

# Our **Investment Case**

**In the twenty five years since flotation in May 2000, Big Yellow has delivered a Total Shareholder Return (“TSR”), including dividends reinvested, of 12.1% per annum, in aggregate 1,610.7% at the closing price of £9.32 on 31 March 2025. This compares to 4.1% per annum for the FTSE Real Estate Index and 5.4% per annum for the FTSE All Share Index over the same period. We feel this illustrates the power of compounding of consistent incremental returns over the longer term.**

## Our values

### Helpfulness

Big Yellow exists to help people out and relieve pressure in their lives. We constantly strive to make our customers' lives easier.

### Empathy

We always listen and put ourselves in the position of the individual we are serving, understanding how exactly we can lighten their load.

### Flexibility

We are always flexible and adapt our service to best suit the needs and the desires of our customers.

### Innovativeness

We strive to innovate to help drive our business forward and we never accept the status quo.

### Integrity

We approach everything we do with a commitment to doing right. This goes beyond our customers to include our people, local communities and the environment.

## How we deliver value

### Attractive market dynamics

- Resilient through the Global Financial Crisis, the pandemic and the recent energy crisis
- Flexible contracts allow rental growth in an inflationary environment as demonstrated in the last three years
- Structural undersupply in larger cities over the medium to long term
- Awareness still remains relatively low, with only 40% to 50% having reasonable or good knowledge of self storage

### Our competitive advantage

- UK self storage industry's most recognised brand with over 90% of enquiries online
- Prominent mainly purpose-built stores on arterial or main roads, with high visibility
- Continuous innovation and investment into our mobile and desktop digital channels
- Strong customer satisfaction and NPS scores reflecting excellent customer service
- 6.4 million sq ft UK footprint, with development pipeline of 1.0 million sq ft
- Primarily freehold estate concentrated in London and South East and other larger urban conurbations
- Larger average store capacity – economies of scale, higher operating margins
- Secure financing structure with strong balance sheet
- Continued significant investment in sustainability and our culture

**In twenty five years Big Yellow has delivered a TSR of 12.1% per annum.**

# 12%

**Annual compound  
adjusted eps growth  
since 2004/5**



### Evergreen income streams

- 73,000 occupied rooms, with customers from a diverse base – individuals, SMEs, and national customers
- 38% of customers in stores greater than two-year length of stay, a further 17% for one to two years
- Average length of stay for existing customers of 32 months, for the 55% of customers that have stayed for more than one year, the average length of stay is 54 months
- Low bad debt expense (0.2% of revenue in the year)

### Strong growth opportunities

- Opportunities to drive further occupancy growth
- Yield management as occupancy increases
- Densification of living and scarcity of flexible business warehouse space drives demand
- Development pipeline of 1.0 million sq ft (16% of current MLA) to drive further growth
- Conservative capital structure allowing further growth from internal resources

### Conversion into quality returns

#### High margins

Freehold assets for high operating margins and operational advantage

#### Sustainable

Low technology and obsolescence product, maintenance capex fully expensed

#### Adjusted eps

## 12%

Annual compound adjusted eps growth of 12% since 2004/5

#### Cash flow

## 13%

Annual compound cash flow growth of 13% since 2004/5

#### Dividend pay-out

## 80%

Dividend pay-out ratio of a minimum of 80% of adjusted eps

This compares to 4.1% per annum for the FTSE Real Estate Index.