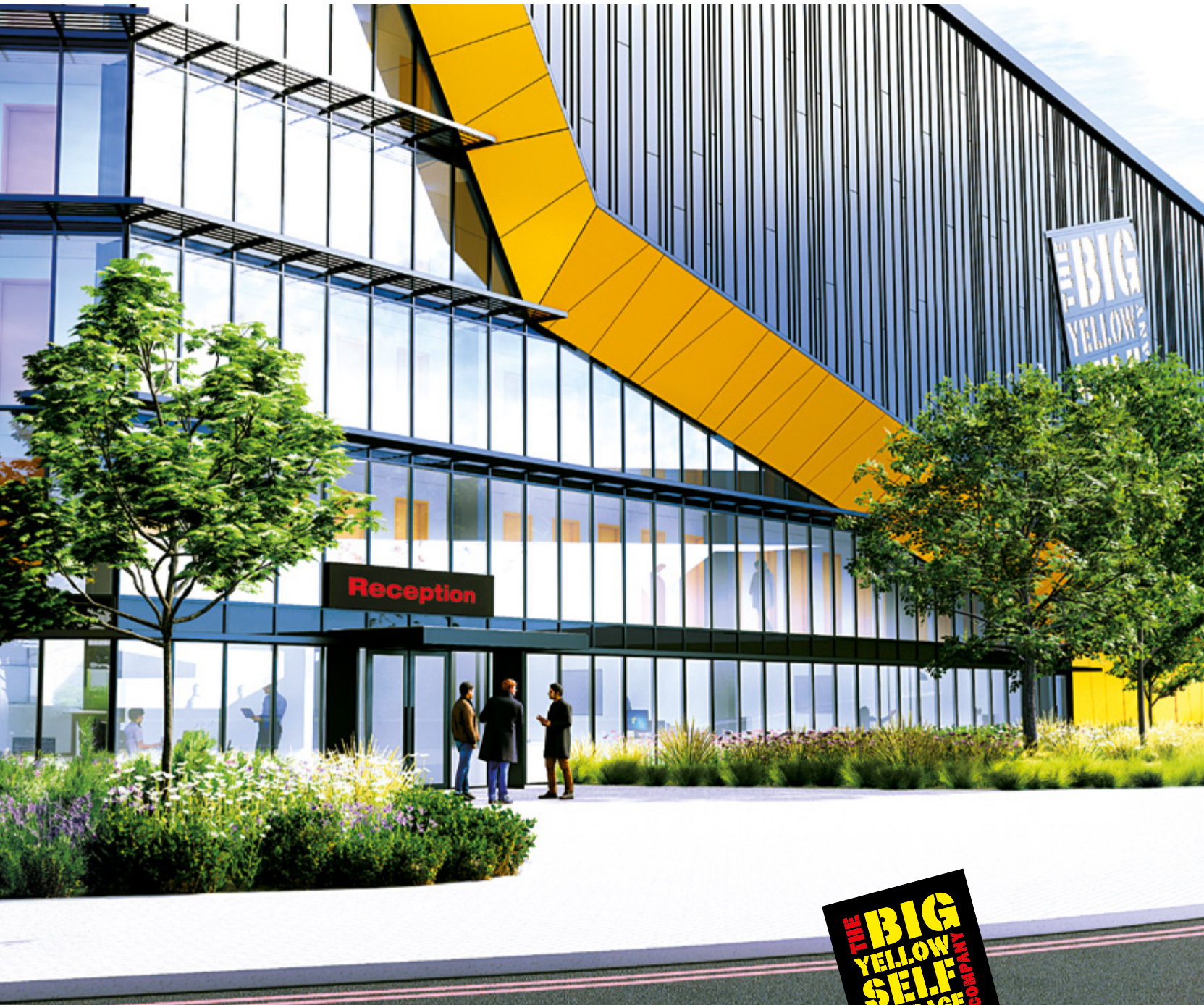


**Building** for the future...



**Get some space in your life.™**



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The Report was approved by the Board of Directors on 19 May 2025 and signed on its behalf by:

**Jim Gibson**  
Chief Executive Officer

**John Trotman**  
Chief Financial Officer



We are the **UK's brand leader in self storage**, driven by our portfolio of modern, purpose-built stores in high profile locations across the UK.

**We are committed to growing a sustainable and responsible business through innovation in our stores and with a continual investment in our people to deliver exceptional customer service.**

# 2025 Highlights

**Big Yellow has once again proved itself to be resilient with an 8% increase in adjusted profit before tax.**



## Highlights

■ 2025 ■ 2024

### Financial metrics

Revenue<sup>(4)</sup>

**£204.5m +2%**

£199.6m

Store revenue<sup>(1)</sup>

**£203.1m +3%**

£197.1m

Like-for-like store revenue<sup>(1,2,6)</sup>

**£200.7m +2%**

£196.2m

Store EBITDA<sup>(1)</sup>

**£143.2m 0%**

£143.0m

Adjusted profit before tax<sup>(1,7)</sup>

**£115.6m +8%**

£107.3m

Adjusted earnings per share<sup>(1,8)</sup>

**57.8p +3%**

55.9p

Dividend final

**23.8p +5%**

22.6p

Dividend total<sup>(4,5)</sup>

**46.4p +3%**

45.2p

### Statutory metrics

Profit before tax<sup>(4)</sup>

**£203.9m (15%)**

£241.0m

Cash flow from operating activities (after net finance costs and pre-working capital movements)<sup>(3)</sup>

**£111.9m +2%**

£110.1m

Basic earnings per share<sup>(4)</sup>

**103.2p (19%)**

127.1p

## Highlights

- Store revenue growth of 3.0%, with like-for-like store revenue up by 2.3%, driven by increases in average achieved rents
- Like-for-like occupancy increase of 0.1 ppt to 79.1% (March 2024: 79.0%). Closing occupancy up 0.4 ppts
- Average achieved net rent per sq ft increased by 3% year on year, closing net rent up 3% from March 2024
- Like-for-like store operating cost increase fell from 10% in the first half to 4% in the second half, averaging 7% for the year
- Overall store EBITDA was up £0.2 million compared to the prior year, with the growth in revenue largely offset by the increase in store operating costs
- Cash flow from operating activities (after net finance costs and pre-working capital movements) increased by 2% to £111.9 million
- Adjusted profit before tax up 8% to £115.6 million, adjusted earnings per share up 3% to 57.8p reflecting the dilutive impact of the equity raise in October 2023
- A 3% increase in full year dividend to 46.4 pence per share in line with adjusted eps growth
- Statutory profit before tax of £203.9 million, down from £241.0 million in the prior year, due to a lower revaluation surplus in the year
- £4 million invested in the year on solar retro-fit, 78 stores now have solar with a 29% increase in capacity in the year to 8.5 Megawatts. All directly owned stores will have EPCs of A+, A or B by the end of 2026
- Opened a new 65,000 sq ft freehold store in July 2024 in Farnham Road, Slough, and closed the existing leasehold store, saving £0.4 million annual rent. The new store achieved 81% occupancy at 31 March 2025, and is trading at the same revenue as the previous store
- Acquired freehold sites in Leamington Spa and Coventry (the latter post year end), taking the pipeline to 13 development sites and one replacement store of approximately 1.0 million sq ft (16% of current MLA), of which 10 are in, or within close proximity to, London. 1.4 million sq ft of fully built vacant space is currently available for future growth
- Planning consent granted for key London proposed stores at West Kensington, Kentish Town (both at appeal) and Staples Corner; we now have 10 of our 14 pipeline stores with planning
- Disposal of land adjacent to our Battersea store for £30.9 million, combined with post dividend cash flow, this largely offset capital expenditure of £58.3 million; closing net debt £388.7 million (2024: £385.4 million).

### Store metrics

Store maximum lettable area ("MLA")<sup>(1)</sup>

**6,421,000 0%**

6,419,000

Closing occupancy (sq ft)<sup>(1)</sup>

**5,056,000 +1%**

5,029,000

Closing occupancy<sup>(1)</sup>

**78.7% +0.4 ppts**

78.3%

Closing occupancy like-for-like stores (%)<sup>(1,2,6)</sup>

**79.1% +0.1 ppt**

79.0%

Average net rent per sq ft<sup>(1)</sup>

**£34.71 +3%**

£33.64

Closing net rent per sq ft<sup>(1)</sup>

**£35.17 +3%**

£34.14

<sup>(1)</sup> See note 33 for glossary of terms

<sup>(2)</sup> Excluding Kings Cross (opened June 2023)

<sup>(3)</sup> See reconciliation in Financial Review on **page 41**

<sup>(4)</sup> Statutory metric

<sup>(5)</sup> The dividend paid in the year is all Property Income Distribution ("PID")

<sup>(6)</sup> See reconciliation in Portfolio Summary on **page 32**

<sup>(7)</sup> See reconciliation in note 10

<sup>(8)</sup> See reconciliation in note 12

# **Building** for the Future

## **Our next generation of stores**

**The expansion of new stores is crucial for Big Yellow's future growth, especially in London where site acquisition and development opportunities are scarce.**

**We are currently on site at nine projects, all of which are within the M25, or within close proximity. Once fully operational over the next three years, these developments along with the other five sites in our pipeline, will add an additional 1,033,000 sq ft of revenue-generating storage capacity.**

### **A new central London store in Wapping**

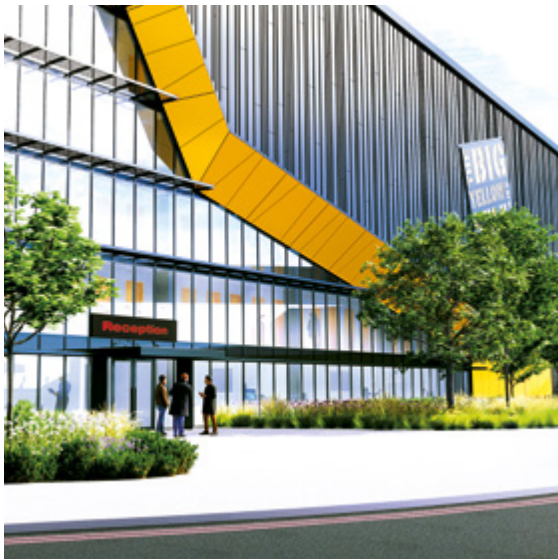
Our new Wapping store is immediately adjacent to the existing Big Yellow Wapping store. It will have significant roadside visibility, located on The Highway, just half a mile east of the Tower of London. Tobacco Dock and London Dock, which are both currently undergoing redevelopment to residential apartments, are close by.

The new store consists of 130,000 net sq ft of storage over seven floors as well as flexi offices. We are targeting a BREEAM accreditation of Excellent.

The site itself is in an area of historical interest, close to a main Roman and Medieval thoroughfare. An archaeological dig was undertaken in cooperation with Historic England, prior to any construction starting. Although no physical historical foundations have been found, many artefacts have been recovered and sent away for dissemination.



Artist's impression of our new Wapping store.



Artist's impression of our new Staples Corner store.











### Our eye-catching new store at Staples Corner

We are delighted to be building a new freehold store on the site of a former car showroom. This will replace our current leasehold Staples Corner location, where we have been trading for 25 years.

This prominent new site is located close to the Brent Cross Shopping Centre and next to the junction of the A5 and North Circular. We have designed an iconic, landmark building for this highly visible site.

We are excited about the eye-catching design of this new store, which will comprise 135,000 sq ft of storage space across five floors plus flexi offices. Planning was approved in July 2024 and demolition and site clearance have already been completed, with a view to the store opening in the summer of 2026.

### Our development sites with planning consent

Location	Status
 Staines, London	Construction commenced with store opening in July 2025. We are also developing 9 industrial units on the site totalling 99,000 sq ft.
 Queensbury, London	Construction commenced with store opening in October 2025.
 Wembley, London	Construction commenced in late 2024 with store opening in March 2026.
 Slough, Bath Road	Construction commenced with store opening in spring 2026.
 Epsom, London	Construction commenced with store opening in summer 2026.
 Staples Corner, London	Construction commenced with planned store opening in summer 2026.
 Kentish Town, London	Demolition commenced, with a planned store opening in autumn 2026.
 Wapping, London	Construction commenced with store opening in late 2026.
 West Kensington, London	Demolition of existing building to commence this year, with a store opening anticipated in summer 2028.
 Newcastle	Planning consent granted, vacant possession awaited.



## Supporting Business Growth

### Our unique service

**Big Yellow provides a helping hand and acts as an incubator to many small businesses across the UK. Whether they are just starting out or if they are well established and outgrowing their current location, we provide a risk-free solution to help people set up or expand their businesses.**

Without Big Yellow and our supportive business services, many start-ups would struggle to get off the ground due to the few alternatives in finding flexible space outside of traditional warehousing.

The growing number of small businesses, many of which are selling online, have emerged across the UK, driven by today's secure and reliable payment systems and the growth of easy-to-use online marketplaces.

Our stores are the perfect place to run a business from. Business owners can work directly from their storage rooms, managing their stock, plugging in a laptop and printer to fulfil orders and dealing with returns and exchanges. Many businesses also use their units for the photography of stock for websites and live streaming to help market themselves on social media.

Big Yellow is unmatched in terms of space and flexibility. With no long leases and no business rates to pay, small business owners can upscale or downscale and benefit from having deliveries accepted by store teams when they are not around. Our onsite teams are also vital to support our business customers with forklifting and arranging courier services too. This is a crucial service which many of our competitors cannot offer this growing audience.

#### **Flexibility and low risk**

No long term leases, store from one week, no business rates to pay.

#### **Unrivalled security**

Individually alarmed rooms, PIN access, 24 hour CCTV, staff on site seven days a week, perimeter fencing.

#### **Business support services**

Accepting deliveries, forklifting and arranging courier services.

#### **Flexible access hours**

Out of hours access for our business customers.

#### **Free, large car parks and loading bays**

Easy access for delivery lorries.

#### **Dedicated office space**

At 30 locations.

#### **National Customer Service**

For customers with multi-location requirements.



### Business storage success with Big Yellow

Ben Russell's thriving business, Rusbenja Pops, sells around 2,500 Funko Pop vinyl collectibles monthly through various online platforms. The company now employs three people and operates almost entirely from Big Yellow. Rusbenja Pops currently occupies 650 square feet across two units, which serve as both mini warehouse and office space.

Ben has transformed his storage into a complete business hub by installing phone lines and Wi-Fi, enabling his team to handle everything from inventory management to order fulfilment and live streaming to showcase his products. The entrepreneur particularly values Big Yellow's security features, which include PIN entry and individually alarmed rooms, giving him peace of mind about his inventory.

Ben appreciates that his Big Yellow storage space is reasonably priced without hidden costs. "You don't have to worry about things like electricity bills or business rates that come with leasing a building or retail space," he notes. The flexibility of Big Yellow has proven crucial for his growing business.

"It is the convenience and flexibility of Big Yellow which have been awesome", he says, "I rented some retail space before coming to Big Yellow and any changes meant getting signatures witnessed on lease agreements by lawyers – it was more expensive and way more of a headache. Being at Big Yellow is way more convenient, cheaper and easier in every way. It has been a godsend to us as a small business." Ben strongly recommends Big Yellow storage space to other entrepreneurs: "To anyone interested in turning a side hustle or hobby into a business, I would recommend taking space so that work doesn't encroach on the rest of your life."

“I rented some retail space before coming to Big Yellow and any changes meant getting signatures witnessed on lease agreements by lawyers – it was more expensive and more of a headache. Big Yellow is way more **convenient, cheaper and easier** in every way.”

Ben Russell, Owner, Rusbenja Pops

“Working with Big Yellow means that we have **predictable monthly overheads** for storage and office space. The business wouldn't have been able to grow in the same way without Big Yellow.”

Joe Haycocks, MD, RSH Audio



## **Service** and Security **Unrivalled customer service**

**Our friendly and helpful store teams deliver the very best standards in customer service. This, coupled with our market leading security, are some of the key reasons why people choose Big Yellow.**

### **Unrivalled customer service**

Recruiting the right people, a continuous investment in training and the engaged culture of the business are critical to our continued success of delivering unrivalled customer service. We are proud of our people who put the customer at the heart of the business.

Our staff are onsite seven days a week and work hard to understand the needs of our customers. We have over 27,700 Google Reviews averaging 4.7 and our customer surveys in the year have given us an outstanding NPS score of 82.8. This genuine feedback is testament to the consistency of our customer service.

### **Security matters**

As the market leading self storage operator in the UK, we take the security of our customers and their possessions seriously.

Our security protocols are regularly reviewed and we continue to invest in the security of our stores. Presently, this is through individually alarmed rooms, PIN code access and digital CCTV monitored 24/7. Secure, phone app access is also now being trialled at some of our locations. We also restrict which customers have access to our sites when no one is present.

We carry out identity checks on every new customer through our onboarding process. Our store teams are vigilant and we are not afraid to turn away potential customers if things look suspicious.

“We love Big Yellow because we can open more space or close space down to suit our stocking profile at different times of the year. The units are totally secure and the **staff offer a fantastic service**, not only to us, but also to our visiting customers, couriers and trading partners.”

Dan Humphries, Owner, Drumazon



### Exemplary customer feedback



★★★★★

Customer at Big Yellow, Milton Keynes

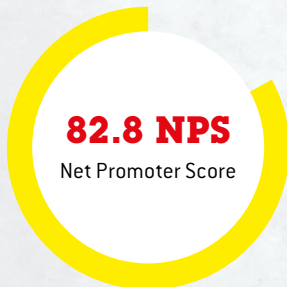
The units of storage are very neat and the staff are extremely knowledgeable, friendly and helpful. From reservations to booking in and storing. Everything was seamless without any hassle. The team were very helpful with their impressive customer service skills. I totally would recommend Big Yellow Self Storage 100%.



★★★★★

Customer at Big Yellow, Brighton

Exceptional service from start to finish! The team at Big Yellow Self Storage has been incredibly efficient, professional and attentive to all my needs. The facility is clean, secure and well-maintained, making it easy to access my belongings whenever needed. Highly recommend Big Yellow Self Storage for their outstanding customer service and reliable storage solutions!



★ Trustpilot

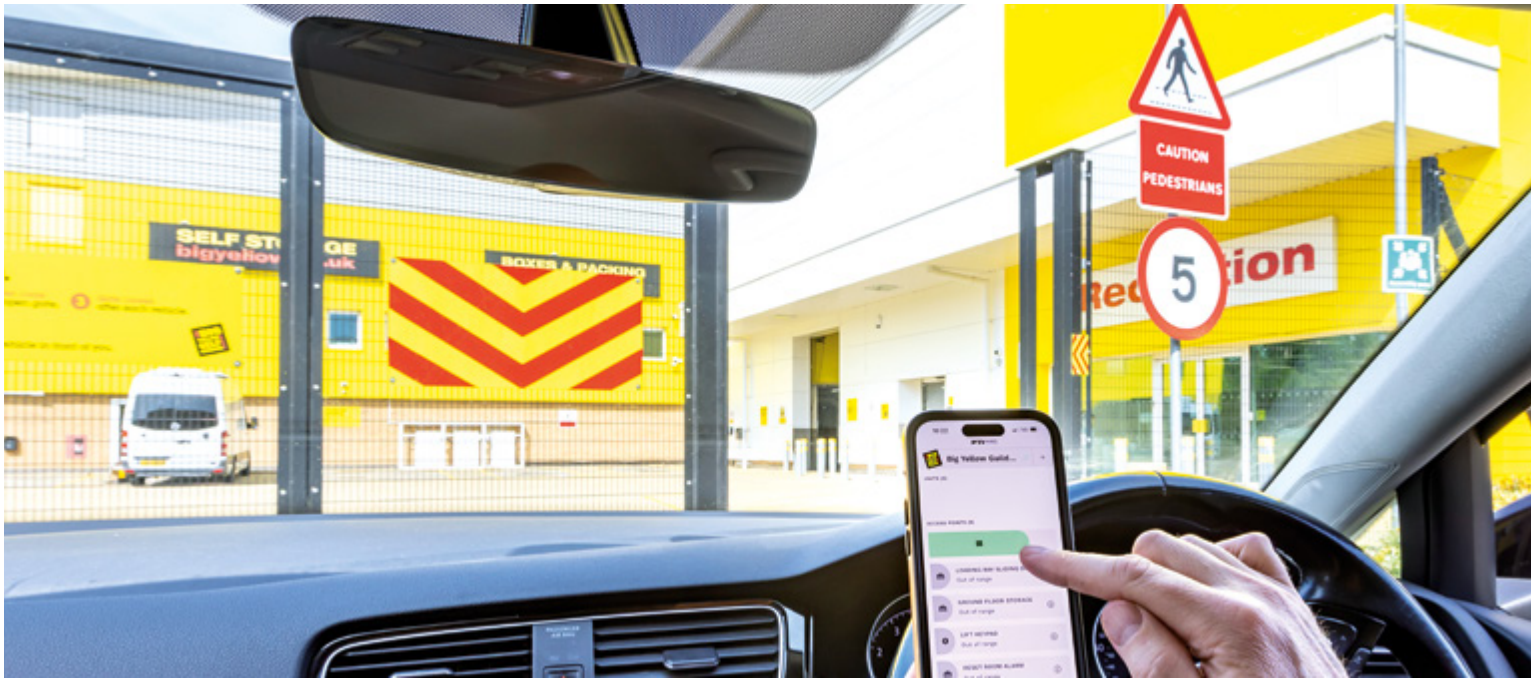


**4.7 out of 5**

Trustpilot: 4754 Reviews.  
Rated "Excellent"



★★★★★



## Innovating Now Future-proofing our stores

**In July 2024, we opened our first newly built net zero facility in Slough, Farnham Road. This features our largest solar PV installation on a Big Yellow store to date which has helped it achieve a rare EPC rating of -9 A+.**

### Slough: leading the way in sustainability and innovation

#### Largest rooftop solar

Big Yellow Slough, Farnham Road features a 200 kWp solar system, our largest rooftop solar installation to date at any Big Yellow store. 78 of our stores now have solar generation as part of our sustainability strategy.

#### Latest battery technology

The electricity generated from our solar panels charges our onsite battery, which can store enough energy to power the store for ten hours when the sun isn't shining. In addition, the extensive rooftop installation reduces the need to purchase electricity from the grid.

#### Built-in sustainability

Like most Big Yellow stores, we have low energy LED lighting throughout the store, EV charging points for customers and our store teams, water-saving low flow taps and our packing materials are made of recycled cardboard. We have also reduced single-use plastics where possible. Biodiversity initiatives such as bat and bird boxes have been installed plus a heart defibrillator to help save lives. Our receptions feature digital signature pads to make our stores as paper-free as possible.

#### Smart access technology

At Slough, we are also testing an innovative phone-based access system. Customers can use our dedicated mobile app to gain access to the main gates, storage areas and lifts without having to enter their PIN codes. This contactless solution not only streamlines the customer experience but also provides an additional layer of security.



A battery storing rooftop solar energy at our Slough store.



# Our **Nationwide Network**

**We now have a portfolio of 109 modern and purpose-built stores, with a further 14 in our development pipeline.**

## A London focus

We carefully select highly visible locations for our stores, enhancing our industry-leading brand recognition across the UK.

London remains the cornerstone of our growth plan, with eight of the nine current construction projects concentrated in the capital. These new stores are scheduled to open in the next three years, strengthening our metropolitan presence.



Harrow, September 2022



Battersea, November 2020



Wembley, March 2026



Kings Cross, June 2023



# Chairman's Statement

**Big Yellow Group PLC (“Big Yellow”, “the Group” or “the Company”), the UK’s brand leader in self storage, is pleased to announce its results for the year ended 31 March 2025.**

## Financial results

We have delivered a resilient operating performance in the year to March, with occupancy stabilised and further growth in net rents. This resulted in a 3% increase in store revenue, and a return to adjusted eps growth for the year.

We are pleased to have delivered a significant reduction in like-for-like store operating expense inflation from 10% in the first half of the year to 4% in the second half. Additionally, given our flexible hedging strategy, the Group has benefited from a 9% fall in annual interest expense from the previous year.

Revenue for the year was £204.5 million (2024: £199.6 million), an increase of 2%, with store revenue up 3%. Like-for-like store revenue (which excludes new store openings) was up 2% driven by improvements in average net rent. Store EBITDA was £143.2 million, an increase of £0.2 million from the prior year (2024: £143.0 million).

The adjusted profit before tax in the year was £115.6 million up 8% from £107.3 million in 2024. Adjusted earnings per share increased by 3% to 57.8p (2024: 55.9p), with the additional shares in issue following the October 2023 placing impacting the first half of the year.

The Group's cash flow from operating activities (after net finance costs and pre-working capital movements) increased by £1.8 million (2%) to £111.9 million for the year (2024: £110.1 million).

The Group's statutory profit before tax was £203.9 million, a decrease from £241.0 million in the prior year. There was a revaluation surplus for the current year of £79.7 million, compared to a surplus of £131.2 million in the prior year.

## Development pipeline

During the year we opened a new 65,000 sq ft freehold store in Slough and closed the existing leasehold store, saving £0.4 million annual rent. The new store achieved 81% occupancy at 31 March 2025, and is trading at the same revenue as the previous store. Slough Farnham Road is our first net zero store, with a solar PV installation of 200 kWp (our largest to date), with battery storage for the energy we generate, resulting in an EPC rating of A+.

We have acquired two development sites since the last year end. In May 2024, in Leamington Spa for £3 million, that will also serve the university town of Warwick, and in April 2025 in Coventry for £2.5 million.

We have been successful in achieving three key planning consents in London during the year; at West Kensington, Kentish Town and at Staples Corner. The store in West Kensington will be only the second purpose-built self storage facility in the London Borough of Hammersmith & Fulham, alongside our Fulham store, with Kentish Town being the first purpose-built store in the London Borough of Camden.

These, along with the other sites in the pipeline, are very high-quality locations, and will help consolidate our market-leading platform. We now have planning consent on 10 of our 14 development sites.

We are currently constructing nine new stores all in London or its conurbation towns at an approximate cost of £161 million which can comfortably be funded from cash flow, surplus asset sales and our existing debt facilities.

The projected net operating income of the increase in our total capacity of 1.0 million sq ft when stabilised, at today's prices, is £32.5 million representing an approximate 15% return on the incremental capital deployed. If we include the replacement store at Staples Corner, due to open in summer 2026, the proforma net operating income increases to £36.6 million, a return of approximately 8.7% on the total development cost of approximately £422 million, including land already acquired. The total cost to complete is £232 million.

