



Big Yellow Group PLC



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

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.

Contents

2	2026 Highlights
4	Innovating
6	Expanding
8	Excelling
10	Incubating
12	Impacting
14	Our Nationwide Network
16	Chairman's Statement

18 Strategic Report

18	Chief Executive's Statement
22	Strategy and Investment Case
26	Our Key Performance Indicators
28	Operating Review
33	Portfolio Summary
35	Our Stores
40	Financial Review
46	Principal Risks and Uncertainties
52	Climate-Related Disclosures Statement
63	Section 172 Statement
64	Environmental, Social and Governance Report
75	SGS Assurance Statement on the ESG Report

78 Governance Report

78	Executive Chairman's Introduction
79	How We Are Structured
80	Directors, Officers and Advisers
83	Corporate Governance Report
90	Nominations Committee Report
94	Sustainability Committee Report
96	Remuneration Committee Report
118	Audit Committee Report
122	Directors' Report
127	Statement of Directors' Responsibilities in Respect of the Annual Report and the Financial Statements

128 Financial Statements

128	Independent Auditor's Report to the Members of Big Yellow Group PLC
136	Consolidated Statement of Comprehensive Income
137	Consolidated Balance Sheet
138	Consolidated Statement of Changes in Equity
139	Consolidated Cash Flow Statement
140	Notes to the Financial Statements
175	Company Balance Sheet
176	Company Statement of Changes in Equity
177	Notes to the Financial Statements
181	Glossary
183	Ten Year Summary



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

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⁽⁴⁾**£209.1m +2%**

£204.5m

Store revenue⁽¹⁾**£207.6m +2%**

£203.1m

Like-for-like store revenue^(1,2,6)**£207.3m +2%**

£203.1m

Store EBITDA⁽¹⁾**£146.5m +2%**

£143.2m

Adjusted profit before tax^(1,7)**£117.5m +2%**

£115.6m

Adjusted earnings per share^(1,8)**59.0p +2%**

57.8p

Dividend^(4,5)**47.2p +2%**

46.4p

Profit before tax⁽⁴⁾**£126.2m (38%)**

£203.9m

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

£111.9m

Basic earnings per share⁽⁴⁾**63.8p (38%)**

103.2p

Store metrics

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

6,421,000

Closing occupancy (sq ft)⁽¹⁾**4,985,000 (1%)**

5,056,000

Closing occupancy⁽¹⁾**74.2% (4.5 ppts)**

78.7%

Closing occupancy
like-for-like stores (%)^(1,2,6)**77.0% (1.7 ppts)**

78.7%

Average net rent per sq ft⁽¹⁾**£35.98 +4%**

£34.71

Closing net rent per sq ft⁽¹⁾**£36.28 +3%**

£35.17

⁽¹⁾ See note 33 for glossary of terms⁽²⁾ Excluding Staines, Queensbury, Slough Bath Road and Wembley (all opened 2025/26)⁽³⁾ See reconciliation in Financial Review on page 43⁽⁴⁾ Statutory metric⁽⁵⁾ The dividend paid in the year is all Property Income Distribution ("PID")⁽⁶⁾ See reconciliation in Portfolio Summary on page 34⁽⁷⁾ See reconciliation in note 10⁽⁸⁾ See reconciliation in note 12

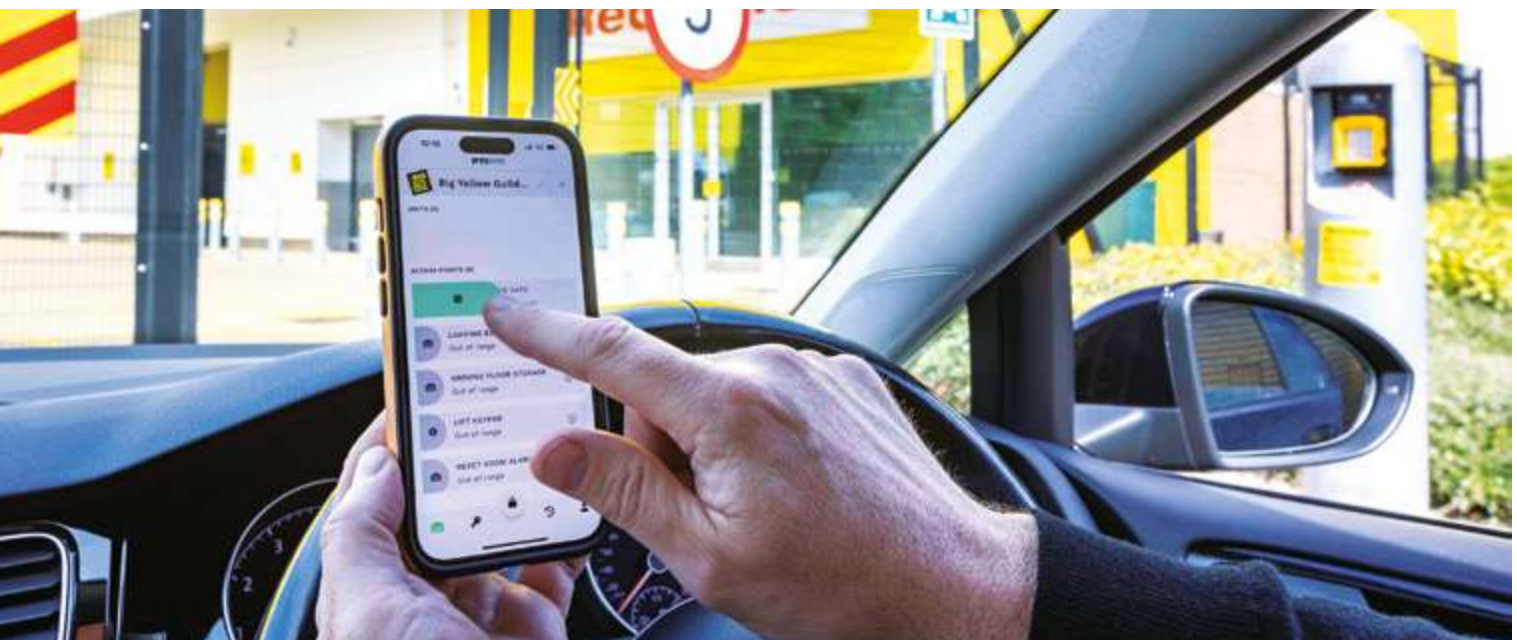
Innovation and security go hand in hand at Big Yellow, ensuring the protection of our customers' possessions remains our number one priority.

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.



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
	Staples Corner, London Replacement store for existing leasehold. Construction commenced with planned store opening in August 2026. <i>Additional 18,000 sq ft</i>
	Epsom, London Construction commenced with planned store opening in September 2026. <i>59,000 sq ft</i>
	Kentish Town, London Construction commenced, with planned store opening in September 2026. <i>70,000 sq ft</i>
	Wapping, London Construction commenced with planned store opening in December 2026. <i>Additional 95,000 sq ft</i>
	West Kensington, London Demolition of existing building completed, with store opening anticipated in spring 2029. <i>176,000 sq ft</i>
	Old Kent Road, London Site acquired in June 2022. Planning application submitted in October 2023, with planning consent granted in May 2026. <i>79,000 sq ft</i>

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.

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.



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



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.



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

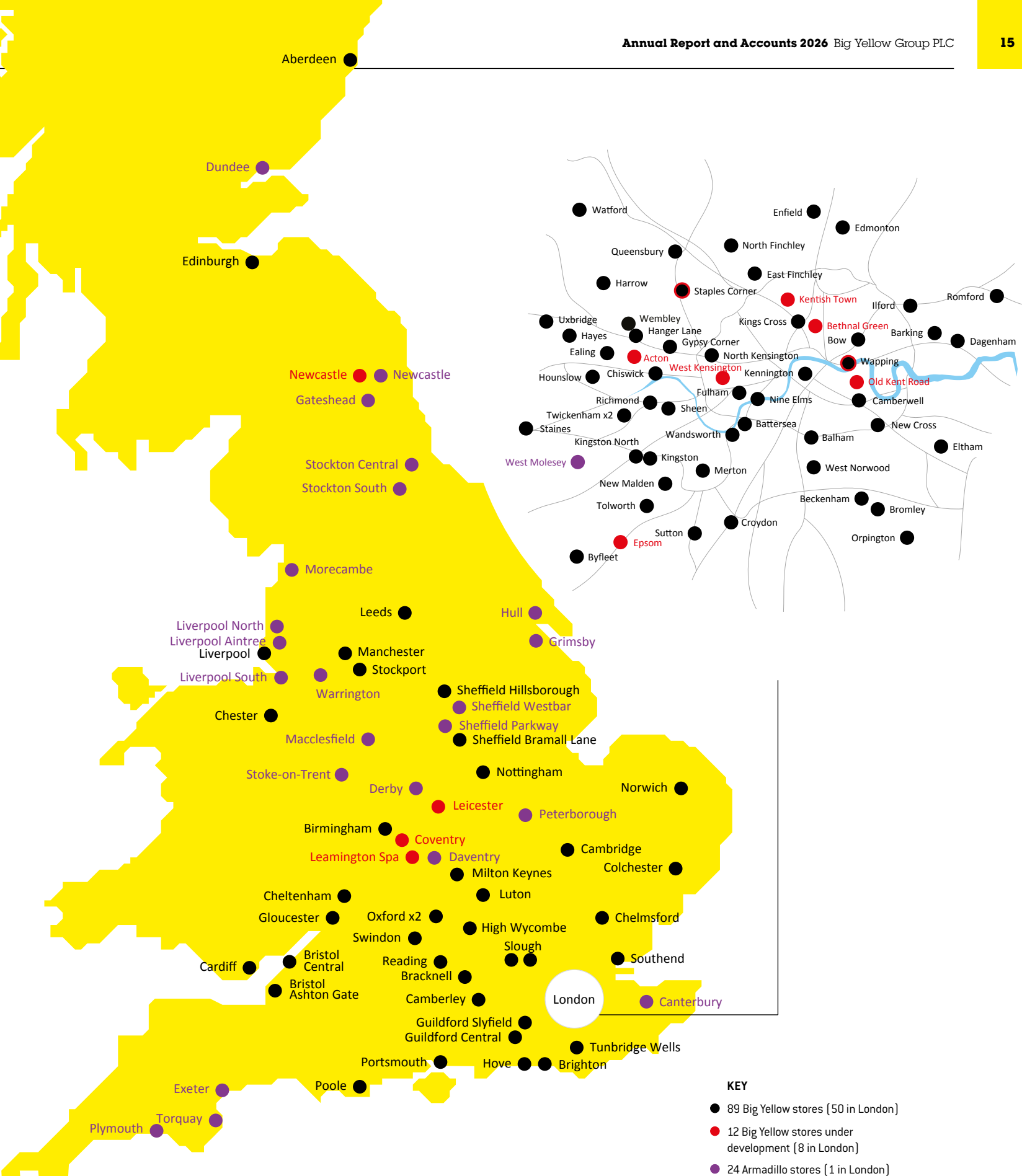
We target prominent sites on busy roads and key routes to maximise brand awareness, increase footfall and ensure stores are easy to find and access.

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).

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.

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.

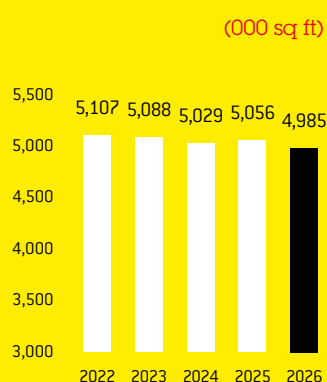
Adjusted profit before tax and adjusted earnings per share ("eps"), as defined in note 33, which drive the distributions to shareholders (as our dividend policy is to pay a minimum of 80% of adjusted earnings as dividends) are also KPIs. The Group focuses on adjusted profit and earnings measures as they 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.

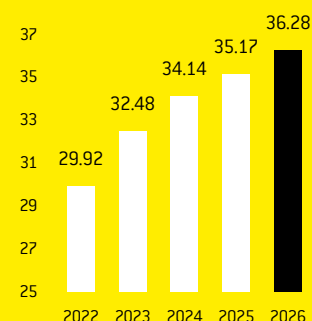
The Group has reduced its carbon intensity (our carbon emissions divided by our average occupied space) by 26% in the year and by 36% over the past five years. This has been achieved through investment in renewable technology, roof mounted solar photo-voltaic systems, and LED lighting across the Group's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



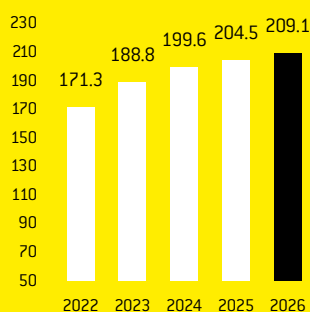
Closing occupancy
4,985,000 sq ft
(2%) over 5 years



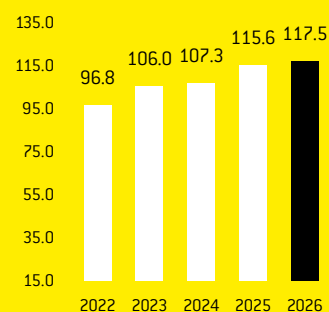
Closing net rent per sq ft
£36.28
+21% over 5 years



Revenue
£209.1m
+22% over 5 years



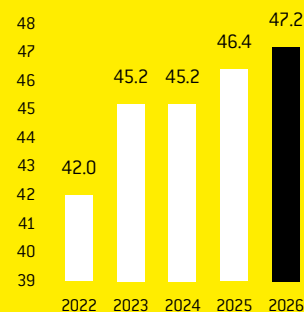
Adjusted profit before tax
£117.5m
+21% over 5 years



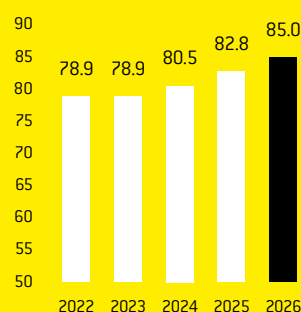
Adjusted earnings per share
59.0 pence
+12% over 5 years



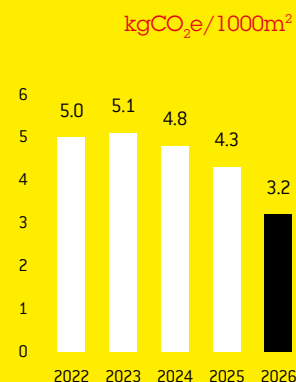
Dividend per share
47.2 pence
+12% over 5 years



Net promoter score
85.0
Average of 81.2 over 5 years



Carbon intensity
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%).

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
All 113 stores	74.2%	(71)	4,985	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
Staples Corner, London	North Circular Road	Construction commenced with planned store opening in August 2026.	Replacement for existing leasehold store, additional 18,000 sq ft
Epsom, London	East Street	Construction commenced with planned store opening in September 2026.	59,000 sq ft
Kentish Town, London	Regis Road	Construction commenced, with planned store opening in September 2026.	70,000 sq ft
Wapping, London	The Highway, adjacent to existing Big Yellow	Construction commenced with planned store opening in December 2026.	Additional 95,000 sq ft
West Kensington, London	Hammersmith Road	Demolition of existing building completed, with store opening anticipated in spring 2029.	176,000 sq ft
Newcastle	Scotswood Road	Planning consent granted, with store opening anticipated in summer 2027.	60,000 sq ft
Leicester	Belgrave Gate, Central Leicester	Site acquired in June 2023. Planning consent granted, with store opening anticipated in early 2028.	58,000 sq ft
Leamington Spa	Queensway	Site acquired in May 2024. Planning consent granted, construction commenced with store opening anticipated in summer 2027.	54,000 sq ft
Old Kent Road, London	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
Coventry	Sir Henry Parkes Road	Site acquired in April 2025. Planning application submitted in November 2025.	58,000 sq ft
Bethnal Green, London	Hollybush Gardens	Contracts exchanged in September 2025, with deferred completion in March 2027. Planning application submitted in April 2026.	68,000 sq ft
Acton, London	The Vale	Contracts exchanged in May 2026, with completion occurring in the same month.	66,000 sq ft
Total – all sites			861,000 sq ft

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 ⁽¹⁾	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
At 31 March:								
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
For the year:								
REVPAF ⁽²⁾	£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 ⁽²⁾	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 ⁽³⁾	(1,980)	(11)	(218)	(2,209)	(2,145)	(26)	(206)	(2,377)
Store EBITDA ⁽²⁾	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%
Deemed cost	£m	£m	£m	£m				
To 31 March 2026	752.0	220.0	148.5	1,120.5				
Capex to complete	–	2.1	–	2.1				
Total	752.0	222.1	148.5	1,122.6				

⁽¹⁾ 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.

