

11th 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:	10 th December 2025
Aggregate number of ordinary shares purchased:	157,178
Lowest price per share (pence):	566.60
Highest price per share (pence):	572.80
Weighted average price per day (pence):	570.2666

The Company intends to hold the purchased shares in treasury.

Following the above transaction, the Company has 51,609,780 ordinary shares in treasury and has 1,259,865,541 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	570.2666	157,178	566.60	572.80

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
10 December 2025 08:00:32	211	569.60	XLON	00365216573TRLO1
10 December 2025 08:00:32	211	569.40	XLON	00365216574TRLO1
10 December 2025 08:01:12	212	570.20	XLON	00365217263TRLO1
10 December 2025 08:02:07	229	570.40	XLON	00365217977TRLO1
10 December 2025 08:04:37	219	569.40	XLON	00365220405TRLO1
10 December 2025 08:04:37	219	569.40	XLON	00365220406TRLO1
10 December 2025 08:10:35	424	572.40	XLON	00365225046TRLO1
10 December 2025 08:10:35	470	572.40	XLON	00365225047TRLO1
10 December 2025 08:12:10	444	572.60	XLON	00365226637TRLO1
10 December 2025 08:12:10	812	572.60	XLON	00365226638TRLO1
10 December 2025 08:12:35	566	572.60	XLON	00365226896TRLO1
10 December 2025 08:12:35	440	572.60	XLON	00365226897TRLO1

2025 08:12:35	440	572.20	XLON	00365220699TRLO1
10 December 2025 08:16:15	222	572.40	XLON	00365230013TRLO1
10 December 2025 08:16:15	445	572.40	XLON	00365230014TRLO1
10 December 2025 08:16:49	687	572.20	XLON	00365230426TRLO1
10 December 2025 08:17:51	644	572.60	XLON	00365231323TRLO1
10 December 2025 08:20:01	448	572.60	XLON	00365232894TRLO1
10 December 2025 08:23:00	214	571.60	XLON	00365235202TRLO1
10 December 2025 08:23:31	216	571.60	XLON	00365235761TRLO1
10 December 2025 08:28:55	642	571.60	XLON	00365240699TRLO1
10 December 2025 08:28:56	678	570.80	XLON	00365240703TRLO1
10 December 2025 08:34:15	659	572.60	XLON	00365246437TRLO1
10 December 2025 08:34:25	649	572.40	XLON	00365246576TRLO1
10 December 2025 08:34:25	689	572.00	XLON	00365246577TRLO1
10 December 2025 08:35:34	460	571.60	XLON	00365247687TRLO1
10 December 2025 08:36:20	236	571.40	XLON	00365249188TRLO1
10 December 2025 08:38:14	432	570.80	XLON	00365253536TRLO1
10 December 2025 08:40:01	216	570.40	XLON	00365256572TRLO1
10 December 2025 08:45:27	219	571.20	XLON	00365267166TRLO1
10 December 2025 08:45:27	218	571.20	XLON	00365267167TRLO1
10 December 2025 08:45:27	218	571.20	XLON	00365267168TRLO1
10 December 2025 08:47:21	438	571.00	XLON	00365270062TRLO1
10 December 2025 08:52:24	459	571.00	XLON	00365277360TRLO1
10 December 2025 08:52:24	229	571.00	XLON	00365277361TRLO1
10 December 2025 08:53:20	161	570.80	XLON	00365278284TRLO1
10 December 2025 08:54:44	279	570.80	XLON	00365280051TRLO1
10 December 2025 08:54:44	161	570.80	XLON	00365280052TRLO1
10 December 2025 09:00:30	260	571.40	XLON	00365286136TRLO1
10 December 2025 09:00:35	869	571.20	XLON	00365286231TRLO1
10 December 2025 09:01:35	2,903	571.20	XLON	00365287313TRLO1
10 December 2025 09:01:35	2,007	571.40	XLON	00365287314TRLO1
10 December 2025 09:01:35	1,119	571.40	XLON	00365287315TRLO1
10 December 2025 09:04:55	215	570.40	XLON	00365291161TRLO1
10 December 2025 09:04:55	214	570.40	XLON	00365291162TRLO1
10 December 2025 09:04:55	214	570.40	XLON	00365291163TRLO1

