

# Big Yellow Group PLC

A nighttime photograph of a modern, multi-story self-storage building. The building features a curved facade with a prominent yellow and white checkered pattern along the top edge, which is illuminated. The words "SELF STORAGE" are displayed in large, illuminated letters on the upper part of the building. A sign on the side of the building reads "BIG YELLOW'S SELF STORAGE". Below this, a vertical sign says "Get more space in your life." and "Open 7 days a week". In the foreground, there is a road with light trails from passing vehicles, and a sign for "Checkablock?" is visible. The scene is set under a dark sky, with the building's lights providing the primary illumination.

Results for the Year ended 31 March 2012  
22 May 2012

# Highlights

- Occupancy growth of 328,000 sq ft across all stores (2011: growth of 215,000 sq ft)
- The 51 wholly owned stores open at 1 April 2011 have grown in occupancy from 59.3% to 64.9% at 31 March 2012
- Store revenue for the year up 8% to £64.3 million (2011: £59.6 million)
- Store revenue for the fourth quarter increased by 10% to £16.1 million from £14.6 million for the same quarter last year
- Store revenue for the second half of the year of £32.4 million up 9% compared to the second half of the prior year of £29.7 million
- Revenue of £65.7 million, an increase of £3.8 million (6%) compared to £61.9 million for the prior year
- Store REVPAF up 5% to £19.43 (2011: £18.47)
- Store EBITDA up 10% to £40.8 million (2011: £37.1 million)



# Highlights

- Adjusted profit before tax of £23.6 million up 17% (2011: £20.2 million)
- Adjusted EPRA earnings per share up 18% to 18.22 pence (2011: 15.49 pence)
- Cash inflows from operating activities (after interest) increased by 17% to £27.4 million (2011: £23.5 million)
- Group net debt increased by £7.9 million to £273.9 million (2011: £266.0 million)
- Final dividend of 5.5 pence per share declared (2011: 5 pence per share), full year dividend of 10 pence per share (2011: 9 pence per share)
- New £100 million 15 year loan facility secured with Aviva Commercial Finance Limited
- In August 2011, we acquired 1.4 million shares in the Company at an average price of 260p. These are currently being held in treasury
- Adjusted net assets per share down 4.6% to 429.2 pence (2011: 449.8 pence)



# Financing Strategy

- Refinancing
  - Groundbreaking £100 million, 15 year loan secured from Aviva on a portfolio of 15 stores at a fixed cost of 4.9%
  - Next stage to achieve medium term 6-7 year loan of £50-£60m with 3-4 year senior bank debt at £150-£160m in 2012
- Debt Reduction
  - Target pre-interest cash flow cover of at least 4 times in 2-3 years
  - Refinancing will determine weighted average cost of interest
  - This and operating performance will determine optimum debt level (£245 – £260 million) in 2014-15
- Capital Structure



# Dividend

- Total declared dividend of 10p per share, Property Income Dividend (PID) element of 9p
- Progressive dividend for next couple of years
- An objective of an 80% distribution of eps 2014-15

## Current Dividend Cover

**Year to  
31 March  
2012**

On EPRA earnings per share

1.8x

On Operating cash flow after finance costs

2.1x



# Quality of Earnings

- Operating branded store platform - not a recycler of assets
- Own assets freehold for high operating margins and operational advantage
- “Evergreen” income
  - 36,000 customers (32,000 in wholly owned stores)
  - Average length of stay for existing customers of 19 months
  - 37% of customers in established stores > 3 year length of stay
  - Low bad debt expense – 0.06% of revenue in the year
- Low technology and low obsolescence product, maintenance capex fully expensed
- Annual compound eps growth of 12% over the last five years
- Annual compound cash flow growth of 17% over the last five years



# Resilient Performance

	<b>Year to March 2012</b>	<b>Year to March 2008</b>	<b>%</b>
Total Store Revenue (£000)	64,273	55,159	17%
Total Occupied Space (sq ft)	2,458,000	1,850,000	33%
Free Cash Flow (£000)	27,388	14,388	90%
Adjusted EPS	18.22p	11.72p	55%
Dividend	10p	9.5p	5%



# Portfolio Summary

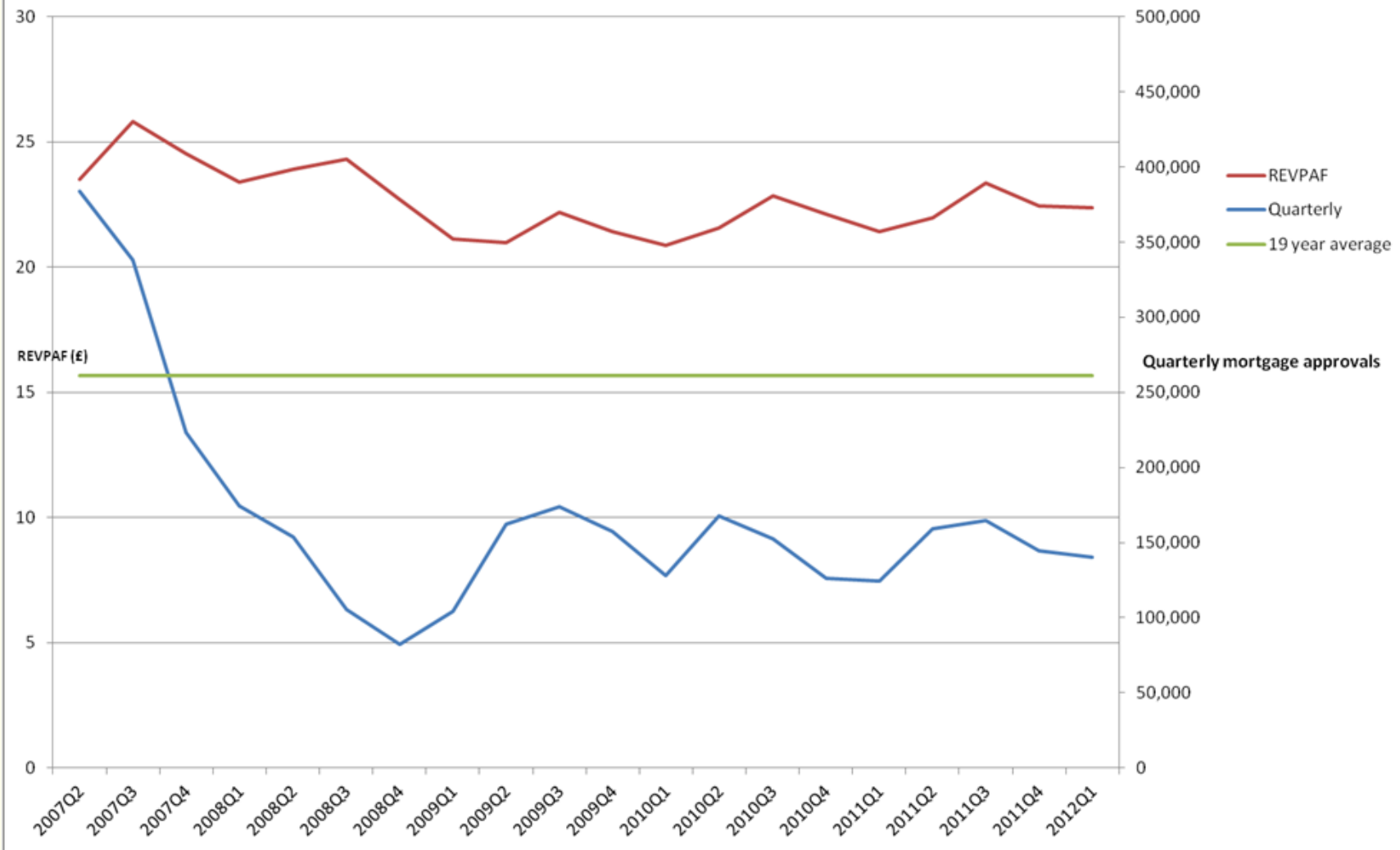
<b>Wholly Owned Stores</b>	March 2012 Established	March 2012 Lease-Up	<b>March 2012 Total</b>	March 2011 Established	March 2011 Lease-Up	March 2011 Total
<b>Number of stores</b>	32	21	<b>53</b>	32	19	51
<b>At 31 March:</b>						
Total capacity (sq ft)	1,941,000	1,417,000	<b>3,358,000</b>	1,941,000	1,288,000	<b>3,229,000</b>
Occupied space (sq ft)	1,442,000	691,000	<b>2,133,000</b>	1,381,000	534,000	<b>1,915,000</b>
Percentage occupied	74.3%	48.8%	<b>63.5%</b>	71.1%	41.5%	<b>59.3%</b>
Net rent per sq ft	£26.44	£26.78	<b>£26.49</b>	£26.34	£27.92	<b>£26.78</b>
Annualised revenue (£000)	44,062	22,077	<b>66,139</b>	42,154	17,801	<b>59,955</b>
<b>For the year:</b>						
REVPAF	£22.56	£14.99	<b>£19.43</b>	£21.93	£13.26	<b>£18.47</b>
Average annual rent psf	£26.52	£27.49	<b>£26.81</b>	£26.32	£28.22	<b>£26.82</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Total store revenue	43,793	20,480	<b>64,273</b>	42,558	17,064	<b>59,622</b>
Direct store operating costs (excluding depreciation)	(13,366)	(8,064)	<b>(21,430)</b>	(13,046)	(7,415)	<b>(20,461)</b>
Short and long leasehold rent	(2,039)	(45)	<b>(2,084)</b>	(1,990)	(45)	<b>(2,035)</b>
Store EBITDA	28,388	12,371	<b>40,759</b>	27,522	9,604	<b>37,126</b>
Store EBITDA margin	64.8%	60.4%	<b>63.4%</b>	64.7%	56.3%	<b>62.3%</b>



