

5th 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:	4 th December 2025
Aggregate number of ordinary shares purchased:	158,342
Lowest price per share (pence):	573.20
Highest price per share (pence):	584.40
Weighted average price per day (pence):	580.4604

The Company intends to hold the purchased shares in treasury.

Following the above transaction, the Company has 50,992,889 ordinary shares in treasury and has 1,260,482,432 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	580.4604	158,342	573.20	584.40

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
04 December 2025 08:00:42	206	577.60	XLON	00364274159TRLO1
04 December 2025 08:01:05	221	575.80	XLON	00364274341TRLO1
04 December 2025 08:01:10	217	575.60	XLON	00364274383TRLO1
04 December 2025 08:04:29	221	576.60	XLON	00364275451TRLO1
04 December 2025 08:05:20	218	577.00	XLON	00364275852TRLO1
04 December 2025 08:05:20	210	576.80	XLON	00364275853TRLO1
04 December 2025 08:07:19	209	577.00	XLON	00364276526TRLO1
04 December 2025 08:07:19	208	577.00	XLON	00364276527TRLO1
04 December 2025 08:08:37	212	577.20	XLON	00364276995TRLO1
04 December 2025 08:08:37	211	577.20	XLON	00364276996TRLO1
04 December 2025 08:08:39	221	576.60	XLON	00364277027TRLO1
04 December 2025 08:08:39	221	576.60	XLON	00364277027TRLO1

2025 08:08:42	224	576.60	XLON	003642770521TRLO1
04 December 2025 08:09:43	215	576.40	XLON	00364277426TRLO1
04 December 2025 08:09:43	220	576.00	XLON	00364277427TRLO1
04 December 2025 08:10:18	214	575.40	XLON	00364277685TRLO1
04 December 2025 08:10:32	215	574.60	XLON	00364277775TRLO1
04 December 2025 08:13:16	218	575.20	XLON	00364278971TRLO1
04 December 2025 08:14:34	221	574.20	XLON	00364279508TRLO1
04 December 2025 08:14:34	220	574.20	XLON	00364279509TRLO1
04 December 2025 08:14:35	71	574.20	XLON	00364279519TRLO1
04 December 2025 08:14:35	142	574.20	XLON	00364279520TRLO1
04 December 2025 08:15:07	209	573.60	XLON	00364279767TRLO1
04 December 2025 08:17:42	427	573.40	XLON	00364281080TRLO1
04 December 2025 08:17:43	219	573.20	XLON	00364281088TRLO1
04 December 2025 08:20:20	209	574.20	XLON	00364282041TRLO1
04 December 2025 08:21:09	212	575.20	XLON	00364282364TRLO1
04 December 2025 08:22:05	217	574.80	XLON	00364282804TRLO1
04 December 2025 08:27:10	424	574.80	XLON	00364284971TRLO1
04 December 2025 08:30:00	419	575.00	XLON	00364286503TRLO1
04 December 2025 08:30:37	509	575.40	XLON	00364286812TRLO1
04 December 2025 08:30:37	420	575.20	XLON	00364286813TRLO1
04 December 2025 08:32:48	407	575.40	XLON	00364288015TRLO1
04 December 2025 08:33:05	439	574.80	XLON	00364288163TRLO1
04 December 2025 08:37:13	368	577.40	XLON	00364290406TRLO1
04 December 2025 08:37:58	419	578.20	XLON	00364290873TRLO1
04 December 2025 08:37:58	419	578.40	XLON	00364290874TRLO1
04 December 2025 08:37:58	519	578.40	XLON	00364290875TRLO1
04 December 2025 08:38:05	436	578.20	XLON	00364290939TRLO1
04 December 2025 08:42:50	575	578.60	XLON	00364293993TRLO1
04 December 2025 08:42:50	385	578.60	XLON	00364293994TRLO1
04 December 2025 08:43:05	663	578.80	XLON	00364294133TRLO1
04 December 2025 08:44:54	420	578.40	XLON	00364295361TRLO1
04 December 2025 08:45:25	438	578.20	XLON	00364295783TRLO1
04 December 2025 08:45:44	417	578.20	XLON	00364296048TRLO1
04 December 2025 08:45:57	221	578.00	XLON	00364296185TRLO1