## Capital structure

It remains our view that elevated levels of debt over cycles destroys value and hence our strategy is to maintain debt at modest levels. The Group's interest cover for the period (expressed as the ratio of cash generated from operations pre-working capital movements against interest paid) was 6.1 times (2024: 5.6 times), with the Group's net debt to EBITDA ratio now 3.1x (2024: 3.0x).

Net debt was £388.7 million at 31 March 2025 (2024: £385.4 million), and the Group has undrawn committed facilities of £175 million. Approximately 47% of our debt is fixed, with the balance floating, in line with our hedging policy, and our current average cost of drawn debt is 5.0%, with any further cuts in interest rates benefitting next year.

The Group owns its assets largely freehold, representing some 99% by value of our portfolio (including long leasehold stores) which has shielded us from the significant rise in industrial and warehouse rents that has occurred over the last decade or more. We view rent liabilities as quasi-debt. Following the closure of Farnham Road, Slough last summer and Staples Corner in due course to a new freehold store, we expect our total rent liability to fall to approximately £1.1 million per annum.

## Dividends

The Group's dividend policy is to distribute a minimum of 80% of full year adjusted earnings per share. The final distribution of PID declared is 23.8 pence per share. This brings the total distribution declared for the year to 46.4 pence per share, an increase of 3% from the prior year (2024: 45.2p).



## Our people

As we announced last year, John Hunter joined the business as COO in April 2024 and has made a very successful start to leading day-to-day operations and I am pleased to confirm that John will be formally joining the Board with effect from the Group's AGM this July.

We believe that any successful business requires the creation of a fully engaged employee culture, and this remains a key focus within Big Yellow. Our resilient performance is a testament to our highly committed and motivated employees who operate throughout the business, whether in the stores or in head office.

Delivering outstanding customer service is a key success factor in our historic and future growth. Our customer net promoter scores ("NPS") were an average of 82.8 (2024: 80.5) over the year and demonstrated a further improvement on already high standards. NPS scores at those levels are exceptionally unusual and reflect the strong culture within this business.

On behalf of the Board, I would like to thank all our people for their dedication and support, which has been instrumental in driving our performance and sustained growth.

## Outlook

We are pleased to have reported another set of results that are testament to the underlying resilience of our business. We delivered another year of revenue growth and achieved a return to growth in adjusted earnings per share, even when considering the dilutive effects of the placing in October 2023.

The elevated levels of macroeconomic uncertainty since the beginning of April have impacted confidence and led to some softening of demand and some loss of occupancy, however, rate growth materially outperformed the same period last year resulting in revenue growth of 3% since the year end. We expect our underlying store operating cost inflation to fall further from the 4% seen in the second half of the year, notwithstanding the impact of the recent rise in Employer's National Insurance.

The Group maintains a low absolute level of debt, which allows flexibility in our hedging strategy, with £210 million of floating rate debt, hence we are, and expect to continue, benefiting from short-term interest rate reductions.

Our decision a decade or so ago to develop the next phase of new stores, with a focus on London, continues to bear fruit. Ten stores have opened in the last five years, with three due to open this year and five the year after. We are in the process of clearing the pre-start planning conditions on our site in Kensington Olympia, following which we will commence demolition of the existing building and construction of its replacement. This will be the most important project the Group has embarked on, close to one of the wealthiest and most densely populated areas of Central London.

We expect this next phase of store openings (eight of which are in London) to make a material contribution to both revenue and earnings in the reasonably near future.

Our strategy remains much as it was 25 years ago; build the best quality freehold stores in the best locations, with the highest barriers to entry, focusing on operational excellence, with low debt to deliver compounding growth in earnings and cash flow.

**Nicholas Vetch CBE**  
Executive Chairman

19 May 2025

# Chief Executive's Statement

**We are pleased to have delivered another year of revenue growth and achieved a return to growth in adjusted earnings per share, even when considering the dilutive effects of the placing in October 2023.**

## Trading

We are pleased to have delivered another year of revenue growth and achieved a return to growth in adjusted earnings per share, even when considering the dilutive effects of the placing in October 2023. The first half of the year saw subdued activity levels as we navigated uncertainty created by the general election and the resulting change in government. However, we saw stronger trading in the second half, which resulted in a recovery in like-for-like occupancy (up 0.1 ppt by March 2025).

We delivered rental growth, both to new and existing customers, albeit moderated compared to the prior year. This resulted in closing net rent growth of 3% in the year, which, based on a stable occupancy position, translated into 3% growth in store revenue. After a period of inflationary pressure on our cost base in recent years, we have seen underlying increases in our operating costs moderate through the year, down to a 4% increase in the second half. If we look back over the past three years, the business has navigated through the Russian invasion of Ukraine and resultant energy crisis, high inflation and the impact on the cost of living, higher interest rates and periods of political instability. Through this three-year period, after absorbing increasing interest rates and operating costs we delivered growth in revenue and adjusted profit of 19% and adjusted earnings per share growth of 10%, the latter impacted by the dilutive effect of the issue of new shares. This demonstrates the resilience of our business and validates our continued investment in further growth in our store portfolio.

We continue to see demand spread across a diverse set of drivers. However, the largest driver of demand remains from domestic customers renting storage space whilst moving home (41% of move-ins during the year). We saw some increase in activity in our last quarter as house buyers sought to complete their purchase prior to the changes to the Stamp Duty thresholds from 1 April. We also saw an increase in move-ins from business customers (up 2% year on year), many of whom are online retailers or B2B traders looking for flexible mini-warehousing for e-fulfilment. Demand from national customers (5% of our occupied space) continues to be robust, with revenue growth of 11% year-on-year. Businesses occupy 36% of our occupied space overall.

## Investment in our operating platform and systems

Providing our customers with a safe and secure space for their possessions is our core purpose. Accordingly, we continue to invest in the technology and physical security of our stores, whilst recognising the important role our store teams play in providing a reassuring presence during normal opening hours. This is a dual approach to achieving an accessible and secure environment for our customers.

In addition to physical security features, such as perimeter fencing, keypad-controlled gates and lighting enabled by motion detectors, we provide individually alarmed rooms, 24-hour CCTV and overnight monitoring of our stores. We are increasingly using data and AI to help detect unusual behavioural patterns that alert either our store teams or our overnight monitoring service to suspicious activity. We continue to restrict access outside of normal trading hours to approximately 15% of our customers, the majority of whom are business customers. Most of our customers are happy to access the store during normal opening hours when our store teams are present. Our store teams play an important role as the final check on who we accept into our buildings as customers and importantly allow access to out of store opening hours. We believe this is critical to maintaining the security of our stores, as it cannot be replicated online.

We are trialling a mobile-based access system in three of our stores, as an alternative to the traditional PIN code access system. This enables customers to unlock gates and entry points to the store via their Bluetooth enabled smartphone device. This has the potential to provide a seamless and contactless experience and reduces the risk of PIN codes being forgotten or misappropriated. Should this trial prove to be successful, we will then roll this out to the wider store estate.

We continue to develop our website to drive the conversion of customers seeking self storage (over 90% of customers come through our digital channels), whilst enabling new customers to complete more and more of their onboarding journey online. As in most retail and consumer service businesses, there is a continuing trend of customers engaging digitally with self storage operators. We continually work to identify friction points in our online journeys, tackle these and thereby drive-up digital conversion and engagement levels. This ensures our store teams are focussed on dealing with any customer service issues and help drive revenue from ancillary services in the store. For example, accepting deliveries for business customers, packing material sales and optimising contents cover are all revenue generating activities that rely on our store teams to complete.



We continue to automate operational tasks performed by our store teams. We have developed our performance dashboard reporting to allow our store managers to identify issues more easily and speed up decision making. We have made improvements to our customer refund processes and sped up the onboarding journey in store for new customers. We have launched a new customer service platform, which aggregates customer feedback, whether from our internal surveys or from external sources (for example, Google and Trustpilot reviews). This allows us to easily see trends in customer feedback and address any service delivery issues even more promptly. Our use of an external data supplier to automatically track competitor pricing has allowed us to become more efficient and reactive to pricing adjustments. All of this has allowed us to operate more efficiently, whilst focussing our store teams on value-adding activities.

We continue to review and invest in our cyber security platform. We maintain our digital security standards by training our teams, implementing best-of-breed products and technologies, enhancing our policies and procedures, and fostering strategic partnerships. Our proactive approach helps us to stay ahead of potential threats and vulnerabilities as we look to maintain the confidentiality, integrity, and availability of our digital assets.

“Our business model, combined with continued investment in our market-leading brand, store portfolio and operating platform, has once again **delivered a resilient performance** over the last 12 months.”

## Chief Executive's Statement continued

### People

As ever, our continued progress as a business reflects the steadfast commitment of our people who have worked extremely hard this year, whether in head office or in our stores.

Over the past 12 months, the level of staff turnover and vacancies in the business continues to be at relatively low levels. This is encouraging and reflects the strong culture of the business, the loyalty this engenders and our ability to attract and retain the talent we need to grow going forward.

The customer service and experience delivered by our store teams is a differentiating success factor, particularly with those customers who are regular users of our facilities. Our customer feedback comments frequently refer to the excellent service delivered by specific team members. We track our customer satisfaction levels through our net promoter score, and our average over the year for move-ins and move-outs was 82.8 (2024: 80.5), which demonstrates an improvement on already very high levels of customer service.

We continue to review our store staffing structure and have not been replacing certain positions when we see staff attrition. The continual improvement in our digital journeys, along with automation and improvement of in-store processes, has allowed us to safely achieve annualised savings of £0.3 million in the year. This will help mitigate the additional £0.5 million cost from the increase in Employer's National Insurance from April 2025 and we will continue to seek further reductions in store staff headcount levels where these can be safely achieved. However, as mentioned above, our store teams play an important role in delivering great customer service, income from ancillary services and maintaining the security of our stores. Whilst we continue to identify opportunities to reduce headcount, our store team members will always be required during our normal opening hours.

We continue to make improvements to our culture and practices in respect of diversity, and these are set out in our latest Inclusivity and Diversity Report, which is available on our corporate website. Our Diversity and Inclusivity Committee continues to meet regularly, and I am a standing member of the Committee. I believe diversity has a positive impact on our performance and we want to ensure we have an inclusive culture that attracts, retains and provides equal opportunity to all our team members to drive forward our business.



## ESG

The Big Yellow Foundation helps support the rehabilitation of vulnerable people into work. Our store teams raise funds by asking our customers if they wish to donate to the Foundation at move-in and move-out. We also generate donations from fundraising activities carried out by our employees across the business. The Company matches all money raised in this way. Through the generosity of our customers and the efforts of our employees, we raised a record £444,000 in the year for the Foundation and provided £345,000 of funding to our seven charity partners. The total funding since the inception of the Foundation in 2018 now stands at £1.4 million.

We continue to provide free space to small local charities and community organisations across our store estate. At present we support an average of two charities per store this way. Our volunteering programme allows our staff to give back to the community, with every member of staff given one day a year to volunteer with one of our seven charity partners or a charity of their choice. We also continue to provide 12-week work placements in our stores to candidates from some of our Foundation partner charities. These placements help improve confidence and work chances for the candidates. Our store teams also enjoy working alongside the candidates and find it rewarding to do so.

Our solar retrofit programme continues to go from strength to strength, with our latest installation phase delivering to a further 12 stores and 1,621kWp capacity this year. This takes the total number of retrofitted stores to 48 at a cost of £16.8 million to date. Our total solar capacity across the estate is now 8.5 Megawatts, up from 0.7 Megawatts five years ago.

As part of our solar strategy, we have installed a battery at our new Slough Farnham Road store. It gives the store increased resilience against energy cost inflation by storing and reusing energy generated by the solar array on the store's roof. In the nine months since opening, 67% of the energy generated onsite has been used by the Slough store (compared to 24% across the estate), with an estimated payback on the investment in just over nine years. We intend to further test the performance and payback of this new initiative by installing combined solar and battery at new stores opening this year and retrofitting batteries at a further three stores in our current estate.

Additionally, we have started trialling lighting and heating efficiency solutions across nine different stores to investigate further opportunities to reduce our energy consumption and drive our emissions down. Once we have evaluated the results from these trials, we will look to roll out the successful solutions across more stores in the estate. We are therefore making significant progress on our journey to self-generation of our energy needs.

We continue to maintain an updated assessment of the performance of our estate by recertifying our EPCs, even when certificates are in date. We have updated 35 certificates to reflect the impact of our solar installations and energy efficiency projects. We are now projected to have all stores (bar one short leasehold) at A+, A or B by the end of 2026, well ahead of the 2028 requirement.

Further detail, including progress on our Science Based Targets, is included in the ESG Report.

## Summary

Our business model, combined with continued investment in our market-leading brand, store portfolio and operating platform, has once again delivered a resilient performance over the last 12 months. We remain confident that this business can continue to deliver compounding returns over the medium to long term.

**Jim Gibson**  
Chief Executive Officer

19 May 2025

“We remain confident that this business can continue to **deliver compounding returns** over the medium to long term.”

# Our Strategy

**Our strategy from the outset has been to develop Big Yellow into the market-leading self storage brand, delivering excellent customer service, investing in sustainability and our market-leading operating platform and digital channels, with a great culture and highly motivated employees. We concentrate on developing our stores in main road locations with high visibility, where our distinctive branding generates high awareness of Big Yellow.**

## Creating shareholder value

We continue to believe that the medium-term opportunity to create shareholder value consists of driving revenue and cash flow from our existing portfolio through continued investment in sustainability, our people, culture, and digital operating and marketing platforms. In addition, we aim to deliver external growth as new stores open through continued investment in our development pipeline, and selectively acquiring existing storage centres from smaller operators. As a REIT our key financial objective is to produce sustainable returns for shareholders through a relatively low leverage, low volatility, high distribution business. In addition, any successful business must have an effective sustainability strategy, particularly around climate change, and this continues to be a key strategic focus for our business.

## Real estate

A key plank of our strategy has been to build a portfolio of large purpose-built freehold self storage centres, focussed on London, the South East and other large urban conurbations. We believe that by owning a predominantly freehold estate we are insulating ourselves against; economic downturns as we operate at higher margins; adverse rent reviews; and in the long-term possible redevelopment of key stores by the landlord. It also provides us financing flexibility as rent is a form of gearing.

Approximately 60% of our current annualised store revenue derives from within the M25; for London and the South East, the proportion of current annualised store revenue is 75%. With our store development pipeline largely in London and the South East, we would expect these proportions to increase over the medium term.

New supply and competition is a key risk to our business model, hence our weighting to London and its commuter towns, where barriers to entry in terms of competition for land and difficulty around obtaining planning are highest.

Our stores are on average 59,000 sq ft, compared to an industry average of approximately 30,000 sq ft (source: UK Self Storage Association 2025 Annual Survey). The upside from filling our larger than average sized stores is, in our view, only possible in large metropolitan markets. As our operating costs are relatively fixed, larger stores in bigger urban conurbations, particularly London, drive higher revenues and higher operating margins.

## Capital structure

Following the Global Financial Crisis and the ensuing economic recession, we have materially reduced the financial risk within the business and diversified our sources of debt, whilst at the same time, increasing our store platform by deploying significant capital investment. We measure leverage by looking at our interest cover and that has increased from 1.9 times in 2008 to 6.1 times for the year ended 31 March 2025, and our objective is to not let this fall below 5 times, compared to the consolidated EBITDA covenant of 1.5 times. We also look at our debt to EBITDA ratio, which is currently 3.1 times, and we seek to maintain this in the range of three to four times. We manage this business on the basis that an external economic shock could potentially happen at any time. This is reinforced by the performance of the business during the pandemic, where we delivered a strong trading performance whilst at the same time continuing to invest and expand.

## Self storage demand drivers

Economic activity and change are key drivers of self storage demand and are greatest in the larger urban conurbations, and in particular London and the South East. The structural changes consisting of the conversion of ex-industrial brownfield land to other uses, in particular residential; the reduction in home ownership and increased proportion of those choosing to rent; increasing density of living with new properties being built with optimised living space and very little provision for storage; will continue and will increase demand for our product. These changes have resulted in a significant shortage of available warehousing space, particularly in London. Self storage provides a convenient flexible solution to businesses such as online retailers, importers and exporters, service providers, the public sector, and marketing companies looking for mini-warehousing space.

In addition to domestic customers taking space to declutter their homes, our largest customer base is those using us short-term around an event, such as moving home, refurbishment, inheritance, household formation, separation, relocation, and students.

## Resilience

The location of our stores, brand, security, and most importantly customer service, together with the diversity of use in our 73,000 occupied rooms, serve better than any lease contract in providing income security.

The business proved to be relatively resilient, but not immune during the Global Financial Crisis and recession of 2007 to 2009, with London and the South East proving to be less volatile. Since 2020, the Group has grown its revenue by 58%.

81% of our customers pay by direct debit, and our cash collection has remained robust over recent years.

**58%**  
increase in revenue  
since 2020

## We focus on the following key areas:

### Digital execution

Leveraging our market-leading brand position to generate new prospects, principally from our digital, mobile and desktop platforms;

### Sustainability

Through our environmental initiatives, aim to create a more sustainable business which will increase shareholder and customer value in both the medium and long-term;

### Customer experience

Focusing on training, selling skills, and customer satisfaction to maximise prospect conversion and referrals;

### Social initiatives

Through our social initiatives, we support local charities with free storage space and help vulnerable people get back into the workplace through the Big Yellow Foundation;

### Driving revenue

Growing occupancy and net rent to drive revenue optimally at each store;

### Culture

Maintaining Big Yellow's culture as an accessible, apolitical, inclusive, non-hierarchical, socially responsible, and enjoyable place to work;

### Cost control

Maintaining a focus on cost control, so revenue growth is transmitted through to earnings growth;

### Conservative capital structure

Maintaining a conservative capital structure in the business with Group debt to EBITDA in the range of three to four times.

### Increasing footprint

Increasing the footprint of the Big Yellow platform principally through new site development and where possible existing prime freehold stores that meet our quality criteria;

# 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.

# Our **Key Performance Indicators**

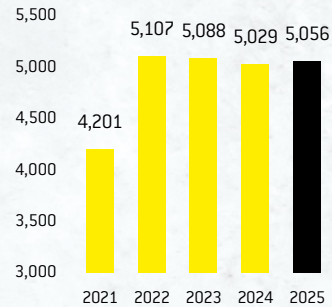
The Group's KPIs are shown in the charts below. The key performance indicators of our stores are occupancy and net rent per sq ft, which together drive the revenue of the business. These are key measures which are focused on by the Board and are reported on a weekly basis.



Closing occupancy (000 sq ft)

**5,056,000 sq ft**

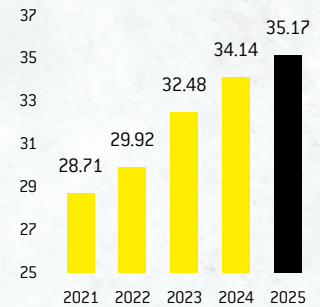
+20% over 5 years



Closing net rent per sq ft (£)

**£35.17**

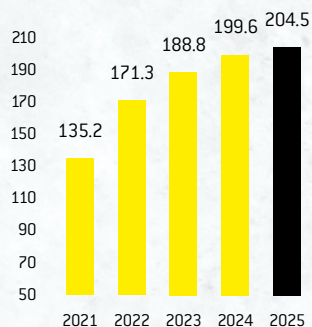
+23% over 5 years



Revenue (£m)

**£204.5m**

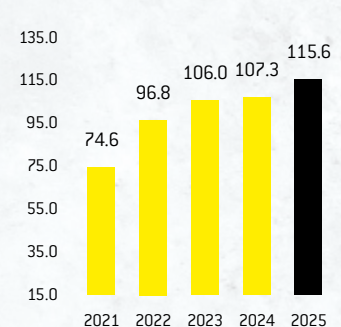
+51% over 5 years



Adjusted profit before tax (£m)

**£115.6m**

+55% over 5 years



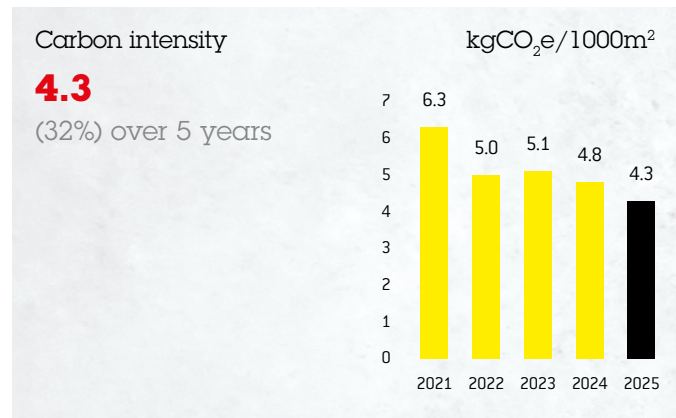
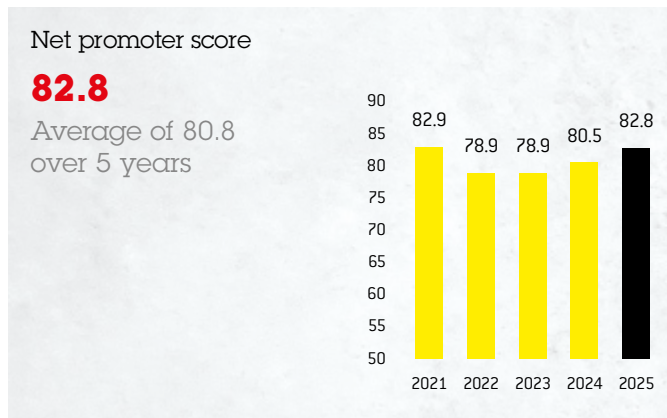
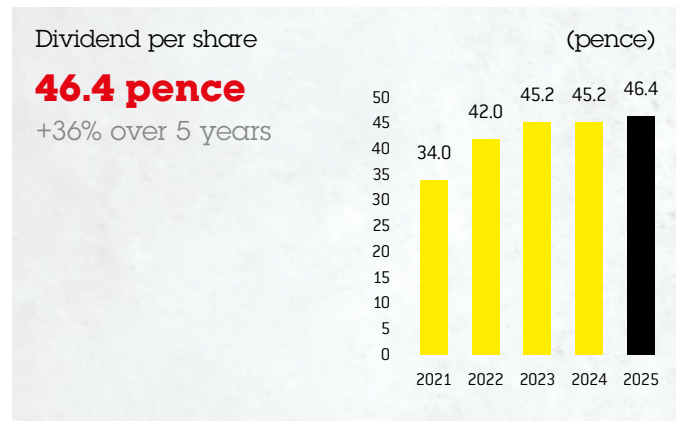
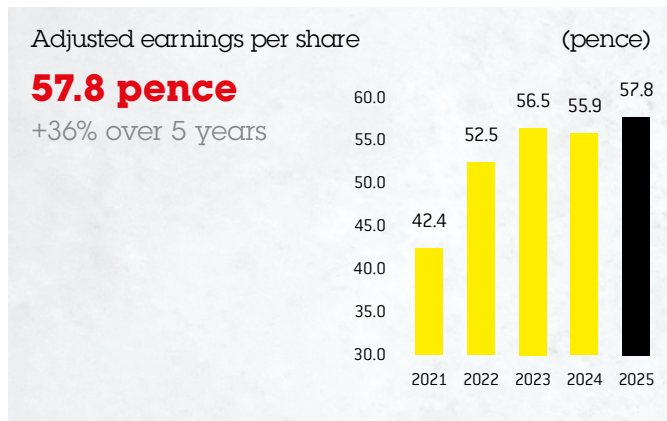
Over the course of the past five years, revenue has increased significantly; with particularly strong growth in 2022. The current year has seen modest growth in occupancy, average rate and revenue.

Closing net rent per sq ft has increased by 23% over the past five years, with growth of 3% in the year to 31 March 2025. We expect revenue growth to be driven by a combination of occupancy increases and growth in net achieved rent per sq ft.

Adjusted profit before tax and adjusted earnings per share ("eps"), as defined in note 33, which drive the distributions to shareholders (as our dividend policy is to pay a minimum of 80% of adjusted earnings as dividends) are also KPIs. The Group focuses on adjusted profit and earnings measures as they give a clearer picture of the Group's trading performance without distortion from external factors such as property valuations and the fair value of derivatives. We have delivered compound adjusted eps and dividend growth of 7% over the past five years. Compound adjusted eps growth since 2004/5 is 12%.

Our non-financial KPIs are the net promoter scores we receive from our customers and the carbon intensity of the Group's business. The Group's net promoter score received from its customers during the year was 82.8 (2024: 80.5). We believe this overall score compares very favourably with other consumer-facing businesses.

The Group has reduced its carbon intensity (our carbon emissions divided by our average occupied space) by 32% over the past five years. This has been achieved through investment in renewable technology, roof mounted solar photo-voltaic systems, and LED lighting across the Group's portfolio.



# Operating Review

**We now have a portfolio of 109 open and trading stores, with a current maximum lettable area of 6.4 million sq ft, in line with last year.**

## The store platform and demand

Self storage demand is spread across a diverse set of drivers, and is largely driven by need, with security, convenience, quality of product, service and location being key factors. Awareness remains relatively low compared to commoditised products, such as hotel rooms or airline seats, albeit it is increasing slowly year-on-year with increased supply, marketing expenditure and customer use. The majority of our domestic customers are represented in ACORN profiled groups such as Flourishing Capital, Up and Coming Urbanites, Exclusive Addresses, Prosperous Professionals, Metropolitan Surroundings, Upmarket Families, Urban Aspiring Flat Dwellers and Privately Renting Professionals in Flats. The largest element of demand into our business each year is customers who use us for relatively short periods driven by a need.

