



# Annual Report and Accounts 2026

Big Yellow Group PLC



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# Big Yellow is the UK's leading self storage brand

with a portfolio of modern,  
purpose-built stores in prime  
locations across the country.

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We are committed to building a sustainable and responsible business by continuously innovating across our stores and investing in our people to deliver exceptional customer service.

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This report was approved by the Board of Directors on 18 May 2026 and signed on its behalf by:

**Jim Gibson**  
Chief Executive Officer

**John Trotman**  
Chief Financial Officer

# 2026 Highlights

This business has again continued to prove to be resilient over the year despite the prevailing external crises.

## Highlights

- Store revenue growth of 2%, with like-for-like store revenue also up by 2%, driven by increases in average achieved rents
- Like-for-like occupancy decrease of 1.7 ppts to 77.0% (March 2025: 78.7%). Since the period end, this gap has closed to 0.6 ppts. During the year four new stores were opened adding 0.3 million sq ft (5% of opening MLA). These store openings are the primary driver of the 4.5 ppts decline in closing occupancy
- Average achieved net rent per sq ft increased by 4% year-on-year, closing net rent up 3% from March 2025
- Like-for-like store operating cost increase of 0.3% in the year, down from 7% in the previous year
- Overall store EBITDA was up £3.3 million compared to the prior year, with strong cost control resulting in store EBITDA margin of 70.5% in line with the prior year (2025: 70.5%)
- Cash flow from operating activities (after net finance costs and pre-working capital movements) broadly in line with last year at £111.5 million, however the prior year included a one-off receipt of £4 million in respect of Cheadle. Excluding this receipt from the prior year, cash flow from operating activities was up 3% compared to 2025
- Adjusted profit before tax up 2% to £117.5 million, adjusted earnings per share up 2% to 59.0p
- A 2% increase in full year dividend to 47.2 pence per share in line with adjusted eps growth
- Statutory profit before tax of £126.2 million, down from £203.9 million in the prior year, due to a lower revaluation surplus in the year
- £2 million invested in the year with 85 stores now having solar arrays. This resulted in a 13% increase in capacity in the year to 9.6 Megawatts, continuing to reduce our reliance on grid-bought electricity – energy costs now represent only 1.2% of revenue
- During the year we opened four new freehold stores in Staines (July 2025), Queensbury (October 2025), Slough Bath Road (February 2026) and Wembley (March 2026)
- Acquired a freehold site in Coventry, exchanged contracts on a freehold site in Bethnal Green, London, and subsequent to the year end exchanged contracts on a freehold site in Acton, West London, taking the pipeline to 11 development sites and one replacement store of approximately 0.9 million sq ft (13% of current MLA). 1.7 million sq ft of fully built vacant space is currently available for future growth
- Planning consent granted for Leamington Spa, Leicester and Old Kent Road; we now have 9 of our 12 pipeline stores with planning; six stores are currently under construction.

## Highlights

■ 2026 ■ 2025

## Financial metrics

Revenue<sup>(4)</sup>**£209.1m +2%**

£204.5m

Store revenue<sup>(1)</sup>**£207.6m +2%**

£203.1m

Like-for-like store revenue<sup>(1,2,6)</sup>**£207.3m +2%**

£203.1m

Store EBITDA<sup>(1)</sup>**£146.5m +2%**

£143.2m

Adjusted profit before tax<sup>(1,7)</sup>**£117.5m +2%**

£115.6m

Adjusted earnings per share<sup>(1,8)</sup>**59.0p +2%**

57.8p

Dividend<sup>(4,5)</sup>**47.2p +2%**

46.4p

Profit before tax<sup>(4)</sup>**£126.2m (38%)**

£203.9m

Cash flow from operating activities  
(after net finance costs and pre-working  
capital movements)<sup>(3)</sup>**£111.5m 0%**

£111.9m

Basic earnings per share<sup>(4)</sup>**63.8p (38%)**

103.2p

## Store metrics

Store maximum lettable  
area ("MLA")<sup>(1)</sup>**6,721,000 +5%**

6,421,000

Closing occupancy (sq ft)<sup>(1)</sup>**4,985,000 (1%)**

5,056,000

Closing occupancy<sup>(1)</sup>**74.2% (4.5 ppts)**

78.7%

Closing occupancy  
like-for-like stores (%)<sup>(1,2,6)</sup>**77.0% (1.7 ppts)**

78.7%

Average net rent per sq ft<sup>(1)</sup>**£35.98 +4%**

£34.71

Closing net rent per sq ft<sup>(1)</sup>**£36.28 +3%**

£35.17

<sup>(1)</sup> See note 33 for glossary of terms<sup>(2)</sup> Excluding Staines, Queensbury, Slough Bath Road and Wembley (all opened 2025/26)<sup>(3)</sup> See reconciliation in Financial Review on page 43<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 34<sup>(7)</sup> See reconciliation in note 10<sup>(8)</sup> See reconciliation in note 12

# Innovating.

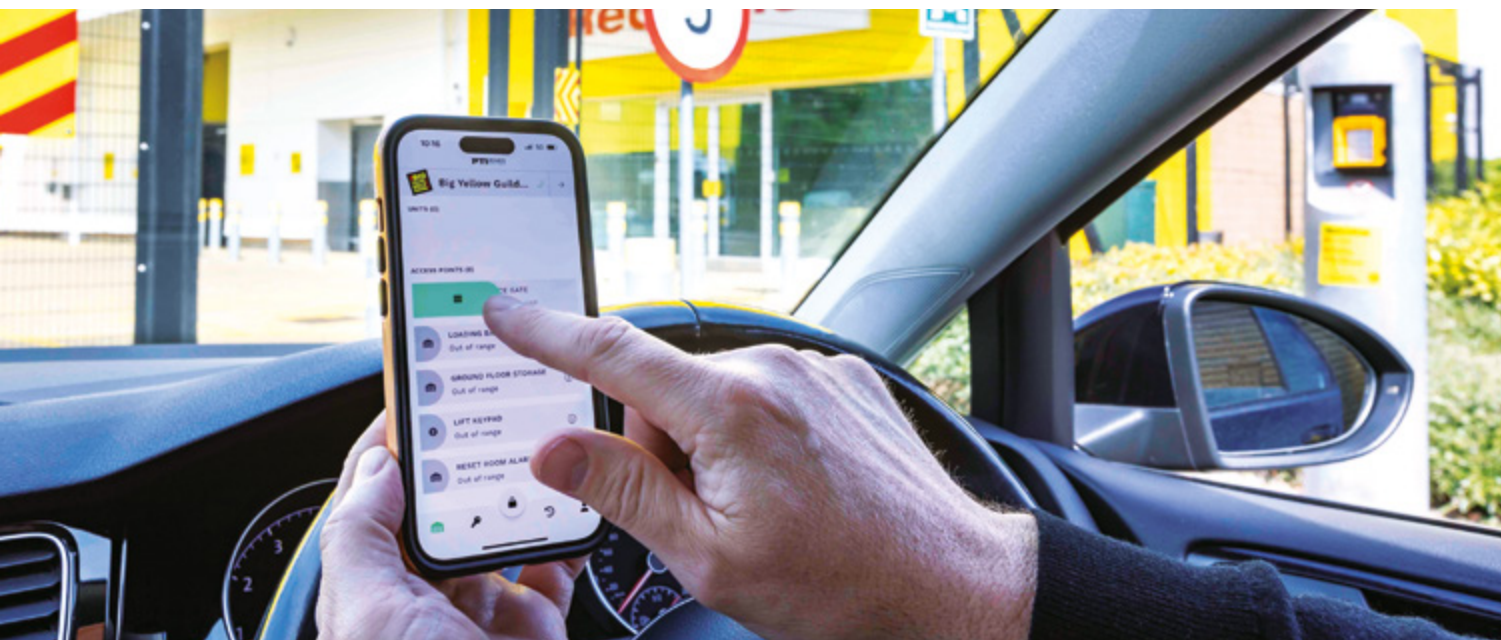
Innovation and security go hand in hand at Big Yellow, ensuring the protection of our customers' possessions remains our number one priority.

## Secure access through innovation

Over the past year, we have rolled out an innovative mobile-based app that enables customers to access storage areas securely using their smartphones. Developed with our technology partner StorID, this modernises the customer experience by removing the need to remember PIN codes. This innovation improves convenience while strengthening security, eliminating the risk of PIN theft, shoulder surfing and unauthorised access, and delivering a safer, simpler and more intuitive in-store journey.

## Security features across our stores

- 24 hr externally monitored CCTV surveillance
- AI enabled cameras
- PIN code access
- Smartphone app access (rolling out)
- Individually alarmed rooms
- Staff on-site seven days a week
- Secure gated entry and perimeter fencing

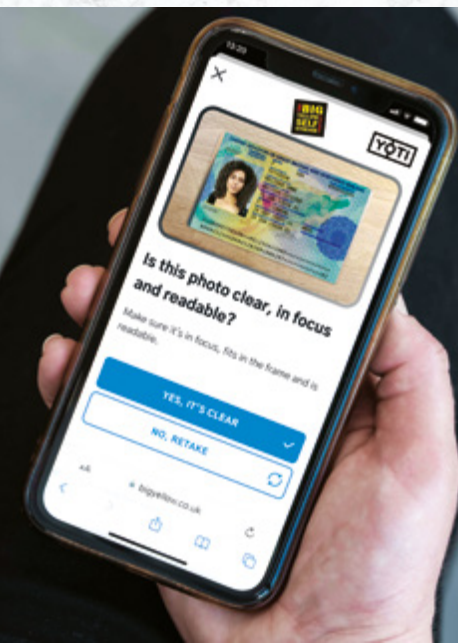


### Secure, automated customer verification

During the year, we introduced automated customer identity verification for new customers moving in, delivered through Yoti, a UK-based digital identity verification platform. These checks are completed by customers at home as part of our online check-in process, removing the need for store teams to manually inspect identity documents in-store. The technology detects fraudulent or expired documents and matches ID photography to a live facial scan. This AI-driven process is critical in giving us confidence in who is storing with us, strengthening security and efficiency. Our store teams are also vigilant and we are not afraid to decline move-ins should we have concerns.

### AI-enabled security monitoring

Big Yellow continues to benefit from its investment in DSOC, an external security monitoring centre that plays a central role in the protection of our store network. Leveraging advanced surveillance systems and AI-enabled camera technology, DSOC provides continuous oversight of our stores and is alerted to any unusual or suspicious behaviour, particularly outside normal operating hours. This capability enables informed, timely intervention, including the ability to grant or deny access where required. The partnership is a core component of our layered security strategy and reinforces Big Yellow's position as an industry leader in security standards and operational control.



# Expanding.

With four new store openings next year, and a further eight more in our development pipeline, Big Yellow will expand our maximum lettable area from 6.7 million sq ft to 7.6 million sq ft.

## Recent openings driving urban growth

Big Yellow's most recent store openings at Staines, Queensbury, Slough Bath Road and Wembley, are all in, or close to London. Combined, these stores have added approximately 300,000 sq ft of new capacity in a single year. All are large freehold assets located in prominent, high-density areas. This reinforces the Group's strategy of concentrating investment in supply-constrained urban markets, where scale, visibility and strong locations align with the Big Yellow operating model and continue to reinforce our market-leading brand presence.



**Staines, July 2025** MLA – 70,000 sq ft



**Queensbury, October 2025** MLA – 72,000 sq ft









**Slough Bath Road, February 2026** MLA – 80,000 sq ft



**Wembley, March 2026** MLA – 73,000 sq ft

## What's coming next in our London pipeline

Location	Status
	<p>Replacement store for existing leasehold. Construction commenced with planned store opening in August 2026.</p> <p><i>Additional 18,000 sq ft</i></p>
	<p>Construction commenced with planned store opening in September 2026.</p> <p><i>59,000 sq ft</i></p>
	<p>Construction commenced, with planned store opening in September 2026.</p> <p><i>70,000 sq ft</i></p>
	<p>Construction commenced with planned store opening in December 2026.</p> <p><i>Additional 95,000 sq ft</i></p>
	<p>Demolition of existing building completed, with store opening anticipated in spring 2029.</p> <p><i>176,000 sq ft</i></p>
	<p>Site acquired in June 2022. Planning application submitted in October 2023, with planning consent granted in May 2026.</p> <p><i>79,000 sq ft</i></p>

### Positioning for growth in supply constrained locations

Big Yellow is accelerating its expansion through 2026-2027 and laying the groundwork for sustained growth well beyond this period. The Group's strategy centres on increasing store numbers in high-demand, supply-constrained urban locations, particularly London and its key commuter towns that generate the majority of our revenue. The development pipeline includes major new flagship schemes – most notably the forthcoming Staples Corner store, which will be one of the Group's most prominent and visually distinctive buildings – alongside a series of additional openings designed to strengthen coverage across densely populated regions.

At the same time, Big Yellow continues to advance a longer-term pipeline, with several sites currently at earlier planning, acquisition and feasibility stages. These opportunities are concentrated in London and the South East, where barriers to entry remain high and long-term market fundamentals are strongest. By securing and progressing sites well ahead of development, the Group ensures a consistent flow of future openings, supports brand visibility, and enhances the long-term quality and resilience of its portfolio.

# Excelling.

Delivering exceptional customer service remains a core focus, driven by our people, their commitment and the strong customer-led culture across Big Yellow.

## Technology enabled, people led service

Having teams on-site seven days a week remains critically important to our business. While we have invested in the automated onboarding for new customers, we cannot overstate the value of our people. Customers, particularly businesses, benefit from in-person support, on-site. Our continued investment in technologies such as remote security monitoring, access control and digital onboarding frees store teams to focus on delivering exceptional service and keeping our stores safe, secure and well managed.

## Service that sets us apart

Our friendly and helpful store teams consistently deliver the highest standards of customer service. From the outset, our strategy has been to achieve this through a strong culture and engaged, motivated employees. We recruit for personality over a CV, recognising that many customers are new to self storage and often going through stressful life events. Exceptional service starts with a warm, empathetic personality – central to our recruitment approach. This is reflected in our results, with an average Net Promoter Score in the year of 85.

This is further evidenced by over 45,000 Google reviews and more than 5,200 Trustpilot reviews, both averaging 4.8 out of 5, with Trustpilot ratings classified as “Excellent”.



## Your feedback matters



**4.8 out of 5**

Trustpilot: 5,200 Reviews.  
Rated "Excellent"



**85 NPS**

Net Promoter Score



## People, culture and development

We are committed to developing our people through ongoing training and support, ensuring teams have the skills and confidence to deliver consistently high standards. This is underpinned by a strong, inclusive culture that keeps employees engaged and aligned to the business. A flat management structure encourages partnership, open communication and shared accountability.

Employees participate in corporate performance through bonus schemes and share incentives, alongside a range of benefits, including an additional day's holiday for birthdays and recognition for exceptional service.

We provide a range of online and in-person training, while regular feedback, employee surveys, Town Halls and Director store visits ensure we remain closely connected to our teams.



# Incubating.

Providing flexible, secure space and hands-on support, is key to helping businesses start, scale and operate efficiently, without the risks of traditional leases.

## Supporting business growth

Business customers now account for 36% of our occupied space, and this segment continues to grow. Big Yellow provides an ideal platform for businesses to start, grow and expand, offering flexible space that removes many of the risks associated with traditional leases. Our all-inclusive model, with no business rates or hidden costs, gives customers clarity and control with their overheads.

Our stores operate as practical business hubs, supporting a wide range of business types from start-ups to established operators. We are seeing strong growth from e-commerce businesses and entrepreneurs scaling side ventures. A broad range of unit sizes allows customers to scale space in line with demand, supported by access from 5am to 11pm, seven days a week. Purpose-built facilities, including large car parks, loading bays, spacious corridors and forklifting, alongside industry-leading security and on-site team support, enable efficient operations and allow business customers to focus on growth.



## Enabling growth: ProtectaPet

ProtectaPet, an award-winning specialist in feline welfare and recipient of the King's Award for Enterprise in Innovation, has partnered with Big Yellow to support its rapid growth. By utilising our nationwide network and National Customer service, the business has established a flexible depot model, enabling stock to be positioned closer to customers and significantly improving operational efficiency. This has reduced travel time for engineers, helped increase conversion of enquiries into sales, while also reducing environmental impact.

The flexibility of our offering allows ProtectaPet to scale space quickly in response to demand, opening or resizing units across the UK with ease. Our on-site teams further support operations by receiving deliveries, handling goods and ensuring secure storage through robust security measures. This combination of flexibility, infrastructure and service provides ProtectaPet with the confidence and operational efficiency required to continue expanding its business.

## Flexible office space

Big Yellow offers flexi-office space across 30 locations, designed to support modern, dynamic businesses with a simple and adaptable place to work. These workspaces provide a professional environment without the long-term commitment and complexity of traditional office leases.

Uniquely positioned alongside our storage facilities, flexi-offices allow customers to manage their workspace, stock and operations in one location. This integrated approach is particularly attractive to start-ups, e-commerce businesses and SMEs seeking greater efficiency and operational flexibility.

Our offices are fully serviced with secure access, free parking, kitchens, high-speed Wi-Fi and on-site team support, creating a convenient and reliable working environment. Flexible terms enable customers to scale space requirements in line with business needs, without the constraints of fixed leases.

## Our business services

- Staff on-site to accept deliveries
- Extended hours access available
- Flexible uncomplicated leases from one week
- Forklifting service
- Trolleys and pallet trucks
- Easily accessible large car parks and loading bays
- Unrivalled security
- 30 dedicated office locations



# Impacting.

At Big Yellow, we believe in supporting the communities and environment we operate in.

## Big Yellow Foundation

The Big Yellow Foundation works with charity partners supporting vulnerable individuals, including ex-offenders, refugees, ex-service personnel and people living with disabilities, helping them build pathways into sustainable employment. Funded through generous customer donations, which are then matched by Big Yellow, the Foundation raised a record £533,000 in the year and provided £414,000 of funding to our charity partners. The total funding since the inception of the Foundation in 2018 now stands at £1.8 million. Our employees are actively engaged through volunteering with the charity partners we support.

## Creating opportunities through partnership

Through store-based work placements, we are able to provide individuals from the Foundation's charity partners, valuable experience and the opportunity to develop practical skills. We also run CV writing and interview skills programmes to help with their development and pathways into employment. This collaborative approach ensures meaningful engagement for both our Foundation partners and our employees.



## Retrofit Programme for Sustainable Performance

We are enhancing our existing store portfolio through a targeted retrofit programme, upgrading buildings with modern, energy-efficient technologies to ensure they remain sustainable and aligned with the standards of new developments.

A key focus is the installation of rooftop solar panels and battery storage. We are also improving overall building efficiency with upgraded lighting and controls, helping to lower energy usage and operating costs.

In parallel, we are investing in reporting systems to strengthen energy management, security monitoring and digital infrastructure, supporting more efficient and resilient operations across the portfolio.

## Harnessing solar at scale

Solar generation is a central component of our energy strategy, with continued roll-out of rooftop panels across the portfolio to produce renewable electricity on-site. This reduces reliance on grid supply, lowers operational emissions and supports long-term cost efficiency.

With large, flat roof space across the estate, our stores are well suited to solar generation at scale, making it a practical and efficient solution as both new developments are delivered and existing sites are upgraded.

## Storing solar for peak demand

As the business grows, we are investing in battery storage systems to optimise the use of solar energy generated across the estate.

