

Investment review

Built over time

Caledonia is a long-term investor in both listed and private markets via three pools: Public Companies, Private Capital and Funds, each managed by a specialist team.

To ensure that we maintain a balanced portfolio, each of our investment pools has a strategic allocation range. At 31 March 2026, all of our investment pools were within their strategic allocation ranges.

Geographic, sector and currency exposure

➔ [PAGE 7](#)

Overall performance

At 31 March 2026, the investment portfolio was valued at £2,847.8m, generating a return of 6.1% during the year, with all investment pools contributing to growth. This was achieved against a continuing backdrop of uncertainty, economic headwinds and geopolitical volatility. We believe this performance reflects the resilience of our portfolio, which is built around high-quality, well-managed businesses, operating in attractive markets and supported by strong market fundamentals.

Investment activity

During the year, we invested a total of £265.2m into the portfolio, against which £257.1m of proceeds were received, resulting in a net outflow of £8.1m.

£2.8bn

Portfolio value

£8.1m

Net cash invested

6.1%

Portfolio return

Investment movements in the year

	31 March 2025 £m	Investments £m	Realisations £m	Accrued income £m	Gains/ (losses) £m	31 March 2026 £m	Income £m	Return ³ %
Public Companies	964.7	141.4	(142.3)	–	(11.6)	952.2	23.2	1.2
Private Capital	870.7	7.0	(0.5)	2.6	74.9	954.7	36.1	13.1
Funds	897.3	116.8	(114.3)	–	41.1	940.9	3.6	4.9
Total pools	2,732.7	265.2	(257.1)	2.6	104.4	2,847.8	62.9	6.1
Other investments ¹	10.9	–	–	–	(12.3)	(1.4)	8.9	
Total investments²	2,743.6	265.2	(257.1)	2.6	92.1	2,846.4	71.8	
Net cash	151.3					90.0		
Other net assets	36.7					43.6		
Net assets	2,931.6					2,980.0		

1. Other investments include -£1.4m of non-pool provisions (31 March 2025: £10.9m non-pool investment).

2. Total investments as at 31 March 2026 includes £279.3m (31 March 2025: nil) relating to one investment that was classified as assets held for sale in the group's statement of financial position.

3. Returns for investments are calculated using the Modified Dietz methodology.

Investment review continued

Our top 10 investments

Our top 10 holdings represent a significant share of our portfolio.

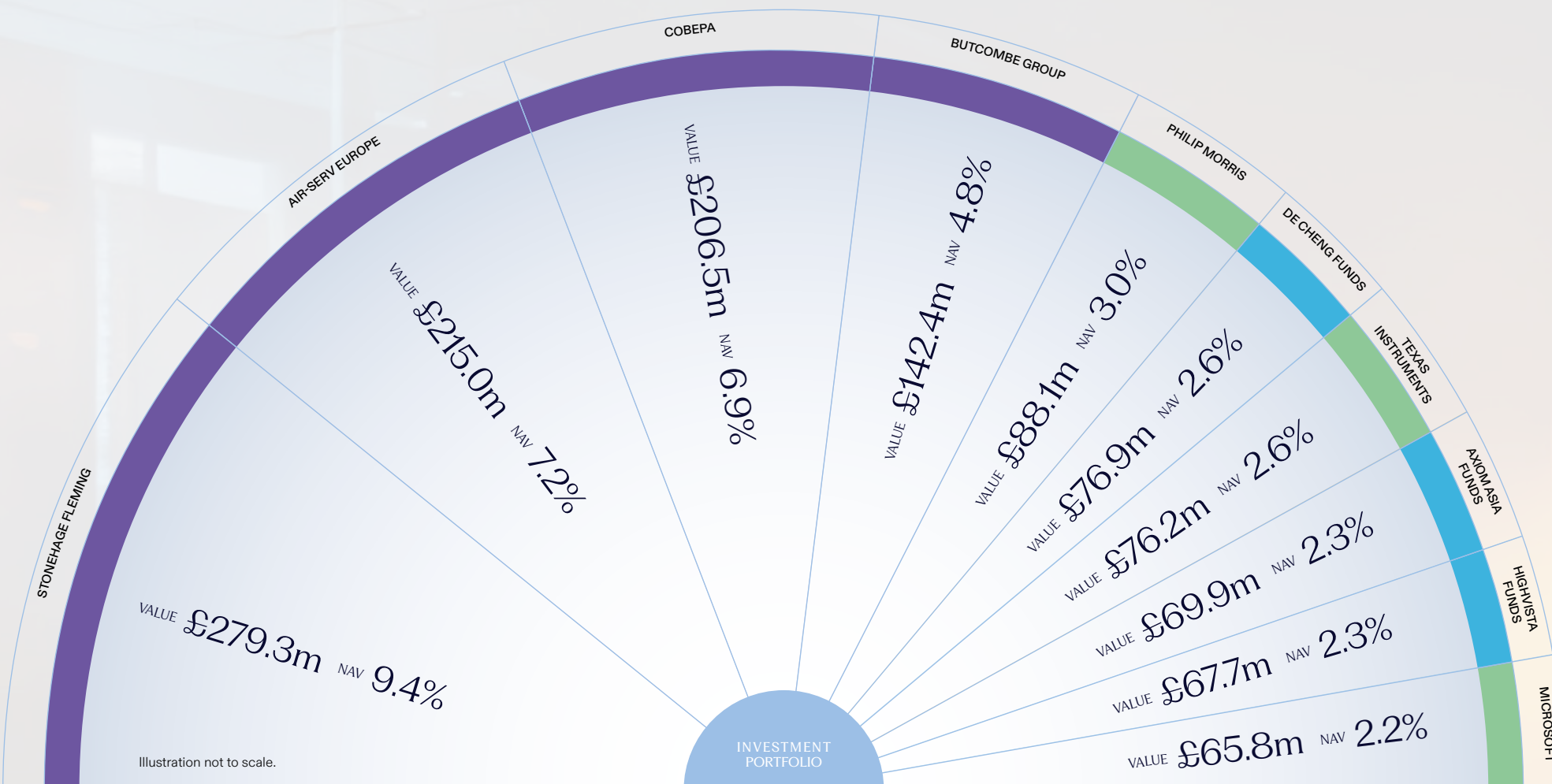
£1,287.8m

Top 10 investments total value

43.3%

Net assets represented

Public Companies Private Capital Funds



Investment review continued

Public Companies

Investing in high-quality companies where long-term ownership is rewarded.

