

**THIS DOCUMENT IS IMPORTANT AND REQUIRES YOUR IMMEDIATE ATTENTION. If you are in doubt about what action to take, you should consult an appropriate independent professional adviser who is authorised under the Financial Services and Markets Act 2000.**

If you have sold or otherwise transferred all your Ordinary Shares, please send this document, but not, if you have received one, the accompanying personalised proxy form, at once to the purchaser or transferee or to the stockbroker, bank or other agent through whom the sale or transfer was effected for transmission to the purchaser or transferee. If you have purchased Ordinary Shares after the date of this document, you should contact Link Asset Services using the address set out in section 4 of the Chairman's Letter, if you wish to request a new paper proxy form.

J.P. Morgan Securities plc, which conducts its UK investment banking business as J.P. Morgan Cazenove and which is authorised in the United Kingdom by the Prudential Regulation Authority and regulated in the United Kingdom by the Financial Conduct Authority, is acting exclusively for Caledonia in connection with the Waiver Resolution and for no one else and will not be responsible to anyone other than Caledonia for providing the protections afforded to their clients, or for giving advice in connection with any matter referred to in this circular.

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# CALEDONIA INVESTMENTS PLC

(Registered in England and Wales under No. 235481)

## **Notice of the 2019 Annual General Meeting including proposals for the renewal of the Company's authority to make market purchases of its Ordinary Shares and a waiver of the requirements of Rule 9 of the City Code on Takeovers and Mergers**

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Notice of the Annual General Meeting of Caledonia to be held at Cayzer House, 30 Buckingham Gate, London SW1E 6NN at 11.30 a.m. on 24 July 2019 is set out at the end of this document.

Proxy appointments for the Annual General Meeting should be completed and returned as soon as possible and, to be valid, must be deposited so as to be received no later than 11.30 a.m. on 22 July 2019 with the Company's registrar, Link Asset Services, by one of the following methods: (i) if using a paper proxy form, by post to the address provided for such purpose in the proxy form or by hand during normal business hours to Link Asset Services, The Registry, 34 Beckenham Road, Beckenham, Kent BR3 4TU; or (ii) online at [www.signalshares.com](http://www.signalshares.com) using the Ordinary Shareholder's investor code; or (iii) in the case only where Ordinary Shares are held in CREST (as an alternative to methods (i) and (ii)), via the CREST Proxy Voting Service.

Participants in the ISA and Savings Scheme can direct The Share Centre as to how they wish to vote at the Annual General Meeting by one of the following methods: (i) online at [www.share.com](http://www.share.com); or (ii) by email to [shareholder.rights@share.co.uk](mailto:shareholder.rights@share.co.uk); or (iii) by telephoning 01296 41 46 80. Instructions must be received by The Share Centre no later than the close of business on 17 July 2019.

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## Definitions

The following definitions apply throughout this document, unless the context otherwise requires:

<b>2006 Act</b>	means the Companies Act 2006
<b>2018 AGM</b>	means the annual general meeting of the Company held on 19 July 2018
<b>Annual General Meeting or AGM</b>	means the annual general meeting of the Company to be held at Cayzer House, 30 Buckingham Gate, London SW1E 6NN at 11.30 a.m. on 24 July 2019 and any adjournment(s) thereof
<b>Annual Report</b>	means Caledonia's annual report for the year ended 31 March 2019
<b>Articles</b>	means the existing articles of association of the Company
<b>Authority to Make Market Purchases</b>	means the authority to make market purchases of Ordinary Shares to be proposed to Ordinary Shareholders in the terms of resolution 15 set out in the notice of AGM at the end of this document
<b>Board</b>	means Caledonia's board of directors
<b>Business Day</b>	means any day (other than a Saturday or Sunday or public holiday) on which banks are generally open for business in London
<b>Caledonia or the Company</b>	means Caledonia Investments plc of Cayzer House, 30 Buckingham Gate, London SW1E 6NN
<b>Caledonia Group Services</b>	means Caledonia Group Services Limited, a wholly-owned subsidiary of the Company
<b>Cayzer Trust</b>	means The Cayzer Trust Company Limited of Cayzer House, 30 Buckingham Gate, London SW1E 6NN
<b>Chairman</b>	means Mr D C Stewart, the chairman of Caledonia
<b>Chairman's Letter</b>	means the letter from the Chairman set out in Part I of this document
<b>Concert Party</b>	means that group of Ordinary Shareholders which the Panel has confirmed is deemed to act in concert, details of the members of the Concert Party being set out in paragraph 5 of Part III of this document
<b>Concert Party Directors</b>	means those Directors who are members of the Concert Party, namely The Hon C W Cayzer, Mr J M B Cayzer-Colvin and Mr W P Wyatt
<b>CREST</b>	means the relevant system (as defined in the CREST Regulations) in respect of which Euroclear is the Operator (as defined in the CREST Regulations)
<b>CREST Manual</b>	means the document entitled 'CREST Manual' issued by Euroclear
<b>CREST Member</b>	means a person who has been admitted by Euroclear as a system-member (as defined in the CREST Regulations)
<b>CREST Participant</b>	means a person who has been admitted by Euroclear as a system-participant (as defined in the CREST Regulations)
<b>CREST Proxy Voting Service</b>	means Euroclear's electronic proxy voting service
<b>CREST Regulations</b>	means the Uncertificated Securities Regulations 2001 (SI 2001 No 3755)
<b>CREST Sponsor</b>	means a CREST Participant admitted to CREST as a sponsor
<b>CREST Sponsored Member</b>	means a CREST Member admitted to CREST as a sponsored member
<b>Deferred Bonus Plan</b>	means the Caledonia Investments 2011 Deferred Bonus Plan
<b>Directors</b>	means the directors of Caledonia
<b>Employee Share Trust</b>	means the Caledonia Investments plc Employee Share Trust
<b>Euroclear</b>	means Euroclear UK and Ireland Limited
<b>Executive Directors</b>	means Mr J M B Cayzer-Colvin, Mr T J Livett and Mr W P Wyatt
<b>FCA</b>	means the Financial Conduct Authority acting in its capacity as the competent authority for the purposes of Part VI of the Financial Services and Markets Act 2000

<b>Group</b>	means Caledonia and its subsidiaries
<b>Independent Shareholders</b>	means those Ordinary Shareholders who are not members of the Concert Party
<b>ISA</b>	means the Caledonia Investments Individual Savings Account
<b>J.P. Morgan Cazenove</b>	means J.P. Morgan Securities plc, which conducts its UK investment banking activities as J.P. Morgan Cazenove
<b>Latest Practicable Date</b>	means the close of business on 12 June 2019, being the latest practicable date prior to the publication of this document
<b>Link Asset Services</b>	means Link Asset Services, a trading name of Link Registrars Limited, The Registry, 34 Beckenham Road, Beckenham, Kent BR3 4TU
<b>Listing Rules</b>	means the Listing Rules as published by the FCA in its handbook of rules and guidance
<b>Market Abuse Regulation</b>	means the EU Market Abuse Regulation no. 596/2014
<b>Non-Concert Party Directors</b>	means Mr S J Bridges, Mr G B Davison, Mr C H Gregson, Mrs S C R Jemmett-Page, Mr T J Livett and Mr D C Stewart
<b>Non-Executive Directors</b>	means Mr S J Bridges, The Hon C W Cayzer, Mr G B Davison, Mr C H Gregson and Mrs S C R Jemmett-Page
<b>Official List</b>	means the Official List of the FCA
<b>Ordinary Shares</b>	means ordinary shares of 5p each in Caledonia
<b>Ordinary Shareholders</b>	means the holders of Ordinary Shares
<b>Panel</b>	means the Panel on Takeovers and Mergers
<b>Performance Share Scheme</b>	means the Caledonia Investments 2011 Performance Share Scheme
<b>Savings Scheme</b>	means the Caledonia Investments Share Savings Scheme
<b>Takeover Code</b>	means the City Code on Takeovers and Mergers
<b>The Share Centre</b>	means The Share Centre Limited, the administrator of the ISA and Savings Scheme
<b>UK Corporate Governance Code</b>	means the UK Corporate Governance Code published by the Financial Reporting Council in July 2018
<b>Waiver Resolution</b>	means the ordinary resolution 16 in the form set out in the notice of AGM at the end of this document approving a waiver of the mandatory offer provisions set out in Rules 9 and 37 of the Takeover Code

## Part I – Letter from the Chairman



Caledonia Investments plc  
*Registered and head office*  
Cayzer House  
30 Buckingham Gate  
London SW1E 6NN

12 June 2019

### *Directors:*

David C Stewart	<i>(Chairman)</i>
William P Wyatt <sup>1</sup>	<i>(Chief Executive)</i>
Timothy J Livett	<i>(Chief Financial Officer)</i>
Jamie M B Cayzer-Colvin <sup>1</sup>	<i>(Executive Director)</i>
Stuart J Bridges	<i>(Non-Executive Director)</i>
The Hon Charles W Cayzer <sup>1</sup>	<i>(Non-Executive Director)</i>
Guy B Davison	<i>(Non-Executive Director)</i>
Charles H Gregson	<i>(Senior Independent Non-Executive Director)</i>
Shonaid C R Jemmett-Page	<i>(Non-Executive Director)</i>

1. Concert Party Directors.

To Ordinary Shareholders, participants in the ISA and Savings Scheme and, for information only, holders of awards under the Performance Share Scheme and the Deferred Bonus Plan.

Dear Shareholder

### **1. Introduction**

The purpose of this letter is to provide you with an explanation of the resolutions to be proposed at the ninetieth annual general meeting of the Company, which will be held at Cayzer House, 30 Buckingham Gate, London SW1E 6NN, at 11.30 a.m. on Wednesday 24 July 2019 and to seek your approval of them. The notice of AGM is set out at the end of this document.

The first part of the AGM (resolutions 1 to 14 inclusive) will address the ordinary business of the AGM. The second part of the AGM (resolutions 15 to 19 inclusive) will seek the necessary shareholder approvals for:

- the Authority to Make Market Purchases;
- a waiver which the Panel has agreed to grant (subject to Independent Shareholders' approval) of any obligation on the Concert Party under Rule 9 of the Takeover Code which might arise if the Company makes purchases of Ordinary Shares pursuant to the Authority to Make Market Purchases;
- the renewal of the Company's authority to allot unissued Ordinary Shares;
- the renewal of the Directors' authority to allot Ordinary Shares, or transfer Ordinary Shares from treasury, on a non pre-emptive basis; and
- the renewal of the Directors' authority to convene general meetings of the Company, other than annual general meetings, on 14 clear days' notice.