### Established store REVPAF vs 12 month rolling GDP



## Established store REVPAF vs house purchase mortgage approvals



# Financial Review



# Consolidated Income Statement

	<b>Year ended:</b>	
	<b>31.03.12</b>	<b>31.03.11</b>
	£m	£m
Revenue	65.7	61.9
Cost of Sales	(23.5)	(22.7)
Admin Expenses	(7.1)	(7.1)
<hr/>		
Underlying Operating Profit	35.1	32.1
Revaluation Deficit	(51.4)	(16.0)
Gains on Surplus Land	0.5	0.1
Net Finance Costs	(11.2)	(11.3)
Fair Value Movement on Derivatives	(8.0)	0.2
Share of Associate's (Losses) / Profits	(0.6)	1.8
<hr/>		
(Loss) / Profit before Tax	(35.6)	6.9
Taxation	-	-
<hr/>		
(Loss) / Profit for the Year	(35.6)	6.9
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Adjusted Profit before Tax	23.6	20.2
<hr/>		
Adjusted EPS	18.22p	15.49p
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# Per Store Analysis

	<b>All established stores</b>	<b>Lease-up stores</b>
Number of Stores	32	21
Average Store Capacity	60,656	67,476
Closing sq ft occupied per store	45,063	32,905
% Occupancy	74.3%	48.8%
Revenue per store	£1,369,000	£975,000
EBITDA per store	£887,000	£589,000
EBITDA margin	65%	60%

- The average UK self storage centre has a capacity of approximately 40,000 sq ft
- Within the established stores the freehold margin is 71% and the leasehold margin 44%
- 17 of the 21 lease-up stores are in London. All 21 of the lease-up stores are freehold



# Movement in Adjusted Profit Before Tax

	£m
Adjusted PBT - year ended 31 March 2011	20.2
Gross profit increase	3.0
Increase in net interest payable	(0.1)
Increase in capitalised interest	0.2
Reduction in share of BYLP recurring loss	0.3
Adjusted PBT - year ended 31 March 2012	<hr/> 23.6 <hr/>



# Proforma Cost of Funding Post Aviva Loan

	<b>Amount of Debt</b>	<b>Weighted Average Interest Cost</b>	<b>Amount of Debt At March 2011</b>	<b>Weighted Average Interest Cost At March 2011</b>
	<b>£m</b>	<b>%</b>	<b>£m</b>	<b>%</b>
Aviva Debt	100	4.9	-	-
Fixed Rate Debt	90	4.1	190	4.5
Floating Debt	100	1.9	85	1.7
Total Debt	290	3.7	275	3.6



# Cashflow and Net Debt Movement

	<b>Year ended: 31.03.12</b>	<b>Year ended: 31.03.11</b>
	<b>£m</b>	<b>£m</b>
Opening Net Debt	(266.0)	(269.4)
Cash from Operations	38.9	34.9
Interest (Net)	(11.5)	(11.4)
Free Cash Flow	<b>27.4</b>	<b>23.5</b>
Dividends Paid	(12.2)	(10.3)
Total Capital Expenditure	(23.6)	(13.3)
Surplus Land Sales	5.4	4.5
Investment in Partnership	(1.2)	(1.0)
Purchase of Own Shares	(3.7)	-
Closing Net Debt	(273.9)	(266.0)



# Valuation Summary of Open Stores

	£m	£m
Open store valuations pre-impact of VAT	773.0	
Revaluation movement pre-impact of VAT		(2.9)
Open store valuations assuming implementation of VAT	726.4	
Revaluation movement assuming implementation of VAT		(46.6)
Total revaluation movement in year for the open store portfolio		(49.5)



# Movement in Adjusted EPRA NAV per Share

	£m	EPRA Adjusted NAV Per Share
Adjusted NAV at 31 March 2011	591.4	449.8
Revaluation Movements (including share of BYLP)	(51.9)	(39.7)
Purchaser's Costs Adjustment (net movement)	(2.0)	(1.5)
Adjusted Profit	23.6	18.1
Dividend	(12.2)	(9.3)
Share Buyback	(3.7)	2.0
Capital Goods Scheme Adjustment	14.0	10.7
Other Movements (e.g. share options)	1.8	(0.9)
Adjusted NAV at 31 March 2012	561.0	429.2



# Banking Covenants

- The Group was comfortably in compliance with its banking covenants at 31 March 2012:

	Covenant	At 31 March 2012
Minimum income cover on Tranche B properties	1.5 x	3.67x
Minimum net assets (excluding goodwill)	£250 million	£493.1 million
Maximum gross loan to net assets gearing	1.3:1	0.58:1

- The covenants on the Aviva loan are in line with the Group facility but also include an LTV covenant of 65% on the Aviva assets (currently 44%) and a debt service cover ratio (interest and amortisation) covenant of 1.2x (currently 1.9x)



# Group Capital Structure

**Conservative balance sheet with strong income cover**

	<b>31.03.12</b>	<b>31.03.11</b>
Net Debt / Gross Property Assets	35%	33%
Net Debt / Adjusted Net Assets	49%	45%
Group EBITDA cover for the period	3.1x	2.8x

- Gearing would have remained broadly unchanged from March 2011 without the impact of VAT on the property valuations



# Portfolio Summary - BYLP

	<b>March 2012</b>	<b>March 2011</b>
<b>Number of stores</b>	<b>12</b>	<b>11</b>
<b>As at 31 March:</b>		
Total capacity (sq ft)	<b>743,000</b>	683,000
Occupied space (sq ft)	<b>325,000</b>	215,000
Percentage occupied	<b>43.7%</b>	31.5%
Net rent per sq ft	<b>£18.12</b>	£18.70
Annualised revenue (£000)	<b>7,308</b>	5,066
<b>For the year:</b>		
REVPAF	<b>£9.11</b>	£6.64
Average annual rent psf	<b>£18.12</b>	£19.01
	<b>£000</b>	£000
Total store revenue	<b>6,539</b>	4,134
Direct store operating costs (excluding depreciation)	<b>(3,937)</b>	(3,181)
Store EBITDA	<b>2,602</b>	953
Store EBITDA margin	<b>39.8%</b>	23.1%