Strategy

The Public Companies pool provides Caledonia with exposure to a concentrated portfolio of high-quality businesses selected through the disciplined application of our quality framework. We focus on companies with durable competitive advantages, pricing power and management teams who think and act like long-term owners and are closely aligned with shareholders. We believe these characteristics support sustained compounding of value across market cycles.

The permanent nature of Caledonia's balance sheet is a defining advantage. Free from the need to manage subscriptions or redemptions, the team can act with patience and conviction – deploying capital when opportunities arise and holding investments through periods of dislocation.

The global portfolio comprises two complementary strategies: Capital and Income, each holding between 15 and 20 companies. The Income portfolio seeks an initial yield on invested cost of 3.5%, with total dividends growing ahead of inflation over time. The Capital portfolio is higher growth with no yield target, focusing on long-term value creation. Both portfolios are managed by a single team, fully focused on investing, applying the same research discipline, unconstrained by benchmarks and guided by a consistent long-term philosophy. This is reflected in the average holding periods of the companies in our portfolios: 8.4 years for the Capital portfolio and 6.3 years for the Income portfolio.

Performance

During the year, the Public Companies pool delivered a modest total return of 1.2% (2.6% in local currencies) against the backdrop of considerable market volatility. Short-term market weakness following the US tariff measures announced in April 2025 on 'Liberation Day' added to that uncertainty and created opportunities for us to deploy capital decisively, reflecting the strength of our business model designed to take advantage in periods of dislocation. As the year progressed, evolving views on AI-related opportunities increasingly influenced share prices, while the conflict in Iran contributed to a weaker market environment. This had a particularly pronounced impact in March 2026, with a decline in returns of 7.8% in the month. In this context, fundamentals remain important and the underlying operating performance across our portfolio companies generally remained strong. Over the last 10 years the Public Companies pool has delivered returns of 9.1% p.a..

WHAT SETS PUBLIC COMPANIES APART

Highly selective, chosen for quality

Our approach

Our differentiated investment strategy utilises the benefit of Caledonia's permanent capital.

A long-term investment horizon

- Capital invested from our balance sheet
- Not measured against a benchmark

Singular focus on investing

- No fundraising requirements
- Not subject to managing external inflows or redemptions

High-conviction portfolios

- Two concentrated portfolios of 15–20 companies
- Fundamentally driven, bottom-up investment approach

Commitment to quality

- Focus on businesses with durable competitive advantages
- Emphasis on metrics including pricing power and disciplined capital allocation

Deep company engagement

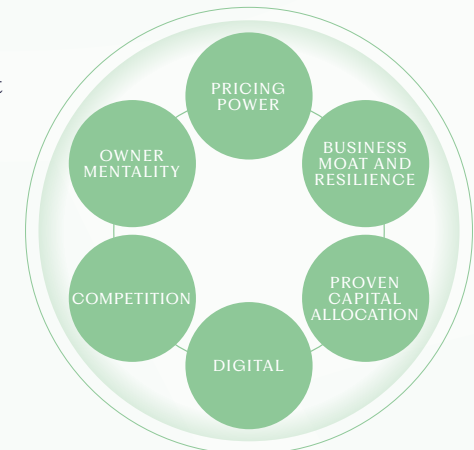
- Long-term ownership across multiple market cycles
- Access to senior management teams

Ability to act decisively

- Flexibility to deploy capital during periods of market dislocation

Our quality matrix

This underpins our disciplined investment process. It ensures consistency in how we assess opportunities and monitor portfolio companies over time.



Investment review continued

Our patterns of quality in action

Over time, the disciplined application of our quality framework has revealed consistent patterns across the portfolio. Businesses that rank highly against our criteria exhibit common underlying characteristics:

- 1 De-centralised businesses
- 2 Recurring revenues / installed base
- 3 Great culture / owner mentality

These patterns of quality are often evident in companies with durable competitive advantages, strong market positions and business models that generate predictable and resilient cash flows.

We place particular emphasis on high returns on invested capital, supported by disciplined cost control and the ability to reinvest for growth without excessive leverage. Management quality is central to this assessment, with a focus on teams that demonstrate thoughtful capital allocation, long-term strategic vision and alignment with shareholders.

We value businesses with pricing power, structural growth tailwinds and the flexibility to adapt as markets evolve. Combined with strong governance and prudent balance sheets, these traits help businesses withstand economic cycles, reduce downside risk and steadily compound value over time.



Find out more about Public Companies
[SCAN QR CODE](#)

Fastenal

Business: Industrial supplies
First invested: 2020
Value 31 March 2026: £48.8m

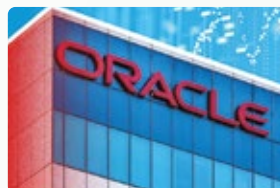


1 De-centralised businesses

- Empowers employees
- Enhances accountability, reduces bureaucracy
- Correct incentivisation key

Oracle

Business: Software
First invested: 2014
Value 31 March 2026: £41.6m



2 Recurring revenues / installed base

- Vital product / service
- High customer retention
- Resilience through cycles

Watsco

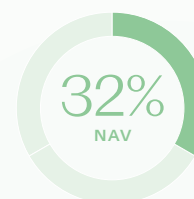
Business: Ventilation products
First invested: 2017
Value 31 March 2026: £64.3m



3 Great culture / owner mentality

- Culture can reinforce investment moat
- Owners think long term
- Aligned with shareholders