04 December 2025 08:45:57	221	578.00	XLON	00364296186TRLO1
04 December 2025 08:46:08	216	577.60	XLON	00364296302TRLO1
04 December 2025 08:46:28	220	577.20	XLON	00364296493TRLO1
04 December 2025 08:46:28	219	577.20	XLON	00364296494TRLO1
04 December 2025 08:46:28	439	577.40	XLON	00364296495TRLO1
04 December 2025 08:46:29	225	577.20	XLON	00364296496TRLO1
04 December 2025 08:46:56	7	577.00	XLON	00364296816TRLO1
04 December 2025 08:46:56	198	577.00	XLON	00364296817TRLO1
04 December 2025 08:48:22	220	576.60	XLON	00364297835TRLO1
04 December 2025 08:51:25	219	577.80	XLON	00364299956TRLO1
04 December 2025 08:51:25	219	577.60	XLON	00364299957TRLO1
04 December 2025 08:53:19	220	577.80	XLON	00364301115TRLO1
04 December 2025 08:57:49	212	578.60	XLON	00364304077TRLO1
04 December 2025 08:57:49	212	578.40	XLON	00364304078TRLO1
04 December 2025 08:57:58	217	578.40	XLON	00364304157TRLO1
04 December 2025 08:57:58	217	578.60	XLON	00364304158TRLO1
04 December 2025 08:58:26	212	578.60	XLON	00364304414TRLO1
04 December 2025 08:58:46	218	578.40	XLON	00364304696TRLO1
04 December 2025 09:00:09	442	578.20	XLON	00364305647TRLO1
04 December 2025 09:00:46	205	578.20	XLON	00364306250TRLO1
04 December 2025 09:02:00	442	578.00	XLON	00364307327TRLO1
04 December 2025 09:02:57	417	578.80	XLON	00364308424TRLO1
04 December 2025 09:03:32	417	578.80	XLON	00364308857TRLO1
04 December 2025 09:03:41	210	578.40	XLON	00364308989TRLO1
04 December 2025 09:03:41	213	578.40	XLON	00364308990TRLO1
04 December 2025 09:05:24	215	578.20	XLON	00364310364TRLO1
04 December 2025 09:05:24	216	578.20	XLON	00364310365TRLO1
04 December 2025 09:05:42	413	578.00	XLON	00364310802TRLO1
04 December 2025 09:06:33	410	578.00	XLON	00364311511TRLO1
04 December 2025 09:06:36	418	578.20	XLON	00364311553TRLO1
04 December 2025 09:06:38	221	578.00	XLON	00364311603TRLO1
04 December 2025 09:06:38	210	577.80	XLON	00364311604TRLO1
04 December 2025 09:06:43	209	577.60	XLON	00364311688TRLO1
04 December	217		XLON	00364312727TRLO1

