

## Strategic Report (continued)

## Portfolio Summary – Big Yellow Stores

	2019				2018			
	Mature <sup>(1)</sup>	Established	Developing	Total	Mature	Established	Developing	Total
Number of stores	68	3	3	74	69	3	2	74
<b>At 31 March:</b>								
Total capacity (sq ft)	4,274,000	206,000	142,000	4,622,000	4,308,000	206,000	117,000	4,631,000
Occupied space (sq ft)	3,557,000	177,000	76,000	3,810,000	3,516,000	171,000	43,000	3,730,000
Percentage occupied	83.2%	85.9%	53.5%	82.4%	81.6%	83.0%	36.8%	80.5%
Net rent per sq ft	£27.32	£28.64	£22.31	£27.28	£26.87	£26.33	£17.63	£26.74
<b>For the year:</b>								
REVPAF <sup>(2)</sup>	£26.61	£26.95	£11.58	£26.19	£25.32	£23.67	£11.65	£25.05
Average occupancy	83.6%	83.1%	45.7%	82.5%	81.4%	79.2%	30.8%	80.9%
Average annual rent psf	£27.21	£28.08	£20.59	£27.14	£26.48	£25.93	£17.46	£26.37
	£000	£000	£000	£000	£000	£000	£000	£000
Self storage income costs (excluding depreciation)	97,957	4,836	1,279	104,072	92,836	4,252	629	97,717
Other storage related income <sup>(3)</sup>	16,150	704	292	17,146	15,726	621	147	16,494
Ancillary store rental income	452	39	1	492	499	25	–	524
Total store revenue	114,559	5,579	1,572	121,710	109,061	4,898	776	114,735
Direct store operating costs (excluding depreciation)	(33,278)	(1,315)	(1,035)	(35,628)	(31,333)	(1,414)	(412)	(33,159)
Short and long leasehold rent <sup>(4)</sup>	(1,990)	–	–	(1,990)	(2,101)	–	–	(2,101)
Store EBITDA <sup>(5)</sup>	79,291	4,264	537	84,092	75,627	3,484	364	79,475
Store EBITDA margin	69.2%	76.4%	34.2%	69.1%	69.3%	71.1%	46.9%	69.3%
<b>Deemed cost</b>	£000	£000	£000	£000				
To 31 March 2019	585.5	46.8	41.7	674.0				
Capex to complete	–	–	0.5	0.5				
Total	585.5	46.8	42.2	674.5				

(1) The mature stores have been open for more than six years at 1 April 2018. The established stores have been open for between three and six years at 1 April 2018 and the developing stores have been open for fewer than three years at 1 April 2018. The Group's mature Battersea store was closed for redevelopment in the year. It is excluded from occupancy, but its revenue and costs up to the date of closure are included in the above.

(2) See glossary in note 33.

(3) Insurance, packing materials and other storage related fees.

(4) Rent for six mature short leasehold properties accounted for as investment properties and finance leases under IFRS with total self storage capacity of 339,000 sq ft, and a long leasehold lease-up store with a capacity of 64,000 sq ft. The EBITDA margin for the 62 freehold mature stores is 71%, and 52% for the six leasehold mature stores. During the year the Group acquired the freehold of its mature New Malden store.

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

	Year ended 31 March 2019 £000			Year ended 31 March 2018 £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>(6)</sup>	121,710	3,704	125,414	114,735	1,925	116,660
Cost of sales <sup>(7)</sup>	(35,628)	(2,517)	(38,145)	(33,159)	(2,515)	(35,674)
Rent <sup>(8)</sup>	(1,990)	1,990	–	(2,101)	2,101	–
	84,092	3,177	87,269	79,475	1,511	80,986

(6) See note 3 of the financial statements, reconciling items are management fees and non-storage income.

(7) See reconciliation in cost of sales section in Financial Review on page 38.

(8) The rent shown above is the cost associated with leasehold stores, only part of which is recognised within gross profit in line with finance lease accounting principles. The amount included in gross profit is shown in the reconciling items in cost of sales.

## Strategic Report (continued)

## Portfolio Summary – Armadillo Stores

	2019	2018
Number of stores	22	22
<b>At 31 March:</b>		
Total capacity (sq ft)	963,000	963,000
Occupied space (sq ft)	723,000	712,000
Percentage occupied	75.1%	73.9%
Net rent per sq ft	£17.50	£16.97
<b>For the year:</b>		
REVPAF	£15.63	£15.09
Average occupancy	75.7%	76.0%
Average annual rent psf	£17.33	£16.61
	£000	£000
Self storage income	12,645	10,677
Other storage related income	2,349	2,015
Ancillary store rental income	63	72
Total store revenue	15,057	12,764
Direct store operating costs (excluding depreciation)	(5,949)	(5,003)
Leasehold rent	(483)	(497)
Store EBITDA <sup>(1)</sup>	8,625	7,264
Store EBITDA margin	57.3%	56.9%
<b>Cumulative capital expenditure</b>	£m	
To 31 March 2019	71.4	
To complete	0.4	
Total capital expenditure	71.8	

(1) Store earnings before interest, tax, depreciation, amortisation, and management fees charged by Big Yellow to the Armadillo portfolios (see note 27).

(2) The Group has a 20% interest in Armadillo. The figures shown above represent 100% of Armadillo's performance.