Of our move-ins during the year:

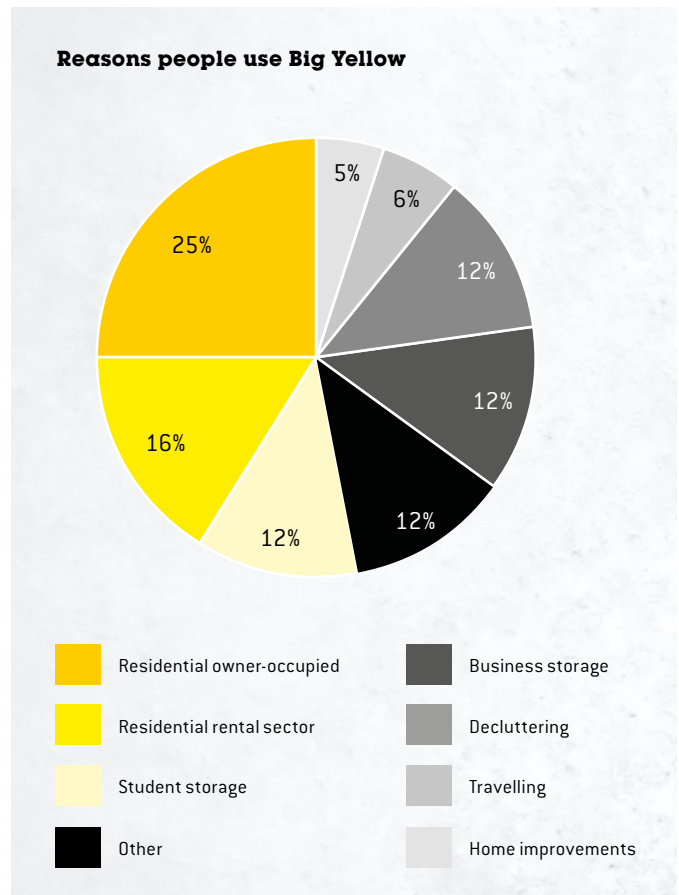
- customers renting storage space whilst moving represented 41% of move-ins during the year (2024: 41%), with homeowners representing 25% and renters 16%;
- 12% of our customers who moved in took storage space as a spare room for decluttering (2024: 12%);
- 35% of our customers used the product because some event had occurred in their lives generating the need for storage; they may be moving abroad for a job, have inherited possessions, are getting together, or separating, are students who need storage during the holidays, or homeowners developing into their lofts or basements (2024: 36%);
- the balance of 12% of our new customer demand during the year came from businesses (2024: 11%), who stay longer and represent around 20% of our customers in store at any one time, occupying 36% of the space at 31 March 2025.

Of our overall occupied space today, customers who are longer stay lifestyle users, decluttering into small rooms as an extension to their accommodation, occupy 10% to 15% of our space; approximately 50% of the space is customers using it for less than 12 months, for reasons which are largely event driven, which could be inheritance, moving in the owner occupied or rental sector, home improvements, travelling; the balance of 36% of our space is businesses.

Our business customer base is comprised of online retailers, B2B traders looking for flexible mini-warehousing for e-fulfilment, service providers, those looking to shorten supply chains, and businesses looking to rationalise their other fixed costs of accommodation. For these customers, who typically are looking for rooms which could be from 50 sq ft to 500 sq ft in facilities that meet their operational requirements, the only supply in big cities is from self storage providers. The average space occupied by business customers at the year-end is 175 sq ft (2024: 177 sq ft).

Domestic customers occupy on average 59 sq ft (2024: 58 sq ft) and pay on average 17% more in rent per sq ft than business customers (2024: 17%), however business customers do stay longer, take more space and represent around 32% of revenue (2024: 32%).

The pandemic accelerated many structural changes that were already occurring, such as the move to online retailing and an increase in working from home facilitated by technological advances. The deindustrialisation of big cities with the conversion of commercial space into residential and other uses, has led to a shortage of suitable flexible mini-warehouse space from which to operate small scale storage and e-fulfilment, particularly in London. These developments, along with businesses increasingly seeking flexible office and storage space rather than longer inflexible leases, we believe are long-term structural trends, which will benefit our business going forward.





From research we have previously carried out, a typical small business using storage employs around three people and 60% of them are early-stage businesses and for 50% of them this is their only space.

In addition, we have a dedicated national customers team for businesses who wish to occupy space in multiple stores. These customers on average occupy approximately 900 sq ft, paying £29,000 per annum, and are billed and managed centrally. This area has performed strongly in the year with revenue up 11% compared to the prior year, making up 5% of occupied space.

### Activity

Prospect numbers were down 3% on the prior year, however, our conversion levels improved with move-ins down only 1% and move-outs also down 1% on last year.

Occupancy across all 109 stores increased over the year by 27,000 sq ft (2024: fall of 59,000 sq ft). Domestic occupied space increased by 90,000 sq ft over the year. Business occupancy dropped 3% or 63,000 sq ft on 1.84 million sq ft occupied at the beginning of the year.

As we have experienced over the years, there are businesses who outgrow us and move to their own accommodation, others cease operations, some are seasonal, and we continue to replace any vacated space with new move-ins from online traders, e-tailers and service providers. We are not seeing any noticeable further softening in demand from businesses, particularly in London.

The 77 Big Yellow same stores (see Portfolio Summary) are 80.9% occupied compared to 81.7% at the same time last year. The eight lease-up Big Yellow stores added 48,000 sq ft of occupancy over the year to reach closing occupancy of 64.7%. The 24 Armadillo stores, representing 10% of the Group's revenue are 76.2% occupied, compared to 74.3% at this time last year. Overall store occupancy was 78.7% (2024: 78.3%).

	Occupancy 31 March 2025 %	Occupancy change in year 000 sq ft	Occupancy 31 March 2025 000 sq ft	Occupancy 31 March 2024 000 sq ft
77 established Big Yellow stores	80.9%	(39)	3,932	3,971
8 lease-up Big Yellow stores	64.7%	48	357	309
24 Armadillo stores	76.2%	18	767	749
<b>All 109 stores</b>	<b>78.7%</b>	<b>27</b>	<b>5,056</b>	<b>5,029</b>

All stores are trading profitably at the EBITDA level.

## Operating Review continued

### Rental growth

We continue to manage pricing dynamically, taking account of room availability, customer demand and local competition, with our pricing model reducing promotions and increasing asking prices where individual units are in scarce supply.

We continue to price competitively to win new customers and increase rents to in-place customers on a range dependent on what they are paying relative to the current asking price, and on average these were at levels slightly ahead of wage inflation. It must be remembered that some 60% of our customers move-out within six months and therefore do not receive any price increases.

New customers over the year paid on average 2% more than move-ins for last year, and 4% less than customers moving out over the year. If we can improve our relative occupancy performance, we would expect to see this reverse and be an additional driver to revenue growth.

The average achieved net rent per sq ft increased by 3% compared to the prior year, with closing net rent up 3% compared to 31 March 2024. The table below shows the change in net rent per sq ft for the portfolio by average occupancy over the year (on a non-weighted basis). The analysis excludes our most recent store openings.

Average occupancy in the year	Net rent per sq ft growth from April 2024 to March 2025	Net rent per sq ft growth from April 2023 to March 2024
75% to 85%	3.3%	5.4%
85% to 90%	5.9%	5.5%
Above 90%	7.8%	6.9%

### Marketing and operations

Our marketing strategy focuses on enhancing our market-leading brand awareness further and leveraging it to maximise the cost-efficient generation of enquiries, customer move-ins and user satisfaction across our digital platforms. Our strong brand, combined with continued digital investment and innovation, has enabled us to create a market-leading website which delivers over 90% of our enquiries.

Our latest YouGov survey (published in May 2024) confirmed the brand awareness of Big Yellow remained significantly ahead of other UK operators in the sector. The survey shows our unprompted brand awareness to be over four times higher than our nearest competitor across the UK.

The Big Yellow website enables users to browse different room sizes, obtain a price, reserve online and check-in online prior to arriving at the stores, which are automated in terms of access once a customer moves in.

We understand our web users often struggle to determine what size of storage they require. Our online size estimator features intuitive animations and information to guide people toward making the right choice. The online experience also allows customers to communicate with us in real-time via Live Chat, WhatsApp, or Facebook Messenger. Comprehensive online FAQs provide our users with another way to address questions they may have about the service without needing to call us directly.

This is all essential because approximately 60% of our new prospects have not used self storage before.



The seamless digital experience continues with our online check-in platform. This enables customers to complete the majority of their move-in process remotely. They can upload their photo and identity documents, sign the full customer licence, set up authorised persons, complete their storage inventory and establish a paperless Direct Debit – all accomplished remotely. This online check-in capability has significantly reduced the time our customers need to spend in our receptions when they move in.

We also provide the ability to purchase boxes and packing materials through our online BoxShop store. These items can be home delivered or made available through our Click and Collect service from stores, which represents 77% of BoxShop transactions. Packing material sales and other ancillary sales (excluding ELS) generated revenue of £5.1 million in the year (2024: £4.9 million).

### Driving online traffic

Self storage is a consumer-facing business and the development of a strong and sustainable brand is multi-layered. It requires consistency in product, customer service and interaction at all touch points, particularly online.

Search engines are our most important acquisition tool, accounting for the majority of traffic to our website. Our focus on gaining a competitive advantage in search continues and our search engine optimisation ("SEO") efforts have helped us maintain high organic listings for popular generic and local self storage-related search terms. This, in turn, drives growth and cost efficiencies in acquiring new prospects.

Brand search terms are also a valuable driver of enquiries for Big Yellow and help improve the efficiency of our cost per enquiry. In the past year, 47% of all search engine paid clicks to our website originated from "Big Yellow" brand searches. This clearly indicates that the brand is important in driving higher levels of prospects and customer referrals, leading to improved operational efficiencies. We have demonstrated this through significant improvements in the performance of existing storage centres following their acquisition, re-branding and assimilation into our business.

Search engine marketing remains our largest source of paid web traffic. Ongoing website optimisation and an engaging user experience through our digital platforms help ensure we maximise the conversion of these web visits into enquiries and then customers.

Digital display advertising enables us to regionally target audiences in the market for self storage, raising consideration of the service and the Big Yellow brand through engaging creatives. This year, we have also started growing our strategic online partnerships with brands that have similar audiences to ours. This will help further drive efficiencies in our cost per customer.

### Online customer reviews and social media

Supporting our values of putting the customer at the heart of our business, our online customer reviews generate real-time feedback from customers and provide positive word-of-mouth referrals to our website visitors. Through our Big Impressions customer feedback programme, we ask our new customers to rate our service. With the users' permission, we then publish these independent customer reviews on the Big Yellow website, which currently total over 56,000 averaging 4.8 out of 5.

The Big Impressions programme also generates customer feedback on their move-in and move-out experience. These customer reviews and mystery shop results are transparently accessible across the business and help reinforce our focus on outstanding customer service. Over the year, we have achieved an average net promoter score of 82.8, which is a very strong consumer-facing benchmark result.

We also gain real-time customer feedback from over 27,700 Google Reviews, averaging 4.7 out of 5. These help to enhance our visibility within local search listings, conveying trust in the Big Yellow brand. Additionally, we have over 4,750 reviews from the independent review site Trustpilot.

“Over the year, we have achieved an average net promoter score of 82.8, which is a **very strong consumer-facing** benchmark result.”



These reviews average a 4.7 out of 5 star rating, labelled as “Excellent” on the Trustpilot ratings scale. We monitor our customer reviews and respond where necessary for customer service reasons or to manage our online reputation and improve our service offering.

Social media continues to complement our existing marketing channels. Big Yellow actively posts content across LinkedIn, Instagram and Facebook to raise awareness of our services and ESG activities. These social channels are also used by customers to connect with us and are monitored in real-time, enabling us to respond promptly to any enquiries. The Big Yellow LinkedIn platform is specifically used to communicate company achievements, ESG initiatives and our company culture.

The Big Yellow YouTube channel allows web prospects to experience our stores online through our video guides to self storage.

We will continue to invest in improving the customer experience and user journey across all our digital marketing channels and in-store operations to achieve higher levels of automation and, consequently, efficiencies in the business.

### AI

We continue to look for new opportunities to utilise AI and other emerging technology to drive efficiency and improve our business. We are currently leveraging a variety of AI tools to enhance our content creation process using tools such as Microsoft CoPilot, ChatGPT, and Canva to generate innovative ideas and content. These tools assist us in creating training modules, drafting policies and procedures, and developing engaging presentations and visuals. The integration of these AI tools has significantly streamlined our workflow and boosted our productivity.

We've also been leveraging rules-based data manipulation and automation techniques across various aspects of our operations, such as our dynamic pricing system, prospect management, online check-in, and the digital automation of all customer communications. Our access control reporting and alerts, based on significant data from our stores, have been instrumental in enhancing our store audit processes. Exception reporting is another area where we've seen great improvements. Other examples in marketing would be translation AI, optimisation of paid search and targeting of prospects.

Although services are provided by third parties, machine learning AI forms the backbone of our cyber security and defence mechanisms. It plays a crucial role in anti-malware efforts, firewalls, email management, vulnerability testing, and Security Information and Event Monitoring.

The above is by no means a complete summary of how AI is making a difference to our business, but should provide an insight and it is something that we will continue to invest in.

## Operating Review continued

### Cyber security and IT infrastructure

Cyber security and IT infrastructure are vital for the Group's strategy and operations. We have a robust framework covering risk, security, compliance, innovation, and efficiency. Over the past year, we've achieved significant results and progress, although as ever, we are proactive in seeking new opportunities and overcoming new challenges. We maintain our commitment to investing in and improving our capabilities, ensuring we maintain our competitive edge.

We regularly evaluate our cyber risk and security status with the help from both internal experts and external consultants. Mandatory Information Security and Data Protection training along

with frequent tests, such as penetration testing and phishing simulations, help us ensure our systems and people are secure. This year, our systems underwent a comprehensive external audit and achieved IASME Cyber Assurance Levels 1 & 2, incorporating Cyber Essentials. Additionally, we have cyber insurance in place should a breach occur.

Our Data Compliance Officer oversees ongoing compliance with GDPR and PCI DSS, along with Business Continuity and Crisis Communication management. Our policies and procedures are regularly reviewed and benchmarked against industry best practice. Our Infrastructure and Development teams drive innovation and efficiencies throughout the Group.

### Development pipeline

An important aspect of our external growth is the development of new stores, particularly in London, where there are very few existing assets suitable to be acquired.

#### Current development pipeline – with planning

Site	Location	Status	Anticipated capacity
<b>Staines, London</b>	Prominent location on the Causeway	Construction commenced with store opening in July 2025. We are also developing 9 industrial units on the site totalling 99,000 sq ft.	70,000 sq ft
<b>Queensbury, London</b>	Prominent location off Honeypot Lane	Construction commenced with store opening in October 2025.	72,000 sq ft
<b>Wembley, London</b>	Prominent location on Towers Business Park	Construction commenced with store opening in March 2026.	73,000 sq ft
<b>Slough Bath Road</b>	Prominent location on Bath Road	Construction commenced with store opening in spring 2026.	95,000 sq ft
<b>Epsom, London</b>	Prominent location on East Street	Construction commenced with store opening in summer 2026.	59,000 sq ft
<b>Staples Corner, London</b>	Prominent location on North Circular Road	Construction commenced with planned store opening in summer 2026.	Replacement for existing leasehold store, additional 18,000 sq ft
<b>Kentish Town, London</b>	Prominent location on Regis Road	Demolition commenced, with a planned store opening in autumn 2026.	70,000 sq ft
<b>Wapping, London</b>	Prominent location on the Highway, adjacent to existing Big Yellow	Construction commenced with store opening in late 2026.	Additional 95,000 sq ft
<b>West Kensington, London</b>	Prominent location on Hammersmith Road	Demolition of existing building to commence this year, with a store opening anticipated in summer 2028.	175,000 sq ft
<b>Newcastle</b>	Prominent location on Scotswood Road	Planning consent granted, vacant possession awaited.	60,000 sq ft

#### Current development pipeline – without planning

Site	Location	Status	Anticipated capacity
<b>Old Kent Road, London</b>	Prominent location on Old Kent Road	Site acquired in June 2022. Planning application submitted in October 2023, decision anticipated summer 2025.	75,000 sq ft
<b>Leicester</b>	Prominent location on Belgrave Gate, Central Leicester	Site acquired in June 2023. Planning application submitted in November 2024.	58,000 sq ft
<b>Leamington Spa</b>	Prominent location on Queensway	Site acquired in May 2024. Planning application submitted in December 2024.	55,000 sq ft
<b>Coventry</b>	Prominent location on Sir Henry Parkes Road	Site acquired in April 2025.	58,000 sq ft
<b>Total – all sites</b>			<b>1,033,000 sq ft</b>

# Portfolio Summary

	March 2025				March 2024			
	Big Yellow same stores <sup>(1)</sup>	Big Yellow lease-up	Armadillo	Total	Big Yellow same stores	Big Yellow lease-up	Armadillo	Total
Number of stores	77	8	24	109	77	8	24	109
<b>At 31 March:</b>								
Total capacity (sq ft)	4,863,000	552,000	1,006,000	6,421,000	4,859,000	552,000	1,008,000	6,419,000
Occupied space (sq ft)	3,932,000	357,000	767,000	5,056,000	3,971,000	309,000	749,000	5,029,000
Percentage occupied	80.9%	64.7%	76.2%	78.7%	81.7%	56.0%	74.3%	78.3%
Net rent per sq ft	£37.56	£33.28	£23.74	£35.17	£36.43	£31.74	£22.98	£34.14
<b>For the year:</b>								
REVPAF <sup>(2)</sup>	£34.80	£23.34	£21.01	£31.63	£34.28	£18.41	£20.02	£30.71
Average occupancy	82.3%	62.1%	77.3%	79.8%	84.1%	51.8%	76.4%	80.2%
Average annual net rent psf	£37.08	£32.82	£23.42	£34.71	£35.87	£31.10	£22.75	£33.64
	£000	£000	£000	£000	£000	£000	£000	£000
Self storage income	148,335	11,262	18,226	177,823	146,945	8,640	17,562	173,147
Other storage related income <sup>(2)</sup>	19,195	1,607	2,861	23,663	18,682	1,221	2,651	22,554
Ancillary store rental income	1,576	17	45	1,638	1,375	17	19	1,411
Total store revenue	169,106	12,886	21,132	203,124	167,002	9,878	20,232	197,112
Direct store operating costs	(43,606)	(5,690)	(8,269)	(57,565)	(39,722)	(4,591)	(7,517)	(51,830)
Short and long leasehold rent <sup>(3)</sup>	(2,145)	(26)	(206)	(2,377)	(2,102)	(10)	(169)	(2,281)
Store EBITDA <sup>(2)</sup>	123,355	7,170	12,657	143,182	125,178	5,277	12,546	143,001
Store EBITDA margin	72.9%	55.6%	59.9%	70.5%	75.0%	53.4%	62.0%	72.5%
<b>Deemed cost</b>	£m	£m	£m	£m				
To 31 March 2025	749.0	188.0	145.3	1,082.3				
Capex to complete	–	0.3	–	0.3				
<b>Total</b>	<b>749.0</b>	<b>188.3</b>	<b>145.3</b>	<b>1,082.6</b>				

<sup>(1)</sup> We have changed the presentation of the portfolio summary this year, to show same stores and lease-up stores, rather than established and developing stores, and represented the comparative information accordingly. This new approach is consistent with other listed self storage businesses. The Big Yellow same stores are those that have reached 85% occupancy during a previous financial year. Should a store move categories in a year, we re-present the comparative information so the store is in the same category in both years. We opened a new freehold store at Slough Farnham Road during the year. After transferring its customers to the new Farnham Road store, we closed our leasehold Slough Whitby Road store during the year. The occupancy, net rent and capacity at the balance sheet date shows Slough Farnham Road within the same stores, as it was effectively a continuation of trade in a new location. The revenue and operating costs for the year for both stores are shown within same stores.

<sup>(2)</sup> See glossary in note 33.

<sup>(3)</sup> Rent paid for six short leasehold properties and five long leasehold properties.

## Portfolio Summary continued

The table below reconciles Store EBITDA to gross profit in the statement of comprehensive income.

	Year ended 31 March 2025 £000			Year ended 31 March 2024 £000		
	Store EBITDA	Reconciling items	Gross profit per statement of comprehensive income	Store EBITDA	Reconciling items	Gross profit per statement of comprehensive income
Store revenue/Revenue <sup>(4)</sup>	203,124	1,371	204,495	197,112	2,507	199,619
Cost of sales <sup>(5)</sup>	(57,565)	(4,561)	(62,126)	(51,830)	(4,164)	(55,994)
Rent <sup>(3)</sup>	(2,377)	2,377	–	(2,281)	2,281	–
Store EBITDA	143,182	(813)	142,369	143,001	624	143,625

<sup>(4)</sup> See note 3 of the financial statements, reconciling item is non-storage income.

<sup>(5)</sup> See reconciliation in cost of sales section in Financial Review on page 39.

### Reconciliation of APMs

The table below reconciles the reported figures above to the like-for-like metrics the Group reports:

#### Like-for-like revenue

	Year ended 31 March 2025 £000	Year ended 31 March 2024 £000
Store revenue <sup>(6)</sup>	203,124	197,112
Less revenue from non like-for-like stores <sup>(6)</sup>	(2,465)	(905)
Like-for-like revenue <sup>(6)</sup>	200,659	196,207

#### Like-for-like store occupancy

	Year ended 31 March 2025	Year ended 31 March 2024
Store MLA (sq ft) <sup>(6)</sup>	6,421,000	6,419,000
Less MLA from non like-for-like stores (sq ft) <sup>(6)</sup>	(101,000)	(101,000)
Like-for-like MLA (sq ft) <sup>(6)</sup>	6,320,000	6,318,000
Store occupancy (sq ft) <sup>(6)</sup>	5,056,000	5,029,000
Less occupancy from non like-for-like (sq ft) <sup>(6)</sup>	(59,000)	(36,000)
Like-for-like occupancy (sq ft) <sup>(6)</sup>	4,997,000	4,993,000
Like-for-like occupancy (%) <sup>(6)</sup>	79.1%	79.0%

<sup>(6)</sup> See glossary in note 33.

# Our **Big Yellow Stores**

An unrivalled portfolio of stores across London, the South East and other large metropolitan cities.



**Slough Farnham Road, July 2024**  
MLA – 65,000 sq ft



**Kings Cross, June 2023**  
MLA – 105,000 sq ft



**Harrow, September 2022**  
MLA – 82,000 sq ft



**Kingston North, September 2022**  
MLA – 56,000 sq ft



**Aberdeen, June 2022**  
MLA – 54,000 sq ft



**Hove, March 2022**  
MLA – 58,000 sq ft



**Hayes, January 2022**  
MLA – 73,000 sq ft



**Uxbridge, June 2021**  
MLA – 54,000 sq ft



**Battersea, November 2020**  
MLA – 70,000 sq ft



**Bracknell, September 2020**  
MLA – 59,000 sq ft



**Camberwell, July 2020**  
MLA – 75,000 sq ft



**Manchester, May 2019**  
MLA – 60,000 sq ft



**Wapping, July 2018**  
MLA – 31,000 sq ft



**Guildford Central, March 2018**  
MLA – 55,000 sq ft



**Twickenham 2, April 2016**  
MLA – 22,000 sq ft



**Nine Elms, April 2016**  
MLA – 65,000 sq ft



**Cambridge, January 2016**  
MLA – 60,000 sq ft



**Enfield, April 2015**  
MLA – 60,000 sq ft



**Chester, February 2015**  
MLA – 69,000 sq ft



**Oxford 2, July 2014**  
MLA – 35,000 sq ft



**Gypsy Corner, April 2014**  
MLA – 70,000 sq ft



**Chiswick, April 2012**  
MLA – 73,000 sq ft



**New Cross, February 2012**  
MLA – 61,000 sq ft



**Stockport, September 2011**  
MLA – 65,000 sq ft



**Eltham, April 2011**  
MLA – 70,000 sq ft



**Camberley, January 2011**  
MLA – 67,000 sq ft



**High Wycombe, June 2010**  
MLA – 60,000 sq ft



**Reading, December 2009**  
MLA – 62,000 sq ft



**Sheffield Bramall Lane, September 2009**  
MLA – 60,000 sq ft



**Poole, August 2009**  
MLA – 55,000 sq ft



**Nottingham, August 2009**  
MLA – 67,000 sq ft



**Edinburgh, July 2009**  
MLA – 63,000 sq ft



**Twickenham, May 2009**  
MLA – 73,000 sq ft



**Liverpool, March 2009**  
MLA – 60,000 sq ft



**Bromley, March 2009**  
MLA – 71,000 sq ft



**Birmingham, February 2009**  
MLA – 60,000 sq ft



**Sheen, December 2008**  
MLA – 64,000 sq ft



**Sheffield Hillsborough,  
October 2008**  
MLA – 60,000 sq ft



**Kennington, May 2008**  
MLA – 66,000 sq ft



**Merton, March 2008**  
MLA – 70,000 sq ft



**Fulham, March 2008**  
MLA – 138,000 sq ft



**Balham, March 2008**  
MLA – 61,000 sq ft



**Barking, November 2007**  
MLA – 64,000 sq ft



**Ealing Southall, November 2007**  
MLA – 57,000 sq ft



**Sutton, July 2007**  
MLA – 70,000 sq ft



**Gloucester, December 2006**  
MLA – 50,000 sq ft



**Edmonton, October 2006**  
MLA – 75,000 sq ft



**Kingston, August 2006**  
MLA – 62,000 sq ft



**Bristol Ashton Gate, July 2006**  
MLA – 61,000 sq ft



**Finchley East, May 2006**  
MLA – 54,000 sq ft



**Tunbridge Wells, April 2006**  
MLA – 57,000 sq ft



**Bristol Central, March 2006**  
MLA – 64,000 sq ft



**North Kensington, December 2005**  
MLA – 50,000 sq ft



**Leeds, July 2005**  
MLA – 76,000 sq ft



**Beckenham, May 2005**  
MLA – 71,000 sq ft



**Tolworth, November 2004**  
MLA – 56,000 sq ft



**Watford, August 2004**  
MLA – 64,000 sq ft



**Swindon, April 2004**  
MLA – 53,000 sq ft



**Orpington, December 2003**  
MLA – 64,000 sq ft



**Byfleet, November 2003**  
MLA – 48,000 sq ft



**Chelmsford, April 2003**  
MLA – 54,000 sq ft



**Finchley North, March 2003**  
MLA – 62,000 sq ft



**West Norwood, January 2003**  
MLA – 57,000 sq ft



**Colchester, December 2002**  
MLA – 54,000 sq ft



**Bow, November 2002**  
MLA – 132,000 sq ft



**Brighton, October 2002**  
MLA – 59,000 sq ft



**Guildford Slyfield, June 2002**  
MLA – 55,000 sq ft



**New Malden, May 2002**  
MLA – 81,000 sq ft



**Hounslow, December 2001**  
MLA – 54,000 sq ft



**Ilford, November 2001**  
MLA – 58,000 sq ft



**Cardiff, October 2001**  
MLA – 74,000 sq ft



**Portsmouth, October 2001**  
MLA – 61,000 sq ft



**Norwich, September 2001**  
MLA – 47,000 sq ft



**Dagenham, July 2001**  
MLA – 51,000 sq ft



**Wandsworth, April 2001**  
MLA – 72,000 sq ft



**Luton, March 2001**  
MLA – 41,000 sq ft



**Southend, March 2001**  
MLA – 57,000 sq ft



**Staples Corner, March 2001**  
MLA – 112,000 sq ft



**Romford, November 2000**  
MLA – 70,000 sq ft



**Milton Keynes, September 2000**  
MLA – 60,000 sq ft



**Cheltenham, April 2000**  
MLA – 50,000 sq ft



**Hanger Lane, October 1999**  
MLA – 66,000 sq ft



**Oxford, August 1999**  
MLA – 33,000 sq ft



**Croydon, July 1999**  
MLA – 79,000 sq ft



**Richmond, May 1999**  
MLA – 35,000 sq ft

## Our Armadillo Stores

Armadillo is Big Yellow's regional brand in smaller towns and cities with 24 largely freehold stores.