⁽²⁾ See glossary in note 33.

⁽³⁾ 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 ⁽⁴⁾	207,615	1,469	209,084	203,124	1,371	204,495
Cost of sales ⁽⁵⁾	(58,954)	(4,572)	(63,526)	(57,565)	(4,561)	(62,126)
Rent ⁽³⁾	(2,209)	2,209	–	(2,377)	2,377	–
	146,452	(894)	145,558	143,182	(813)	142,369

⁽⁴⁾ See note 3 of the financial statements, reconciling item is non-storage income.

⁽⁵⁾ 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 ⁽⁶⁾	207,615	203,124
Less revenue from non like-for-like stores ⁽⁶⁾	(322)	–
Like-for-like revenue ⁽⁶⁾	207,293	203,124

Like-for-like store occupancy

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

⁽⁶⁾ 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



Byleet, 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%
Total before one-off items	60,083	59,112	2%	100%
One-off items	(1,129)	(1,547)	(27%)	
Total per portfolio summary	58,954	57,565	2%	

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
Cost of sales per statement of comprehensive income	63,526	62,126

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
Adjusted profit before tax – year ended 31 March 2026	117.5

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
Total dividend	47.2p	46.4p

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)
Cash flow from operating activities pre-working capital movements	111.5	111.9
Working capital movements	(2.6)	2.6
Cash flow from operating activities	108.9	114.5
Capital expenditure	(100.9)	(58.3)
Disposal of non-current asset	–	30.6
Investment in joint venture	(1.0)	–
Cash flow after investing activities	7.0	86.8
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
Net cash inflow/(outflow)	0.5	(0.6)

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)
Interest cover	6.1x	6.1x

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.

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

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)
31 March 2026	2,719.3	1,370.4

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%
Total	Average term 2.8 years	£569m	£486m	4.7%

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	15%	13%
Net Debt / Adjusted Net Assets	18%	14%
Net Debt / Market Capitalisation	29%	21%
Net debt to Group EBITDA ratio	3.7x	3.1x
Cash generated from operations pre-working capital movements against interest paid	6.1x	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	196,714,696	196,195,287
Shares issued for the exercise of options	103,875	519,409
Closing shares in issue	196,818,571	196,714,696
Shares held in EBT	(859,397)	(881,360)
Closing shares for NAV purposes	195,959,174	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
Self storage market risk 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.	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. 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. 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: – a high quality and growing portfolio of freehold properties delivering higher operating margins; – 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; – continuing innovation and automation; – an inclusive and non-hierarchical culture with a highly engaged team; – a focus on delivering the highest levels of customer service; – delivering on our strong ESG commitments; – the UK's leading self storage brand, with high and growing public awareness and online strength; and – strong cash flow generation from a secure capital structure. 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.	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. 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. 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. 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.

Risk and impact	Mitigation	Change during the year and outlook
Property risk 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. Changing climate and resulting likely changes to planning restrictions will narrow choice of available sites further. 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. 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.	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. Our in-house development team and our professional advisers have significant experience in obtaining planning consents for self storage centres. 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. 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.	The Group has a pipeline of 12 sites which, when opened, would expand the Group's current MLA by 13%. 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. We have planning consent on nine of the 12 development sites and expect to open four stores during the year ending 31 March 2027.
Valuation risk The valuation of the Group's investment properties may fall due to external pressures or the impact of performance. Lack of transactional evidence in the self storage sector leads to more subjective valuations.	The portfolio is diverse with approximately 71,000 rooms currently occupied in our stores for a wide variety of reasons. The valuations are carried out by independent, qualified external valuers who have significant experience in the UK self storage industry.	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. 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. There is significant headroom on our loan to value banking covenants.

Principal Risks and Uncertainties continued

Risk and impact	Mitigation	Change during the year and outlook
Treasury risk The Group may face increased costs from adverse interest rate movements.	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. 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. 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&G Investments, which is repayable in 2029. For our revolving credit facility, we borrow at floating rates of interest. 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. 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. 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.	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. 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. Debt providers currently remain supportive to companies with a strong capital structure. 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. 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.
Tax and regulatory risk 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"). The Group is exposed to potential tax penalties or loss of its REIT status by failing to comply with the REIT legislation.	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. 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. 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.	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. There is a risk that corporate tax rates will rise in the medium-term to fund the increasing government deficits. 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.

Risk and impact	Mitigation	Change during the year and outlook
Human resources risk 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.	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.	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. 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.
Brand and reputation risk 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.	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. We also invest in cyber security (discussed below), and make an ongoing investment in staff training, facilities management, and the maintenance of our stores. We work closely with our key suppliers to ensure a consistency of service from them. 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. We experienced a fire caused by arson at our Armadillo Cheadle store in 2022. Our crisis response team worked effectively in managing the incident. We maintain regular communication with our key stakeholders, customers, employees, shareholders, and debt providers.	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.

Principal Risks and Uncertainties continued

Risk and impact	Mitigation	Change during the year and outlook
Security risk 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.	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. 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.	We have continued to run courses for all our staff to enhance the awareness and effectiveness of our procedures in relation to security. 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. We regularly review and implement improvements to our security processes and procedures. During the year, we increased our stake in our monitoring company, Doncaster Security Operations Centre Limited, now owing 74% of the business.
Cyber risk 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.	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. 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.	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.
Climate change related risk 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.	The good working order of our stores is of critical importance to our business model. We visually inspect each of our stores at least once per annum and planned and unplanned work is discussed immediately. 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. 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).	Our Sustainability Committee, chaired by a Non-Executive Director, has delivered an ambitious strategic plan to 2032. 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.

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

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 ⁽¹⁾		For visibility	Strategic Response
				Short-Term	Medium-Term	Long-Term	
Physical Risks							
Heat Stress	Increase in energy costs due to increased cooling needs.	Chronic physical	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.	Chronic physical	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.	Chronic physical	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	Acute physical	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 ⁽²⁾	Increase surface flooding damaging subterranean floors.	Acute physical	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	Acute physical	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 ⁽¹⁾		For visibility	Strategic Response
			Short-Term	Medium-Term	Long-Term	
Stranded assets	Assets no longer compliant with future regulations.	Market	○	●	●	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	Reputation	○	●	●	We will continue to update and deliver on our strategy
Increase in carbon/emission taxation & fines	Exposure to taxation increases	Current regulation	○	●	●	We will continue to reduce our Scope 1 & 2 emissions.
Building Standards	Increase in standards, especially for buildings	Emerging regulation	●	●	●	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	Emerging regulation	●	○	○	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 ⁽¹⁾		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

⁽¹⁾ 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 introduced². 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.

⁽²⁾ 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 ₂ e)	FY 2025/26 total (tCO ₂ 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 ₂ e/ Sqft	3.5* kgCO ₂ 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		11,750*		Monitored annually
Energy intensity (per CLA)	MWh / m ²	0.021		0.19*		Continuous efficiency improvement
GHG emissions intensity (Scope 1 & 2)	tCO ₂ e / m ² CLA	0.032		0.024*		Aligned with Sustainability Strategy
% electricity from renewable sources (market-based)	%	100%		100%*		Maintain 100% renewable procurement
% total energy from renewable sources (solar + grid renewable)	%	100%		100%*		100%+ by 2030
Portfolio EPC rating – % B or above	% of stores	94%		98.2%*		100% B or above by 2028
EPC distribution (A+ – D)	% breakdown	A+	5.5	A+	6.2	Supporting stranded asset mitigation
		A	27.5	A	38.1	
		B	61.5	B	54.0	
		C	4.6	C	1.8	
		D	0.9	D	0	
% stores with on-site solar PV	% of portfolio	71.6%		75.2%		Solar installed where structurally feasible
Total installed renewable capacity	MWp	8.5		9.6*		Expand annually
% stores identified as high flood risk (scenario-based)	% of portfolio	New of 2025/26		16%		Mitigation measures in place where material
Stores with flood mitigation infrastructure	# / %	11%		14%		All new builds incorporate attenuation where required
Climate-aligned capital expenditure	£m	6.0		4.5		c. £2m p.a. to 2028
Climate-aligned capex as % of total capex	%	6%		4%		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
Emission reduction (SBTi validated)	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
Scope 3 data quality	40% primary data for Scope 3 Cat 1&2 by 2028	20%	57%*	40% by 2028
Portfolio energy performance	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:

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

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	CSRD	KPI	Progress
Our Environment				
	Scope 1&2 Emissions	Energy Management	70% reduction to 948 tCO ₂ e by 2032	1,466 tCO ₂ 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 ^[1]	57%*
Our People				
	Turnover of full-time staff		Maintain turnover below average UK Retail levels ^[2] 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
Our Communities				
	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*
Our Buildings				
	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") ^[3] per new store of over 10%	Staines 10% Queensbury 472% Slough Bath Road 100% Wembley 6668%
Our Suppliers				
	Prompt payment		Pay 95% of invoices within 60 days	99.8% paid within 60 days
Our Health, Safety & Information Security				
	Staff annual incident rate		AIIR to stay lower than industry ^[4] 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
Our Governance				
	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

^[1] New KPI for 2026.^[2] UK Retail levels of 33% – ONS Employee turnover levels and rates by industry section, UK.^[3] 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.^[4] 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

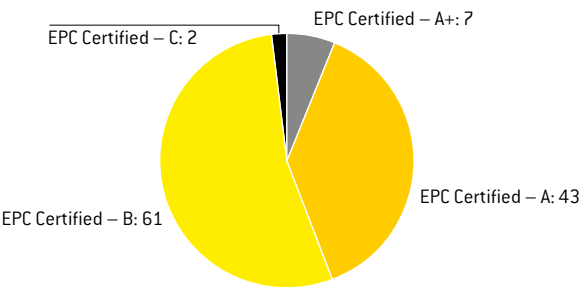
Sustainability is embedded in the way we design and develop our stores. New developments are designed to incorporate solar generation, energy-efficient systems and optimised building performance from the outset.

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



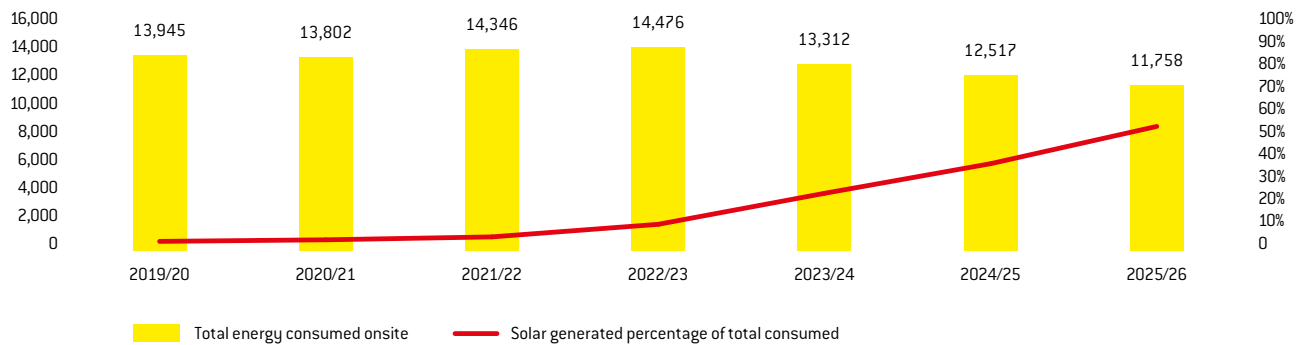
5.3 Energy

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

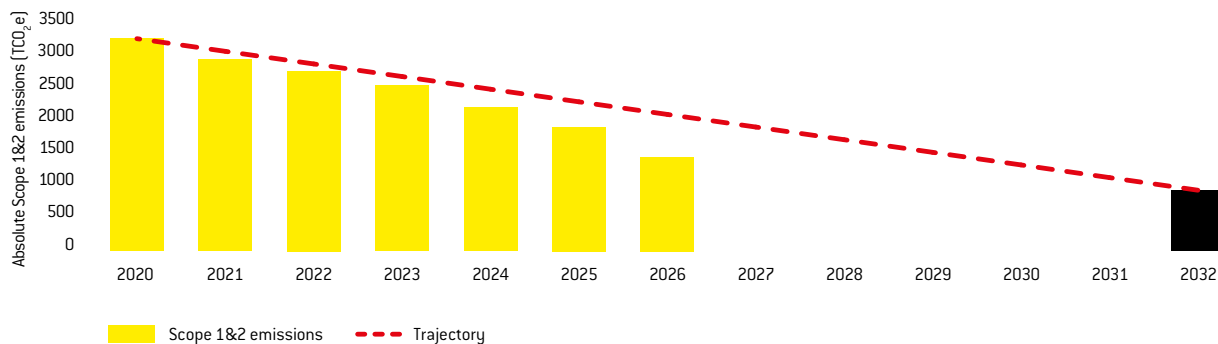
Despite continued growth in the business, our Scope 1 and Scope 2 emissions have reduced year-on-year. This has been driven by three structural changes: the removal of gas from our owned estate, increased on-site renewable energy generation, and reductions in energy consumption through efficiency measures.

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 ² /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 ⁽¹⁾ 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 ⁽²⁾ category average of 1,169
Employee volunteering participation	20%	Year on year improvement

⁽¹⁾ UK Retail levels of 33% – ONS Employee turnover levels and rates by industry section, UK

⁽²⁾ 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
Total Community Investment	£1,993,271

* 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%	94.6%
Between 30 and 60 days	8%	7.2%	5.3%
Over 60 days	0%	0.4%	0.2%
Average time to pay an invoice	23 days	23 days	22 days

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/m²/year)
- Total direct (scope 1) GHG emissions (tCO₂e)
- Total indirect (scope 2) GHG emissions location-based (tCO₂e)
- Total indirect (scope 2) GHG emissions market-based (tCO₂e)
- Total Scope 1 & 2 Abs all operations – location based (tCO₂e)
- Scope 1 & 2 location- based intensity by current lettable area (tCO₂e/m²/year)
- Number of estate EPCs with a B or above
- Total installed renewables capacity (kW)
- Number of solar retrofit stores installed between 1st April 2022 and 31st March 2026
- Number of energy efficiency projects completed

GHG & Environmental KPIs – limited level of assurance

- Total water withdrawal by source (m³)
- Like-for-like total water consumption (m³)
- Building water intensity (m³/m²/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 (tCO₂e /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

CO₂ 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: CO₂, N₂O, CH₄, HFCs (PFCs, SF₆ and NF₃ are excluded)
- Directed actions: none

Data and information supporting the CO₂ 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 CO₂ equivalent (Location-Based) and 25,047 metric tonnes of CO₂ 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 tCO₂e

Scope 2 (location-based) – 1,443 tCO₂e

Scope 2 (market-based) – 0 tCO₂e

Scope 3 Category 1 (PG&S) – 4,680 tCO₂e

Scope 3 Category 2 (Capital Goods) – 19,772 tCO₂e

Scope 3 Category 3 (FERA) – 562 tCO₂e

Scope 3 Category 5 (Waste in Operations) – 10 tCO₂e

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 CO₂ equivalent assertion is materially correct and is a fair representation of the KPI and CO₂ 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 CO₂ equivalent assertion is not materially correct and is not a fair representation of the CO₂ 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 CO₂ 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 CO₂ 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.

WWW.SGS.COM

Executive Chairman's Introduction

Dear Shareholder,

I am pleased to present the Corporate Governance Report for 2026. This report should be read in conjunction with the report on **pages 83 to 89**, which set out how we have complied with the UK Corporate Governance Code in 2026.

As outlined in my report on **pages 16 to 17**, 2026 has seen revenue, adjusted profit, adjusted earnings per share and dividends all up on the prior year.

Governance

The Board believes that the effective delivery of the Company's strategy requires the underpinning of strong corporate governance. The governance of the Group is supported by a robust structure which allows for constructive debate and challenge by its members. This allows the Directors to make effective decisions.

Engagement with our stakeholders

The Board is conscious that there are a number of stakeholders in our business and considers the interests of each of our stakeholder groups in its discussions.