10 December 2025 09:05:00	222	570.00	XLON	00365291230TRLO1
10 December 2025 09:07:28	639	570.40	XLON	00365293918TRLO1
10 December 2025 09:07:59	215	570.20	XLON	00365294464TRLO1
10 December 2025 09:08:22	216	570.00	XLON	00365294958TRLO1
10 December 2025 09:09:19	217	569.60	XLON	00365296008TRLO1
10 December 2025 09:11:01	220	569.20	XLON	00365297978TRLO1
10 December 2025 09:11:01	220	569.20	XLON	00365297979TRLO1
10 December 2025 09:13:35	216	569.20	XLON	00365300999TRLO1
10 December 2025 09:16:29	22	568.40	XLON	00365303698TRLO1
10 December 2025 09:16:29	192	568.40	XLON	00365303699TRLO1
10 December 2025 09:16:55	1	568.60	XLON	00365304149TRLO1
10 December 2025 09:16:55	461	568.60	XLON	00365304150TRLO1
10 December 2025 09:19:07	446	569.40	XLON	00365306304TRLO1
10 December 2025 09:23:35	214	570.00	XLON	00365310488TRLO1
10 December 2025 09:23:44	217	569.80	XLON	00365310605TRLO1
10 December 2025 09:24:52	213	569.40	XLON	00365311639TRLO1
10 December 2025 09:25:58	225	569.20	XLON	00365312527TRLO1
10 December 2025 09:26:15	230	568.80	XLON	00365312913TRLO1
10 December 2025 09:31:50	218	571.20	XLON	00365318245TRLO1
10 December 2025 09:32:40	68	571.60	XLON	00365318960TRLO1
10 December 2025 09:35:46	222	571.60	XLON	00365322421TRLO1
10 December 2025 09:35:46	222	571.60	XLON	00365322422TRLO1
10 December 2025 09:35:46	433	570.80	XLON	00365322424TRLO1
10 December 2025 09:35:46	434	570.60	XLON	00365322425TRLO1
10 December 2025 09:37:36	235	571.00	XLON	00365324392TRLO1
10 December 2025 09:37:48	456	570.40	XLON	00365324774TRLO1
10 December 2025 09:37:48	227	570.40	XLON	00365324775TRLO1
10 December 2025 09:38:11	437	570.20	XLON	00365325215TRLO1
10 December 2025 09:38:16	443	570.00	XLON	00365325313TRLO1
10 December 2025 09:41:46	430	571.20	XLON	00365329198TRLO1
10 December 2025 09:44:39	428	571.60	XLON	00365335089TRLO1
10 December 2025 09:44:39	214	571.60	XLON	00365335090TRLO1
10 December 2025 09:44:39	214	571.60	XLON	00365335091TRLO1
10 December			XLON	00365338580TRLO1

