:21	215	569.60	XLON	00363774838TRLO1
01 December 2025 10:46:55	220	569.40	XLON	00363774859TRLO1
01 December 2025 10:48:47	223	570.00	XLON	00363774918TRLO1
01 December 2025 10:48:51	224	569.60	XLON	00363774919TRLO1
01 December 2025 10:49:13	213	569.40	XLON	00363774924TRLO1
01 December 2025 10:50:05	211	569.60	XLON	00363774940TRLO1
01 December 2025 10:50:13	217	569.00	XLON	00363774941TRLO1
01 December 2025 10:50:13	207	568.60	XLON	00363774942TRLO1
01 December 2025 10:51:49	220	567.60	XLON	00363774982TRLO1
01 December 2025 10:52:59	209	567.20	XLON	00363775007TRLO1
01 December 2025 10:53:47	417	567.20	XLON	00363775025TRLO1
01 December 2025 10:58:09	208	566.80	XLON	00363775160TRLO1
01 December 2025 10:59:59	206	566.40	XLON	00363775207TRLO1
01 December 2025 10:59:59	206	566.40	XLON	00363775208TRLO1
01 December 2025 11:00:25	216	566.40	XLON	00363775226TRLO1
01 December 2025 11:02:27	220	566.60	XLON	00363775287TRLO1

2025 11:02:57		565.00		
01 December 2025 11:02:57	217	565.40	XLON	00363775297TRLO1
01 December 2025 11:04:59	214	565.20	XLON	00363775355TRLO1
01 December 2025 11:08:22	216	565.60	XLON	00363775475TRLO1
01 December 2025 11:08:37	210	565.20	XLON	00363775480TRLO1
01 December 2025 11:13:06	224	566.40	XLON	00363775615TRLO1
01 December 2025 11:13:10	220	565.80	XLON	00363775622TRLO1
01 December 2025 11:13:35	206	565.40	XLON	00363775644TRLO1
01 December 2025 11:13:44	210	564.80	XLON	00363775649TRLO1
01 December 2025 11:13:49	222	564.20	XLON	00363775650TRLO1
01 December 2025 11:14:44	208	564.60	XLON	00363775697TRLO1
01 December 2025 11:16:30	210	566.00	XLON	00363775751TRLO1
01 December 2025 11:17:47	218	565.60	XLON	00363775790TRLO1
01 December 2025 11:19:33	208	565.20	XLON	00363775832TRLO1
01 December 2025 11:19:37	500	565.20	XLON	00363775835TRLO1
01 December 2025 11:21:29	205	565.00	XLON	00363775879TRLO1
01 December 2025 11:21:29	207	564.80	XLON	00363775880TRLO1
01 December 2025 11:22:14	211	564.20	XLON	00363775898TRLO1
01 December 2025 11:22:17	209	563.60	XLON	00363775899TRLO1
01 December 2025 11:25:44	437	565.60	XLON	00363776009TRLO1
01 December 2025 11:30:40	206	566.00	XLON	00363776156TRLO1
01 December 2025 11:30:40	435	565.40	XLON	00363776157TRLO1
01 December 2025 11:30:40	217	565.40	XLON	00363776158TRLO1
01 December 2025 11:30:46	224	564.80	XLON	00363776169TRLO1
01 December 2025 11:32:29	206	565.80	XLON	00363776262TRLO1
01 December 2025 11:33:20	207	565.40	XLON	00363776285TRLO1
01 December 2025 11:33:42	216	565.20	XLON	00363776292TRLO1
01 December 2025 11:33:45	222	565.20	XLON	00363776293TRLO1
01 December 2025 11:33:52	219	564.60	XLON	00363776296TRLO1
01 December 2025 11:34:02	222	563.60	XLON	00363776298TRLO1
01 December 2025 11:34:03	224	563.20	XLON	00363776299TRLO1
01 December 2025 11:35:03	207	562.20	XLON	00363776350TRLO1
01 December 2025 11:35:45	224	561.00	XLON	00363776395TRLO1
01 December 2025 11:36:05	180	560.00	XLON	00363776424TRLO1