We have a comprehensive investor relations programme in place, with the Executive team carrying out a significant number of meetings with our shareholders during the year. The Non-Executive Directors engage with our shareholders as appropriate. Independent feedback on presentations by the Executive Board Directors to major shareholders is provided to the Non-Executive Directors on a regular basis.

The culture of the business is a key part of our success. In the year to 31 March 2026, the Executive Board Directors have continued to visit each of the Group's stores and maintain a flat, apolitical, non-hierarchical culture within the business.

We continue to monitor the Net Promoter Score that we receive from our customers, which remains at a very high level of 85.0 (2025: 82.8).

Looking ahead

Following our performance this year, our attention for the coming year is focused on continuing to drive the operating performance of the business to deliver shareholder value. We will continue to invest in our Big Yellow Foundation and its partner charities and also work with local charities throughout our network assisting with space which they need to deliver their programmes.

We will continue to focus on delivering attractive long-term shareholder returns, behaving responsibly to our stakeholders including shareholders, employees, customers, suppliers, and the community, and appropriately managing risk.

Nicholas Vetch CBE

Executive Chairman | 18 May 2026

How We Are Structured

The Board has overall responsibility for the manner in which the Company runs its affairs:

Position	Responsible for	More information
The Board Nicholas Vetch Executive Chairman	– setting the strategic direction of the business – setting the culture and values of Big Yellow – overseeing the internal control system of the Group and its risk management – approving the annual business plan for the Group – approving site and store acquisitions and major items of capital expenditure – approving the Group's financing structure – ensuring a positive dialogue with our stakeholders is maintained	Page 85
Executive Directors	– implementing the Group's business plan and strategy – managing the risk of the business – focusing on financial performance	Page 84
Nomination Committee	– reviewing the structure, size and composition of the Board – succession planning for Directors and other senior Executives – promoting diversity	Pages 90 to 93
Audit Committee	– overseeing the Group's financial reporting – overseeing the Group's internal control framework and risk management process – overseeing the relationship with the external auditor and monitoring their independence	Pages 118 to 121
Remuneration Committee	– setting, reviewing and recommending the policy on the remuneration of the Executive Directors – overseeing the senior management team and general workforce remuneration approach – monitoring the implementation of the Remuneration policy – overseeing the alignment of reward, incentives and culture	Pages 96 to 117
Sustainability Committee	– overseeing the Group's sustainability framework and strategy – monitoring sustainability performance – providing guidance on emerging environmental issues, including environmental risk, and their impact on the Group's business – overseeing the Group's ESG reporting, including external audit/assurance mechanisms	Pages 94 to 95

Directors, Officers and Advisers

Executive Directors

Nicholas Vetch CBE Executive Chairman Appointment to the Board Nicholas co founded Big Yellow in 1998 and has served as Executive Chairman since July 2003. Prior to this he held the position of CEO, having co founded Big Yellow in 1998. Relevant experience and contribution He brings more than 35 years' experience in property, retail and entrepreneurial businesses and has played a central role in building Big Yellow into the UK's market-leading self storage platform. Nicholas provides long-term strategic leadership to Big Yellow, with a particular focus on capital discipline and sustainable growth. In 2023, he was appointed a Commander of the British Empire ("CBE"). Along with his co-founder, Jim Gibson and the CEO-Designate John Hunter, he continues to develop the strategy of the business. External appointments Nicholas is a Trustee of the Royal Drawing School and the Universal Sponsorship Pathway UK, and a Non-Executive Director of Conduit Holdco Limited.	Jim Gibson Chief Executive Officer Appointment to the Board Jim has served as Chief Executive Officer since 2003. Prior to this he was Finance Director, having co-founded Big Yellow in 1998. Relevant experience and contribution Jim has led the business through multiple economic cycles and has been instrumental in developing its strategy, maintaining Big Yellow's market-leading position and managing the business through recent geo-political uncertainties. He brings a wealth of experience in self storage operations and real estate, combined with strong financial and commercial expertise. Prior to Big Yellow, Jim held Finance Director roles at Edge Properties and Heron Property having trained as a chartered accountant specialising in real estate and construction at Arthur Andersen & Co. He is responsible for strategy execution across the Group and brings an external perspective through his Non-Executive roles. Jim is retiring from the business on 20 July. External appointments Jim is a shareholder and Non-Executive Director of AnyJunk Limited and CityStasher Limited, an investor in Moby Self Storage (Brazil), Chair of Trustees of the London Children's Ballet, Chair of Trustees of The Big Yellow Foundation and a Trustee of the Bede's Development Foundation.	John Hunter Chief Operating Officer Appointment to the Board John joined Big Yellow as Chief Operating Officer in April 2024 and was appointed to the Board in July 2025. Relevant experience and contribution John brings over 20 years' experience in retail and consumer services, having held a range of senior management roles at Carphone Warehouse, Geek Squad and HomeServe. A Chartered Accountant who qualified with Arthur Andersen, John combines strong financial discipline with extensive hands on operational leadership. He is responsible for the day to day operations of the business, driving performance, customer service and operational efficiency across Big Yellow's store network and digital platforms. John's breadth of experience supports the Group's focus on scalable, customer led operations and continuous improvement. John will take over as Chief Executive Officer upon the retirement of Jim Gibson in July 2026. External appointments None.	John Trotman Chief Financial Officer Appointment to the Board John joined Big Yellow as Chief Financial Officer in 2007, having originally trained as a Chartered Accountant with Deloitte LLP. Relevant experience and contribution John has extensive financial experience in real estate finance, accounting and corporate governance. He oversees the Group's financial strategy, capital structure, reporting, treasury and risk management, supporting disciplined investment and long-term value creation. His depth of technical expertise and sector knowledge has meant he's played a key role in maintaining robust financial controls while enabling Big Yellow's development pipeline and sustainability ambitions. He is involved in all aspects of the day-to-day strategy and operations of the business. External appointments None.
---	--	--	---

Committee key

N Nominations Committee
 A Audit Committee
 R Remuneration Committee
 S Sustainability Committee
 ● Committee Chair

Non-Executive Directors

Dr Anna Keay OBE

Independent Non-Executive Director

N A R S

Appointment to the Board

Anna joined the Board in March 2018 and brings senior leadership experience from the heritage and charitable sectors. She also writes and broadcasts widely, presenting on history and buildings for Channel 4.

Relevant experience and contribution

Anna supports the Board's focus on people, as the designated Non-Executive Director for workforce engagement, where she provides a formal link between employees and the Board, bringing deep expertise in governance and organisational culture. As an historian, she provides an external perspective to the Board as well as deep operational experience and was awarded an OBE for services to heritage.

External appointments

Anna has been CEO of the Landmark Trust since 2012. She is also a Trustee of the Royal Collection Trust and Director of both the Architrave Historical Services and the Lundy Company.

Vince Niblett

Senior Independent Non-Executive Director

N A R S

Appointment to the Board

Vince was appointed to the Board in June 2017.

Relevant experience and contribution

He brings significant experience in audit, governance and professional services, having previously been Global Managing Partner for Audit at Deloitte. Vince has many years of financial and commercial experience, and provides independent oversight of Board processes, risk management and financial governance, supporting effective engagement with shareholders. He also leads Board composition, ensuring an appropriate balance of skills and experience at the Company.

External appointments

Vince is also a Non-Executive Director and Chair of the Audit Committee of Forterra plc, a Non-Executive Director of Target Healthcare REIT plc, and a Trustee of the Ruth Strauss Foundation.

Laela Pakpour Tabrizi

Independent Non-Executive Director

N A R S

Appointment to the Board

Laela was appointed to the Board in July 2020.

Relevant experience and contribution

Laela has a wealth of corporate and financial experience in high growth businesses, providing deep expertise and international experience from senior finance roles across technology, digital and media businesses. Her experience supports the Board's oversight of financial resilience, investment decisions and governance standards.

External appointments

Laela is Finance Director of Consumer Converged at Virgin Media O2. She also currently serves as a Trustee of the British Library.

Directors, Officers and Advisers continued

Committee key

N

 Nominations Committee

A

 Audit Committee

R

 Remuneration Committee

S

 Sustainability Committee

Committee Chair

Heather Savory

Independent
Non-Executive Director

N

A

R

S

Appointment to the Board

Heather joined the Board in March 2021.

Relevant experience and contribution

She brings significant experience in technology and public policy, gained through senior leadership roles at the Office for National Statistics and with United Nations data initiatives. Heather supports the Board's oversight of environmental strategy, ESG reporting and emerging regulatory requirements, helping embed sustainability into long-term business planning. Her background strengthens the Board's understanding of data, transparency and risk, particularly in relation to sustainability.

External appointments

Heather is also an advisory partner for Conquer.ai, an AI consultancy and Trustee of the Universal Sponsorship Pathway Charity ("USPUK").

Michael O'Donnell

Independent
Non-Executive Director

N

A

R

S

Appointment to the Board

Michael joined the board of the Big Yellow in September 2021.

Relevant experience and contribution

He has a strong background in private equity and investment, having previously been a Partner at LGV Capital. Michael brings significant expertise in high growth businesses and of listed Company governance. As Chair of the Remuneration Committee, he leads on performance management, incentive structures and value creation, supporting shareholder alignment and providing remuneration oversight.

External appointments

Michael has been Chair of Home REIT plc since January 2024 and Lighthouse Funerals since August 2025.

Company Secretary and registered office

Shauna Beavis
2 The Deans
Bridge Road
Bagshot
Surrey
GU19 5AT

Company Registration No.
03625199

Bankers

Aviva Commercial Finance Limited
Barclays Bank plc
HSBC Bank plc
Lloyds Bank plc
M&G Investments Limited
Pricoa Private Capital

Solicitors

CMS Cameron McKenna Nabarro Olswang LLP
Fladgate LLP
Lester Aldridge LLP
Shoosmiths LLP
Slaughter and May

Financial advisers and stockbrokers

J P Morgan Cazenove

Statutory Auditor

KPMG LLP
Chartered Accountant and Statutory Auditors

Valuers

Jones Lang LaSalle

Corporate Governance Report

The Company is committed to the principles of corporate governance contained in the UK Corporate Governance Code issued by the Financial Reporting Council in 2024.

Introduction

The Board also takes account of the Corporate Governance guidelines of institutional shareholders and their representative bodies.

At Big Yellow, we aim to create a culture in which integrity, openness and fairness are rewarded.

We continue to review the composition of the Board to ensure that it has the appropriate skills, knowledge, and balance for the effective stewardship of the Company. The Board has overall responsibility for the manner in which the Company runs its affairs.

Statement of compliance with the Code

Throughout the year ended 31 March 2026, the Company has been in compliance with the Code provisions set out in section 1 of the 2024 UK Corporate Governance Code, with the exception of Provision 19 in that the Executive Chairman of the Company has served in position for longer than the recommended period of nine years (see below).

The Group will be providing disclosures in respect of Provision 29 in our annual report for the year ended 31 March 2027, the first year the Provision is applicable to the Group.

Chairman's position

During the year ended 31 March 2020, which was the Company's first operating under the principles of the 2018 UK Corporate Governance Code, Richard Cotton (then Senior Independent Non-Executive Director) and Vince Niblett (current Senior Independent Non-Executive Director) consulted with a number of the Company's largest shareholders about the length of Nicholas Vetch's tenure as Executive Chairman (currently 23 years), which diverges from the best practice set out in the UK Corporate Governance Code. It is advised as governance best practice that the Chairman should serve for a maximum of nine years. The Board considers the necessity for the extension of the Chairman's tenure very carefully and it is the view of the Board that it is in the Company's best interest for Nicholas Vetch to continue as Executive Chairman for the foreseeable future.

1. The necessity is driven by our Executive Chairman's unique and market-leading real estate skills. Whilst the Company is able to recruit the operational excellence required as demonstrated by the recruitment of John Hunter, it recognises that the contribution from the founding property entrepreneur is hard to replicate.
2. The Board is mindful that it also does not want to lose the value to shareholders of Nicholas Vetch's outstanding track record of delivering consistently strong returns and share price outperformance. 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. He has been an integral part of the business since inception.

3. Big Yellow has a strong culture, which has benefited from stable and consistent leadership of the business. The Board looks forward to the fresh perspective that John Hunter will be able to bring, but we are also mindful that with the departure of the co-founder Jim Gibson, Nicholas Vetch's continuing contribution becomes even more valuable in the medium term.

Moreover, the Board have looked at the governance checks and balances, which are, in their opinion, strong and effective. It is recognised that having a founder Director in post as Chairman for considerably longer than advised, needs robust checks and balances:

1. The Board has five independent NEDs who have a wide range of corporate experience and provide effective challenge to the Chairman and the other Executive Directors, which was endorsed by the external appraisal undertaken by Simon Robertson Associates in 2026.
2. The Board has separate committees for Audit, Nomination, Remuneration and Sustainability, each of which are chaired by a Non-Executive Director, and we have a Senior Independent Director who is considered important in sharing the role of Chairman's duties. Specific examples of the board discussion include examination and engagement in the acquisition of new sites, funding decisions, and the Group's sustainability investments.
3. We welcome the recruitment of Helen Gordon as our new SID from June 2027. She brings wide and extensive hands-on property expertise that can provide an extremely valuable sounding board for the Chairman and the Board on property strategy matters.
4. As a Board, we have contingency plans in place in the event one of the Executive Directors cannot fulfil their responsibilities, with a matrix of who would step in to cover their roles. Considerable thought has been given by the Board to succession, which has been approached in the context of a very successful senior team of whom the majority have been in post since the Company was listed in 2000. More detail is provided in the Nominations Committee Report.

The Board has been encouraged by the support of its major independent shareholders as it chooses to explain rather than comply with the Code on this issue.

The FRC has made it clear in its guidance that departures from the Code are acceptable, specifically stating in a guidance paper the following: "The Code establishes best practice, but importantly it offers flexibility. This flexibility is an opportunity, not a threat; it allows boards to take a thoughtful approach to governance. Where companies depart from the Provisions of the Code they need to provide clear and compelling explanations for why the approach taken is the right one for the particular circumstances of the Company." [Source: FRC Review of Corporate Governance Reporting November 2020]. The Company believes that the reasons set out above for Nicholas Vetch serving as Executive Chairman do provide that clear and compelling explanation.

Corporate Governance Report continued

Statement about applying the principles of the Code

The Company has applied the principles set out in the Code, including both the main principles and the supporting principles, by complying with the Code as reported above. Further explanation of how the principles and supporting principles have been applied is set out below and in the Nominations Committee Report, the Remuneration Report, and the Audit Committee Report.

Leadership

The Board’s role is to provide entrepreneurial leadership of the Company within a framework of prudent and effective controls which enables risk to be assessed and managed.

Chairman and Chief Executive

The division of responsibilities between the Chairman and the Chief Executive has been agreed by the Board and encompasses the following parameters:

- the Chairman’s role is to provide continuity, experience, governance, and strategic advice, while the Chief Executive provides leadership, drives the day-to-day operations of the business, and works with the Chairman on overall strategy;
- the Chairman, working with the Senior Independent Non-Executive Director, is viewed by investors as the ultimate steward of the business and the guardian of the interests of all the shareholders;
- the Board believes that the Chairman and the Chief Executive work together to provide effective and complementary stewardship;
- the Chairman:
 - takes overall responsibility for the composition and capability of the Board;
 - takes overall executive responsibility for the property development team; and
 - consults regularly with the Chief Executive and is available on a flexible basis for providing advice, counsel, and support to the Chief Executive.
- the Chief Executive:
 - manages the other Executive Directors and the Group’s day-to-day activities;
 - prepares and presents to the Board strategic options for growth in shareholder value;
 - sets the operating plans and budgets required to deliver agreed strategy; and
 - ensures that the Group has in place appropriate risk management and control mechanisms.

The Directors believe it is essential for the Group to be led and controlled by an effective Board that provides entrepreneurial leadership within a framework of sound controls which enables risk to be assessed and managed. The Board is responsible for setting the Group’s strategic aims, its values and standards and ensuring the necessary financial and human resources are in place to achieve its goals. The Board ensures that its obligations to shareholders and other stakeholders are understood and met. The Board also regularly reviews the performance of the Executive Directors.

