

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