All of the resolutions to be proposed at the AGM (including for the proposals outlined above) are explained in further detail below.

### **2. Ordinary business**

The ordinary business of the AGM comprises resolutions 1 to 14 inclusive.

### **Resolution 1: Annual Report**

The Directors are required to lay the Annual Report before the AGM. The Directors approved the Annual Report on 28 May 2019. Although not a statutory requirement, resolution 1 seeks the approval of the Annual Report by Ordinary Shareholders, who will be given the opportunity to ask questions about the Annual Report at the AGM.

A copy of the Annual Report accompanies this document.

### **Resolution 2: Directors' remuneration report**

The Directors' remuneration report comprises three sections:

- an annual statement by the Chairman of the Remuneration Committee, which summarises and explains the major decisions taken and changes made to Directors' remuneration during the year;
- a remuneration policy, which sets out the framework for future remuneration payments to Directors; and
- an annual report on Directors' remuneration, which sets out payments made to Directors during the year.

The statement by the Chairman of the Remuneration Committee and the annual report on Directors' remuneration are required to be put to an annual advisory vote of shareholders. The remuneration policy is subject to a binding vote of shareholders and must be approved at least every three years, although an earlier vote will be required if the Remuneration Committee wishes to implement any policy changes or if an advisory vote on an annual report on Directors' remuneration is not passed. The current remuneration policy was approved by shareholders at the annual general meeting of the Company held on 20 July 2017 and no changes are proposed to it this year.

Resolution 2 therefore seeks approval of the Directors' remuneration report for the year ended 31 March 2019, other than the part containing the remuneration policy, the relevant sections of which are set out on pages 41 and 42 and 50 to 57 of the Annual Report. As required by the 2006 Act, the Company's auditor, KPMG LLP, has audited those parts of the annual report on Directors' remuneration required by the legislation to be audited and its report is set out on pages 63 to 67 of the Annual Report. As stated above, this resolution is advisory in nature and does not affect the remuneration paid to any Director.

### **Resolution 3: Final dividend**

The Directors have proposed a final dividend of 43.2p per Ordinary Share for the year ended 31 March 2019, payable on 8 August 2019 to Ordinary Shareholders on the register of members as at the close of business on 28 June 2019. Resolution 3 seeks Ordinary Shareholders' approval of this dividend.

### **Resolutions 4 to 12: Election and re-election of Directors**

In accordance with the provisions of the UK Corporate Governance Code, all of the Directors, other than Charles Gregson, who will be retiring from the Board at the AGM, are offering themselves for re-election or, in the case of Mr Livett, who was appointed with effect from 12 March 2019, election, as set out in resolutions 4 to 11.

On 10 June 2019, Caledonia announced that Mrs Claire Fitzalan Howard will be appointed as a non-executive director of the Company with effect from 22 July 2019. Mrs Fitzalan Howard will also offer herself for election at the AGM, as set out in resolution 12.

Biographies of the directors proposed for election or re-election, including details of the specific experience and attributes that they bring to the Board and why their contributions are, and continue to be, important to the Company's long term sustainable success, are set out below.

- **Mr D C Stewart, Chairman (resolution 4)**

David Stewart was appointed a non-executive director of Caledonia in 2015 and Chairman in 2017 and is Chairman of the Nomination Committee and a member of the Remuneration Committee. Having begun his career at Swire Pacific in 1981, he joined James Capel in 1986 and then Fidelity Investments in 1995, where he was Head of Emerging Markets and subsequently European President. From 2005 to 2013, he was Chief Executive Officer of Odey Asset Management before assuming a non-executive role until 2014. He is currently a director and co-founder of IMM Associates and Chairman of Hermes Fund Managers.

Mr Stewart brings to the Board extensive experience of international business and asset management, in the UK, Asia and emerging markets, which enables him to provide effective leadership of Caledonia's Board and valuable insight and advice in relation to the Company's global portfolio.

- **Mr W P Wyatt, Chief Executive (resolution 5)**

Will Wyatt joined the Caledonia group in 1997 from Close Brothers Corporate Finance, working first at Sterling Industries before transferring to Caledonia's head office in 1999 as an investment executive. He was appointed a director in 2005 and Chief Executive in 2010 and is also a member of the Nomination Committee. He has held board positions at numerous Caledonia investee companies and is currently a non-executive director of

Cobehold. He is also a non-executive director of Real Estate Investors, a trustee of the Rank Foundation and Chairman of Newmarket Racecourses.

Mr Wyatt brings to the Board corporate finance and investment expertise and broad senior management experience, which enable him to provide effective leadership of the management team in executing the Board's strategy.

- **Mr J M B Cayzer-Colvin, Executive Director (resolution 6)**

Jamie Cayzer-Colvin joined the Caledonia group in 1995, initially working at its Amber speciality chemicals subsidiary before becoming an investment executive at the Company's head office in 1999. He was appointed a director in 2005 and has held board positions at numerous Caledonia investee companies. He currently sits on the advisory committees of a number of Caledonia's fund investments and is Chairman of The Henderson Smaller Companies Investment Trust and a non-executive director of Polar Capital Holdings. He is also Chairman of Heritage of London Trust and the Bronze Oak Tree Project.

Mr Cayzer-Colvin brings to the Board broad senior management experience and investment expertise, and he specifically contributes to the long term sustainable success of the Company through his leadership of Caledonia's funds investment strategy.

- **The Hon C W Cayzer, Non-Executive Director (resolution 7)**

Having gained experience of merchant banking, commercial banking and corporate and project finance with Baring Brothers, Cayzer Irvine and Cayzer Ltd, The Hon Charles Cayzer was appointed an executive director of Caledonia in 1985, becoming non-executive in 2012, and is also a member of the Nomination Committee. During his period as an executive director of Caledonia, he was responsible for a large number of investment acquisitions and disposals and served on the boards of many investee companies, mostly in the property and hotel sectors. He is currently Chairman of Cayzer Trust and the Bedford Estate.

The Hon C W Cayzer brings to the Board extensive knowledge of commercial property and also broad commercial management experience, which enable him to provide insight and constructive challenge across the breadth of Caledonia's investment activities.

- **Mr S J Bridges, Independent Non-Executive Director (resolution 8)**

Stuart Bridges was appointed a non-executive director of Caledonia in 2013 and is Chairman of the Audit Committee and a member of the Governance and Nomination Committees. A chartered accountant, he has been Chief Financial Officer of Control Risks since July 2018, prior to which he was Group Chief Financial Officer of Nex Group from 2015 to 2017, which he joined after some 16 years as Chief Financial Officer of Hiscox. Before Hiscox, he held positions in various financial services companies in the UK and US, including Henderson Global Investors. He is a member of the Finance Committee of The Royal Institution.

Mr Bridges brings to the Board a wide knowledge of both the insurance and investment markets, as well as financial oversight expertise, the latter being particularly important to the Company in terms of his contribution to the Board as Chairman of the Audit Committee.

- **Mr G B Davison, Independent Non-Executive Director (resolution 9)**

Guy Davison joined the Board as a non-executive director in January 2018 and is a member of the Audit and Nomination Committees. Following Charles Gregson's retirement at the AGM, Mr Davison will also become Senior Independent Non-Executive Director and Chairman of the Governance Committee. After qualifying as a chartered accountant, he spent four years at Larpent Newton before joining Cinven, the leading international private equity firm, in 1988 as a founding partner, remaining with the firm until his retirement in January 2017. During that time, he was central to the development and expansion of the business from the time of its buy-out from British Coal in 1995 to an international operation which today has offices throughout Europe and North America.

During his 29 years at Cinven, Mr Davison held numerous board positions, representing Cinven as chairman or non-executive director at some 25 of its portfolio companies.

Mr Davison brings to the Board over 30 years' knowledge and experience of private equity investing, both in the UK and in Europe, which is of particular benefit to the Board and Caledonia's Unquoted team in evaluating new unquoted investment opportunities and in managing its existing unquoted portfolio.

- **Mrs S C R Jemmett-Page, Independent Non-Executive Director (resolution 10)**

Shonaid Jemmett-Page was appointed a non-executive director of Caledonia in 2015 and is a member of the Audit, Governance, Nomination and Remuneration Committees. She will succeed Charles Gregson as Chair of the Remuneration Committee on his retirement at the AGM. Shonaid spent the first 20 years of her career at KPMG in London and Tokyo, rising to the position of Partner, Financial Services. In 2001, she moved to Unilever, where she was Senior Vice President, Finance and Information for Asia, based in Singapore, before returning to the UK as Finance Director for Unilever's global

non-food business. In 2009, she joined CDC Group as Chief Operating Officer, a position she held until 2012. Since then, she has focused on non-executive appointments and is currently non-executive Chairman of MS Amlin and a non-executive director of Greencoat UK Wind.

Mrs Jemmett-Page brings to the Board extensive financial oversight and international business experience, in particular in the Far East, which enables her to provide valuable insight and advice to the Board, both in terms of its general decision-taking and through her committee memberships.

- **Mr T J Livett, Chief Financial Officer (resolution 11)**

Tim Livett was appointed as Chief Financial Officer with effect from 12 March 2019, joining Caledonia from the Wellcome Trust, where he had been Chief Financial Officer since 2014. Prior to this position, he worked for Virgin Atlantic for ten years, initially as Finance Director and latterly as Chief Financial Officer, having previously held senior financial positions at Hudson Global Resources and British Airways.

Mr Livett brings to the Board extensive commercial and financial experience. His knowledge gained from his responsibilities for risk and performance oversight of Wellcome Trust's asset management division will be of particular value to Caledonia's management team.

- **Mrs C L Fitzalan Howard, Independent Non-Executive Director (resolution 12)**

Claire Fitzalan Howard will be appointed a non-executive director of Caledonia with effect from 22 July 2019 and will become a member of the Nomination and Remuneration Committees.