2025 09:47:05	3,638	572.40	XLON	00365338867TRLO1
10 December 2025 09:47:21	459	572.20	XLON	00365338867TRLO1
10 December 2025 09:51:40	1,987	571.80	XLON	00365343440TRLO1
10 December 2025 09:56:53	1,533	572.00	XLON	00365349286TRLO1
10 December 2025 09:57:46	683	571.40	XLON	00365350207TRLO1
10 December 2025 10:01:40	447	570.80	XLON	00365351417TRLO1
10 December 2025 10:02:51	423	570.40	XLON	00365351472TRLO1
10 December 2025 10:21:33	437	572.80	XLON	00365352095TRLO1
10 December 2025 10:22:25	216	572.60	XLON	00365352116TRLO1
10 December 2025 10:27:18	1,331	571.40	XLON	00365352256TRLO1
10 December 2025 10:29:06	2,251	571.80	XLON	00365352324TRLO1
10 December 2025 10:29:06	1,688	571.80	XLON	00365352325TRLO1
10 December 2025 10:33:33	1,064	572.20	XLON	00365352564TRLO1
10 December 2025 10:40:59	441	572.00	XLON	00365352813TRLO1
10 December 2025 10:43:57	1,983	571.80	XLON	00365352877TRLO1
10 December 2025 10:49:49	1,140	571.00	XLON	00365353035TRLO1
10 December 2025 10:49:49	228	571.00	XLON	00365353036TRLO1
10 December 2025 10:56:55	693	571.00	XLON	00365353245TRLO1
10 December 2025 11:11:18	221	570.80	XLON	00365353867TRLO1
10 December 2025 11:11:51	219	570.60	XLON	00365353890TRLO1
10 December 2025 11:13:58	71	570.40	XLON	00365354003TRLO1
10 December 2025 11:13:58	148	570.40	XLON	00365354004TRLO1
10 December 2025 11:13:58	219	570.40	XLON	00365354005TRLO1
10 December 2025 11:13:58	219	570.40	XLON	00365354006TRLO1
10 December 2025 11:16:15	71	570.20	XLON	00365354148TRLO1
10 December 2025 11:16:15	367	570.20	XLON	00365354149TRLO1
10 December 2025 11:16:55	156	570.00	XLON	00365354166TRLO1
10 December 2025 11:16:55	273	570.00	XLON	00365354167TRLO1
10 December 2025 11:17:30	442	569.60	XLON	00365354176TRLO1
10 December 2025 11:22:37	48	569.40	XLON	00365354335TRLO1
10 December 2025 11:22:37	393	569.40	XLON	00365354336TRLO1
10 December 2025 11:40:15	342	570.80	XLON	00365354977TRLO1
10 December 2025 11:40:15	320	570.80	XLON	00365354978TRLO1
10 December 2025 11:43:30	430	570.60	XLON	00365355106TRLO1

10 December 2025 11:49:40	454	570.60	XLON	00365355268TRLO1
10 December 2025 11:56:16	226	570.40	XLON	00365355467TRLO1
10 December 2025 11:56:16	454	570.40	XLON	00365355468TRLO1
10 December 2025 11:56:16	227	570.40	XLON	00365355469TRLO1
10 December 2025 12:01:32	911	570.40	XLON	00365355617TRLO1
10 December 2025 12:06:49	1,350	571.00	XLON	00365355833TRLO1
10 December 2025 12:06:49	625	571.00	XLON	00365355834TRLO1
10 December 2025 12:06:54	1,773	571.20	XLON	00365355838TRLO1
10 December 2025 12:08:19	1,352	572.20	XLON	00365355894TRLO1
10 December 2025 12:09:16	5,198	572.20	XLON	00365355904TRLO1
10 December 2025 12:09:16	145	572.20	XLON	00365355905TRLO1
10 December 2025 12:10:28	219	572.20	XLON	00365355929TRLO1
10 December 2025 12:10:28	2,620	572.20	XLON	00365355930TRLO1
10 December 2025 12:10:28	436	572.20	XLON	00365355931TRLO1
10 December 2025 12:15:00	462	572.40	XLON	00365356146TRLO1
10 December 2025 12:15:07	228	572.00	XLON	00365356173TRLO1
10 December 2025 12:28:59	453	571.80	XLON	00365356708TRLO1
10 December 2025 12:28:59	227	571.80	XLON	00365356709TRLO1
10 December 2025 12:31:18	214	571.40	XLON	00365356770TRLO1
10 December 2025 12:37:04	429	571.60	XLON	00365356991TRLO1
10 December 2025 12:37:07	377	571.80	XLON	00365356993TRLO1
10 December 2025 12:37:07	55	571.80	XLON	00365356994TRLO1
10 December 2025 12:37:09	434	571.40	XLON	00365356997TRLO1
10 December 2025 12:40:15	450	571.00	XLON	00365357082TRLO1
10 December 2025 12:43:07	444	570.80	XLON	00365357195TRLO1
10 December 2025 12:46:55	230	570.80	XLON	00365357284TRLO1
10 December 2025 12:46:55	229	570.80	XLON	00365357285TRLO1
10 December 2025 12:46:55	229	570.80	XLON	00365357286TRLO1
10 December 2025 12:52:09	426	571.00	XLON	00365357471TRLO1
10 December 2025 12:52:09	439	570.80	XLON	00365357472TRLO1
10 December 2025 13:06:43	3,179	571.80	XLON	00365357904TRLO1
10 December 2025 13:06:43	1,306	571.80	XLON	00365357905TRLO1
10 December 2025 13:06:43	428	571.80	XLON	00365357906TRLO1
10 December 2025 13:06:43	4,000	571.00	XLON	00365357947TRLO1