By capturing surplus electricity and storing it for use during peak periods or for when the sun isn't shining, these systems improve energy resilience, support demand management and further reduce reliance on external supply.



# Locations.

We now operate a portfolio of 113 stores across the UK, with a further 12 sites in the development pipeline.



## Where we grow and why

We focus on securing sites that combine strong demand, high visibility and long-term growth potential. By carefully selecting where we invest, we ensure each store is well positioned and easily accessible, supporting both customer convenience and long-term value creation.

### London and South East focus

London and the South East represents 75% of our revenue. This is where demand is strongest, populations are densest and barriers to entry, such as planning constraints and land availability, support sustainable, long-term growth.

### High-visibility locations

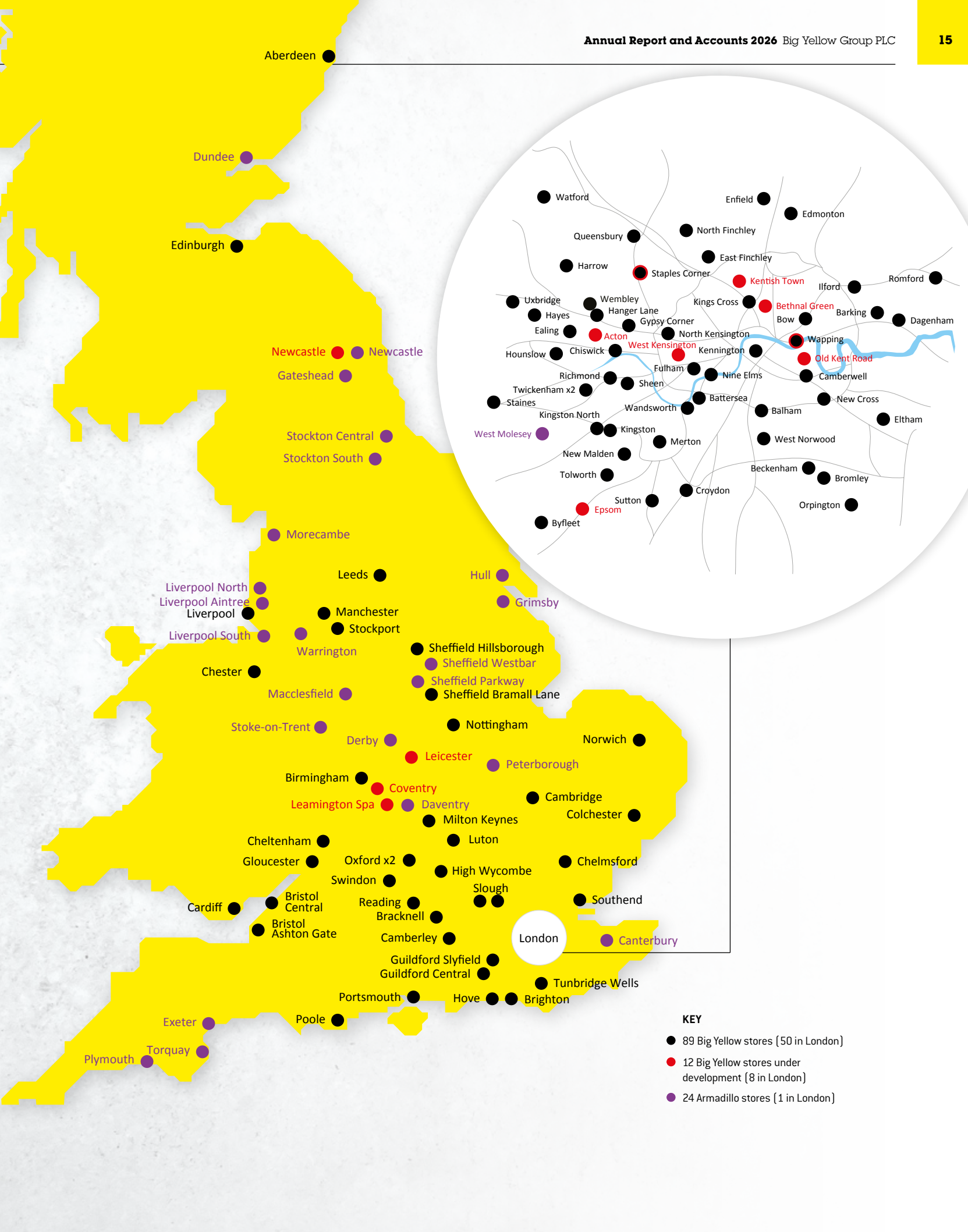
We target prominent sites on busy roads and key routes to maximise brand awareness, increase footfall and ensure stores are easy to find and access.

### Designed for convenience

Our stores are designed with generous car parking and loading areas, making access simple and efficient, particularly for customers managing stock and deliveries.

### Regional expansion

Through our Armadillo brand, we continue to expand beyond London, with 24 stores across the UK, enabling growth in key regional markets.



# 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 2026.

## Financial results

This business has again continued to prove to be resilient over the year despite the prevailing external crises.

The year-on-year like-for-like deficit in occupancy, currently our principal focus of attention, has at the point of reporting, seen some improvement, closing to 0.6 ppts.

Cost control has been effective, reducing like-for-like store operating expense inflation to 0.3%. The fall in short term interest rates has helped with our total interest bill rising just £0.1 million, despite significant capital expenditure resulting in an increase in total levels of debt.

Revenue for the year was £209.1 million (2025: £204.5 million), an increase of 2%, with store revenue up 2%. Like-for-like store revenue (which excludes new store openings) was up 2% driven by improvements in average net rent. Store EBITDA was £146.5 million, an increase of £3.3 million from the prior year (2025: £143.2 million).

The adjusted profit before tax in the year was £117.5 million up 2% from £115.6 million in 2025. Adjusted earnings per share increased by 2% to 59.0p (2025: 57.8p).

The Group's cash flow from operating activities (after net finance costs and pre-working capital movements) was £111.5 million for the year, broadly in line with the prior year (2025: £111.9 million). The prior year included a one-off receipt of £4 million in respect of Cheadle. Excluding this receipt from the prior year, cash flow from operating activities was up 3% compared to 2025.

The Group's statutory profit before tax was £126.2 million, a decrease from £203.9 million in the prior year. There was a revaluation surplus for the current year of £7.6 million, compared to a surplus of £79.7 million in the prior year.

## Investing in our platform

Our business involves the provision of safe, secure, convenient, local space to individuals and businesses which requires physical real estate. We are continuing to invest significantly in AI use cases, automation and machine-learning to further improve efficiency both in our stores and head office.

During the year we opened four new freehold stores in Staines, Queensbury, Slough and Wembley (all in, or close to London). Sites were acquired in Coventry, and contracted to be acquired in Bethnal Green, London, and Acton, London. Planning consents have been secured in Leamington Spa, Leicester and Old Kent Road, resulting in 9 of our 12 sites now having planning consents.

We have continued to focus on buying and building in central London, where the barriers to entry are highest, and supply most constrained.

Six stores are currently under construction, with the 12 sites in our pipeline forecast to deliver an additional 0.9 million sq ft of capacity, delivering an estimated 8.3% return on capital deployed, or a total of £39 million of net operating income. The pipeline's total cost to complete at 31 March 2026 is £231 million to be deployed over the next four years.

## Capital structure

The Group's interest cover for the year was 6.1x (2025: 6.1x), with the Group's net debt to EBITDA ratio increasing to 3.7x (2025: 3.1x). Net debt was £476.7 million at 31 March 2026 (2025: £388.7 million), on gross property assets of £3.1 billion, and the Group has undrawn committed facilities of £83 million. Our current average cost of drawn debt is 4.7%, down from 5.0% at 31 March 2025, and a peak of 5.7% in September 2023.

## Dividends

The Group's dividend policy is to distribute a minimum of 80% of full year adjusted earnings per share. The final distribution of Property Income Distribution ("PID") declared is 23.4 pence per share. This brings the total distribution declared for the year to 47.2 pence per share, an increase of 2% from the prior year (2025: 46.4p).

# Spotlight on

## The expansion plan

During the year, we opened four new freehold stores in Staines, Queensbury, Slough and Wembley, all in or around London. We acquired a site in Coventry and exchanged contracts on further sites in Bethnal Green, London and Acton, London. Planning consent has been secured in Leamington Spa, Leicester and Old Kent Road. Nine of our twelve development pipeline stores now have consent. Our strategy remains focused on central London, where barriers to entry are highest and supply constrained. We prioritise larger, modern buildings, designed sustainably and incorporating smart technology to enhance efficiency and customer experience. Six stores are under construction. The 12 store development pipeline is expected to deliver 0.9 million sq ft of capacity, generating an estimated 8.3% return and £39 million of net operating income.



## Board changes

As we announced in March, Jim Gibson has informed the Board of his intention to retire. Consequently, he will step down as CEO and from the Big Yellow Board with effect from 20 July 2026, following the Annual General Meeting. John Hunter, who has been COO since April 2024 will become Chief Executive following his appointment at the AGM.

Jim has, with the able assistance of the Company's senior management, been a critical force in putting the Company into the market-leading position it now holds. He has been thoughtful, strategic, bold when appropriate, cautious when necessary, and has commanded the respect and affection of his colleagues over his long tenure.

This transition has been four years in the making. John has been with the Company for two years, and it has become abundantly clear that he has all the operational, financial and strategic skills to lead us in the next stage of our evolution. Most importantly, he has proved to be an excellent cultural fit. The Board, our CFO John Trotman, and I look forward to working with John over the coming years as we continue to grow our market leading business.

Helen Gordon, the CEO of Grainger plc and the current Senior Independent Non-Executive Director at Derwent London plc has agreed to join the Big Yellow Board as Senior Independent Non-Executive Director with effect from 1 June 2027. I am grateful to Vince Niblett who has agreed to stay on as the SID until Helen takes up the post.

## Our people

We enjoy a high level of employee engagement, with a significant cohort of staff having been with the Company for many years. I am grateful to them for their commitment and hard work, particularly in this uncertain macro and political environment.

Our customer net promoter scores ("NPS") increased to 85.0 from 82.8 last year – a magnificent achievement by all our team.

## Outlook

We recognise that the current operating environment presents considerable challenges for businesses across the sector, and we do not underestimate the headwinds that lie ahead. Nonetheless, we believe that we have taken the necessary steps to position the Company in as good a place as we can.

Looking forward, we will maintain our disciplined focus on the factors that remain firmly within our control: namely, the quality, design, and strategic location of our store portfolio – both those already operational and those currently in the development pipeline, the consistently high standard of service we deliver to our customers, and the prudent and sustainable management of our capital structure.

### Nicholas Vetch CBE

Executive Chairman | 18 May 2026

# Chief Executive's Statement

We are pleased to have delivered another year of revenue and earnings growth, which is a testament to the resilience of our business and the hard work of our employees.

## Trading

The first half of the year saw subdued activity levels as we navigated the global economic uncertainty created by changes in US tariff policy. However, we saw stronger trading in the second half, which resulted in a recovery in like-for-like occupancy, although some of that progress was reversed in March following the start of the Iran war, with occupancy growth stalling. In the period after the year end we have seen an improvement in relative performance with the like-for-like occupancy gap closing to 0.6 ppts at the time of reporting.

We continued to deliver rental growth through our yield management to new and existing customers. This offset the reduction in like-for-like occupancy experienced during the year and translated into 2% growth in store revenue. Following a period of elevated inflationary pressures on our cost base in recent years, it was pleasing to see strong cost control deliver much lower increases in our operating costs over the past 12 months. In the first half we saw lower like-for-like operating costs versus the same six months in the prior year, which was the result of several operational efficiencies being delivered. In the second half we reinvested some of these savings into additional marketing expenditure to drive occupancy. We nevertheless mitigated this with savings elsewhere, resulting in an overall 0.3% increase in like-for-like operating costs for the full year. For the year ahead we expect underlying store operating cost inflation of approximately 2-3%, after absorbing a 9% increase in our like-for-like property rates.

Whilst we continue to see demand spread across a diverse range of drivers, the largest driver of demand remains from domestic customers renting storage space when moving home (40% of move-ins during the year, 23% owners and 17% renters). We saw subdued levels of activity in our first quarter, as many customers completed their house purchase prior to the changes in Stamp Duty thresholds from 1 April last year. However, we saw an improvement in demand from home movers in the second half, following four base rate cuts through calendar year 2025, which helped narrow the gap in year-on-year occupancy reported at the half year. We experienced stronger demand from business customers in the second half of the year, with business occupancy increasing by 16,000 sq ft for the six months to the end of March, the first growth since early 2022 following the Covid period. We continue to see good demand from online retailers and B2B traders looking for flexible mini-warehousing for e-fulfilment. National business customers continued to occupy 5% of our space and delivered revenue growth of 6% year-on-year. Businesses now occupy 36% of our occupied space, generating 32% of storage revenue and we believe there is further growth to come from serving this important customer segment.

## Investment in our operating platform and systems

Our core purpose as a Company is to provide customers with a safe and secure space for their possessions. Our store teams provide a reassuring presence during normal opening hours, and we continue to invest in the technology and the physical security of our stores to deliver an accessible and secure environment for our customers.

We have rolled out a mobile-based access system to most of our Big Yellow stores over the past 12 months and intend to complete the roll out to the entire store estate before the end of 2026. This system enables customers to unlock gates and other entry points to the store via their Bluetooth enabled smartphone. This has the combined benefit of removing the need for customers to remember their PIN code, whilst reducing the risk of PIN codes being misappropriated. We increased our investment in Doncaster Security Operations Centre Limited ("DSOC") during the financial year and now own 74% of the ordinary share capital of the Company. DSOC increasingly uses data and AI to help detect unusual behavioural patterns generating alerts to our store teams or its overnight monitoring operators.

We also launched a digital identity verification process, Yoti, during the year to complement our online check-in process, which allows us to validate customers' identity prior to the move-in stage. This removes the need for customers to bring their proof of identity into store, whilst using technology to ensure they are indeed who they say they are.

These technology investments work alongside physical security features, such as perimeter fencing, lighting enabled by motion detectors, individually alarmed rooms and 24-hour CCTV. We continue to restrict access outside of normal trading hours to 15-20% 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.

# Spotlight on

## Investing in security

We increased our investment in Doncaster Security Operations Centre Limited ("DSOC") during the year, taking our ownership to 74%. DSOC provides 24/7 remote monitoring and alarm receiving services, including for our store network, strengthening our approach to out-of-hours security.

DSOC increasingly uses data and AI to identify unusual behavioural patterns, generating alerts for monitoring teams and enabling faster, more targeted responses. AI is also used to filter and prioritise alerts from security systems, improving efficiency and reducing unnecessary interventions.

This investment enhances the resilience, effectiveness and scalability of our security operations as our store portfolio continues to grow.



Over 90% of customers come through our digital channels, and our website saw continual development over the past year to improve conversion of customers seeking self storage. We continually work to identify and remove points of friction in our online journeys and thereby drive-up conversion levels. There is a continuing trend of customers engaging digitally in the self storage sector, in common with most retail and consumer services businesses.

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 several back-office processes; for example, we have centralised our packing material stock ordering to remove this task from our store teams and generate more accurate stock orders. Our new customer service platform 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. We intend to launch a chatbot this year to help answer simple queries from customers online and reduce the volume of calls into our customer support centre. Last year we automated our debt collection, which remains well managed with very low levels of debts going beyond 10 days due, with bad debt write offs of 0.2% over the year, in line with the prior year.

All of this has allowed us to operate more efficiently, whilst focusing our store teams on value-adding activities. This ensures they are focused on dealing with any customer service issues and helping to drive revenue from ancillary services in the store. For example, optimising contents cover, accepting deliveries for business customers, and packing material sales are revenue generating activities that rely on our store teams to complete.

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 and enhancing our policies and procedures. Our proactive approach helps us to stay ahead of potential threats and vulnerabilities as we look to maintain the integrity and availability of our digital assets.

## Chief Executive's Statement continued

### People

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

The level of staff turnover and vacancies in the business continues to be at relatively low levels over the past 12 months. This is encouraging and reflects the strong culture of the business and the high level of engagement and loyalty this engenders. It also supports our ability to attract and retain the talent we need to grow as a business going forward.

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 85.0 (2025: 82.8), which demonstrates an improvement on already very high levels of customer service. We also see excellent customer service ratings via our Google and Trustpilot review pages. The customer service and experience delivered by our store teams is a differentiating success factor, particularly with those customers who increasingly use online reviews, either via traditional search or using AI, to decide on their self storage provider.

The continual improvement in our digital journeys, along with automation and improvement of in-store processes, has allowed us to safely review our store staffing structure. We have not been replacing certain positions when we see staff attrition and we achieved annualised savings of £0.3 million in the year. We will continue to seek further reductions in store staff headcount levels where these can be safely achieved. However, whilst we continue to identify opportunities to reduce headcount, our store team members will always be required during our normal opening hours to deliver great customer service, income from ancillary services and maintain the standards and security of our stores.

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 Inclusivity and Diversity Committee continues to meet regularly, and we believe diversity has a positive impact on our performance. 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 £533,000 (2025: £444,000) in the year for the Foundation and provided £414,000 (2025: £345,000) of funding to our charity partners. The total funding since the inception of the Foundation in 2018 now stands at £1.8 million.

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. We continue to provide free space to small local charities and community organisations across our store estate. At present we support approximately 300 charities 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 charity partners or a charity of their choice.

Our solar programme continues to expand across both new developments and existing stores. During the year, seven installations were completed, including four new developments and three retrofit installations on existing assets. We have invested £18.2 million in the retrofit programme over the last four years, which has taken the total number of stores with solar to 85. Alongside new installations, we have begun upgrading some of our earliest solar arrays to improve performance and ensure they continue to deliver efficiently over the long term. Our total solar capacity across the estate is now 9.6 Megawatts (2025: 8.5 Megawatts).

As part of our solar strategy, our battery programme has progressed from pilot to early-stage deployment. We installed and commissioned four battery systems at our new stores opened in the year, alongside a programme of retrofit installations across existing stores. Once all our current installations are commissioned, we will have approximately 700kW of battery storage capacity across 15 stores. We intend to install batteries across a further eight stores in the year ahead and so further expand our battery capacity across the store estate, benefiting over time from improvements in performance and cost. Battery storage enables us to store and deploy energy when it is needed, increase the efficiency of our solar generation, reduce peak grid demand and improve the resilience of our operations.



Following a successful trial, our energy efficiency programme has moved from pilot to scaled roll out. Taking the lessons from the initial pilot, we have refined the solutions deployed, with a focus on lighting controls and lighting system optimisation. During the year, 24 stores were upgraded with new lighting controls, delivering energy savings of approximately 25% at those locations, with a three to four year payback. We intend to implement these lighting controls across the entire store estate in the financial year ahead. This initiative will help further protect the business against energy cost instability.

We maintain an updated assessment of the performance of our estate by recertifying our EPCs, even when certificates are in date following improvements. We are 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. We continue to make significant progress on our journey to self-generation of our energy needs.

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

## Conclusion

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.

Finally, I have been very proud to have played my part in the Big Yellow story from the beginning working with a great team in a great culture. I intend to remain invested, confident that the business will continue to deliver secure, compounding returns in the coming years under the leadership of my replacement John Hunter alongside my co-founder and Chairman Nick Vetch and CFO John Trotman.