After graduating from Oxford University, Mrs Fitzalan Howard began her career at Kleinwort Benson, where she worked from 1982 to 1987. She subsequently joined Gauntlet Insurance Services, a privately-owned insurance broking company specialising in high net worth clients, where she had an executive role until 1996 and has been a non-executive director since 2004. She is also involved in a number of charitable trusts and foundations, including as a director of the Schroder Charity Trust and of the Stansted Park Foundation and as a trustee of the Schroder Foundation.

Mrs Fitzalan Howard will bring to the Board broad experience in both the financial services and charitable sectors, as well as a deep experience of public and private businesses with significant family shareholdings.

Following completion of the Board's annual evaluation process, the Nomination Committee is of the opinion (confirmed by the Chairman) that all of the directors offering themselves for election or re-election continue to provide effective contributions to the performance of the Board and to demonstrate commitment to their roles as directors. Accordingly, the Nomination Committee recommends that all of the directors proposed for election or re-election at the AGM should be elected or re-elected.

Under the Listing Rules, where a premium listed company has a controlling shareholder or shareholders (being a person or persons acting in concert who exercise or control 30 per cent. or more of the company's voting rights), the election or re-election of any director determined by its board to be independent must be approved by a majority vote of both (i) all of the shareholders of the company; and (ii) the independent shareholders, being those who are not controlling shareholders. If the election or re-election of an independent director is not approved by votes of both all shareholders and the independent shareholders and the company still wishes to propose that director for election or re-election, it must propose a further resolution, to be approved by all shareholders, at a meeting which must be held more than 90 days, but within 120 days, of the first votes. In the interim, the relevant independent director is treated as having been elected or re-elected until the meeting at which the further resolution is proposed. The level of the shareholding of the Concert Party in Caledonia means that these provisions apply to Caledonia's independent directors.

The Board has determined that Stuart Bridges, Guy Davison, Shonaid Jemmett-Page and Claire Fitzalan Howard are independent and accordingly the resolutions for their election or re-election (resolutions 8 to 10 and 12) will be subject to the dual voting procedure described above. Single resolutions will be proposed at the AGM for the election or re-election of each director on which all shareholders may vote, but the Company will separately count the number of votes cast in favour by Independent Shareholders to determine whether the second requisite majority has been met. The Company will announce the results of the votes on each basis after the AGM has been held.

The Listing Rules also require that, where a premium listed company has a controlling shareholder, a circular to shareholders relating to the election or re-election of an independent director must include details of any existing or previous relationship, transaction or arrangement that the proposed independent director has, or has had, with the listed company, its directors, any controlling shareholder or any associate of a controlling shareholder. It must also include a description of why the listed company considers the proposed independent director will be an effective director, how the listed company has determined that the proposed director is independent and the process followed by the listed company for the selection of the proposed independent director.

Caledonia has received confirmation from each of the above directors that, other than by virtue of their positions as directors of Caledonia or as present or past shareholders in the Company, there are no existing or previous relationships, transactions or arrangements as referred to above requiring disclosure, except as listed below:



- Mr Bridges was Group Chief Financial Officer of Nex Group plc from 1 September 2015 until 31 May 2017, whilst Mr Gregson was its non-executive Chairman;
- Mrs Jemmett-Page was Caledonia's audit partner at KPMG Audit Plc from November 1995 to March 2001.

The attributes that enable the independent directors to make an effective contribution to the Board and the specific reasons why their contributions are, and continue to be, important to the Company's long term sustainable success are described in their biographies above. To determine their independence, the Board has taken into account the experience and standing of the individual directors concerned and the strength of character and judgement demonstrated by them. It has also considered the relationships or circumstances listed above, which, in the case of Mr Bridges and Mr Gregson, are included in those identified by the UK Corporate Governance Code as being likely to affect, or which could appear to affect, a director's judgement. As explained on page 33 of the Annual Report, the Board does not consider that any of these relationships or circumstances has any influence on the ability of the directors concerned to exercise independent judgement in relation to the affairs of Caledonia.

To recruit new independent non-executive directors, the Nomination Committee will normally engage an independent search consultant to find appropriate candidates with the requisite skills, although the Nomination Committee may also consider candidates introduced from other sources. All of the independent directors proposed for election or re-election were selected following a search conducted by external consultants.

None of the Executive Directors has a contract of service which cannot be terminated within one year. The Non-Executive Directors seeking re-election, and Mrs Fitzalan Howard who will also be seeking election at the AGM, are appointed under letters of appointment which do not provide any entitlement to compensation in the event of their ceasing to be directors.

### ***Resolutions 13 and 14: Re-appointment and remuneration of the auditor***

Resolution 13 seeks approval, as recommended by Caledonia's Audit Committee, of the re-appointment of KPMG LLP as auditor to the Company until the conclusion of the next general meeting of the Company at which accounts are laid. Resolution 14 will give authority to the Directors to agree the auditor's remuneration.

### **3. Special business**

The special business to be considered at the AGM comprises resolutions 15 to 19 inclusive.

#### ***Resolution 15: Authority to make market purchases by the Company of its Ordinary Shares***

Authority was granted by Ordinary Shareholders to the Company at the 2018 AGM to purchase up to a maximum of 5,537,370 Ordinary Shares, representing approximately 10 per cent. of the then issued Ordinary Shares. Ordinary Shareholders are being asked by resolution 15, which will be proposed as a special resolution, to grant a new authority (which will replace the existing authority) to Caledonia to purchase up to the same maximum of 5,537,370 Ordinary Shares, which represents approximately 10 per cent. of the issued Ordinary Shares as at the Latest Practicable Date.

If the resolution is passed, it will empower the Company to make market purchases on the London Stock Exchange of up to 5,537,370 Ordinary Shares at a price per Ordinary Share not more than the higher of:

- 5 per cent. above the average of the middle market quotations for Ordinary Shares during the five Business Days preceding any such purchase; and
- the higher of:
  - the price of the last independent trade in Ordinary Shares; and
  - the highest current independent bid relating thereto on the trading venue where the purchase is carried out;

nor less than 5p, being the nominal value of an Ordinary Share.

The Authority to Make Market Purchases will only be utilised if the Board believes that purchases of Ordinary Shares will be in the best interests of Caledonia and Ordinary Shareholders as a whole and will result in an increase in net asset value per Ordinary Share. In considering whether to exercise the Authority to Make Market Purchases, the Board will take into account both the longer term investment opportunities available to Caledonia and any discount at which the Ordinary Shares are trading in the market relative to the net asset value per Ordinary Share.

A purchase of Ordinary Shares by the Company pursuant to the Authority to Make Market Purchases could increase the percentage of voting rights held by the Concert Party. In certain circumstances (described below), such an increase could trigger an obligation on the Concert Party to make a mandatory offer for the whole of the issued share capital of the Company pursuant to the Takeover Code. Accordingly, Independent Shareholders will be asked to renew the waiver of the mandatory offer provisions granted at the 2018 AGM such that purchases of Ordinary Shares by the Company pursuant to the Authority to Make Market Purchases will not trigger a requirement for the Concert Party to make a mandatory offer for the entire issued share capital of the Company. Further details relating to this waiver are set out below.

There are currently outstanding awards over 1,092,534 Ordinary Shares under the Performance Share Scheme and over 99,905 Ordinary Shares under the Deferred Bonus Plan, in aggregate representing approximately 2.15 per cent. of the issued Ordinary Shares as at the Latest Practicable Date. If the Authority to Make Market Purchases was exercised in full, the Ordinary Shares under award would represent approximately 2.39 per cent. of the issued Ordinary Shares. It is, however, the Board's policy, where possible, to source awards exercised under the Performance Share Scheme or called under the Deferred Bonus Plan using Ordinary Shares held by the Employee Share Trust, thereby avoiding dilution of Ordinary Shareholders' holdings.

The Authority to Make Market Purchases, if granted, will expire at the close of business on 24 October 2020 or, if earlier, at the conclusion of the next annual general meeting of the Company.

Ordinary Shares purchased by the Company pursuant to the Authority to Make Market Purchases may be cancelled, or held in treasury and subsequently cancelled, or sold for cash, or used to satisfy share-based awards issued to employees pursuant to the Performance Share Scheme and the Deferred Bonus Plan. Since the 2018 AGM, the Company has not purchased any Ordinary Shares for cancellation and no Ordinary Shares are currently held in treasury.

### **Resolution 16: Waiver of mandatory offer provisions set out in Rule 9 of the Takeover Code**

Resolution 16, the Waiver Resolution, which will be proposed as an ordinary resolution, seeks Independent Shareholders' approval on a poll of a waiver of the obligation that could arise on the Concert Party to make a general offer for the entire issued share capital of the Company as a result of purchases by the Company of Ordinary Shares pursuant to the Authority to Make Market Purchases.

The Panel has ruled that a group of Ordinary Shareholders is deemed to form a concert party for the purposes of the Takeover Code. As at the Latest Practicable Date, these shareholders, being Cayzer Trust, the Concert Party Directors, the Employee Share Trust, the directors of Cayzer Trust and other members of the wider Cayzer family, details of whom are disclosed in paragraph 5 of Part III of this document, between them were interested in 26,830,170 Ordinary Shares, representing approximately 48.45 per cent. of the shares carrying voting rights of the Company. The Concert Party's highest percentage of shares carrying voting rights held in the 12 months prior to the Latest Practicable Date was approximately 48.46 per cent.

Under Rule 9 of the Takeover Code, where any person who, together with persons acting in concert with him, is interested in shares which in aggregate carry not less than 30 per cent., but does not hold shares carrying more than 50 per cent., of the voting rights of a company and such person, or any persons acting in concert with him, acquires an interest in any other shares in the company which increases the percentage of shares carrying voting rights in which he is interested, such person would normally have to extend a general offer to all shareholders to acquire their shares for cash at not less than the highest price paid by him, or parties acting in concert with him, during the 12 months prior to the announcement of the offer.

The percentage of shares carrying voting rights in which the Concert Party is interested could be increased by the purchase by the Company of Ordinary Shares through the exercise by the Company of the Authority to Make Market Purchases. Pursuant to Rule 37 of the Takeover Code, any increase in the percentage of shares carrying voting rights of the Concert Party resulting from such an exercise would normally be treated as an acquisition of interests in shares by the Concert Party for the purposes of Rule 9 of the Takeover Code. Accordingly, if the effect of such exercise was to increase the percentage of shares in which the Concert Party is interested, this could result in members of the Concert Party being obliged to make a general offer for the entire issued Ordinary Share capital of the Company.

