



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 (the "MAR"), Caledonia Investments plc ("Caledonia" or the "Company") announces that on 27 November 2025, Fiduchi Trustees (UK) Limited, as trustee of the Caledonia Investments Share Incentive Plan (the "SIP"), purchased 156 ordinary shares of 0.5p (each a "Share" and together, "Shares") in the capital of the Company on behalf of the following executive directors.

In accordance with the terms of the SIP, each eligible participating employee can purchase Partnership Shares using monthly contributions deducted from salary, and the Company awards one Matching Share for every Partnership Share purchased by participating employees. 39 Partnership Shares were acquired by each of Mathew Masters and Robert Memmott at 382.2150p per Share. A total of 39 Matching Shares were therefore awarded to each on the same date for nil consideration.

The following table provides a summary of the SIP awards.

Executive director	Number of Partnership Shares purchased	Number of Matching Shares awarded	Total number of shares held within the SIP
M S D Masters	39	39	670
R W Memmott	39	39	670

Further information required by the MAR in relation to these transactions is set out in the appendix below.

Enquiries:

Alex Pollard
Senior Assistant Company Secretary
Tel: + 44 20 7802 8080

28 November 2025

APPENDIX

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	Executive 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	Ordinary 0.5p shares	
	Identification code	GB00BTNQ8K38	
b)	Nature of the transaction	Purchase of Partnership Shares under the Caledonia Investments Share Incentive Plan	
c)	Price(s) and volume(s)	Price(s)	Volume(s)
		£3.822150	39
d)	Aggregated information		
	- Aggregated volume	N/A (single transaction)	
	- Price		
e)	Date of the transaction	27 November 2025	
f)	Place of the transaction	XLON	
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	Ordinary 0.5p shares	
	Identification code	GB00BTNQ8K38	
b)	Nature of the transaction	Award of Matching Shares under Caledonia Investments Share Incentive Plan	
c)	Price(s) and volume(s)	Price(s)	Volume(s)
		Nil	39
d)	Aggregated information		
	- Aggregated volume	N/A (single transaction)	
	- Price		
e)	Date of the transaction	27 November 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, or other entity	

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	Ordinary 0.5p shares				
	Identification code	GB00BTNQ8K38				
b)	Nature of the transaction	Purchase of Partnership Shares under the Caledonia Investments Share Incentive Plan				
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Price(s)	Volume(s)					
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d)	Aggregated information - Aggregated volume - Price	N/A (single transaction)				
e)	Date of the transaction	27 November 2025				
f)	Place of the transaction	XLON				
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	Ordinary 0.5p shares				
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Nil	39					
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