2025 13:08:09	1,320	571.60		
10 December 2025 13:08:09	220	571.60	XLON	00365357948TRLO1
10 December 2025 13:08:09	220	571.60	XLON	00365357949TRLO1
10 December 2025 13:08:09	220	571.60	XLON	00365357950TRLO1
10 December 2025 13:20:32	1,973	572.20	XLON	00365358265TRLO1
10 December 2025 13:21:53	2,862	572.40	XLON	00365358284TRLO1
10 December 2025 13:27:37	635	571.40	XLON	00365358426TRLO1
10 December 2025 13:31:13	181	571.40	XLON	00365358507TRLO1
10 December 2025 13:31:13	1,722	571.40	XLON	00365358508TRLO1
10 December 2025 13:31:13	212	571.40	XLON	00365358509TRLO1
10 December 2025 13:41:22	1,154	571.40	XLON	00365358798TRLO1
10 December 2025 13:58:49	228	571.60	XLON	00365359367TRLO1
10 December 2025 13:58:49	2,506	571.60	XLON	00365359368TRLO1
10 December 2025 14:03:25	1,937	571.80	XLON	00365359501TRLO1
10 December 2025 14:14:31	432	571.60	XLON	00365359913TRLO1
10 December 2025 14:14:31	864	571.60	XLON	00365359914TRLO1
10 December 2025 14:14:31	215	571.60	XLON	00365359915TRLO1
10 December 2025 14:14:31	216	571.60	XLON	00365359916TRLO1
10 December 2025 14:14:31	216	571.60	XLON	00365359917TRLO1
10 December 2025 14:20:38	850	571.20	XLON	00365360143TRLO1
10 December 2025 14:22:49	897	571.40	XLON	00365360198TRLO1
10 December 2025 14:22:49	643	571.20	XLON	00365360199TRLO1
10 December 2025 14:30:03	646	571.00	XLON	00365360405TRLO1
10 December 2025 14:33:49	229	570.80	XLON	00365360546TRLO1
10 December 2025 14:33:49	685	570.80	XLON	00365360547TRLO1
10 December 2025 14:34:41	643	570.40	XLON	00365360575TRLO1
10 December 2025 14:36:25	450	569.40	XLON	00365360669TRLO1
10 December 2025 14:39:58	459	569.20	XLON	00365360959TRLO1
10 December 2025 14:43:42	675	569.80	XLON	00365361399TRLO1
10 December 2025 14:44:26	461	569.60	XLON	00365361442TRLO1
10 December 2025 14:44:38	396	569.20	XLON	00365361462TRLO1
10 December 2025 14:44:38	35	569.20	XLON	00365361463TRLO1
10 December 2025 14:50:54	444	568.40	XLON	00365361798TRLO1
10 December 2025 14:57:43	433	568.40	XLON	00365362310TRLO1