**Jim Gibson**

Chief Executive Officer | 18 May 2026



# Strategy and Investment Case

## Our strategy

### Brand, platform, and customer service

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, focused 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 and recent store openings 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 59,500 sq ft, compared to an industry average of approximately 43,000 sq ft (source: UK Self Storage Association 2026 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 which was 6.1 times for the year ended 31 March 2026, 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 3.7 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 71,000 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 62%.

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

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.

## Strategy and Investment Case continued

### Total shareholder return

In the twenty six years since flotation in May 2000, Big Yellow has delivered a Total Shareholder Return ("TSR"), including dividends reinvested, of 11.4% per annum, in aggregate 1,527.2% at the closing price of £8.45 on 31 March 2026. This compares to 3.7% per annum for the FTSE Real Estate Index and 5.9% per annum for the FTSE All Share index over the same period. We feel this illustrates the power of compounding consistent incremental returns over the longer term.



### Our Investment Case

#### Attractive market dynamics

##### Resilient

Resilient through the Global Financial Crisis, the pandemic and recent geopolitical events.

##### Flexible Contract

Flexible contract allows rental growth in an inflationary environment as demonstrated in last four years.

##### Structural undersupply

Structural undersupply in larger cities over the medium to long term.

##### New customer reach

Awareness still remains relatively low, with approximately 53% having reasonable or good knowledge of self storage.

#### How we deliver value

##### 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
- 6.7 million sq ft UK footprint, with development pipeline of 0.9 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



### Evergreen income streams

- 71,000 occupied rooms, with customers from a diverse base – individuals, SMEs, and national customers
- 39% 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 33 months, for the 56% of customers that have stayed for more than one year, the average length of stay is 55 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 0.9 million sq ft (13% 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.

### Annual compound adjusted eps

**12%**

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

### Cash flow

**12%**

Annual compound cash flow growth of 12% since 2004/5.

### Dividend pay-out

**80%**

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

# 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.

Over the course of the past five years, revenue has increased by 22%. The current year has seen a modest decline in occupancy, with growth in net rent per sq ft and revenue.

Closing net rent per sq ft has increased by 21% over the past five years, with growth of 3% in the year to 31 March 2026. 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, with growth of 2% in both metrics in the current financial year. 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 85.0 (2025: 82.8). We believe this overall score compares very favourably with other consumer-facing businesses.

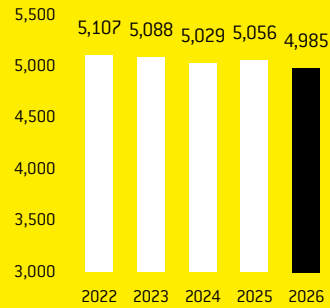
The Group has reduced its carbon intensity (our carbon emissions divided by our average occupied space) by 26% in the year and by 36% over the past five years. This has been achieved through investment in renewable technology, roof mounted solar photo-voltaic systems, and LED lighting across the Group's portfolio.



Closing occupancy (000 sq ft)

**4,985,000 sq ft**

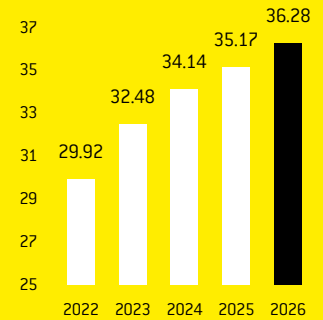
+2% over 5 years



Closing net rent per sq ft (£)

**£36.28**

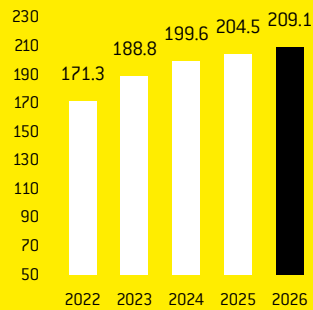
+21% over 5 years



Revenue (£m)

**£209.1m**

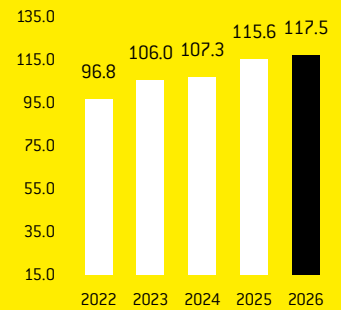
+22% over 5 years



Adjusted profit before tax (£m)

**£117.5m**

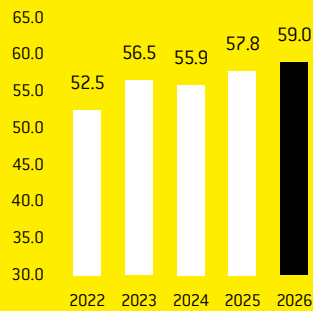
+21% over 5 years



Adjusted earnings per share (pence)

**59.0 pence**

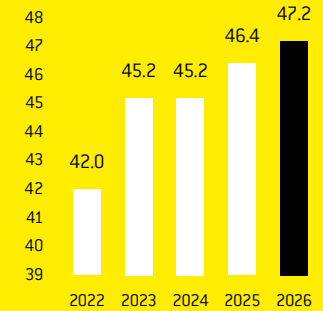
+12% over 5 years



Dividend per share (pence)

**47.2 pence**

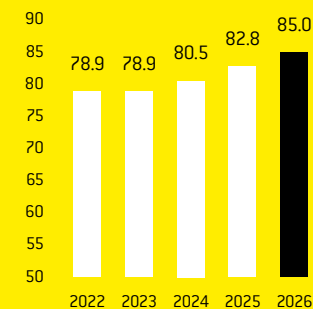
+12% over 5 years



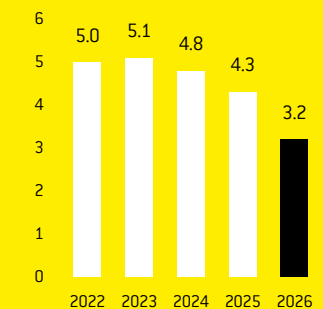
Net promoter score

**85.0**

Average of 81.2 over 5 years

Carbon intensity kgCO<sub>2</sub>e/1000m<sup>2</sup>**3.2**

(36%) over 5 years



# Operating Review

We now have a portfolio of 113 open and trading stores, with a current maximum lettable area of 6.7 million sq ft, an increase of 0.3 million sq ft (5%) since the prior year, with four stores opening in the 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 40% of move-ins during the year (2025: 41%), with homeowners representing 23% and renters 17%;
- 13% of our customers who moved in took storage space as a spare room for decluttering (2025: 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 (2025: 35%);
- the balance of 12% of our new customer demand during the year came from businesses (2025: 12%), who stay longer and represent around 20% of our customers in store at any one time, occupying 36% of the space at 31 March 2026.

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 are typically 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 177 sq ft (2025: 175 sq ft).

Domestic customers occupy on average 59 sq ft (2025: 59 sq ft) and pay on average 16% more in rent per sq ft than business customers (2025: 17%), due to the smaller on average room size rented. Business customers do however stay longer, take more space and represent around 32% of revenue (2025: 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 carried out in the year, a typical small business using our storage employs around two people and over 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 £30,000 per annum, and are billed and managed centrally. This area has performed strongly in the year with revenue up 6% compared to the prior year, making up 5% of occupied space.

## Activity

Occupancy across all 113 stores decreased over the year by 71,000 sq ft (2025: increase of 27,000 sq ft). Domestic occupied space decreased by 50,000 sq ft over the year.

Business occupancy dropped 1.2% or 21,000 sq ft on 1.78 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, and in the last six months of the financial year, we saw an increase in occupancy from businesses of 16,000 sq ft.

The 77 Big Yellow same stores (see Portfolio Summary) are 78.2% occupied compared to 80.9% at the same time last year. The 12 lease-up Big Yellow stores added 60,000 sq ft of occupancy over the year to reach closing occupancy of 49.2%. The 24 Armadillo stores, representing 10% of the Group's revenue are 75.5% occupied, compared to 76.2% at this time last year. Overall store occupancy, with four new stores opening in the year, was 74.2% (2025: 78.7%).

# Spotlight on

## Energy efficiency

Following a successful trial, our energy efficiency programme has moved from pilot to a scaled rollout, with refinements focused on lighting controls and system optimisation. During the year, 24 stores were upgraded, delivering energy savings of approximately 25% and a three to four year payback. We plan to extend these lighting controls across the entire estate in the financial year ahead. This initiative will further improve efficiency and help protect the business against energy cost volatility.



	Occupancy 31 March 2026 %	Occupancy change in year 000 sq ft	Occupancy 31 March 2026 000 sq ft	Occupancy 31 March 2025 000 sq ft
77 same store Big Yellow stores	78.2%	(123)	3,809	3,932
12 lease-up Big Yellow stores	49.2%	60	417	357
24 Armadillo stores	75.5%	(8)	759	767
<b>All 113 stores</b>	<b>74.2%</b>	<b>(71)</b>	<b>4,985</b>	5,056

All stores are trading profitably at the EBITDA level, with the exception of our newly opened stores in Queensbury, Slough Bath Road and Wembley.

## 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 room sizes 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 vacate within six months and therefore do not receive any price increases.

New customers over the year paid on average 0.7% less than move-ins for last year, and 6.9% less than customers moving out over the year. If we can improve our relative occupancy performance, we would expect to see this narrow and be an additional driver to revenue growth.

The average achieved net rent per sq ft increased by 4% compared to the prior year, with closing net rent up 3% compared to 31 March 2025.

## Marketing

Our marketing strategy is focused on further strengthening our market leading brand awareness and leveraging this to drive the cost efficient generation of enquiries, customer move ins and high levels of customer satisfaction across our digital platforms and store experience. Our strong brand, combined with continued investment in digital capability and innovation, has enabled us to develop a market leading website, which now generates over 90% of all enquiries.

Our latest YouGov brand tracking survey (published May 2024) confirmed that Big Yellow's brand awareness remains significantly ahead of all other UK self storage operators. Unprompted brand awareness is more than four times higher than our nearest competitor across the UK.

## Operating Review continued

The Big Yellow website allows customers to browse different room sizes, obtain pricing, reserve online and complete their check in before arriving at the store. Once a customer has moved in, our stores operate with automated access.

We recognise that many customers find it difficult to determine the right storage size. To support this, our online size estimator uses intuitive animations and clear guidance to help customers make an informed choice. Short video clips demonstrating different room sizes are also available, giving prospects greater confidence that they are selecting the correct space.

Customers can communicate with us in real time via Live Chat or WhatsApp while comprehensive online FAQs provide quick answers to common queries without the need to call us directly. This digital experience is particularly important given that around 60% of our new customers have never used self storage before.

The seamless digital experience continues with our online check in platform, which allows customers to complete the majority of their move in process remotely. This has significantly reduced the time customers need to spend in reception when they arrive at the store. Customers can sign their full storage licence, set up authorised users, complete their storage inventory and establish a paperless Direct Debit, all before arriving on-site.

During the year, we also introduced automated identity verification through Yoti. This removes the need for store teams to manually inspect customer ID documents and visually match them to the individual present. The technology automatically identifies fraudulent or expired documents and matches the ID photo to a live facial scan of the user. This AI driven automation provides an additional layer of security by giving us greater confidence in who is storing with us, while also significantly speeding up the move in process.

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 84% of BoxShop transactions.

### Driving online traffic

Self storage is a consumer facing business and building a strong, sustainable brand is inherently multi layered. It requires consistency in product offering, customer service and brand interaction across all touchpoints, particularly online.

Search engines remain our most important customer acquisition channel, accounting for the majority of traffic to our website. Our continued focus on building and maintaining competitive advantage in search has seen ongoing investment in search engine optimisation ("SEO"), enabling us to sustain strong organic rankings for both generic and local self storage search terms. This drives both growth and cost efficiency in the acquisition of new prospects.

As the search landscape evolves, we are increasingly focused on AI driven search visibility and generative search optimisation ("GEO"), across leading large language models. This includes understanding why certain brands are surfaced and how we can positively influence that visibility. The strength, authority and reputation of the Big Yellow brand, combined with many years of investment in a robust SEO foundation, position us well for this next era of search.

Brand search terms are a significant driver of enquiries for Big Yellow and play an important role in improving cost efficiency. Over the past year, 35% of all paid search clicks to our website were generated from "Big Yellow" brand searches, clearly demonstrating the value of strong brand awareness in driving higher quality prospects and improved operational efficiency. This effect is consistently evidenced by the performance uplift seen in acquired store portfolios following rebranding and integration into the Big Yellow business.



Search engine marketing remains our largest source of paid digital traffic and is managed by a specialist search team to ensure spend is tightly controlled and highly efficient. Continued website optimisation and a strong, engaging user experience across our digital platforms help maximise the conversion of web visits into enquiries and, ultimately, customers.

Digital display advertising allows us to target audiences actively considering self storage, increasing brand consideration through engaging creative formats. In parallel, we continue to expand strategic online partnerships with brands that share similar customer profiles, further improving efficiency in our cost per customer acquisition.

### Online customer reviews and social media

Supporting our value of putting the customer at the heart of the business, online customer reviews provide real time feedback on our service and generate powerful word of mouth advocacy for prospective customers. Through our structured customer feedback programme, we capture insight from customers following both their move in and move out experiences. Customer reviews and mystery shop results are made transparently available across the business, reinforcing our continued focus on delivering outstanding customer service. Over the year, we achieved an average Net Promoter Score of 85, representing a very strong benchmark for a consumer facing business.

We also benefit from real time customer feedback via more than 45,000 Google reviews, with an average rating of 4.8 out of 5. These reviews not only provide valuable insight but also enhance our visibility in local search results and help build trust in the Big Yellow brand, which is increasingly important for AI driven search visibility. In addition, we have over 5,200 reviews on the independent review platform Trustpilot, with an average rating of 4.8 out of 5, categorised as “Excellent”. All customer reviews are actively monitored and responded to, ensuring we manage our online reputation effectively and use customer insight to continually improve our service offering.

Social media continues to complement our core marketing channels. Big Yellow maintains an active presence across LinkedIn, Instagram, Facebook and TikTok, using these platforms to raise awareness of our services and ESG activities. Social channels also provide customers with another way to engage with us and are monitored in real time to enable prompt responses to enquiries. LinkedIn is used specifically to communicate company achievements, ESG initiatives and our company culture.

The Big Yellow YouTube channel further supports the customer journey by allowing prospective customers to explore our stores remotely through video based guides to self storage.

We will continue to invest in enhancing the customer experience and user journey across both our digital channels and in store operations, supporting increased automation and delivering further efficiency gains across the business.

## AI

We continue to identify new ways to use AI and emerging technologies to drive efficiency and improve performance across the business. We are currently leveraging a range of AI tools to enhance our content creation processes, including Microsoft Copilot, Claude and Canva, enabling us to generate ideas and content more quickly and creatively. We also use AI based focus groups to provide valuable insight into customer facing website designs.

AI tools support the creation of training modules, the drafting of policies and procedures, and the development of engaging presentations and visual content. The integration of these tools has significantly streamlined workflows and boosted productivity across our key business functions.

Alongside this, we make extensive use of rules based data manipulation and automation across multiple operational areas, including dynamic pricing, prospect management, online check in and the automation of customer communications. Data driven access control reporting and alerts from our stores have strengthened our audit processes, while exception reporting has delivered notable efficiency gains. In marketing, AI is also used for paid search optimisation and prospect acquisition, customer identity verification via Yoti and competitor monitoring. We have implemented new software within our financial reporting team to speed up our financial forecasting. Our DSOC business also uses AI to help filter alerts triggered by operator security systems, which enables its security operatives to work more efficiently.

While often delivered through third party services, machine learning driven AI underpins our cybersecurity and defence capabilities. It plays a critical role in anti malware protection, firewall management, email security, vulnerability testing and Security Information and Event Monitoring.

This is by no means an exhaustive summary of how AI is supporting and enhancing our business, but it provides a clear indication of its impact – and it remains an area we will continue to invest in.

## Cyber security and IT infrastructure

Cyber security and IT infrastructure remain fundamental to the Group's strategic objectives and operational effectiveness. We operate a comprehensive framework encompassing risk management, security protocols, regulatory compliance, innovation, and operational efficiency. Throughout the year we have delivered substantial progress whilst maintaining our proactive approach to identifying opportunities and addressing evolving challenges. The Group remains committed to sustained investment in our capabilities safeguarding our competitive position. Our Infrastructure and Development teams continue to deliver innovation and operational efficiencies across the Group.

Our cyber risk and security posture is subject to continuous assessment, drawing upon the expertise of both internal specialists and independent external advisors. Measures such as compulsory Information Security and Data Protection training, complemented by regular testing programmes including penetration testing and phishing simulations helps to ensure the resilience of both our technical systems and our people. During the year our infrastructure successfully completed a rigorous external audit attaining IASME Cyber Assurance and Cyber Essentials certification. The Group also maintains cyber insurance coverage to mitigate potential financial exposure in the event of a security incident.

Our Data Compliance Officer oversees ongoing compliance with GDPR and PCI DSS requirements, whilst also managing our Business Continuity and Crisis Communication frameworks. Policies and procedures undergo periodic review and are benchmarked against industry best practice standards.

## Operating Review continued

### 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	Prominent location	Status	Anticipated capacity
<b>Staples Corner, London</b>	North Circular Road	Construction commenced with planned store opening in August 2026.	Replacement for existing leasehold store, additional 18,000 sq ft
<b>Epsom, London</b>	East Street	Construction commenced with planned store opening in September 2026.	59,000 sq ft
<b>Kentish Town, London</b>	Regis Road	Construction commenced, with planned store opening in September 2026.	70,000 sq ft
<b>Wapping, London</b>	The Highway, adjacent to existing Big Yellow	Construction commenced with planned store opening in December 2026.	Additional 95,000 sq ft
<b>West Kensington, London</b>	Hammersmith Road	Demolition of existing building completed, with store opening anticipated in spring 2029.	176,000 sq ft
<b>Newcastle</b>	Scotswood Road	Planning consent granted, with store opening anticipated in summer 2027.	60,000 sq ft
<b>Leicester</b>	Belgrave Gate, Central Leicester	Site acquired in June 2023. Planning consent granted, with store opening anticipated in early 2028.	58,000 sq ft
<b>Leamington Spa</b>	Queensway	Site acquired in May 2024. Planning consent granted, construction commenced with store opening anticipated in summer 2027.	54,000 sq ft
<b>Old Kent Road, London</b>	Old Kent Road	Site acquired in June 2022. Planning application submitted in October 2023, with planning consent granted in May 2026.	79,000 sq ft

#### Current development pipeline – without planning

Site	Prominent location	Status	Anticipated capacity
<b>Coventry</b>	Sir Henry Parkes Road	Site acquired in April 2025. Planning application submitted in November 2025.	58,000 sq ft
<b>Bethnal Green, London</b>	Hollybush Gardens	Contracts exchanged in September 2025, with deferred completion in March 2027. Planning application submitted in April 2026.	68,000 sq ft
<b>Acton, London</b>	The Vale	Contracts exchanged in May 2026, with completion occurring in the same month.	66,000 sq ft
<b>Total – all sites</b>			<b>861,000 sq ft</b>

The four new stores opened in the year to March 2026 have added a further 0.3 million sq ft of capacity; the 12 development sites in our pipeline are forecast to deliver an additional 0.9 million sq ft of capacity. The projected net operating income of the combined increase in our total capacity of 1.2 million sq ft when stabilised, at today's prices, is £39 million representing a proforma 8.3% return on the capital deployed. If we include the replacement store at Staples Corner, due to open in July 2026, the proforma net operating income increases to £43 million, a return of approximately 8.4% on the total development cost of approximately £513 million, including land already acquired.

