

Our Investment Case

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 environments.

How we do it:

1 Attractive market dynamics

- UK self storage penetration in key urban conurbations remains relatively low
- Limited new supply coming onto the market
- Resilient through the last economic downturn and resilient to date in the current crisis
- Self storage is more part of the ecosystem today than it was in 2008 with increased domestic and business awareness

2 Our competitive advantage

- UK industry's most recognised brand with over 90% of enquiries now online
- Prominent stores on arterial or main roads, with extensive frontage and high visibility
- Continuous innovation and investment into our mobile and desktop digital channels
- Strong customer satisfaction and NPS scores reflecting excellent customer service
- 5.8 million sq ft UK footprint (Big Yellow and Armadillo combined)
- Primarily freehold estate concentrated in London and South East and other large metropolitan cities
- Larger average store capacity – economies of scale, higher operating margins
- Secure financing structure with strong balance sheet

3 Evergreen income streams

- 56,500 customers from a diverse base – individuals, SMEs and national customers
- Average length of stay for existing customers of 28 months
- 35% of customers in stores greater than two-year length of stay
- Low bad debt expense (0.2% of revenue in the year), no significant deterioration since onset of current crisis

4 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
- Growth in national customers and business customer base
- Increasing the platform with a conservative capital structure
- Growth in our Armadillo platform

5 Conversion into quality returns

- Freehold assets for high operating margins and operational advantage
- Low technology and obsolescence product, maintenance capex fully expensed
- Annual compound adjusted eps growth of 15% since 2004/5
- Annual compound cash flow growth of 15% since 2004/5
- Dividend pay-out ratio of 80% of adjusted eps