10 December 2025 15:00:02	352	568.40	XLON	00365362759TRLO1
10 December 2025 15:00:02	85	568.40	XLON	00365362760TRLO1
10 December 2025 15:00:27	428	568.20	XLON	00365362996TRLO1
10 December 2025 15:01:02	440	568.20	XLON	00365363060TRLO1
10 December 2025 15:01:58	635	569.00	XLON	00365363205TRLO1
10 December 2025 15:04:31	444	569.60	XLON	00365363304TRLO1
10 December 2025 15:05:57	436	569.40	XLON	00365363388TRLO1
10 December 2025 15:05:57	1	569.40	XLON	00365363389TRLO1
10 December 2025 15:07:36	697	569.20	XLON	00365363530TRLO1
10 December 2025 15:09:07	197	568.80	XLON	00365363658TRLO1
10 December 2025 15:09:07	254	568.80	XLON	00365363659TRLO1
10 December 2025 15:09:31	423	568.80	XLON	00365363687TRLO1
10 December 2025 15:11:34	444	569.20	XLON	00365363775TRLO1
10 December 2025 15:11:34	221	569.20	XLON	00365363776TRLO1
10 December 2025 15:11:55	654	569.00	XLON	00365363791TRLO1
10 December 2025 15:13:52	437	569.40	XLON	00365363956TRLO1
10 December 2025 15:13:52	200	569.40	XLON	00365363957TRLO1
10 December 2025 15:13:52	437	569.40	XLON	00365363958TRLO1
10 December 2025 15:15:48	870	569.20	XLON	00365364015TRLO1
10 December 2025 15:17:46	857	569.20	XLON	00365364108TRLO1
10 December 2025 15:20:05	907	569.00	XLON	00365364192TRLO1
10 December 2025 15:20:05	227	569.00	XLON	00365364193TRLO1
10 December 2025 15:24:47	871	568.80	XLON	00365364390TRLO1
10 December 2025 15:24:47	858	568.60	XLON	00365364391TRLO1
10 December 2025 15:24:47	868	568.20	XLON	00365364392TRLO1
10 December 2025 15:25:11	651	567.80	XLON	00365364410TRLO1
10 December 2025 15:27:22	380	567.60	XLON	00365364547TRLO1
10 December 2025 15:27:22	469	567.60	XLON	00365364548TRLO1
10 December 2025 15:27:54	876	567.40	XLON	00365364573TRLO1
10 December 2025 15:34:18	143	567.80	XLON	00365364948TRLO1
10 December 2025 15:34:18	582	567.80	XLON	00365364949TRLO1
10 December 2025 15:34:21	659	567.60	XLON	00365364968TRLO1
10 December 2025 15:34:21	220	567.60	XLON	00365364969TRLO1
10 December 2025 15:34:22	857	567.40	XLON	00365364981TRLO1