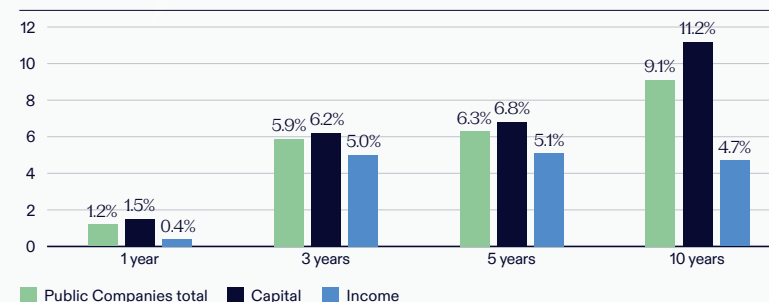
PERFORMANCE AT A GLANCE AS AT 31 MARCH 2026



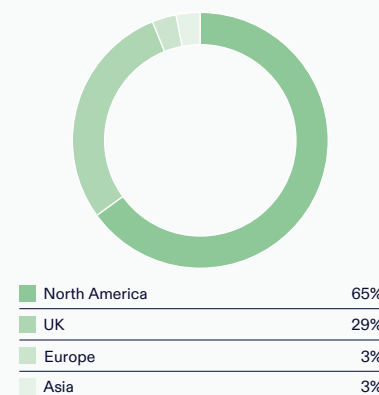
30-40% Strategic asset allocation of NAV
 £952.2m

31
Companies

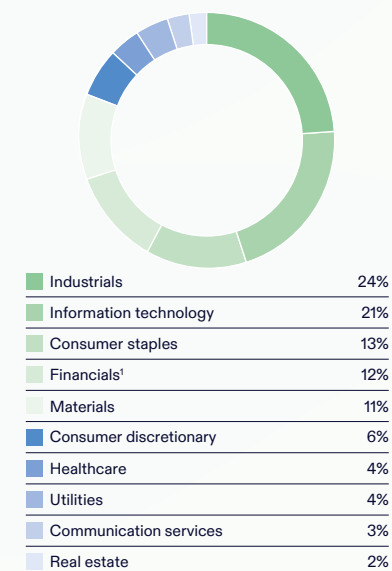
ANNUALISED RETURNS (%)



GEOGRAPHY BY REGION (%) HEADQUARTERED



SECTOR (%)



1. Includes Charles Schwab, Moody's Corporation, Polar Capital and Sabre Insurance.

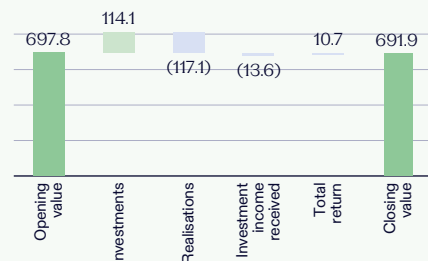
Investment review *continued*

Capital portfolio



“ We invest in high-quality businesses with significant moats and pricing power — built to compound value for the long term. ”

Alan Murran
Co-Head of Public Companies

PORTFOLIO MOVEMENTS (£M)
CAPITAL

Significant pool investments

Name	Business	Geography	First invested	Value £m	Pool %	Return %
Philip Morris	Tobacco & smoke-free products	US	2016	66.1	9.5	5.5
Microsoft	Software	US	2014	65.8	9.5	0.3
Texas Instruments	Semiconductors	US	2018	55.7	8.1	8.8
Watsco	Ventilation products	US	2017	48.2	7.0	(27.4)
Hill & Smith	Infrastructure	UK	2011	46.4	6.7	25.0
Charles Schwab	Investment management	US	2025	43.5	6.3	27.3
Moody's Corporation	Financial services	US	2022	43.0	6.2	(5.7)
Thermo Fisher Scientific	Pharma & life sciences services	US	2015	41.7	6.0	(0.8)
Oracle	Software	US	2014	41.6	6.0	96.3
Spirax Sarco	Steam engineering	UK	2011	34.3	5.0	11.1
Other				205.6	29.7	
				691.9	100.0	1.5

Performance

At the year end, the Capital portfolio was valued at £691.9m and delivered a return of 1.5% in the year, impacted by the performance in March of -6.8% on the back of the wider market sell off. The portfolio remains concentrated, comprising 18 holdings. Including the impact of foreign exchange, over the last 10 years the portfolio has delivered annualised returns of 11.2% p.a..

The strongest performers in terms of share price returns were Oracle (96.3%), Polar Capital (57.5%) and Charles Schwab (27.3%). Oracle's share price rose sharply in September following a series of AI-related announcements, which led to a significant re-rating of the shares. Our return of 96.3% reflects the partial realisation of gains given this strong performance, ahead of a subsequent notable reduction in Oracle's share price. Polar Capital and Charles Schwab's performance followed an increase in assets under management and improving profit expectations.

Gains across the Capital portfolio were partially offset by negative contributions primarily from Charter Communications (-41.7%), Pool Corp (-38.1%) and Watsco (-27.4%) due to a period of softer demand in their end markets and the investor sentiment that followed. However, we remain confident in the longer-term prospects of all and in fact took advantage of this market weakness to top up our positions in each of these holdings during the year.

Investment activity

Over the year we invested a total of £114.1m and realised £117.1m, resulting in a net realisation of £3.0m.

We initiated two new positions in the year: Charles Schwab, a leading US financial services firm with over \$11 trillion assets under management, and Cintas, a specialist corporate uniforms, workplace supplies and safety services supplier. We had been monitoring both holdings for a number of years.

We initiated Charles Schwab and topped up a number of other positions during the April 2025 period of market weakness.

We realised £65.4m from our holding in Oracle during the year following the share price rally. Since initiating the investment in 2014, we invested a total of £35.2m and realised £112.4m, including dividends. At 31 March 2026, the remaining holding was valued at £41.6m and the annualised return since investment was 19.4%.

The portfolio exited positions in Ecolab and Becton Dickinson. Additional trading activity remained targeted, taking advantage of share price movements in a number of existing investments.