Effectiveness

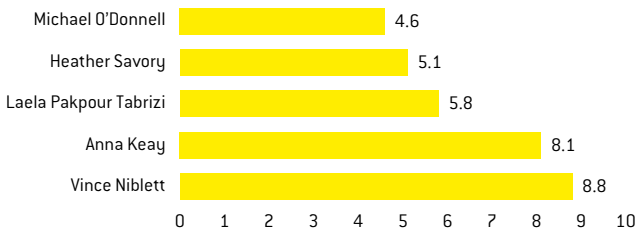
Composition of the Board

The Nominations Committee is responsible for reviewing the Board Composition and makes recommendations to the Board on the appointment of Directors. There are presently five independent Non-Executive Directors on the Board, with Vince Niblett being the Senior Independent Director. The Company complies with the UK Corporate Governance Code in that at least half of the Board, excluding the Chair, is comprised of independent Non-Executive Directors.

All of the Non-Executive Directors bring considerable knowledge, judgement, and experience to Board deliberations. Non-Executive Directors do not participate in any of the Company’s share option or bonus schemes and their service is non-pensionable. The Non-Executive Directors are encouraged to communicate directly with Executive Board Directors between formal Board meetings. The Non-Executive Directors meet at least once a year without the Executive Board Directors being present.

The Non-Executive Directors scrutinise the performance of management in meeting agreed goals and objectives and monitor the reporting of performance. They are required to satisfy themselves on the integrity of the financial information and that financial controls and systems of risk management are robust and defensible. They are responsible for determining appropriate levels of remuneration for Executive Board Directors and have a prime role in appointing and, where necessary, removing Executive Board Directors, and in succession planning.

The tenure of the independent Non-Executive Directors at 31 March 2026 is set out below:



Changes to the Board and its Committees

There have been no changes to the composition of the Board and its Committees during the year, other than the appointment of John Hunter with effect from the AGM in July 2025.

The board and its committees

Standing committees of the Board

The Board has Audit, Remuneration, Nominations and Sustainability Committees, each of which has written terms of reference. They deal clearly with the authorities and duties of each Committee and are formally reviewed annually. Copies of these terms of reference are available on the Company's website. Each of these Committees is comprised of Independent Non-Executive Directors of the Company who are appointed by the Board on the recommendation of the Nominations Committee.

Attendance at meetings of the individual Directors at the Board Meetings that they were eligible to attend is shown in the table below:

Director	Position	Number of meetings attended
Jim Gibson	Chief Executive Officer	●●●●●●●●
John Hunter	Chief Operating Officer	●●●●●●●●
Anna Keay	Non-Executive Director	●●●●●●●●
Vince Niblett	Non-Executive Director	●●●●●●●●
Michael O'Donnell	Non-Executive Director	●●●●●●●●
Laela Pakpour Tabrizi	Non-Executive Director	●●●●●●●●
Heather Savory	Non-Executive Director	●●●●●●●●
John Trotman	Chief Financial Officer	●●●●●●●●
Nicholas Vetch	Executive Chairman	●●●●●●●●

● attended
 ● absent
 ● not applicable

Other members of the senior leadership team attend Board meetings on invitation.

The Board meets approximately once every two months to discuss a whole range of significant matters including strategic decisions, major asset acquisitions and performance. A procedure to enable Directors to take independent professional advice if required has been agreed by the Board and formally confirmed by all Directors.

There is a formal schedule of matters reserved for the Board's attention including the approval of Group strategy and policies; major acquisitions and disposals, major capital projects and financing, Group budgets and material contracts other than in the normal course of business. The Board also considers matters such as cyber security, reputational risks, and other non-financial risks as part of its review of the Group's risk register.

At each Board meeting, the latest available financial information is produced which consists of detailed management accounts with the relevant comparisons to budget. A current trading appraisal is given by the Executive Board Directors.

All the Committees are authorised to obtain legal or other professional advice as necessary; to secure, where appropriate, the attendance of external advisers at its meetings and to seek information required from any employee of the Company in order to perform its duties.

The Chair of each Committee reports the outcome of the meetings to the Board. The Company Secretary is secretary to each Committee.

Information and professional development

All Directors are provided with detailed financial information throughout the year. On a weekly basis they receive a detailed occupancy report showing the performance of each of the Group's open stores. Management accounts are circulated to the Executive monthly and a detailed Board pack is distributed a week prior to each Board meeting.

All Directors are kept informed of changes in relevant legislation and changing commercial risks with the assistance of the Company's external advisers where appropriate. All Directors have access to the advice of the Company Secretary on governance matters.

The professional development requirements of Executive Board Directors are identified and progressed as part of each individual's annual appraisal. All new Directors are provided with a full induction programme on joining the Board.

Non-Executive Directors are encouraged to attend seminars and undertake external training at the Company's expense in areas they consider to be appropriate for their own professional development. Each year, the programme of senior management meetings is tailored to enable meetings to be held at the Company's stores. During the year, the Executive Board Directors made visits to all the Group's stores.

Corporate Governance Report continued

Accountability

Risk management and internal control

The Group operates a rigorous system of risk management and internal control, which is designed to ensure that the possibility of misstatement or loss is kept to a minimum. There is a comprehensive system in place for financial reporting and the Board receives a number of reports to enable it to carry out these functions in the most efficient manner. These procedures include the preparation of management accounts, forecast variance analysis and other ad hoc reports. There are clearly defined authority limits throughout the Group, including those matters which are reserved specifically for the Board.

The Board has established a continuous process for identifying, evaluating, and managing the significant risks the Group faces and for determining the nature and extent of the significant risks it is willing to take in achieving its strategic objectives. The Board regularly reviews the process, which has been in place from the start of the year to the date of approval of this report and which is in accordance with the FRC's guidance on risk management, internal control and related reporting that was issued in September 2014. The Board is also responsible for the Group's system of internal control and for reviewing its effectiveness. Such a system is designed to manage rather than eliminate the risk of failure to achieve business objectives and can only provide reasonable and not absolute assurance against material misstatement or loss.

The Board regularly reviews the effectiveness of the Group's risk management and internal control systems. In anticipation of the revised requirements set out in the 2024 UK Corporate Governance Code, with Provision 29 coming into effect for periods commencing on or after 1 January 2026, the Group has continued to take proactive steps during the year to enhance its risk management and internal control framework.

The Board, supported by the Audit Committee, has overseen a structured programme of work to strengthen the Group's internal controls environment. This programme has focused on ensuring the Group is well-positioned to meet the Code's enhanced expectations around the effectiveness of internal controls and the associated Board declaration.

The Board's monitoring covers all controls, including financial, operational and compliance controls and risk management. It is based principally on reviewing reports from management to consider whether significant risks are identified, evaluated, managed, and controlled and whether any significant weaknesses are promptly remedied and indicate a need for more extensive monitoring. The Board has also performed a specific assessment for the purpose of this annual report. This assessment considers all significant aspects of risk management and internal control arising during the period covered by the report, including the work carried out by the Group's Store Compliance team. The Audit Committee assists the Board in discharging its review responsibilities.

A formal risk identification and assessment exercise has been carried out resulting in a risk framework document summarising the key risks, potential impact and the mitigating factors or controls in place. The key risks the Group faces are detailed on **pages 46 to 50** in the Operating and Financial Review. The Board has a stated policy of reviewing this risk framework at least once a year or in the event of a material change. The risk identification process also considered significant non-financial risks.

During the reviews in the year, the Directors:

- challenged the framework to ensure that the list of significant risks to business objectives is still valid and complete;
- considered new and emerging risks to business objectives and included them in the framework if significant;
- ensured that any changes in the impact or likelihood of the risks are reflected in the risk framework; and
- ensured that there are appropriate action plans in place to address unacceptable risks.

The results of this exercise have been communicated to the Board and the Audit Committee. This was in the form of a summary report which included:

- a prioritised summary of the key risks and their significance;
- any changes in the list of significant risks or their impact and likelihood since the last assessment;
- new or emerging risks that may become significant to business objectives in the future;
- progress on action plans to address significant risks; and
- any actual or potential control failures or weaknesses during the period (including "near misses").

During the course of its review of the risk management and internal control systems, the Board has not identified, nor been advised of any failings or weaknesses which it has determined to be significant, consistent with the prior year. Therefore, a confirmation in respect of necessary actions has not been considered appropriate.

All management are encouraged to stay abreast of all technical and other competitive advances that could impact the business.

Going concern

The Group's activities, and a fair review of the business, are included in the Strategic Report on **pages 18 to 74**. The financial position of the Group, including its cash flow, liquidity, and committed debt facilities are discussed in the Financial Review on **pages 40 to 45**.

The Directors have a reasonable expectation that the Group and Company have adequate resources to continue operations for the foreseeable future. They have therefore continued to adopt the going concern basis in preparing the financial statements.

Engagement with stakeholders

The long-term success of our business is dependent on the way we work with our various stakeholders. The table below shows our key stakeholder groups, how we engage with them, and how the results of this engagement are reported up to the Board and influence the decision making with the business. Not all the information is reported directly to the Board, however it informs business-level decisions with an overview of developments being reported on a regular basis to the Board.

The Board has identified a number of key stakeholders which it seeks to engage with on a regular basis. The key stakeholders are our employees, our shareholders, our customers, our suppliers, and our communities.

Stakeholder Group	Form of engagement	How this influenced the Board during the year
Our employees	We carried out an engagement survey of our staff in May 2025, which showed a very pleasing engagement score of 86% and a response rate of 100%. The Directors have continued to visit every store in the portfolio over the course of the year. Further detail is provided below on how Anna Keay, the designated Workforce Engagement Director has carried out her role during the year.	Our commitment to exceptional customer service is based upon creating a supportive workplace and empowering our team. We prioritise attracting, retaining, and motivating individuals who uphold strong values. By investing substantially in training, we attain high standards and encourage professional growth across our workforce. Our recruitment process values personality and diversity above formal qualifications, ensuring we bring in people who are the best cultural fit. We foster collaboration and offer benefits such as bonus schemes, share incentives, and highlight individual contribution and achievements through our Recognition Points Scheme. We are constantly striving to enhance our work environment and the benefits of being part of Big Yellow. During the past year 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. We also undertook a thorough review of our Inclusivity and Diversity Committee, establishing gender and ethnicity-focused sub-committees, introduced a Harassment Policy and provided assessments and tailored support for neuro diverse team members. 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. There is further detail on how the Board engage with our people on page 89.
Our shareholders	The Company has an active dialogue with its shareholders through a programme of investor meetings which include formal presentation of the full and half year results. The Executive Board Directors have participated in a number of investor conferences and meetings during the year. During the year ended 31 March 2026, the Chief Executive and other Executive Board Directors carried out 304 meetings with UK and overseas institutional shareholders and potential investors. These meetings comprised group and individual presentations. The Board also welcomes the interest of private investors and believes that, in addition to the Annual Report and the Company's website, the Annual General Meeting is an ideal forum at which to communicate with investors and the Board encourages their participation.	The Board receives regular feedback on investor perceptions about the Company. After each set of results, key investors are interviewed on their perceptions of the performance of the business and management. The findings are reviewed by the Board. At each Board Meeting, the Board is updated on any shareholder meetings that have taken place, and any views expressed, or issues raised by the shareholders in these meetings.

Corporate Governance Report continued

Stakeholder Group	Form of engagement	How this influenced the Board during the year
Our customers	The Group sends surveys to all customers who have moved in and moved out of the business. A high response rate is received to these surveys, which show a net promoter score of 85.0 (2025: 82.8).	The net promoter scores are reported to the Board at each Board meeting and any recurring themes highlighted to allow discussion around the approach to our customers. The Directors discuss Net Promoter Scores, Google reviews and Trustpilot scores, with store teams on their regular visits to the Group's stores. The net promoter scores achieved from our customers are used as one of the metrics in the bonus plan of the Executive Directors.
Our suppliers	Regular meetings are held between suppliers and their Big Yellow contact. Appropriate external tendering is carried out for any new suppliers. On anti-corruption and anti-bribery matters, we expect all our suppliers to be compliant with the Modern Slavery Act and we work closely with our suppliers to promote best practice. During the prior year we engaged with suppliers we had identified as being within potentially high-risk categories and carrying out audits of their compliance with these regulations and providing support to them.	The Board annually approves the Group's Modern Slavery statement. The Group is a member of the Fair Payment Code. During the year we continued our work with our suppliers on supply chain ethics. No material issues were noted, albeit we have been working with them during the year to improve standards further.
Our communities	We demonstrate Big Yellow's culture and commitment to our communities through the work of the Big Yellow Foundation which aims to help vulnerable people lead better lives, working in partnership with several charities. Big Yellow matches any donations from our customers at move-in and move-out. We also match any funds raised by our employees and allow each member of our team one paid day per year for volunteering. We also support approximately 200 local charities with free or discounted space throughout our network.	The Board receives regular updates regarding the Foundation's activities. The Board endorses the culture of giving back time to support these charities and the financial commitment made by Big Yellow. Jim Gibson, CEO, is the Chair of the Trustees of the Big Yellow Foundation.
Our environment	We engage relevant subject matter experts to assess the impact our business has in the first instance as part of the planning and construction process. Our partners perform detailed assessment on likely impacts on land, water, biodiversity, air quality and other key aspects. It is our aim to not just minimize any negative aspects, but also 'listen' carefully and enhance where possible, through the installation of green roofs or bird or bat nesting boxes for example. We extensively report on our Operational impacts, such as energy consumption, carbon emissions, waste we create, and water we use, as part of our Full ESG Report and have systems and processes in place to manage material aspects, such as energy.	The Board receives regular updates on our environmental performance and activities. The Board endorses the Group's commitment to investing at all stages of our stores' lifespan to ensure our impact on the Environment is minimised. It signs off on the budgets to deliver solar installations and electric vehicle charging pods for example. The Board established a formal Sustainability Committee in 2020 chaired by Non-Executive Director Heather Savory.

Employee relations and company culture

Our teams are a key resource of the business. From the start we have always aimed to create a culture which is accessible, apolitical, inclusive, non-hierarchical, socially responsible, and very importantly, an enjoyable place to work. We believe in the employees benefiting from the success of the business. All staff are eligible for an annual bonus; a Sharesave scheme is open to all employees; and the Company's Long Term Incentive Plan is provided to a significant number of employees.

The Executive Board Directors spend a considerable amount of time meeting with the Group's employees and visit every store at least once a year. We recognise the value of the culture of the business and these visits create an opportunity for it to be cascaded from the boardroom. The Group's Non-Executive Directors also participate in some of these visits, allowing them to develop and maintain a greater insight into the business, producing an informed and higher quality Board discussion on employee matters, and to assess how the Group's culture has been embedded within the business.

The Group carries out regular engagement surveys of its staff and carried out a full survey in May 2025, which showed a very pleasing engagement score of 86% and a response rate of 100%. These surveys tell us what our staff value about the business and the importance of continued personal development. Detailed action plans are created following these engagement surveys and a number of changes to the way we operate have been made as a result of these surveys. The level of employee engagement evidenced by these surveys remained very high, and gives the Board insight into how the culture has been embedded within the business.

Regular training is provided to the Group's employees, and detailed courses are provided to allow employees to further their careers and seek promotion opportunities within the business.

The Board has, in conjunction with the work of the Audit Committee, reviewed the whistleblowing policies that are in place for the Group's employees. There have been no significant issues raised under the Group's whistleblowing arrangements during the financial year.

Workforce Engagement Director

The Code requires that the Board should understand the views of its key stakeholders, with a particular reference to engagement with the workforce. Specifically, it states that for engagement with the workforce, one or a combination of the following methods should be used:

- A Director to the main Board should be appointed from the workforce;
- A formal workforce advisory panel should report to the Board; and / or
- A designated Non-Executive Director should sit on the workforce advisory panel.

A designated Non-Executive Director, Anna Keay, has been chosen as the primary method of workforce engagement for Big Yellow.

She oversees and is responsible for the following:

- involvement in the Workforce Engagement Group discussions and occasional attendance at Workforce Engagement Group meetings;
- involvement in key employee project groups where for example employee views are sought on the business or policy and procedural changes;
- maintaining an awareness of the suggestions made under the Company's Bright Ideas Scheme to include key trends and awards made;
- along with all the Company's Non-Executive Directors, participation on store tours (pre-planned visits to individual stores);
- along with all the Company's Non-Executive Directors attending the Annual Sales Conference;
- provision of feedback to the Board on the bi-annual employee engagement survey, with assistance from the Human Resources team and our survey partner;
- receiving detailed feedback from the Executive Board Directors on their interaction with employees;
- regular meetings with the Head of HR to discuss employee relations and issues;
- annual face-to-face sessions with groups of employees in different areas of the business to hear views and concerns;
- acting as an alternative contact to whom employees can report confidential matters and raise concerns under the Company's Whistleblowing Policy; and
- reporting back to the Board and Non-Executive Directors on the above.