2025 09:07:50		577.80		
04 December 2025 09:09:00	438	577.60	XLON	00364313946TRLO1
04 December 2025 09:10:59	219	578.40	XLON	00364315563TRLO1
04 December 2025 09:11:04	205	578.00	XLON	00364315638TRLO1
04 December 2025 09:15:12	224	578.20	XLON	00364319290TRLO1
04 December 2025 09:15:14	209	578.20	XLON	00364319315TRLO1
04 December 2025 09:15:14	82	578.40	XLON	00364319316TRLO1
04 December 2025 09:15:14	143	578.40	XLON	00364319317TRLO1
04 December 2025 09:16:49	219	578.60	XLON	00364320934TRLO1
04 December 2025 09:16:55	222	578.40	XLON	00364321022TRLO1
04 December 2025 09:20:05	223	578.80	XLON	00364324034TRLO1
04 December 2025 09:21:28	223	579.20	XLON	00364325452TRLO1
04 December 2025 09:21:28	223	579.00	XLON	00364325453TRLO1
04 December 2025 09:21:28	223	579.20	XLON	00364325454TRLO1
04 December 2025 09:22:37	224	579.00	XLON	00364326260TRLO1
04 December 2025 09:23:44	207	578.80	XLON	00364327487TRLO1
04 December 2025 09:23:44	219	578.60	XLON	00364327488TRLO1
04 December 2025 09:24:33	213	578.80	XLON	00364328158TRLO1
04 December 2025 09:28:14	223	579.60	XLON	00364331404TRLO1
04 December 2025 09:29:50	209	579.40	XLON	00364332818TRLO1
04 December 2025 09:29:52	211	578.80	XLON	00364332831TRLO1
04 December 2025 09:30:55	143	578.60	XLON	00364333967TRLO1
04 December 2025 09:30:55	62	578.60	XLON	00364333968TRLO1
04 December 2025 09:31:01	205	578.40	XLON	00364334037TRLO1
04 December 2025 09:32:00	212	578.20	XLON	00364335093TRLO1
04 December 2025 09:33:52	213	578.60	XLON	00364337200TRLO1
04 December 2025 09:33:52	219	578.60	XLON	00364337201TRLO1
04 December 2025 09:35:05	207	579.00	XLON	00364338308TRLO1
04 December 2025 09:36:57	216	578.80	XLON	00364341042TRLO1
04 December 2025 09:37:18	209	578.40	XLON	00364341471TRLO1
04 December 2025 09:37:18	206	578.20	XLON	00364341478TRLO1
04 December 2025 09:37:55	210	578.40	XLON	00364342165TRLO1
04 December 2025 09:40:57	222	578.20	XLON	00364345582TRLO1
04 December 2025 09:44:02	212	578.20	XLON	00364349040TRLO1

04 December 2025 09:45:36	223	578.00	XLON	00364352444TRLO1
04 December 2025 09:45:36	217	577.20	XLON	00364352445TRLO1
04 December 2025 09:45:46	219	577.00	XLON	00364352682TRLO1
04 December 2025 09:46:29	209	576.80	XLON	00364353598TRLO1
04 December 2025 09:52:25	218	577.80	XLON	00364359034TRLO1
04 December 2025 10:00:29	205	578.00	XLON	00364365158TRLO1
04 December 2025 10:00:29	204	578.00	XLON	00364365159TRLO1
04 December 2025 10:00:30	458	578.00	XLON	00364365160TRLO1
04 December 2025 10:01:13	409	577.60	XLON	00364365204TRLO1
04 December 2025 10:01:17	444	577.40	XLON	00364365206TRLO1
04 December 2025 10:01:40	437	577.60	XLON	00364365266TRLO1
04 December 2025 10:01:40	409	577.40	XLON	00364365269TRLO1
04 December 2025 10:03:38	215	577.80	XLON	00364365322TRLO1
04 December 2025 10:04:08	205	577.60	XLON	00364365331TRLO1
04 December 2025 10:07:31	445	577.60	XLON	00364365460TRLO1
04 December 2025 10:07:41	205	577.80	XLON	00364365463TRLO1
04 December 2025 10:08:44	434	578.00	XLON	00364365502TRLO1
04 December 2025 10:08:44	434	577.80	XLON	00364365503TRLO1
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04 December 2025 10:16:21	220	578.40	XLON	00364365759TRLO1
04 December 2025 10:16:51	209	578.20	XLON	00364365777TRLO1
04 December 2025 10:16:53	219	578.00	XLON	00364365778TRLO1
04 December 2025 10:18:59	210	577.80	XLON	00364365875TRLO1
04 December 2025 10:20:15	209	577.60	XLON	00364365918TRLO1
04 December 2025 10:20:15	202	577.60	XLON	00364365919TRLO1
04 December 2025 10:20:15	7	577.60	XLON	00364365920TRLO1
04 December 2025 10:21:16	220	577.60	XLON	00364365953TRLO1
04 December 2025 10:26:51	213	577.60	XLON	00364366079TRLO1
04 December 2025 10:28:17	280	578.00	XLON	00364366132TRLO1
04 December 2025 10:28:17	137	578.00	XLON	00364366133TRLO1
04 December 2025 10:28:26	422	578.00	XLON	00364366134TRLO1
04 December 2025 10:28:44	102	577.80	XLON	00364366140TRLO1