# Portfolio Summary

	March 2026				March 2025			
	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	12	24	113	77	8	24	109
<b>At 31 March:</b>								
Total capacity (sq ft)	4,868,000	848,000	1,005,000	6,721,000	4,863,000	552,000	1,006,000	6,421,000
Occupied space (sq ft)	3,809,000	417,000	759,000	4,985,000	3,932,000	357,000	767,000	5,056,000
Percentage occupied	78.2%	49.2%	75.5%	74.2%	80.9%	64.7%	76.2%	78.7%
Net rent per sq ft	£38.80	£34.05	£24.88	£36.28	£37.56	£33.28	£23.74	£35.17
<b>For the year:</b>								
REVPAF <sup>(2)</sup>	£34.99	£23.82	£21.77	£31.84	£34.80	£23.34	£21.01	£31.63
Average occupancy	79.7%	59.2%	76.7%	77.2%	82.3%	62.1%	77.3%	79.8%
Average annual net rent psf	£38.45	£34.04	£24.48	£35.98	£37.08	£32.82	£23.42	£34.71
	£000	£000	£000	£000	£000	£000	£000	£000
Self storage income	149,098	13,129	18,845	181,072	148,335	11,262	18,226	177,823
Other storage related income <sup>(2)</sup>	19,330	1,820	2,972	24,122	19,195	1,607	2,861	23,663
Ancillary store rental income	1,786	589	46	2,421	1,576	17	45	1,638
Total store revenue	170,214	15,538	21,863	207,615	169,106	12,886	21,132	203,124
Direct store operating costs	(43,934)	(6,436)	(8,584)	(58,954)	(43,606)	(5,690)	(8,269)	(57,565)
Short and long leasehold rent <sup>(3)</sup>	(1,980)	(11)	(218)	(2,209)	(2,145)	(26)	(206)	(2,377)
Store EBITDA <sup>(2)</sup>	124,300	9,091	13,061	146,452	123,355	7,170	12,657	143,182
Store EBITDA margin	73.0%	58.5%	59.7%	70.5%	72.9%	55.6%	59.9%	70.5%
<b>Deemed cost</b>	£m	£m	£m	£m				
To 31 March 2026	752.0	220.0	148.5	1,120.5				
Capex to complete	–	2.1	–	2.1				
<b>Total</b>	<b>752.0</b>	<b>222.1</b>	<b>148.5</b>	<b>1,122.6</b>				

<sup>(1)</sup> 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.

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

<sup>(3)</sup> Rent paid for five 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 2026 £000			Year ended 31 March 2025 £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>	207,615	1,469	209,084	203,124	1,371	204,495
Cost of sales <sup>(5)</sup>	(58,954)	(4,572)	(63,526)	(57,565)	(4,561)	(62,126)
Rent <sup>(3)</sup>	(2,209)	2,209	–	(2,377)	2,377	–
	<b>146,452</b>	<b>(894)</b>	<b>145,558</b>	143,182	(813)	142,369

<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 41.

### 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 2026 £000	Year ended 31 March 2025 £000
Store revenue <sup>(6)</sup>	207,615	203,124
Less revenue from non like-for-like stores <sup>(6)</sup>	(322)	–
Like-for-like revenue <sup>(6)</sup>	<b>207,293</b>	203,124

#### Like-for-like store occupancy

	Year ended 31 March 2026	Year ended 31 March 2025
Store MLA (sq ft) <sup>(6)</sup>	6,721,000	6,421,000
Less MLA from non like-for-like stores (sq ft) <sup>(6)</sup>	(295,000)	–
Like-for-like MLA (sq ft) <sup>(6)</sup>	<b>6,426,000</b>	6,421,000
Store occupancy (sq ft) <sup>(6)</sup>	4,985,000	5,056,000
Less occupancy from non like-for-like (sq ft) <sup>(6)</sup>	(38,000)	–
Like-for-like occupancy (sq ft) <sup>(6)</sup>	<b>4,947,000</b>	5,056,000
Like-for-like occupancy (%) <sup>(6)</sup>	<b>77.0%</b>	78.7%

<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.



**Wembley, March 2026**  
MLA – 73,000 sq ft



**Slough Bath Road, February 2026**  
MLA – 80,000 sq ft



**Queensbury, October 2025**  
MLA – 72,000 sq ft



**Staines, July 2025**  
MLA – 70,000 sq ft



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



**Kings Cross, June 2023**  
MLA – 101,000 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 – 55,000 sq ft



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



**Uxbridge, June 2021**  
MLA – 53,000 sq ft



**Battersea, November 2020**  
MLA – 69,000 sq ft



**Bracknell, September 2020**  
MLA – 58,000 sq ft



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



**Manchester, May 2019**  
MLA – 58,000 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 – 64,000 sq ft



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



**Enfield, April 2015**  
MLA – 63,000 sq ft



**Chester, February 2015**  
MLA – 68,000 sq ft



**Oxford 2, July 2014**  
MLA – 39,000 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 – 64,000 sq ft



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



**Nottingham, August 2009**  
MLA – 66,000 sq ft



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



**Twickenham, May 2009**  
MLA – 77,000 sq ft



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



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



**Birmingham, February 2009**  
MLA – 64,000 sq ft



**Sheen, December 2008**  
MLA – 67,000 sq ft



**Sheffield Hillsborough, October 2008**  
MLA – 63,000 sq ft



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



**Merton, March 2008**  
MLA – 80,000 sq ft



**Fulham, March 2008**  
MLA – 137,000 sq ft



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



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



**Ealing, November 2007**  
MLA – 56,000 sq ft



**Sutton, July 2007**  
MLA – 76,000 sq ft



**Gloucester, December 2006**  
MLA – 53,000 sq ft



**Edmonton, October 2006**  
MLA – 85,000 sq ft



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



**Bristol Ashton Gate, July 2006**  
MLA – 64,000 sq ft



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



**Tunbridge Wells, April 2006**  
MLA – 59,000 sq ft



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



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



**Leeds, July 2005**  
MLA – 83,000 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 – 56,000 sq ft



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



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



**Colchester, December 2002**  
MLA – 57,000 sq ft



**Bow, November 2002**  
MLA – 133,000 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 – 71,000 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 £209.1 million, an increase of £4.6 million (2%) from £204.5 million in the prior year. Like-for-like store revenue (see glossary in note 33) for the year was £207.3 million, an increase of 2% from the prior year (2025: £203.1 million).

In the prior year, we reported that revenue growth was highest in our 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 £24.1 million in the year (2025: £23.7 million), an increase of 2%.

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

## 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.

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

Category	Year ended 31 March 2026 £000	Year ended 31 March 2025 £000	Change	% of store operating costs in 2026
Cost of sales	1,294	1,422	(9%)	2%
Staff costs	15,502	15,199	2%	26%
General & admin	1,397	1,646	(15%)	2%
Utilities	2,519	2,783	(9%)	4%
Property rates	21,666	20,856	4%	36%
Marketing	7,699	6,778	14%	13%
Repairs & maintenance	5,598	5,841	(4%)	9%
Insurance	3,257	3,394	(4%)	6%
Computer costs	1,151	1,193	(4%)	2%
<b>Total before one-off items</b>	<b>60,083</b>	<b>59,112</b>	<b>2%</b>	<b>100%</b>
One-off items	(1,129)	(1,547)	(27%)	
<b>Total per portfolio summary</b>	<b>58,954</b>	<b>57,565</b>	<b>2%</b>	

Store operating costs have increased by £1.4 million (2%). The one-off items in the current and prior years relate to rates rebates received in the year. Store operating costs before these one-off items have increased by £1.0 million (2%) compared to the prior year. The additional operating expense from new stores accounted for £0.8 million in the year. The remaining increase is £0.2 million (0.3%), with commentary below:

- Cost of sales has reduced with lower packing material sales in the year, and some savings on purchase costs.
- Staff costs have increased by £0.3 million (2%) with the salary review of on average 3.2% (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, and a lower bonus payout.
- Our utilities expenditure has reduced by £0.3 million (9%) compared to the prior period, from a combination of a lower contracted energy price, our investment in solar and the roll-out of an energy efficiency programme across our stores. Our energy pricing is fixed through to September 2026.
- Property rates have increased by £0.8 million (4%). The rates payable for this year were based off the CPI print to September 2024, which was 1.7%. The remaining increase is due to new stores. Looking ahead to next year, following the publication of the 2026 Rating List, we anticipate our like-for-like rates bill will increase by 8.5% in the year to 31 March 2027, with the increase moderating in the years ending 31 March 2028 and 31 March 2029.
- Our marketing expense for the year was up 14%, mainly due to an increase in the pay-per-click ("PPC") budget over the second half of the year to drive additional prospects in a softer demand environment. The total marketing spend represents 3.7% of revenue for the year.
- The repairs and maintenance expense has reduced by £0.2 million (4%) due to savings we have made across a number of cost lines.
- Our insurance expense has fallen by £0.1 million (4%) principally due to lower customer insurance claims in the year.
- The Group's bad debt expense for the year was 0.2% of revenue, in line with the prior year (2025: 0.2%). The Group has not seen any deterioration in its aged debtors' profile over recent months.

For the year ending 31 March 2027, we anticipate like-for-like operating costs increasing by approximately 2% to 3%.

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 2026 £000	Year ended 31 March 2025 £000
Direct store operating costs per portfolio summary (excluding rent)	58,954	57,565
Rent included in cost of sales (total rent payable is included in portfolio summary)	1,952	1,593
Depreciation charged to cost of sales	517	530
Costs associated with closure of Slough leasehold store	–	694
Head office and other operational management costs charged to cost of sales	2,103	1,744
<b>Cost of sales per statement of comprehensive income</b>	<b>63,526</b>	<b>62,126</b>

The Group incurred various costs associated with the closure of its Slough leasehold store in the prior 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 were excluded from the Group's adjusted profit for that year, as they were a one-off item.

## Store EBITDA

Store EBITDA for the year was £146.5 million, an increase of £3.3 million from £143.2 million for the prior year (see Portfolio Summary). The overall EBITDA margin for during the year was 70.5%, in line with the prior year.

All stores are currently trading profitably at the Store EBITDA level, with the exception of our recently opened stores in Queensbury, Slough Bath Road and Wembley.

## Administrative expenses

Administrative expenses in the statement of comprehensive income are £15.0 million, down £0.7 million (5%) compared to the prior year. The fall is due to a reduction in the IFRS 2 Share Based Payments charge of £1.0 million in the year. Excluding this movement, administrative expenses remained tightly controlled and were up £0.3 million (2%).

## Share of profit of joint venture

At the start of the year, the Group had a £0.6 million investment (34% of the equity) in Doncaster Security Operations Centre Limited ("DSOC"), a company which provides out-of-hours monitoring and alarm receiving services, including for the Group's stores. On 1 August 2025 the Group increased its investment in DSOC and now owns 74% of the ordinary share capital of the Company. The investment is treated as a joint venture, as the Group has joint control over DSOC with the minority founder shareholder. The investment is measured using the equity method of accounting. The Group's share of profit for the period from 1 August 2025 to 31 March 2026 was £0.1 million.

## Other income

In the current year, the Group earned other income of £0.2 million. This was a dilapidations receipt on a development property. The prior year other income is loss of income insurance proceeds of £4.0 million, which was the final settlement following a fire at our Cheadle store in February 2022.

## Interest expense on bank borrowings

The gross bank interest expense for the year was £23.4 million, an increase of £0.1 million from the prior year, due to higher average debt levels, partly offset by a lower average cost of debt following the reduction in interest rates. The average cost of borrowing during the year was 5.0% compared to 5.7% in the prior year.

Capitalised interest has risen significantly as we build out the stores in our development pipeline, and was £10.6 million, up from £7.9 million in the prior year.

Total finance costs in the statement of comprehensive income reduced to £13.6 million from £15.9 million in the prior year, due to the increase in capitalised interest.

## Financial Review continued

### Profit before tax

The Group made a profit before tax in the year of £126.2 million, compared to a profit of £203.9 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 £117.5 million, up 2% from £115.6 million in 2025.

Profit before tax analysis	2026 £000	2025 £000
Profit before tax	126,212	203,854
Gain on revaluation of investment properties	(7,574)	(29,667)
Movement in fair value on interest rate derivatives	(1,164)	(547)
Gain on disposal of non-current asset	–	(8,754)
Costs associated with closure of Slough leasehold store	–	694
Adjusted profit before tax	117,474	115,580

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 for the prior year 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 2025	115.6
Increase in gross profit	2.5
Decrease in administrative expenses	0.7
Decrease in other income	(3.8)
Increase in share of profit of joint venture	0.1
Increase in net interest payable	(0.3)
Increase in capitalised interest	2.7
<b>Adjusted profit before tax – year ended 31 March 2026</b>	<b>117.5</b>

Basic earnings per share for the year was 63.8p (2025: 103.2p) and diluted earnings per share was 63.4p (2025: 102.8p). Diluted adjusted earnings per share based on adjusted profit after tax was up 2% to 59.0p (2025: 57.8p) (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 £2.4 million tax charge in the residual business for the year ended 31 March 2026 (2025: £2.5 million). The current year tax charge is partly offset in the income statement by an adjustment to the prior year tax estimate of £1.1 million (2025: prior year adjustment of £0.5 million).

### Dividends

The Board is recommending the payment of a final dividend of 23.4 pence per share in addition to the interim dividend of 23.8 pence, giving a total dividend for the year of 47.2 pence, an increase of 2% 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 47.2p pence per share is payable (31 March 2025: 46.4 pence). The PID for the year to 31 March 2026 accounts for all of the declared dividend. The table below summarises the declared dividend for the year:

Dividend (pence per share)	31 March 2026	31 March 2025
Interim dividend	23.8p	22.6p
Final dividend	23.4p	23.8p
<b>Total dividend</b>	<b>47.2p</b>	<b>46.4p</b>

Subject to approval by shareholders at the Annual General Meeting to be held on 20 July 2026, the final dividend will be paid on 24 July 2026. The ex-div date is 2 July 2026 and the record date is 3 July 2026.

### 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 £111.5 million, broadly in line with the prior year. The prior year included a one-off receipt of £4 million in respect of Cheadle. Excluding this receipt from the prior year, cash flow from operating activities was up 3% compared to 2025. These operating cash flows are after the ongoing maintenance costs of the stores, which were on average approximately £50,000 per store (2025: £53,500), a 7% reduction.

The Group's net debt has increased over the year to £476.7 million (March 2025: £388.7 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 2026 £m	Year ended 31 March 2025 £m
Cash generated from operations pre-working capital movements	134.8	132.0
Net finance costs	(22.0)	(21.5)
Interest on obligations under lease liabilities	(0.7)	(0.6)
Other operating income received	0.2	4.0
Tax	(0.8)	(2.0)
<b>Cash flow from operating activities pre-working capital movements</b>	<b>111.5</b>	<b>111.9</b>
Working capital movements	(2.6)	2.6
<b>Cash flow from operating activities</b>	<b>108.9</b>	<b>114.5</b>
Capital expenditure	(100.9)	(58.3)
Disposal of non-current asset	–	30.6
Investment in joint venture	(1.0)	–
<b>Cash flow after investing activities</b>	<b>7.0</b>	<b>86.8</b>
Dividends	(93.2)	(88.5)
Issue of share capital	0.1	0.8
Payment of lease liabilities	(1.3)	(1.8)
Loan arrangement fees paid	(0.6)	(0.6)
Increase in borrowings	88.5	2.7
<b>Net cash inflow/(outflow)</b>	<b>0.5</b>	<b>(0.6)</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 (2025: 6.1 times). This is calculated per below:

	31 March 2026 £000	31 March 2025 £000
Cash generated from operations pre working capital movements (see note 26)	134,803	131,999
Interest paid per cash flow statement	(22,126)	(21,657)
<b>Interest cover</b>	<b>6.1x</b>	<b>6.1x</b>

In the year capital expenditure outflows were £100.8 million, up from £58.3 million in the prior year. This capital expenditure was principally on the construction of new stores. We expect the amount of construction capital expenditure to decrease next year, as we open the stores in our pipeline.

The cash flow after investing activities was a net inflow of £7.0 million, a decrease of 92% from £86.8 million in the prior year, due to the additional capital expenditure, coupled with the prior year receipt of £30.6 million from land adjacent to our Battersea store.

## Balance sheet

### Property

The Group's open stores and stores under development owned at 31 March 2026, which are classified as investment properties, have all been valued individually by JLL.

The external valuation has resulted in a total investment property asset value of £3,111.1 million, as broken down in the table below.

### Investment property

The open store portfolio has increased in value by £15.7 million (0.5%). This increase in value arises from improvements in the projected cash flows for the stores. The weighted average exit capitalisation rate used in the valuations was 5.5% in the current year, in line with the prior year.

Analysis of property portfolio	Value at 31 March 2026 £m	Revaluation movement in the year £m
Investment property	2,944.5	15.7
Investment property under construction	166.6	(8.1)
<b>Investment property total</b>	<b>3,111.1</b>	<b>7.6</b>

## Financial Review continued

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

	Big Yellow same stores	Armadillo – same stores	Total – same stores	Big Yellow lease-up freehold	Total
Number of stores	77	24	101	12	113
MLA capacity [sq ft]	4,868,000	1,005,000	5,873,000	848,000	6,721,000
Valuation at 31 March 2026 (£m)	£2,230.9m	£186.2m	£2,417.1m	£380.7m	£2,797.8m
Value per sq ft	£458	£185	£412	£449	£416
Net initial year one NOI yield	5.0%	6.2%	5.1%	2.6%	4.7%

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 and Staines Industrial Schemes. The net initial year one NOI yield for the Big Yellow and Armadillo same stores is 5.1% (2025: 5.2%). Note 15 contains more detail on the assumptions underpinning the valuations.

### Investment property under construction

The Group spent £102.6 million (including capitalised interest) on investment property under construction in the year with eight stores in various stages of construction. Staines, Queensbury, Slough Bath Road and Wembley all transferred to investment property during the year as the stores opened, along with the Staines Industrial Scheme. There was a revaluation deficit of £8.1 million on investment property under construction in the year, arising from an increase in projected construction costs.

### 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. All the significant sized transactions that have been concluded in the UK in recent years were completed in a corporate structure. Sale in a corporate structure would result in a reduction in the assumed Stamp Duty Land Tax but an increase in other transaction costs reflecting additional due diligence resulting in a reduced notional purchaser's cost of 2.75% of gross 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 2026 of £3,231.8 billion (£120.7 million higher than the value recorded in the financial statements). This translates to 60.8 pence per share. This revised valuation translates into an adjusted net asset value per share of 1,370.4 pence (2025: 1,355.6 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 (2025: 81%).