**Canterbury**  
MLA – 35,000 sq ft



**Daventry**  
MLA – 35,000 sq ft



**Derby**  
MLA – 43,000 sq ft



**Dundee**  
MLA – 39,000 sq ft



**Exeter**  
MLA – 34,000 sq ft



**Gateshead**  
MLA – 46,000 sq ft



**Grimsby**  
MLA – 40,000 sq ft



**Hull**  
MLA – 32,000 sq ft



**Liverpool Aintree**  
MLA – 49,000 sq ft



**Liverpool Bootle**  
MLA – 36,000 sq ft



**Liverpool South**  
MLA – 50,000 sq ft



**Macclesfield**  
MLA – 63,000 sq ft



**Morecambe**  
MLA – 50,000 sq ft



**Newcastle**  
MLA – 56,000 sq ft



**Peterborough**  
MLA – 49,000 sq ft



**Plymouth**  
MLA – 25,000 sq ft



**Sheffield Parkway**  
MLA – 48,000 sq ft



**Sheffield West Bar**  
MLA – 29,000 sq ft



**Stockton Central**  
MLA – 43,000 sq ft



**Stockton South**  
MLA – 41,000 sq ft



**Stoke**  
MLA – 39,000 sq ft



**Torquay**  
MLA – 33,000 sq ft



**Warrington**  
MLA – 57,000 sq ft



**West Molesey**  
MLA – 35,000 sq ft

# Financial Review

## Revenue

Total revenue for the year was £204.5 million, an increase of £4.9 million (2%) from £199.6 million in the prior year. The increase in revenue for the year was impacted by lower rental income on our development sites as we obtained vacant possession; store revenue growth for the year was 3%. Like-for-like store revenue (see glossary in note 33) for the year was £200.7 million, an increase of 2% from the prior year (2024: £196.2 million).

In the prior year, we reported that revenue growth was highest in London stores, with our south east commuter and regional stores delivering a lower run-rate of revenue growth. In the current year, we have seen this reverse, with our commuter and regional stores delivering higher revenue growth than our London stores.

Included in store revenue is other storage related income, from the sale of packing materials, insurance/enhanced liability service ("ELS"), and storage related charges. This amounted to £23.7 million in the year (2024: £22.6 million), an increase of 5%. This is ahead of the overall store revenue increase after a focus on improving the average level of ELS cover we sell to customers and improving the amount we charge for add-on services.

The other revenue earned by the Group is tenant income on sites where we have not started development.

The table below shows the breakdown of our store operating costs compared to the prior year:

Category	Year ended 31 March 2025 £000	Year ended 31 March 2024 £000	Change	% of store operating costs in 2025
Cost of sales	1,422	1,519	(6%)	2%
Staff costs	15,199	14,719	3%	26%
General & admin	1,646	1,534	7%	3%
Utilities	2,783	2,670	4%	5%
Property rates	20,856	18,153	15%	35%
Marketing	6,778	6,438	5%	11%
Repairs & maintenance	5,841	5,336	9%	10%
Insurance	3,394	3,323	2%	6%
Computer costs	1,193	1,031	16%	2%
<b>Total before one-off items</b>	<b>59,112</b>	<b>54,723</b>	<b>8%</b>	
One-off items	(1,547)	(2,893)	(46%)	
<b>Total per portfolio summary</b>	<b>57,565</b>	<b>51,830</b>	<b>11%</b>	

Store operating costs have increased by £5.7 million (11%). The one-off items in the current year relate to rates rebates received in the year, with the prior year one-off items due to release of a provision for property rates from the 2017 rating list and a reassessment of the Group's bad debt provision. Store operating costs before these one-off items have increased by £4.4 million (8%) compared to the prior year. The additional operating expense from new stores accounted for £0.5 million in the year. The remaining increase is £3.9 million (7%), with commentary below:

## Operating costs

Cost of sales principally comprise the direct store operating costs, including store staff salaries, utilities, business rates, insurance, a full allocation of the central marketing budget and repairs and maintenance.

We saw moderating operating cost increases in the second half of the financial year. The like-for-like increase in store operating costs in the first half of the year was 10%; for the second half this figure was 4%, with an overall increase of 7% for the year. We are pleased to have significantly reduced our operating cost inflation in the second half and are targeting to achieve further improvement in the year ahead.

- Cost of sales has reduced with slightly lower packing material sales in the year, and some savings on purchase costs.
- Staff costs have increased by £0.5 million (3%) with the salary review of on average 4.8% (including a higher increase to those at the lower end of the pay scale reflecting the rise in the national living wage). This increase has been partly offset by savings on headcount, as we drive efficiencies into the stores through automation.
- Our utilities expenditure continues to benefit from our investment in solar.

- Property rates have increased by £2.7 million (15%). The causes of this increase are the impact of new stores; the unwinding of taper relief from the introduction of the 2023 listing, and inflation applied to the multiplier which was set at 6.7%, based on the CPI print to September 2023. The rates payable for the next financial year will be based off the CPI to September 2024, which was 1.7%.
- Our marketing expense for the year was up 5%, mainly due to an increase in the PPC budget over the summer months to drive additional prospects in a softer demand environment. The total marketing spend represents 3.3% of revenue for the year.
- The repairs and maintenance expense has increased due to an additional investment in security in our stores, and an increase in solar panel maintenance costs, with higher numbers of stores now with solar PVs.
- Computer costs have increased by £0.2 million (16%), which reflects additional investment in systems to drive automation across the business.
- The Group's bad debt expense for the year was 0.2% of revenue, in line with the prior year. The Group has not seen any deterioration in its aged debtors' profile over recent months.

The table below reconciles store operating costs per the portfolio summary to cost of sales in the statement of comprehensive income:

	Year ended 31 March 2025 £000	Year ended 31 March 2024 £000
Direct store operating costs per portfolio summary (excluding rent)	57,565	51,830
Rent included in cost of sales (total rent payable is included in portfolio summary)	1,593	1,784
Depreciation charged to cost of sales	530	569
Costs associated with closure of Slough leasehold store	694	–
Head office and other operational management costs charged to cost of sales	1,744	1,811
<b>Cost of sales per statement of comprehensive income</b>	<b>62,126</b>	<b>55,994</b>

The Group incurred various costs associated with the closure of its Slough leasehold store in the year, including the cost of transferring customers to our new freehold Slough Farnham Road store, and the strip-out of the building before returning it to the landlord. These costs totalled £0.7 million and have been excluded from the Group's adjusted profit for the year, as they are a one-off item.

## Store EBITDA

Store EBITDA for the year was £143.2 million, an increase of £0.2 million from £143.0 million for the prior year (see Portfolio Summary). The overall EBITDA margin for during the year was 70.5%, down from 72.5% in 2024, due to the increase in store operating costs discussed above.

All stores are currently trading profitably at the Store EBITDA level.

## Administrative expenses

Administrative expenses in the statement of comprehensive income of £15.8 million were up £0.5 million (4%) compared to the prior year, slightly ahead of average inflation.

## Other income

In February 2022 the Group experienced a fire at our Cheadle store, which resulted in a total loss to the store. We had insurance cover in place for both the fit-out and four years loss of income. The Group settled the claim with the insurers in the year and the resulting loss of income insurance proceeds received during the financial year was £4.0 million, which is included in other income (2024: £1.8 million). There will be no further amounts received in respect of this claim in the year ending 31 March 2026.

In the prior year the Group received £4.7 million, being the insurance proceeds for the fit-out of the Cheadle store. This amount was shown as other income in 2024 but not included in the Group's adjusted earnings for that year, as it relates to capital expenditure.

## Interest expense on bank borrowings

The gross bank interest expense for the year was £23.3 million, a decrease of £2.4 million from the prior year, due to lower average debt levels, following the placing in October 2023, partly offset by a slightly higher average cost of debt following the increase in interest rates in the prior year. The average cost of borrowing during the year was 5.7% compared to 5.5% in the prior year. Our average cost of debt has now started to fall following the reduction in interest rates from August 2024.

Capitalised interest has risen significantly as we build out the stores in our development pipeline, and was £7.9 million, up from £3.3 million in the prior year.

Total finance costs in the statement of comprehensive income reduced to £15.9 million from £22.9 million in the prior year, due to the reduction in interest payable and the increase in capitalised interest.

## Financial Review continued

### Profit before tax

The Group made a profit before tax in the year of £203.9 million, compared to a profit of £241.0 million in the prior year. After adjusting for the gain on the revaluation of investment properties and other matters shown in the table below, the Group made an adjusted profit before tax in the year of £115.6 million, up 8% from £107.3 million in 2024.

Profit before tax analysis	2025 £000	2024 £000
Profit before tax	203,854	241,035
Gain on revaluation of investment properties	(79,667)	(131,159)
Movement in fair value on interest rate derivatives	(547)	2,146
Gain on disposal of non-current asset	(8,754)	–
Costs associated with closure of Slough leasehold store	694	–
Cheadle fit-out insurance proceeds	–	(4,723)
Adjusted profit before tax	115,580	107,299

The adjustments made to the Group's profit before tax follow guidance issued by EPRA, with additional Company specific adjustments made to give readers a clearer underlying picture of the Group's performance. EPRA profit before tax is disclosed in note 10.

The movement in the adjusted profit before tax from the prior year is illustrated in the table below:

	£m
Adjusted profit before tax – year ended 31 March 2024	107.3
Decrease in gross profit	(0.6)
Increase in administrative expenses	(0.5)
Increase in other income	2.3
Decrease in net interest payable	2.5
Increase in capitalised interest	4.6
<b>Adjusted profit before tax – year ended 31 March 2025</b>	<b>115.6</b>

Basic earnings per share for the year was 103.2p (2024: 127.1p) and diluted earnings per share was 102.8p (2024: 126.4p). Diluted adjusted earnings per share based on adjusted profit after tax was up 3% to 57.8p (2024: 55.9p) (see note 12).

### REIT status

The Group is a Real Estate Investment Trust (“REIT”) and therefore benefits from a zero tax rate on its qualifying self storage earnings. The Group only pays tax on the profits attributable to our residual business, comprising primarily of the sale of packing materials and insurance.

REIT status gives the Group exemption from UK corporation tax on profits and gains from its qualifying portfolio of UK stores. Revaluation gains on developments and our existing open stores are exempt from corporation tax on chargeable gains, provided certain criteria are met.

The Group has a rigorous internal system in place for monitoring compliance with criteria set out in the REIT regulations. On a monthly basis, a report on compliance with these criteria is issued to the Executive. To date, the Group has complied with all REIT regulations, including forward looking tests.

### Taxation

There is a £2.5 million tax charge in the residual business for the year ended 31 March 2025 (2024: £2.3 million). The current year tax charge is partly offset in the income statement by an adjustment to the prior year tax estimate of £0.5 million (2024: prior year adjustment of £1.1 million).

### Dividends

The Board is recommending the payment of a final dividend of 23.8 pence per share in addition to the interim dividend of 22.6 pence, giving a total dividend for the year of 46.4 pence, an increase of 3% from the prior year. The Group's policy is to distribute a minimum of 80% of our adjusted earnings per share in each reporting period.

REIT regulatory requirements determine the level of Property Income Distribution (“PID”) payable by the Group. Based on the full year distributable reserves for PID purposes, a PID of 46.4p pence per share is payable (31 March 2024: 45.2 pence). The PID for the year to 31 March 2025 accounts for all of the declared dividend. The table below summarises the declared dividend for the year:

Dividend (pence per share)	31 March 2025	31 March 2024
Interim dividend	22.6p	22.6p
Final dividend	23.8p	22.6p
<b>Total dividend</b>	<b>46.4p</b>	45.2p

Subject to approval by shareholders at the Annual General Meeting to be held on 17 July 2025, the final dividend will be paid on 25 July 2025. The ex-div date is 3 July 2025 and the record date is 4 July 2025.

### Cash flow growth

The Group is strongly cash generative and draws down from its longer term committed facilities as required to meet its obligations. The Group's cash flow from operating activities pre-working capital movements for the year was £111.9 million, an increase of 2% from £110.1 million in the prior year, with the growth in line with the increase in the Group's profitability in the year. These operating cash flows are after the ongoing maintenance costs of the stores, which were on average approximately £53,500 per store (2024: £49,000).

The Group's net debt has increased slightly over the year to £388.7 million (March 2024: £385.4 million).

There are distortive working capital items in the prior year, and therefore the summary cash flow on the next page sets out the free cash flow pre-working capital movements.

	Year ended 31 March 2025 £m	Year ended 31 March 2024 £m
Cash generated from operations pre-working capital movements	132.0	135.1
Net finance costs	(21.5)	(24.0)
Interest on obligations under lease liabilities	(0.6)	(0.6)
Loss of income insurance proceeds	4.0	1.6
Tax	(2.0)	(2.0)
<b>Cash flow from operating activities pre-working capital movements</b>	<b>111.9</b>	<b>110.1</b>
Working capital movements	2.6	(5.3)
<b>Cash flow from operating activities</b>	<b>114.5</b>	<b>104.8</b>
Capital expenditure	(58.3)	(30.9)
Disposal of non-current asset	30.6	5.4
Insurance proceeds on fit-out	–	4.7
<b>Cash flow after investing activities</b>	<b>86.8</b>	<b>84.0</b>
Ordinary dividends	(88.5)	(85.3)
Issue of share capital	0.8	108.0
Payment of lease liabilities	(1.8)	(1.8)
Loan arrangement fees paid	(0.6)	(3.7)
Increase/(decrease) in borrowings	2.7	(100.2)
<b>Net cash (outflow)/inflow</b>	<b>(0.6)</b>	<b>1.0</b>

The Group's interest cover for the period (expressed as the ratio of cash generated from operations pre-working capital movements against interest paid) was 6.1 times (2024: 5.6 times). This is calculated per below:

	31 March 2025 £000	31 March 2024 £000
Cash generated from operations pre working capital movements (see note 26)	131,999	135,086
Interest paid per cash flow statement	(21,657)	(24,069)
<b>Interest cover</b>	<b>6.1x</b>	<b>5.6x</b>

In the year capital expenditure outflows were £58.3 million, up from £30.9 million in the prior year. This capital expenditure was principally on the construction of new stores, and the continued roll-out of our solar retro-fit programme. We expect the amount of capital expenditure to increase next year, as we continue the build out of our pipeline. The disposal of non-current asset of £30.6 million relates to the proceeds from the sale of land adjacent to our Battersea store.

The cash flow after investing activities was a net inflow of £86.8 million, an increase of 3% from £84.0 million in the prior year.

## Balance sheet

### Property

The Group's open stores and stores under development owned at 31 March 2025, which are classified as investment properties, have all been valued individually by JLL.

The external valuation has resulted in an investment property asset value of £2,992.7 million, comprising £2,784.6 million (93%) for the freehold (including nine long leaseholds) open stores, £22.9 million (1%) for the short leasehold open stores and £185.2 million (6%) for the freehold investment properties under construction.

### Investment property

The open store portfolio has increased in value by £78.8 million (3%). This increase in value arises from improvements in the cap rates on certain stores, and growth in the projected cash flows.

The weighted average exit capitalisation rate used in the valuations was 5.2% in the current year, compared to 5.4% in the prior year.

	Value at 31 March 2025 £m	Revaluation movement in the year £m
<b>Analysis of property portfolio</b>		
Investment property	2,807.5	78.8
Investment property under construction	185.2	0.9
<b>Investment property total</b>	<b>2,992.7</b>	<b>79.7</b>

## Financial Review continued

The table below provides a further breakdown of the open store valuations:

	Mature		Lease-up		Armadillo	Total
	Freehold	Leasehold	Freehold	Largely Freehold		
Number of stores	73	4	8	24		109
MLA capacity (sq ft)	4,619,000	244,000	552,000	1,006,000		6,421,000
Valuation at 31 March 2025 (£m)	£2,269.3m	£18.8m	£270.9m	£177.3m		£2,736.3m
Value per sq ft	£491	£77	£491	£176		£426
Net initial year one NOI yield	5.0%	17.2%	3.5%	5.9%		5.0%

The total store valuation in this table differs to the balance sheet due to the non-self storage investment property that the Group owns, such as the Harrow Industrial Scheme. The net initial year one NOI yield is 5.0% (2024: 5.2%). Note 15 contains more detail on the assumptions underpinning the valuations.

### Investment property under construction

The Group spent £55.3 million on investment property under construction in the year, the majority of which was construction expenditure, with the only site acquisition in the year being Leamington Spa. Slough Farnham Road transferred to investment property during the year as the store opened. There was a revaluation surplus of £0.9 million on the investment property under construction in the year.

The projected net operating income of the increase in our total capacity of 1.0 million sq ft when stabilised is £32.5 million representing an approximate 15.3% return on the incremental capital deployed. On a proforma basis at stabilisation, the projected net operating income for the 13 new stores and one replacement store is £36.6 million, a return of approximately 8.7% on the total development cost of £422 million, including land already acquired.

### Purchaser's cost adjustment

As in prior years, we have instructed an alternative valuation on our assets using a purchaser's cost assumption of 2.75% (see note 15 for further details) to be used in the calculation of our adjusted diluted net asset value. This Red Book valuation based on the special assumption of 2.75% purchaser's costs, results in a higher property valuation at 31 March 2025 of £3.11 billion (£116 million higher than the value recorded in the financial statements). This translates to 58.7 pence per share. This revised valuation translates into an adjusted net asset value per share of 1,355.6 pence (2024: 1,296.4 pence) after the dilutive effect of outstanding share options.

### Receivables

The Group's bad debt expense in the year represented 0.2% of revenue compared to 0.2% in the prior year, with 81% of our customer base paying by direct debit (2024: 80%).

### Net asset value

The adjusted net asset value is 1,355.6 pence per share (see note 13), an increase of 5% compared to 1,296.4 pence per share at 31 March 2024. The table below reconciles the movement:

Movement in adjusted net asset value	£m	Adjusted NAV pence per share
31 March 2024	2,561.9	1,296.4
Adjusted profit after tax	113.6	57.5
Equity dividends paid	(88.4)	(44.7)
Revaluation movements	79.7	40.3
Movement in purchaser's cost adjustment	5.0	2.5
Other movements (e.g. share schemes, gain on disposal)	10.3	3.6
<b>31 March 2025</b>	<b>2,682.1</b>	<b>1,355.6</b>

## Borrowings

Our financing policy is to fund our current needs through a mix of debt, equity, and cash flow to allow us to build out, and add to, our development pipeline and achieve our strategic growth objectives, which we believe improve returns for shareholders. We aim to ensure that there are sufficient medium-term facilities in place to finance our committed development programme, secured against the freehold portfolio, with debt serviced by our strong operational cash flows. We maintain a keen watch on medium and long-term rates and the Group's policy in respect of interest rates is to maintain a balance between flexibility and hedging of interest rate risk.

The table below summarises the Group's debt facilities at 31 March 2025, with a current average cost of debt of 5.0% (March 2024: 5.4%).

Debt	Expiry	Facility	Drawn	Cost
Aviva Loan	September 2028	£152.5m	£152.5m	3.4%
M&G loan (£35 million fixed at 4.5%, £85 million floating)	September 2029	£120m	£120m	6.4%
Revolving bank facility (Lloyds, HSBC, and Barclays, floating)	December 2027 (option to extend for further year)	£300m	£125m	5.7%
<b>Total</b>	<b>Average term 3.5 years</b>	<b>£572.5m</b>	<b>£397.5m</b>	<b>5.0%</b>

In addition to the facilities above, the Group has a \$225 million credit approved shelf facility with Pricoa Private Capital ("Pricoa"), to be drawn in fixed sterling notes. The Group can draw the debt in minimum tranches of £10 million over the next year with terms of between 7 and 15 years at short notice, typically 10 days.

The Group's £300 million RCF has incorporated Sustainability-linked KPIs into the loan, which include annual pre-agreed targets and are based on:

- reductions in Scope 1 and 2 emissions;
- increase in solar generation capacity;
- total annual grants to Big Yellow Foundation charity partners; and
- the value of storage space provided free of charge to local charities in our stores.

Performance against the KPIs is measured annually, with a margin decrease or increase applied to the headline margin. We are pleased to report that the Group met all the KPIs in the first year of the loan and is therefore benefitting from a 5bps margin reduction on the RCF.

The Group was comfortably in compliance with its banking covenants at 31 March 2025. Further details of the Group's covenants are provided in note 19 of the accounts. The Group's key financial ratios are shown in the table below:

Metric	31 March 2025	31 March 2024
Net Debt / Gross Property Assets	<b>13%</b>	13%
Net Debt / Adjusted Net Assets	<b>14%</b>	15%
Net Debt / Market Capitalisation	<b>21%</b>	18%
Net debt to Group EBITDA ratio	<b>3.1x</b>	3.0x
Cash generated from operations pre-working capital movements against interest paid	<b>6.1x</b>	5.6x

At 31 March 2025, the fair value on the Group's interest rate derivatives was a liability of £1.3 million. The Group does not hedge account its interest rate derivatives. The fair value movements are eliminated from adjusted profit before tax, adjusted earnings per share, and adjusted net assets per share. Cash deposits are only placed with approved financial institutions in accordance with the Group's Treasury policy.

## Share capital

The share capital of the Company totalled £19.7 million at 31 March 2025 (2024: £19.6 million), consisting of 196,714,696 ordinary shares of 10p each (2024: 196,195,287 shares). 0.5 million shares were issued for the exercise of options during the year at an average exercise price of £12.60 (2024: 0.3 million shares at an average price of £10.77).

The Group holds 0.9 million shares within an Employee Benefit Trust ("EBT"). These shares are shown as a debit in reserves and are not included in calculating net asset value per share.

Metric	2025 No.	2024 No.
Opening shares	<b>196,195,287</b>	184,265,973
Shares issued in placing	–	11,640,212
Shares issued for the exercise of options	<b>519,409</b>	289,102
Closing shares in issue	<b>196,714,696</b>	196,195,287
Shares held in EBT	<b>(881,360)</b>	(1,098,686)
Closing shares for NAV purposes	<b>195,833,336</b>	195,096,601

96.9 million shares were traded in the market during the year ended 31 March 2025 (2024: 111.2 million). The average mid-market price of shares traded during the year was £11.09 with a high of £13.36 and a low of £8.71.

# Principal Risks and Uncertainties

**The Directors have carried out a robust assessment of the emerging and principal risks facing the Group, including those that would threaten its business model, future performance, solvency, or liquidity. The Group maintains a low appetite to risk, in line with our strategic objectives of providing a low volatility, high distribution business.**

The section below details the emerging and principal risks and uncertainties that are considered to have the most material impact on the Group's strategy and objectives. These key risks are monitored on an ongoing basis by the Executive Directors and considered fully by the Board in its annual risk review.