Investment review *continued*

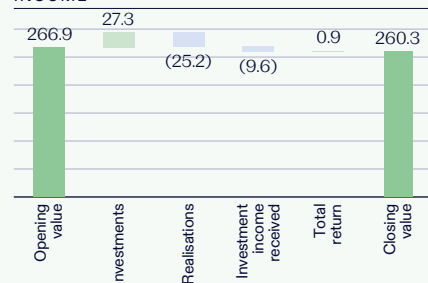
Income portfolio



“ Our strategy seeks to deliver resilient, growing income from high-quality companies with strong cash flows, even in uncertain markets. ”

Ben Archer
Co-Head of Public Companies

PORTFOLIO MOVEMENTS (£M)
INCOME



Significant pool investments

Name	Business	Geography	First invested	Value £m	Pool %	Return %
Philip Morris	Tobacco & smoke-free products	US	2021	22.0	8.5	6.3
National Grid	Electricity	UK	2015	21.0	8.1	30.6
Texas Instruments	Semiconductors	US	2020	20.5	7.9	10.0
Fortis	Utilities	US	2020	17.3	6.6	24.5
Fastenal	Industrial supplies	US	2020	16.2	6.2	21.4
Watsco	Ventilation products	US	2020	16.1	6.2	(26.1)
Unilever	Consumer goods	UK	2019	15.3	5.9	(11.6)
British American Tobacco	Tobacco & smoke-free products	UK	2015	15.2	5.7	49.1
RELX	Research & consulting	UK	2023	14.8	5.7	(34.7)
SGS	Testing & certification	Europe	2020	14.8	5.7	8.6
Other				87.1	33.5	
				260.3	100.0	0.4

Performance

The Income portfolio was valued at £260.3m and delivered a return of 0.4% in the year, impacted by the performance in March of -9.1% on the back of the wider market sell off. Like the Capital portfolio, it is concentrated, comprising 18 holdings, and is not managed against a benchmark. Including the impact of foreign exchange, over the last 10 years the portfolio has delivered annualised returns of 4.7% p.a..

The strongest performers were British American Tobacco ('BAT') (49.1%), Sabre Insurance (34.9%) and National Grid (30.6%). BAT benefitted from broad operating progress supported by the accelerating growth of its smoke-free offerings while also paying an attractive dividend. Both Sabre and National Grid continued to execute well against their stated strategies.

Gains were partially offset by weaker share price performances from RELX (-34.7%) and Sage Group (-30.2%). Both companies suffered from AI-related market concerns weighing on valuations despite resilient trading and earnings growth. However, we remain positive on their longer-term prospects and we used this share price weakness to top up our positions in both.

Investment activity

Over the year we invested a total of £27.3m and realised £25.2m, resulting in a net investment of £2.1m.

The portfolio initiated a new position in Paychex, a leading provider of payroll, HR and employee-benefits services to businesses. Other than this, trading activity remained targeted with refined positions in a number of existing investments.

Investment review continued

Private Capital

Supporting private companies to create enduring value.



“ We seek to partner with established businesses, with robust operating margins and strong leadership that balance a determination to grow with a measured sense of risk. ”

Tom Leader
Head of Private Capital

Strategy

The Private Capital pool comprises a concentrated portfolio of direct investments in private companies, primarily within the UK mid-market. We adopt a disciplined buy-to-own approach, investing selectively in cash-generative businesses with strong growth prospects, resilient market positions and favourable underlying dynamics. Typically committing £50m to £150m per investment, we structure transactions with conservative levels of leverage and a prudent approach to risk.

As a balance sheet investor, we operate outside the traditional private equity fund model and are not constrained by fixed investment or exit timelines. This freedom of action allows us to deploy capital with conviction, at low volume, and to focus on long-term value creation rather than transaction activity. We partner closely with management teams, providing not only capital but also a broad ecosystem of support – including strategic guidance, M&A execution, governance frameworks, data and digital capability and operational support.

Our flexible ownership horizon enables us to hold investments for extended periods, exiting only when strategic alignment and market conditions are optimal to maximise shareholder value. Excluding the agreed sale of Stonehage Fleming, the strategy has returned £1.1bn of realised proceeds at an IRR of 17% and a multiple of 1.8x cost from investments made since 2012.

WHAT SETS PRIVATE CAPITAL APART

Our unique competitive advantage



Our approach

Our 'buy-to-own' philosophy

🎯 High-conviction investors

- Highly selective investing – no pressure to deploy or realise capital within fixed timeframes
- Low deal volume enables decisive action
- Focused on long-term value creation

£ Flexible capital with a permanent balance sheet

- Underpins our buy-to-own approach
- Capacity to provide follow-on capital throughout the investment lifecycle
- Flexible ownership horizon – exiting only when strategically and commercially aligned, not by necessity

🤝 Lower-risk, strong partnership model

- Simple, well-aligned capital structures
- Conservative levels of financial leverage
- Close, collaborative working relationships with management

📈 A whole ecosystem of support

- Active support on M&A, including sourcing and executing add-on acquisitions
- Clear governance structures
- Expertise in data and digital strategy to strengthen competitive advantage
- Operational support to drive performance improvement



Find out more about Private Capital

➔ SCAN QR CODE

Investment review continued



“ We focus on a discerning subset of opportunities – those where our approach is understood and valued. We prioritise situations that combine high-quality businesses with compelling investment characteristics. ”

Sophie Bell
Head of Origination

Quality businesses

What we look for:

- Favourable market dynamics
- Well positioned in its market with a sustainable competitive advantage
- Attractive financial metrics
- Strong management team
- Multiple levers for growth
- Exit flexibility

Quality investment opportunities

How we select opportunities:

- £50m-£150m of initial equity
- Management investing alongside us, with an aligned risk appetite
- Control management buy-out or preferred minority positions

Origination

Our origination efforts are focused primarily on the UK intermediary market

We maintain broad coverage of corporate finance advisers, supported by strong relationships with brokers, lawyers, accountants, and both current and former management teams, alongside targeted direct origination in sectors of interest. Each year, we review around 350 opportunities – more than 2,200 since 2020 – and selectively concentrate on those that meet our quality threshold. Our conversion rate of bids submitted to investments made since FY14 is 41%, which reflects our high-conviction approach, our ability to win and our investment discipline to walk away when appropriate.

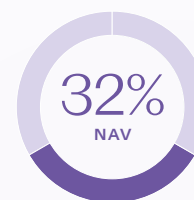
c.350

Opportunities reviewed p.a.

41%

Conversion rate since FY14

PERFORMANCE AT A GLANCE AS AT 31 MARCH 2026



25-35%

Strategic asset allocation

£954.7m

of NAV

14.0% p.a.