### Net asset value

The adjusted net asset value is 1,370.4 pence per share (see note 13), an increase of 1% compared to 1,355.6 pence per share at 31 March 2025. The table below reconciles the movement:

Movement in adjusted net asset value	£m	Adjusted NAV pence per share
31 March 2025	2,682.1	1,355.6
Adjusted profit after tax	116.2	58.7
Equity dividends paid	(93.2)	(47.1)
Revaluation movements	7.6	3.8
Movement in purchaser's cost adjustment	4.6	2.3
Other movements (e.g. share schemes)	2.0	(2.9)
<b>31 March 2026</b>	<b>2,719.3</b>	<b>1,370.4</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. Given our relatively low leverage we will maintain a watching brief over short term rates and for the moment continue with our flexible approach to hedging interest rate exposure.

The table below summarises the Group's debt facilities at 31 March 2026, with a current average cost of drawn debt of 4.7% (March 2025: 5.0%).

Debt	Expiry	Facility	Drawn	Cost
Aviva Loan (all fixed)	September 2028	£149m	£149m	3.3%
M&G loan (£35 million fixed at 4.5%, £85 million floating)	September 2029	£120m	£120m	5.9%
Revolving bank facility (Lloyds, HSBC & Barclays, £30 million fixed at 3.7%, balance floating)	December 2028	£300m	£217m	4.9%
<b>Total</b>	<b>Average term 2.8 years</b>	<b>£569m</b>	<b>£486m</b>	<b>4.7%</b>

In addition to the facilities above, subsequent to the year end, the Group put in place 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 three years 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 has again met all the KPIs 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 2026. 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 2026	31 March 2025
Net Debt / Gross Property Assets	<b>15%</b>	13%
Net Debt / Adjusted Net Assets	<b>18%</b>	14%
Net Debt / Market Capitalisation	<b>29%</b>	21%
Net debt to Group EBITDA ratio	<b>3.7x</b>	3.1x
Cash generated from operations pre-working capital movements against interest paid	<b>6.1x</b>	6.1x

The Group took out an additional interest rate derivative during the year, £30 million fixed at 3.7% until September 2029, with a bank option to call the swap in March 2027. At 31 March 2026, the fair value on the Group's interest rate derivatives was a liability of £0.1 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 2026 (2025: £19.7 million), consisting of 196,818,571 ordinary shares of 10p each (2025: 196,714,696 shares). 0.1 million shares were issued for the exercise of options during the year at an average exercise price of £10.09 (2025: 0.5 million shares at an average price of £12.60).

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	2026 No.	2025 No.
Opening shares	<b>196,714,696</b>	196,195,287
Shares issued for the exercise of options	<b>103,875</b>	519,409
Closing shares in issue	<b>196,818,571</b>	196,714,696
Shares held in EBT	<b>(859,397)</b>	(881,360)
Closing shares for NAV purposes	<b>195,959,174</b>	195,833,336

143.2 million shares were traded in the market during the year ended 31 March 2026 (2025: 96.9 million). The average mid-market price of shares traded during the year was £9.96 with a high of £11.80 and a low of £8.45.

# 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 six years has been resilient with revenue growing by 62% from £129.3 million in the year ended 31 March 2020 to £209.1 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 71,000 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 four 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, the imposition of tariffs by the United States, and the Iran conflict.</p> <p>The Iran conflict has led to an increase in mortgage rates in the UK, and the spectre of rising inflation. This could impact cost of living in the UK, and the level of housing transactions may fall as the cost of mortgages increases.</p> <p>The Group's activity levels can be impacted by macro-economic and geo-political dislocations, and we saw a reduction in our activity levels in April and May 2025, and again in March 2026.</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 a pipeline of 12 sites which, when opened, would expand the Group's current MLA by 13%.</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 nine of the 12 development sites and expect to open four stores during the year ending 31 March 2027.</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 71,000 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 £15.7 million in the year (an uplift of 0.5%), due to a slight improvement in the 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 two 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 2026 44% 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 continued to reduce during the year, with it currently at 3.75%, down from 4.25% at the start of our financial year. The projection for interest rates for the year ahead is uncertain.</p> <p>During the year, the Group fixed an additional £30 million of debt, by way of a callable swap. 44% of the Group's drawn debt is fixed, with the balance floating.</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 2026 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 was published in November 2025 and will lead to a like-for-like increase of 8.5% (£1.8 million) in our rates cost for the financial year ending 31 March 2027.</p> <p>There is a risk that corporate tax rates will rise in the medium-term to fund the increasing government deficits.</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 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. This has included enhancing our careers pages and launching a vacancies mini-site, developing diversity-focused dashboards and promotion toolkits and partnering with apprenticeship providers to support employee progression and foster an inclusive workplace. A range of initiatives have been implemented to support employee development, including career insights videos, virtual masterclasses, expanded eLearning and workshops, mentoring and a video-based induction for part-time staff. These measures, alongside new performance reviews and talent mapping, aim to increase flexibility, accessibility, personal growth and succession planning across the business.</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>

## Principal Risks and Uncertainties continued

Risk and impact	Mitigation	Change during the year and outlook
<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, and are in the middle of a roll-out of app-based access to our stores. We have 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> <p>During the year, we increased our stake in our monitoring company, Doncaster Security Operations Centre Limited, now owing 74% of the business.</p>
<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 engages specialist cyber security advisors and consultants to inform our security strategy. We maintain dedicated in-house monitoring capabilities and conduct systematic reviews of our security infrastructure. Customer data retention is limited to the minimum regulatory and operational requirements.</p> <p>Our policies and procedures are subject to ongoing review and benchmarking against industry best practice by our external consultants. These encompass defence, detection, and response protocols.</p>	<p>Whilst we do not assess the risk exposure for the Group to have increased disproportionately relative to comparable organisations, we recognise that threats across the digital landscape continue to intensify and adapt. Accordingly, we have maintained our investment programme in cyber security, upgrading and replacing infrastructure components as necessary to ensure resilience.</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 Sustainability Strategy and the Net Zero Scope 1 and Scope 2 Emissions Strategy. Our investment to decarbonise our business over the coming 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 prior 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 compliance process, the external assessment of the key business cycles, and the software to manage and report on risks, the Audit Committee considers that this provides a robust internal audit assessment for the Group, and hence there is no need for a separate Internal Audit function.

## 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 2026 the Group had available liquidity of approximately £92 million, from a combination of cash and undrawn bank debt facilities. In addition, since the year end, the Group put in place 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 2026, had cash flow from operating activities (after net finance

costs and pre-working capital movements) of £111.5 million, with capital commitments at the balance sheet date of £54.3 million. The Group has net current liabilities at the balance sheet date and draws on its Revolving Credit Facility (current headroom of £83 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, taking into account the Group's operating plan and budget for the year ending 31 March 2027 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, taking into account the trading performance of the Group over the recent dislocations in the global economy from Covid-19, the Russian invasion of Ukraine, the impact of rising inflation and the war in Iran. 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 2030. 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 2030.

# Climate-Related Disclosures Statement

## 1. Introduction

Big Yellow recognises the importance of addressing climate-related risks and opportunities in its business operations and decision-making processes. This disclosure explains how climate-related risks and opportunities are identified, assessed and managed within the Company's overall business strategy and risk management framework.

Climate risk is embedded within Big Yellow's principal risk assessment process and is evaluated using the same probability and impact methodology applied to other strategic risks. The Company's climate strategy and Science Based Targets ("SBT") are aligned with a 1.5°C pathway consistent with the goals of the Paris Agreement. Scenario analysis and resilience assessments have been undertaken using both low and high-emissions pathways to assess the robustness of our business model, portfolio and capital allocation strategy under a range of plausible climate futures. Climate considerations are integrated into strategic planning, capital deployment and operational decision-making processes to support long-term shareholder value creation and financial resilience.

Throughout this report (\*) denotes values externally assured by SGS United Kingdom Limited ("SGS").

## 2. Basis of Preparation and Framework Alignment

### i. TCFD Alignment

This disclosure has been prepared in compliance with the recommendations of the Task Force on Climate-related Financial Disclosures ("TCFD") and taking into consideration the requirements of the International Financial Reporting Standards ("IFRS") IFRS S1 and IFRS S2 as issued by the International Sustainability Standards Board ("ISSB"). It forms part of Big Yellow's general purpose financial reporting and covers the same reporting period and consolidation boundary as the consolidated financial statements, unless otherwise stated. The disclosure is structured with the four core pillars of the framework and addresses the Governance, Strategy, Risk Management, and Metrics & Targets pillars. It incorporates the additional granularity, financial effects and connectivity requirements introduced under IFRS S2. The boundary is consistent with Big Yellow's consolidated financial statements prepared under IFRS Accounting Standards. Greenhouse gas emissions are reported using the operational control approach.

### ii. Overview of IFRS S2 Architecture

Under IFRS S2, climate-related disclosures are structured around governance, strategy, risk management, and metrics and targets. It also carries additional emphasis on transparency regarding current and anticipated financial effects as well as the connectivity between sustainability information and the financial statements. Although integration with the financial statements has not yet been achieved we have aligned them closer this year and are working towards a fully integrated approach. Accordingly, this disclosure explains how climate-related risks and opportunities influence Big Yellow's business model, strategic planning and capital allocation decisions. It details how those risks are identified, assessed and monitored within the risk management framework. It discusses the metrics and targets used to manage performance, including greenhouse gas emissions.

It also specifies how climate-related assumptions and impacts are reflected in financial reporting, accounting estimates and forward-looking analysis. As such it has been prepared in alignment with IFRS S2 Climate-related disclosures as we progress towards full integration.

## 3. Governance

### i. 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 supports the Board in overseeing the management of climate-related risks and opportunities and monitoring progress against the Group's climate strategy. The Sustainability Committee meets twice yearly.

While no Board member holds a formal climate-specific qualification, the Board receives regular climate-related training and briefings on regulatory changes and solution updates being deployed across the estate. The Board receives periodic updates on climate-related opportunities such as emerging technologies and risks and regulatory updates relevant to the Group's operations and assets.

The Board is updated on relevant aspects of our sustainability strategy at each meeting and this is embedded into the standard agenda and board pack. In addition, climate-related risk has been defined as a 'principal risk' and managed as part of our standard business risk process. These risks are assessed using the same probability and impact scoring framework as other principal risks. These are reviewed by the Sustainability Committee twice a year, the Audit Committee annually and the Environmental Committee quarterly when required. If material climate matters arise between board meetings these are escalated to the executive leadership team for review.

### ii. 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, including considerations of climate drivers such as extreme weather events and physical risk impacts; the Environmental Committee will provide input into the business risk process with climate-related specific risks and opportunities.

### Incentives and Remuneration

Climate-related performance is incorporated into remuneration through our Long-Term Incentive Plans ("LTIP"). A defined proportion of LTIP vesting is linked to delivery of climate-related objectives, including progress against our Scope 1 and Scope 2 emissions reduction target through solar, battery and energy efficiency projects and external debt facilities being green loans.

Performance against these metrics is assessed over a multi-year performance period consistent with our decarbonisation pathway and transition plan milestones. The Sustainability Committee reviews performance outcomes prior to final determination by the Remuneration Committee. This structure aligns executive incentives with the climate transition strategy and long-term value creation objectives.

### iii. Linkage Between Climate Governance and Financial Reporting

Climate-related matters are integrated within Big Yellow's financial governance and reporting framework under the oversight of the Chief Financial Officer ("CFO"). The CFO is responsible for ensuring that climate-related assumptions, capital commitments and risk assessments are appropriately reflected in financial planning, budgeting processes and, where relevant, accounting estimates and disclosures within the consolidated financial statements. Sustainability data and climate-related metrics are subject to defined ownership, review and validation controls prior to publication, with oversight from the Sustainability Committee and review by the Audit Committee as part of the annual reporting cycle. Internal control processes are designed to provide consistency between climate-related disclosures and financial reporting, including reconciliation of climate-aligned capital expenditure, verification of greenhouse gas data inputs, and assessment of potential impacts on asset values, useful lives, provisions and other material accounting judgements. The Board retains ultimate responsibility for approval of climate-related disclosures as part of the general purpose financial reporting.

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)

## 4. Strategy

### i. Climate-Related Risks and Opportunities

Big Yellow's UK property portfolio is exposed to both acute and chronic physical climate risks, including heat stress, flooding, temperature variability and precipitation changes. These risks may affect operating costs, maintenance expenditure, insurance premiums and, in certain cases, asset resilience and customer confidence. These risks and opportunities are also considered within the context of the Group's business model and long-term strategic planning. Big Yellow plans to quantify the impact and financial effects of their risks and opportunities in the following reporting year to strengthen its alignment with the UK SRS S2 disclosure requirements.

#### Physical risks

Heat stress and rising average temperatures may increase cooling demand and place additional strain on HVAC systems. Flooding and extreme rainfall events may result in episodic repair costs, business interruption exposure and potential reputational impacts where customer assets are affected. Over the long term, these risks may require targeted capital investment to maintain operational resilience and asset integrity.

While exposure varies across the portfolio, physical risks are assessed as manageable within the existing asset management and capital planning framework. Over the next reporting year, Big Yellow aims to quantify the potential impacts of the identified material physical risks.

#### Transitional risks

Transition risks arise from regulatory, market and policy responses to climate change, including tightening building performance standards, evolving carbon pricing mechanisms, increased reporting requirements and changing investor and customer expectations.

The most significant transition exposure relates to the risk of stranded assets should properties fail to meet future energy performance requirements. This risk is mitigated through proactive energy efficiency upgrades, EPC improvement programmes and alignment with decarbonisation pathways.

Additional transition risks include potential increases in carbon-related taxation, energy cost volatility and enhanced sustainability reporting obligations. These are monitored through regulatory horizon scanning and integrated within the Company's strategic planning processes.

#### Climate related opportunities

The transition to a lower-carbon economy presents opportunities to enhance asset performance, reduce operating costs and strengthen customer value propositions. Investment in renewable energy generation, battery storage, electrification of heating systems and energy efficiency improvements supports emissions reduction objectives while increasing resilience to energy market volatility.

Customer demand for low-carbon infrastructure, including electric vehicle charging and renewable-powered facilities, may further enhance brand positioning and long-term asset attractiveness.

### ii. Scenario Analysis

To assess the resilience of its business model and portfolio under a range of plausible climate futures, scenario analysis is undertaken, incorporating both transition and physical risk pathways.

#### Scenarios used

Three IPCC AR6 scenarios were modelled:

- SSP1-2.6, a low-emissions pathway representing an orderly transition broadly aligned with the goals of the Paris Agreement and a 1.5–2°C temperature outcome;
- SSP5-8.5, representing a higher-emissions pathway characterised by more severe long-term physical climate impacts; and
- SSP2-4.5, representing a moderate-emissions pathway where development follows historical trends; greenhouse gas emissions increase then decrease mid-century.

These scenarios enable assessment of risks arising from accelerated regulatory and market transition dynamics as well as heightened physical hazard exposure under delayed mitigation. For all risks, with the exception of flooding, the low and high emissions pathway is used within the risk platform. For flood risk the platform uses the low-emissions and moderate-emissions pathway due to model availability constraints on the higher-emissions pathway within the platform.

#### Time horizons

Risks were evaluated across defined short, medium and long-term horizons (2026–2031, 2032–2050 and 2051+). These modelling periods have been mapped, to our internal strategic planning cycles and asset life considerations. Although financial planning does not extend to the long-term modelling horizon, long-term projections inform resilience assessment for long-lived real estate assets.

## Climate-Related Disclosures Statement continued

Risk timeframes	Business planning periods	Comments
Short 2026-2040	2026-2031 2032-2040	Combining short and medium-term business planning periods
Medium 2041-2050	2041-2050	In line with long-term business planning
Long 2051+	2051+	Exceeds business planning to wider climate context

### Methodology overview

Physical hazard exposure was assessed using a recognised climate risk modelling platform applying downscaled climate projections to individual asset locations. The analysis considered projected changes in temperature, precipitation and flood exposure and evaluated potential implications for operating costs, maintenance expenditure and asset resilience.

Transition risk analysis considered regulatory developments, decarbonisation pathways, building performance standards and market expectations relevant to the UK real estate sector.

### Key Findings

Under an orderly transition pathway (SSP1-2.6), transition risks, particularly regulatory tightening and energy performance requirements, represent the primary financial consideration in the short to medium term. This is repeated in the higher-emissions pathway (SSP5-8.5).

The results of this analysis inform the financial materiality assessment, resilience evaluation and climate transition planning.

### iii. Value Chain Considerations

In assessing climate-related risks and opportunities, we consider impacts not only within our directly managed operations but also across our upstream and downstream value chain. This approach is consistent with the GHG Protocol Scope 3 framework and reflects the requirement under IFRS S2 to assess climate exposure across the full business model.

#### Upstream exposure

Upstream climate-related risks primarily arise from:

- construction materials and capital goods used in new store developments and refurbishments;
- facilities management and maintenance services;
- energy procurement and utilities; and
- waste management contractors and service providers.

Transition risks within the upstream value chain include increasing embodied carbon regulation, tightening building performance standards, supplier decarbonisation requirements and volatility in low-carbon technology costs. These risks may lead to increased input costs, changes to procurement practices, and greater complexity in project design and delivery.

To manage this, we assess embodied carbon in capital projects through Whole Life Carbon Assessments, and monitor supplier-related emissions using a combination of activity-based and spend-based methodologies. These exposures are incorporated into our transition planning and capital allocation decisions.

Physical climate risks may also affect supplier continuity where key contractors operate in regions exposed to extreme weather events. This may lead to increased project delays and costs, influencing project viability, timing, and cost structure considerations.

#### Downstream exposure

Downstream exposure primarily relates to our customers and occupiers who rely on our assets for secure storage and workspace. Physical climate risks, including flooding and heat stress, could directly affect stored goods and indirectly impact customer confidence and brand reputation while also increasing operating expenditure.

Transition-related opportunities include growing customer preference for energy-efficient, low-carbon storage solutions, renewable energy provision and electric vehicle charging infrastructure. Regulatory developments affecting property energy standards and building performance also influence future customer demand and asset desirability.

No material climate-related risks have been identified in downstream transport, processing or product use categories, consistent with our business model as a property operator.

While the majority of financial climate-related risks and opportunities exposure arises from our owned and operated estate, we recognise that material risks and opportunities extend across our value chain. These considerations are integrated into our scenario analysis, resilience assessments and long-term strategic planning.