# Big Yellow Limited Partnership

<b>Big Yellow 33.3% Interest</b>	<b>£000</b>
Investment at 1 April 2011	14,931
Subscription for capital and advances	1,167
Share of operating profit	601
Net interest payable and fair value of derivatives	(723)
Loss on revaluation	(480)
Share of Partnership net assets at 31 March 2012	<u>15,496</u>

- Total Big Yellow equity investment to date of £14.8 million





# Stores and Operations

# VAT

- Proposed change to make self storage standard rated from 1 October 2012
- Joint representation submitted with Safestore to HMRC and Treasury. BPF and Self Storage Association also challenging
- All major competitors affected; 70% of industry
- Assuming it does take effect, our actions:
  - Business customers would not be affected (30% of revenue)
  - VAT burden would be shared with domestic customers
  - Yield management initiatives to mitigate potential impact, continued revenue performance key
- Silver Lining?
  - We would receive back a proportion of VAT not recovered on capex in past
  - Reduced cost of new development; 20% VAT saving



# Pricing Strategy

- Industry now fully transparent with pricing online
- Existing customer price increases to continue on a rolling basis
- Standard offer across all stores
  - 50% off for up to 8 weeks, varies with store occupancy
- Dynamic Pricing – positive and negative
- Focus on REVPAF continues
- Net rent per sq ft has increased by 1.5% since 31 March 2012



# Improved Year-on-Year Move-in Activity

	<b>Year ended 31 March 2012</b>	Year ended 31 March 2011	Increase	Year ended 31 March 2010
<b>Move-ins</b>				
April to June	<b>11,081</b>	10,991	1%	9,357
July to September	<b>12,661</b>	11,981	6%	9,919
October to December	<b>10,195</b>	8,845	15%	8,042
January to March	<b>10,149</b>	8,685	17%	8,279
<b>Total</b>	<b>44,086</b>	40,502	9%	35,597

- Move-ins in April 2012 were up 17% on April 2011
- Data for like-for-like wholly owned stores



# Chiswick – 75,000 sq ft



# New Cross – 60,000 sq ft



# Stockport - 60,000 sq ft

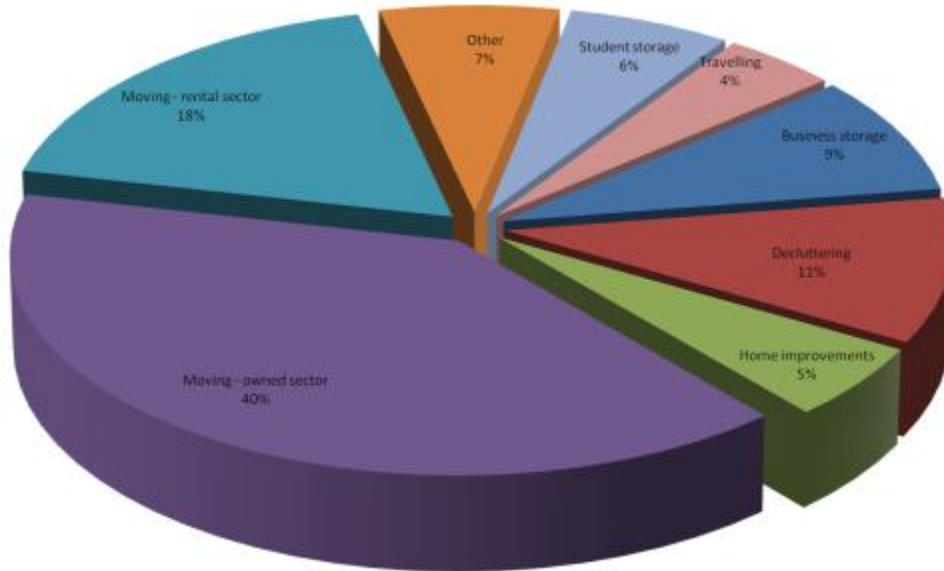


# Big Yellow Self Storage Users

Overall Occupied Space at 31 March 2012



Demand Profile of Move-ins - April to March 2012

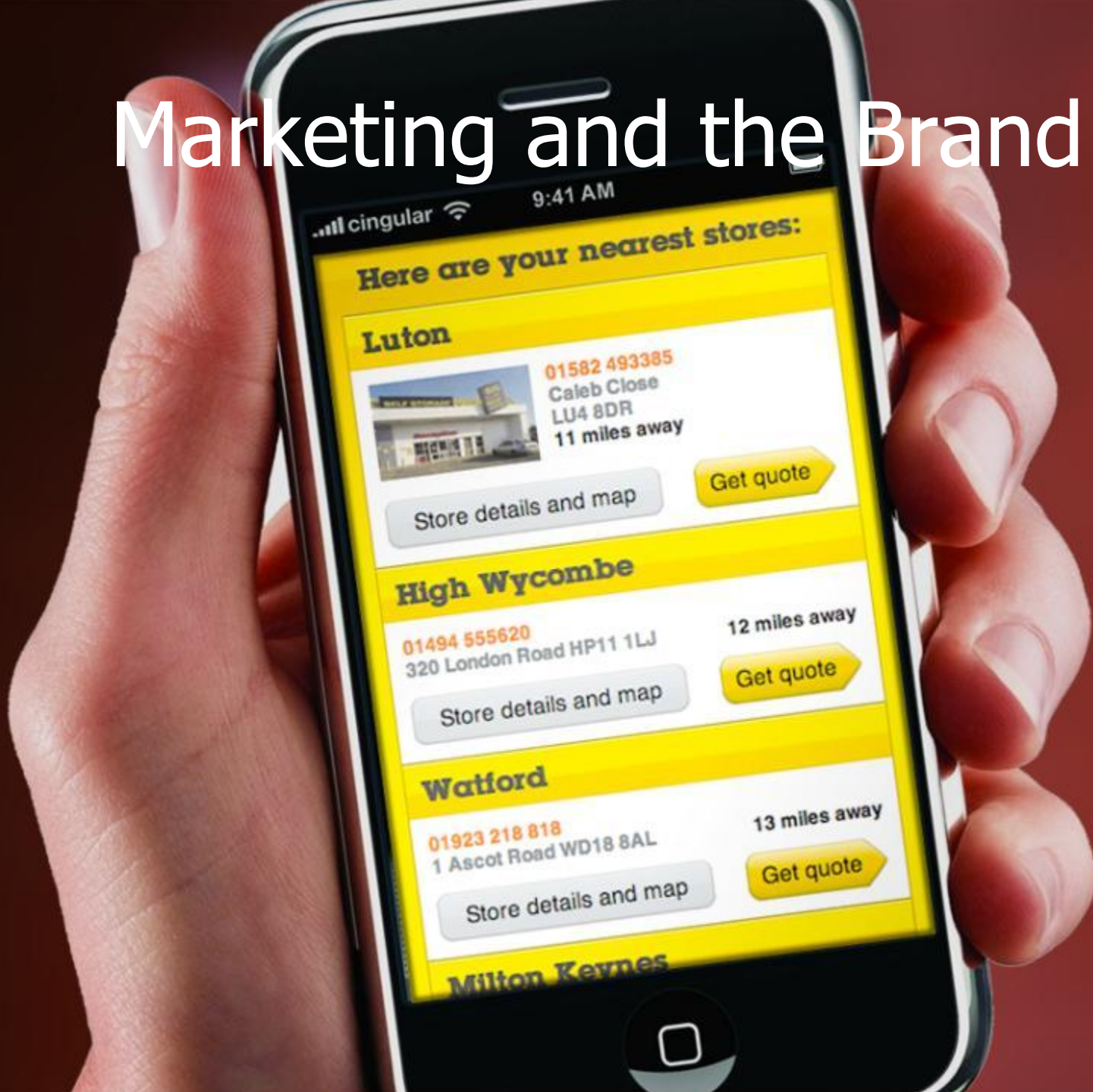


## April to March 2011

Moving - owned sector	37.97%
Moving - rental sector	18.57%
Student storage	6.30%
Decluttering	11.03%
Business storage	8.65%
Other	6.54%
Home improvements	5.90%
Travelling	5.05%