In accordance with Rule 37 and Appendix 1 of the Takeover Code, the Panel has agreed to waive any requirement on the Concert Party to make a general offer to all shareholders of the Company which could arise as a result of an exercise of the Authority to Make Market Purchases, provided that the Independent Shareholders have passed, on a poll, the Waiver Resolution. In no circumstances will the Company make market purchases of Ordinary Shares which would result in the percentage of voting rights in which the Concert Party is interested exceeding 49.9 per cent. Accordingly, Independent Shareholders are being asked to approve, on a poll, the Waiver Resolution which, if so approved, will expire at the close of business on 24 October 2020 or, if earlier, at the conclusion of the next annual general meeting of the Company.

The waiver by the Panel will (subject to the discretion of the Panel) be invalidated if any further purchases of Ordinary Shares are made by any member of the Concert Party in the period between the date of this document and the date of the AGM. The waiver by the Panel will also not apply to the purchase of Ordinary Shares by the Concert Party itself, which would remain subject to the provisions of Rule 9 of the Takeover Code as described above. In the event that resolution 16 is passed, the Concert Party will not be restricted from making an offer for the Company.

The Concert Party has no intention of increasing or materially decreasing its interest in Caledonia, although this interest may subsequently increase to not more than 49.9 per cent. as a result of the exercise by the Company of the Authority to Make Market Purchases. The Concert Party remains fully supportive of Caledonia's management and has no intention to make any changes to the future business of the Company, to the continued employment of the employees and management of the Company and its subsidiaries (including material changes in their employment conditions or the

balance of their skills and functions), to its pension scheme arrangements, to its fixed assets or to the existing trading facilities for the Company's Ordinary Shares. The Concert Party has also confirmed to the Company that it has no intentions in relation to the strategic direction of the Company, including in respect of the location of the Company's place of business or headquarters. The Company does not carry out research and development.

In considering whether to seek a waiver of the mandatory offer provisions set out in Rule 9 of the Takeover Code, the Non-Concert Party Directors have taken into account: (i) their belief that market purchases of Ordinary Shares as envisaged by resolution 15, details of which are set out above, will be in the best interests of Caledonia and Ordinary Shareholders as a whole; and (ii) the potential increase in the aggregate Concert Party holding, subject to the limit of this increase to a maximum of 49.9 per cent. from its current 48.45 per cent. interest in shares carrying voting rights in the Company.

Further details in relation to the Waiver Resolution are set out in Part II of this document.

#### ***Resolution 17: Authority to allot unissued Ordinary Shares***

Resolution 17, which will be proposed as an ordinary resolution, seeks to renew the authority granted at the 2018 AGM to allot unissued Ordinary Shares. Whilst they do not have any present intention of exercising any such authority, the Directors believe that it would be in the Company's interests to retain the maximum flexibility permitted by guidance issued by the Investment Association and, accordingly, are seeking authority to allot Ordinary Shares up to a nominal amount of £1,845,790, representing approximately two-thirds of the issued Ordinary Shares as at the Latest Practicable Date. Of this amount, Ordinary Shares with a nominal value of £922,895, representing approximately one-third of the issued Ordinary Shares as at the Latest Practicable Date, would only be available for allotment in connection with pre-emptive rights issues as set out in the resolution.

The authority, if granted, will last until the next annual general meeting of the Company or, if earlier, the close of business on 24 October 2020.

#### ***Resolution 18: Authority to allot Ordinary Shares on a non pre-emptive basis***

Resolution 18, which will be proposed as a special resolution, seeks to renew the Directors' authority to allot Ordinary Shares for cash in connection with a rights issue or other than pro rata to existing Ordinary Shareholders. In the case of an issue of Ordinary Shares other than pro rata to existing Ordinary Shareholders, the authority will be limited to a nominal amount of £138,434, which represents no more than 5 per cent. of the issued Ordinary Shares as at the Latest Practicable Date. If granted, the authority will last until the next annual general meeting of the Company or, if earlier, the close of business on 24 October 2020. This authority to allot shares on a non pre-emptive basis will also apply to the transfer of Ordinary Shares held in treasury, if any.

The Board will comply with the provision of the Statement of Principles of the Pre-Emption Group that no more than 7.5 per cent. of the issued Ordinary Share capital should be allotted for cash, or transferred from treasury, on a non pre-emptive basis during any rolling three-year period.

#### ***Resolution 19: Notice of general meetings***

Resolution 19, which will be proposed as a special resolution, seeks to renew the shareholder approval granted at the 2018 AGM to enable the Company to continue to convene general meetings, other than annual general meetings, on 14 clear days' notice.

An amendment to the 2006 Act, which came into force in 2009, increased the notice period for general meetings to 21 days. A listed company may, however, continue to call general meetings on 14 clear days' notice, provided that: (i) the company offers the facility for members to vote by electronic means accessible to all members who hold shares that carry rights to vote at general meetings; and (ii) members have passed a special resolution approving shorter notice at the immediately preceding annual general meeting or at a general meeting held since the annual general meeting.

The Board believes that it will be beneficial to preserve the current ability to convene general meetings, other than annual general meetings, on 14 clear days' notice and, accordingly, is seeking to renew the requisite shareholder approval at the AGM. This shorter notice period will not however be used as a matter of course, but only when merited by the business of the meeting. If granted, the approval will last until the next annual general meeting of the Company and it is the Board's intention to renew the authority at each subsequent annual general meeting.

## **4. Action to be taken**

You will find set out at the end of this document the notice convening the AGM, at which the resolutions referred to above will be proposed. Further information relating to the Waiver Resolution is set out in Part II of this document.

You are encouraged to lodge a proxy form for use at the AGM with Caledonia's registrar, Link Asset Services, as soon as possible. To be valid, proxy forms must be deposited with Link Asset Services, so as to be received no later than 11.30 a.m. on 22 July 2019, by one of the following methods: (i) if using a paper proxy form, by post to the address provided for such purpose in the proxy form or by hand during normal business hours to Link Asset Services,

The Registry, 34 Beckenham Road, Beckenham, Kent BR3 4TU; or (ii) online at [www.signalshares.com](http://www.signalshares.com) using your investor code; or (iii) in the case only where Ordinary Shares are held in CREST (as an alternative to methods (i) and (ii)), via the CREST Proxy Voting Service. The return of a proxy form will not preclude you from attending the AGM and voting in person should you wish to do so.

If you are a CREST Member and wish to appoint a proxy or proxies through the CREST Proxy Voting Service for the AGM and any adjournment(s) thereof, you may do so by using the procedures described in the CREST Manual. Appointing a proxy or proxies through the CREST Proxy Voting Service is more fully explained in the notice convening the AGM set out at the end of this document.

Participants in the ISA and the Savings Scheme can direct The Share Centre as to how they wish to vote at the AGM by one of the following methods: (i) online at [www.share.com](http://www.share.com); or (ii) by email to [shareholder.rights@share.co.uk](mailto:shareholder.rights@share.co.uk); or (iii) by telephoning 01296 41 46 80. Instructions must be received by The Share Centre no later than the close of business on 17 July 2019.

**Please note that only Independent Shareholders are entitled to vote on the Waiver Resolution and that the vote on the Waiver Resolution will be by way of a poll. Accordingly, it is very important that a proxy form is duly completed by Ordinary Shareholders and returned or submitted by one of the methods described above or, in the case of participants in the ISA or the Savings Scheme, that voting directions are given to The Share Centre by one of the methods described above.**

#### ***Further information***

Your attention is drawn to the further information set out in Parts II and III of this document and to the Annual Report. A copy of the Annual Report accompanies this document.

## **5. Recommendations**

### *Resolutions other than the Waiver Resolution*

**The Board believes that the proposals described above regarding the resolutions to be proposed at the AGM (other than the Waiver Resolution which was considered by the Non-Concert Party Directors whose recommendation is set out below) to be in the best interests of the Company and Ordinary Shareholders as a whole. Accordingly, the Board recommends Ordinary Shareholders to vote in favour of such resolutions at the AGM, as the Directors and certain of their close family members and connected persons intend to do in respect of their own beneficial holdings of Ordinary Shares, which amount to approximately 2.85 per cent. of the issued Ordinary Shares.**

### *The Waiver Resolution*

**The Non-Concert Party Directors, who have been so advised by J.P. Morgan Cazenove, consider the waiver of the obligations that could arise on the Concert Party to make an offer under Rule 9 of the Takeover Code on the exercise of the Authority to Make Market Purchases to be fair and reasonable and in the best interests of the Independent Shareholders and the Company as a whole. In providing its advice to the Non-Concert Party Directors, J.P. Morgan Cazenove has taken into account the Non-Concert Party Directors' commercial assessments. Accordingly, the Non-Concert Party Directors unanimously recommend that Independent Shareholders vote in favour of the Waiver Resolution to be proposed at the AGM, as the Non-Concert Party Directors and certain of their close family members and connected persons intend to do in respect of their own beneficial holdings of Ordinary Shares, which amount to approximately 0.04 per cent. of the issued Ordinary Shares.**

In accordance with the provisions of the Takeover Code, the Concert Party is considered to be interested in the outcome of the Waiver Resolution and, accordingly, none of its members will vote on this resolution.

Yours faithfully

David Stewart  
Chairman

## Part II – Additional information relating to the Waiver Resolution

### 1. Responsibility

- 1.1. The Directors take responsibility for the information (including any expressions of opinion) contained in this document other than:
- 1.1.1. the recommendation and associated opinion attributed to the Non-Concert Party Directors set out in section 5 of the Chairman's Letter;
  - 1.1.2. the statements in section 3 of the Chairman's Letter relating to the intentions of the Concert Party and to the Company's strategic direction and its repercussions; and
  - 1.1.3. the information relating to Cayzer Trust and the Concert Party contained in this Part II of this document.

To the best of the knowledge and belief of the Directors (who have taken all reasonable care to ensure that such is the case), the information for which they take responsibility is in accordance with the facts and does not omit anything likely to affect the import of such information.

- 1.2. The Concert Party Directors take responsibility for:
- 1.2.1. the statements in section 3 of the Chairman's Letter relating to the intentions of the Concert Party and to the Company's strategic direction and its repercussions; and
  - 1.2.2. the information (including any expressions of opinion) relating to Cayzer Trust and the Concert Party contained in this Part II of this document.