### iv. Materiality Assessment

#### Risk prioritisation logic

For the purposes of this climate disclosure, climate-related risks and opportunities have been assessed primarily through a financial materiality lens, consistent with IFRS S2 requirements. While our broader ESG reporting considers double materiality, the impacts described within this section focus on those that could reasonably be expected to affect the Group's cash flows, access to finance or cost of capital over the short, medium and long term. 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 climate-related 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>	IPCC SSP1-2.6	●	●	●	Installation of solar systems and energy efficiency measures across the estate reduce dependency on the grid.
			IPCC SSP5-8.5	●	●	●	
Temperature Variability	Increase in maintenance costs following higher extreme usage.	<b>Chronic physical</b>	IPCC SSP1-2.6	●	●	●	Refurbishing our stores to ensure air conditioning units are properly sized for our reception areas.
			IPCC SSP5-8.5	●	●	●	
Precipitation hydrological variability	Risk of more frequent roof leaks from faulty gutters.	<b>Chronic physical</b>	IPCC SSP1-2.6	●	●	●	Annual gutter maintenance reduces risk of leaks.
			IPCC SSP5-8.5	●	●	●	
Cold Wave	Increased energy needs in heating reception areas and office spaces	<b>Acute physical</b>	IPCC SSP1-2.6	●	●	●	Installation of solar systems, battery systems and energy efficiency measures across the estate reduce dependency on the grid.
			IPCC SSP5-8.5	●	●	●	
Flooding <sup>(2)</sup>	Increase surface flooding damaging subterranean floors.	<b>Acute physical</b>	IPCC SSP1-2.6	●	●	●	Flood attenuation tanks for new built stores.
			IPCC SSP2-4.5	●	●	●	
			IPCC SSP5-8.5	●	●	●	
Storms	Increases in strong winds damaging roofs and other external parts of our stores	<b>Acute physical</b>	IPCC SSP2-2.6	●	●	●	Annual maintenance reduces the risk of severe damage
			IPCC SSP5-8.5	●	●	●	

Resultant Impact Materiality: ○ Negligible ● Low ● Medium ● High

Risk Type	Description	Risk Theme	Potential Materiality <sup>(1)</sup>		For visibility	Strategic Response
			Short-Term	Medium-Term	Long-Term	
Stranded assets	Assets no longer compliant with future regulations.	<b>Market</b>	○	●	●	We will continue to monitor the current estate through Carbon Risk Real Estate Monitor ("CRREM") analysis and 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

**Transitional risks are not able to be quantified during the reporting year.**

Resultant Impact Materiality: ○ Negligible ● Low ● Medium ● High

## Climate-Related Disclosures Statement continued

Climate-related Opportunity	Company Response	Potential Materiality <sup>(1)</sup>		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

<sup>(1)</sup> Short-term is determined to be from 2026 to 2040, Medium-term from 2041 to 2050 and Long-term 2051 +

### v. Resilience Assessment

Based on the scenario analysis undertaken, including both low-emissions and higher-emissions pathways, the Group considers its business model and portfolio to be resilient to the climate-related risks identified over the short, medium and long term. While certain physical risks, particularly heat stress and flooding, may increase maintenance expenditure and insurance costs over time, and transition risks may require continued capital investment to meet evolving regulatory standards, these impacts are not expected to threaten the viability of the Group's strategy or asset base. The Group's ongoing programme of energy efficiency improvements, renewable energy deployment, EPC upgrades and proactive asset management supports resilience under a range of plausible climate futures. Climate-related risks will continue to be monitored and reassessed as part of the Group's principal risk management and capital planning processes.

Under the low-emissions SSP1-2.6 pathway, the Group's transition strategy, including renewable energy deployment, energy efficiency upgrades and portfolio-wide EPC improvements, supports continued compliance with evolving regulation and mitigates exposure to carbon pricing and stranded asset risk. Under the higher-emissions SSP5-8.5 pathway, although physical risks such as heat stress and flooding intensify over the longer term, the projected financial impacts remain manageable within the context of the Group's diversified portfolio and proactive asset management framework. Based on the analysis performed, the Group does not consider climate-related risks under either scenario to threaten the long-term viability of its business model, though ongoing monitoring and adaptive capital planning remain necessary.

### vi. Current and Anticipated Financial Effects

In accordance with IFRS S2, the Group has assessed the current and anticipated financial effects of climate-related risks and opportunities on its financial position, financial performance and cash flows over the short, medium and long term. The qualitative assessment considers both physical and transition risks, as well as climate-related opportunities, and evaluates potential impacts on revenues, operating costs, capital expenditure, asset values, financing and insurance.

The Group is working towards conducting a quantitative assessment of current and anticipated financial effects of climate-related risks and opportunities and aims to disclose a single amount or range in the next reporting year.

#### Operating costs

Physical risks, including increased heat stress, temperature variability and storms, may result in incremental increases in operating expenditure associated with higher energy consumption for cooling, increased maintenance activity and periodic repair works. Insurance premiums may also increase over time, particularly for assets located in areas with elevated flood exposure. Under the modelled scenarios, these costs are expected to rise gradually rather than abruptly and are not currently assessed as material to overall operating margins at a portfolio level, though individual asset impacts may vary.

Heat stress is expected to affect financial performance through higher cooling costs and reduced work force productivity. In a low-emissions scenario (RCP 2.6), the estimated impact is £1.6 million in the short term, increasing to £1.8 million in the long term. Under a high-emissions scenario (RCP 8.5), costs are projected to rise from £1.2 million to £3.3 million over the same period.

Temperature variability is expected to affect financial performance primarily through increased maintenance costs and operational inefficiencies. More frequent fluctuations between heating and cooling requirements can lead to accelerated wear and tear on HVAC systems, increased servicing requirements, and reduced operational efficiency across the estate. In a low-emissions (RCP 2.6) pathway, the estimated financial impact is approximately £0.1 million in the short-term, reducing to £0.07 million in the long-term as systems adapt and mitigation measures are implemented. Under a high-emissions scenario (RCP 8.5), costs are projected at £0.08 million in the short-term, increasing to £0.11 million in the long-term due to greater variability in seasonal temperature extremes.

Storm-related risks are expected to impact financial performance through damage to roofs and guttering, external structures and building fabric, as well as increased reactive maintenance, insurance claims and potential short-term business disruption. Strong wind events may also lead to temporary store closures, minor structural repairs and increased inspection and safety compliance costs. Under a high-emissions scenario (RCP 8.5), the estimated financial impact is approximately £0.07 million in the short-term, increasing to £0.11 million in the long-term as the frequency and severity of storm events intensify over time.

Flood-related risks are expected to impact financial performance through lost revenue due to rooms being taken offline following a flood event. In a low emissions scenario (RCP 2.6) this is estimated at £0.1 million in the short-term rising to £0.41 million in the long term. In a high emissions scenario this increases to £21 million in the short-term rising to £23 million in the long-term.

Transition risks may also increase operating costs where enhanced building performance standards or carbon pricing mechanisms are introduced<sup>2</sup>. These risks are partially mitigated through the Group's procurement of 100% renewable electricity and progressive energy efficiency improvements.

#### Capital expenditure

The Group anticipates continued capital deployment in renewable energy installations, battery storage, heating system upgrades and energy efficiency measures to mitigate transition risk and enhance resilience to physical impacts. Approximately £2 million per annum has been allocated through to 2028 for retrofit and decarbonisation initiatives, subject to project viability and Board approval.

Failure to adapt assets to evolving regulatory standards could increase the risk of accelerated capital expenditure requirements or constrained leasing potential. The Group's programme of EPC improvements and CRREM pathway analysis is designed to mitigate stranded asset risk and preserve asset value.

#### Asset values

Climate-related risks may affect long-term asset valuations through changes in regulatory requirements, tenant demand for energy-efficient buildings and exposure to physical climate hazards. At the reporting date, only flooding and storms have been identified as having the potential to cause direct asset damage; asset damage is calculated using % of a store's asset value at risk. Within a low-emissions (RCP 2.6) pathway, asset damage by flooding is estimated as a potential £3 million in the short-term increasing to £20 million in the long-term.

In a high-emissions pathway (RCP 4.5), the project impact is higher with an estimated impact £320 million in the short-term, reducing to £230 million in the long-term. This elevated projected financial impact is due to coastal flooding from sea level rise in a high-emission pathway.

Climate assumptions, including capital upgrade requirements and operational resilience measures, are considered in long-term asset planning and valuation sensitivity assessments where relevant.

#### Revenues

Transition-related opportunities, including customer preference for energy-efficient storage solutions and electric vehicle infrastructure, may support occupancy and brand positioning. No material adverse revenue impacts have been identified under the modelled scenarios in the short to medium term. Longer-term revenue effects remain subject to regulatory developments and market evolution.

#### Financing

Climate performance influences investor expectations, access to sustainable finance instruments and sustainability-linked lending arrangements. The Group has sustainability-linked loan facilities which include performance indicators relating to primary Scope 3 data coverage. Failure to meet agreed targets could affect margin ratchets, although this exposure is not currently considered material to overall financing capacity.

#### Insurance

Physical risk exposure, particularly flooding, may result in increased insurance costs or changes in coverage availability over time. The Group monitors insurer feedback and maintains mitigation measures at higher-risk sites to manage potential premium volatility.

Based on current modelling and scenario analysis, climate-related risks are expected to result primarily in incremental operating and capital expenditure over time rather than sudden or systemic financial disruption. Under both modelled scenarios, the Group considers the financial effects to be manageable within existing capital planning and risk management frameworks. The Group will continue to refine quantification methodologies and enhance scenario-linked financial modelling as data quality and regulatory expectations evolve.

### vii. Climate Transition Plan

#### Climate Transition Plan

The Group has established a structured transition plan designed to support alignment with a 1.5°C pathway and mitigate exposure to transition and stranded asset risks. The plan integrates emissions reduction targets, capital investment strategy, asset management priorities and governance oversight within the Group's broader financial planning framework.

#### Strategic Objective

The objective of the transition plan is to:

- Deliver a 70% absolute reduction in Scope 1 and Scope 2 emissions by FY2031/32 (from a FY2019/20 baseline);
- Reduce Scope 3 emissions intensity in line with the Group's validated Science Based Target;
- Maintain regulatory compliance with evolving UK building standards;
- Minimise exposure to carbon pricing and energy market volatility; and
- Preserve long-term asset value and portfolio resilience.

<sup>(2)</sup> Transitional risks are not able to be quantified during the reporting year.

## Climate-Related Disclosures Statement continued

### Decarbonisation Levers

The principal measures supporting delivery of this plan include:

- Installation of on-site solar photovoltaic systems across the estate (minimum 100kWp for all new stores, subject to structural feasibility);
- Progressive deployment of battery energy storage systems;
- Removal of natural gas heating systems and electrification of heating across the portfolio;
- Energy efficiency upgrades including lighting, controls and HVAC optimisation; and
- Continuous improvement in Scope 3 primary data coverage to support supply chain decarbonisation.

### Capital Allocation

The Group has committed approximately £2 million per annum through to 2028 to support renewable energy deployment, electrification and efficiency upgrades, subject to Board approval and project viability. Climate-aligned capital expenditure is incorporated into annual budgeting and long-term financial planning and is reviewed by the Sustainability Committee and Board.

### Milestones and Time Horizons

Key milestones include:

- 100% of stores achieving EPC rating B or above by 2028;
- Completion of gas heating removal across the owned estate;
- Expansion of solar and battery systems across structurally suitable sites; and
- Progressive increase in primary Scope 3 data coverage linked to sustainability-linked loan KPIs.

### Governance and Oversight

Delivery of the transition plan is overseen by the Sustainability Committee, with financial oversight provided by the CFO and review by the Audit Committee where climate-related assumptions intersect with financial reporting. Progress against targets is reviewed annually and reported within the Group's general purpose financial reporting.

### Dependencies and Assumptions

Successful delivery of the transition plan is dependent upon:

- Continued access to renewable electricity markets;
- Availability and affordability of low-carbon technologies;
- Stability of regulatory frameworks; and
- No material changes to portfolio boundary or asset ownership structure.

The plan is reviewed periodically and updated where necessary in response to regulatory, technological or market developments.

## 5. Risk Management

The Group maintains a structured risk management framework through which climate-related risks and opportunities are identified, assessed, prioritised and monitored. Climate related risks are embedded within the Group's principal risk management process and is subject to the same governance, review and control mechanisms as other strategic and operational risks.

### i. Identification and Assessment Processes

Climate-related risks and opportunities are identified through a combination of:

- Scenario analysis and physical climate modelling;
- Regulatory horizon scanning and monitoring of emerging policy developments;
- Ongoing operational review by the Environmental Committee; and
- Integration within the Group's principal risk assessment cycle.

Identified risks are categorised as either physical or transition risks and assessed using the Group's established probability and impact scoring framework. Financial impact thresholds, as described in the Financial Materiality Assessment section, are applied to evaluate the potential effect on revenues, operating costs, capital expenditure, asset values and financing. Risks are assessed over defined short, medium and long-term time horizons to ensure alignment with strategic planning cycles and asset life considerations.

### ii. Integration with Business Risk Framework

Climate-related risks are incorporated within the Group's principal risk register where they are considered capable of materially affecting the business model or financial performance. The Environmental Committee conducts periodic reviews of climate-related exposures and reports findings to the Sustainability Committee, which meets twice annually. Climate-related matters are escalated to the Executive Leadership Team and, where appropriate, to the Board.

The Audit Committee reviews principal risks, including climate-related risks, as part of its annual oversight of risk management and internal control systems. This ensures that climate considerations are embedded within enterprise risk management, capital planning and strategic decision-making processes.

### iii. Monitoring and Controls

The Group applies ongoing monitoring mechanisms to track climate-related risk exposure and emerging trends.

For physical risks, monitoring includes:

- Annual site inspections conducted by Executive Directors and the Head of Estates and Facilities;
- Review of maintenance expenditure trends through the budgeting process;
- Periodic reassessment of flood exposure and mitigation infrastructure; and
- Engagement with insurers regarding evolving risk profiles and coverage terms.

For transition risks, monitoring includes:

- Regulatory and policy horizon scanning;
- Review of building performance standards and EPC compliance;
- Monitoring of sustainability-linked loan performance metrics; and
- Oversight of progress against emissions reduction and energy efficiency targets.

Where monitoring identifies material changes in exposure or performance, these are escalated through established governance channels for consideration of mitigating actions, capital allocation adjustments or strategic response.

Through this structured framework, climate-related risks are integrated into ongoing operational oversight and strategic planning, ensuring that risk management processes remain proportionate, forward-looking and aligned with the Group's financial governance framework.

## 6. Metrics and Targets

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 in 2024. We have also aligned these metrics with other reporting frameworks, including but not restricted to CDP, GRESB, EPRA, CRREM and GRI.

### i. Greenhouse Gas Emissions

GHG emissions are prepared in accordance with the Greenhouse Gas Protocol Corporate Standard and Corporate Value Chain (Scope 3) Standard. Emissions are reported using the operational control approach and include all assets and activities under our operational control within the United Kingdom for the year ended 31 March 2026.

Our baseline year for Scope 1, Scope 2 and Scope 3 emissions is FY 2019/20, consistent with our Science Based Target (SBT).

Emissions Scope	FY 2019/20 total (tCO <sub>2</sub> e)	FY 2025/26 total (tCO <sub>2</sub> e)	Assurance level
Scope 1	248	23*	Reasonable
Scope 2 – location-based	2,911	1,443*	Reasonable
Scope 2 – market-based	1,410	0*	Reasonable
Scope 3 – total (SBT footprint)	3.3 kgCO <sub>2</sub> e/Sqft	3.5* kgCO <sub>2</sub> e/Sqft	Limited (Intensity figure)
Scope 3 – total (whole footprint)	33,372	35,148	None

- Scope 1 emissions comprise natural gas consumption, refrigerant leakage and company-owned vehicle use.
- Scope 2 emissions arise from purchased electricity. We report both:
  - Location-based emissions using UK grid average factors; and
  - Market-based emissions reflecting procurement of 100% REGO-backed renewable electricity.
- Scope 3 emissions are calculated across relevant upstream and downstream categories as defined under the GHG Protocol.

\* Externally assured by SGS

We apply two defined Scope 3 boundaries:

- Whole Footprint Boundary – covering all material categories identified in our Basis of Reporting; and
- SBT Boundary – covering categories included within our validated Science Based Target.

The principal Scope 3 categories included within our SBT footprint are:

- Category 1: Purchased goods and services (construction, facilities, stock and water);
- Category 2: Capital goods (whole life carbon assessments and PG&S data); and
- Category 3: Fuel and energy-related activities.

Additional calculated categories (not within SBT boundary):

- Category 1: Purchased goods and services (all other categories);
- Category 5: Waste generated in operations;
- Category 6: Business travel;
- Category 7: Employee commuting;
- Category 9: Downstream transport and distribution; and
- Category 12: End of life treatment.

Upstream transportation, downstream leased assets, franchises and investments are not material to our current business model and are excluded in accordance with GHG Protocol guidance.

### ii. Methodologies and Data Quality

#### Scope 1 and 2 methodology

Scope 1 and Scope 2 emissions are calculated using actual consumption data from:

- Utilities invoices;
- Energy management systems; and
- Service records (refrigerants).

Emission factors are sourced from the latest UK Government (DESNZ/DEFRA) conversion factors applicable to the reporting year.

Solar generation is excluded from upstream emission calculations where no material upstream emissions arise.

#### Scope 3 methodology

A combination of methodologies is applied:

- Activity-based: Water and waste emissions calculated using metered volumes or contractor weight data multiplied by DEFRA emission factors;
- Lifecycle assessment (LCA): Capital goods emissions derived from externally conducted Whole Life Carbon Assessments (RIBA Stage 6); and
- Spend-based (EEIO): Purchased goods and services mapped to CEDA emission factors using supplier spend data.

Transmission and distribution losses associated with electricity and gas are included within Category 3.

#### Data quality

We continue to increase the proportion of primary and supplier-specific data used in emissions calculations.

- Scope 1 and 2: 100% primary activity data.
- Scope 3:
  - Category 1 – Purchased goods and services: predominantly secondary, spend-based emission factors;
  - Category 2 – Capital goods: a mixture of primary LCA data and secondary, spend-based emission factors; and
  - Category 3 – Water and waste: primarily activity-based, primary data.

## Climate-Related Disclosures Statement continued

Overall, approximately 57%\* of Scope 3 Cat 1 & 2 emissions are currently derived from primary or supplier-specific data, with the remainder based on recognised secondary emission factor databases. This figure is audited by a third party.

Improving primary data coverage across Scope 3 remains a strategic priority and linked to one of our sustainability linked loans.

Scope 1 and Scope 2 emissions are considered low estimation uncertainty due to reliance on metered energy data and assured conversion factors.

Scope 3 emissions carry a higher inherent degree of uncertainty, particularly where spend-based methodologies are applied. Key sources of uncertainty include:

- Variability in supplier carbon intensity not reflected in average EEIO factors;
- Timing differences between capital expenditure and embodied emissions; and
- Partial data coverage for new assets.

We apply conservative assumptions to minimise risk of underreporting.

Based on internal review and assurance findings:

- Scope 1 & 2: Low uncertainty;
- Scope 3 (activity-based & LCA categories): Moderate uncertainty; and
- Scope 3 (spend-based categories): Moderate to elevated uncertainty.

We continue to refine supplier mapping and data granularity to reduce uncertainty over time.

Selected environmental indicators, including Scope 1, Scope 2 and defined Scope 3 categories (Categories 1, 2 and 3 within the SBT boundary), are subject to independent third-party assurance in accordance with ISAE3000 assurance standard.

Categories outside the assurance scope have undergone internal validation and variance analysis.

During the reporting year, we enhanced our data management systems to improve Scope 3 capture and supplier mapping. We expect the proportion of primary Scope 3 data to increase materially in future reporting cycles. We have an assured indicator to track the progress of this, with the ambition of achieving primary data acquisition of Categories 1 & 2 by 2028.

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.

### iii. Industry-Based Metrics

In addition to entity-wide greenhouse gas disclosures, we monitor and report sector-specific performance indicators aligned with industry-based guidance incorporated within the ISSB standards for the Real Estate industry. These metrics provide investors with asset-level insight into operational efficiency, transition risk exposure and climate resilience.