Nominations Committee Report

The Committee is responsible for reviewing the Composition of the Board. It also makes recommendations for membership of the Board and considers succession planning for Directors. The Committee is also responsible for evaluating Board and Committee performance.

Committee members and attendance	
Member	Number of meetings attended
Vince Niblett – Chair and Senior Independent Director	●●
Anna Keay – Member	●●
Michael O'Donnell – Member	●●
Laela Pakpour Tabrizi – Member	●●
Heather Savory – Member	●●
attended absent not applicable	

Introduction

The Nominations Committee is responsible for reviewing the structure, size and composition of the Board and giving consideration to succession planning for Directors and other senior Executives. Where changes are required, it is also responsible for the identification, selection and proposal to the Board for approval of persons suitable for appointment or reappointment to the Board, whether as Executive or Non-Executive Directors and to seek approval from the Remuneration Committee of the remuneration and terms and conditions of service of any proposed Executive Director appointment. The Chair of the Committee reports to the Board as appropriate to enable the Board as a whole to agree the appointments of new Directors. The Committee meets at least once a year and otherwise as required and as determined by its members. The Committee reviews the Board’s effectiveness on an annual basis, using external advisors every three years to assist with this.

The terms and conditions of appointment for the Non-Executive Directors are available for inspection at the Company’s Head Office during normal working hours. They are also available for inspection at the Company’s AGM.

Board performance review

In line with the recommended three-year cycle for externally facilitated reviews, the Board commissioned Simon Robertson Associates LLP (“SRA”) to carry out an independent external review of its effectiveness during the 2026 financial year. The review was to evaluate the operation of the Board and understand how effectively it supports the Company’s strategy, governance and long-term success. The FRC’s updated 2024 Code was considered within the bounds of the review.

An overview of the process is as follows.

January 2026	SRA appointed to undertake review. Scope, process and timetable agreed with Senior Independent Director (SID). Particular focus to be paid to governance and internal controls in line with updated 2024 Code.
February – April 2026	SRA provided with requested information (incl. board papers, investor feedback and broker research) and spoke individually with each Director, the Company Secretary and other non-Board members who attend or support the Board and its Committees including external advisers
March 2026	SRA attended and observed the scheduled Board meeting. Preliminary findings discussed with both the Chairman and the SID.
April – May 2026	SRA attended the May Board meeting to discuss its findings and talk through its recommendations SRA finalised its report and produced a summary document for inclusion in the Company’s 2026 Annual Report

Context of review

This is the third consecutive external Board review that SRA has undertaken for the Company.

The review comes at an opportune moment. During the course of the financial year, the Company was subject to a public approach and also effected a planned CEO succession. The current macroeconomic environment provides a heightened test of the Company's long term and successful strategy. These conditions and events, both scheduled and unscheduled, provide a real world context for an evaluation of the Board's approach and handling of varied matters.

Findings

Overall, the review concluded that the Board and its Committees continue to operate effectively and that the Board demonstrates strong oversight, and leadership, of the Company's strategic priorities, financial performance, risk management and governance framework. SRA was particularly complimentary of the thoughtful succession planning, and carefully orchestrated execution, that has led to the new CEO appointment. The distinct entrepreneurial culture of the organisation is still evident and well embedded in the Company's culture and values.

It is a particular feature of the Company that the Board strikes a balance between detailed Board materials, executive briefings and open discussion. There is appropriate coverage of risk, financial, ESG and legal matters while allowing for extensive discussion of high level strategic and commercial issues. Discussion at the Board is driven by a culture of dynamic informality allowing for open debate and varied input. This is reinforced by an open and low ego mindset and the high quality of the participants.

SRA's main recommendations were:

- continue planning for the next phase of succession across all key Board roles and ensure contingency arrangements are in place;
- foster engagement between senior management and Board members, building on the positive foundations already in place; and
- maintain the quality of information flow to the Board – with input from both internal and external parties – to ensure it provides appropriate analysis to support informed discussion, challenge and decision-making. There should be a focus around evolving technology, particularly AI, and its potential impact on the business.

The Board has discussed the findings of the review and agreed actions to support these recommendations. Progress against these areas will be monitored during the year and will inform subsequent internal Board reviews within the broader review cycle.

Director evaluation

During the current year, the Executive Chairman evaluated the performance of the other Executive Board Directors, and the performance of the Chairman was evaluated by the Senior Independent Non-Executive Director. It was considered that the individuals were operating effectively, with appropriate procedures put in place for minor areas identified for improvement.

Succession planning

It is a key responsibility of the Committee to advise the Board on succession planning. The Committee ensures that any future changes in the Board's composition are foreseen and effectively managed.

The Board comprises a team of four Executive Board Directors, two of whom were co-founders of the Company, complemented by Non-Executive Directors who have wide business experience and skills as well as a detailed understanding of the Group's philosophy and strategy. The Executive Board Directors have worked together for a significant length of time. Continuity of experience and knowledge, particularly of self storage, within the executive team is important in a long-term focused business such as Big Yellow.

Jim Gibson, CEO, has announced his intention to retire from the Company at the Annual General Meeting in 2026. As part of the Company's succession planning for this eventuality, John Hunter was recruited as Chief Operating Officer in 2024 and will step up to replace Jim from the AGM. Nicholas Vetch and the other Executive Directors have confirmed individually and collectively that they all remain committed to the business for the foreseeable future. With Jim Gibson, the co-founder of the business, retiring, the board has welcomed the other co-founder, Nicholas Vetch's, continuing commitment to the Group. The risk of unforced succession within the business is therefore low.

The Directors work closely together across the various departments that each manages, and so each carries knowledge of the way the whole business operates and would be able to take over the running of that department in the short-term should a vacancy arise. Equally important is the strength of the Senior Management team within the business. The majority of department heads have worked for the business for a substantial period of time and are highly capable individuals. The Committee has confidence that they would be able to step up if there is a gap in the Executive Director team at any point.

In the event of unforeseen changes, the Committee ensures that management and oversight of the Group's business and long-term strategy will not be affected.

The Committee also addresses the development and continuity of the Senior Management team below Board level and has considered succession planning for this team during the year. The Committee also considers the succession planning for Non-Executive Directors being cognisant of when the nine year terms expire for each Non-Executive.

Nominations Committee Report continued

Senior Independent Director

Helen Gordon will be joining the Board on 1 June 2027 and will be appointed as the SID replacing Vince Niblett, who will step down from the Board at this point.

The Board and the Committee have asked Vince Niblett to serve an extra year as the Senior Independent Director until Helen is able to join the Board. The Code sets out that serving for nine years could appear to impair the independence of a Non-Executive Director, however if that circumstance applies, and the board nonetheless considers that the Non-Executive Director is independent, a clear explanation should be provided.

In the case of Vince Niblett, he formerly held a number of senior leadership roles within Deloitte, including as Global Managing Partner Audit, which highlights his independent judgement. He also has no material business relationships with the Company, its officers or major shareholders. The external board evaluation carried out this year highlighted that Vince and the other Non-Executive Directors proved an effective challenge to the Executive Directors. For these reasons set out above, the Board considers Vince to remain independent as carries out the role of Senior Independent Directors to assist with the transition to the new CEO, and ahead of Helen Gordon replacing him on 1 June 2027.

Big Yellow Executive team

Big Yellow operates with a leadership team of fifteen, comprising of four Executive Board Directors, supported by eleven key executives within the business. The Group does not have a formal Executive Committee or formal Operating Board, as a more flexible approach to the day-to-day management of the business is used within a relatively flat management structure.

In addition to the three Executive Board Directors, the other members of the Executive team cover finance, sales and marketing, operations, facilities, construction, property acquisitions, human resources, information technology and digital security, and ESG.

The business is run through small sub-groups of decision-making committees, which meet regularly throughout the year around particular key delivery areas which contribute to our growth and success. These committees are attended by members across the leadership team and other employees as required. All of these meetings are also attended by at least one of the Executive Board Directors, and in many cases more than one Executive Director. All strategic and acquisition decisions are made at the PLC Board level and then the Committees implement and take the detailed decisions to drive operational performance and deliver growth. There are also specific thematic executive committees, such as an Environmental Committee and a Health and Safety Committee.

Gender identity reporting under LR9.8.6R(9) and LR9.8.6R(10)

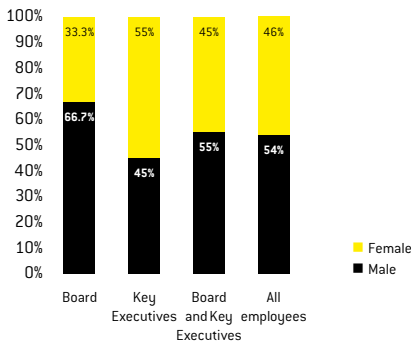
All aspects of diversity, including gender are considered at every level of recruitment. All appointments to the Board are made on merit. The Board's policy states that the Board seeks a composition with the right balance of skills and diversity to meet the demands of the business. The listing rules set out a target of 40% representation of the Board as women. At 31 March 2026, 33% of the Board were women. Following the retirement of Jim Gibson in July 2026, the proportion of women on the Board will be 37.5%, with three of the eight Board positions filled by women.

The listing rules also target Boards to have at least one woman in the roles of Chair, Senior Independent Director ("SID") and/or as CEO or CFO. As mentioned above, Helen Gordon will be joining the Board in June 2027 and will be appointed as the SID replacing Vince Niblett, who will step down from the Board in June 2027. We will therefore have met the target next year of having at least one woman in these roles, and the proportion of women on the Board will be 50%.

Gender diversity of the Board, Key Executives and Company at 31 March 2026 is set out below:

	Number of board members	% of the board	Number of senior positions (CEO, CFO, SID and Chair)	Number in executive management	Percentage of executive management
Men	6	66.7%	4	5	45%
Women	3	33.3%		6	55%
Not specified/ prefer not to say					

The data in the table was collected via written submissions completed by each relevant individual within scope of the reporting requirements set out in Listing Rule 9.8.6R(10).



Ethnic background identity reporting under LR9.8.6R(9) and LR 9.8.6R(10)

As at 31 March 2026, being the relevant reference date for the purposes of Listing Rule 9.8.6R(9)(a), two of the Board's nine members identified as non-white (22%), exceeding the target set in the Listing Rules and the Parker Review.

	Number of board members	% of the board	Number of senior positions (CEO, CFO, SID and Chair)	Number in executive management	Percentage of executive management
White British or other White (including minority-white groups)	7	78%	3	11	100%
Mixed/Multiple Ethnic Groups	1	11%	1		
Asian/Asian British					
Black/African/Caribbean/Black British					
Other ethnic group, including Arab	1	11%			
Not specified/prefer not to say					

The data in the table was collected via written submissions completed by each relevant individual within scope of the reporting requirements set out in Listing Rule 9.8.6R(10).

External appointments

On making new appointments, the Board takes into account the other demands on a Director's time. Prior to any appointment, significant commitments are disclosed with an indication of the time involved. Any additional external appointments are only undertaken with prior approval of the Board. The Group's Executive Board Directors may not take on more than one Non-Executive Directorship within a FTSE 350 company or other significant and time-consuming appointment.

Directors standing for re-election

All of the Directors will retire in accordance with the UK Corporate Governance Code and will offer themselves for re-election at the Annual General Meeting, with the exception of Jim Gibson, who is retiring from the Board at the AGM.

Following a performance appraisal process, the Board has concluded that the Directors retiring are effective, committed to their roles and operate as effective members of the Board.

The Board, on the advice of the Committee, therefore recommends the re-election of each Director standing for re-election. Full biographical details of each Director are available on **pages 80 to 82**.

Vince Niblett

Nominations Committee Chair | 18 May 2026

Sustainability Committee Report

Committee members and attendance

Member	Number of meetings attended
Heather Savory – Chair	●●
Anna Keay – Member	●●
Vince Niblett – Member	●●
Michael O'Donnell – Member	●●
Laela Pakpour Tabrizi – Member	●●
Nicholas Vetch – Member	●●
Jim Gibson – Member	●●
John Hunter – Member	●●
John Trotman – Member	●●

●

 attended

●

 absent

●

 not applicable

Introduction

The Sustainability Committee is responsible for:

- overseeing the Group's sustainability framework and strategy;
- monitoring sustainability performance against agreed targets;
- providing guidance on environmental risks and opportunities and their impact on the business; and
- overseeing ESG-related disclosures, including external assurance.

The Committee maintains a primary focus on environmental matters, reflecting the most material impacts and opportunities for the Group. Social and governance matters are considered at Board level and through other governance structures, with appropriate oversight and coordination across the business.

Governance and oversight

The Sustainability Committee meets twice a year: in September and in March, attended by all Big Yellow Board Members and the Head of Sustainability.

The Head of Sustainability and the delivery of Big Yellow's Sustainability Strategy are supported through an executive-level, cross-disciplinary Environmental Committee of Big Yellow staff, with external experts called in to assist as and when required.

During the year, the Committee has continued to oversee the evolution of Big Yellow's sustainability approach, ensuring that it remains aligned with regulatory developments, stakeholder expectations and long-term business strategy.

Strategy and performance

Big Yellow's sustainability strategy continues to focus on reducing environmental impact while supporting long-term operational and financial resilience.

During 2025/26, the Committee oversaw continued delivery against key strategic priorities, including energy generation, energy efficiency and emissions reduction. Big Yellow remains committed to its long-term target of self-generating more power than we consumer across the estate by 2030 and to delivering its Science-Based Targets for emissions reduction.

Progress during the year demonstrates that the strategy is delivering measurable outcomes, supported by sustained investment and operational focus.

Operational delivery

The Committee reviewed progress across Big Yellow's core retrofit programmes, which continue to form an integrated approach to energy and emissions management.

Progress was made in the expansion of solar generation across the estate, with total installed capacity reaching 9.6MW*. Installations were completed across both new developments and existing stores, alongside the initial upgrade of older systems to improve long-term performance.

The battery storage programme has progressed from pilot to early-stage rollout, with systems installed at new stores and additional retrofit locations. This builds on a multi-year pilot phase and reflects a more refined, scalable approach to deployment.

Energy efficiency initiatives have also been expanded, with upgrades delivered across 24 stores* during the year. These projects have achieved approximately 25% energy savings at upgraded locations and demonstrated strong financial returns, supporting a wider rollout across the estate.

Together, these programmes are transforming Big Yellow's energy model, reducing reliance on grid electricity, improving resilience and delivering measurable cost savings.

Emissions and Data

The Committee continues to oversee progress against the Group's Science-Based Targets, which cover Scope 1, Scope 2 and relevant Scope 3 emissions.

During the year, Scope 1 and Scope 2 emissions reductions have been driven by structural changes, including the near elimination of gas from the estate, increased on-site renewable energy generation and improved energy efficiency. The Group remains ahead of the trajectory required to meet its targets.

In relation to Scope 3, the Committee has focused on improving data quality and strengthening the foundations for long-term emissions management. A new data management platform has been implemented, enabling improved visibility of emissions across key categories and supporting a transition from spend-based estimates to primary data.

Work has also continued on understanding embodied carbon through Whole Life Cycle Assessments, providing greater insight into the impact of development activities and supporting more informed decision-making.

Looking Ahead

The Committee will continue to oversee the delivery of the Group's sustainability strategy, with a focus on maintaining momentum while strengthening data, governance and reporting capabilities.

Key priorities for the coming year include:

- continued expansion of solar and battery infrastructure;
- rollout of energy efficiency measures across the remaining estate;
- further improvements in Scope 3 data quality and supplier engagement; and
- integration of carbon considerations into procurement and development decisions.

The Committee remains confident that the Group is well positioned to deliver against its long-term targets, supported by a clear strategy, strong governance and a track record of operational delivery.

Chair's Statement

I am pleased to report that Big Yellow has made strong progress in the delivery of its sustainability strategy during 2025/26.

Big Yellow has continued to demonstrate that environmental performance and commercial value are closely aligned, with investments in energy infrastructure and efficiency delivering both emissions reductions and financial benefits.