Target return

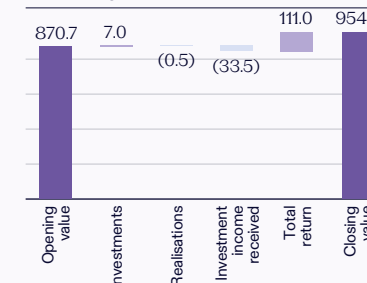
8

Companies

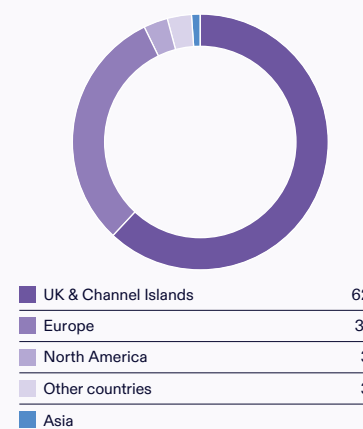
ANNUALISED POOL RETURNS (%) PRIVATE CAPITAL



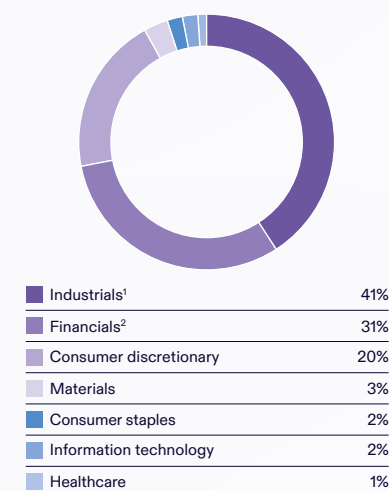
PORTFOLIO MOVEMENTS (£M) PRIVATE CAPITAL



GEOGRAPHY BY REVENUE GENERATION (%)



SECTOR (%)



1. Includes AIR-serv Europe, DTM and Cooke Optics.

2. Includes Stonehage Fleming.

Investment review continued

OUR INVESTMENTS IN FOCUS

Realisation activity

Successful track record of exits and generating a meaningful valuation uplift over carrying values.

Caledonia has a strong track record of delivering successful realisations, demonstrating disciplined execution and effective capital recycling. We partner with management to build high-quality businesses that become strategically attractive to prospective acquirers. From investments made since 2012, we generated £1.4bn

of proceeds from realisations, returning approximately £0.7bn of net cash. As the chart below illustrates, realised exits have typically achieved meaningful uplifts to prior year carrying values, evidencing both valuation discipline and our ability to deliver value at exit.

£1.4bn

Proceeds generated from realisations¹

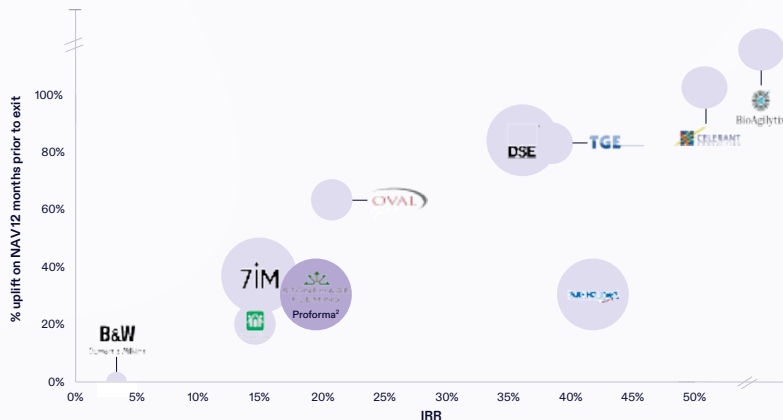
17%

IRR on realised investments¹

2.0x

Multiple on cost¹

LTM NAV GROWTH VS. CALEDONIA IRR²
(SIZE OF BUBBLE REPRESENTS CALEDONIA TOTAL PROCEEDS)



1. From investments made since 2012 and includes the agreed sale of Stonehage Fleming. Buzz Bingo not included in the chart but included in the overall realised IRR of 17%. Performance of Buzz Bingo was materially impacted by the Covid-19 pandemic and was sold for a nominal amount in 2021.
2. Stonehage Fleming expected proceeds of c.£290m. IRR calculated based on cash received on 30 June 2026. % uplift calculated versus NAV at 31 March 2025.

Stonehage Fleming

Significant minority position in Europe's leading independent multi-family office, serving the ultra-high net worth market.



Our long-term partnership-driven approach has delivered exceptional value for all stakeholders.

“From the outset, we weren't looking for a conventional private equity investor. We wanted a long-term partner whose approach aligned with our multigenerational mindset and who would be trusted by our clients. Caledonia brought exactly that — patient capital and a constructive partnership approach.”

Giuseppe Ciucci
Chairman, Stonehage Fleming

1 Quality business

- Attractive model with high margins, strong free cash flow and low capital intensity
- Premium brand; high customer retention; clear runway for international expansion

2 Working in partnership

- Streamlined governance structure
- Invested in technology to improve margins and internalise services that were outsourced
- Enhanced business development delivering strong organic growth
- Completed four strategic acquisitions expanding the product offering and geographic reach

3 Selling well

- The business has been a consistent performer, a true compounder – delivering strong returns throughout ownership and on exit

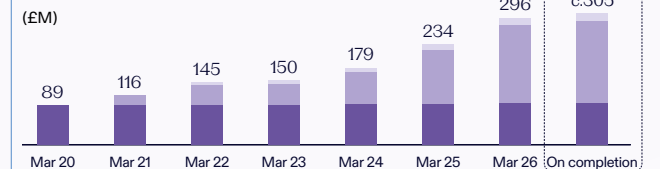
PROFORMA EXIT METRICS²

30%

Uplift to carrying value

3.2x

MOIC



Progression through ownership

+\$125bn

AuA/M to \$175bn

+440

Employees to c.990

+2,000

Clients to c.3,000

4

Strategic acquisitions

+7

New geographies

Investment review **continued**

Active support, owning with confidence

Performance

At 31 March 2026, the Private Capital portfolio consisted of eight companies, with the top five investments representing c.95% of pool NAV.