Risk and impact	Mitigation	Change during the year and outlook
<p><b>Self storage market risk</b></p> <p>There is a risk to the business that the self storage market does not grow in line with our projections, and that economic growth in the UK is below expectations, which could result in falling demand and a loss of income.</p>	<p>Self storage is a relatively immature market in the UK compared to other self storage markets such as the United States and Australia, and we believe has further opportunity for growth. Awareness of self storage and how it can be used by domestic and business customers is relatively low throughout the UK, although higher in London.</p> <p>The rate of growth of branded self storage on main roads in good locations has historically been limited by the difficulty of acquiring sites at affordable prices and obtaining planning consent.</p> <p>Our performance during the past five years has been resilient with revenue growing by 58% from £129.3 million in the year ended 31 March 2020 to £204.5 million for this year. We believe that this performance is due to a combination of factors including:</p> <ul style="list-style-type: none"> <li>– a high quality and growing portfolio of freehold properties delivering higher operating margins;</li> <li>– a focus on London and the South East and other large urban conurbations, where the drivers in the self storage market are at their strongest and the barriers to competition are at their highest;</li> <li>– continuing innovation and automation;</li> <li>– an inclusive and non-hierarchical culture with a highly engaged team;</li> <li>– a focus on delivering the highest levels of customer service;</li> <li>– delivering on our strong ESG commitments;</li> <li>– the UK's leading self storage brand, with high and growing public awareness and online strength; and</li> <li>– strong cash flow generation from a secure capital structure.</li> </ul> <p>We have a large current storage customer base occupying approximately 73,000 rooms spread across the portfolio of stores and hundreds of thousands more who have used our stores over the years. In any month, customers move in and out at the margin resulting in changes in occupancy. This is a seasonal business and typically we see growth over the spring and the summer months, with the seasonally weaker period being the winter months.</p>	<p>The past three financial years have seen a challenging geopolitical and macroeconomic backdrop, with the Russian invasion of Ukraine in February 2022, the US regional banking crisis, the collapse of Credit Suisse, the conflict in the Middle East, the impact of rising inflation and interest rates, and more recently the imposition of tariffs by the United States.</p> <p>Rising inflation and interest rates impacted the cost of living in the UK, and the level of housing transactions fell as the cost of mortgages increased.</p> <p>The Group's activity levels have been impacted by this backdrop during the year and move-ins were down 1% compared to the prior year. The quarter to September was impacted by consumer hesitancy in the lead-up to the new government's Budget.</p> <p>Inflation has moderated over the past twelve months and interest rates and mortgage costs have started to fall, however the impact of the proposed US tariffs has yet to fully play through.</p> <p>We have seen some competitor openings in the year in our areas of operation, although the overall level of penetration of self storage in the UK remains significantly below that of the US and Australia.</p>

Risk and impact	Mitigation	Change during the year and outlook
<p><b>Property risk</b></p> <p>There is a risk that we will be unable to acquire new development sites which meet management's criteria. This would impact on our ability to grow the overall store platform.</p> <p>Changing climate and resulting likely changes to planning restrictions will narrow choice of available sites further.</p> <p>The Group is also subject to the risk of failing to obtain planning consents on its development sites, and the risk of a rising cost of development.</p> <p>Planning approval is increasingly dependent on Social or Environmental enhanced features (e.g. social enterprise at Battersea, BREEAM standards, local planners demands for green spaces) – adding cost and complexity.</p>	<p>Our management has significant experience in the property industry generated over many years and in particular acquiring property on main roads in high profile locations and obtaining planning consents. We do take planning risk where necessary, although the availability of land, and competition for it makes acquiring new sites challenging.</p> <p>Our in-house development team and our professional advisers have significant experience in obtaining planning consents for self storage centres.</p> <p>We manage the construction of our properties very tightly, working with an established professional team of external advisers and sub-contractors who have worked with us for many years to our Big Yellow specification.</p> <p>We carried out an external benchmarking of our construction costs and tendering programme during 2023, which reinforced our current approach, but also gave some areas where further efficiencies and cost savings can be achieved, which we have been implementing since then.</p>	<p>The Group has acquired 14 sites over the past six years, taking its total pipeline to 14 sites which, when opened, would expand the Group's current MLA by 16%.</p> <p>The planning process remains difficult and to achieve a planning consent can take anything from eighteen months to three years. Local planning policy is favouring residential development over other uses, and we don't expect this to change given the shortage of housing in the UK.</p> <p>We have planning consent on 10 of the 14 development sites and are currently on site at nine of these.</p>
<p><b>Valuation risk</b></p> <p>The valuation of the Group's investment properties may fall due to external pressures or the impact of performance.</p> <p>Lack of transactional evidence in the self storage sector leads to more subjective valuations.</p>	<p>The portfolio is diverse with approximately 73,000 rooms currently occupied in our stores for a wide variety of reasons.</p> <p>The valuations are carried out by independent, qualified external valuers who have significant experience in the UK self storage industry.</p>	<p>The revaluation surplus on the Group's open store investment properties was £78.8 million in the year (an uplift of 3%), due to an improvement in cap rates following recent transactions in the sector and growth in underlying cash flows used in the valuations.</p> <p>There have been several larger portfolio transactions across Europe over the past four years, notably including the acquisition of Lok 'n Store by Shurgard, which completed in August 2024 and there is a weight of institutional money looking to invest in self storage.</p> <p>There is significant headroom on our loan to value banking covenants.</p>

## Principal Risks and Uncertainties continued

Risk and impact	Mitigation	Change during the year and outlook
<p><b>Treasury risk</b></p> <p>The Group may face increased costs from adverse interest rate movements.</p>	<p>Our financing policy is to fund our current needs through a mix of debt, equity, and cash flow to allow us to selectively build out the remaining development pipeline and achieve our strategic growth objectives, which we believe improve returns for shareholders. We have made it clear that we believe optimal leverage for a business such as ours should be a debt to EBITDA ratio in the range of 3 to 4 times and this informs our management of treasury risk.</p> <p>We aim to ensure that there are sufficient medium-term facilities in place to finance our committed development programme, secured against the freehold portfolio, with debt serviced by our strong operational cash flows.</p> <p>We have a fixed rate loan in place from Aviva Commercial Finance Limited, with three and a half years remaining. The Group has a £120 million loan from M&amp;G Investments, which is repayable in 2029. For our revolving credit facility, we borrow at floating rates of interest.</p> <p>The Group has a \$225 million credit approved shelf facility with Pricoa Private Capital ("Pricoa"), to be drawn in fixed sterling notes. The Group can draw the debt in minimum tranches of £10 million with terms of between 7 and 15 years at short notice, typically 10 days.</p> <p>Our policy is to maintain a flexible borrowing structure, with a long-term average of approximately 50% of our total borrowings fixed, with the balance floating. At 31 March 2025 47% of the Group's total drawn borrowings were fixed or subject to interest rate derivatives. The Group reviews its current and forecast projections of cash flow, borrowing and interest cover as part of its monthly management accounts. In addition, an analysis of the impact of significant transactions is carried out regularly, as well as a sensitivity analysis assuming movements in interest rates and store occupancy on gearing and interest cover. This sensitivity testing underpins the viability statement below.</p> <p>The Group regularly monitors its counterparty risk. The Group monitors compliance with its banking covenants closely. During the year it complied with all its covenants and is forecast to do so for the foreseeable future.</p>	<p>The Bank of England base rate has started to reduce during the year, with it currently at 4.25%, down from 5.25% at the start of our financial year.</p> <p>53% of the Group's drawn debt is floating, and hence the Group has benefitted from these and any future reductions in the base rate.</p> <p>Debt providers currently remain supportive to companies with a strong capital structure.</p> <p>The Group's interest cover ratio for the year ended 31 March 2025 was 6.1 times, comfortably ahead of our banking covenants, as disclosed in note 19.</p> <p>We keep our hedging arrangements under review and if the long-term cost of borrowing for durations of ten to twelve years falls, we will consider taking out more longer-term debt, which would increase the weighting of the fixed element.</p>
<p><b>Tax and regulatory risk</b></p> <p>The Group is exposed to changes in the tax regime affecting the cost of corporation tax, property rates, VAT, Stamp Duty and Stamp Duty Land Tax ("SDLT").</p> <p>The Group is exposed to potential tax penalties or loss of its REIT status by failing to comply with the REIT legislation.</p>	<p>We regularly monitor proposed and actual changes in legislation with the help of our professional advisers, through direct liaison with HMRC, and through trade bodies to understand and, if possible, mitigate or benefit from their impact.</p> <p>HMRC has designated the Group as having a low-risk tax status, and we hold regular meetings with them. We carry out detailed planning ahead of any future regulatory and tax changes using our expert advisers.</p> <p>The Group has internal monitoring procedures in place to ensure that the appropriate REIT rules and legislation are complied with. To date all REIT regulations have been complied with, including projected tests.</p>	<p>The Group has seen a significant increase in its property rates bill over recent years, with the 2023 rating list reflecting the rise in industrial rents over the past few years, alongside higher levels of CPI inflating our cost. The rating list for 2026 will be published in the next few months, and the Group may experience a further increase in cost from this.</p> <p>The corporation tax rate increased in April 2023, and there is a risk that tax rates will rise further in the medium-term to fund the increased government deficits that have arisen from the policy response to the pandemic.</p> <p>The Group has also experienced an increase in cost from the recent rises in National Insurance and the National Living Wage. We have sought to mitigate the impact of these through reductions in store headcount as we continue our investment in automation.</p>

Risk and impact	Mitigation	Change during the year and outlook
<p><b>Human resources risk</b></p> <p>Our people are key to our success and as such we are exposed to a risk of high staff turnover, and a risk of the loss of key personnel.</p>	<p>We have developed a professional, lively, and enjoyable working environment and believe our success stems from attracting and retaining the right people. We encourage all our staff to build on their skills through appropriate training and regular performance reviews. We believe in an accessible and open culture and everyone at all levels is encouraged to review, and challenge accepted norms, to contribute to the performance of the Group.</p>	<p>The Group carried out an engagement survey of its employees during the prior year, which showed very pleasing results of the level of engagement of our teams.</p> <p>We have listened to the feedback from our employees raised during our engagement survey and made several changes to the Group's operations, included reviewing and relaunching our Bright Ideas Suggestion Scheme, reviewing our salary bands for Store employees, and personal safety training having been provided for all team members within our stores. We also introduced a new Employee Assistance Programme, re-trained our Wellbeing Experts and set up a specific Wellbeing sub-site on our Intranet.</p> <p>We are carrying out a full engagement survey in May 2025, and will report on the results of that in next year's annual report.</p>
<p><b>Brand and reputation risk</b></p> <p>The Group is exposed to the risk of a single serious incident materially affecting our customers, people, financial performance and hence our brand and reputation, including the risk of a data breach.</p>	<p>We have always aimed to run this business in a professional way, which has involved strict adherence with all regulations that affect our business, such as health and safety legislation, building regulations in relation to the construction of our buildings, anti-slavery, anti-bribery, and data regulations.</p> <p>We also invest in cyber security (discussed below), and make an ongoing investment in staff training, facilities management, and the maintenance of our stores.</p> <p>We work closely with our key suppliers to ensure a consistency of service from them.</p> <p>To ensure consistency of service and to understand the needs of our customers, we send surveys to every customer who moves in and moves out of the business. The results of the surveys and mystery shops are reviewed to continuously improve and deliver consistent performance throughout the business.</p> <p>We experienced a fire caused by arson at our Armadillo Cheadle store in 2022. Our crisis response team worked effectively in managing the incident.</p> <p>We maintain regular communication with our key stakeholders, customers, employees, shareholders, and debt providers.</p>	<p>The Group has a crisis response plan which was developed in conjunction with external consultants to ensure the Group is well placed to effectively deal with a major incident.</p>
<p><b>Security risk</b></p> <p>The Group is exposed to the risk of the damage or loss of a store due to vandalism, fire, or natural incidents such as flooding. This may also cause reputational damage.</p>	<p>The safety and security of our customers, their belongings, stores, and our staff remains a key priority. To achieve this, we invest in state-of-the-art access control systems, individual room alarms, digital CCTV systems, intruder and fire alarm systems and the remote monitoring of all our stores outside of our trading hours. We are the only major operator in the UK self storage industry that has every room in every Big Yellow store individually alarmed.</p> <p>We have implemented customer security procedures in line with advice from the Police and continue to work with the regulatory authorities on issues of security, reviewing our operational procedures regularly. The importance of security and the need for vigilance is communicated to all store staff and reinforced through training and routine operational procedures.</p>	<p>We have continued to run courses for all our staff to enhance the awareness and effectiveness of our procedures in relation to security.</p> <p>We have further invested in security improvements in our stores during the year. We have also invested in additional automated reports and alerts which notify our overnight monitoring station and the operating team of suspicious customer activity.</p> <p>We regularly review and implement improvements to our security processes and procedures.</p>

## Principal Risks and Uncertainties continued

Risk and impact	Mitigation	Change during the year and outlook
<p><b>Cyber risk</b></p> <p>High profile cyber-attacks and data breaches are a regular staple in today's news. The results of any breach may result in reputational damage, fines, or customer compensation, causing a loss of market share and income.</p>	<p>The Group receives specialist advice and consultancy in respect of cyber security, and we have dedicated in-house monitoring and regular review of our security systems. We also limit the retention of customer data to the minimum requirement.</p> <p>Policies and procedures are under regular review and benchmarked against industry best practice by our consultants. These policies also include defend, detect and response policies.</p>	<p>We don't consider the risk to have increased more for the Group than any other business; however, we consider that the threats in the entire digital landscape do continue to increase and evolve. As such we have continued to invest in cyber security upgrading or replacing components as required.</p>
<p><b>Climate change related risk</b></p> <p>The Group is exposed to climate-change related transition and physical risks. Physical risks may affect the Group's stores and may result in higher maintenance and repair costs. Failing to transition to a low carbon economy may cause an increase in taxation, decrease in access to loan facilities and reputational damage.</p>	<p>The good working order of our stores is of critical importance to our business model.</p> <p>We visually inspect each of our stores at least once per annum and planned and unplanned work is discussed immediately.</p> <p>Maintenance requirements are discussed at budget reviews; proposals are made to raise climate change related issues to the Board, who may request more holistic adaptation work to be carried out.</p> <p>The key mitigation strategy to address transitional risks is the delivery of our Net Renewable Energy Positive Strategy and the Net Zero Scope 1 and Scope 2 Emissions Strategy. Our investment to decarbonise our business over the next eight years is expected to mitigate fully against taxation (carbon tax) risk and reputational risks (both investors and customers).</p>	<p>Our Sustainability Committee, chaired by a Non-Executive Director, has delivered an ambitious strategic plan to 2032.</p> <p>We appreciate that both physical and transition risks are expected to materialise to lesser or greater extents over the coming years and costs may go up gradually, hidden within what may be perceived as 'natural variations'. Our focus and strong governance will allow us to continue to mitigate the effects.</p>

### Internal audit

The Group employs a Head of Store Compliance responsible for reviewing store operational and financial controls. He reports to the Chief Financial Officer and meets with the Audit Committee at least once a year.

This role is supported by three other team members, enabling additional work and support to be carried out across the Group's store portfolio.

The Store Compliance team visits each operational store at least once every nine months to carry out a detailed store audit. These audits are unannounced, and the Store Compliance team carry out detailed tests on financial management, administrative standards, and operational standards within the stores. Part of the store staff's bonus is based on the scores they achieve in these audits. The results of each audit are reviewed by the Chief Financial Officer, the Chief Operating Officer, the Financial Controller, and the Head of Store Operations. This is the equivalent of an internal audit function for the Group's store operations.

For the key business cycles conducted at the Group's head office, external consultants are used to review the Group's controls on a rotational basis. The consultants produce a report with recommendations which is discussed with management and reviewed by the Audit Committee. The cycles covered by this activity include construction expenditure, treasury, taxation, and facilities management.

During the year, the Group implemented new software to enable us to better capture risks and controls and implement a formal testing cycle ahead of the new Corporate Governance Code. With the assistance of external consultants, we performed a detailed walk through of key processes. We have developed a detailed Risk and Controls Matrix in these areas and documented the workflows. These are embedded in the software, and with reference to best practice will highlight any risks we can further develop controls around, or any controls that could be improved.

With the combination of the store internal audit process, the external assessment of the key business cycles, and the new software to manage and report on risks, the Audit Committee considers that this provides a robust internal audit assessment for the Group.

### Going concern

A review of the Group's business activities, together with the factors likely to affect its future development, performance and position are set out in the Strategic Report. The financial position of the Group, its cash flows, liquidity position and borrowing facilities are shown in the balance sheet, cash flow statement and accompanying notes to the financial statements. Further information concerning the Group's objectives, policies, and processes for managing its capital; its financial risk management objectives; details of its financial instruments and hedging activities; and its exposures to credit risk and liquidity risk can be found in this Report and in the notes to the financial statements.

At 31 March 2025 the Group had available liquidity of approximately £184 million, from a combination of cash and undrawn bank debt facilities. The Group additionally has a \$225 million credit approved shelf facility with Pricoa Private Capital to be drawn in fixed sterling notes. The Group can draw the debt in minimum tranches of £10 million with terms of between 7 and 15 years at short notice, typically 10 days. The Group is cash generative and for the year ended 31 March 2025, had cash flow from operating activities (after net finance costs and pre-working capital movements) of £111.9 million, with capital commitments at the balance sheet date of £77.5 million. The Group has net current liabilities at the balance sheet date and draws on its Revolving Credit Facility (current headroom of £175 million) as required, as it is inefficient for the Group to hold significant amounts of cash.

The Directors have prepared cash flow forecasts for a period of 18 months from the date of approval of these financial statements, considering the Group's operating plan and budget for the year ending 31 March 2026 and projections contained in the longer-term business plan which cover the 18 month going concern assessment period. After reviewing these projected cash flows together with the Group's and Company's cash balances, borrowing facilities and covenant requirements, and potential property valuation movements over that period, the Directors believe that, taking account of severe but plausible downsides, the Group and Company will have sufficient funds to meet their liabilities as they fall due for that period.

In making their assessment, the Directors have carefully considered the outlook for the Group's trading performance and cash flows as a result of the current economic environment, considering the trading performance of the Group over the recent dislocations in the global economy from Covid-19, the Russian invasion of Ukraine and the impact of rising inflation. The Directors have also considered the performance of the business during the Global Financial Crisis. The Directors modelled several different scenarios, including material reductions in the Group's occupancy rates and property valuations, and assessed the impact of these scenarios against the Group's liquidity and the Group's banking covenants. The scenarios considered did not lead to breaching any of the banking covenants, and the Group retained sufficient liquidity to meet its financial obligations as they fall due.

Consequently, the Directors continue to adopt the going concern basis in preparing the Group and Company financial statements.

## Viability statement

The Directors have assessed the Group's viability over a four-year period to March 2029. This period is selected based on the Group's long-term strategic plan to give greater certainty over the forecasting assumptions used. As in the assessment of going concern, the Directors have modelled several different scenarios on the Group's future prospects.

In making their assessment, the Directors took account of the Group's current financial position, including committed capital expenditure. The Directors carried out a robust assessment of the emerging and principal risks and uncertainties facing the business, their potential financial impact on the Group's cash flows, REIT compliance and financial covenants and the likely effectiveness of the mitigating options detailed. The Directors have assumed that funding for the business in the form of equity, bank debt and debt provided by insurance companies will be available in all reasonably plausible market conditions. Whilst the eventual impact of the current economic environment on the Group is uncertain, and may not be known for some time, the Group has a highly cash generative business, good liquidity and has proved resilient in its trading in recent years.

Based on this assessment the Directors have a reasonable expectation that the Company and the Group will be able to continue operating and meeting all their liabilities as they fall due to March 2029.

## Climate-Related Risks and Opportunities

### TCFD compliance statement

Big Yellow recognises the importance of addressing climate-related risks and opportunities in our business operations and decision-making processes. As such, we are committed to transparently disclosing our approach 'to managing climate-related risks and opportunities' in alignment with the recommendations of the Task Force on Climate-related Financial Disclosures ("TCFD"). Our disclosures are consistent with ten of the eleven TCFD recommendations set out in the report entitled 'Recommendations of the Task Force on Climate-related Financial Disclosures' published in 2017 and updated in 2021 by the TCFD. The area we are continuing to work on is in respect of our Scope 3 emissions disclosures. Our disclosures encompass all four pillars outlined by the TCFD framework in line with the UK's Financial Conduct Authority Listing Rules. These are detailed below:

Pillar	Disclosure	Location
Governance	Describe the <b>Board's oversight</b> of climate-related risks and opportunities	Governance <b>page 50</b>
	Describe <b>management's role</b> in assessing and managing climate-related risks and opportunities	Governance <b>page 50</b>
Strategy	Describe the <b>climate-related risks and opportunities</b> the organisation has <b>identified</b> over the short, medium, and long-term	Strategy <b>page 50</b>
	Describe the impact of <b>climate-related risks and opportunities</b> have had on the organisation's <b>businesses, strategy</b> and <b>financial planning</b>	Strategy <b>page 51</b>
	Describe the <b>resilience of the strategy</b> , taking into consideration different climate-related scenarios, including a 2°C or lower scenario	Strategy <b>page 52</b>
Risk Management	Describe the organisation's processes for <b>identifying</b> and <b>assessing</b> climate-related risks	Risk Management <b>page 55</b>
	Describe the organisation's process for <b>managing</b> climate-related risks	Risk Management <b>page 55</b>
	Describe how processes for identifying, assessing, and managing climate-related risks are <b>integrated</b> into the <b>organisation's overall risk management</b>	Risk Management <b>page 55</b>
Metrics & Targets	Disclose the <b>metrics</b> used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process	Metrics & Targets <b>page 55</b>
	Disclose <b>Scope 1, Scope 2</b> , and, if appropriate, <b>Scope 3</b> greenhouse gas (GHG) emissions, and the related risks	Metrics & Targets <b>page 55</b>
	Describe the <b>targets</b> used by the organisation to <b>manage climate-related risks and opportunities</b> and <b>performance</b> against targets	Metrics & Targets <b>page 55</b>

## Principal Risks and Uncertainties continued

### Governance

#### Board oversight

Our Chief Executive has overall responsibility for climate-related risks and opportunities. Ongoing oversight of climate-related issues is carried out by our Sustainability Committee, chaired by our Non-Executive Director for Sustainability, and attended by our Head of Sustainability and the Executive Leadership Team. The Sustainability Committee meets twice yearly.

The Board is updated on relevant aspects of our sustainability strategy at each meeting. In addition, climate-related risk has been defined as a 'principal risk' and managed as part of our standard business risk process.

#### Management's role

The Quarterly Environmental Committee has been tasked by the CEO with assessing climate change risk exposure and to feed that back into the Business Risk Process, the Sustainability Committee, where it intersects with the Sustainability Strategy, and to the CEO. It will then be available to the CEO, CFO and the Board for discussion. Outputs of the work will be used to submit to external benchmarks and enhance ESG reporting. The progress of the work on the TCFD is guided and monitored by the Head of Sustainability who manages the Quarterly Environmental Committee. As part of the existing business risk process, the Company assesses, amongst other things, the impact the (temporary) loss of a store has on the business. That loss could occur through any number of reasons; the Environmental Committee will provide input into the business risk process with climate-related specific risks and opportunities.

For more detail on our governance structure and management's role in assessing and managing climate-related risks and opportunities, please see the link below. This is kept as an independent document as this is of interest to some of our stakeholders separately from our annual report and accounts.

[https://corporate.bigyellow.co.uk/download\\_file/view/996/236](https://corporate.bigyellow.co.uk/download_file/view/996/236)

### Strategy

In order to address this pillar, we have identified the material climate related risks and opportunities, the impact they have on our business and our response to them. We have considered both a high carbon (RCP 8.5) and low carbon (RCP 2.6) scenario over three different time frames. Finally, we have described how we have incorporated climate change resilience holistically into our organisation.

#### Identifying climate-related risks and opportunities over our short, medium and long term time horizons.

Big Yellow has assessed the 10 main risk themes defined by the TCFD framework in our 'Managing Climate Risk and Opportunities' document [Managing Climate Related Risks and Opportunities 2022.pdf](https://corporate.bigyellow.co.uk/application/files/9616/5235/3338/Managing_Climate_Related_Risks_and_Opportunities_2022.pdf) ([https://corporate.bigyellow.co.uk/application/files/9616/5235/3338/Managing\\_Climate\\_Related\\_Risks\\_and\\_Opportunities\\_2022.pdf](https://corporate.bigyellow.co.uk/application/files/9616/5235/3338/Managing_Climate_Related_Risks_and_Opportunities_2022.pdf)). The 10 topics are: Current regulation; **Emerging Regulation**; Technology; Legal; **Market**; **Reputation**; **Acute physical**; **Chronic physical**; Upstream and **Downstream**. Using CDP terminology, seven of the TCFD climate-related risk themes are assessed as 'relevant, always included' (**in bold**); two are assessed as 'relevant, sometimes included'; and one is assessed as 'not relevant, included'.

Climate-related risks are broken down into Physical and Transitional risks and are prioritised based on the potential severity of their impact on the business. The below table illustrates carbon scenario, time periods and the importance of the risks identified by the CSR department and Environmental Committee.

We have assessed the physical risks through the use of a physical climate risk assessment platform. The platform uses climate model outputs to assess the exposure level against a variety of climate hazards. We have used the platform to determine the potential financial impact of the same climate hazards, and the resultant impact informs the below table for physical risks.

Within the platform we have used the SSP1 (RCP 2.6) scenario for the resultant impact materiality for our risk themes in the table below, this scenario relates to +2°C of warming and assumes that emissions rise in the short term and then stabilise as the world focuses on sustainable development and emitted carbon reduces.

#### Defining timeframes

Our climate risk modelling is based on standard scientific time horizons: 2021–2040 (short-term), 2041–2060 (medium-term), and 2081–2100 (long-term), consistent with global scenario analysis frameworks. These have been mapped to our internal business planning cycles (2025–2030, 2031–2040, and 2041+) to support meaningful integration of climate-related risks and opportunities into investment decision-making and strategic planning. While our business planning does not currently extend to the 2081–2100 period, we have used long-term climate modelling to inform resilience thinking and high-level risk exposure over the life cycle of long-lived assets.

TCFD/Climate Tool Timeframe	Definition	Mapped Business Planning Period
Short-term (2021–2040)	Emerging transition risks	2025–2030 & 2031–2040
Medium-term (2041–2060)	Escalating transition/ physical risks	2041–2050 (earliest long-term plan)
Long-term (2081–2100)	Major physical risk exposure	Beyond business planning horizon

### Defining impact in financial terms

To assess and prioritise climate-related risks and opportunities, we have developed a financial impact rating framework with defined monetary thresholds. These thresholds have been calibrated to reflect the scale and nature of our operations, providing a consistent basis for evaluating materiality across a range of scenarios. We classify financial impacts as low (up to £250,000), medium (£251,000 to £1 million), and high (£1 million to £5 million), based on potential direct and indirect effects on revenue, costs, or asset value. These thresholds align with our internal financial planning, risk appetite, and historic variance levels, ensuring that identified risks and opportunities are meaningful to our business context and support informed decision-making.

### Defining overall impact boundaries

To assess the significance of climate-related risks and opportunities, we apply a combined view of potential financial and business impacts over short-, medium-, and long-term time horizons. Impacts are classified into four categories: negligible, low, medium, and high, based on the scale of disruption or opportunity they represent to our operations, financial performance, and strategic objectives.

This framework allows us to prioritise risks and opportunities by considering both the likelihood and magnitude of impact across different timeframes, ensuring our climate resilience planning is proportionate and forward-looking.

**Negligible** – impact is minimal or not expected to result in any meaningful environmental, social, or financial consequences.

**Low** – impact is limited in scope or scale, with only minor implications for the business or affected stakeholders. It may be monitored but does not require strategic intervention.

**Medium** – impact is notable and may influence operational, reputational, or regulatory outcomes. It warrants active management and integration into risk and opportunity assessments.

**High** – impact is significant, likely to influence decision-making, financial performance, or stakeholder expectations. It requires ongoing management and is material to strategy and reporting.

Risk Type	Description	Risk Theme	Scenario	Potential Materiality <sup>(1)</sup>		For visibility		Strategic Response
				Short-Term	Medium-Term	Long-Term		
<b>Physical Risks</b>								
Heat Stress	Increase in energy costs due to increased cooling needs.	<b>Chronic physical</b>	RCP 2.6	●	●	●		Installation of solar systems and energy efficiency measures across the estate reduce dependency on the grid.
Temperature Variability	Increase in maintenance costs following higher extreme usage.	<b>Chronic physical</b>	RCP 2.6	●	<sup>(3)</sup>	●		Refurbishing our stores to ensure air conditioning units are properly sized for our reception areas.
Precipitation hydrological variability	Risk of more frequent roof leaks from faulty gutters.	<b>Chronic physical</b>	RCP 2.6	●	●	●		Annual gutter maintenance reduces risk of leaks.
Cold Wave	Increased energy needs in heating reception areas and office spaces.	<b>Acute physical</b>	RCP 2.6	●				Installation of solar systems, battery systems and energy efficiency measures across the estate reduce dependency on the grid.
Flooding <sup>(2)</sup>	Increase surface flooding damaging subterranean floors.	<b>Acute physical</b>	RCP 4.5		●	●		Flood attenuation tanks for new built stores.