# Marketing and the Brand



# Better Targeting and Website Performance are Reducing Cost per Acquisition

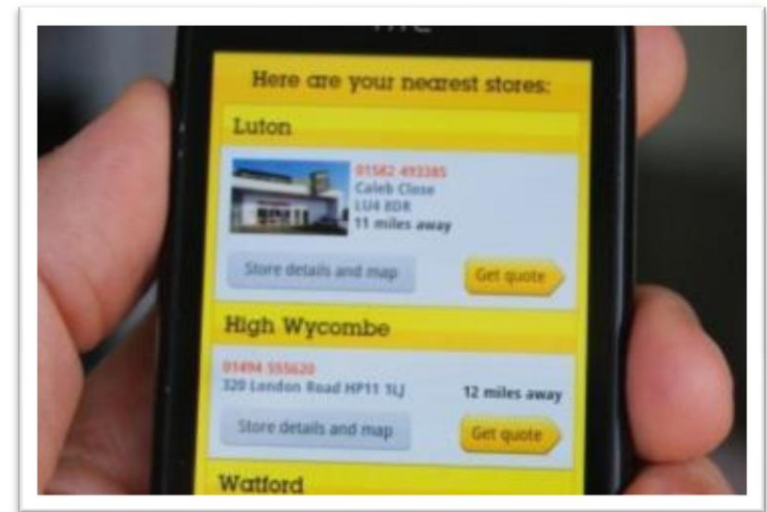
- Competitive advantage from top positions in Google's natural and paid for listings. Search accounts for 70% of web traffic
- Google searches for Self Storage are up 20% year on year
- Big Yellow continues to capture largest share (42%) of on-line activity\*
- Targeted online display advertising to those most likely to need self storage
- The web journey is constantly analysed and tested to improve user experience and on-site conversion
- Cost per acquisition through web channel down 25% year on year

\*Source: Hitwise (week ending 12<sup>th</sup> May 2012)



# Big Yellow Mobile

- 15% of *all* searches are now made on a mobile device\* and 14% of self storage search queries \*\*
- Big Yellow's mobile site launched in October 2011
- Mobile friendly site providing store locations, customer reviews and real time quotes
- The mobile site currently accounts for 23% of total web traffic, up from 14% at launch in October 2011



\*source: Marin Software, 'The State of European Mobile Search Advertising Report' March 2012

\*\* Google data January to March 2012

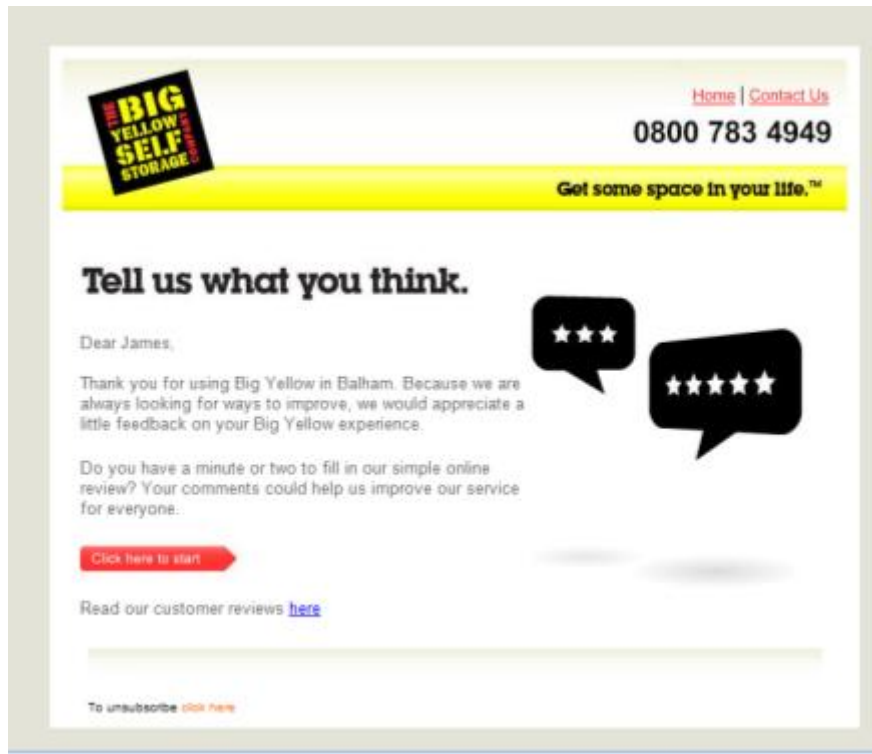


# Growing the Business Customer Base

- Dedicated business web section
- Established organic search listings on page 1 of Google for most popular business storage related terms
- Increased investment in paid search for business terms
- Banners advertising “business and home storage” on store exteriors
- Business prospects up 41% between Q1 and Q4 2011/12



# Customer Reviews Provide Real Time Insight and Influence New Prospect Behaviour



**6,400 reviews**

Average customer service rating is 4.7 out of 5



# Innovative Marketing

**Box it up.**

C D R A O B D A E H  
S E H T O L C N A P  
L L R E K A E P S R  
A B T O Y S T O C E  
M A V T **P I A N O** C  
P T O B Y J U G S O  
E L B A T S Q V O R  
K I F I H D B C F O  
O B E D S V B R A S  
W O L L I D A M R A

ARMADILLO	<del>PIANO</del>
BBQ	RECORDS
BEDS	SPEAKERS
CD	SOFA
CLOTHES	TABLE
COT	TOBYJUGS
DVDS	TOYS
HEADBOARD	TV
HIFI	VCR
LAMP	WOK
PAN	



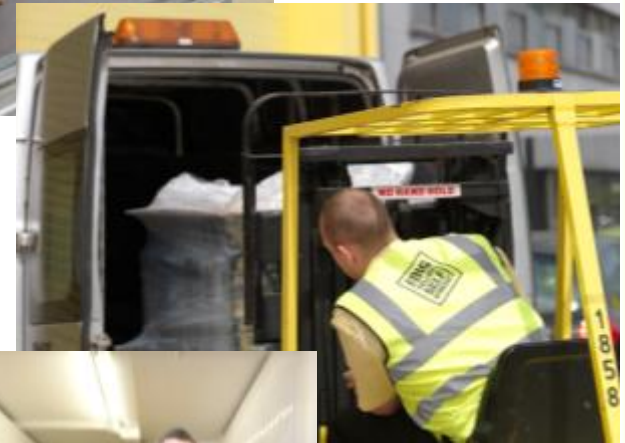
bigyellow.co.uk 0800 783 4949

Get some space in your life.