The portfolio was valued at £954.7m and generated a return of 13.1%, driven primarily by the agreed sale of Stonehage Fleming and good operational performance from AIR-serv. Including the impact of foreign exchange, over the last 10 years the Private Capital pool has delivered an annualised return of 12.2% p.a..

The majority of the portfolio is valued on an earnings multiple basis, with these multiples in the range of 10 to 14.5 times last 12 months' earnings before interest, tax, depreciation and amortisation ('LTM EBITDA'). Gearing levels are low, with net debt typically in the range of 2 to 2.5 times LTM EBITDA.

Portfolio summary

On 2 September 2025, we announced the agreed sale of Stonehage Fleming, a leading multi-family office providing advisory services to the ultra-high net worth market. Expected cash proceeds are c.£290m and completion is expected in mid 2026.

The expected cash proceeds represent a 3.2x multiple on cost and a £67m or 30% uplift to the carrying value at 31 March 2025.

We first invested in Stonehage Fleming in 2019 and during our period of ownership the team has delivered upon our investment thesis, which was centred on building scale, international reach and providing additional services to the fast-growing ultra-high net worth market.

The valuation at 31 March 2026 of £279.3m reflects expected cash proceeds less a c.3.5% discount in recognition of the limited transaction execution risk and time value of money.

AIR-serv Europe is a leading designer and manufacturer of air, vacuum and jet wash machines, which it provides to fuel station forecourt operators across the UK and Western Europe. The business has c.60% market share, with c.23,500 machines installed at over 15,000 customer locations. It delivered solid year-on-year growth, supported by operational efficiencies and expansion of its estate, with c.500 machines installed in the year. Operations also expanded to include Portugal and Austria. Caledonia received a dividend of £24.5m during the year, bringing total dividends received since acquisition to £30.7m. The valuation at 31 March 2026 was £215.0m, a return of 23.8% for the year.

Cobepa, the Belgian-based investment company, owns a diverse portfolio of 22 private global investments. During the year, Cobepa made three new investments, multiple follow-on investments and one partial realisation. The valuation at 31 March 2026 was £206.5m, a return of 8.8% (4.2% in local currency) for the year, with strong performances from some of Cobepa's largest investments driving returns.

Butcombe Group (formerly Liberation Group), is an inns and drinks business with an estate of 71 managed and 49 tenanted pubs, stretching from Southwest London to Bristol and the Channel Islands. The business delivered a good performance overall, led in particular by the managed pubs division, which again delivered strong trading across the estate. This was achieved against a challenging macroeconomic backdrop and the increases to National Insurance and the National Minimum Wage in the UK. The continuing programme of improvements to the Cirrus estate is also generating positive results. The valuation at 31 March 2026 was £142.4m, a return of 4.4% for the year.

DTM, the UK's leading independent provider of outsourced tyre management services to fleet operators, was acquired in August 2024. Headquartered in Blackpool, DTM has over 100 employees and serves c.250 fleet customers with c.285,000 vehicles and c.1.3 million tyres under management. Enabled by a proprietary technology platform, which allows customers to maximise their fleet efficiency, compliance and output, DTM connects the vehicles it manages to a national network of over 3,500 service provider locations. Since acquisition, DTM has strengthened its management team, which is now delivering tangible benefits including an improvement in new business momentum. The valuation at 31 March 2026 was £57.7m, a return of 4.7% for the year.

Significant pool investments

Name	Business	Geography	First invested	Value £m	Pool %	Return %
Stonehage Fleming	Family office services	Channel Islands	2019	279.3	29.3	27.6
AIR-serv Europe	Forecourt vending	UK	2023	215.0	22.5	23.8
Cobepa	Investment company	Europe	2004	206.5	21.6	8.8
Butcombe Group	Pubs, bars & inns	Channel Islands	2016	142.4	14.9	4.4
Direct Tyre Management	Tyre management services	UK	2024	57.7	6.0	4.7
Other				53.8	5.7	
				954.7	100.0	13.1

Investment review continued

Funds

Partnering with fund managers to access attractive markets globally.



“ The team seeks to partner with proven managers in attractive markets. These long and profitable relationships typically span multiple fund vintages. ”

Jamie Cayzer-Colvin
Head of Funds

Strategy

The Funds pool partners with experienced, operationally focused managers in North America and Asia. The pool provides exposure to two markets that would otherwise be challenging to access directly, while enhancing diversification. The pool comprises 82 funds managed by 46 managers, with an underlying portfolio of over 600 companies in our directly held funds.

North America-based funds represent 62% of the Funds pool and focus on the lower mid-market, investing in established, small to medium-sized, often owner-managed businesses. As often the only European investor in these funds, we gain access to domestically focused companies operating across a broad range of sectors that underpin everyday American life. These managers often provide the first institutional capital to portfolio companies, supporting professionalisation and expansion through organic growth initiatives and targeted M&A. Investments are generally made at lower entry multiples and with more conservative leverage than larger buyouts, meaning returns are driven principally by operational execution and value creation rather than financial structuring.

Our Asia funds account for 38% of the pool and seek to benefit from the region’s growing middle class and its increasing role in global innovation. We invest across sectors positioned to benefit from these structural trends, particularly healthcare and technology. These funds typically back businesses in the early stages of significant growth. While focused on domestic markets and local growth drivers, a small number – particularly healthcare-focused strategies – also invest selectively into the US.