To the best of the knowledge and belief of the Concert Party Directors (who have taken all reasonable care to ensure that such is the case), the information for which they take responsibility is in accordance with the facts and does not omit anything likely to affect the import of such information.

- 1.3. The Non-Concert Party Directors take responsibility for the recommendation and associated opinion attributed to them in section 5 of the Chairman's Letter. To the best of the knowledge and belief of the Non-Concert Party Directors (who have taken all reasonable care to ensure that such is the case), the information contained for which they take responsibility is in accordance with the facts and does not omit anything likely to affect the import of such information.

### 2. Business overview

Caledonia is a self-managed investment trust company with a premium listing on the London Stock Exchange. As at 31 March 2019, being the date to which the Annual Report is made up, it had net assets of approximately £2bn.

Caledonia's aim is to grow net assets and dividends paid to shareholders over the long term, whilst managing risk to avoid permanent loss of capital. It seeks to achieve this by investing in well-managed businesses that combine long term growth characteristics with an ability to deliver increasing levels of income. Caledonia's investment strategy covers both listed and private markets, a range of sectors and has global reach.

Caledonia has paid an increasing annual dividend for 52 years.

### 3. The Board

The names of the Directors and the positions they hold are as follows:

D C Stewart	Chairman
W P Wyatt <sup>1</sup>	Chief Executive
T J Livett	Chief Financial Officer
J M B Cayzer-Colvin <sup>1</sup>	Executive Director
S J Bridges	Non-Executive Director
The Hon C W Cayzer <sup>1</sup>	Non-Executive Director
G B Davison	Non-Executive Director
C H Gregson	Senior Independent Non-Executive Director
S C R Jemmett-Page	Non-Executive Director

1. Concert Party Directors.

On 10 June 2019, Caledonia announced that Mrs C L Fitzalan Howard will be appointed a non-executive director of the Company with effect from 22 July 2019.

#### 4. Interests in Ordinary Shares

##### *Significant interests in the Company*

4.1. As at the Latest Practicable Date, and so far as is known to the Company, the following persons were either directly or indirectly interested in 3 per cent. or more of the issued Ordinary Shares of the Company:

Name	Number of Ordinary Shares	Percentage of issued Ordinary Shares
Cayzer Trust	19,472,364	35.17
Wells Capital Management	2,875,916	5.19

##### *Directors*

4.2. As at the Latest Practicable Date, the interests of the Directors in the issued share capital of the Company and (so far as the relevant Director is aware, having made due and careful enquiry) persons whose interests in Ordinary Shares each Director is taken to be interested in pursuant to Part 22 of the 2006 Act (as have been notified or are required to be notified to the Company pursuant to article 19 of the Market Abuse Regulation) were as follows:

Name	Number of Ordinary Shares	
	Beneficial	Non-beneficial
D C Stewart	4,072	–
W P Wyatt <sup>1</sup>	1,143,715 <sup>2</sup>	78,038 <sup>2</sup>
T J Livett	–	–
J M B Cayzer-Colvin <sup>1</sup>	374,320 <sup>3</sup>	66,953 <sup>3</sup>
S J Bridges	5,309	–
The Hon C W Cayzer <sup>1</sup>	41,092 <sup>4</sup>	15,500 <sup>4</sup>
G B Davison	8,100	–
C H Gregson	1,610	–
S C R Jemmett-Page	1,000	–

1. Concert Party Directors.

2. Mr Wyatt's beneficial interests included 1,004,296 Ordinary Shares owned by The Dunchurch Lodge Stud Company, a company controlled by Mr Wyatt and certain of his connected persons, and 1,000 Ordinary Shares in which The Hon C W Cayzer and Mr D V Gibbs, a director of Cayzer Trust, had non-beneficial interests. His non-beneficial interests included 5,200 Ordinary Shares in which The Hon C W Cayzer had a beneficial interest and 14,500, 72,838 and 5,200 Ordinary Shares in which The Hon C W Cayzer, Mr Gibbs and Mr Cayzer-Colvin respectively had non-beneficial interests.

3. Mr Cayzer-Colvin's beneficial interests included 255,634 Ordinary Shares in which Mr Gibbs and The Hon Mrs E Gilmour, another director of Cayzer Trust, had non-beneficial interests. His non-beneficial interests included 53,200 and 5,200 Ordinary Shares in which The Hon Mrs E Gilmour and The Hon C W Cayzer respectively had beneficial interests and 61,753, 5,200 and 53,200 Ordinary Shares in which Mr Gibbs, Mr Wyatt and Mrs S C Barry, another director of Cayzer Trust, respectively had non-beneficial interests.

4. The Hon C W Cayzer's beneficial interests included 5,200 Ordinary Shares in which Mr Wyatt and Mr Cayzer-Colvin had non-beneficial interests. His non-beneficial interests included 1,000 Ordinary Shares in which Mr Wyatt had a beneficial interest and Mr Gibbs had a non-beneficial interest and 14,500 Ordinary Shares in which Mr Wyatt and Mr Gibbs also had non-beneficial interests.

5. The common interests referred to in notes 2 to 4 above arise because the Ordinary Shares referred to are held in family trusts of which the relevant persons (or persons connected with them) are either beneficiaries or trustees.

Each Executive Director, as a potential beneficiary, is deemed to have an interest in Ordinary Shares held by the Employee Share Trust, which acquires and holds Ordinary Shares for subsequent transfer to employees exercising awards under the Performance Share Scheme and under the Deferred Bonus Plan. As at the Latest Practicable Date, the Employee Share Trust held 443,226 Ordinary Shares.

Save as described in this paragraph 4.2 and paragraphs 4.3 and 4.4 below, the Directors have no interests in, rights to subscribe for, or short positions in, Ordinary Shares.

- 4.3. As at the Latest Practicable Date, the interests of the Directors, members of their immediate families and related trusts and, so far as the Directors are aware, the interests of persons connected with them (within the meaning of sections 252 and 253 of the 2006 Act) in awards granted under the Performance Share Scheme were as follows:

Name	Grant date	Number of shares awarded	Exercise price (p)	Exercisable from date	Expiry date
W P Wyatt <sup>1</sup>	27.11.14	12,695	nil	27.11.19	27.11.24
	26.06.15	17,507	nil	26.06.20	26.06.25
	26.05.16	26,313	nil	26.05.19	26.05.26
	21.07.17	27,732	nil	21.07.20	21.07.27
	30.05.18	29,945	nil	30.05.21	30.05.28
	30.05.19	27,835	nil	30.05.22	30.05.29
		142,027			
T J Livett	30.05.19	19,330	nil	30.05.22	30.05.29
		19,330			
J M B Cayzer-Colvin <sup>1</sup>	27.11.14	8,014	nil	27.11.19	27.11.24
	26.06.15	10,504	nil	26.06.20	26.06.25
	26.05.16	15,978	nil	26.05.19	26.05.26
	21.07.17	16,800	nil	21.07.20	21.07.27
	30.05.18	18,133	nil	30.05.21	30.05.28
	30.05.19	17,280	nil	30.05.22	30.05.29
		86,709			

1. Concert Party Directors.

- 4.4 As at the Latest Practicable Date, the interests of the Directors, members of their immediate families and related trusts and, so far as the Directors are aware, the interests of persons connected with them (within the meaning of sections 252 and 253 of the 2006 Act) in awards over Ordinary Shares under the Deferred Bonus Plan were as follows:

Name	Type	Award date	Number of shares awarded	Market price at award (p)	Vesting date
W P Wyatt <sup>1</sup>	Compulsory	21.07.17	9,016	2837	01.04.20
	Compulsory	30.05.19	7,560	2910	01.04.22
			16,576		
J M B Cayzer-Colvin <sup>1</sup>	Compulsory	21.07.17	5,464	2837	01.04.20
	Compulsory	30.05.19	5,619	2910	01.04.22
			11,083		

1. Concert Party Directors.

- 4.5. No Director is or has been interested in any transactions which are or were unusual in their nature or conditions, or significant to the business of the Group, during the current or immediately preceding financial year or were effected by any member of the Group during an earlier year and remain in any respect outstanding or unperformed.

*The Concert Party*

4.6. The members of the Concert Party and their respective beneficial and non-beneficial interests in Ordinary Shares as at the Latest Practicable Date were as follows:

Name	Number of Ordinary Shares (beneficial and non-beneficial)	Percentage of issued Ordinary Shares
W P Wyatt	1,155,433 <sup>1</sup>	2.09
J M B Cayzer-Colvin	382,873 <sup>1</sup>	0.69
The Hon C W Cayzer	55,592 <sup>1</sup>	0.10
Cayzer Trust <sup>2</sup>	19,472,364	35.17
Employee Share Trust	443,226	0.80
<i>Concert Party individual beneficial holdings of 100,000 or more Ordinary Shares (other than shown above)</i>		
The Hon Mrs E Gilmour	702,323 <sup>1</sup>	1.27
Mrs R Leslie	601,869	1.09
Trustees of B G S Cayzer's 1963 Settlement	558,450	1.01
Mrs A Hunter	531,290	0.96
Mrs A Ponsonby	434,290	0.78
Trustees of the B G S Cayzer Accumulation and Maintenance Trust	225,000	0.41
Mrs A Gaggero	190,073	0.34
Ortac Investment Company Limited	173,810	0.31
Major M G Wyatt	160,100	0.29
Mr C G P Wyatt	121,320	0.22
The Hon Mrs R Debarge	117,000	0.21
Mrs M Tetley	108,780	0.19
<i>Other Concert Party holdings below 100,000 Ordinary Shares</i>		
123 beneficial holdings	1,396,377	2.52
	26,830,170	48.45

1. 14,500 Ordinary Shares in which both The Hon C W Cayzer and Mr W P Wyatt had a non-beneficial interest have been included under the interests of The Hon C W Cayzer only. 1,000 Ordinary Shares in which Mr Wyatt had a beneficial interest and The Hon C W Cayzer a non-beneficial interest have been included under the interests of Mr Wyatt only.

5,200 Ordinary Shares in which The Hon C W Cayzer had a beneficial interest and Mr J M B Cayzer-Colvin and Mr Wyatt had non-beneficial interests have been included under the interests of The Hon C W Cayzer only.