2025 10:28:44		577.80		
04 December 2025 10:28:44	326	577.80	XLON	00364366141TRLO1
04 December 2025 10:29:31	409	577.60	XLON	00364366151TRLO1
04 December 2025 10:30:14	409	577.20	XLON	00364366178TRLO1
04 December 2025 10:31:21	421	577.20	XLON	00364366243TRLO1
04 December 2025 10:34:46	205	577.60	XLON	00364366608TRLO1
04 December 2025 10:34:57	223	577.40	XLON	00364366616TRLO1
04 December 2025 10:35:26	208	577.60	XLON	00364366626TRLO1
04 December 2025 10:37:32	209	577.60	XLON	00364366729TRLO1
04 December 2025 10:37:32	208	577.60	XLON	00364366730TRLO1
04 December 2025 10:38:25	218	577.60	XLON	00364366820TRLO1
04 December 2025 10:41:00	211	577.40	XLON	00364366915TRLO1
04 December 2025 10:41:00	211	577.40	XLON	00364366916TRLO1
04 December 2025 10:47:56	567	578.00	XLON	00364367273TRLO1
04 December 2025 10:48:43	79	578.00	XLON	00364367298TRLO1
04 December 2025 10:48:53	1	578.20	XLON	00364367301TRLO1
04 December 2025 10:49:00	58	578.20	XLON	00364367304TRLO1
04 December 2025 10:49:14	38	578.20	XLON	00364367307TRLO1
04 December 2025 10:49:24	41	578.20	XLON	00364367314TRLO1
04 December 2025 10:53:07	207	578.20	XLON	00364367470TRLO1
04 December 2025 10:53:07	207	578.40	XLON	00364367471TRLO1
04 December 2025 10:53:07	209	578.40	XLON	00364367472TRLO1
04 December 2025 10:53:11	209	578.80	XLON	00364367474TRLO1
04 December 2025 10:53:11	212	578.40	XLON	00364367475TRLO1
04 December 2025 10:53:16	100	578.80	XLON	00364367477TRLO1
04 December 2025 10:53:16	207	578.80	XLON	00364367478TRLO1
04 December 2025 10:53:16	212	578.60	XLON	00364367479TRLO1
04 December 2025 10:53:45	223	578.20	XLON	00364367499TRLO1
04 December 2025 10:53:45	207	578.00	XLON	00364367500TRLO1
04 December 2025 10:53:45	208	577.80	XLON	00364367501TRLO1
04 December 2025 11:00:05	35	579.20	XLON	00364367679TRLO1
04 December 2025 11:00:05	55	579.20	XLON	00364367680TRLO1
04 December 2025 11:00:52	435	579.40	XLON	00364367715TRLO1
04 December 2025 11:00:52	218	579.40	XLON	00364367716TRLO1