# National Accounts

- Helping businesses to store at multiple locations
- Easy set up for new recruits and new locations
- One contract, one invoice, one point of contact
- We take deliveries, saving the clients' need to be on site

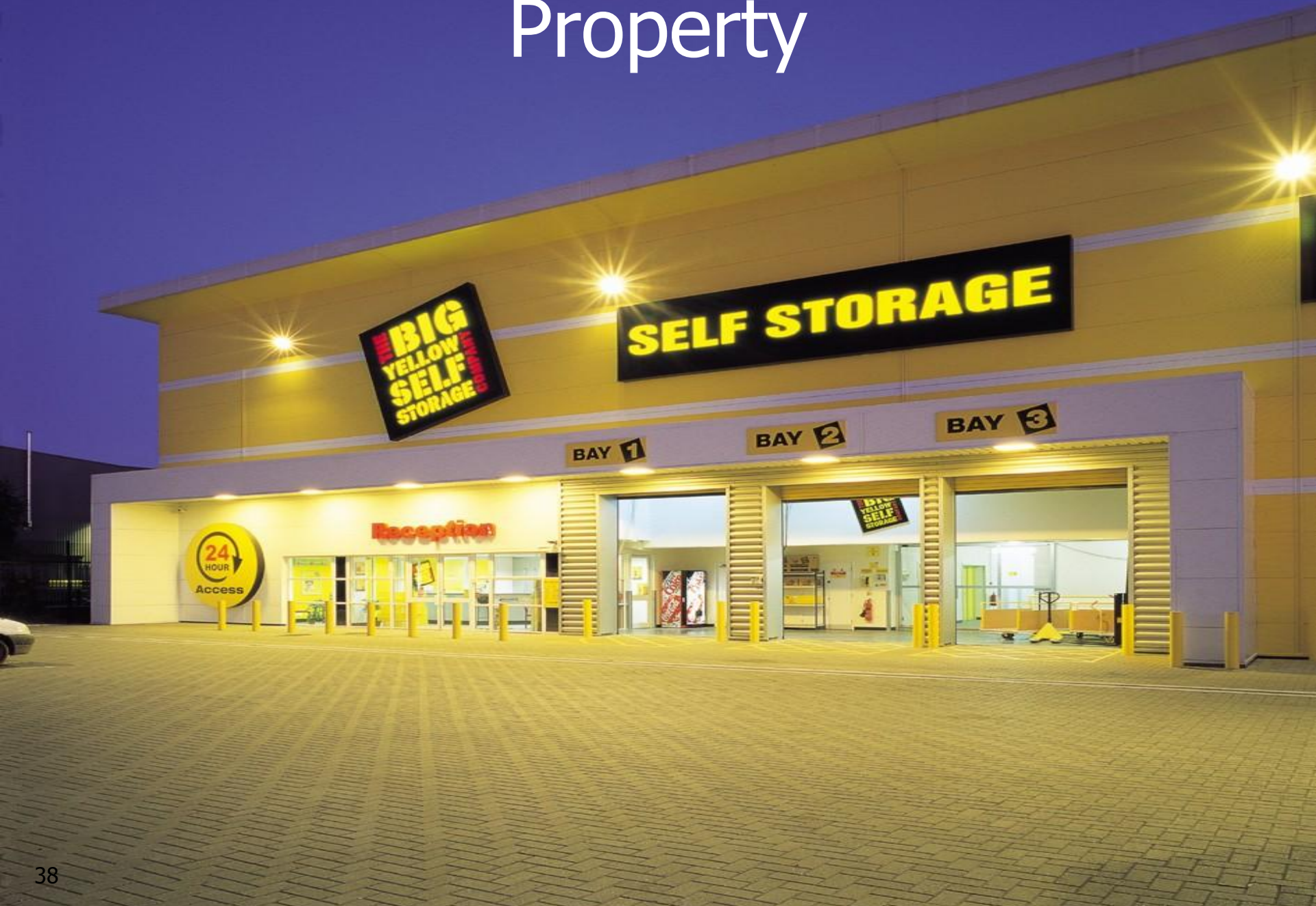


# The Big Yellow Customer Support Team

- Customer Support Centre open Sundays and late weekday evenings for customer convenience
- Over the year to 31 March 2012 calls are up 28% year on year
- Customer Support Team make 1 in every 6 reservations for the business
- Continuing investment in call handling technologies



# Property



# Property Summary

- Since September 2007, we have opened 23 stores, 12 in the wholly owned Group and 11 in the Partnership, adding 1.6m sq ft of self storage capacity
- 71% of total built-out capacity within the M25 in the wholly owned Group
- 73% of revenue from London, 89% from London and the South East
- 74% of vacant space in London
- £5.4m received in the year on surplus land sales, a further £12.1m sales exchanged with £2.8m of costs to complete at Richmond, and completion expected in July. £7.6m of surplus land across three sites to be sold in due course
- 94% freehold (including three long leaseholds), based on 31 March 2012 book values; all stores in development are freehold
- New site acquisitions



# Valuations

	<b>32 Established store portfolio</b>	<b>21 Lease-Up store portfolio</b>	<b>All 53 wholly owned stores</b>
Valuation at 31 March 2012	£401.8m	£324.6m	£726.4m
Occupancy at 31 March 2012	74.3%	48.8%	63.5%
Stabilised occupancy assumed in valuations	83.0%	81.6%	82.4%
Initial yield pre admin expenses	6.8%	4.4%	5.7%
Stabilised yield assuming no rental growth	8.1%	8.6%	8.3%



# Conclusion

- Steady growth in a sub-optimal economic environment
- Focus on occupancy, revenue and cash flow growth from existing platform
- Quality of earnings – income security through the downturn
- Refinancing in 2012, significant first stage completed with Aviva
- Objective to achieve dividend step up to 80% of eps in 2014-15



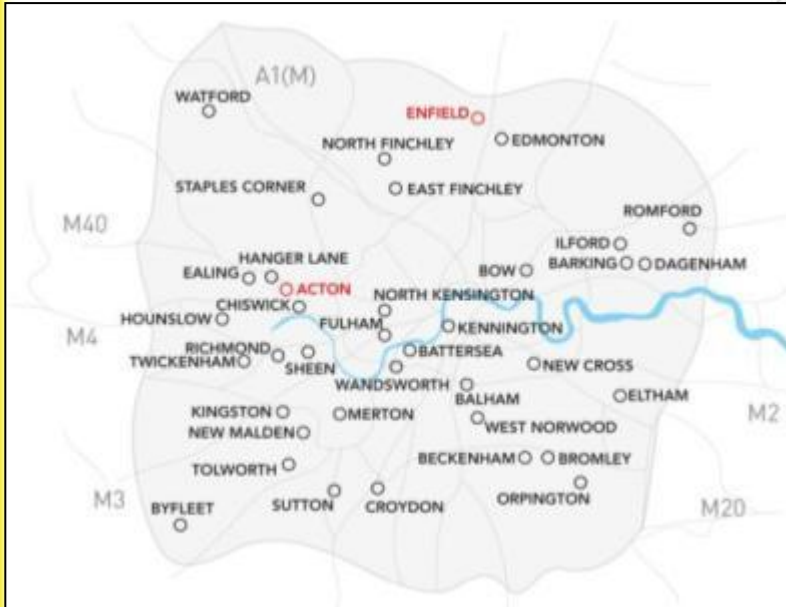


Questions?



# Appendix

# Big Yellow Stores May 2012



**KEY**

- > London stores
- > 54 Wholly owned stores
- > 4 Wholly owned stores under development
- > 12 Stores trading in Big Yellow Limited Partnership
- > 10 Managed Armadillo stores