The following industry-relevant climate metrics are monitored across our directly managed UK portfolio:

Metric	Unit	FY 24–25 restated		FY 25–26	Target / Commentary
Total energy consumption	MWh	12,425		<b>11,750*</b>	Monitored annually
Energy intensity (per CLA)	MWh / m <sup>2</sup>	0.021		<b>0.19*</b>	Continuous efficiency improvement
GHG emissions intensity (Scope 1 & 2)	tCO <sub>2</sub> e / m <sup>2</sup> CLA	0.032		<b>0.024*</b>	Aligned with Sustainability Strategy
% electricity from renewable sources (market-based)	%	100%		<b>100%*</b>	Maintain 100% renewable procurement
% total energy from renewable sources (solar + grid renewable)	%	100%		<b>100%*</b>	100%+ by 2030
Portfolio EPC rating – % B or above	% of stores	94%		<b>98.2%*</b>	100% B or above by 2028
EPC distribution (A+ – D)	% breakdown	A+	5.5	<b>A+ 6.2</b>	Supporting stranded asset mitigation
		A	27.5	<b>A 38.1</b>	
		B	61.5	<b>B 54.0</b>	
		C	4.6	<b>C 1.8</b>	
		D	0.9	<b>D 0</b>	
% stores with on-site solar PV	% of portfolio	71.6%		<b>75.2%</b>	Solar installed where structurally feasible
Total installed renewable capacity	MWp	8.5		<b>9.6*</b>	Expand annually
% stores identified as high flood risk (scenario-based)	% of portfolio	New of 2025/26		<b>16%</b>	Mitigation measures in place where material
Stores with flood mitigation infrastructure	# / %	11%		<b>14%</b>	All new builds incorporate attenuation where required
Climate-aligned capital expenditure	£m	6.0		<b>4.5</b>	c. £2m p.a. to 2028
Climate-aligned capex as % of total capex	%	6%		<b>4%</b>	Monitored as part of transition plan

#### iv. Capital Allocation and Carbon Pricing

##### Capital allocation

During the reporting period, the Group invested £4 million towards addressing climate-related risks and opportunities. This includes capital expenditure on solar photovoltaic installations, battery energy storage systems, building energy efficiency upgrades and associated infrastructure works.

Climate-related capital expenditure represented 4% of total capital expenditure for the year.

These investments are directed toward reducing operational emissions, mitigating regulatory exposure, improving energy resilience and supporting delivery of our Science Based Target.

Looking forward, the Group has committed to investing approximately £2 million per annum through to 2028 in retrofit and energy efficiency initiatives across the estate, subject to project viability and Board approval. All new store developments are designed to incorporate low-carbon technologies as standard, including a minimum 100kWp solar photovoltaic installation where structurally feasible.

Climate-related capital allocation decisions are reviewed through established governance processes and integrated into annual budgeting and long-term strategic planning.

##### Carbon pricing and offsetting

The Group does not currently apply an internal carbon price in capital allocation decisions or investment appraisal processes. Climate-related investments are assessed based on energy cost savings, regulatory compliance requirements and strategic decarbonisation objectives. The Board will continue to monitor developments in carbon pricing frameworks and may consider internal pricing mechanisms as regulatory environments evolve.

Big Yellow does not use carbon offsets or purchased credits to meet its emissions reduction targets, and reported greenhouse gas reductions reflect gross emissions abatement achieved through operational and energy efficiency measures.

##### Carbon-related remuneration

Climate-related performance is incorporated into remuneration through our LTIP, linking the delivery of climate-related objectives, including progress against our Scope 1 and Scope 2 emissions reduction target to executive remuneration.

#### v. Targets

The Group has established climate-related targets designed to mitigate transition risks, enhance asset resilience and support delivery of our long-term decarbonisation strategy. These targets are aligned with our identified material climate-related risks and opportunities and are reviewed periodically to ensure continued relevance.

Topic	Target	2026 Target/ Interim target (if applicable)	2026 Performance	Target and target year
<b>Emission reduction (SBTi validated)</b>	70% absolute reduction in Scope 1 and 2 emissions (market-based) vs. FY2019/20 baseline of 3,159	2,053 or 35% reduction from baseline	1,466* 54% reduction from baseline	948 by 2032
<b>Scope 3 data quality</b>	40% primary data for Scope 3 Cat 1&2 by 2028	20%	57%*	40% by 2028
<b>Portfolio energy performance</b>	100% of stores achieve an EPC rating of B or above	96%	98.2%	100% by 2028

\* Externally assured by SGS

The Group has decided to focus on Scope 3 data quality initially as it believes improving the accuracy of the data initially will enable improvement and increased engagement with the value chain.

##### Emissions Reduction Targets

The Group has adopted Science Based Targets aligned with a 1.5°C pathway. Our targets combine an absolute reduction pathway for operational emissions (Scope 1 and 2) with an intensity-based target for Scope 3 emissions.

The Scope 1 and 2 absolute reduction target to reduce absolute Scope 1 and 2 GHG emissions 70% by FY2032 from a FY2020 base year has been set to mitigate exposure to:

- Carbon pricing and taxation;
- Energy price volatility;
- Regulatory tightening of building standards; and
- Stranded asset risk.

The Scope 3 intensity target to reduce Scope 3 GHG emissions from purchased goods and services, capital goods, and fuel and energy related activities by 61.1% per square foot also by 2032 reflects the structure of our value chain emissions and is normalised to current lettable area ("CLA") to ensure comparability over time as the portfolio evolves.

Progress against both targets is monitored annually through verified GHG disclosures and overseen by the Sustainability Committee and Board.

## Climate-Related Disclosures Statement continued

### Portfolio Energy Performance Target

To mitigate regulatory and market risks associated with tightening building standards, the Group has committed to ensuring:

100% of stores achieve an EPC rating of B or above by 2028.

At the reporting date, 98%\* of the portfolio meets this threshold.

This target supports:

- Compliance with evolving UK Minimum Energy Efficiency Standards ("MEES");
- Reduced exposure to regulatory penalties;
- Enhanced asset attractiveness and tenant retention; and
- Alignment with CRREM decarbonisation pathways.

Where assets fall below threshold, targeted refurbishment, solar deployment and heating system upgrades are prioritised.

## 7. Connectivity with Financial Statements

### i. Accounting Assumptions and Estimates

In accordance with IFRS S2, the Group has considered the extent to which climate-related risks and opportunities are reflected within the consolidated financial statements and related accounting estimates. Climate-related assumptions are incorporated, where relevant, into impairment assessments, useful economic lives of assets, capital expenditure planning and long-term cash flow projections.

Property valuations and impairment testing consider expected future capital expenditure required to maintain regulatory compliance, including upgrades necessary to meet evolving building performance standards and energy efficiency requirements. Where applicable, forecast operating costs reflect anticipated changes in energy consumption, maintenance expenditure and insurance costs arising from physical climate risk exposure.

At the reporting date, no material impairments have been recognised as a direct consequence of climate-related factors. However, the Group continues to monitor regulatory developments, carbon pricing mechanisms and emerging physical risk data which may influence future asset valuations and capital allocation decisions.

### ii. Capital Commitments and Financing

#### Capital Commitments and Transition Investments

Climate-aligned capital expenditure disclosed within this report is consistent with capital expenditure reported within the consolidated financial statements. Investments in solar photovoltaic systems, battery storage, heating system electrification and energy efficiency upgrades are recognised within property, plant and equipment additions in the period incurred. Forward-looking retrofit commitments are incorporated within approved capital budgets and long-term financial planning assumptions.

#### Provisions, Contingent Liabilities and Insurance

The Group has assessed whether climate-related risks give rise to provisions or contingent liabilities under applicable accounting standards. At the reporting date, no material climate-specific provisions have been recognised. Insurance arrangements are reviewed periodically to ensure appropriate coverage for physical climate risks, including flooding and extreme weather events. Any changes in premium costs or deductibles are recognised within operating expenditure in the relevant reporting period.

#### Financing and Sustainability-Linked Arrangements

The Group's sustainability-linked loan facilities contain performance metrics associated with climate-related targets. Where applicable, margin adjustments arising from performance against these metrics are reflected within finance costs. These arrangements link climate performance directly to financing terms, reinforcing alignment between sustainability objectives and financial reporting.

### iii. Reconciliation and Cross-Referencing

Climate-related metrics, capital expenditure disclosures and emissions data presented within this section are prepared using the same reporting boundary and consolidation basis as the consolidated financial statements, unless otherwise stated. Cross-references have been provided where climate-related assumptions materially interact with accounting judgements or forward-looking disclosures to ensure consistency and transparency across general purpose financial reporting.

## 8. Sign off and Approval

Approved by the Board of Directors on 18 May 2026 and signed on its behalf by:

**John Trotman**  
Chief Financial Officer

The Board retains overall responsibility for climate-related governance and disclosure.

# 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 86 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 20</b> ) ESG Report ( <b>page 73</b> ) Governance ( <b>page 89</b> )
<b>Customers</b>	Chief Executive's Statement ( <b>page 18</b> ) Operating and Financial Review ( <b>page 28</b> ) Governance ( <b>page 88</b> )
<b>Suppliers</b>	ESG report ( <b>page 71 and 74</b> ) Governance ( <b>page 88</b> )
<b>Investors</b>	Chairman's Statement ( <b>page 16</b> ) Our Strategy ( <b>page 22</b> ) Our Investment Case ( <b>page 24</b> ) Governance ( <b>page 87</b> )
<b>Environment</b>	Chief Executive's Statement ( <b>page 20</b> ) Climate-Related Disclosures Statement ( <b>pages 52 to 62</b> ) ESG Report ( <b>pages 64 to 74</b> )
<b>Long term</b>	Chairman's Statement ( <b>page 16</b> ) Chief Executive's Statement ( <b>page 20</b> ) Our Strategy ( <b>page 22</b> ) Our Investment Case ( <b>page 24</b> ) Viability Statement ( <b>page 51</b> )

# Environmental, Social and Governance Report

Big Yellow Group PLC operates a national portfolio of self storage facilities, providing secure and accessible space for both businesses and individuals.

## 1. Introduction

Our approach to sustainability is grounded in a simple principle: a resilient business is a sustainable business. The decisions we make across our estate, our operations and our value chain shape both our long-term financial performance and the impact we have on the environment and communities we serve.

We recognise that our activities have environmental and social impacts, and we are committed to managing these responsibly. This includes reducing our emissions, improving the efficiency of our operations, supporting our people and communities, and maintaining strong governance and ethical standards.

This report summarises how we manage ESG risks and opportunities and how our sustainability strategy is embedded into the way we design, operate and invest in our business. It should be read alongside the wider disclosures in our Annual Report and Accounts, including our climate-related disclosures aligned with TCFD.



## 2. ESG executive summary

### 2.1 Chief Executive's Statement

This year marks a significant milestone in our sustainability journey, with Big Yellow achieving CDP A List recognition for climate leadership. This reflects the strength of our strategy, governance and delivery across our estate.

We have continued to invest in our energy infrastructure, increasing our solar capacity to 9.6MWp and expanding our battery programme to enhance energy resilience and optimise the use of on-site generation. These initiatives, alongside our energy efficiency programme, have contributed to a 9% reduction in energy costs, demonstrating that environmental investment delivers real operational value.

We have also made significant progress in improving the quality and performance of our assets. Our EPC programme is nearing completion, with all but one store rated B or above, reinforcing the resilience and long-term value of our portfolio.

Beyond our operations, we continue to create meaningful social value through the Big Yellow Foundation, expanding our support for communities through funding, donated space and volunteering.

The path forward is clear. Responsible business practices and commercial success are aligned, and our continued investment in sustainability is fundamental to the long-term resilience of our business.

**Jim Gibson**

Chief Executive Officer | May 2026

### 2.2 Key Highlights

- CDP A List for climate leadership
- 9.6MWp of installed solar capacity
- Expansion of battery storage across the estate
- £700,000 investment into energy efficiency upgrades
- 9% reduction in energy costs
- Near elimination of gas across the estate
- Continued investment in community partnerships



## Environmental, Social and Governance Report continued

### 3. Our Strategy & KPIs

Our sustainability strategy is structured around three core pillars: Environmental Responsibility, Social Value and Transparent Governance. These pillars reflect the areas where we have the greatest impact and where we can create long-term value for our stakeholders.

Following our Double Materiality Assessment, we have refined our focus to ensure that we are addressing the most relevant environmental and social issues, while also responding to the risks and opportunities that sustainability presents to our business.

Progress is tracked through a suite of KPIs aligned to our material topics. These metrics enable us to monitor performance, track progress against targets and ensure accountability across the business.

Our Science-Based Targets underpin our environmental strategy, providing a clear pathway for reducing emissions while supporting continued business growth.



UN SDG	Topic	CSR D	KPI	Progress
<b>Our Environment</b>				
	Scope 1&2 Emissions	Energy Management	70% reduction to 948 tCO <sub>2</sub> e by 2032	1,466 tCO <sub>2</sub> e*, 54% reduction from baseline
	Total installed solar	Renewable Energy	Total installed capacity increase to 11,479 kWp by March 2028	9,592 kWp* 84% progress towards target
	Scope 3 / Embodied carbon	Carbon Management	40% primary data for Scope 3 Cat 1&2 by 2028 <sup>[1]</sup>	57%*
<b>Our People</b>				
	Turnover of full-time staff		Maintain turnover below average UK Retail levels <sup>[2]</sup> of 33%	15.6%*
	A staff training KPI		Increase year-on-year of total hours trained, both male and female	21,875* 25% increase in hours
<b>Our Communities</b>				
	Free space donation to local charities	Access & Affordability	Trajectory in line with targets in revolving credit facility	£1,210,308* exceeding this year's target
	Customer donations & matched funds		Raise a minimum of £220k a year	£466,858*
<b>Our Buildings</b>				
	Estate EPCs	Sustainable self storage design	Have all stores achieve a B or above by 2028	111* stores (98%) with a B or above rating
	Biodiversity		Average Biodiversity Net Gain ("BNG") <sup>[3]</sup> per new store of over 10%	Staines 10% Queensbury 472% Slough Bath Road 100% Wembley 6668%
<b>Our Suppliers</b>				
	Prompt payment		Pay 95% of invoices within 60 days	99.8% 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	0.1
	Information security breaches	Cyber & Data Security	Maintain a minimal level of reportable breaches	Achieved – there was only 1* reportable ICO incident in the year
<b>Our Governance</b>				
	ESG related LTIP vesting criteria – solar retrofit	Board Ownership & Responsibility	Fitting solar panels on 40 stores between 2023 – 2026	52* 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 2026	68%* of the Group's total debt facilities at 31 March 2026 are green loans

\* Externally assured by SGS

<sup>[1]</sup> New KPI for 2026.

<sup>[2]</sup> UK Retail levels of 33% – ONS Employee turnover levels and rates by industry section, UK.

<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.

## Environmental, Social and Governance Report continued

### 4. Our governance

Our sustainability agenda is overseen by the Board-level Sustainability Committee, supported by management teams across the business. This structure ensures that ESG considerations are embedded into decision-making at all levels of the organisation.

Our approach is informed by our Double Materiality Assessment, which considers both the impact of our activities on the environment and society, and the financial risks and opportunities arising from sustainability issues. This ensures that our strategy is aligned with both stakeholder expectations and long-term business resilience.

Climate-related risks and opportunities are assessed in line with TCFD and integrated into our broader risk management and investment planning processes. The operational programmes outlined in this report represent the practical delivery of these mitigation actions.

We report in line with established frameworks including SECR, the GHG Protocol and EPRA, and align with emerging standards such as CSRD. We also participate in external benchmarks including CDP, GRESB and FTSE4Good.

Selected environmental and social data within this report has been externally assured by SGS. Assured metrics are indicated throughout with an asterisk [\*].



## 5. Our environment

### 5.1 Projects

Our environmental performance is driven by targeted investment in three core programmes: solar generation, battery storage and energy efficiency. These initiatives are designed to work together, reducing energy demand, increasing on-site generation and improving operational resilience.

#### Solar Generation

Our solar programme continues to expand across both new developments and existing stores. During the year, installations were completed across 7 additional roofs, including both new stores and retrofit projects, increasing total installed capacity to 9.6MWp.

Alongside expansion, we have begun upgrading some of our earliest installations to improve performance and extend asset life. This reflects a shift from deployment to optimisation, ensuring that existing systems continue to deliver value.

This programme supports our strategic target to generate more electricity than we consume by 2030, with interim milestones of 9.5MW, 11MW and 11.5MW. We have already exceeded our initial capacity target for the year, demonstrating strong delivery against this pathway.

#### Battery Storage

Our battery programme has progressed from pilot to early-stage deployment. During the year, battery systems were installed and commissioned at four new stores, alongside the rollout of retrofit installations across existing sites.

This brings total installed capacity to 715kWh across 15 stores (once fully commissioned), with a further 416kWh planned across eight additional stores next year.

The programme builds on a multi-year pilot phase, which has enabled us to refine system design and delivery. As a result, newer installations are smaller, more modular and require reduced civil works, while still delivering flexibility and resilience against rising grid costs.

This phased approach has enabled us to scale deployment efficiently while improving performance and cost effectiveness.

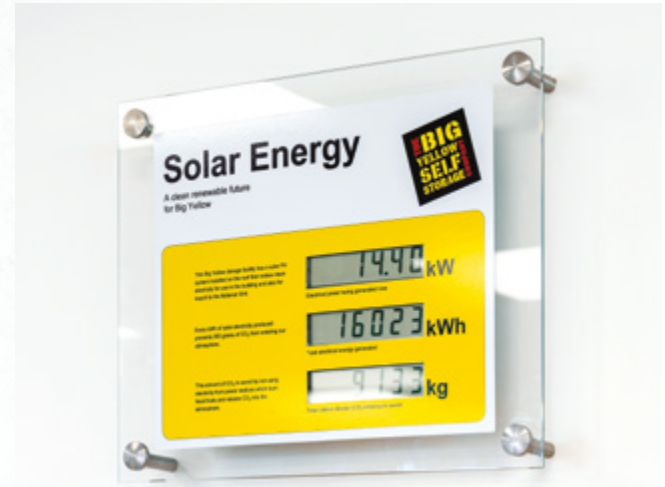
#### Energy Efficiency

Our energy efficiency programme has moved from pilot to scaled rollout. Building on last year's trial, we have refined the solutions deployed, focusing primarily on lighting controls and system optimisation.

During the year, 24 stores were upgraded, delivering energy savings of approximately 25% at those locations. These savings have been achieved through a combination of motion sensors in storage areas, lux-based lighting controls in reception spaces and improved lighting management in loading bays.

In addition to technical interventions, we have used data analysis to identify operational inefficiencies at specific stores and worked directly with site teams to address them. For example, correcting control settings on electric heating systems at one store resulted in a 15% reduction in energy consumption.

The programme has delivered a strong financial return, with over £700,000 invested to date and a payback period of three to four years. Based on this performance, we have committed to rolling out upgrades across the remainder of the estate in FY27.



# Environmental, Social and Governance Report continued

## 5.2 Buildings

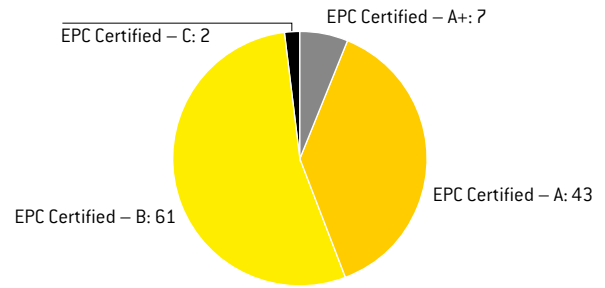
Sustainability is embedded in the way we design and develop our stores. New developments are designed to incorporate solar generation, energy-efficient systems and optimised building performance from the outset.