The achievement of CDP A List recognition during the year is a clear indication of the strength of the Group's approach, reflecting both the maturity of its governance and the effectiveness of its operational delivery.

The Committee will continue to support the business in maintaining this momentum, ensuring that sustainability remains embedded in decision-making and aligned with long-term value creation.

Heather Savory

Sustainability Committee Chair | 18 May 2026

* Figures assured by SGS

Remuneration Committee Report

This report has been prepared by the Remuneration Committee and approved by the Board. It has been prepared in accordance with Schedule 8 of the Large and Medium-size Companies and Groups (Accounts and Report) (Amendment) Regulations 2013 (the “Regulations”).

Attendance at Remuneration Committee meetings

Attendance at meetings of the individual Directors at the Remuneration Committee Meetings that they were eligible to attend is shown in the table below

Committee members and attendance

Member	Number of meetings attended
Michael O'Donnell – Chair	●●●●●
Anna Keay – Member	●●●●●
Vince Niblett – Member	●●●●●
Laela Pakpour Tabrizi – Member	●●●●●
Heather Savory – Member	●●●●●

●

 attended

●

 absent

●

 not applicable

Introduction

The report is divided into three main sections:

- The **Annual Statement** – which summarises the remuneration outcomes in the year ended 31 March 2026 and how the Remuneration Policy will be operated in the year ending 31 March 2027;
- The **Remuneration Policy Report** – which sets out the current Remuneration Policy which was approved by shareholders at the 2025 AGM; and
- The **Annual Report on Remuneration** – which sets out the link between Company performance and remuneration and payments and awards made to the Directors in respect of the year just ended.

The Companies Act 2006 requires the auditor to report to the shareholders on certain parts of the Remuneration Report and to state whether, in their opinion, those parts of the report have been properly prepared in accordance with the Regulations. The parts of the Annual Report on Remuneration that are subject to audit are indicated in the report.

The Committee and its Work During the Year

Committee Chair: Michael O'Donnell

Current Committee members: Vince Niblett, Anna Keay, Laela Pakpour Tabrizi and Heather Savory

Terms of Reference: <https://corporate.bigyellow.co.uk/investors/corporate-governance>

The Committee met four times during the year under review. The Committee's main activities during the year ended 31 March 2026 (full details are set out in the relevant sections of this report) included:

- Agreeing Executive Director base salary increases from 1 April 2026 (and from appointment in respect of John Hunter's promotion to CEO upon Jim Gibson's forthcoming retirement);
- Agreeing the cash annual bonus awards for the year ended 31 March 2025 and setting the targets for the year ended 31 March 2026;
- Agreeing the deferred annual bonus plan awards for the year ended 31 March 2025 and setting the targets for the year ended 31 March 2026;
- Reviewing the EPS and Total Shareholder Return ("TSR") performance targets and determining the percentage vesting for the 2022 LTIP awards which vested in 2025;
- Reviewing the CEO Pay Ratio calculations and disclosures;
- Reviewing the Company's Gender Pay calculations and disclosures;
- Reviewing the Company's Ethnicity Pay calculations and disclosures; and
- Reviewing the 2025 AGM voting results and considering shareholder feedback received.

Annual Statement

Dear Shareholder

I am pleased to present the Directors' Remuneration Report for the year ended 31 March 2026.

Performance, Decisions and Reward Outcomes for the year ended 31 March 2026

The business conditions and performance of the Group in the year ended 31 March 2026 are described more fully in the Chairman's Statement and the Operating and Financial Review of this Annual Report. In summary:

- The business of the Group performed resiliently despite the current geopolitical and economic headwinds;
- Big Yellow remains the clear UK brand leader in self storage and delivered growth in revenue, and adjusted profit for the seventeenth year in a row;
- Revenue and adjusted profit before tax both increased by 2%; and
- Dividends are up by 2% on the prior year.

Payments made to the Executive Board Directors under the cash annual bonus plan for the year ended 31 March 2026 amounted to 6.7% of salary (out of a maximum of 25% of salary), based on performance against pre-set targets for occupancy, store profitability, store audits and customer satisfaction. The targets set, and the out-turn, were identical to the average bonus awarded across the stores and head office.

Awards made to the Executive Board Directors under the deferred annual bonus plan for the year ended 31 March 2026 amounted to 67.8% of salary (out of a maximum of 125% of salary), based on performance against financial and non-financial performance targets linked to the business plan.

In respect of the Long Term Incentive Plan ("LTIP") awards granted in 2022, which vested in July 2025, three-year EPS and TSR performance resulted in 20% of awards vesting.

Further details of the targets, and performance against the targets, for cash and deferred annual bonus plans and share award vesting levels are set out in the Annual Report on Remuneration.

Operation of the Policy and use of discretion

The Remuneration Policy operated as intended for the year ended 31 March 2026, and no discretion was applied.

Remuneration Committee Report continued

Implementing the Policy for the Year Ending 31 March 2027

Base salary

The Committee continues to operate a policy of targeting base salaries “close to (but generally just below) median” although current base salary levels are well below the market level for a FTSE 250 company of Big Yellow’s size and complexity. From 1 April 2026, Executive Director salary levels were increased by 2.5% which was in line with the increase across the wider workforce (albeit a proportion of lower paid team members received a higher increase).

	Chief Executive (Jim Gibson)	Executive Chairman (Nicholas Vetch)	Chief Financial Officer (John Trotman)	Chief Operating Officer (John Hunter)
From 1 April 2025	£519,925	£443,125	£384,050	£384,050
From 1 April 2026	£532,925	£454,225	£393,675	£393,675
% increase	2.5%	2.5%	2.5%	2.5%

As announced on 2 March 2026, Jim Gibson will retire as CEO with effect from the AGM on 20 July 2026 and John Hunter has been appointed to replace him as CEO from that date. Reflecting the change in role and responsibilities, John Hunter’s salary will be increased from £393,675 to £475,000 from appointment.

Pension & benefits

Pension provision for the Executive Directors will continue at 6% of salary, which is in line with the pension offered to the general workforce. Benefit provision will remain unchanged (private fuel, private medical insurance, permanent health insurance, life assurance and relocation allowances, where relevant).

Annual bonus

Annual bonus potential will continue to be capped at 150% of salary for the year ending 31 March 2027.

Up to 25% of salary will continue to be aligned to the workforce annual bonus (measured against store performance, through occupancy growth, store profitability, store audits and customer satisfaction scores). Any bonus earned under this part will be payable in cash, following the year ending 31 March 2027.

The remaining 125% of salary will continue to be measured against financial, operational, real estate and strategic targets measured over the financial year ending 31 March 2027. Any award under this part will be delivered in Big Yellow shares in line with the Directors’ Remuneration Policy.

LTIP

The LTIP will continue to operate in its current form and the targets for the 2026 LTIP awards are as follows:

	Weighting	Threshold (25% of this part of an award vests, other than for adjusted EPS where 0% vests at threshold)	Maximum (100% of this part of an award vests)
Adjusted EPS	50%	2% p.a.	6% p.a.
Relative TSR	30%	Median	Upper Quintile
Installation of solar and batteries at the Group's stores	10%	Install solar panels on 12 stores, and batteries on 8 stores	Install solar panels on 20 stores and batteries on 12 stores
Energy efficiency retro-fit project	10%	45 of the Group's stores having the energy efficiency retro-fit programme installed	60 of the Group's stores having the energy efficiency retro-fit programme installed

In setting this year’s targets the Committee has taken into account the current macroeconomic climate, the Group’s business plan and market expectations of Big Yellow’s performance.

Shareholding guidelines – in employment

The guideline to build and maintain a holding of at least 200% of salary in shares of the Company will continue to apply. Where a recently appointed Executive Director does not meet the 200% of salary 'in employment' shareholding guideline in the future, 100% of the net of tax shares which vest under any discretionary share award are to be retained.

Shareholding guidelines – post employment

The post-cessation shareholding guideline whereby Executive Directors will need to retain shares equal to 100% of the shareholding guideline (or the actual number of shares held against the guideline if the guideline is not met at cessation) up until the second anniversary of cessation will continue to apply.

Non-Executive Directors

Non-Executive Director base fees for the year ending 31 March 2027 have been increased by 2.5% (in line with the general workforce increase) to £50,325. The increment for Committee Chairs and additional responsibilities has also been increased by 2.5% to £12,500 for the year ending 31 March 2027. These increases took effect from 1 April 2026.

Conclusion

I hope that, at the AGM on 20 July 2026, you will support the resolution on the remuneration paid to the Directors in the last financial year, and the implementation of the Remuneration Policy for the forthcoming year.

I would like to extend my thanks to my fellow colleagues on the Committee for their support and work in 2025/26.

Michael O'Donnell

Chair of the Remuneration Committee | 18 May 2026

Directors' Remuneration Policy

This section of the Remuneration Report contains the Company's Directors' Remuneration Policy (the "Policy") which governs the Company's approach to remuneration. The full Policy as approved by shareholders is set out in the Annual Report and Accounts 2025.

It is the policy of the Company to ensure that the executive remuneration packages are designed to attract, motivate, and retain Directors of a high calibre and reward the executives for enhancing value to shareholders.

As a result, a substantial element of the remuneration of the Executive Board Directors is structured to be dependent on the performance of the Company. The policy aims to support a performance culture where there is appropriate reward for the achievement of strong Company performance without creating incentives which will encourage excessive risk-taking or unsustainable Company performance.

Policy scope

The Policy applies to the Executive Board Directors and Non-Executive Directors.

Policy duration

The current Directors' Remuneration Policy Report was approved by a binding shareholder vote at the AGM on 17 July 2025.

Remuneration Committee Report continued

Summary Policy table (Executive Board Directors)

The main components of the Directors' Remuneration Policy, and how they are linked to and support the Company's business strategy were summarised below:

Executive Board Directors

	Purpose and link to strategy	Operation	Maximum potential value	Performance conditions and assessment
Base salary	To provide competitive fixed remuneration that will attract and retain key employees and reflect their experience and position in the Company.	Base salary is normally set annually on 1 April. When considering any increases to base salaries in the normal course (as opposed to a change in role or responsibility), the Committee will take into consideration: - level of skill, experience, scope of responsibilities and performance; - business performance, economic climate, and market conditions; - pay and employment conditions of employees throughout the Group, including increases provided to staff; - inflation; and - increases provided to Executive Board Directors in comparable companies (although such data would be used with caution).	Salaries are typically set after considering the salary levels in companies of a similar size and complexity in the FTSE 250. Our overall policy is normally to target salaries at close to (but generally just below) median levels. Base salaries are intended to increase in line with inflation and general employee increases in salary. Higher increases may apply if there is a change in role, level of responsibility or experience or if the individual is new to the role. There is no maximum salary cap in place.	None.
Annual bonus	The annual bonus aligns reward to key Group strategic objectives and drives short-term performance.	Executive Board Directors participate in an annual performance-related bonus scheme. Up to 25% of salary will be paid in cash. If shareholding guidelines are met: Up to 125% of salary will be payable against the Deferred Bonus targets with two thirds awarded in shares which vest immediately and one third awarded in shares which vest after three years subject to continued employment. If shareholding guidelines are not met: Up to 125% of salary payable against the Deferred Bonus targets with 100% awarded in shares which vest after three years subject to continued employment. Dividend equivalents may be payable on deferred share awards. The annual bonus plan rules contain clawback and malus provisions.	150% of salary.	Assessed annually and determined by the Committee based on financial, strategic and/or personal performance against the Group's business plan for each financial year.
Long Term Incentive Plan	The Long Term Incentive Plan aligns Executive Director interests with those of shareholders and rewards value creation.	Awards are made annually to the Executive Board Directors (and certain senior managers who are in a position to significantly influence the performance of the Group) in the form of nil-paid options. The awards granted under the Long Term Incentive Plan are subject to performance conditions to be met over a performance period of three years. Dividend equivalents may be payable on LTIP awards during the vesting period, to the extent awards vest. The LTIP contains malus and clawback provisions. A two year post vesting holding period applies to LTIP awards granted to Executive Directors following the 2018 AGM.	200% of salary, albeit actual award levels may be lower.	Vesting under the LTIP will be based on financial, share-price, strategic and/or ESG related performance measures.

	Purpose and link to strategy	Operation	Maximum potential value	Performance conditions and assessment
Pension	To provide competitive levels of retirement benefit.	Contribution made into Executive Director's personal pension plan, or a cash supplement of equivalent value paid in lieu of pension contribution.	Workforce aligned (currently 6% of salary)	None.
Other benefits	To provide competitive levels of employment benefits.	Benefits include: • Private fuel; • Private medical insurance; • Permanent health insurance; • Company car via salary sacrifice; • Life assurance of four times base salary; and • Relocation allowances (where relevant). Other benefits may be provided where appropriate. The type and level of benefits provided is reviewed annually to ensure they remain market competitive.	Maximum opportunity is the total cost of providing the benefits. There is no monetary cap on benefits.	None.
Shareholding policy – in employment	To ensure that Executive Board Directors' interests are aligned with those of shareholders over a longer time horizon.	Requirement to build and maintain a holding of shares in the Company, through retaining at least 100% of post-tax shares vesting in discretionary share-based incentive plans if this guideline has not been met.		
Shareholding policy – post employment		Requirement to retain shares equal to 100% of the shareholding guideline (or the actual number of shares held against the guideline if the guideline is not met at cessation) up until the second anniversary of cessation. Own shares purchased and share awards granted prior to the 2021 AGM are excluded from the post-cessation guideline.	200% of salary.	N/A.
All Employee Scheme	To encourage share ownership by all employees. This allows them to align their interests with those of investors and to share in the long-term success of the Company.	Executive Board Directors may participate in any HMRC tax favoured all employee arrangements.	In line with the prevailing HMRC limits.	None.

Remuneration Committee Report continued

Notes to the policy table

The key principle for the short and long-term incentives is to provide a strong link between reward and individual and Group performance to align the interests of Executive Board Directors with those of shareholders.

1. Annual bonus performance measures and targets

Annual bonuses for the Executive Board Directors are based on:

- 25% of salary cash bonus: the average of the stores' performance against their quarterly targets providing direct alignment of the Directors' bonuses to performance (and the bonus levels) of the staff. The four Key Performance Indicators used to assess store performance are occupancy growth, store profitability, store audits and customer satisfaction. Store targets are set every quarter and an average of the four quarters is taken.
- 125% of salary deferred share bonus: measured against pre-set financial, operational, real estate, strategic and ESG-related targets.

2. Long Term Incentive Plan performance measures and targets

Performance metrics and targets for LTIP awards will provide a direct link between the incentive for the Executive Board Directors and the long-term value created for shareholders. The main two performance metrics, which may be supplemented by strategic and/or ESG-related metrics are:

- Relative TSR against the constituents of the FTSE Real Estate Index, given that Big Yellow's historic performance has been closely aligned to the performance of this Index.
- Adjusted EPS figure as reported in the audited results of the Group for the last complete financial year ending before the start of the performance period and the last complete financial year ending before the end of the performance period.

3. Malus and clawback

The cash annual bonus, deferred annual bonus plan and LTIP include malus and clawback provisions.

Malus is the adjustment of outstanding deferred bonus and LTIP awards as a result of the occurrence of one or more of the circumstances listed below. The adjustment may result in the value being reduced to zero. Malus will apply for the three year period from grant to vesting for the deferred bonus and LTIP awards.

Clawback is the recovery of payments/vestings under the cash bonus and LTIP as a result of the occurrence of one or more circumstances listed below. Clawback will apply for three years post payment of a cash bonus/grant of deferred share awards and three years post vesting for LTIP awards.

The circumstances in which malus and clawback could apply are as follows:

- discovery of a material misstatement resulting in an adjustment in the audited consolidated accounts of the Company;
- the assessment of any performance target or condition in respect of an award was based on error, or inaccurate or misleading information;
- the discovery that any information used to determine the amount of an award was based on error, or inaccurate or misleading information;
- corporate failure or the occurrence of an insolvency event;
- action or conduct of an award holder which, in the reasonable opinion of the Board, amounts to fraud or gross misconduct; and
- events or behaviour which have led to the censure of the Company by a regulatory authority or have had a significant detrimental impact on the reputation of any Group Company.