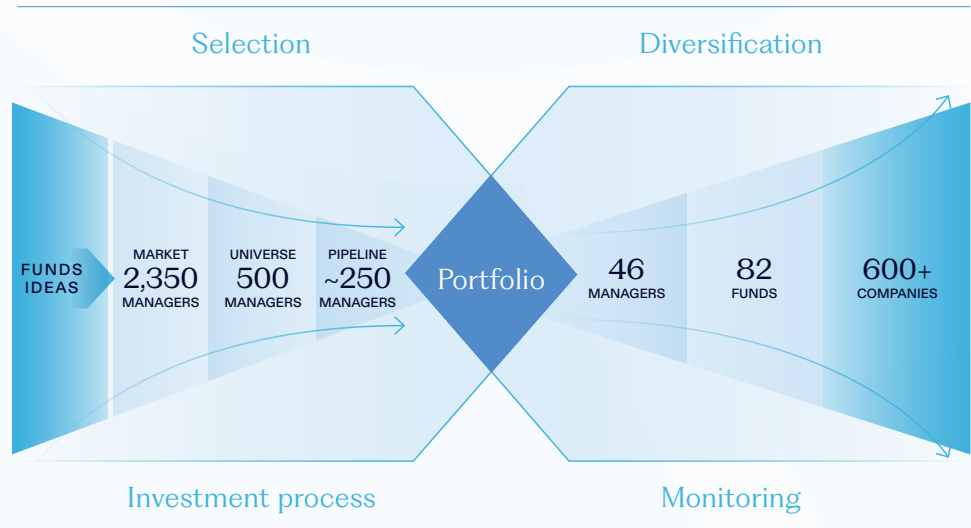
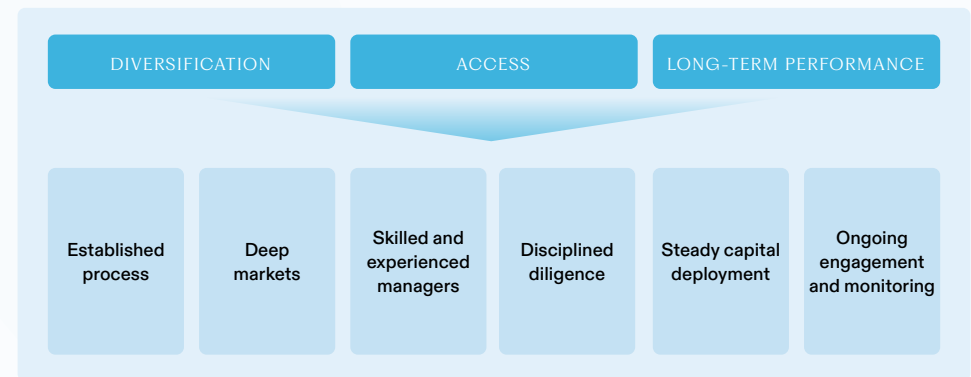
Find out more about Funds
SCAN QR CODE

WHAT SETS FUNDS APART

Disciplined, selective and diversified

How we invest in funds

With a strong focus on partnership, the process we have developed gives investors diversification into markets they could not access alone, underpinned by a rigorous risk management system that delivers strong long-term performance.



Investment review continued

North America: Why the lower mid-market

A vast and fragmented market, underpinned by a large number of established, profitable, founder-owned businesses.

The US lower mid-market comprises a significant number of small, privately owned businesses. Many are founder-led, considering succession, partial liquidity or a partner to support the next stage of growth. These companies are established, profitable and well-run, but have significant scope for value creation.

Managers typically provide the first institutional capital, partnering with management teams to strengthen leadership, enhance systems and processes, and drive organic and inorganic growth.

The segment is less intermediated and attracts less capital than larger buyouts, resulting in more attractive entry valuations and reduced competition.

The combination of disciplined entry pricing and significant value creation positions these businesses to appeal to a broader set of buyers – including larger private equity firms and strategic acquirers – creating the potential for outsized returns.

£583.7m

North America: portfolio value
31 March 2026



Asia: One of the fastest-growing regions in the world

Investing across a wide range of sectors, which are set to benefit from secular trends, such as healthcare and technology.

£354.0m

Asia: portfolio value
31 March 2026

LARGE AND GROWING MIDDLE CLASS

1 billion

middle class consumers to be added in Asia in this decade

GLOBAL LEADER IN INNOVATION

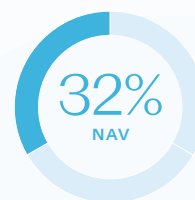
Deep scientific and technical capability

- Biotechnology
- Electric vehicles
- Robotics

DIVERSIFIED PORTFOLIO

Long-term structural growth exposure to one of the largest and fastest-growing regions in the world today

PERFORMANCE AT A GLANCE AS AT 31 MARCH 2026



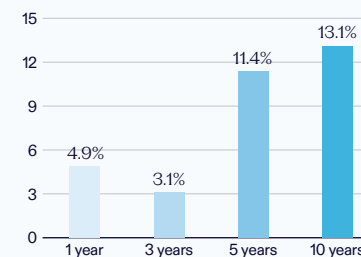
25-35%
Strategic asset allocation

£940.9m
of NAV

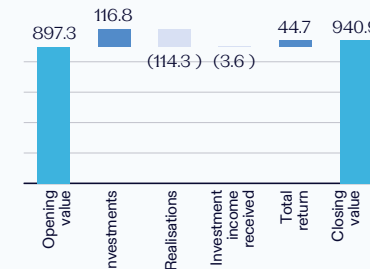
12.5% p.a.
Target return

82
Funds

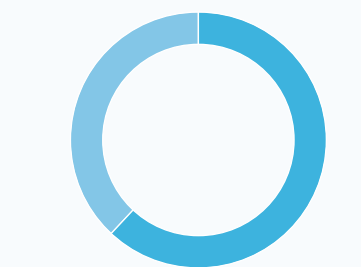
ANNUALISED POOL RETURNS (%) FUNDS



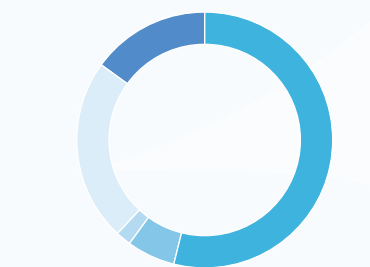
PORTFOLIO MOVEMENTS (£M) FUNDS



GEOGRAPHY BY REGION (%)



BY STRATEGY (%)



Investment review continued

Scaling a regional leader into a premier residential lawn care platform



Our long-standing partnership with CenterOak Partners, a Dallas, Texas-based private equity firm, spans more than 11 years.

We are invested across Funds I, II and III. CenterOak focuses on business, industrial and consumer services and has built a strong track record of creating value through organisational development, operational improvement and transformational growth.