London - 38 stores and sites

Outside London - 42 stores and sites



# Customer Average Length of Stay

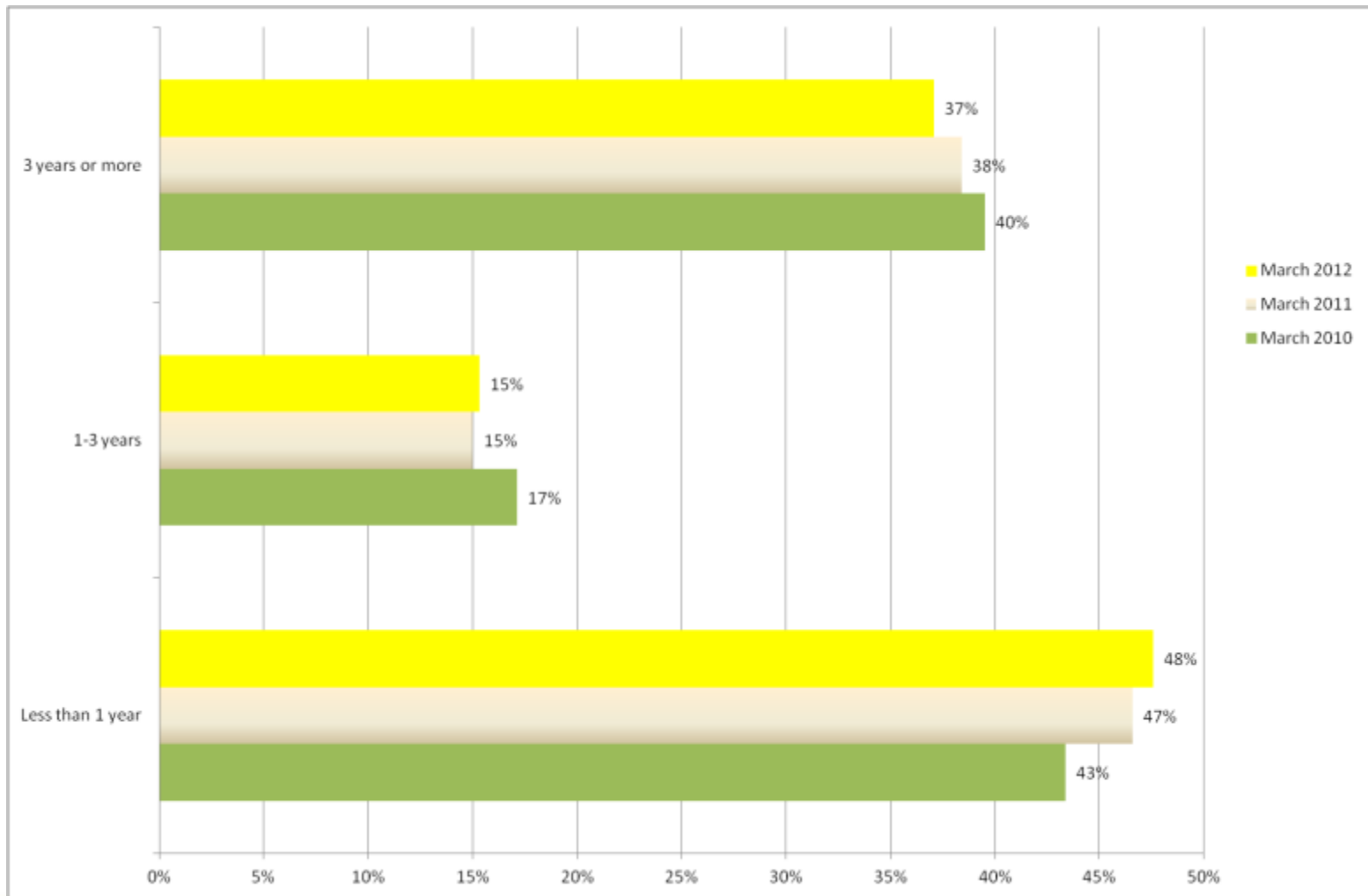
As at  
31/03/2012

Stores (N° of Months)

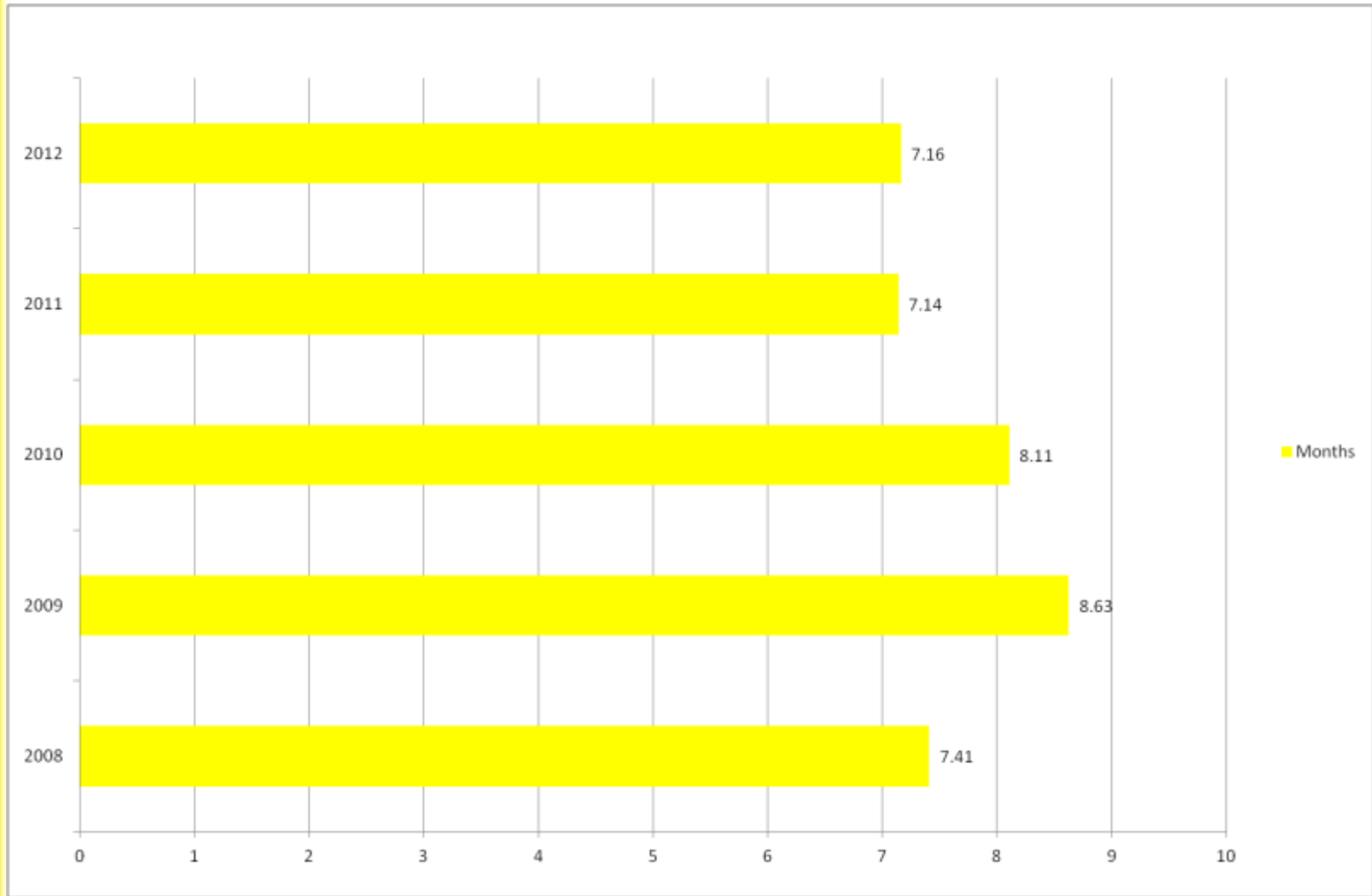
		< 1 Year	1-2 Years	2-5 Years	>5 Years	Portfolio	31 March 2011
<b>N° of Stores</b>		<b>3</b>	<b>2</b>	<b>18</b>	<b>42</b>	<b>65</b>	<b>62</b>
<b>Domestic</b>	Existing	2.5	5.8	10.1	21.4	<b>18.6</b>	18.8
	Vacated	1.4	2.9	4.4	6.7	<b>6.5</b>	6.5
	Total	2.2	4.0	5.6	8.2	<b>7.9</b>	7.9
<b>Business</b>	Existing	3.3	8.2	11.8	22.8	<b>20.2</b>	19.7
	Vacated	1.1	4.9	6.6	11.0	<b>10.6</b>	10.3
	Total	2.9	7.2	8.9	14.0	<b>13.4</b>	13.1
<b>All</b>	Existing	2.6	6.1	10.4	21.7	<b>18.9</b>	19.0
	Vacated	1.4	2.9	4.6	7.2	<b>6.9</b>	6.8
	Total	2.3	4.3	5.9	8.9	<b>8.5</b>	8.5