255,634 Ordinary Shares in which Mr Cayzer-Colvin had a beneficial interest and The Hon Mrs E Gilmour had a non-beneficial interest have been included under the interests of Mr Cayzer-Colvin only.

53,200 Ordinary Shares in which The Hon Mrs E Gilmour had a beneficial interest and Mr Cayzer-Colvin had a non-beneficial interest have been included under the interests of The Hon Mrs E Gilmour only.

46,620 Ordinary Shares in which Mr C G P Wyatt had a beneficial interest and Mr W P Wyatt had a non-beneficial interest have been included under the interests of Mr C G P Wyatt only.

2. The directors of Cayzer Trust are set out in paragraph 4.10 below.

The Hon C W Cayzer, Mr J M B Cayzer-Colvin and Mr W P Wyatt are all directors of Caledonia. The Hon C W Cayzer was an executive director of Caledonia from 1985 to 2012, since when he has been a non-executive director. Mr Cayzer-Colvin and Mr Wyatt have been executive directors of Caledonia since 2005 and Mr Wyatt was appointed Chief Executive of Caledonia in 2010. The biography of each can be found on pages 6 and 7 of this document.

The Hon C W Cayzer, Mr Cayzer-Colvin and Mr Wyatt are also all members of the Cayzer family, descendants of Sir Charles William Cayzer 1st Bt., who in 1878 founded the Clan Line shipping company which, following its merger with the Union-Castle Line to form the British & Commonwealth Shipping Company, became for a period one of the largest merchant fleets in the world. The Concert Party comprises the directors of Cayzer Trust, other current members of the Cayzer family and their related trusts and companies and the Employee Share Trust.



4.7. Concert Party members, details of whom are set out in paragraph 5 of Part III of this document, have dealt in Ordinary Shares during the 12 month period ended on the Latest Practicable Date as follows:

Name	Date	Transaction	Number of Ordinary Shares	Price (p)
Employee Share Trust	14.06.18	Sale	25,491	nil
Employee Share Trust	14.06.18	Purchase	25,491	2802.5
Employee Share Trust	19.06.18	Sale	4,058	nil
Employee Share Trust	19.06.18	Purchase	4,058	2795
Employee Share Trust	20.06.18	Sale	4,213	nil
Employee Share Trust	20.06.18	Purchase	4,213	2805
Executors of E Barrett (dec'd)	02.07.18	Sale	43,435	2675
Executors of E Barrett (dec'd)	24.09.18	Sale	40,000	2760
C W Jones	19.12.18	Sale	1,000	2761.9
Employee Share Trust	02.01.19	Sale	55,338	nil
Employee Share Trust	02.01.19	Purchase	47,272	2795
Employee Share Trust	08.01.19	Sale	12,020	nil
Employee Share Trust	08.01.19	Purchase	12,020	2907.5
Employee Share Trust	08.01.19	Sale <sup>1</sup>	41,136	nil
W P Wyatt	08.01.19	Purchase <sup>1</sup>	41,136	nil
W P Wyatt	08.01.19	Sale <sup>1</sup>	41,136	2907.5
Employee Share Trust	08.01.19	Purchase <sup>1</sup>	41,136	2907.5
Employee Share Trust	08.01.19	Sale <sup>1</sup>	25,028	nil
J M B Cayzer-Colvin	08.01.19	Purchase <sup>1</sup>	25,028	nil
J M B Cayzer-Colvin	08.01.19	Sale <sup>1</sup>	25,028	2907.5
Employee Share Trust	08.01.19	Purchase <sup>1</sup>	25,028	2907.5
Employee Share Trust	08.01.19	Sale	37,304	nil
Employee Share Trust	08.01.19	Purchase	37,304	2937.5
Trustees of the Iris McKellar Will Trust	09.01.19	Sale	425	2931
Employee Share Trust	10.01.19	Sale	1,271	nil
Employee Share Trust	10.01.19	Purchase	1,271	2945
Employee Share Trust	14.01.19	Sale	368	nil
Employee Share Trust	14.01.19	Purchase	368	2942.5
M G Wyatt	15.01.19	Sale <sup>1</sup>	10,000	2940
Bare Trust for L Wyatt	15.01.19	Purchase <sup>1</sup>	2,000	2940
Bare Trust for W C P Wyatt	15.01.19	Purchase <sup>1</sup>	2,000	2940
Bare Trust for T Wyatt	15.01.19	Purchase <sup>1</sup>	3,000	2940
H Pettifer	15.01.19	Purchase <sup>1</sup>	70	2940
The Dunchurch Lodge Stud Company	15.01.19	Purchase <sup>1</sup>	2,930	2940
M G Wyatt	18.01.19	Purchase	100	2998
C Pettifer	18.01.19	Purchase	800	3000
E Pettifer	18.01.19	Purchase	100	2998
H Pettifer	18.01.19	Purchase	100	2998
C Wyatt	18.01.19	Purchase	700	3000
A Wyatt	18.01.19	Purchase	163	2998
Employee Share Trust	21.01.19	Sale	8,822	nil
Employee Share Trust	21.01.19	Purchase	8,822	3000
M Oliver	23.01.19	Purchase	1,530	2992.1
N Oliver	23.01.19	Purchase	1,730	2992.1
A Batten	25.01.19	Purchase	1,000	2953.8
V Lay	25.01.19	Purchase	1,600	2953.8
A Good	25.01.19	Purchase	1,310	2953.8
Trustees of the V A Cayzer Voluntary Settlement	25.01.19	Purchase	1,000	2953.8
Trustees of C W Cayzer's Children's Settlement	25.01.19	Purchase	2,000	2953.8
G Ponsonby	25.01.19	Purchase	340	2953.8
V Latham	25.01.19	Purchase	100	2953.8
The Hon Mrs R Debarge	25.01.19	Purchase	331	2953.8
F von der Schulenburg	25.01.19	Purchase	60	2953.8
P Jackson	25.01.19	Purchase	1,180	2953.8
J Jackson	25.01.19	Purchase	500	2953.8
E and S Nelson	25.01.19	Purchase	60	2953.8
N Oliver	31.01.19	Purchase	168	2978.3
B Hamilton-Russell	01.02.19	Purchase	160	2990

Name	Date	Transaction	Number of Ordinary Shares	Price (p)
Trustees of the B G S Cayzer Accumulation and Maintenance Trust	01.02.19	Purchase	6,000	2990
Bare Trust for C Hunter	01.02.19	Purchase	4,420	2990
Bare Trust for T Leslie	01.02.19	Purchase	5,000	2990
Cayzer Trust	08.02.19	Purchase	10,000	3000
Cayzer Trust	14.02.19	Purchase	10,000	2995
Cayzer Trust	19.02.19	Purchase	10,000	2988
Trustees of the Iris McKellar Will Trust	20.02.19	Sale	1,020	2990
Employee Share Trust	26.02.19	Sale	6,356	nil
Employee Share Trust	26.02.19	Purchase	6,356	2987.5
Employee Share Trust	28.02.19	Sale	192	nil
Employee Share Trust	28.02.19	Purchase	192	2967.5
E Bristowe	05.03.19	Sale	85	2981.5
J Bristowe	05.03.19	Sale	85	2981.5
L Bristowe	05.03.19	Sale	85	2981.5
A Giffard-Taylor	11.03.19	Sale <sup>1</sup>	390	n/a
E Giffard-Taylor	11.03.19	Purchase <sup>1</sup>	130	n/a
J W Giffard-Taylor	11.03.19	Purchase <sup>1</sup>	130	n/a
J A Giffard-Taylor	11.03.19	Purchase <sup>1</sup>	130	n/a
Trustees of the B G S Cayzer Accumulation and Maintenance Trust	14.03.19	Purchase	10,000	2995
Trustees of the B G S Cayzer Accumulation and Maintenance Trust	15.03.19	Purchase	10,000	2995
Employee Share Trust	15.03.19	Sale	869	nil
Employee Share Trust	15.03.19	Purchase	869	2995
Trustees of Cornbury Estates Trusts Successor's Fund	21.03.19	Purchase	4,979	2984
Cayzer Trust	21.03.19	Purchase	4,569	2999
Trustees of Lady Latham's Will Trust	21.03.19	Sale <sup>1</sup>	3,250	3000
Cayzer Trust	21.03.19	Purchase <sup>1</sup>	3,250	3000
Executors of P Bromage (dec'd)	28.03.19	Sale <sup>1</sup>	15,000	2955
Cayzer Trust	28.03.19	Purchase <sup>1</sup>	15,000	2955
Trustees of Lady Latham's Will Trust	04.03.19	Sale <sup>1</sup>	19,382	n/a
J Latham	04.03.19	Purchase <sup>1</sup>	6,460	n/a
R Copeland	04.03.19	Purchase <sup>1</sup>	6,461	n/a
G Moulding	04.03.19	Purchase <sup>1</sup>	6,461	n/a
Employee Share Trust	03.06.19	Sale	2,516	nil
Employee Share Trust	03.06.19	Purchase	2,353	2945
Employee Share Trust	04.06.19	Sale	3,085	nil
Employee Share Trust	04.06.19	Purchase	3,085	2940
Employee Share Trust	05.06.19	Sale	5,098	nil
Employee Share Trust	05.06.19	Purchase	5,098	2947.5
Employee Share Trust	06.06.19	Sale	20,160	nil
Employee Share Trust	06.06.19	Purchase	20,160	2970
Employee Share Trust	10.06.19	Sale	121	nil
Employee Share Trust	10.06.19	Purchase	121	3047.5
Employee Share Trust	11.06.19	Sale	1,254	nil
Employee Share Trust	11.06.19	Purchase	1,254	3055
Employee Share Trust	12.06.19	Sale	2,110	nil
Employee Share Trust	12.06.19	Purchase	957	3055

1. Denotes intra-Concert Party dealings.

- 4.8. Cayzer Trust is an investment holding company controlled by the Cayzer family. As at 31 March 2018, being the date to which Cayzer Trust's latest audited accounts have been prepared, Cayzer Trust had net assets of £291.4m, which comprised fixed assets (inclusive of long term investments recorded at historic cost) of £277.7m and net current assets after provisions of £13.7m. The fair value of the long term investments was £565.4m, of which £514.6m was attributable to Cayzer Trust's holding of Ordinary Shares. A copy of the audited accounts of Cayzer Trust as at 31 March 2018 is available for inspection as noted in Part III of this document.