2020 10:04:22		507.40		
10 December 2025 15:35:06	636	567.40	XLON	00365365042TRLO1
10 December 2025 15:39:12	512	567.00	XLON	00365365227TRLO1
10 December 2025 15:40:02	593	567.00	XLON	00365365251TRLO1
10 December 2025 15:40:02	30	567.00	XLON	00365365252TRLO1
10 December 2025 15:40:16	424	566.80	XLON	00365365259TRLO1
10 December 2025 15:40:38	251	566.80	XLON	00365365289TRLO1
10 December 2025 15:40:38	75	566.60	XLON	00365365290TRLO1
10 December 2025 15:40:43	222	566.80	XLON	00365365293TRLO1
10 December 2025 15:45:02	216	566.80	XLON	00365365542TRLO1
10 December 2025 15:45:02	865	566.80	XLON	00365365543TRLO1
10 December 2025 15:45:02	217	566.80	XLON	00365365544TRLO1
10 December 2025 15:45:02	802	566.80	XLON	00365365545TRLO1
10 December 2025 15:45:16	560	566.80	XLON	00365365553TRLO1
10 December 2025 15:45:16	537	566.80	XLON	00365365554TRLO1
10 December 2025 15:46:56	367	566.80	XLON	00365365653TRLO1
10 December 2025 15:47:02	500	566.80	XLON	00365365656TRLO1
10 December 2025 15:47:02	367	566.80	XLON	00365365657TRLO1
10 December 2025 15:47:02	677	566.60	XLON	00365365658TRLO1
10 December 2025 15:48:02	677	567.00	XLON	00365365705TRLO1
10 December 2025 15:49:03	298	566.80	XLON	00365365723TRLO1
10 December 2025 15:50:55	898	567.20	XLON	00365365829TRLO1
10 December 2025 15:51:51	871	567.00	XLON	00365365894TRLO1
10 December 2025 15:51:51	140	567.00	XLON	00365365895TRLO1
10 December 2025 15:51:51	78	567.00	XLON	00365365896TRLO1
10 December 2025 15:52:46	871	567.00	XLON	00365365973TRLO1
10 December 2025 15:53:56	871	567.00	XLON	00365366004TRLO1
10 December 2025 15:53:56	218	567.00	XLON	00365366005TRLO1
10 December 2025 15:57:40	672	568.00	XLON	00365366189TRLO1
10 December 2025 15:57:41	1,010	568.40	XLON	00365366190TRLO1
10 December 2025 15:57:41	288	568.40	XLON	00365366191TRLO1
10 December 2025 15:57:54	1,128	568.00	XLON	00365366222TRLO1
10 December 2025 16:02:00	1,270	568.00	XLON	00365366471TRLO1
10 December 2025 16:02:08	331	568.00	XLON	00365366492TRLO1

10 December 2025 16:02:08	1,024	568.00	XLON	00365366493TRLO1
10 December 2025 16:02:13	635	567.40	XLON	00365366508TRLO1
10 December 2025 16:02:16	214	567.00	XLON	00365366513TRLO1
10 December 2025 16:03:40	1,366	566.80	XLON	00365366599TRLO1
10 December 2025 16:06:55	1,510	567.20	XLON	00365366890TRLO1
10 December 2025 16:08:56	1,359	567.60	XLON	00365367083TRLO1
10 December 2025 16:08:56	226	567.60	XLON	00365367084TRLO1
10 December 2025 16:11:13	1,118	568.00	XLON	00365367306TRLO1
10 December 2025 16:14:34	1,360	568.40	XLON	00365367704TRLO1
10 December 2025 16:14:35	718	568.40	XLON	00365367706TRLO1
10 December 2025 16:14:38	902	568.20	XLON	00365367712TRLO1
10 December 2025 16:14:38	225	568.20	XLON	00365367713TRLO1
10 December 2025 16:15:22	212	567.60	XLON	00365367789TRLO1
10 December 2025 16:15:22	423	567.60	XLON	00365367790TRLO1
10 December 2025 16:15:22	212	567.60	XLON	00365367791TRLO1
10 December 2025 16:15:22	211	567.60	XLON	00365367792TRLO1
10 December 2025 16:15:22	211	567.60	XLON	00365367793TRLO1
10 December 2025 16:15:22	211	567.60	XLON	00365367794TRLO1
10 December 2025 16:15:29	222	567.40	XLON	00365367800TRLO1
10 December 2025 16:15:29	94	567.40	XLON	00365367801TRLO1
10 December 2025 16:15:29	128	567.40	XLON	00365367802TRLO1
10 December 2025 16:15:29	222	567.40	XLON	00365367803TRLO1
10 December 2025 16:16:12	447	567.40	XLON	00365367861TRLO1
10 December 2025 16:17:46	681	567.40	XLON	00365368017TRLO1
10 December 2025 16:19:42	275	568.00	XLON	00365368131TRLO1
10 December 2025 16:19:42	82	568.00	XLON	00365368132TRLO1
10 December 2025 16:19:42	493	568.00	XLON	00365368133TRLO1
10 December 2025 16:19:42	299	568.00	XLON	00365368134TRLO1
10 December 2025 16:19:42	213	567.80	XLON	00365368135TRLO1

For further information please contact:

Warren Fernandez

Company Secretary

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