# Proportion Of Current Customers – Established Stores By Length Of Stay In The Business



# Length of Stay of Customers Vacating in Financial Year





**Chiswick, April 2012**  
MLA - 75,000 sq ft



**New Cross, February 2012**  
MLA - 60,000 sq ft



**Stockport, September 2011**  
MLA - 60,000 sq ft



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



**Camberley, January 2011**  
MLA - 63,000 sq ft



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



**Reading, December 2009**  
MLA - 60,000 sq ft



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



**Poole, August 2009**  
MLA - 53,000 sq ft



**Nottingham, August 2009**  
MLA - 65,000 sq ft



**Edinburgh, July 2009**  
MLA - 60,000 sq ft



**Twickenham, May 2009**  
MLA - 76,000 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 - 139,000 sq ft



**Balham, March 2008**  
MLA - 60,000 sq ft



**Barking, November 2007**  
MLA - 60,000 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 - 80,000 sq ft



**Kingston, August 2006**  
MLA - 61,000 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 - 51,000 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 - 63,000 sq ft



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



**Colchester, December 2002**  
MLA - 55,000 sq ft



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



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



**Guildford, June 2002**  
MLA - 55,000 sq ft



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



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



**Battersea, December 2001**  
MLA - 34,000 sq ft



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



**Cardiff, October 2001**  
MLA - 75,000 sq ft



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



**Norwich, September 2001**  
MLA - 48,000 sq ft



**Dagenham, July 2001**  
MLA - 50,000 sq ft



**Wandsworth, April 2001**  
MLA - 57,000 sq ft



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



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



**Staples Corner, March 2001**  
MLA - 111,000 sq ft



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



**Milton Keynes, September 2000**  
MLA - 61,000 sq ft



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



**Slough, February 2000**  
MLA - 67,000 sq ft



**Hanger Lane, October 1999**  
MLA - 65,000 sq ft



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



**Croydon, July 1999**  
MLA - 81,000 sq ft



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

# 24 hour CCTV

and individually alarmed rooms





# Corporate History

- Early 1998 – Market research commenced
- October 1998 - Formed Cubic Self Storage
- January 1999 - Acquisition of Big Yellow Self Storage Company
- September 1999 - Pramerica investment
- May 2000 - AIM listing - £40 million placing
- May 2001 - Placing and Open Offer - £23 million
- June 2002 - Full listing
- February 2005 – Placing of Pramerica 28% stake
- July 2006 – £36 million raised through placing of 9.1m shares
- January 2007 – Conversion to a REIT
- November 2007 – Formation of partnership with Pramerica
- September 2008 – £325 million refinancing completed with HSH Nordbank
- May 2009 – £31.5 million (net) raised through placing of 11.5m shares
- April 2012 - £100 million refinancing completed with Aviva



# Self Storage Market

## The Market

- US Market (2012 Self Storage Almanac)
  - 50,050 self-storage centres
  - 2.55 billion sq ft – 7.41 sq ft per person
  - Population 345 million
- UK Market (2012 Drivers Jonas Deloitte/SSA Survey)
  - 800 self-storage centres (excluding containers)
  - 29.5 million sq ft – 0.5 sq ft per person
  - Population 62 million



# Self Storage Market

- Key Influencers
  - Public awareness – relatively low, but growing
  - Change in the economy and GDP growth
  - Population mobility and density
  - Physical planning and constraints, smaller homes
  - Focus on high density development on brownfield sites
  - Housing demand, divorce, single parent families, single living
  - Small business formation requiring flexible, economic space



# UK Market Potential

- Prompted awareness of self storage (2011 You Gov Market Research)
  - Currently 61% approximately in London with reasonable knowledge of product
  - Lower in other major cities
  - 80% prompted brand awareness of Big Yellow in London
- Significant advertising and promotion raising awareness
- Better located stores with roadside visibility also raising awareness
- New customers being created as market grows, e.g. lifestyle, decluttering
- 25% US penetration would imply the potential for 2,000 centres and approximately 1.5 sq ft per person
- 2011 openings were significantly down on previous years



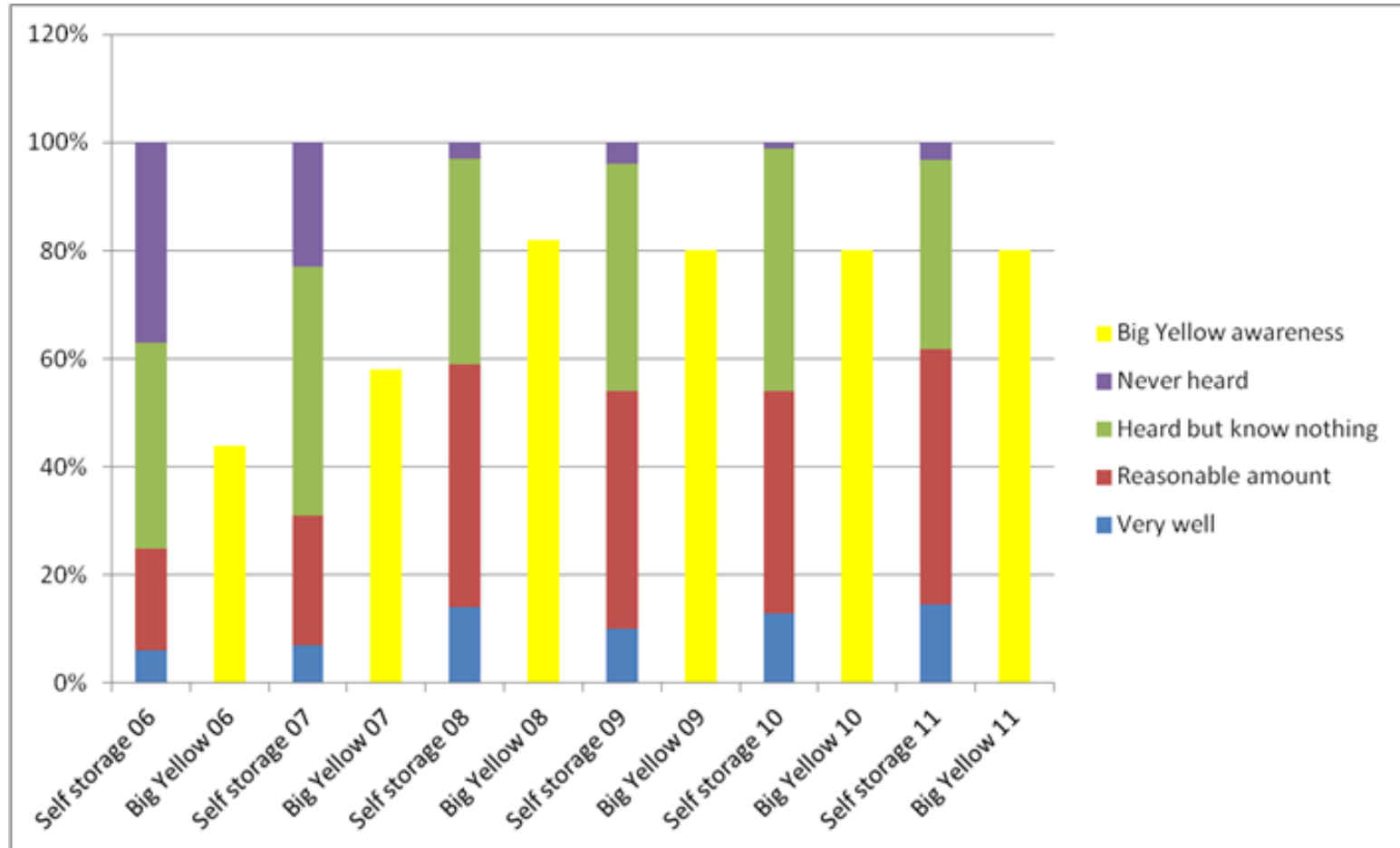
# Wholly Owned Development Sites

<b>Store</b>	<b>Location</b>	<b>Status</b>	<b>Anticipated Capacity</b>
Gypsy Corner, West London	Highly visible site on A40 in Acton	Consent granted	70,000 sq ft
Enfield, North London	Prominent site on the A10, Great Cambridge Road	Consent granted	60,000 sq ft
Guildford Central	Prime location in centre of Guildford on Woodbridge Meadows	Consent granted	56,000 sq ft
Manchester Central	Prime location on Water Street in Manchester	Planning under negotiation	70,000 sq ft