- 4.9. As at the Latest Practicable Date, Cayzer Trust's issued share capital comprised 126,301,085 ordinary 1p shares. Each ordinary share carries one vote.
- 4.10. As at the Latest Practicable Date, the interests in the issued share capital of Cayzer Trust of the directors of Cayzer Trust and (so far as the relevant Cayzer Trust director is aware, having made due and careful enquiry) persons whose interests in Cayzer Trust shares each such director is taken to be interested in pursuant to Part 22 of the 2006 Act were as follows:

Name	Number of Cayzer Trust shares		Percentage of voting share capital held beneficially
	Beneficial	Non-beneficial	
Mrs S C Barry	–	10,913,065 <sup>1</sup>	–
The Hon C W Cayzer	3,796,519 <sup>1</sup>	1,370,823 <sup>1</sup>	3.01
J M B Cayzer-Colvin	16,733,353 <sup>1</sup>	266,541 <sup>1</sup>	13.25
J P L Davis	–	–	–
D V Gibbs	29,054 <sup>1</sup>	50,255,514 <sup>1</sup>	0.02
The Hon Mrs E Gilmour	6,542,647 <sup>1</sup>	11,958,795 <sup>1</sup>	5.18
Mrs R N Leslie	16,747,997	1,982,337	13.26
W P Wyatt	21,942,065 <sup>1,2</sup>	2,833,017 <sup>1</sup>	17.37

1. Included interests held by other directors arising through co-trusteeships.

2. The beneficial interests of Mr W P Wyatt included 17,609,202 Cayzer Trust shares owned by The Dunchurch Lodge Stud Company, a company controlled by Mr Wyatt and certain of his connected persons.

- 4.11. The Company has no interests in, rights to subscribe for, or short positions in, the issued share capital of Cayzer Trust. Save as disclosed in the table above, the Directors have no interests in, rights to subscribe for, or short positions in, the shares of Cayzer Trust.
- 4.12. Excluding intra-Concert Party dealings, during the disclosure period there were no dealings in the issued share capital of Cayzer Trust by the Directors.
- 4.13. As at the Latest Practicable Date, J.P. Morgan Cazenove held a net short position of 2,905 Ordinary Shares in the Company.

#### General

- 4.14. Save as disclosed in this paragraph 4 of Part II of this document and except for intra-Concert Party dealings:
- 4.14.1. none of the persons described in paragraph 4.14.2 below: (i) was interested, directly or indirectly, in any relevant securities; (ii) had any rights to subscribe for, or any short positions in, any relevant securities; or (iii) had entered into any agreements to sell any relevant securities, or any delivery obligations, or rights to require another person to purchase or take delivery of, any relevant securities;
- 4.14.2. the following persons are those persons referred to in paragraph 4.14.1 above: (i) each Director and the members of his or her immediate family and related trusts and, so far as each Director is aware, persons connected with him or her (within the meaning of sections 252 and 253 of the 2006 Act); (ii) any person acting in concert with the Company; and (iii) each member of the Concert Party and any persons acting in concert with members of the Concert Party;
- 4.14.3. no member of the Concert Party, nor any person acting in concert with members of the Concert Party, has dealt in any relevant securities during the 12 month period ended on the Latest Practicable Date;
- 4.14.4. neither the Company, nor its Directors, nor any person acting in concert with the Company, has borrowed or lent any relevant securities, nor has any member of the Concert Party, nor any person acting in concert with any of them, borrowed or lent any relevant securities.
- 4.15. In paragraph 4.14 above and this paragraph 4.15:
- 4.15.1. 'derivative' includes any financial product whose value, in whole or in part, is determined directly or indirectly by reference to the price of an underlying security; and
- 4.15.2. 'relevant securities' means the Ordinary Shares, options (including traded option contracts) in respect of, and derivatives referenced to, the Ordinary Shares, and any other securities of the Company carrying conversion or subscription rights into Ordinary Shares.

## 5. Middle market quotations

Set out below are the closing middle market quotations for Ordinary Shares, as derived from the Official List, for the first dealing day of each of the six months immediately preceding the date of this document and for the Latest Practicable Date:

Date	Price per Ordinary Share (p)
2 January 2019	2810xd
1 February 2019	2985
1 March 2019	2960
1 April 2019	2980
1 May 2019	3055
3 June 2019	2945
12 June 2019	3055

## 6. Directors

### *Executive Directors*

6.1. Executive Directors have service contracts with Caledonia Group Services as follows:

Name	Date of contract	Job title	Annual salary to 31.03.19 (£)	Current annual salary (£)	Notice period	Unexpired term
W P Wyatt	02.06.05	Chief Executive	540,000	540,000	12 months	Rolling 12 months
T J Livett	14.11.18	Chief Financial Officer	375,000	375,000	12 months	Rolling 12 months
J M B Cayzer-Colvin	19.04.05	Executive Director	327,000	335,250	12 months	Rolling 12 months

6.2. Pursuant to each Executive Director's service contract:

6.2.1. Caledonia Group Services may, at its discretion, terminate the relevant service contract without notice and make a payment in lieu of notice; and

6.2.2. (other than in the case of Mr Livett) Caledonia Group Services is required to pay a liquidated sum to the Executive Director if the relevant service contract is terminated within one year of a change of control of the Company.

Any such payment in lieu of notice or liquidated sum may not exceed one year's total emoluments for the relevant Executive Director.

6.3. Caledonia Group Services operates a discretionary annual bonus scheme for each Executive Director. The amount of bonus payable, which is limited to 100 per cent. of basic salary, depends on the level of the outperformance of Caledonia's diluted net asset value per Ordinary Share on a total return basis over the Retail Prices Index and on the attainment of individual performance objectives. In the case of Mr Cayzer-Colvin, part of the annual bonus is also determined by reference to the performance and objectives of the pool of capital for which he is responsible. The payment of any such bonus is subject to the overriding discretion of the Remuneration Committee.

6.4. Under the Company's current Directors' remuneration policy, any bonus that amounts to more than 50 per cent. of the basic salary of an Executive Director for the financial year to which the bonus relates is compulsorily deferred into Ordinary Shares for a three-year period under the Deferred Bonus Plan.

6.5. Under their service contracts, Mr Wyatt, Mr Livett and Mr Cayzer-Colvin, are entitled to have a fixed percentage of basic salary paid into personal pension arrangements or alternatively may receive this as a cash supplement. With effect from 1 April 2019, the fixed percentage is 15.0 per cent for each Executive Director, prior to which it was 22.5 per cent. for Mr Wyatt and 17.5 per cent. for Mr Livett and Mr Cayzer-Colvin. Where a Director elects to receive a cash supplement in lieu of pension contribution, the supplement is reduced by such amount as is necessary to make the payment cost neutral to the Company taking into account its National Insurance contributions.

6.6. Each Executive Director receives additional benefits, which include items such as a cash allowance in lieu of a company car, private health care and life insurance. Executive Directors may also hold external non-executive directorships unrelated to the Company's business, in relation to which it may be agreed that those Executive Directors retain the fees arising therefrom. Mr Cayzer-Colvin retains fees from a non-executive directorship of The Henderson Smaller Companies Investment Trust plc and Mr Livett retains fees from a non-executive directorship of Premier Marinas Holdings Ltd, a position he held prior to joining Caledonia.

6.7. Save as disclosed above, there are no entitlements to commissions, profit sharing arrangements or any other specific compensation payments under any Executive Director's service contract.

### *Chairman and Non-Executive Directors*

6.8. The Chairman and the Non-Executive Directors do not have service contracts, but are appointed under letters of appointment that provide for termination without notice or compensation. Appointments are for a fixed period of three years, unless the Chairman or the relevant Non-Executive Director is not re-elected by Ordinary Shareholders at the next annual general meeting at which he or she stands for re-election. The Chairman and the Non-Executive Directors receive fees, which include fees payable in relation to memberships of Board committees, as follows.

Name	Fee (£)
D C Stewart	150,000
S J Bridges	45,500
The Hon C W Cayzer	39,900
G B Davison	42,200
C H Gregson	49,900
S C R Jemmett-Page	43,800

Mrs Fitzalan Howard will receive annual fees of £41,500 from the date of her appointment to the Board.

6.9. Neither the Chairman nor any Non-Executive Director, other than The Hon C W Cayzer, is eligible to participate in any incentive or pension arrangements. The Hon C W Cayzer receives a pension under the Caledonia Pension Scheme, a defined benefit scheme, which also provides for dependants' pensions.

### *General*

6.10. Save as disclosed above, there are no service contracts in force between any Director or proposed director of the Company and any member of the Group, and no such contract has been entered into or amended in the last six months preceding the date of this document.

6.11. Each of the Directors has the benefit, under article 211 of the Articles, of an indemnity, to the extent permitted by the 2006 Act, against any liability incurred by him or her for negligence, default, breach of duty or breach of trust in relation to the affairs of the Company.

## **7. Material contracts**

No contracts have been entered into by the Group, other than in the ordinary course of business, within the period of two years prior to the publication of this document, which are or may be material.

## **8. Current ratings**

Dun & Bradstreet Inc ('D&B') publishes failure scores on companies within its database, which predict the likelihood that an organisation will obtain legal relief from its creditors or cease operations over the next 12 month period. The D&B failure score is a relative measure of risk within a range of 1 to 100, whereby a failure score of 1 represents organisations that have the highest probability of failure, and 100 the lowest, within their country. As at the Latest Practicable Date, Caledonia and Cayzer Trust had D&B failure scores of 100 and 98 respectively.

## **9. General**

9.1. J.P. Morgan Cazenove has given and has not withdrawn its written consent to the issue of this document with the inclusion herein of the references to its name in the form and context in which it appears.

9.2. There has been no material or significant change in the financial or trading position of the Company since 31 March 2019, being the date to which the latest audited accounts have been prepared.

9.3. No agreement, arrangement or understanding exists whereby beneficial ownership of any Ordinary Shares acquired by the Company pursuant to the Authority to Make Market Purchases will be transferred to any other person.

9.4. No agreement, arrangement or understanding (including any compensation arrangement) exists between the Concert Party or any person acting in concert with it and any of the Directors or recent directors, shareholders or recent shareholders of the Company having any connection with or dependence on, or which is conditional on, the implementation of the Authority to Make Market Purchases.