Importance: ○ Negligible ● Low ● Medium ● High

<sup>(1)</sup> Short-term is determined to be from 2021 to 2040, Medium-term from 2041 to 2060 and Long-term 2081 to 2100.

<sup>(2)</sup> Flood risk uses scenario RCP 4.5 as the models for scenarios RCP 2.6 is not available. RCP 4.5 represents a +2.5°C business as usual scenario where the sustainable development and progress continues but not to the extreme. This scenario also uses different timeframes to the RCP 2.6 with short term up to 2030, medium term 2031 to 2050 and long term 2051 to 2080.

<sup>(3)</sup> The UK experiences a climate oscillation in the Medium-term (2041 to 2060) which significantly reduces the impact of the temperature variability risk. Climate oscillations such as the Atlantic Multidecadal Oscillation ("AMO") have a long-term cycle of 20-40 years and can amplify or mask long-term global warming trends.

## Principal Risks and Uncertainties continued

### Climate-related risks: Physical Risks

Using this platform both flooding and increased heat stress will likely have some financial impact on Big Yellow. It may also have a reputational impact if stored goods are affected and an indirect financial cost through rising insurance premiums.

#### Heat stress

The platform determines heat stress through increases in the yearly average of daily maximum air surface temperature.

Across both scenarios a +2°C (RCP 2.6) and +4°C (RCP 8.5) scenarios, all of our stores may experience heat stress in all three-time horizons. The financial impact for longer periods of hot weather could come from a range of impacts, such as increase in use of ventilation/cooling, heat damage to goods being stored, detrimental impact on immediate neighbourhoods through urban island heat effects and community pressure to address heat issues.

#### Temperature variability

We have used the system to determine which of our sites are exposed to temperature variability and the possible resultant financial impact.

Across both a +2°C (RCP 2.6) and +4°C (RCP 8.5) scenario, the majority of Big Yellow stores have a medium exposure to varying temperatures. The financial impact of varying temperatures would mainly come from increased maintenance of cooling/heating units. This is projected to have a low financial impact on the business. The UK experiences a climate oscillation in the Medium-term (2041 to 2060) which significantly reduces the impact of the temperature variability risk. Climate oscillations such as the Atlantic Multidecadal Oscillation ("AMO") have a long-term cycle of 20-40 years and can amplify or mask long-term global warming trends.

#### Cold wave/frost

The platform determines the impact of cold waves/frost through the variation in yearly number of days when minimum air surface temperature (2m temperature) is below 0°C following the IPCC AR6 WGI formula.

In a +2-degree scenario 55 stores are predicted to experience 1-2 months of temperatures below 0°C in the short term, dropping to 29 stores in the long term as temperatures increase. The main financial impact would come from the increased energy needs in heating reception areas and office spaces. This financial impact is expected to be low as our energy demands decrease over time.

### Flooding

Flood risk damage is modelled within the platform under a +2-3°C (RCP 4.5) scenario to test the resilience of the strategy.

We have enhanced our approach to flood risk assessment by adopting a more comprehensive platform that considers a wider range of factors beyond traditional flood zone classifications. As a result, the number of our stores identified as being at risk of flooding has been updated to reflect this improved methodology. The scenario applied to model flood risk uses different time frames; as a result up to 2030 we have only two stores which are at a high risk of damage due to flooding, in the longer term this increases to nine stores which may experience high levels of damage due to flooding. This risk is mitigated as five of the nine stores contain measures to minimise impacts, such as flood defences and attenuation tanks. We anticipate that we will be monitoring the adequacies of these measures going forward.

The financial impact of flooding could come from a range of impacts, such as damage to goods stored on the ground and basement floors, the cost of unblocking drains, clearing up large scale flooding, and for stores near coastal areas corrosion-related damage to the building due to saltwater intrusion.

#### Precipitation variability

To determine the impact of precipitation variability the platform uses variation in the precipitation mean to determine the risk.

In a +2°C scenario four Big Yellow stores are rated as extreme exposure to changing precipitation and 52 stores highly exposed to this risk, however the financial impact is low, leaving the resultant impact as minor. The financial impact from this is in the more frequent maintenance of the building infrastructure that is exposed to a large amount of rain falling over shorter time frames, such as roofs, gutters, and signage.

Risk Type	Description	Risk Theme	Scenario	Potential Materiality		Strategic Response
				Short-Term	Medium-Term	
<b>Transitional Risks</b>						
Stranded Assets	Assets no longer compliant with future regulations.	<b>Market</b>			●	We will continue to monitor emerging regulations to ensure our stores remain compliant.
Reputational Risk	Affecting stakeholder trust and market position.	<b>Reputation</b>			●	We will continue to update and deliver on our strategy.
Increase in carbon/emission taxation & fines	Exposure to taxation increases.	<b>Current regulation</b>			●	We will continue to reduce our Scope 1 & 2 emissions.
Building Standards	Increase in standards, especially for buildings.	<b>Emerging regulation</b>		●	●	We will continue to monitor emerging regulations to ensure our stores remain compliant.
Scope 3 reporting	A significantly higher financial reporting burden including Scope 3.	<b>Emerging regulation</b>		●		We have invested in a new platform to manage Scope 3 reporting.

Importance: ○ Negligible ● Low ● Medium ● High

### Climate related risks: Transition Risks

There are a number of consequences of changing climate that the Sustainability Committee deems likely to occur:

- a focus on electrification and decarbonisation;
- an increase in carbon / emission taxation and fines (unlikely that there will be significant incentives);
- an increase in standards, especially for buildings;
- a significantly higher financial reporting burden including Scope 3; and
- the introduction of a price of carbon.

The Environmental Committee has proposed, and the Sustainability Committee agrees, that decarbonising our business is important to allow us to:

- A. avoid the risk of “stranded assets”;
- B. maximise the opportunity to invest at the right time, optimising costs;
- C. minimise carbon / emission taxation; and
- D. provide EV charging pods for our staff and customers in all new stores.

### Stranded assets

The risk of ‘stranded assets’ is a focus for investors and so becomes a material concern to us. This has been part of our risk process considered throughout the year by the Environmental committee as well as the Board and the risk management review. We have a clear plan to improve the efficiency of our buildings working on the continual upgrade of all EPCs across the estate. 94% of the estate is currently at a B or above, and we will have all directly owned stores at a B or above by 2028. We also undertake CRREM analysis to identify potential stranded assets which we target for efficiency measures and refurbishment.

### Reputational risk

We believe that not tackling these physical and transitional risks head on has a real potential of damaging our reputation. In the process of undergoing a double materiality assessment last year we have had this reinforced with climate related topics featuring in four of the nine material topics.

### Increase in carbon/emission taxation

An increase in carbon/emission taxation and fines is likely to occur over the longer term. We are continuously horizon scanning for changes in regulation.

### Financial reporting burden

There has been a substantial change in the reporting regulations in the EU over the past 12 months. We have made the decision to align ourselves with these reporting requirements. Although they are not mandatory for Big Yellow, we have made the decision to align with the CSRD so that our reporting is comparable to our European REIT peers.

## Principal Risks and Uncertainties continued

### Climate related opportunities

Opportunities, arising from risks explored above, are also identified where possible and integrated within the Company's strategic and financial planning. Our internal processes and scenario analysis also identify possible climate-related opportunities – these are listed in the table below. Short-term is determined to be from 2021 to 2040, Medium-term from 2041 to 2060 and Long-term 2081 to 2100.

Climate-related Opportunity	Company Response	Potential Materiality		For visibility
		Short-Term	Medium-Term	Long-Term
Growth in demand for renewable energy	Investment into retrofitting existing stores with PV systems.	●	●	●
	Aim for all new stores to be fitted with minimum 100kWp PV system.	●	●	●
	Purchasing 100% renewable energy.	●	●	
Growth in solar and battery markets driven by decarbonisation	Investing in battery energy storage systems.	●	●	●
	Investing into retrofitting existing stores with batteries.	●	●	●
Transition away from fossil fuelled heating and Natural Gas	Investing into retrofitting existing gas boilers with Heat pumps.	●	●	●
Resource Efficiency	Deploying energy efficiency measures throughout our stores.	●	●	●
Growth of EV transport market	Deploying electric vehicle chargers for all new stores.	●	●	●

Importance: ○ Negligible ● Low ● Medium ● High

#### Growth in demand for renewable energy

Big Yellow are investing heavily into the retrofit of renewable energy across our estate with solar being installed on all roofs that can feasibly hold the weight of panels. All new stores will have at least 100kWp of solar installed with the roof space being maximised with solar where possible.

#### Growth in solar and battery markets driven by decarbonisation

The successful completion of our battery pilot has allowed us to learn from the issues that arose. We have a project plan that will allow us to couple batteries with solar generation across the estate, reducing our resilience on the national grid further, whilst at the same time continuing to decarbonise our activities.

#### Transition away from fossil fuelled heating and Natural Gas

Our Sustainability strategy sets out how we intend to deliver a decarbonised business. The work to move away from gas boilers has seen a further six boilers removed this year. The remaining two stores will have their heating swapped to electric over the next two financial years.

#### Resource Efficiency

To continue our progress towards our SBT of 70% reduction of our FY2019/20 Scope 1 & 2 emissions by 2032, we are deploying a range of lighting and heating controls to improve the energy efficiency and operation of our stores.

#### Growth of EV transport market

We believe this is becoming an even stronger consumer preference, and we only use renewable energy at our stores and provide EV charging pods for our staff and customers.

#### Impact of climate-related risks and opportunities have on the organisation's businesses, strategy and financial planning

Both physical and transition risks are expected to materialise to a lesser or greater extent over the coming years and costs may go up gradually, hidden within what may be perceived as 'natural variations'.

The initial view was to establish a 'trigger' metric that will prompt the Group to review current measures taken and therefore allow for strategic decision-making if thresholds are exceeded.

On discussing how this may work on an operational level, we felt that our current processes in place are sufficient to maintain a close watch on increasing costs driven by climate change.

We deem our current understanding of the inherent physical risks to our assets and the unique features of each of our stores to be more than enough to manage future changes.

#### Physical risk planning process – identifying emerging issues through visual inspection and half yearly budget reviews

The Executive Directors visually inspect each of our stores at least once per annum; they are usually accompanied by the Head of Estates and Facilities, and planned and unplanned work is discussed immediately.

The budgeting process then allows the CFO as well as Head of Estates and Facilities to prioritise both planned and unplanned maintenance. The budget review by the Financial Controller looks at planned costs compared to historic years and where costs are changing year on year. This is the point at which trends may be identified and proposals are made to raise climate change related issues to the Board, who may charge the Environmental Committee to identify such a solution.

### Transitional risk planning process – identifying issues via our internal and external Sustainability community

The Head of Sustainability or the Environmental Committee or the Non-Executive Director for Sustainability may identify aspects that could pose a risk to the Group and they may raise these either at the Environmental Committee or at the Sustainability Committee. Specific risks, such as those connected to Planning for our future store opening programme, may be integrated into the standard Business Risk process.

Where we identify that a larger scale change needs to be considered, such as replacing gas heating with electric or battery retrofits, this will be assessed either by the Environmental Committee or if significant extra budget is required, at the Board level Sustainability Committee.

### Risk Management

#### Identification, assessment and management of climate-related risks

Big Yellow has a rigorous system of risk management and internal control which includes the identification and assessment of climate-related risks. As detailed earlier in this document we have mapped out our ten risk themes and categorised them as transitional or physical. Understanding and quantifying the impact these could have on our business, strategy and financial planning has been considered.

For more detail on our governance structure and management's role in assessing and managing climate-related risks and opportunities, please see the link below. This is kept as an independent document as this is of interest to some of our stakeholders separately from our annual report and accounts.

[https://corporate.bigyellow.co.uk/download\\_file/view/996/236](https://corporate.bigyellow.co.uk/download_file/view/996/236)

### Metrics and Targets

#### Disclosure of metrics to assess climate related risks and opportunities.

We have created a broad range of environmental metrics and targets with the intention of enabling our stakeholders to make informed decisions. The full comprehensive list has been compiled in response to the full Double Materiality Assessment that has been conducted this year.

For full information and detail about our targets, metrics including Scope 1, 2 and 3 GHG emissions please see our full ESG report.

### Metrics

The metrics found below are taken from the Double Materiality Assessment results and are those that are relevant to the main risk themes defined by the TCFD framework detailed at the beginning of the report.

#### Climate-related risk metrics

Aspect	KPI	23-24	24-25	Target
Regulation	EPCs at least a B	70 stores, 64%	103 stores, 94%	All directly owned stores EPCs to B or above by 2028
Acute Physical – flooding	% of stores built in year with flood attenuation tanks	100%	100%	100%
Chronic physical – Precipitation hydrological variability	Investment in roof and gutter works to mitigate risks from water ingress	New for 2024-25	£425,000	£1 million per annum to 2028

#### Climate-related opportunities metrics

Aspect	KPI	23-24	24-25	Target
Transitioning to a low carbon economy	% of total energy from renewable energy generation <sup>(1)</sup>	26%	39%	100% + by 2030
	Investment in retrofitting activities to drive decarbonisation (approximately) <sup>(2)</sup>	£6.0m <sup>(2)</sup>	£4.5m <sup>(2)</sup>	£2m per annum to 2028
	% of electricity purchased from renewable sources (market-based)	100%	100%	100%
	Greenhouse Gas (GHG) emissions intensity from building energy consumption (Scope 1 & 2) – tCO <sub>2</sub> e/CLA[m <sup>2</sup> ]	3.8	3.4	As per our Sustainability Strategy
	Greenhouse Gas (GHG) emissions intensity from Scope 3 – tCO <sub>2</sub> e/CLA [sq ft]	0.0021	Scope 3 calculations to be published with half year results	As per our Science Based Targets
Market opportunities	Deploy electric vehicle charging pods for customers and employees at each newly built store	2 x 7KWh chargers at one store	4 x 7KWh chargers at one store	At least 1 per store

<sup>(1)</sup> We have updated this indicator to include total energy as the sum of import grid use, solar used and gas used

<sup>(2)</sup> Figure includes removal of gas boilers, retrofitting of solar installations all energy efficiency related projects and PHEV

## Principal Risks and Uncertainties continued

### Disclosure of Scope 3 emissions

The Group is currently in the process of calculating its Scope 3 emissions for the year ended 31 March 2025, which is currently a time-consuming and largely manual process. We have procured new software which we will be implementing in the year ending 31 March 2026 which will assist in producing more timely Scope 3 emissions data. We intend to publish our Scope 3 data for the year ended 31 March 2025 with our half year results. For this reason, we consider ourselves to not be in full compliance with the TCFD requirements at this stage.

### Targets

Targets to manage climate-related risks and opportunities.

### Emissions

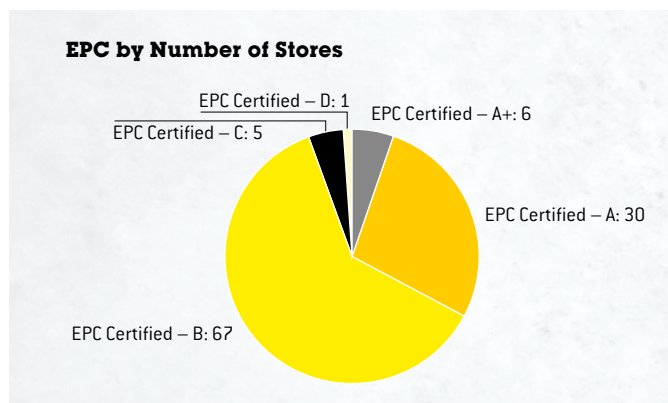
We have set out our full pathway for all Scope 1, 2 and 3 Emissions by 2032 in our Sustainability Strategy.

In order to achieve our emissions reductions commitments, we have set a number of sub-targets that need to be achieved along our pathways. These are summarised in our annual ESG report, as well as in the Directors' Report.

In order to track progress against our science-based targets, we have our Scope 3 footprint calculated annually starting with the calculation for the year ended 31 March 2023. For more information on this please refer to our Benchmarks and Standards section in the Full ESG Report.

### EPCs

94% of EPCs for our store portfolio are in the 'Green' range, i.e. an A+, A, B rating. We have 5 stores at a C rating either waiting for solar to be installed or that are leasehold, and the responsibility rests with the landlord. The final store with an EPC rating of D is due for renovation in 2025-26. 100% of our stores are covered by an Energy Performance Certificate.



We aim to achieve a good balance between disclosing our risks and any mitigating actions we are taking and protecting commercially sensitive information. We trust this section achieves this balance; for any further questions, please contact [csr@bigyellow.co.uk](mailto:csr@bigyellow.co.uk).

## Section 172 Statement

**Section 172 of the Companies Act 2006 requires a Director of a Company to act in the way they consider, in good faith, would be the most likely to promote the success of the Company for the benefit of its members as a whole.**

In performing this Section 172 requires a Director to have regards among other matters to:

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

The Directors give careful consideration to the factors set out above in discharging their duties under section 172. The Board's obligations under Section 172 are considered at Board meetings within each relevant section of the Board pack. The stakeholders we consider in this regard are our employees, our customers, our shareholders, our suppliers, and the environment. The Board recognises that building strong relationships with our stakeholders will help us to deliver our strategy in line with our long-term values and operate the business in a sustainable way.

The Board regularly receives reports from management on issues concerning customers, the environment, suppliers, employees, and investors, which it takes into account in its discussions and in its decision-making process under Section 172.

### Stakeholder engagement

The Board is committed to effective engagement with all of our key stakeholders. The importance of each matter may differ to each stakeholder group, and hence the Group seeks to understand the relevant interests and priorities of each stakeholder Group, and to have regard to these in its decision making. The Board does acknowledge that not every decision that it makes will necessarily result in a positive outcome for all stakeholders.

Information on interaction with our key stakeholders is included in the Corporate Governance Report on **pages 83 to 89**.

### Further information

You can read further information on stakeholder engagement and our approach to S172 in the following places:

<b>Employees</b>	Chief Executive's Statement ( <b>page 18</b> ) ESG Report ( <b>page 67</b> ) Governance ( <b>page 89</b> )
<b>Customers</b>	Chief Executive's Statement ( <b>page 18</b> ) Operating Review ( <b>page 26</b> ) Governance ( <b>page 88</b> )
<b>Suppliers</b>	ESG Report ( <b>page 72</b> ) Governance ( <b>page 88</b> )
<b>Investors</b>	Chairman's Statement ( <b>page 14</b> ) Chief Executive's Statement ( <b>page 19</b> ) Our Strategy ( <b>page 20</b> ) Our Investment Case ( <b>page 22</b> ) ESG Report ( <b>page 74</b> )
<b>Environment</b>	Chief Executive's Statement ( <b>page 19</b> ) ESG Report ( <b>pages 58 to 74</b> )
<b>Long-term</b>	Chairman's Statement ( <b>page 14</b> ) Chief Executive's Statement ( <b>page 18</b> ) Our Strategy ( <b>page 20</b> ) Our Investment Case ( <b>page 22</b> ) Risk Management ( <b>page 44</b> ) Viability Statement ( <b>page 49</b> )



# Environmental, Social and Governance Report

**Big Yellow Group PLC (“Big Yellow”) is committed to responsible and sustainable business practices.**

## Introduction

The Big Yellow Board recognises that corporate social responsibility (“CSR”) – when linked to clear commercial objectives will create a more sustainable business and increase shareholder and customer value, in both the medium and long term. People, Planet and Profit need to be aligned to make a sustainable business.

Big Yellow seeks to meet the demand for self storage from businesses and private individuals by providing the storage space for their commercial and/or domestic needs, whilst aiding local employment and contributing to the local community.

Our CSR Policy covers all of Big Yellow’s activities, which now includes 109 trading stores and 14 proposed stores in the development pipeline, as both an operator and a developer of self storage facilities. We recognise that our operations can have significant economic, environmental, and social impacts. We are therefore committed to assessing our Environmental Social & Governance (“ESG”) risks and opportunities, taking appropriate steps to mitigate negative impacts and, where possible, enhance positive impacts for the benefit of our business, our stakeholders, and our local environment.

The governance of our sustainability activities is delivered by the Board level Sustainability Committee, chaired by Non-Executive Director, Heather Savory. For an update on the activities of the Committee please see the Sustainability Committee Report on **page 94**. Heather, along with the Board, oversees the sustainability agenda delivered by the Environmental Committee and the Head of Sustainability.

The outcome of operating responsibly is the social value that we create and the long-term resilience of our business when faced with external pressures and changes, such as a changing climate and a changing political and legislative environment.

Our full ESG Report and the relevant sections within our Annual Reports and Accounts (the Directors’ Report and the ESG section) have been prepared in accordance with the Companies (Directors’ Report) and Limited Liability Partnerships (Energy and Carbon Report) Regulations 2018 implementing the Streamlined Energy and Carbon Reporting (“SECR”) requirements. The Greenhouse Gas (“GHG”) section of the ESG report has been reported in accordance with the WRI/WBCSD GHG Protocol – a Corporate Accounting and Reporting Standard.

Our health and safety reporting are stated in accordance with the UK Health and Safety Executive guidance. You can read more about our business model on **page 22**.



## 1. ESG executive summary

### 1.1 CEO introduction

This year, we have built on the insightful work from our Double Materiality Assessment in 2024. This appraisal analyses both how a company's activities impact the environment and society (impact materiality), and how the company is influenced by sustainability issues (financial materiality). This assessment provided a framework to focus our efforts and broaden the topics we examine in depth. This, in turn, has led to the procurement and implementation of a new data management system. With this new system, we now have far better visibility of the impacts our projects and investments are having. Continuing our journey of Corporate Sustainability Reporting Directive ("CSRD") alignment, as we committed last year, we've increased the scrutiny level of our audited data and we are now more confident in the quality and reliability of the data we hold.

An important project this year has been the successful installation of a second pilot battery at our Slough Farnham Road store. It gives our new store in Slough Farnham Road increased resilience against energy cost inflation by storing and reusing energy generated by the solar array on the store's roof. The percentage of generated energy used onsite is 24% across the estate but is 67% for Slough. With the data available to date, we believe this investment will pay back in just over nine years. We intend to build new stores with combined solar and battery. We are also considering retrofitting a further three stores. This will give us a portfolio of seven stores in which to assess the performance and returns on investment from which to inform our strategy going forward.

We have removed all gas appliances from our owned freehold store estate, which leaves just two leasehold stores with gas appliances. We have now started an investigation into new solutions to keep driving our energy consumption and emissions down. We've successfully trialled 10 solutions across nine different stores, achieving an aggregated energy saving of 17%.

Our solar retrofit programme continues to go from strength to strength, with Phase 4 delivering a further 12 stores and 1,621kWp capacity this year. This takes the total number of retrofitted stores to 48 at a cost of £16.8 million, increasing our total capacity to 8.5MWp\* at 31 March 2025.

We have continued to recertify our EPCs, even where certificates remain in date, to maintain an updated assessment of the energy performance of our estate. As market expectations and investor scrutiny around building efficiency intensifies, updated EPCs provide an up-to-date, reliable indicator of our portfolio's environmental credentials. This proactive approach enhances transparency, demonstrates our commitment to high-performing assets, and supports informed decision-making for stakeholders focused on sustainable investment. We have updated 35 certificates this year to reflect the great work our projects team have achieved with solar installations and energy efficiency projects, all of which have improved from Cs to Bs or above. We are projecting to have all [bar one short leasehold] of our stores at A+, A or B by the end of 2026.

## Environmental, Social and Governance Report continued



In 2022, we released our current sustainability strategy, setting out ambitious yet achievable plans. This year, we've completed the vast majority of the pathway actions, allowing us to reflect on our achievements and focus on what is important moving forward. At Board level, our Sustainability Committee, chaired by Heather Savory, is pleased with the progress made. The Board's planned future commitments and investments reflect our belief that environmentally based decisions are good sustainable decisions as part of the business's longevity.

The Big Yellow Foundation has had its most successful year to date, with £345,000 donated to our seven charity partners, all focused on rehabilitating vulnerable young people and adults into meaningful work. Since its inception in 2018, the Foundation has donated £1.4 million to this cause.

We continue to provide free space to small local charities and community organisations across our network. This year, this amounts to a total of £870,000\* in donated space at current rents. Our volunteering programme allows our staff to give back to the community, with every member of staff given one day a year to volunteer with one of our seven charity partners or a charity of their choice. This year, 11% of employees volunteered.

At Big Yellow, we embrace the Environmental and Social pillars of our ESG initiatives. Each action we take is not just about making a difference in the environment; it's about fostering stronger, more vibrant communities in the local neighbourhoods of our stores. We are not only doing the right thing, but making a real, tangible impact for the local environment and all our stakeholders. I would like to thank everyone involved with these initiatives throughout the business.

**Jim Gibson**  
Chief Executive Officer

19 May 2025

\* Denotes values externally assured by SGS

### 1.2 Climate Change and our business looking forward









We have a well-established strategy which we have been working towards since 2021. Building on this by setting Science-Based Targets ("SBTs") last year, this year we have gone a step further. The announcement of the CSRD for EU businesses has given us the opportunity to consider our own reporting structure. Although we are not obligated to report under the CSRD, we want our stakeholders to be able to compare us with our Real Estate Investment Trust ("REIT") and self storage peers with ease. We can also see the benefit of the transparent approach the directive has taken, and with these factors in mind, we have aligned ourselves to the directive.

The biggest activity in this area has been to undertake a Double Materiality Assessment in the year ended 31 March 2024 to understand how the material topics for the business have changed since the last materiality assessment. This time we have looked both at the impact of the environment on the business as well as the impact the business has on our local environment.

Please see section "Materiality and Materiality Assessments" for more detail.