The cost to complete the three sites with planning consent is £14.3 million (excluding VAT) at 31 March 2012



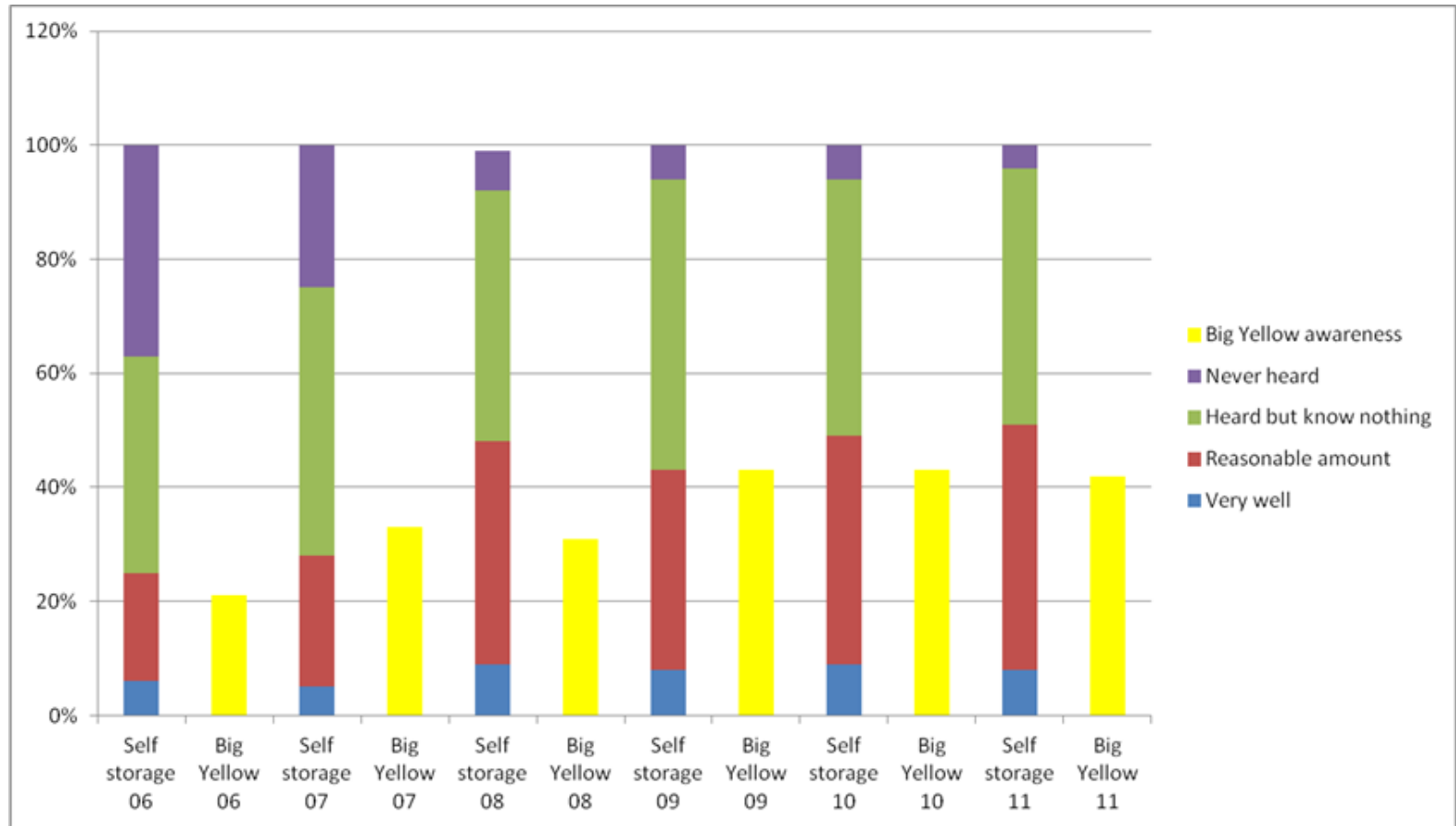
# Self Storage & Big Yellow - London



You Gov Survey Nov 2011 – Prompted Awareness on Brand



# Self Storage & Big Yellow – Outside London



You Gov Survey Nov 2011 – Prompted Awareness on Brand



# REITs

- Approximately 86% of our revenue currently tax exempt
- Comfortably meets the 75% gross asset test at 31 March 2012
- PID of 9 pence per share payable for the year
- Shadow capital allowances offset part of the tax exempt profits
- All REIT tests met to date



# Big Yellow Limited Partnership

- Partnership with Pramerica to develop stores outside of the M25
  - £17 million Big Yellow likely equity commitment
  - £34 million Pramerica likely equity commitment
  - £60 million debt finance from RBS and HSBC
- Fees earned by Big Yellow from venture site acquisition fees, planning success fees, development fees and management fees
- Big Yellow option to buy back Pramerica's interest in partnership or the assets from 31 March 2013, can be extended to 2014 and 2015
- The Group has a right to a promote at the exit date of the partnership





# Corporate Social Responsibility

## Key Performance Indicators

- 5.5% reduction in Absolute CO2 emissions
- 18.6% reduction in carbon intensity
- 15.3% increase in solar PV generation
- 4.7% reduction in tonnage of waste per store

## Awards

- Attained a place in the top 60 of the Sunday Times Best Green Companies To Work for
- Won a Queen's Award for Enterprise for Sustainable Development



# Six Year Track Record

<b>Year Ended 31 March</b>	<b>2012 £m</b>	<b>2011 £m</b>	<b>2010 £m</b>	<b>2009 £m</b>	<b>2008 £m</b>	<b>2007 £m</b>
<b>Results</b>						
Revenue	65.7	61.9	58.0	58.5	56.9	51.2
Operating profit before gains and losses on property assets	35.1	32.1	29.1	30.9	29.3	27.1
Operating cash flow	27.4	23.5	19.1	10.2	14.4	16.7
Adjusted profit before taxation	23.6	20.2	16.5	13.8	15.0	14.2
EPRA earnings per share	18.22p	15.49p	12.99p	11.89p	11.72p	10.01p
Declared total dividend per share	10.0p	9.0p	4.0p	0p	9.5p	9.0p
<b>Key Statistics</b>						
Number of stores open*	65	62	60	54	48	43
Sq ft occupied*	2,458k	2,130k	1,915k	1,775k	1,850k	1,835k
Occupancy growth*	328k	215k	140k	(75)k	15k	163k

\* Includes stores within Limited Partnership



# Disclaimer

This presentation contains certain statements that are neither reported financial results nor other historical information. These statements are forward-looking in nature and are subject to risks and uncertainties. Actual future results may differ materially from those expressed in or implied by these statements.

Many of these risks and uncertainties relate to factors that are beyond Big Yellow's ability to control or estimate precisely, such as future market conditions, currency fluctuations, the behaviour of other market participants, the actions of governmental regulators and other risk factors such as the Company's ability to continue to obtain financing to meet its liquidity needs, changes in the political, social and regulatory framework in which the Company operates or in economic technological trends or conditions, including inflation and consumer confidence, on a global, regional or national basis.

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