4. Discretion

The Committee has discretion in several areas of policy as set out in this report. The Committee may also exercise operational and administrative discretion under relevant plan rules approved by shareholders as set out in those rules. In addition, the Committee has the discretion to amend policy with regard to minor or administrative matters where it would be, in the opinion of the Committee, disproportionate to seek or await shareholder approval.

In certain circumstances, the Committee will be required to exercise its discretion, taking into consideration the particular circumstances of an Executive Director's departure and/or the recent performance of the Company in determining the specific level of payments to be made.

In addition to the discretion under the terms of the annual bonus plan (both cash and deferred shares) and LTIP, the Committee has discretion to determine whether an individual is classified as a "good leaver".

It should be noted that it is the Committee's policy to only apply its discretion if the circumstances at the time are, in its opinion, sufficiently exceptional, and to provide a full explanation to shareholders where discretion is exercised. The Committee does not currently intend to amend or waive any performance conditions.

5. Differences in remuneration policy for all employees

All employees are currently entitled to base salary, benefits, pensions, and the Sharesave Scheme. Additionally, all employees are eligible for annual bonuses with the maximum opportunity available based on the seniority and responsibility of the role held.

The Company's LTIPs are granted to a number of key team members within Head Office, the area manager team and also to store managers.

Illustrations of application of Remuneration Policy

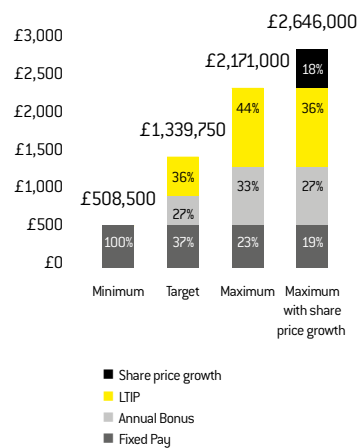
The graphs below seek to demonstrate how pay varies with performance for the Executive Directors (noting that John Hunter will replace Jim Gibson as CEO from the 2026 AGM) based on the current Remuneration Policy.

The assumptions used in determining the level of pay out under given scenarios are as follows:

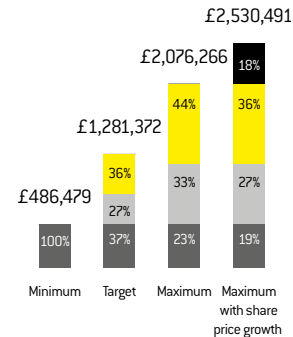
Scenario	Description	Chief Executive Officer (John Hunter*)	Executive Chairman (Nicholas Vetch)	Chief Financial Officer (John Trotman)
Fixed Pay				
	Base salary	£475,000	£454,225	£393,675
	Estimated Benefits	£5,000	£5,000	£2,000
	Pension (% of salary)	6%	6%	6%
On-target	50% of annual bonus award being paid and 50% vesting of the LTIP.			
Maximum	100% of annual bonus award being paid (i.e. 150% of salary) and 100% vesting of the LTIP (i.e. 200% of salary, albeit actual awards levels may be lower).			
Maximum Plus 50% share price growth	As per the Maximum scenario but assuming 50% share price growth on LTIP awards.			

* From the 2026 AGM

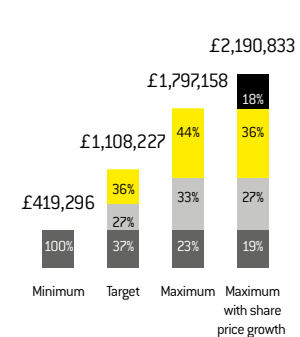
Chief Executive Officer



Executive Chairman



Chief Financial Officer



Remuneration Committee Report continued

Summary Policy table (Non-Executive Directors)

	Objective and link to the strategy	Operation	Maximum potential value	Performance conditions and assessment
Fees	To attract Non-Executive Directors with the requisite skills and experience.	Fee levels are normally reviewed annually in March. The Non-Executive Director fee structure is a matter for the full Board. Non-Executive Directors may be entitled to benefits relating to travel and office support and such other benefits as may be considered appropriate.	Fee levels are normally set at broadly median levels for comparable roles at companies of a similar size and complexity within the FTSE 250. Fees are normally intended to increase in line with inflation.	N/A

Non-Executive Directors' fees comprise of a base fee, with an additional fee for Committee Chairs, the Senior Independent Non-Executive Director and the Employee Representative Director.

Approach to recruitment remuneration of Executive Directors

The table below summarises our key policies with respect to recruitment remuneration:

Salary and benefits	- Set by reference to market and taking account of individual experience and expertise in the context of the role. - Salary would also be set with reference to the salary of any departing Executive Director and the remaining Executive Board Directors. - The Executive Director would be eligible to receive benefits in line with Big Yellow Group's benefits policy as set out in the remuneration policy table – this includes either a contribution to a personal pension scheme or cash allowance in lieu of pension benefits in line with the policies set out in the policy table.
Maximum variable incentive	- Annual bonus of up to 150% of base salary. - Long term incentive plan award of equivalent to 200% of base salary.
Sign-on payments	The Company does not provide sign-on payments to Executive Board Directors.
Share buy-outs	- Any previous outstanding share awards which the Executive Director holds which would be forfeited on cessation of his or her previous employment may be compensated. - Where this is the case, the general principle is that the outstanding award will be valued based on the consideration of the following factors: - The proportion of the performance period completed on the date of the Director's cessation of employment; - The performance conditions attached to the vesting of the incentives and the likelihood of them being satisfied; and - Any other terms and conditions having a material impact on their value. - The valuation will be conducted using a recognised valuation methodology by an independent party and the equivalent 'fair value' may be awarded as a one-off LTIP on date of joining under the Company's existing long-term incentive plan. To the extent that this is not possible, a bespoke arrangement will be used. - To ensure effective retention of the Executive Director upon recruitment, any new award will be granted subject to performance conditions and vesting may be over the same period as those forfeited from the previous employer or a new three year period. - The exact terms will be determined by the Remuneration Committee on a case-by-case basis taking into account all relevant factors.
Relocation policies	- In instances where the new Executive Director is relocating from one work location to another, the Company may provide, as a one-off or otherwise, a relocation allowance as part of the Director's relocation benefits. - The level of the relocation package will be assessed on a case-by-case basis but will take into consideration any cost of living differences, housing allowance and schooling.

Service contracts

The Company's policy on Directors' service contracts is that they should be on a rolling basis without a specific end-date providing for one year's notice. All Executive Board Directors have contracts which reflect this policy.

The Non-Executive Directors do not have service contracts with the Company. Their appointments are governed by letters of appointment which are available for inspection on request at the Company's registered office and which will be available for inspection at the Company's AGM. Each appointment is for a period of up to three years, although the continued appointment of all Directors is put to shareholders at the AGM on an annual basis. In addition, the appointment is terminable by either party giving notice of three months.

Payments for loss of office

Element	Approach
Salary and benefits	Salary and benefits may be paid in lieu of notice. In cases where a contract is terminated other than on the terms of the service contract, the Company will seek to mitigate any damages payable. There will be no compensation for normal resignation or in the event of termination by the Company due to misconduct.
Annual bonus	If the individual is a good leaver, any bonus will be paid/awarded on a pro-rata basis in respect of the period from the start of the financial year. Deferred share awards would normally vest at the normal vesting date (although may vest at the date of cessation). A good leaver is defined as an individual ceasing employment due to ill-health, disability, redundancy, or retirement or in any other circumstances which the Committee permits. A bad leaver is an Executive Director who does not fall within the category of "good leaver" and bad leavers will forfeit any entitlement to a bonus payment in respect of the current financial year or any completed financial year in respect of which the bonus has not been paid at the cessation date.
Long term incentives (LTIP)	A proportion of the LTIP awards held by good leavers will vest at the Committee's discretion determined by taking into account whether, and to what extent, any performance conditions have been satisfied and the length of time the LTIP award has been held at the date of cessation of employment. The LTIP awards will not normally vest until the end of the performance period with performance tested at that time, although exceptionally such awards may, at the discretion of the Committee, vest at cessation of employment. A good leaver is defined as an individual ceasing employment as a result of ill-health, injury, disability, redundancy, retirement, or the sale out of the Group of his employing business or any other reason which the Committee in its absolute discretion permits. A bad leaver is an Executive Director who does not fall within the category of good leaver, and bad leavers will forfeit any unvested awards.
Other	The Group may meet relocation and other incidental expenses on termination of employment, the fees of legal or other professional advisers, outplacement, compensation in respect of statutory rights under relevant employment protection legislation and accrued but untaken holiday. It may also elect to continue to provide certain benefits rather than making payment in lieu of the benefit in question.

Statement of consideration of shareholders' views

The views of our shareholders are very important to the Committee, and we actively consulted with our major shareholders and the main representative bodies to help formulate the current Remuneration Policy.

Any consultations on remuneration with shareholders and representative bodies will usually be led by the Chair of the Remuneration Committee.

The Remuneration Committee also considers shareholder feedback received in relation to the AGM each year at its first meeting following the relevant AGM. This feedback, as well as any additional feedback received during any other meetings with shareholders throughout the year, is then considered as part of the Company's annual review of remuneration policy.

The Remuneration Committee notes that shareholders do not speak with a single voice, but we engage with our largest shareholders to ensure we understand the range of views which exist on remuneration issues. When any material changes are proposed to the Remuneration Policy, the Remuneration Committee Chair will consult major shareholders in advance and will offer a meeting to discuss these.

Remuneration Committee Report continued

Shareholder voting

The Company has an annual advisory vote from shareholders on its Remuneration Report, and a binding vote on its Remuneration Policy when a new policy is proposed. The Group is committed to ongoing shareholder dialogue and takes an active interest in voting outcomes. Where there are substantial votes against resolutions in relation to Directors' remuneration, the reasons for that voting will be sought and any actions in response will be detailed here. There have been no significant issues raised by shareholders in respect of remuneration in the year.

The table below shows the advisory vote on the 2025 Remuneration Report at the AGM held on 17 July 2025, and the binding vote on the Remuneration Policy at the AGM held on 17 July 2025.

	Votes for	%	Votes Against	%	Votes withheld
2025 Remuneration Report	155,446,919	97.4%	4,150,043	2.6%	787,450
2025 Remuneration Policy	156,472,693	98.0%	3,124,359	2.0%	787,360

Annual Report on Remuneration

This section of the Remuneration Report contains details of how the Directors' Remuneration Policy was implemented during the year ended 31 March 2026.

Single total figure of remuneration (Audited)

The table below sets out the single total figure of remuneration and breakdown for each Executive Director paid in the year ended 31 March 2026.

	Fixed pay							
	Salary £		Taxable benefits ¹ £		Pensions ² £		Total fixed pay £	
	2026	2025	2026	2025	2026	2025	2026	2025
Nicholas Vetch	443,125	434,425	9,500	9,426	26,588	26,066	479,213	469,917
Jim Gibson	519,925	509,725	11,813	13,468	31,196	30,584	562,934	553,777
John Hunter ⁽⁴⁾	270,413	–	2,515	–	16,225	–	289,153	–
John Trotman	384,050	376,500	2,522	2,998	23,043	22,590	409,615	402,088
Total	1,617,513	1,320,650	26,350	25,892	97,052	79,240	1,740,915	1,425,782

	Variable pay								Total pay	
	Annual bonus – cash £		Annual bonus – deferred £		Long term incentive ³ £		Total variable pay £		£	
	2026	2025	2026	2025	2026	2025	2026	2025	2026	2025
Nicholas Vetch	29,689	42,574	300,494	278,304	110,163	325,881	440,346	646,759	919,559	1,116,676
Jim Gibson	34,835	49,953	352,574	326,543	129,258	382,367	516,667	758,863	1,079,601	1,312,640
John Hunter ⁽⁴⁾	18,118	–	183,374	–	–	–	201,492	–	490,645	–
John Trotman	25,731	36,897	260,434	241,195	71,604	282,433	357,769	560,525	767,384	962,613
Total	108,373	129,424	1,096,876	846,042	311,025	990,681	1,516,274	1,966,147	3,257,189	3,391,929

⁽¹⁾ Taxable benefits comprise medical cover, permanent health insurance, life insurance, company car via salary sacrifice, and private fuel usage.

⁽²⁾ Nicholas Vetch, Jim Gibson and John Trotman receive a cash supplement in lieu of their full pension contributions.

⁽³⁾ The values shown in long-term incentives in the current year are the LTIP award granted in 2022 which vested on 21 July 2025 to 20% of its maximum value and is valued using the share price on that date of £9.48.

⁽⁴⁾ John Hunter joined the Board on 17 July 2025. His remuneration shown in the tables above is for the period from 17 July 2025 to 31 March 2026.

The average salary increase across the Group in the year was 3.2%.

Cash Annual Bonus Plan awards – cash (25% of salary maximum)

The policy of the Company is that the cash bonus paid to the Executive Board Directors is the same as the average of the bonus awards (as a % of salary) paid to all the Group's stores on achieving their targets during the course of the year. It is an important part of the Group's culture that the Executive team are rewarded with the same level of annual bonus as the average for all staff.

In respect of the year under review, and in line with the average bonus as a percentage of salary paid across the stores the Executive Board Directors received a cash bonus of 6.7% of salary (out of a maximum of 25% of salary).

Overview of the staff (and Executive Director) cash bonus scheme

The staff bonus scheme is designed on a quarterly basis, to reward each store with a bonus of up to 25% of their quarterly salary, made up of the following four key elements set out below.

Following feedback received from our shareholders on previous remuneration reports to increase the disclosure around the annual bonus, we have shown the average annual distribution of performance against target for each of the bonus measures across our stores and the corresponding average pay-out as a percentage of salary which directly corresponds to the bonus percentage pay-out for the Executive Board Directors. The individual store targets have not been disclosed as it would be impractical and commercially sensitive to disclose the targets for every one of our stores in this report.

The average performance against the four key targets and the associated bonus reward for the stores totalling 6.7% were as follows:

1. Occupancy

Stores that have recently opened receive occupancy targets on a quarterly basis, and their performance against this occupancy target contributes to their bonus. The bonus awarded to each store increases as the store moves further ahead of target. No bonus is awarded if the store fails to meet its target. The significant majority of the Group's stores are bonused solely on profitability. The weighted average bonus paid to the newly opened stores for performance against occupancy targets was 0.1% of salary for the year.

2. Profitability

Each store is set a quarterly target for profitability. The weighting of the contribution of these metrics to the bonus varies based on store occupancy, with higher occupied stores having a higher weighting towards their performance against their profitability target.

The bonus awarded to each store increases as the store moves further ahead of target. The performance distribution of the stores' performance against their individual targets are provided below.

Performance against target	Below target	0 to 1% ahead of target	1 to 2% ahead of target	2 to 3% ahead of target	>3% ahead of target	Total
No of stores	76	19	8	4	3	110
Average bonus paid	0.3%	5.9%	15.6%	21.4%	20.2%	3.6%

The weighted average bonus paid to stores for performance against profitability targets is therefore 3.6% of salary for the year.

3. Store audits

Stores receive a bonus if they receive a certain audit score based on visits carried out by the Group's store compliance team. There were 98 instances of stores receiving an audit bonus score across the year, leading to a weighted average bonus paid to the stores of 1.3% of salary.

4. Customer satisfaction

Stores are rewarded based on two elements of customer satisfaction, net promoter scores and individual customer service awards. The awards based on net promoter scores are summarised in the table below.

NPS score	<75	>75	Total
No of stores	15	95	110
Average bonus paid	0%	2%	1.7%

The weighted average bonus paid to stores for performance against net promoter scores is therefore 1.7% of salary for the year.

Remuneration Committee Report continued

Summary

The bonus received by the stores against their targets in the year is summarised as follows.

Category	Actual % weighting for category	Average % of salary bonus paid across stores
1. Occupancy	1.5%	0.1%
2. Profitability	53.7%	3.6%
3. Store audits	19.4%	1.3%
4. Customer satisfaction	25.4%	1.7%
Total	100%	6.7%

In line with the Remuneration Policy an award of 6.7% of salary has therefore also been paid to the Executive Board Directors for the year, which equated to the following payments:

Nicholas Vetch	£29,689
Jim Gibson	£34,835
John Trotman	£25,731
John Hunter	£25,731

* John Hunter joined the Board on 17 July 2025, the amount shown here is the full year value of the bonus.