### 1.3 Sustainability performance overview

Last year, we completed our Double Materiality Assessment and reviewed our ongoing Key Performance Indicators ("KPIs"). We focused on the most critical areas for us. The table below shows our progress against 14 KPIs during the year ended 31 March 2025. These KPIs are derived from various topics discussed in our report and are related to both the CSRD topic (where appropriate) and the UN Sustainable Development Goals ("UNSDGs"). While we align with the CSRD, compliance is not required since we have no assets in the EU. We've identified appropriate KPIs for seven of our nine material topics. The remaining two are covered in our ESG Report or Annual Report. Risk Management falls under our Task Force on Climate-Related Financial Disclosures ("TCFD") section, and Management Site Acquisition & Growth Strategy is discussed in the Our Buildings section of this document.

UN SDG	Topic	CSRD	KPI	Progress
<b>Our Environment</b>				
	Scope 1&2 emissions	Energy Management	70% reduction to 948 tCO <sub>2</sub> e by 2032	2,009 tCO <sub>2</sub> e* 36% reduction from baseline
	Total installed solar	Renewable Energy	Total installed capacity increase to 11,479 kWp by March 2028	8,545kWp*74% progress towards target
	Scope 3 / embodied carbon	Carbon Management	Emissions data quality improvement KPI being discussed with revolving credit facility lenders	
<b>Our People</b>				
	Turnover of full-time staff		Maintain turnover below average UK retail levels <sup>(1)</sup> of 33%	14.5%
	A staff training KPI		Increase year on year of total hours trained, both male and female	17,542, a 37% reduction in hours <sup>(2)</sup>
<b>Our Communities</b>				
	Free space donation to local charities	Access & Affordability	Trajectory in line with targets in revolving credit facility	£869,944* exceeding this year's target
	Customer donations & matched funds		Raise a minimum of £220k a year	£394,878 *
<b>Our Buildings</b>				
	Estate EPCs	Sustainable Self Storage Design	Have all stores achieve a B or above by 2028	103* stores (94%) with a B or above rating
	Biodiversity		Average Biodiversity Net Gain ("BNG") <sup>(3)</sup> per new store of over 10%	Slough Farnham Road 284% net gain
<b>Our Suppliers</b>				
	Prompt payment		Pay 95% of invoices within 60 days	99.96% paid within 60 days
<b>Our Health, Safety &amp; Information Security</b>				
	Staff annual incident rate		AllR to stay lower than industry <sup>(4)</sup> category average of 1,169	0 (no reportable injuries in the year)
	Information security breaches	Cyber & Data Security	Maintain a minimal level of high risk reportable breaches	Achieved – 0 high risk reportable ICO incidents in the year*
<b>Our Governance</b>				
	ESG related LTIP vesting criteria – solar retrofit	Board Ownership & Responsibility	Retrofitting solar panels on 40 stores by 2025	48* stores retrofitted to date
	ESG related LTIP vesting criteria – green loan debt facility	Board Ownership & Responsibility	30-50% of the Group's total debt facilities being green loans by 2025	67%* of the Group's total debt facilities at 31 March 2025 are green loans

\* Denotes values externally assured by SGS.

<sup>(1)</sup> UK Retail levels of 33% – ONS Employee turnover levels and rates by industry section, UK.

<sup>(2)</sup> Reductions in training hours due to training delivery optimisation – more being delivered online rather than in person.

<sup>(3)</sup> BNG is a mandatory planning requirement that all developers must deliver a minimum BNG of 10% This means a development will result in more or better-quality natural habitat than there was before development.

<sup>(4)</sup> Industry – Warehousing and support activities for transportation. SIC 52 – HSE Work-related non-fatal injuries to employees in Great Britain by detailed industry.

For our climate related risk and opportunity metrics, please see the TCFD section on **page 49**.

## Environmental, Social and Governance Report continued



### 2. Our governance

#### Environmental responsibilities

Our ESG Policy sets out the aspects of what we manage. Our ESG Policy Standard and our web content provide further information on how we manage the impact of our business on society and the local environment, to control our risks and manage our opportunities in a sustainable manner.

#### Reporting compliance

Our full ESG Report and the relevant sections within our Annual Reports and Accounts (Directors' Report and ESG section) have been prepared in accordance with the Companies (Directors' Report) and Limited Liability Partnerships (Energy and Carbon Report) Regulations 2018 implementing the Streamlined Energy and Carbon Reporting ("SECR") requirements. The GHG section of the ESG report has been reported in accordance with the WRI/WBCSD GHG Protocol – A Corporate Accounting and Reporting Standard.

#### Fines, notifications, penalties or settlements

There were no fines, notifications, penalties, or settlements received by the Company that are relevant to sustainability during the years ended 31 March 2025 and 31 March 2024.

#### Approach

Our ESG reporting is broken down into seven topics: governance, environment, people, communities, buildings, suppliers, and Health & Safety and information security. Within these sections we have pulled out the more material information ensuring all topics highlighted by our Double Materiality Assessment in 2023 are covered.

A comprehensive set of KPIs have been created to all material topics and, where we feel further KPIs may be insightful, we have provided these too, including a brief narrative to explain variances where applicable.

In the environment chapter we have provided a specific section on energy, emissions, water, and waste, reporting against all environmental European Public Real Estate Association ("EPRA") indicators (and GRI where relevant). Having achieved 'Gold' status in terms of transparency and quality of our reporting last year we continue to present our data in this format.

All the changes we make to our reporting are tabled in our Basis of Reporting document.

#### Benchmarking and standards

We use the detail in this ESG Report to participate in external/industry benchmarks, such as the annual Carbon Disclosure Project ("CDP"), the Global Real Estate Sustainability Benchmark ("GRESB") and FTSE4Good to engage with our other Ethical Investors.

The GRESB and CDP benchmarks inform our investor community of our general ESG performance, our governance approach, risk management protocols and a range of other indicators that give reassurance that our business is 'sustainable'.

There have been significant changes in the questionnaire structure and scoring methodology for GRESB and CDP between 2023 and 2024 so our CDP scores for 2023 and 2024 are not directly comparable. Both benchmarks evolve each year to reflect rising industry standards and investor expectations. We have also queried the initial score we achieved as we do not feel some of our actions have been correctly assessed. As a result, we do not yet have a 2024 CDP score. The current appeal process with CDP is due to be completed by July 2025.

We are aware of the limitations we face with taking part in benchmarks designed for traditional Real Estate organisations rather than self storage but value the opportunity to be transparent and are committed to continued participation.

#### Assurance of data

We have commissioned SGS United Kingdom Ltd to carry out independent assurance of our Greenhouse Gas emissions disclosures and other select voluntary disclosures. Thirteen have now been assured at a reasonable level of assurance with the remaining nine being assured to a limited level according to the International Organisation for Standardization's (2006) ISO 14064-3 for select indicators for the financial year ended 31 March 2025.

The full assurance statement is published in our ESG Report 2024-25. We are continuously growing in confidence in our data sets, this increase in a reasonable level of assurance is a continuation of the transition of all KPIs so that we can align with the CSRD.



### 3. Our environment

#### 3.1 Highlights

- We now have 8.5MWp of solar generating capacity across 78 of our stores\*.
- Despite the opening of a new store and electrification of store heating in six stores, our absolute Scope 1 & 2 emissions have reduced.
- We have had REGO accreditation for an additional 16 of our solar installations to enable us to sell the REGO certificates with our solar export.
- We have installed a battery at our new Slough Farnham Road store.
- We completed an energy efficiency pilot, saving 17% in the year.



A battery storing rooftop solar energy at our Slough store.

#### 3.2 Big Yellow Sustainability Strategy

In a constantly developing landscape, we are faced with a number of variables in delivering the NREP Strategy through to 2032; and moving forward we intend to report our progress on an annual basis as part of our ESG Report. We have taken the decisions to update the strategy this year, broadening it out to cover a wider range of ESG topics and capturing some of the material topics from our CSR reporting. A copy of the new Sustainability Strategy can be found at <https://corporate.bigyellow.co.uk/index.php/sustainability/strategy>.

Our original Net Renewable Energy Positive strategy was first published in 2021, we have made great progress against the targets we set ourselves in this, overachieving on several of the commitments.

Following a review of the existing strategy, the Sustainability Committee has approved budgets to deliver a number of key programmes. The Company has tackled six initiatives to ensure the delivery of the strategy is on track. The headlines are below with further detail later in the report:

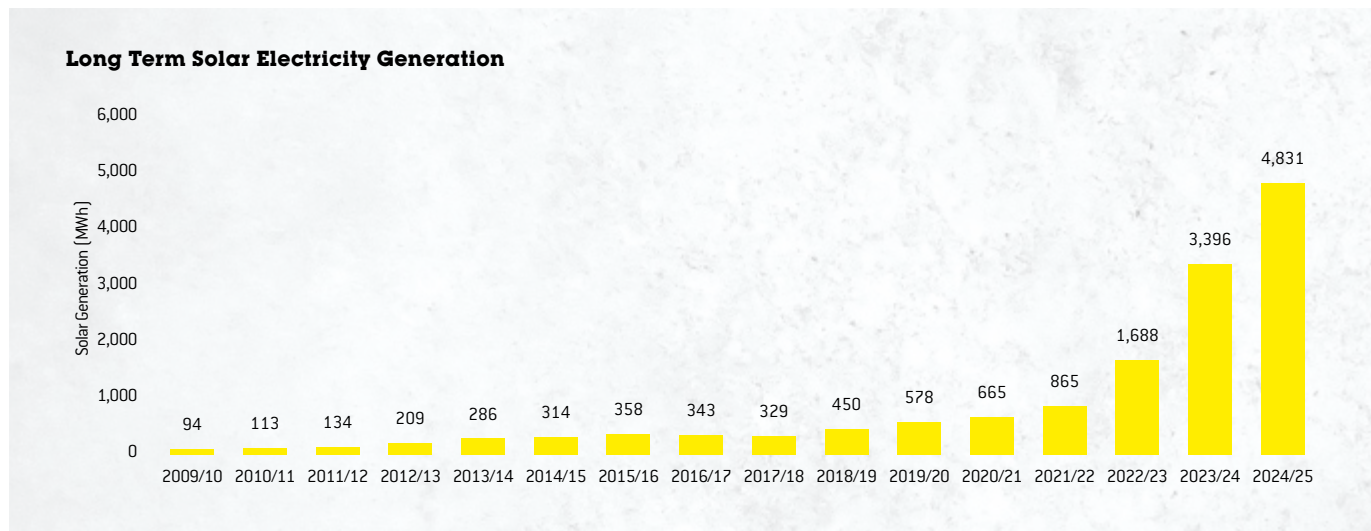
- A. Solar Generation:** deliver retrofitting of 36 stores that currently do not have solar. This commitment has been further extended to cover all suitable roofs on the estate. *Exceeded. 48 stores now retrofitted. This commitment has been further extended to cover all suitable roofs on the estate.*
- B. Science-Based Targets:** our Science-Based Targets have been set and externally verified by the SBTi. *Complete*
- C. Storage Batteries:** two batteries installed. *Complete*
- D. Estate Decarbonisation:** gas boiler replacement programme completed: six gas boilers removed, four with electric boilers in the year; leaving only two leasehold stores still with gas. *Complete*
- E. Sustainable Construction:** the Sustainability Committee reviewed the upfront investment the Company made to ensure all newly constructed stores were aligned with the retrofitted stores. From our Kingston North development onwards, all new stores will be equipped with the optimal capacity in the range 50kWp-200kWp subject to suitability of store roofs. *Complete*
- F. Embodied Carbon of our construction projects:** this is now being considered and assessed at RIBA 2+, 4 and 6 on a project-by-project basis. *On track*

We have created a number of environmental communications to help our customers understand what we are doing and why. These include our Big Yellow Green campaign with a short video (<https://www.bigyellow.co.uk/green/>) of the various sustainability features on our estate. During our customers' online journey, we have several ESG facts on holding screens to share the detail. In all our solar stores there are displays showing how much energy has been generated in the store that day rather than bought from the grid. We also use social media to share our sustainability messaging. We understand this is important to customers and so we want to share our journey with them.

## Environmental, Social and Governance Report continued

### 3.3 Energy

Our portfolio of stores with roof-mounted solar PV installations generates low carbon electricity that is monitored for performance and generates financial payments from the energy companies that we export to. We now have 78 stores with a total of 8.5MWp\* that generate renewable solar electricity, with 13 new systems commissioned this year.



#### Financial benefits of solar generation

Having generated nearly 5 million kWh of power on our stores this year, we have saved over £600,000 in grid electricity bills. Once an export connection is established, which takes some time after the panel installation is complete, we are also able to sell any unused power back to the grid. Below is a summary of this year's financial benefits from our solar generation. This year as well as our Feed in Tariff ("FiT") payments we have REGO accreditation for our stores. This means that we can receive certificates for every megawatt of electricity generated on our sites, adding another revenue stream to the business. This year we have managed to secure accreditation for 57 stores. This has generated additional revenue of £42,000.

Year ended 31 March	2021	2024 restated <sup>(1)</sup>	2025
Solar generation (MWh)	681	3,396	<b>4,831*</b>
Store solar use (MWh)	391	2,564 <sup>(1)</sup>	<b>2,975*</b>
Displaced grid energy savings (£) <sup>(2)</sup>	£93,116	£438,447	<b>£621,570</b>
PPA payments (£) <sup>(3)</sup>	–	£91,510	<b>£159,374</b>
FiT payments (£) <sup>(4)</sup>	£108,951	£134,761	<b>£122,409</b>
REGO payments (£)	New 2024	£5,764	<b>£42,301</b>
Total savings (£)	£202,067	£670,482 <sup>(5)</sup>	<b>£945,654</b>

\* Denotes values externally assured by SGS.

<sup>(1)</sup> Store solar use amended due to meter comms issues resolved post year end.

<sup>(2)</sup> Supplied UK Network displaced electricity savings = solar generated kWh x 23.8p Grid kWh charges for any power generated up to 30 September 2024 and the price of 18.5p/kWh from our new energy contract which started on 1 October 2024.

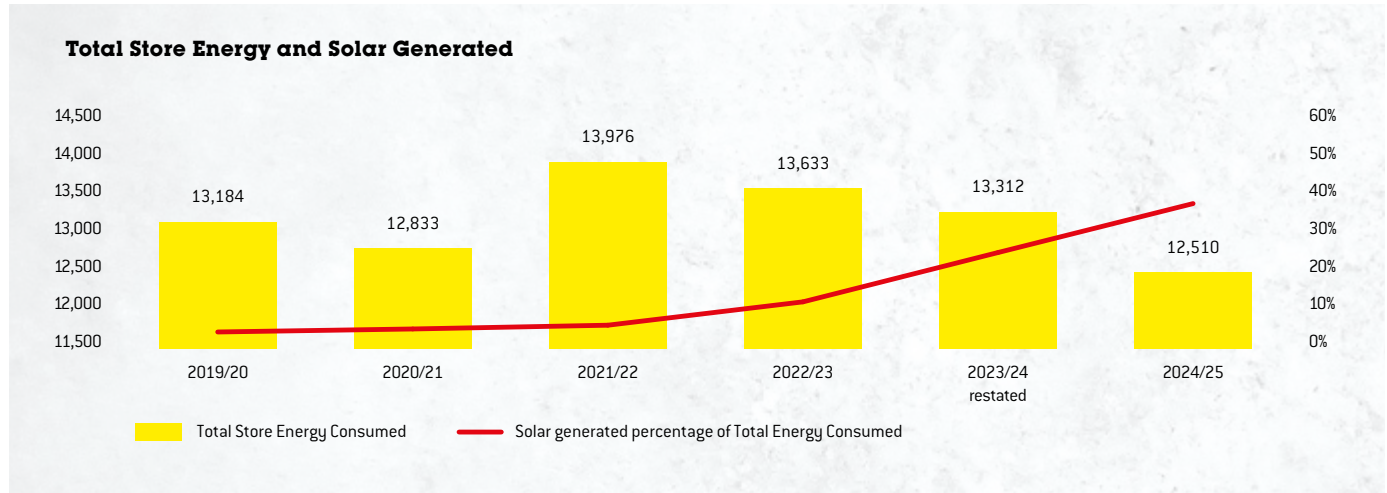
<sup>(3)</sup> The process of setting up PPAs once a solar installation is complete can take some time, so the split of used compared to exported does change over time.

<sup>(4)</sup> March 2025 FiT payments have been estimated using March 2024 data as current year not available until Q2.

<sup>(5)</sup> Q4 FiT payment amended with actual data rather than estimated data.

### Long-term electricity use

Despite increasing store numbers, our long-term electricity use remains relatively stable. This is because new stores coming on board are more energy efficient and built to our updated sustainable construction standards, using the best technology available and come ready equipped with solar PV installations. This has been furthered by our investment in retrofitted solar across the estate. The proportion of solar used in store has grown substantially in recent years. The graph below shows that increase over the last six years, highlighting the impact of our retrofit programme:

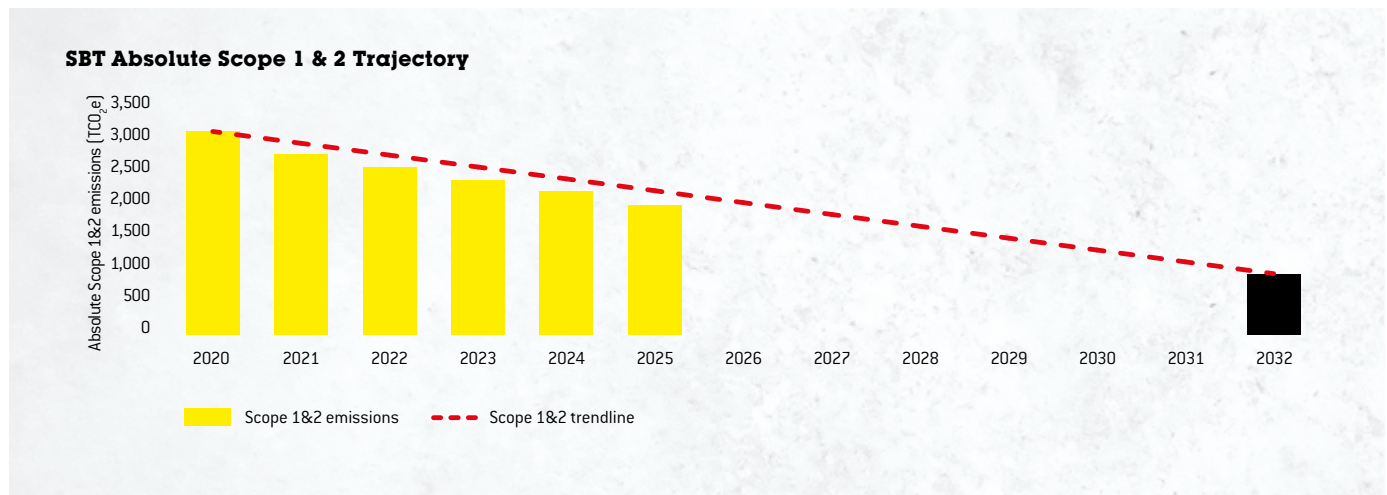


### 3.4 Emissions

In addressing the environmental impacts of our operations, we recognise the significance of emissions management as a key component of our Sustainability Strategy. We are committed to minimising our carbon footprint and mitigating the effects of climate change.

#### Absolute Scope 1 & 2 Greenhouse Gas Emissions

The UK government has made several commitments on the behalf of UK companies to reduce emissions, primarily aimed at addressing climate change and achieving net-zero greenhouse gas emissions by 2050. In addition to the government commitment, we have made a further Science Based Target commitment to reduce our Scope 1 & 2 emissions by 70% of our FYE 2020 baseline by 2032. The following graph shows our absolute Scope 1 & 2 emissions reduction since our baseline year in yellow. The red line shows a projection of what is needed to hit our Science Based Target by 2032. The yellow bars show the emission levels over the past six years under the straight trajectory from our baseline year to our target to show that to date we have done more than the minimum needed year-on-year to meet our target.



For further information about our emissions and for all mandatory SECR and GHG reporting please refer to the Directors' Report on **page 124**.

## Environmental, Social and Governance Report continued



### 3.5 Water

We benchmark our water usage against the Better Building Partnership's ("BBP") Real Estate Environmental Benchmarks (Water). Specifically, we use the 'Water Benchmarks – Enclosed Shopping Centres' category, focusing on 'Water Intensity' (litres/m<sup>2</sup> CPA/year). Our water consumption remains significantly lower than BBP's 'Good Practice' – at 39 (18,154 m<sup>3</sup> of water / 469,681 m<sup>2</sup> occupied space).

This year we are still benefiting from the £3,000 annual savings identified in last year's water charges and secured competitive supply contracts audit. Ongoing leak identification and repairs continue to save £17,000 per year. This year we have also begun implementing remotely read meters to enhance visibility and detect future leaks; to date these have been installed at 16 of our stores.

### 3.6 Waste

Our main source of waste is from the operational activities of our stores. Our store staff apply best practice waste segregation for general and mixed dry recyclable materials. Also, our waste contractor provides further waste segregation and recycling services post collection. We report waste for our store portfolio but the occupied office space at our head office site is excluded as waste collection there is our landlord's responsibility.

Since the instruction of our new waste contractors, we have far better oversight of our waste data with a much better handle on the quantities of waste generated as well as their processing route. Our contractor now gives us clear monthly collection data with associated emission information. This improves our emissions reporting and enables us to focus our efforts on waste reduction where possible.

### 3.7 Resources use

As we are looking towards other potential opportunities, we are likely to focus our efforts on other areas of our business, such as paper use and will report on individual initiatives over time.

Avoidance of unnecessary material helps to reduce carbon emissions; minimise waste going to landfill and demonstrates our commitment to sustainability. We have around 13 key processes that still involve the printing of paper, which we are trying to address by finding acceptable and compliant online solutions. We have graded each process by difficulty in terms of finding an alternative solution and intend to work our way through these over the next few years to reduce our paper consumption as much as possible.

Most of our products are perfect for re-use or recycling – we have amended our online Box Shop to make the composition of individual products clearer, under the heading 'Environmental Attributes' and we have introduced a 'Your bit' section to inform customers if products can be recycled.

Our longstanding relationship with Treepoints allows us to give back a little, for every box bought on our online Box Shop Treepoints plant a tree for us. Although there will be a positive carbon impact for this event, accounting for it can be difficult and not all that accurate, so we do not count the carbon for this process. We do this because it is the right thing to do and goes some way to replacing some of the trees used in our box making process.

Our customer move-ins are paper-free which saves approximately 800,000 pieces of paper each year.



## 4. Our people

We are dedicated to providing outstanding customer service by fostering a positive work environment and empowering our people. Our approach focuses on attracting, retaining, and inspiring talented individuals who demonstrate integrity. We invest heavily in training to maintain high standards of service while supporting career development for our team members. Emphasising personality over qualifications, our inclusive and diverse recruitment process ensures we select the right fit. We promote a culture of collaboration, offering benefits such as bonus schemes, share incentives, and acknowledging exceptional achievements through our Recognition Points Scheme.

We are constantly striving to enhance our work environment and the benefits of being part of Big Yellow. Our recruitment and retention highlights reflect the progress that we have made over the past year.



### 4.1 Highlights

#### Recruitment and retention

- Produced a recruitment film, to demonstrate all aspects of store roles and responsibilities, as well as the culture and benefits of working for Big Yellow.
- Updated our talent and retention training, to improve retention of existing team members, develop interviewing skills and successfully onboard new team members.
- Developed the Our Culture section of the website, to offer prospective candidates a better insight into what it is like to work at Big Yellow.

#### Benefits

- Enhanced our healthcare benefits by introducing Vitality as our new healthcare provider, implementing a healthcare cash plan and switching providers to expand our eyecare benefits.

## Environmental, Social and Governance Report continued



### 5. Our communities

Our communities are made up of all the people who work and store in our facilities and everyone who lives around us. Our aim is to positively contribute to the local communities of our stores through community investments and engagement as well as with our Big Yellow Foundation. We do this in a number of ways, through free space provided at each store to local charities, fundraising by our employees with Big Yellow matching the funds raised by their endeavours and partnering with the Foundation's charity partners.

#### 5.1 Highlights

- Big Yellow's community investment for the year, delivered via free space, was £869,944\*.
- Our employees raised £7,380, which was matched by Big Yellow totalling £14,760 donated to the Foundation.
- Big Yellow enabled the Foundation to deliver 14 successful and enriching work placements by welcoming candidates into our stores, in partnership with Back Up Trust, Breaking Barriers, Down's Syndrome Association, Street League and Working Chance.
- We offered a permanent position in our Cardiff store to a young man with Down's Syndrome following the successful completion of his extended work placement. Additionally, we welcomed a woman on a work placement at our Gypsy Corner store a permanent position through our partnership with Working Chance.
- We continue to support The Big Yellow Inner City Schools Rugby Programme in partnership with Southwark Rugby Club. The initiative introduces rugby to children from disadvantaged backgrounds attending urban schools where the sport is not usually offered. Now involving 12 local secondary schools, it promotes teamwork, fitness and healthy competition.
- We support and provide studio space to the London Children's Ballet ("LCB"), a renowned charity that makes ballet accessible to children from challenged backgrounds through its outreach and performance opportunities.
- We continue to support Headlong Theatre Company, an organisation committed to producing high-calibre theatre productions that engages with diverse audiences.

\*Denotes values externally assured by SGS

## 5.2 Community investments

Free space donated for community or charity use	£869,944*
Total employee Big Yellow Foundation fundraising & Big Yellow matched funds	£14,760
Foundation matched funds from customer donations	£394,878*
<b>Total Community Investment</b>	<b>£1,279,582</b>

Notes to the table:

Definition of free space: space given to the charitable organisation completely for free for the whole of their stay during the reporting period.

\* Denotes values externally assured by SGS

Our commitment is clear: for every customer move-in, Big Yellow donates a minimum of £1. Our store teams encourage customers to join us in supporting the Foundation. This year, we have pledged a total minimum donation of £220,000. If donations fall short, Big Yellow will top up the difference to ensure the Foundation receives the full amount.

## 5.3 Work placements at Big Yellow

Our work placement programme, in collaboration with the Big Yellow Foundation, began in July 2021. It is designed to provide meaningful work experience opportunities for individuals with disabilities or those excluded from mainstream employment for a variety of reasons.

These motivated individuals often face unique barriers to employment. Our placements offer a supportive and structured environment where they can build essential skills, grow in confidence and, ideally, move towards long-term employment that meets their individual needs.