CenterOak's investment in Turf Masters is a good example of this strategy in action: partnering with a high-quality, founder-built business, investing behind talent, systems and growth initiatives.



Sector: Consumer discretionary
Realised: 2025

Progression through ownership

+19
Bolt-on acquisitions

+20
Locations

+100%
Increase in customer base

>3x
Net MoM on exit

Founded in 2002 by Andy Kadrich in his basement in Atlanta, Georgia, Turf Masters grew from a small local business with a handful of customers into a trusted household name in Atlanta. From the beginning, the company distinguished itself through high-quality application work, exceptional customer service, investment in best-in-class equipment and a people-first culture.

When CenterOak acquired Turf Masters in 2022, the company was a strong regional leader serving approximately 100,000 customers. As the business's first institutional investor, CenterOak partnered closely with management to accelerate Turf Masters' evolution from a regional operator into one of the nation's premier residential lawn care platforms.

CenterOak invested behind the core value creation levers: talent, systems, expanded service offerings and scaled shared services. CenterOak also supported 19 add-on acquisitions, expanding the company's branch network from approximately 20 locations to more than 40 and helping more than double its customer base.

In addition, more than one-third of EBITDA growth was organic, supported by new customer wins, disciplined pricing, strong retention and enhanced cross-selling of high-margin ancillary services.

This balance of strategic M&A and organic execution reflects the strength of Turf Masters' operating model and the durability of its customer value proposition.

The investment in Turf Masters exemplifies CenterOak's differentiated and repeatable value creation approach across its mid-market funds.

The exit of Turf Masters marked the second realisation from Fund II, a 2020 vintage fund, and the fourth CenterOak exit in the past 24 months, with each of those exits generating between 2.2x and 3.5x net money-on-money.

STRONG FOUNDER-LED ORIGIN STORY
Trusted brand with 'local service' quality
Clear differentiation vs competitors
PROVEN SCALABILITY AND RAPID GROWTH
Doubled customer base and branch footprint under CenterOak
Expanded to 40+ locations
TRANSFORMATION INTO A NATIONAL PLATFORM
Now a national lawn care platform
Professionalised business
POSITIONED FOR GROWTH UNDER NEW OWNERSHIP
Realised in December 2025 for > 3.0x net MoM
Strong systems, talent and expanded service offering

Investment review continued

Diversification driving sustainable growth

Performance

At 31 March 2026, the pool was valued at £940.9m, comprising £583.7m of North America funds, £354.0m of Asia funds and £3.2m of legacy fund investments. The pool generated a total return of 4.9% (7.1% in local currencies), driven by positive performance from both our North America (6.8% in local currency) and Asia (7.7% in local currency) holdings. Including the impact of foreign exchange, over the last 10 years, the Funds pool has delivered annualised returns of 13.1% p.a..

The North America portfolio performance was underpinned by quality realisations and continued robust operating performance of the underlying companies. Distributions have remained subdued, as anticipated, amid continued macroeconomic uncertainty and geopolitical headwinds. We believe the portfolio is resilient, with significant exposure to domestic end markets in the US and to businesses characterised by sticky revenue profiles. In our view, this leaves the portfolio well positioned to withstand the current period of volatility. Although we remain confident in

the fundamental strength of the underlying companies, we expect distributions to remain moderated in the near term given the prevailing broader external environment.

Performance of the Asia portfolio was driven by a number of specific exits in the biotechnology sector across several funds and a recovery in Asia listed valuations. It is encouraging to see increased fundraising and IPO activity in the region. We believe the portfolio remains well positioned, with selective exposure to attractive long-term growth themes including biotechnology, electric vehicles and robotics. Distributions have increased from post-Covid lows and, while still below previous peak levels, this marks further progress.

Investment activity

Overall, the Funds pool generated a net cash outflow of £2.5m in the year. Drawdowns totalled £116.8m, with 67% deployed into North America funds and the balance into Asia funds. Distributions totalled £114.3m, with 73% distributed from the North America portfolio.

Significant manager exposure

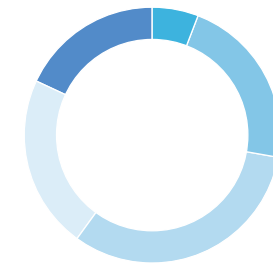
Name	Business	Geography	First invested	Value £m	Pool %	Return %
De Cheng funds	Private equity funds	Asia	2015	76.9	8.2	23.3
Axiom Asia funds	Funds of funds	Asia	2012	69.9	7.4	(1.1)
HighVista Funds	Funds of funds	US	2013	67.7	7.2	(6.2)
Unicorn funds	Funds of funds	Asia	2018	41.8	4.4	(3.6)
Vance Street funds	Private equity funds	US	2021	32.9	3.5	24.3
Asia Alternatives funds	Funds of funds	Asia	2012	32.5	3.5	(0.3)
Ironbridge funds	Private equity funds	US	2016	30.3	3.2	25.3
American Industrial Partners	Private equity funds	US	2024	28.9	3.1	23.8
Stonepeak funds	Private equity funds	US	2015	28.5	3.0	(0.3)
Transom funds	Private equity funds	US	2017	26.9	2.9	11.6
Other investments				504.6	53.6	
				940.9	100.0	4.9

Portfolio maturity

Our primary funds portfolio has a weighted average age of approximately 4.7 years (31 March 2025: 4.3 years). The weighted average age of our North America holdings is 4.6 years (31 March 2025: 4.0 years). The increase in weighted average age reflects extended holding periods in a slower exit environment. The weighted average age of our Asia holdings is 4.9 years (31 March 2025: 4.9 years).

Uncalled commitments

PORTFOLIO MATURITY (%)
(EXCLUDING FUNDS OF FUNDS)



< 1 year	6%
1 - 3 years	22%
3 - 5 years	32%
5 - 7 years	22%
7 years plus	18%

At 31 March 2026, uncalled commitments were £346.1m (2025: £415.9m), 78% to North America and 22% to Asia.

During the year, US\$55m was committed to North America lower mid-market buyout funds; US\$30m to an existing manager and US\$25m to a new manager.