We have embedded Whole Life Cycle Assessments into our development process, enabling us to better understand and manage the embodied carbon of our buildings. This allows us to make more informed design decisions and reduce emissions over time.

We also integrate biodiversity considerations into our developments, delivering Biodiversity Net Gain and supporting improvements to the natural environment.

Across our existing estate, ongoing investment in solar and energy efficiency has significantly improved EPC ratings, with the majority of stores now rated B or above.

EPC by No of Stores



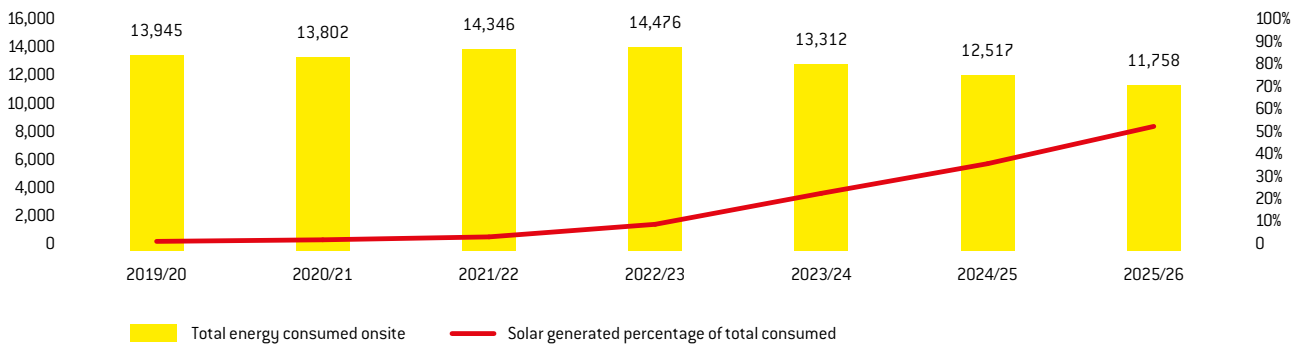
## 5.3 Energy

Our energy strategy is transforming how our estate is powered.

Through investment in solar generation, battery storage and energy efficiency, we are reducing reliance on grid electricity, lowering emissions and improving cost efficiency.

With 9.6MWp of installed solar capacity, we are generating an increasing proportion of our electricity on-site. Battery storage is improving utilisation of this energy, while efficiency measures are reducing demand.

### Total energy consumed and solar generated



Together, these initiatives form an integrated energy system that enhances resilience and supports long-term value creation.

## 5.4 Emissions

Our emissions performance reflects the cumulative impact of sustained investment in energy infrastructure and operational efficiency.

We have set Science-Based Targets to reduce Scope 1 and Scope 2 emissions by 70% by 2032, alongside an intensity-based target for Scope 3 emissions. These targets provide a clear framework for action and ensure alignment with long-term climate goals.

### Scope 1 & 2

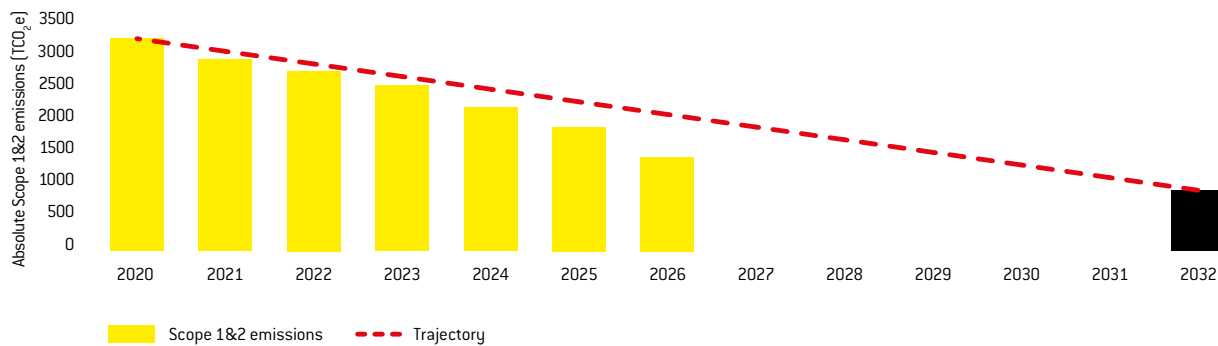
Despite continued growth in the business, our Scope 1 and Scope 2 emissions have reduced year-on-year. This has been driven by three structural changes: the removal of gas from our owned estate, increased on-site renewable energy generation, and reductions in energy consumption through efficiency measures.

The removal of gas has been particularly significant, simplifying our energy profile and materially reducing direct emissions. This transition to an increasingly electrified estate allows us to maximise the benefit of renewable electricity, both generated on-site and procured through renewable-backed contracts.

At the same time, our growing solar capacity is reducing reliance on grid electricity, while energy efficiency improvements are lowering overall demand. These combined effects are driving a sustained reduction in emissions intensity across the portfolio.

We remain ahead of the trajectory required to meet our Science-Based Target, demonstrating that our approach is delivering measurable and durable outcomes.

### SBT absolute Scope 1&2 trajectory



We remain ahead of our Scope 1 and Scope 2 reduction trajectory, demonstrating that our strategy is delivering measurable results.

### Scope 3 & supplier engagement

Our Scope 3 emissions are primarily driven by our supply chain, the embodied carbon of our developments and customer use.

We are improving data quality through the implementation of a new data management platform, enabling a transition from spend-based estimates to primary data. This improves both the accuracy of our reporting and our ability to identify opportunities for reduction.

Metric	FY 2020	2026	Target
% Primary Data (Cat 1 & 2)	0%	57%	40% by 2028
Data platform implementation	Initial	Implemented	Full utilisation

Engagement with our suppliers is central to this approach. We are working collaboratively to improve transparency, strengthen data quality and support emissions reduction across our value chain.

## Environmental, Social and Governance Report continued

### 5.5 Water and resource use

While water consumption is not a material driver of our environmental impact, we continue to manage it responsibly across our estate, with a focus on monitoring, efficiency and risk mitigation.

During the year, we expanded the rollout of remotely read water meters, improving visibility of consumption across our stores. This enhanced monitoring capability allows us to identify anomalies more quickly and respond proactively, providing a stronger foundation for managing water use as the estate grows.

Measurement unit	Indicator	Better Building Partnership benchmark	2026
litres/m <sup>2</sup> /year – using CLA	Water Intensity	386	0.047*

Our water intensity remains significantly below the Better Buildings Partnership benchmark, reflecting both the nature of our operations and the effectiveness of our control measures.

In addition to water, we continue to manage waste and resource use across our operations. Waste generated at our stores is primarily associated with customer use and operational activities.

Our approach focuses on:

- ensuring appropriate waste segregation at site level;
- maximising recycling rates where practical; and
- reducing unnecessary material use across operations.

We continue to review opportunities to improve resource efficiency, particularly in relation to operational processes and construction activities, where material use and waste generation are more significant.

Together, these measures support a broader approach to responsible resource management, ensuring that environmental impacts are minimised across our estate.



## 6. Our Social Value

Our approach to social value is focused on creating meaningful and measurable impact across our people, our communities and our wider stakeholders. We aim to create long-term value by investing in our people, supporting the communities in which we operate and maintaining responsible business practices across our supply chain.

### 6.1 People

Our people are central to the success of our business, and we are committed to creating a working environment that supports development, wellbeing and long-term retention.

Our approach focuses on three key areas: building capability through training, maintaining a safe and supportive working environment, and fostering engagement across the business.

#### Training and Development

We continue to invest in structured training programmes to support both operational performance and career development.

During the year, training was delivered across a range of roles, with a focus on improving accessibility and consistency through increased use of digital delivery. This has enabled us to reach a broader proportion of the workforce while maintaining quality and reducing disruption to day-to-day operations.

While total training hours reduced compared to the previous year, this reflects a shift in delivery model rather than a reduction in investment. Training remains targeted and aligned with business needs, ensuring employees have the skills required to perform effectively and progress within the organisation.

#### Employee Retention and Engagement

We maintain a stable and engaged workforce, with employee turnover significantly below the UK retail sector average. This reflects both the strength of our employment proposition and the effectiveness of our approach to engagement and development.

Low turnover supports operational consistency, reduces recruitment costs and ensures that knowledge and experience are retained within the business.

We continue to review employee feedback and engagement levels, using this insight to inform improvements across working practices and employee support. Our most recent employee survey in 2025 saw a record response rate of 100%.

#### Health, Safety and Wellbeing

The health and safety of our employees remains a priority.

During the year, we maintained strong performance across our estate, with no reportable injuries recorded. This reflects a proactive approach to risk management and a strong safety culture across the business.

We continue to provide a safe and supportive working environment, supported by clear processes, training and ongoing monitoring of performance.



## Environmental, Social and Governance Report continued



### Workforce Highlights

Indicator	Progress to target	Target
Employee turnover	15.6%*	Maintain turn-over below average UK Retail levels <sup>(1)</sup> of 33%
Training hours	21,875* 25% increase in hours	Increase year on year of total hours trained
Reportable injuries	0.1	AllR to stay lower than industry <sup>(2)</sup> category average of 1,169
Employee volunteering participation	20%	Year on year improvement

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

<sup>(2)</sup> Industry – Warehousing and support activities for transportation. SIC 52 – HSE Work-related non-fatal injuries to employees in Great Britain by detailed industry

Together, these initiatives support a stable, skilled and engaged workforce. By investing in our people and maintaining strong operational standards, we are able to deliver consistent performance across our estate while supporting long-term business resilience.

### 6.2 Communities

Through the Big Yellow Foundation, we support a range of charitable organisations focused on improving social mobility and helping individuals into employment. Our approach is to provide targeted support that enables our partners to deliver meaningful and measurable outcomes.

During the year, we increased both financial contributions and the provision of free storage space to charities and community organisations. This support reduces operational costs for our partners while enabling them to expand their activities and reach more beneficiaries.

Indicator	Amount raised
Free Space donated for community or charity use	£1,210,308*
1-99% discounted space donated for community or charity use	£510,784
Total employee Big Yellow Foundation fundraising & Big Yellow matched funds	£10,359
Foundation matched funds from customer donations	£233,429*
Paid work placements	£28,391
<b>Total Community Investment</b>	<b>£1,993,271</b>

\* Externally assured by SGS

The scale of our support reflects our commitment to long-term partnerships rather than one-off contributions. By combining financial donations, in-kind support and employee volunteering, we are able to deliver a broader and more sustained impact across the communities in which we operate.

In addition to financial support, we continue to encourage employee volunteering, providing staff with opportunities to engage directly with our charity partners. This strengthens our connection with local communities while supporting the delivery of charitable programmes.

Our community investment is focused on organisations that deliver tangible outcomes, ensuring that our support contributes to meaningful and lasting social value.

### 6.3 Responsible business practices

We recognise that our responsibilities extend beyond our direct operations to include how we work with suppliers and partners.

We maintain strong payment performance across our supply chain, supporting the financial resilience of suppliers, particularly small and medium-sized businesses. During the year, we continued to achieve high levels of compliance with payment targets.

Year ended 31 March	2024	2025	2026
Within 30 days	92%	92.5%	<b>94.6%</b>
Between 30 and 60 days	8%	7.2%	<b>5.3%</b>
Over 60 days	0%	0.4%	<b>0.2%</b>
Average time to pay an invoice	23 days	23 days	<b>22 days</b>

In addition to payment practices, we maintain clear expectations for ethical conduct across our supply chain, including compliance with modern slavery legislation and broader responsible sourcing standards.

We are currently transitioning to the Fair Payment Code and will continue to report against the existing framework until adoption is complete.

# Assurance Statement

SGS United Kingdom Ltd's report on selected KPIs pertaining to sustainability activities in the sustainability report 2025/26 of Big Yellow Group PLC for the review period 1st April 2025 to 31st March 2026



## 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 2025/26' (herein referred to as the report).

## Intended users of this assurance statement

This Assurance Statement is provided with the intention of informing all of the 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

This assurance engagement had been carried out according to 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.

As indicated within this statement against each assured KPI, a 'reasonable' and 'limited' level of assurance was obtained.

## Reporting criteria

### Reporting Criteria – GHG & Environmental KPIs

- 1 WRI/WBCSD GHG Protocol – A Corporate Accounting & Reporting Standard and its amendments
- 2 WRI/WBCSD GHG Protocol – Corporate Value Chain (Scope 3) Accounting and Reporting Standard

### Reporting Criteria – Social & Governance KPIs

- 1 Internal Policies & Procedures of Big Yellow Group PLC

## Scope of assurance

The scope of the assurance included assessment of specified performance information for the following KPIs as per the level of assurance indicated below:

### GHG & Environmental KPIs – reasonable level of assurance

- Total electricity consumption (MWh)
- Like-for-like total electricity consumption (MWh)
- Total fuel consumption (MWh)
- Like-for-like total fuel energy consumption (MWh)
- Total amount of energy used in yr by current lettable area (MWh/m<sup>2</sup>/year)
- Total direct (scope 1) GHG emissions (tCO<sub>2</sub>e)
- Total indirect (scope 2) GHG emissions location-based (tCO<sub>2</sub>e)
- Total indirect (scope 2) GHG emissions market-based (tCO<sub>2</sub>e)
- Total Scope 1 & 2 Abs all operations – location based (tCO<sub>2</sub>e)
- Scope 1 & 2 location- based intensity by current lettable area (tCO<sub>2</sub>e/m<sup>2</sup>/year)
- Number of estate EPCs with a B or above
- Total installed renewables capacity (kWh)
- Number of solar retrofit stores installed between 1<sup>st</sup> April 2022 and 31<sup>st</sup> March 2026
- Number of energy efficiency projects completed

### GHG & Environmental KPIs – limited level of assurance

- Total water withdrawal by source (m<sup>3</sup>)
- Like-for-like total water consumption (m<sup>3</sup>)
- Building water intensity (m<sup>3</sup>/m<sup>2</sup>/year)
- Total installed renewables capacity (kW)
- Total weight of waste by disposal route (metric tonnes)
- Like-for-like total weight of waste by disposal route (metric tonnes)
- Proportion of Scope 3 Cat 1 & 2 data using primary rather than spend data (%)
- Scope 3 SBT Boundary (Cat 1 construction/facilities/stock, Cat 2 and Cat 3) Carbon intensity by CLA (tCO<sub>2</sub>e /ft2/year)

## Assurance Statement continued

### Social & Governance Indicators – limited level of assurance

Material Objective	Indicator Title / KPI	Unit of Reporting	Male	Female
Emp-Training	Employee training and development – Ave	hr	43.489	46.22
Emp-Dev	Employee performance appraisals	%	98.72%	99.46%
Diversity-Emp	Employee gender diversity	%	54.62%	45.38%
Gov-Board	Composition of the highest governance body	#	6	3

Material Objective	Indicator Title / KPI	Unit of Reporting	Value Reported
Emp-Training	Employee training and development – total	hr	21875
Emp-Turnover	New hires rate	%	26%
Emp-Turnover	Turnover rate	%	15.6%
H&S-Emp-Injury	Employee health and safety – Injury rate	injury rate	0.1
H&S-Emp-Absent	Employee health and safety – Absentee rate	absentee rate	3.8
H&S-Emp-Fatal	Employee health and safety – Number of work-related fatalities	#	0
H&S-Asset	Store asset health and safety assessments	%	1
H&S-Comp	Total number of raised incidents	#	3
Community Eng.	% Assets offering free space donated for community or charity use	%	98.23%
Free-Space	Free space donated for community or charity use	£	£1,210,308.09
Matched-Funds	Foundation matched funds from customer donations	£	£466,857.70
Security-Breaches	Reportable information security breaches	#	1

### Assurance methodology

#### GHG & Environmental KPIs

CO<sub>2</sub> emissions from own operations and value chain were verified at a reasonable or limited level of assurance as detailed above according to standard EN ISO 14064-3:2019 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 2025/26' 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% for a reasonable level of assurance and below 10% for a limited level of assurance, 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 2025/26' 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;
  - Scope 3 – category 1 (PG&S), category 2 (Capital Goods), category 3 (FERA), and category 5 (Waste in Operations).
- 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

Data and information supporting the CO<sub>2</sub> equivalent statement were historical in nature and proven by evidence or estimated based on the best available data and in accordance with the methodologies defined within Big Yellow's 'Basis of Reporting 2025/26' and the criteria listed above.

#### 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.
- 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 mitigation

Financial data drawn directly from independently audited financial accounts has not been checked back to source as part of this assurance process. The reliability of the assured information is subject to inherent uncertainties, given the available methods for determining, calculating, estimating or testing of the verified information.

## 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 the 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 'SAGSP Assurance Ethics', 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 complements 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, Assurance Practitioner – Elisa Zandanel and Technical Reviewers – Finn Han & Abdullah Buhidma.

## Assurance opinion

### GHG & Environmental KPIs

Big Yellow provided the GHG assertion based on the requirements of its 'Basis of Reporting 2025/26' and the WRI/WBCSD GHG Protocol. The GHG information for the period 1st April 2025 to 31st March 2026 disclosing gross emissions of 26,490 metric tonnes of CO<sub>2</sub> equivalent (Location-Based) and 25,047 metric tonnes of CO<sub>2</sub> equivalent (Market-Based) are verified by SGS to a reasonable level of assurance for scope 1 and 2 and to a limited level of assurance for scope 3, consistent with the agreed verification scope, objectives, and criteria.

Verified emissions by scope are as follows:

Scope 1 – 23 tCO<sub>2</sub>e

Scope 2 (location-based) – 1,443 tCO<sub>2</sub>e

Scope 2 (market-based) – 0 tCO<sub>2</sub>e

Scope 3 Category 1 (PG&S) – 4,680 tCO<sub>2</sub>e

Scope 3 Category 2 (Capital Goods) – 19,772 tCO<sub>2</sub>e

Scope 3 Category 3 (FERA) – 562 tCO<sub>2</sub>e

Scope 3 Category 5 (Waste in Operations) – 10 tCO<sub>2</sub>e

SGS' approach is risk-based, drawing on an understanding of the risks associated with modelling GHG emission 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 emissions information.

SGS concludes with reasonable assurance that the presented KPIs listed on pages 1 and 2, and the scope 1 and scope 2 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 2025/26' and the WRI/WBCSD GHG Protocol.

SGS concludes with limited assurance that there is no evidence to suggest that the presented KPIs listed on page 2, and the scope 3 CO<sub>2</sub> equivalent assertion is not materially correct and is not a fair representation of the CO<sub>2</sub> equivalent data and information and is not prepared following the requirements of Big Yellow's 'Basis of Reporting 2025/26' and the WRI/WBCSD GHG Protocol and its amendments.

We planned and performed our work to obtain the information, explanations, and evidence that we considered necessary to provide a reasonable level of assurance for scope 1 and 2 and the KPIs listed in pages 1 and 2, and a limited level of assurance for scope 3 and the KPIs listed in page 2, that the CO<sub>2</sub> equivalent emissions and environmental KPIs for the period 1st April 2025 to 31st March 2026 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.

Signed for and on behalf of SGS UNITED KINGDOM LTD:

**Terry Coyle**

Sustainability Services Manager Frimley, Surrey, 08th May 2026.

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