Big Yellow works closely with the Foundation and selected charity partners to deliver these placements. Notable outcomes from 2024/25 include:

- **One woman who uses a wheelchair, referred by Back Up Trust**, is currently completing a placement at our Watford store. She is the first wheelchair user we have been able to accommodate in-store which is an important milestone in our journey towards greater accessibility and inclusion.
- **Two individuals supported by Breaking Barriers** completed placements at our Nine Elms and Stockport stores.
- **One young man with Down's Syndrome**, referred by the Down's Syndrome Association, progressed to a permanent role following an extended placement in our Cardiff store.
- **Four young people referred by Street League** completed placements at our Dundee, Leeds and Liverpool Edge Lane stores, with additional support provided at our Liverpool store.
- **Four women referred by Working Chance** undertook placements at our Portsmouth, Milton Keynes, Gypsy Corner and Sheffield Hillsborough stores. The individual placed at Gypsy Corner is now a permanent member of the team following an extended placement.



## 5.4 Big Yellow Foundation

The Foundation's annual report and accounts are available on the charity commission website.

Learn more about our partners and the Big Yellow Foundation on our website <https://corporate.bigyellow.co.uk/index.php/big-yellow-foundation>.

Big Yellow, along with our customers and employees, provides the income for the Foundation. Our Steering Committee meets quarterly to raise funds and promote the Foundation to our stakeholders.

The Foundation is our main vehicle for community programs that benefit both customers and employees. In the year ended 31 March 2025, the Foundation paid out £345,199 to its seven charity partners. Most grants are unrestricted funds, supporting essential needs for these organisations. Beyond Trustees and the Steering Committee, Big Yellow also contributes in-kind donations, financial services, and secretariat support to the Foundation Board of Trustees.

The Foundation has filed its annual report and accounts, which can be found on the charity commission website.

Big Yellow and our customers and employees provide the income to the Big Yellow Foundation. The Big Yellow Foundation Steering Committee, who meet on a quarterly basis, determines how best to raise funds, and promote the Foundation to our employees, customers, and suppliers.

The Foundation is Big Yellow's main vehicle to deliver a consistent customer and employee facing community programme.

In addition to the Trustees' time and the Steering Committee's time, Big Yellow furthermore supports the Big Yellow Foundation with donations in kind, by providing financial and accountancy services plus the secretariat to the Big Yellow Foundation Board of Trustees.

## Environmental, Social and Governance Report continued



### 6. Our buildings

Our buildings are one of the core parts of our business. Without our storage facilities we would have no business. We take pride in the buildings we design, and significant environmental consideration goes into each of our new stores, from the acquisition of land through to the opening and operation of a new store. Although we have been sharing our progress on this for several years, we now feel that this has become material enough to be discussed as a topic in its own right.

#### 6.1 Highlights

- There are currently 14 sites in our property pipeline.
- We have achieved planning permission on 10 of our pipeline developments so far.
- We have improved EPC scores across the estate.
- This year's new store – Slough Farnham Road is:
  - Expected to achieve BREEAM Very Good
  - 43/45 on the Considerate Constructor Scheme
  - A+ rated EPC
  - Fitted with a Battery Energy Storage System

#### 6.2 Acquisitions

There are 14 sites in our current development pipeline. Prior to the acquisition of each of these sites several environmental considerations are made. Once a potential new site has been identified, satisfying a number of initial business criteria, including development yield, the Group will undertake a number of inspections. These inspections include, but are not limited to, flood risk assessments, conservation and canal assessments, contamination surveys and, daylight analysis. Future self storage developments also assess the potential impact on adjoining properties, the current use and heritage of the site, and the surrounding residences and businesses that may become neighbours and the potential impact on the local highways network.

We have developed a number of thresholds that need to be met in order for us to proceed with a purchase. We prioritise brownfield redevelopment and infill sites whenever feasible, never developing on greenfield sites to preserve valuable ecosystems. Our design process incorporates principles of sustainable urban planning, such as compact development, green infrastructure, and biodiversity enhancement, to create vibrant and resilient stores.

#### 6.3 Planning

Once the procurement of the site has been completed the process of preparing for the planning application begins. The planning process varies across the country, but common threads run through all applications. These include highways assessments drainage surveys, habitat surveys to inform our biodiversity net gain plan, air quality assessments and travel plans, to name just a few.

Urban regeneration is a key focus of our planning efforts. We seek to revitalise urban areas, enhancing community connectivity and liveability. Our stores aim to create an inclusive space that contributes to the social, economic, and environmental well-being of the surrounding area. As part of the planning process, we must demonstrate to the planning department the local economic benefits of the self storage facility in terms of job creation, business opportunities, and local economic development.



### Biodiversity net gain

We are committed to achieving biodiversity net gain in all our developments. By enhancing green spaces through green walls and roofs, creating additional wildlife habitats, and planting hedgerows and trees, we strive to increase biodiversity value beyond the pre-development baseline. Our aim is to leave a positive legacy by conserving and enhancing natural ecosystems for future generations. As part of the Ecology Report conducted at pre-planning for the Slough Farnham Road site 828 units were recorded. Although these 828 units were removed a further 2,354 units were planted and recorded on completion of the store to deliver a biodiversity net gain. With an additional 2,354 units deemed to be created an overall post-development score of 284% of the pre-development score was awarded. We were awarded an exemplary credit for this as part of BREEAM certification.

### 6.4 Design

We design our stores to prioritise energy efficiency and sustainability by incorporating green building standards and best practices into our designs. Big Yellow has set an external minimum commitment of BREEAM Very Good, as standard for all new builds, even where local planning does not demand a specific standard. A number of our stores have been built to BREEAM Excellent standard.

As part of this commitment, we consider optimising building orientation, including high-performance insulation, implementing energy-efficient lighting systems, and integrating renewable energy technologies where feasible. Our goal is to minimise energy consumption, reduce greenhouse gas emissions, and enhance the long-term sustainability of our properties.

### 6.5 Construction

During the construction of our stores, where possible, we select sustainable materials with low environmental impact, such as concrete with increased aggregate and recycled content, recycled steel, and non-toxic materials. Additionally, we implement construction practices that minimise waste generation, optimise material use, and prioritise responsible sourcing and disposal.

We have been required to complete Whole Life Cycle Assessments (“WLCA”) at RIBA Stages 2 and 4. This year we have decided to take this analysis a step further, by engaging our lifecycle consultants to complete full WLCAs at both RIBA stage 4 (detailed design) and RIBA stage 6 (post practical completion). We are making a commitment to reduce our embodied carbon in future construction and will be able to use the findings in these reports to find real world opportunities for carbon saving measures in future building designs.

### 6.6 Store sustainability and green store portfolio

Along with the environmental consideration of our new stores we also take pride in the ongoing sustainability of our whole estate. We share the details of this in our full ESG report in the appendix, which details all of the environmental credentials of each of our stores. We are continuously upgrading our older buildings through the removal of gas and upgrading of lighting as examples. We have been retrofitting solar to our stores for a number of years and at the end of a successful second phase of our battery pilot on our Slough Bath Road store, we will be able to start to deliver battery storage alongside our solar installations.

#### Energy Performance Certificates

This year we have conducted a large EPC recertification programme to ensure the EPC scores reflect the investment that has been made across the estate in generation and energy efficiency. We now have 103 stores\*, or 94% with a B or better Energy Performance Certificates. This year we are also able to boast, for the first time, six A+ EPC scores. This represents the highest possible performance under the UK’s Energy Performance Certificate framework. These stores generate more energy than they consume using the solar panels on their roofs.

\* Denotes values externally assured by SGS

# Environmental, Social and Governance Report continued

## 7. Our suppliers

Big Yellow recognises that it can have a significant impact on its suppliers and that its suppliers can represent an important asset to help Big Yellow to deliver its own environmental and social responsibilities.

We manage our suppliers on a decentralised basis, with each Department Head overseeing the onboarding, contracting and in-life management of their suppliers. Many of our suppliers have become trusted partners, having worked with us for many years.

In addition, our construction partners source a broad variety of materials from companies all over the world on our behalf. Whilst these goods are not sourced directly by us, some may be specified by us. We place great value on using recycled materials in our construction process and these are procured in accordance with our guidelines.



### 7.1 Highlights

- Our confidential Whistleblowing Helpline was used once in the last financial year, a thorough investigation was conducted and satisfactorily concluded.
- We have updated our spend-based Scope 3 Footprint assessment for 2023-24.
- We continue to deliver strong payment performance:
  - We paid 92.5% of invoices within 30 days and 7.2% between 30 and 60 days.
  - Our average time to pay an invoice was 23 days.

### 7.2 Supplier payment performance

We measure our payment performance to our suppliers on a quarterly basis. Prompt payment is especially important to our smaller suppliers, who may not have the cash flow to manage with very long payment terms.

Year ended 31 March	2023	2024	2025
Within 30 days	89%	92%	<b>92.5%</b>
Between 30 and 60 days	10%	8%	<b>7.2%</b>
Over 60 days	1%	0%	<b>0.4%</b>
Average time to pay an invoice	24 days	23 days	<b>23 days</b>

### 7.3 Supply chain risk

Our confidential Whistleblowing Helpline was used once in the last financial year, a thorough investigation was conducted and satisfactorily concluded.

### 7.4 Supply chain engagement

Regular meetings are held between suppliers and their Big Yellow contact. Appropriate external tendering is carried out for any new suppliers.

On anti-corruption and anti-bribery matters, we expect all our suppliers to be compliant with the Modern Slavery Act and we work closely with our suppliers to promote best practice. We have previously engaged with suppliers we had identified as being within potentially high-risk categories and carrying out audits of their compliance with these regulations and providing support to them. During the year we continued our work with our suppliers on supply chain ethics. No material issues were noted, albeit we have been working with them during the year to improve standards further.

We intend to continue to provide updates as part of our UK Modern Slavery Act Statement.



## 8. Our Health & Safety and information security

Big Yellow recognises the importance of maintaining high standards of Health & Safety for our customers, staff, contractors, and any visitors to our stores.

### 8.1 Highlights

- There were no “Fatal Injuries, Notices or Prosecutions” in any part of our operations during the year ended 31 March 2025.
- There were no high risk reportable Information Security breaches this year.\*

\* Denotes values externally assured by SGS

### Health & Safety

Our Health & Safety Committee reviews policies, risk assessments, performance, and records on a quarterly basis. The Policies cover two distinct areas – our routine store operations and our fit-out construction activities.

The Health & Safety Committee discuss and review any issues reported from our regular meetings held at Bagshot (our head office), Maidenhead (our distribution warehouse), the stores and our construction sites. Our Health & Safety Policy states that all employees have a responsibility for Health & Safety, but that managers have special responsibilities. The responsibilities of our CEO are to keep the Board advised on Health & Safety issues and to ensure compliance with the Policy in respect of Construction (via the Construction Director) and store operations (via the Head of Facilities and Head of Store Operations). Externally, other interested stakeholders include the Health & Safety Executive (“HSE”) and Local Government Authorities.

## 9. Benchmarks and standards

We have a number of Benchmarks and standards that we submit each year. Below is a summary of this year's rankings

Report	2021/22 score	2022/23 score	2023/24 score
GRESB	86% 4/5 gold stars	89% 5/5 gold stars	85% 4/5 gold stars
EPRA	Gold	Gold	Gold
CDP	B	A-	TBC*
FTSE4Good	3.1	3	3.1
ISS	C with Prime status	C with Prime status	C with Prime status
MSCI	A	BBB	BBB

\* We are currently in discussions with CDP about the 2024 score – appeals process expected to completed by July 2025

There are a number of factors that have impacted our MSCI score, including the way we disclose some of our metrics. We have completed a full review of our ESG content to ensure that we use the language MSCI are looking for in their review.

We have updated our risk and opportunities assessment as part of our commitment to implement the TCFD recommendations – for more information, please see the ‘Managing Risks and Opportunities’ section.

For Construction activities, we also sign up to BREAM standards and the Considerate Constructor Scheme (“CCS”); Slough Farnham Road is expecting a Very Good rating with a CCS score of 43/45.

### Data Protection and Information Governance

Big Yellow is committed to upholding information security and protecting personal data. Our Data Compliance Officer and the Head of IT ensure that staff are adequately trained in UK GDPR, data protection and information security.

We are certified to IASME Cyber Assurance Level 2 which is the highest level of certification for this qualification.

Our library of policies on UK GDPR and information security are reviewed and updated on an annual basis to ensure they remain relevant, fit for purpose and, in the ever-changing world of data protection legislation and technological advances, legally accurate.

The Group disclosed one minor information security breach in the past year in the interest of accountability and transparency. The ICO regarded this as no further action and were satisfied with our response. We have not had any high-risk reportable breaches in the year\*. We have cyber insurance in place in the event a breach should occur in the future.

\* Denotes values externally assured by SGS



## Environmental, Social and Governance Report continued

### 9.1 Science-Based Targets

Science-Based Targets (“SBT”) have increased in popularity as a way of businesses showing genuine commitment to reducing their emissions and impact on the wider world. The process of target verification is a rigorous one, completed by qualified individuals at the Science-Based Targets initiative. The process has multiple stages of scrutiny with each calculation and target pathway considered. We have now had our targets externally verified. Our public commitment is as follows:

#### Our commitment

Big Yellow Group PLC commits to:

- reduce absolute Scope 1 and 2 GHG emissions 70% by FY2032 from a FY2019 base year.
- reduce Scope 3 GHG emissions from purchased goods and services, capital goods, and fuel and energy related activities by 61.1% per square foot within the same time frame.

Scope of emission	Coverage of baseline	Type of target	2020 baseline	2032 target %	2032 target
Scope 1 & 2	100%	absolute	3,160 tCO <sub>2</sub> e	-70%	948 tCO <sub>2</sub> e
Scope 3	78%	intensity	3.3 kgCO <sub>2</sub> e /sq ft	-61.1%	1.3 kgCO <sub>2</sub> e /sq ft

#### Our Progress

To date we have been mainly focusing on our Scope 1 & 2 reductions with a big drive for gas removal and an increase in onsite solar generation. This is shown in our results last year, with our Scope 1 & 2 absolute figures reducing. We are making steady progress towards our Scope 1 & 2 SBT. We are now looking towards what we can focus on next year. Once we have removed gas from the estate we will need to focus our efforts in a new area of improvement for the estate.

Our Scope 3 figures are an intensity target. This means that any emissions that are generated through the construction of new storage space are somewhat abated by the increased square footage created, however when we invest in improving our existing stores, through, for example, adding solar and associated roof works, this has a negative impact on our Scope 3 emissions.

We have started the process of calculating our Scope 3 emissions for this year. We intend to report our Scope 3 results at the half year when we have a full understanding of the calculations and emissions conversion factors.

## 10. Legislation

Big Yellow has obligations under several regimes and regulations, namely:

- The Companies (Directors’ Report) and Limited Liability Partnerships (Energy and Carbon Report) Regulations 2018 (“SECR”);
- EU Energy Efficiency Directive, The UK Energy Savings Opportunities Scheme (“ESOS”);
- Energy Performance Certificate (“EPCs”) – please see ‘asset list & green store portfolio’ section in the full ESG report for more information.

## 11. Our stakeholders

This year, the Board of Directors has set out in the Governance section of our Annual Report and Accounts an overview of engagement activities with our key stakeholder groups. These are identified as (1) our employees, (2) our shareholders, (3) our customers, (4) our suppliers and (5) our communities. Please note that in our ESG Stakeholder assessment we also name ‘the Environment’ as well as local and national Government as further stakeholder groups, and their needs and our engagement activities are set out here.

As mentioned earlier we have undertaken a double materiality assessment last year which has included engagement with all of our stakeholder groups, through tailored questionnaires followed by interviews with a number of the stakeholders. These have been used to get into the detail of the questions answered in the questionnaire stage. We have been able to get a detailed understanding of what our stakeholders feel to be material both from the point of view of how the environment impacts Big Yellow but also how Big Yellow impacts its immediate environment and communities. Ten material topics were identified through the process. These are included at the beginning of this report and in detail in the full ESG report.

## Investors

The GRESB and CDP benchmarks inform our investor community of our general ESG performance, our governance approach, risk management protocols and a range of other indicators that give reassurance that our business is ‘sustainable’.

For more information on these benchmarks, please see the ‘Benchmarks, Legislation and Standards’ section above.

We have seen a shift in the level of environmental detail our investors are interested in. This is one of the reasons we have decided to align ourselves with the CSRD. We have also conducted CRREM pathway analysis from the year ended 31 March 2025 to give ourselves and our investors as much transparency about the impact our sustainability and environmental efforts are having on our estate.

The Directors run a programme of face-to-face investor engagement activities by holding roadshows following annual and interim reporting cycles and attend investor conferences and other ad-hoc meetings with investors, both in the UK and internationally.

We also provide specific information on request to other investor benchmarks, where available.

# Assurance Statement

## SGS United Kingdom Ltd's report on selected KPIs pertaining to sustainability activities in the sustainability report 2024/25 of Big Yellow Group PLC for the review period 1 April 2024 to 31 March 2025



### Nature of the assurance/verification

SGS United Kingdom Ltd (hereinafter referred to as SGS) was commissioned by Big Yellow Group PLC (hereinafter referred to as Big Yellow) to conduct an independent assurance of selected KPIs included in the report 'Sustainability Report 2024/25' (herein referred to as the report).

### Intended users of this assurance statement

This Assurance Statement is provided with the intention of informing all of Big Yellow Group PLC's Stakeholders.

### Responsibilities

The information in the Report and its presentation are the responsibility of the directors and the management of Big Yellow Group PLC, and SGS has not been involved in the preparation of any of the material included in the Report. Our responsibility is to express an opinion on the text, data, graphs and statements within the scope of verification with the intention to inform all of the Big Yellow Group PLC's stakeholders.

### Assurance standards, type and level of assurance

In obtaining a 'reasonable' and 'limited' level of assurance as indicated against each KPI in this engagement, we have used the guidance provided through the ISAE3000 (Revised, International Standard on Assurance Engagements) Assurance Engagements Other than Audits or Reviews of Historical Financial Information and standard EN ISO14064-3:2019 Specification with guidance for the validation and verification of Greenhouse Gas assertions, to establish conformance with the requirements of the applicable reporting criteria.

### Scope of assurance and reporting criteria

The scope of the assurance included evaluation of quality, accuracy and reliability of specified performance information as detailed below:

#### Reporting Criteria – GHG & Environmental KPIs

- 1 GHG Protocol – A Corporate Accounting & Reporting Standard.

#### Reporting Criteria – Social & Governance KPIs

- 1 None selected

### Specified performance information and disclosures included in scope

The scope of the assurance included data only for the following KPIs:

#### GHG & Environmental KPIs – reasonable level of assurance FY2024/25

- Total installed renewables capacity (kW)
- Number of solar retrofit stores between 2022-2025
- Estate EPCs with a B or above
- Absolute carbon dioxide emissions (tCO<sub>2</sub>e) (Store and non-store portfolio) – location-based
- Absolute carbon dioxide emissions (tCO<sub>2</sub>e) (Store and non-store portfolio) – market-based
- Store water supply and treatment (tCO<sub>2</sub>e)
- Store waste disposal (tCO<sub>2</sub>e)
- Store electricity consumption (MWh)
- Like for like store electricity consumption (MWh)
- Total store fuel consumption (MWh)
- Like for like total fuel energy consumption (MWh)
- Total amount of direct and indirect energy used in yr by current lettable area (MWh/m<sup>2</sup>/year)
- GHG intensity by current lettable area (location-based, store and non-store) (tCO<sub>2</sub>e/m<sup>2</sup>/year)
- Total direct GHG emissions (Store & Non-store) (tCO<sub>2</sub>e)
- Indirect GHG emissions (Scope 2) (Store) (tCO<sub>2</sub>e)

## Assurance Statement continued

### Social & Governance Indicators

FY2024/25

Community investment data:

- KPI – Free space donated for community or charity use (reported value, an equivalence of £869,944.00) – Limited level of assurance.
- KPI – Foundation matched funds from customer donations – raise a minimum of £220,000 a year (reported value, £394,878.18) – Reasonable level of assurance.

Sustainability linked funding:

- % of groups total debt facilities being green loans (67%) – Limited level of assurance

Information security:

- Reportable information security breaches ('0' reportable) – Limited level of assurance

### Assurance methodology

#### GHG & Environmental KPIs

CO<sub>2</sub> emissions from own operations and value chain were verified at a reasonable level of assurance according to standard EN ISO14064-3:2019 Specification with Guidance for the Validation and Verification of Greenhouse Gas Assertions, to establish conformance with the requirements of Big Yellow's reporting methodology as stated in its 'Basis of Reporting 2024/25' and the WRI/WBCSD GHG Protocol – A Corporate Accounting and Reporting Standard ('The WRI/WBCSD GHG Protocol'), within the scope of the verification. The materiality required of the verification was considered by SGS to be below 5%, based on the needs of the intended user.

The engagement included verification of emissions from anthropogenic sources of greenhouse gases included within the organisation's boundary and meeting the requirements of Big Yellow's 'Basis of Reporting 2024/25' and the WRI/WBCSD GHG Protocol. The organisational boundary was established following the operational control approach.

- Description of activities: Self Storage services
- Location/boundary of the activities: United Kingdom
- Physical infrastructure, activities, technologies and processes of the organisation: Self Storage stores and administrative offices
- GHG sources, sinks and/or reservoirs included:
  - Scope 1 – stationary combustion, mobile combustion and fugitive emissions;
  - Scope 2 – purchased electricity and solar generation;
  - Scope 3 – FERA, water and waste.
- Types of GHGs included: CO<sub>2</sub>, N<sub>2</sub>O, CH<sub>4</sub>, HFCs (PFCs, SF<sub>6</sub> and NF<sub>3</sub> are excluded)
- Directed actions: none

#### Social & Governance KPIs

The assurance comprised a combination of:

- Preliminary research and desk based reviews.
- Remote interviews with the head of sustainability, data compliance officer, financial accountant, the managers with responsibility for risk assessment, control, and reporting processes associated with the KPIs, metrics, and disclosures.
- Extended scrutiny around KPIs assured at a 'reasonable' level of assurance including bank reconciliation evidence.
- Remote interviews with the managers responsible for internal data collection for each KPI.
- Document review of relevant management systems, policies and procedures.
- Remote interrogation of and testing of relevant data collection systems and procedures, including interviews with relevant data analysts and data accuracy checking.
- Final data verification checks to ensure KPI data is accurate and aligns with expectations.
- Reviewing Report content against our findings and making recommendations for improvement.

Verification was conducted upon all KPIs within the verification scope as an evaluation of historical data and information to determine whether the reported KPI data is materially correct and conforms to the criteria described above. SGS' approach is risk-based, drawing on an understanding of the risks associated with modelling KPI information and the controls in place to mitigate these risks. Our examination included assessment, on a sample basis, of evidence relevant to the voluntary reporting of KPIs, including emission information. The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

## Limitations and mitigations

Financial data drawn directly from independently audited financial accounts has not been checked back to source as part of this assurance process. Note here any other specific limitations for the assurance engagement and actions taken to mitigate those limitations.

## Statement of independence and competence

The SGS Group of companies is the world leader in inspection, testing and verification, operating in more than 140 countries and providing services including management systems and service certification; quality, environmental, social and ethical auditing and training; environmental, social and sustainability report assurance. SGS affirm our independence from Big Yellow Group PLC, being free from bias and conflicts of interest with the organisation, its subsidiaries and stakeholders.

In conducting assurance engagements, SGS is governed by the 'SGS Code of Conduct' and the 'Assurance Ethical Code SAGSP2', which has been established with the requirements of the IESSA (International Ethics Standard for Sustainability Assurance), which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

At SGS assurance quality control is governed through the Sustainability Assurance Global Systems Procedure (SAGSP). This quality management system compliments the requirements of ISAEs and are designed to be as demanding as quality control requirements stipulated by ISO17029:2019, and the ISQM1.

The assurance team was assembled based on their knowledge, experience and qualifications for this assignment, and comprised auditors registered with relevant bodies. The assurance team comprised of; Lead Assurance Practitioners / Assessors – Indika Edussuriya, Laura Berns, and Technical Reviewers – Finn Han & Abdullah Buhidma.

## Findings and conclusions

### Assurance/verification opinion

#### GHG & Environmental KPIs

Big Yellow provided the GHG assertion based on the requirements of its 'Basis of Reporting 2024/25' and the WRI/WBCSD GHG Protocol. The GHG information for the period 1st April 2024 to 31st March 2025 disclosing gross emissions of 2,674 metric tonnes of CO<sub>2</sub> equivalent (Location-Based) and 718 metric tonnes of CO<sub>2</sub> equivalent (Market-Based) are verified by SGS to a reasonable level of assurance, consistent with the agreed verification scope, objectives, and criteria. Please note the emissions from non-store water consumption and waste disposal are excluded.

Verified emissions by Scope are as follows:

Scope 1 (store and non-store): 53 tCO<sub>2</sub>e

Scope 2 – Location-based (store and non-store): 1,956 tCO<sub>2</sub>e

Scope 2 – Market-based (store and non-store): 0 tCO<sub>2</sub>e

Scope 3 – Category 3 (FERA) (store and non-store): 651 tCO<sub>2</sub>e

Scope 3 – Water and Waste (excludes non-store facilities): 14 tCO<sub>2</sub>e

SGS concludes with reasonable assurance that the presented KPIs and CO<sub>2</sub> equivalent assertion is materially correct and is a fair representation of the KPI and CO<sub>2</sub> equivalent data and information and is prepared following the requirements of Big Yellow's 'Basis of Reporting 2024/25' and the WRI/WBCSD GHG Protocol.

We planned and performed our work to obtain the information, explanations, and evidence that we considered necessary to provide a reasonable level of assurance that the CO<sub>2</sub> equivalent emissions for the period 1 April 2024 to 31 March 2025 are fairly stated. This statement shall be interpreted with the CO<sub>2</sub> equivalent assertion of Big Yellow as a whole.

#### Social & Governance KPIs

On the basis of the methodology described and the verification work performed, nothing has come to our attention that causes us to believe that the specified performance information included in the scope of assurance is not fairly stated and has not been prepared, in all material respects, in accordance with the reporting criteria. Overall, the communication and presentation of information is appropriate to the size of the business, and its ESG impacts, risks and opportunities. We believe that the organisation has chosen an appropriate level and scope of assurance for this stage in their reporting.

Signed:

For and on behalf of SGS United Kingdom Ltd

**Liz Moran**  
Business Manager

Frimley, Surrey,  
14 May 2025  
www.sgs.com