## **10. Documents available for inspection**

Please see Part III of this document for a list of the documents which will be made available for inspection as required, and details of how to receive hard copies of this document and any documents incorporated by reference herein.

## Part III – Documents available for inspection

Copies of the following documents will be available for inspection at the offices of Freshfields Bruckhaus Deringer LLP, 65 Fleet Street, London EC4Y 1HS, and at the registered office of the Company during normal business hours on any weekday (Saturdays, Sundays and public holidays excepted) up to and including 24 July 2019 and at the AGM to be held on that day, and also on the Company's website at [www.caledonia.com](http://www.caledonia.com):

1. the Annual Report, which can be found at:  
[http://www.caledonia.com/docs/Caledonia\\_AR2019.pdf](http://www.caledonia.com/docs/Caledonia_AR2019.pdf);
2. the audited accounts of the Company for the financial year ended 31 March 2018, which can be found at:  
[http://www.caledonia.com/docs/Caledonia\\_AR2018.pdf](http://www.caledonia.com/docs/Caledonia_AR2018.pdf);
3. the audited accounts of Cayzer Trust for the financial year ended 31 March 2018, which can be found at:  
[http://www.caledonia.com/docs/CayzerTrust\\_AR2018.pdf](http://www.caledonia.com/docs/CayzerTrust_AR2018.pdf);
4. the audited accounts of Cayzer Trust for the financial year ended 31 March 2017, which can be found at:  
[http://www.caledonia.com/docs/CayzerTrust\\_AR2017.pdf](http://www.caledonia.com/docs/CayzerTrust_AR2017.pdf);
5. details of the Concert Party holdings of Ordinary Shares referred to above in paragraph 4.6 of Part II of this document, which can be found at:  
<http://www.caledonia.com/docs/ConcertPartyHoldings.pdf>;
6. the consent letter referred to above in paragraph 9.1 of Part II of this document, which can be found at:  
[http://www.caledonia.com/docs/JPMC\\_ConsentLetter.pdf](http://www.caledonia.com/docs/JPMC_ConsentLetter.pdf);
7. the memorandum of association of the Company and the Articles, which can be found at:  
[http://www.caledonia.com/docs/Caledonia\\_Articles.pdf](http://www.caledonia.com/docs/Caledonia_Articles.pdf);
8. the service contract of each Executive Director and the letter of appointment of the Chairman, each Non-Executive Director and Mrs C L Fitzalan Howard referred to above in paragraph 6 of Part II of this document, which can be found at:  
<http://www.caledonia.com/docs/DirectorsContracts.pdf>;
9. the memorandum and articles of association of Cayzer Trust, which can be found at:  
[http://www.caledonia.com/docs/CayzerTrust\\_Articles.pdf](http://www.caledonia.com/docs/CayzerTrust_Articles.pdf); and
10. this document, which can be found at:  
[http://www.caledonia.com/docs/Circular\\_AGM2019.pdf](http://www.caledonia.com/docs/Circular_AGM2019.pdf).

The documents available for inspection listed under items 1 to 4 above are incorporated by reference into this document. A copy of the Annual Report accompanies this document. Hard copies of the audited accounts of the Company for the financial year ended 31 March 2018 and of those of Cayzer Trust for its financial years ended 31 March 2018 and 2017 will not be sent to Ordinary Shareholders, persons with information rights or other persons to whom this document is being sent unless requested. Hard copies of all of the documents incorporated by reference into this document are available free of charge on request in writing or by telephone from the Company Secretary at Caledonia Investments plc, Cayzer House, 30 Buckingham Gate, London SW1E 6NN (tel: +44 20 7802 8080).

## Notice of Annual General Meeting

NOTICE IS HEREBY GIVEN that the ninetieth annual general meeting of Caledonia Investments plc will be held at Cayzer House, 30 Buckingham Gate, London SW1E 6NN at 11.30 a.m. on 24 July 2019 for the purposes of considering and, if thought fit, passing the following resolutions, which, in the case of resolutions 15, 18 and 19 will be proposed as special resolutions and, in the case of all of the other resolutions, will be proposed as ordinary resolutions:

1. THAT the annual report and accounts for the year ended 31 March 2019, including the auditor's report to the members, be received and adopted.
2. THAT the directors' remuneration report, other than that part containing the directors' remuneration policy, as set out in the annual report and accounts for the year ended 31 March 2019, be approved.
3. THAT a final dividend of 43.2p per ordinary share for the year ended 31 March 2019 be approved and declared.
4. THAT Mr D C Stewart be re-elected a director of the company.
5. THAT Mr W P Wyatt be re-elected a director of the company.
6. THAT Mr J M B Cayzer-Colvin be re-elected a director of the company.
7. THAT The Hon C W Cayzer be re-elected a director of the company.
8. THAT Mr S J Bridges be re-elected a director of the company.
9. THAT Mr G B Davison be re-elected a director of the company.
10. THAT Mrs S C R Jemmett-Page be re-elected a director of the company.
11. THAT Mr T J Livett be elected a director of the company.
12. THAT Mrs C L Fitzalan Howard be elected a director of the company.
13. THAT KPMG LLP be re-appointed as the company's auditor until the conclusion of the next general meeting of the company at which the accounts of the company are laid.
14. THAT the directors be authorised to agree the auditor's remuneration.
15. THAT, in place of all existing authorities to make market purchases of its ordinary shares, the company be and is hereby unconditionally and generally authorised for the purpose of section 701 of the Companies Act 2006 ('2006 Act') at any time or times to make a market purchase or market purchases (within the meaning of section 693 of the 2006 Act) of any of its own ordinary shares of 5p each provided that:
  - a. the maximum number of ordinary shares hereby authorised to be so acquired is 5,537,730;
  - b. the minimum price, exclusive of expenses, which may be paid for such shares is 5p each;
  - c. the maximum price, exclusive of expenses, which may be paid for a share contracted to be purchased on any day, is an amount not more than the higher of:
    - i. 5 per cent. above the average of the middle market quotations for the ordinary shares of the company as taken from the London Stock Exchange Daily Official List for the five business days immediately preceding the day on which such share is contracted to be purchased; and
    - ii. the higher of:
      - aa. the price of the last independent trade in ordinary shares of the company; and
      - bb. the highest current independent bid relating thereto on the trading venue where the purchase is carried out;
  - d. the authority hereby conferred shall expire on 24 October 2020 or, if earlier, at the conclusion of the next annual general meeting of the company; and
  - e. the company may make a contract to purchase its own shares under the authority hereby conferred prior to the expiry of such authority and may make a purchase of its own shares in pursuance of any such contract.
16. THAT the waiver granted by the Panel on Takeovers and Mergers of the obligation that would otherwise arise on the members of the Concert Party (as defined in the circular to shareholders dated 12 June 2019 accompanying this notice ('Circular')) to make a general offer to the shareholders of the company pursuant to Rule 9 of the City Code on Takeovers and Mergers ('Takeover Code') as a result of the exercise by the company of the authority to purchase its own ordinary shares as described in the Circular, be and is hereby approved, subject to the maximum percentage of voting rights in which the Concert Party is interested arising on the exercise by the company of the authority to purchase its own ordinary shares not exceeding 49.9 per cent. of the issued ordinary share capital in the company carrying voting rights.

In order to comply with the Takeover Code, resolution 16 will be taken on a poll and each of the members of the Concert Party will not be eligible to vote on the resolution.

17. THAT the directors be authorised to allot relevant securities (as defined in the 2006 Act):
- a. up to a nominal amount of £922,895; and
  - b. comprising equity securities (as defined in the 2006 Act) up to a nominal amount of £1,845,790 (including within such limit any shares issued under (a) above) in connection with an offer by way of a rights issue:
    - i. to ordinary shareholders in proportion (as nearly as may be practicable) to their existing holdings; and
    - ii. to people who are holders of other equity securities if this is required by the rights of those securities or, if the directors consider it necessary, as permitted by the rights of those securities,and so that the directors may impose any limits or restrictions and make any arrangements which they consider necessary or appropriate to deal with treasury shares, fractional entitlements, record dates, legal, regulatory or practical problems in, or under the laws of, any territory or any other matter,

such authorities to apply until the conclusion of next year's annual general meeting or, if earlier, until the close of business on 24 October 2020, but, in each case, so that the company may make offers and enter into agreements during the relevant period which would, or might, require relevant securities to be allotted after the authority ends and the directors may allot relevant securities under any such offer or agreement as if the authority had not ended.

18. THAT, if resolution 17 is passed, the directors be given power to allot equity securities (as defined in the 2006 Act) for cash under the authority given by that resolution and/or where the allotment constitutes an allotment of equity securities by virtue of section 560 of the 2006 Act, free of the restriction in section 561 of the 2006 Act, such power to be limited:
- a. to the allotment of equity securities in connection with an offer of equity securities (but in the case of the authority granted under resolution 17(b), by way of a rights issue only):
    - i. to ordinary shareholders in proportion (as nearly as may be practicable) to their existing holdings; and
    - ii. to people who are holders of other equity securities, if this is required by the rights of those securities or, if the directors consider it necessary, as permitted by the rights of those securities,and so that the directors may impose any limits or restrictions and make any arrangements which they consider necessary or appropriate to deal with treasury shares, fractional entitlements, record dates, legal, regulatory or practical problems in, or under the laws of, any territory or any other matter; and
  - b. in the case of the authority granted under resolution 17(a), to the allotment (otherwise than under (a) above) of equity securities up to a nominal amount of £138,434,

such power to apply until the conclusion of next year's annual general meeting or, if earlier, until the close of business on 24 October 2020, but during this period the company may make offers, and enter into agreements, which would, or might, require equity securities to be allotted after the power ends and the directors may allot equity securities under any such offer or agreement as if the power had not ended.

19. THAT the directors be authorised to convene general meetings, other than annual general meetings, on not less than 14 clear days' notice, such authority to expire on the date of the next annual general meeting of the company.

By order of the board

Graeme Denison  
Company Secretary  
12 June 2019

Caledonia Investments plc  
Registered in England and Wales under No. 235481

Registered and head office:  
Cayzer House,  
30 Buckingham Gate,  
London SW1E 6NN









