

Caledonia Investments plc

Notification of transactions of persons discharging managerial responsibilities ("PDMR") or persons closely associated with them ("PCA")

Pursuant to the requirements of the UK Market Abuse Regulation, Caledonia Investments plc ("Caledonia" or the "Company") announces that on 30 May 2025 the following nil-cost options over ordinary 5p shares in Caledonia were granted to executive directors under the Caledonia Investments 2020 Performance Share Scheme (the "PSS") and in respect of compulsory deferral of bonus under the Caledonia Investments 2020 Deferred Bonus Plan (the "DBP"). The Company's share price used to determine the number of PSS awards and DBP awards was 3650p.

| Executive Director | No. of shares over which PSS nil-cost options granted | No. of shares over which DBP nil-cost options granted |
|---------------------|---|---|
| J M B Cayzer-Colvin | 17,038 | 274 |
| M S D Masters | 21,575 | 673 |
| R W Memmott | 18,588 | 599 |

Subject to the rules of the PSS, nil-cost options are exercisable between three and ten years after the date of grant. Performance is measured over three years for one-third of the PSS awards which are subject to a post-vesting holding period, on an after-tax basis, of two years. The remaining two-thirds of the awards are subject to performance over five years.

Subject to the rules of the DBP, deferred share awards vest after a three-year retention period.

The total number of shares held under option by the above-named executive directors of Caledonia under the Company's share schemes following these nil-cost option grants are as follows:

| Executive Director | Total no. of shares held under option under performance share schemes | Total no. of shares held under option under the DBP |
|---------------------|---|---|
| J M B Cayzer-Colvin | 110,079 | 6,154 |
| M S D Masters | 98,814 | 7,522 |
| R W Memmott | 55,384 | 599 |

Further information required by the UK Market Abuse Regulation in relation to these transactions is set out in the appendix below.

Enquiries:
Richard Webster
Company Secretary
Tel: + 44 20 7802 8080

3 June 2025

APPENDIX

| 1 | Details of the person discharging managerial responsibilities / person closely associated | |
|----|---|-----------------------------------|
| a) | Name | James Michael Beale Cayzer-Colvin |
| 2 | Reason for the notification | |
| a) | Position/status | Executive Director |

| b) | Initial notification /Amendment | Initial notification | | | | | | | | | |
|--------------------|--|--|-------------|----------|-----------|--------------------|-------|--------|--------------------|-------|-----|
| 3 | Details of the issuer, emission allowance market participant, auction platform, auctioneer or auction monitor | | | | | | | | | | |
| a) | Name | Caledonia Investments plc | | | | | | | | | |
| b) | LEI | 2138002FX1MYCA5ZZH32 | | | | | | | | | |
| 4 | Details of the transaction(s): section to be repeated for (i) each type of instrument; (ii) each type of transaction; (iii) each date; and (iv) each place where transactions have been conducted | | | | | | | | | | |
| a) | Description of the financial instrument, type of instrument Identification code | Ordinary 5p shares GB0001639920 | | | | | | | | | |
| b) | Nature of the transaction | Grant of nil-cost options over ordinary 5p shares under: (1) the Caledonia Investments 2020 Performance Share Scheme ("PSS") (2) the Caledonia Investments 2020 Deferred Bonus Plan ("DBP") | | | | | | | | | |
| c) | Price(s) and volume(s) | <table border="1"> <thead> <tr> <th>Description</th><th>Price(s)</th><th>Volume(s)</th></tr> </thead> <tbody> <tr> <td>Grant of PSS award</td><td>£0.00</td><td>17,038</td></tr> <tr> <td>Grant of DBP award</td><td>£0.00</td><td>274</td></tr> </tbody> </table> | Description | Price(s) | Volume(s) | Grant of PSS award | £0.00 | 17,038 | Grant of DBP award | £0.00 | 274 |
| Description | Price(s) | Volume(s) | | | | | | | | | |
| Grant of PSS award | £0.00 | 17,038 | | | | | | | | | |
| Grant of DBP award | £0.00 | 274 | | | | | | | | | |
| d) | Aggregated information - Aggregated volume - Price | 17,312 Nil | | | | | | | | | |
| e) | Date of the transaction | 30 May 2025 | | | | | | | | | |
| f) | Place of the transaction | Outside a trading venue | | | | | | | | | |

| | | |
|----------|--|----------------------------------|
| 1 | Details of the person discharging managerial responsibilities / person closely associated | |
| a) | Name | Mathew Simon Dexter Masters |
| 2 | Reason for the notification | |
| a) | Position/status | Director/Chief Executive Officer |
| b) | Initial notification /Amendment | Initial notification |
| 3 | Details of the issuer, emission allowance market participant, auction platform, auctioneer or auction monitor | |
| a) | Name | Caledonia Investments plc |
| b) | LEI | 2138002FX1MYCA5ZZH32 |
| 4 | Details of the transaction(s): section to be repeated for (i) each type of instrument; (ii) each type of transaction; (iii) each date; and (iv) each place where transactions have been conducted | |
| a) | Description of the financial instrument, type of instrument Identification code | Ordinary 5p shares |

| | | GB0001639920 | | | | | | | | | |
|--------------------|---------------------------|--|-------------|----------|-----------|--------------------|-------|--------|--------------------|-------|-----|
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| Description | Price(s) | Volume(s) | | | | | | | | | |
| Grant of PSS award | £0.00 | 21,575 | | | | | | | | | |
| Grant of DBP award | £0.00 | 673 | | | | | | | | | |
| d) | Aggregated information | | | | | | | | | | |
| | - Aggregated volume | 22,248 | | | | | | | | | |
| | - Price | Nil | | | | | | | | | |
| e) | Date of the transaction | 30 May 2025 | | | | | | | | | |
| f) | Place of the transaction | Outside a trading venue | | | | | | | | | |

| 1 | Details of the person discharging managerial responsibilities / person closely associated | | | | | | | | | | |
|--------------------|--|--|-------------|----------|-----------|--------------------|-------|--------|--------------|-------|-----|
| a) | Name | Robert William Memmott | | | | | | | | | |
| 2 | Reason for the notification | | | | | | | | | | |
| a) | Position/status | Executive Director/Chief Financial Officer | | | | | | | | | |
| b) | Initial notification /Amendment | Initial notification | | | | | | | | | |
| 3 | Details of the issuer, emission allowance market participant, auction platform, auctioneer or auction monitor | | | | | | | | | | |
| a) | Name | Caledonia Investments plc | | | | | | | | | |
| b) | LEI | 2138002FX1MYCA5ZZH32 | | | | | | | | | |
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| a) | Description of the financial instrument, type of instrument Identification code | Ordinary 5p shares GB0001639920 | | | | | | | | | |
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| Grant of DBP | £0.00 | 599 | | | | | | | | | |

| | | | | |
|----|--------------------------|-------------------------|--|--|
| | | award | | |
| d) | Aggregated information | | | |
| | - Aggregated volume | 19,187 | | |
| | - Price | Nil | | |
| e) | Date of the transaction | 30 May 2025 | | |
| f) | Place of the transaction | Outside a trading venue | | |

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