04 December 2025 11:01:15	628	579.00	XLON	00364367730TRLO1
04 December 2025 11:04:26	1	579.20	XLON	00364367820TRLO1
04 December 2025 11:07:26	213	579.00	XLON	00364367898TRLO1
04 December 2025 11:07:26	213	579.00	XLON	00364367899TRLO1
04 December 2025 11:07:27	245	579.40	XLON	00364367900TRLO1
04 December 2025 11:07:27	434	579.20	XLON	00364367901TRLO1
04 December 2025 11:08:26	217	579.00	XLON	00364367926TRLO1
04 December 2025 11:08:26	210	579.00	XLON	00364367927TRLO1
04 December 2025 11:09:57	209	579.00	XLON	00364367982TRLO1
04 December 2025 11:09:57	210	579.00	XLON	00364367983TRLO1
04 December 2025 11:09:57	410	578.80	XLON	00364367984TRLO1
04 December 2025 11:10:43	209	578.80	XLON	00364368005TRLO1
04 December 2025 11:16:45	421	579.20	XLON	00364368245TRLO1
04 December 2025 11:16:46	434	579.20	XLON	00364368247TRLO1
04 December 2025 11:18:36	430	579.20	XLON	00364368331TRLO1
04 December 2025 11:20:09	215	579.00	XLON	00364368392TRLO1
04 December 2025 11:20:19	215	579.00	XLON	00364368396TRLO1
04 December 2025 11:20:19	215	579.00	XLON	00364368397TRLO1
04 December 2025 11:24:10	290	579.40	XLON	00364368510TRLO1
04 December 2025 11:24:10	212	579.20	XLON	00364368511TRLO1
04 December 2025 11:24:16	203	579.20	XLON	00364368512TRLO1
04 December 2025 11:28:30	221	579.40	XLON	00364368595TRLO1
04 December 2025 11:29:37	219	579.00	XLON	00364368628TRLO1
04 December 2025 11:29:37	218	579.00	XLON	00364368629TRLO1
04 December 2025 11:30:03	429	579.00	XLON	00364368644TRLO1
04 December 2025 11:31:00	8	578.60	XLON	00364368681TRLO1
04 December 2025 11:31:00	205	578.60	XLON	00364368682TRLO1
04 December 2025 11:32:21	210	578.40	XLON	00364368701TRLO1
04 December 2025 11:37:26	210	578.40	XLON	00364368821TRLO1
04 December 2025 11:41:17	218	578.40	XLON	00364368914TRLO1
04 December 2025 11:43:26	446	578.20	XLON	00364368945TRLO1
04 December 2025 11:44:25	58	578.40	XLON	00364368968TRLO1
04 December 2025 11:44:25	24	578.40	XLON	00364368969TRLO1
04 December 2025 11:44:25	416	578.20	XLON	00364368970TRLO1

2025 11:44:23		578.20		
04 December 2025 11:44:25	186	578.40	XLON	00364368971TRLO1
04 December 2025 11:44:48	142	578.40	XLON	00364368975TRLO1
04 December 2025 11:45:07	212	578.60	XLON	00364368980TRLO1
04 December 2025 11:45:31	201	578.60	XLON	00364368986TRLO1
04 December 2025 11:45:31	7	578.60	XLON	00364368987TRLO1
04 December 2025 11:45:31	416	578.40	XLON	00364368988TRLO1
04 December 2025 11:46:43	656	578.00	XLON	00364369007TRLO1
04 December 2025 11:54:09	449	578.00	XLON	00364369197TRLO1
04 December 2025 11:54:09	440	578.00	XLON	00364369198TRLO1
04 December 2025 11:54:09	2	578.00	XLON	00364369199TRLO1
04 December 2025 11:54:58	185	578.00	XLON	00364369209TRLO1
04 December 2025 11:56:04	56	578.00	XLON	00364369232TRLO1
04 December 2025 11:56:09	135	578.00	XLON	00364369236TRLO1
04 December 2025 11:56:33	212	577.80	XLON	00364369259TRLO1
04 December 2025 11:58:57	1	577.80	XLON	00364369379TRLO1
04 December 2025 12:00:03	214	577.80	XLON	00364369416TRLO1
04 December 2025 12:05:15	171	578.20	XLON	00364369568TRLO1
04 December 2025 12:05:15	546	578.20	XLON	00364369569TRLO1
04 December 2025 12:05:15	411	578.20	XLON	00364369570TRLO1
04 December 2025 12:06:01	216	578.20	XLON	00364369597TRLO1
04 December 2025 12:06:22	140	578.20	XLON	00364369605TRLO1
04 December 2025 12:06:22	72	578.20	XLON	00364369606TRLO1
04 December 2025 12:06:22	26	578.20	XLON	00364369607TRLO1
04 December 2025 12:06:22	31	578.20	XLON	00364369608TRLO1
04 December 2025 12:08:23	218	578.20	XLON	00364369704TRLO1
04 December 2025 12:09:28	431	578.00	XLON	00364369736TRLO1
04 December 2025 12:09:46	217	577.80	XLON	00364369740TRLO1
04 December 2025 12:11:43	153	578.20	XLON	00364369772TRLO1
04 December 2025 12:12:07	1	578.40	XLON	00364369781TRLO1
04 December 2025 12:12:08	224	578.40	XLON	00364369782TRLO1
04 December 2025 12:14:35	205	578.20	XLON	00364369815TRLO1
04 December 2025 12:14:35	205	578.20	XLON	00364369816TRLO1
04 December 2025 12:15:49	2	578.20	XLON	00364369914TRLO1