01 December 2025 11:36:05	34	560.00	XLON	00363776425TRLO1
01 December 2025 11:36:08	55	559.20	XLON	00363776426TRLO1
01 December 2025 11:36:08	162	559.20	XLON	00363776427TRLO1
01 December 2025 11:43:10	214	562.40	XLON	00363776683TRLO1
01 December 2025 11:44:51	209	562.80	XLON	00363776718TRLO1
01 December 2025 11:46:58	417	562.40	XLON	00363776777TRLO1
01 December 2025 11:46:59	440	561.80	XLON	00363776778TRLO1
01 December 2025 11:48:22	212	561.60	XLON	00363776811TRLO1
01 December 2025 11:48:23	221	561.20	XLON	00363776812TRLO1
01 December 2025 11:48:23	222	561.20	XLON	00363776813TRLO1
01 December 2025 11:48:55	222	560.80	XLON	00363776825TRLO1
01 December 2025 11:48:57	221	560.40	XLON	00363776826TRLO1
01 December 2025 11:51:15	206	560.40	XLON	00363776863TRLO1
01 December 2025 11:51:15	206	560.40	XLON	00363776864TRLO1
01 December 2025 11:52:32	259	560.20	XLON	00363776909TRLO1
01 December 2025 11:52:32	178	560.20	XLON	00363776910TRLO1
01 December 2025 11:55:36	415	560.60	XLON	00363776984TRLO1
01 December 2025 11:55:36	441	560.40	XLON	00363776985TRLO1
01 December 2025 11:55:36	444	560.20	XLON	00363776986TRLO1
01 December 2025 11:56:00	449	560.40	XLON	00363776995TRLO1
01 December 2025 11:56:00	415	560.20	XLON	00363776996TRLO1
01 December 2025 11:56:55	216	560.00	XLON	00363777028TRLO1
01 December 2025 11:59:23	224	560.60	XLON	00363777116TRLO1
01 December 2025 12:02:00	434	560.20	XLON	00363777184TRLO1
01 December 2025 12:02:23	422	560.40	XLON	00363777191TRLO1
01 December 2025 12:02:23	431	560.20	XLON	00363777192TRLO1
01 December 2025 12:02:25	432	560.20	XLON	00363777193TRLO1
01 December 2025 12:03:35	210	560.60	XLON	00363777247TRLO1
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01 December 2025 16:11:37	213	565.00	XLON	00363788413TRLO1
01 December 2025 16:12:07	442	565.00	XLON	00363788439TRLO1
01 December 2025 16:12:07	172	564.80	XLON	00363788440TRLO1
01 December 2025 16:12:44	835	565.40	XLON	00363788502TRLO1
01 December 2025 16:13:15	613	565.20	XLON	00363788532TRLO1
01 December 2025 16:13:15	204	565.20	XLON	00363788533TRLO1
01 December 2025 16:13:15	13	565.20	XLON	00363788534TRLO1
01 December 2025 16:13:15	191	565.20	XLON	00363788535TRLO1
01 December 2025 16:13:33	404	565.20	XLON	00363788555TRLO1
01 December 2025 16:13:33	35	565.20	XLON	00363788556TRLO1
01 December 2025 16:14:13	420	565.20	XLON	00363788608TRLO1
01 December 2025 16:14:57	443	565.40	XLON	00363788669TRLO1
01 December 2025 16:15:31	210	566.00	XLON	00363788684TRLO1
01 December 2025 16:16:05	625	566.60	XLON	00363788712TRLO1
01 December 2025 16:16:32	218	566.60	XLON	00363788738TRLO1
01 December 2025 16:16:32	218	566.60	XLON	00363788739TRLO1
01 December 2025 16:16:55	217	566.40	XLON	00363788766TRLO1
01 December 2025 16:18:44	220	565.40	XLON	00363788929TRLO1

For further information please contact:

Warren Fernandez

Company Secretary

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