



Caledonia Investments plc
Subsidiary company
s172 Statements for the year
ended 31 March 2026





Caledonia Group Services Limited

Section 172 of the Companies Act 2006 requires a director to act in the way they consider, in good faith, would most likely promote the success of the Company for the benefit of its members as a whole. In doing this section 172 requires directors to have regard to, amongst other matters, the:

- likely consequences of any decisions in the long-term;
- interests of the Company's employees;
- need to foster the Company's business relationships with suppliers, customers and others;
- impact of the Company's operations on the community and environment;
- desirability of the Company maintaining a reputation for high standards of business conduct; and
- need to act fairly as between members of the Company.

In accordance with section 172, the directors have regard to the factors set out above when discharging their duties. In addition, the directors have also had regard to other factors which they consider relevant to the decision being made.

The Company's key stakeholders are the same as those identified in Caledonia Investments plc's financial statements for the year ended 31 March 2026 ("**Caledonia's Annual Report**"). For further details on how the directors have engaged with the Company's key stakeholders, please refer to Caledonia's Annual Report.



Caledonia US Investments Limited

Section 172 of the Companies Act 2006 requires a director to act in the way they consider, in good faith, would most likely promote the success of the Company for the benefit of its members as a whole. In doing this section 172 requires directors to have regard to, amongst other matters, the:

- likely consequences of any decisions in the long-term;
- interests of the Company's employees;
- need to foster the Company's business relationships with suppliers, customers and others;
- impact of the Company's operations on the community and environment;
- desirability of the Company maintaining a reputation for high standards of business conduct; and
- need to act fairly as between members of the Company.

In accordance with section 172, the directors have regard to the factors set out above when discharging their duties. In addition, the directors have also had regard to other factors which they consider relevant to the decision being made.

The Company's key stakeholders are the same as those identified in Caledonia Investments plc's financial statements for the year ended 31 March 2026 ("**Caledonia's Annual Report**"). For further details on how the directors have engaged with the Company's key stakeholders, please refer to Caledonia's Annual Report.