04 December 2025 12:15:49	222	578.20	XLON	00364369915TRLO1
04 December 2025 12:15:55	351	578.20	XLON	00364369922TRLO1
04 December 2025 12:17:55	416	577.80	XLON	00364369991TRLO1
04 December 2025 12:18:41	429	578.00	XLON	00364370015TRLO1
04 December 2025 12:21:15	613	578.40	XLON	00364370095TRLO1
04 December 2025 12:23:45	619	578.20	XLON	00364370122TRLO1
04 December 2025 12:26:00	421	578.40	XLON	00364370220TRLO1
04 December 2025 12:27:48	413	578.60	XLON	00364370352TRLO1
04 December 2025 12:34:21	1	579.20	XLON	00364370482TRLO1
04 December 2025 12:35:46	426	579.60	XLON	00364370517TRLO1
04 December 2025 12:36:53	994	580.00	XLON	00364370556TRLO1
04 December 2025 12:37:06	230	580.00	XLON	00364370560TRLO1
04 December 2025 12:37:15	97	580.00	XLON	00364370562TRLO1
04 December 2025 12:37:15	127	580.00	XLON	00364370563TRLO1
04 December 2025 12:37:15	446	579.80	XLON	00364370564TRLO1
04 December 2025 12:37:58	911	580.00	XLON	00364370572TRLO1
04 December 2025 12:38:16	229	580.00	XLON	00364370577TRLO1
04 December 2025 12:38:44	229	580.00	XLON	00364370581TRLO1
04 December 2025 12:39:37	223	580.00	XLON	00364370591TRLO1
04 December 2025 12:40:22	433	580.00	XLON	00364370602TRLO1
04 December 2025 12:44:27	665	580.80	XLON	00364370667TRLO1
04 December 2025 12:44:43	366	580.80	XLON	00364370669TRLO1
04 December 2025 12:44:43	278	580.80	XLON	00364370670TRLO1
04 December 2025 12:45:00	573	580.80	XLON	00364370675TRLO1
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04 December 2025 12:54:27	224	580.40	XLON	00364370930TRLO1
04 December 2025 13:01:20	221	580.20	XLON	00364371159TRLO1

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04 December 2025 15:21:10	448	581.60	XLON	00364376519TRLO1
04 December 2025 15:22:54	223	581.80	XLON	00364376599TRLO1
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04 December 2025 15:37:21	420	581.80	XLON	00364377392TRLO1

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04 December 2025 15:59:06	245	583.00	XLON	003643792301RLO1
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04 December 2025 16:04:00	444	582.80	XLON	003643797041RLO1

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04 December 2025 16:05:03	86	582.80	XLON	00364379750TRLO1
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04 December 2025 16:07:34	440	583.00	XLON	00364379947TRLO1
04 December 2025 16:07:34	221	583.00	XLON	00364379948TRLO1
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04 December	445		XLON	00364380127TRLO1

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04 December 2025 16:11:34	445	583.20	XLON	00364380197TRLO1
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04 December 2025 16:13:05	210	583.00	XLON	00364380313TRLO1
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04 December 2025 16:18:29	205	583.20	XLON	00364380640TRLO1
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04 December 2025 16:19:13	207	583.00	XLON	00364380687TRLO1
04 December 2025 16:19:44	221	583.00	XLON	00364380708TRLO1

For further information please contact:

Warren Fernandez Company Secretary

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