Deferred Annual Bonus Plan awards – deferred shares (125% of salary maximum)

The Group operates a deferred annual bonus plan. The Remuneration Committee sets targets at the start of the financial year across a broad range of financial and non-financial targets. The targets and the performance against them in the year is shown in the table below:

Sliding scale targets (60% weighting):

Pay-out	0%	100%	Performance	Pay-out
1. Revenue				
Weight: 25%	<£208m	>£215m	Revenue for the year was £209.1 million, an increase of 2% from the prior year.	16%
2. Adjusted earnings per share				
Weight: 25%	<57.5p	>61.0p	The Group's adjusted earnings per share for the year was 59.0p, an increase of 2% from the prior year.	43%
3. Staff turnover				
Weight: 5%	>21	<15	Staff turnover for the year was 15.6% (2025: 14.5%).	90%
4. Net promoter score				
Weight: 5%	<70	>80	The Group's net promoter score for the year was 85.0 (2025: 82.8), representing exceptional levels of customer service.	100%

Other targets (40% weighting):

Pay-out	Fail	Pass	Actual performance	Pay-out
	0%	100%		
5. Property Acquisitions				
Weight: 10%	Acquire at least one new site for the Group during the year, either through new site acquisition, or through the purchase of existing self storage centres, which complement the existing portfolio and which are consistent with the Group's strategy and long-term plans.		During the year, the Group acquired a development site in Bethnal Green, a high quality zone 2 London development site, and a high quality site in central Coventry.	100%
6. Planning				
Weight: 10%	Obtain planning on at least two of the Group's development sites during the year.		During the year, the Group obtained planning consent on its development sites at Leamington Spa and Leicester.	100%
7. Harrow and Staines				
Weight 10%	Complete the construction of the Staines Industrial Scheme and dispose of at least one of the Harrow and Staines industrial schemes by the end of the financial year.		This target was not met.	0%
8. Foundation				
Weight 10%	Raise sufficient funds through our store network and matched contributions from the Group sufficient to provide grants of a minimum of £300,000 to our partner charities		The income raised through fundraising, matching donations, customer donations, move-in donations and gift-aid enabled us to provide grants of £414,000 to our charity partners over the year.	100%

Summary table

The performance against each target, and its contribution to the deferred bonus payable is summarised in the table below:

Target	% achieved	Weighting	Contribution to plan vesting (%)
Revenue	16%	25%	4%
Earnings per share	43%	25%	10.75%
Staff turnover	90%	5%	4.5%
Net promoter score	100%	5%	5%
Site acquisitions	100%	10%	10%
Planning	100%	10%	10%
Harrow and Staines	0%	10%	0%
Foundation	100%	10%	10%
Total		100%	54.25%

The above performance assessment of 54.25% translates into a 67.8% award, of the 125% maximum potential. In addition to performance against the targets detailed above, the Committee has also reviewed the stakeholder experience in respect of the year ended 31 March 2026. Based on this review, the Committee considers the 67.8% of maximum award level to be appropriate.

The value of award for each of the Executive Board Directors is shown below:

Director	Value of award
Nicholas Vetch	£300,494
Jim Gibson	£352,574
John Trotman	£260,434
John Hunter	£260,434*

* John Hunter joined the Board on 17 July 2025, the amount shown here is the full year value of the award

The number of shares will be calculated by reference to the closing share price on the date of grant, which will be after the Company's Preliminary Announcement in May 2026. The awards will vest three years after the date of grant of each award.

Remuneration Committee Report continued

Long Term Incentive Plan ("LTIP") awards (Audited)

The awards granted under the LTIP are subject to performance conditions to be met over a performance period of three years. There is no retesting of performance conditions and, if they are not satisfied, the awards will lapse.

The performance conditions applicable to the LTIP which vested in the year, which relate to EPS and TSR, are set out below. The Committee assessed the extent to which the EPS and TSR performance condition has been satisfied for the 2022 award which vested in 2025, with the following results:

Condition	Weighting	Threshold Performance required	Maximum Performance Required	LTIP value for meeting threshold and maximum performance (% salary)	Performance achieved	Vesting %
Adjusted eps growth	50%	Adjusted average annual compound EPS growth of 4%	Adjusted average annual compound EPS growth of 9%	25% to 100%	3.4% growth per annum	0%
Relative TSR	30%	Median of comparator group of real estate companies	Upper quintile of the comparator group	25% to 100%	26 th out of 39 in comparator group of companies in the FTSE Real Estate Index	0%
Fitting of solar panels on the Group's estate	10%	Fitting of solar panels on 30 of the Group's stores	Fitting of solar panels on 40 of the Group's stores	25% to 100%	Between 1 April 2022 and 31 March 2025, the Group carried out solar retrofits on 54 stores, with a total capacity of 7.4 MWp.	100%
Proportion of Group's external debt facilities that are green loans	10%	30% of the Group's total debt facilities being green loans	50% of the Group's total debt facilities being green loans	25% to 100%	67.2% of the Group's debt facilities were green loans.	100%
Total	100%					20%

The vesting of the 2022 LTIP award in 2025, equated to the following value for the Executive Board Directors based on the share price at the date of vesting:

Director	Shares Awarded	Shares vested (based on 20% vesting)	Value at Vesting
Nicholas Vetch	58,103	11,621	£110,163
Jim Gibson	68,174	13,635	£129,258
John Trotman	37,766	7,553	£71,604

LTIP awards granted in year ended 31 March 2026 (Audited)

The table below sets out the details of the long-term incentive awards granted in the year ended 31 March 2026 where vesting will be determined according to the achievement of performance conditions that will be tested in future reporting periods.

Director	Award Type	Awards as a % of salary	Face value of award ⁽¹⁾	Percentage of award vesting at threshold performance	Maximum percentage of face value that could vest	Performance Period end date	Performance conditions
Nicholas Vetch	Annual cycle of awards over nil cost options	200% of salary	£886,250	25%	100%	31 July 2028	Adjusted EPS growth, Total Shareholder Return, ESG metrics
Jim Gibson		200% of salary	£1,039,850				
John Trotman		150% of salary	£576,075				
John Hunter		150% of salary	£576,075				

⁽¹⁾ The face value of the award is calculated using the average share price three days prior to the grant date of 1 August 2025 (average share price of £9.28).

The performance conditions applicable to the awards granted in July 2025 are set out below:

Condition	Weighting	Threshold Performance required	Maximum Performance Required	LTIP value for meeting threshold and max performance (% salary)	Basis for measurement
Relative TSR	30%	Median of comparator group of real estate companies	Upper quintile of the comparator group	25% to 100%	The average of the Group's closing mid-market share price over the three months preceding the start of the performance period and preceding the end of the performance period will be used, including dividends re-invested.
Adjusted EPS	50%	2% p.a.	6% p.a.	0% to 100%	The adjusted EPS figure reported in the audited results of the Group for the last complete financial year ending before the start of the performance period and the last complete financial year ending before the end of the performance period will be used.
Installation of solar and batteries at the Group's stores	10%	Install solar panels on 12 stores, and batteries on 8 stores	Install solar panels on 20 stores and batteries on 12 stores	25% to 100%	Based on the number of completed projects over the award period.
Energy efficiency retro-fit project	10%	45 of the Group's stores having the energy efficiency retro-fit programme installed	60 of the Group's stores having the energy efficiency retro-fit programme installed	25% to 100%	Based on the number of completed projects over the award period.

Sharesave Scheme

The Group's Sharesave Scheme is open to all UK employees (including Executive Board Directors) with a minimum of six months' service and meets UK HMRC requirements, thus giving all eligible employees the opportunity to acquire shares in the Company in a tax efficient manner. All of the Executive Board Directors participated in the scheme during the financial year. The details of the Sharesave scheme options are shown on **page 113**.

Pension entitlements

The Company pays pension contributions into the Executive Board Directors' personal pension plans or makes a cash contribution in lieu of pension contributions. They do not participate in any defined benefit scheme. For the year ended 31 March 2026, the Company contribution was 6% of salary for the Executive Board Directors, in line with the contribution for the Company's employees.

Implementing the Policy for the Year Ending 31 March 2027

Details of how the Policy will be implemented for the year ending 31 March 2027 are set out in the Annual Statement.

Board Changes (Audited)

As detailed in the Annual Statement, John Hunter, who was appointed to the Board as COO on 17 July 2025, will be appointed CEO with affect from the 2026 AGM upon Jim Gibson's retirement. John Hunter's salary will be increased from £393,675 to £475,000 from appointment and no changes will be made in respect of the rest of his remuneration package.

In respect of Jim Gibson stepping down from the Board, he will receive his salary, pension and benefits up to the 2026 AGM and will be entitled to an annual bonus award for the year ending 31 March 2027 subject to performance testing and time pro-rating. No further LTIPs will be granted to Jim Gibson. Post stepping down from the Board, Jim Gibson will remain an employee for a period of 12 months, albeit on a significantly reduced base salary, to assist with the transition after which he will retire from Big Yellow.

There were no other board changes during the year. In respect of the financial year ended 31 March 2026, no payments:

- of money or any other assets were made to any former Director of the Company in respect of qualifying services as a Director (2025: no payments); and
- were made to any Director in respect of loss of office (2025: no payments).

Remuneration Committee Report continued

Non-Executive Directors (Audited)

The table below sets out the single total figure of remuneration and breakdown for each Non-Executive Director paid in the year ended 31 March 2026.

	2026 £	2025 £
Anna Keay	61,275	60,060
Vince Niblett	73,475	72,020
Michael O'Donnell	61,275	60,060
Laela Pakpour Tabrizi*	63,394	60,060
Heather Savory	61,275	60,060
Total	320,694	312,260

* includes a benefit in kind from participating in an electric car scheme of £2,119. No other Non-Executive Director received taxable benefits for the year ended 31 March 2026.

Statement of Directors' shareholding (Audited)

The Executive Board Directors are required to build and maintain a holding of two times base salary. These requirements have been met by all Executive Board Directors throughout the year, with the exception of John Hunter, who was appointed to the Board during the year. Non-Executive Directors are not subject to a shareholding requirement. Details of the Directors' interests in shares are set out below (all interests are beneficial interests).

The table below shows, in relation to each Director, the total number of shares and share options in which they have an interest at 31 March 2026:

Executive Director	Share ownership requirement (multiple of salary)	Share ownership requirements met	Holding as multiple of March 2026 salary	Beneficially owned shares	LTIP awards subject to performance conditions	Deferred bonus plan awards	Unexercised LTIP options	Unexercised Sharesave options	Options exercised in the financial year
Nicholas Vetch	2x	Yes	125x	6,556,334	244,688	127,948	74,337	—	—
Jim Gibson	2x	Yes	30x	1,848,060	287,099	150,125	87,222	—	—
John Hunter	2x	No	0x	—	62,077	—	—	2,289	—
John Trotman	2x	Yes	5x	242,896	159,047	181,140	61,907	1,962	—

Non-Executive Directors' shareholdings (Audited)

Non-Executive	Beneficially owned shares
Michael O'Donnell	9,000
Vince Niblett	3,000
Anna Keay	—
Laela Pakpour Tabrizi	—
Heather Savory	—

Directors' share awards (Audited)

To provide further context on the shareholding of the Executive Board Directors, options in respect of ordinary shares for Directors who served in the year are as below:

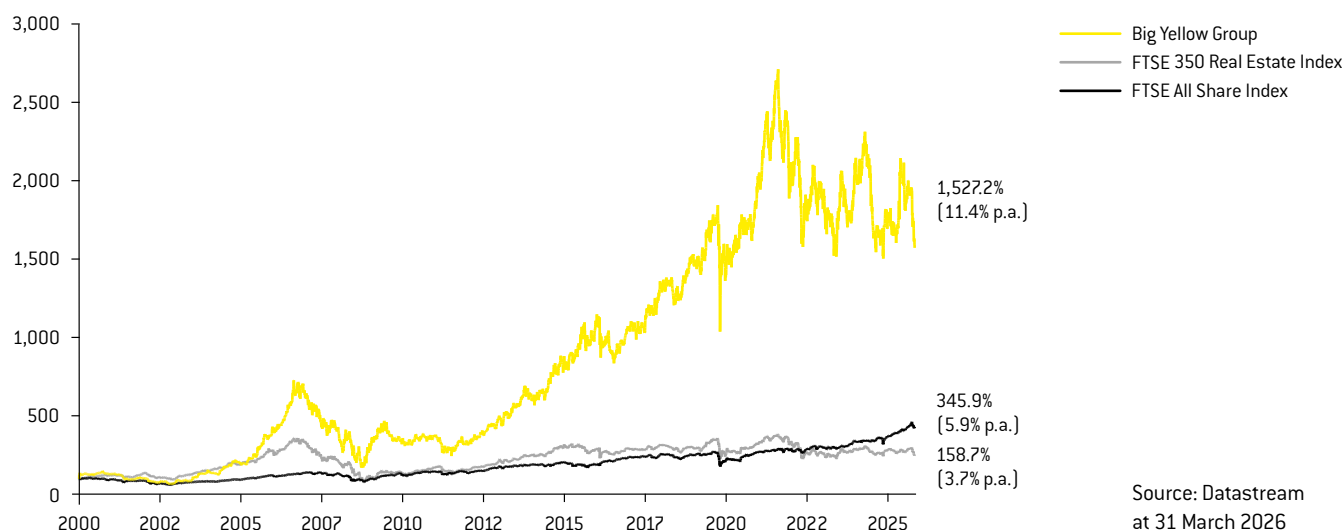
Name	Date option granted	Scheme	No. of shares under option at 31 March 2025	Granted during the year	Exercised during the year ⁽¹⁾	Lapsed during the year	No. of shares under option at 31 March 2026	Exercise price	Market price at date of exercise	Date from which first exercisable	Expiry Date
Nicholas Vetch	5 August 2020	LTIP	35,099	—	—	—	35,099	nil p	—	5 August 2023	4 August 2030
	22 July 2021	LTIP	27,617	—	—	—	27,617	nil p	—	22 July 2024	21 July 2031
	8 June 2022	DBP	34,442	—	—	—	34,442	nil p	—	8 June 2025	7 June 2032
	21 July 2022	LTIP	58,103	—	—	(46,482)	11,621	nil p	—	21 July 2025	20 July 2032
	8 August 2022	SAYE	1,697	—	—	(1,697)	—	1060.3p	—	8 August 2025	8 February 2026
	20 July 2023	DBP	41,216	—	—	—	41,216	nil p	—	20 July 2026	19 July 2033
	20 July 2023	LTIP	78,243	—	—	—	78,243	nil p	—	20 July 2026	19 July 2033
	21 May 2024	DPB	23,658	—	—	—	23,658	nil p	—	21 May 2027	20 May 2034
	18 July 2024	LTIP	70,944	—	—	—	70,944	nil p	—	18 July 2027	17 July 2034
	27 May 2025	DBP	—	28,632	—	—	28,632	nil p	—	27 May 2028	26 May 2035
	1 August 2025	LTIP	—	95,501	—	—	95,501	nil p	—	1 August 2028	31 July 2035
Jim Gibson	5 August 2020	LTIP	41,183	—	—	—	41,183	nil p	—	5 August 2023	4 August 2030
	22 July 2021	LTIP	32,404	—	—	—	32,404	nil p	—	22 July 2024	21 July 2031
	8 June 2022	DBP	40,412	—	—	—	40,412	nil p	—	8 June 2025	7 June 2032
	21 July 2022	LTIP	68,174	—	—	(54,539)	13,635	nil p	—	21 July 2025	20 July 2032
	8 August 2022	SAYE	848	—	—	(848)	—	1060.3p	—	8 August 2025	8 February 2026
	20 July 2023	DBP	48,360	—	—	—	48,360	nil p	—	20 July 2026	19 July 2033
	20 July 2023	LTIP	91,805	—	—	—	91,805	nil p	—	20 July 2026	19 July 2033
	21 May 2024	DPB	27,759	—	—	—	27,759	nil p	—	21 May 2027	20 May 2034
	18 July 2024	LTIP	83,241	—	—	—	83,241	nil p	—	18 July 2027	17 July 2034
	27 May 2025	DBP	—	33,594	—	—	33,594	nil p	—	27 May 2028	26 May 2035
	1 August 2025	LTIP	—	112,053	—	—	112,053	nil p	—	1 August 2028	31 July 2035
John Trotman	23 May 2019	DBP	25,190	—	—	—	25,190	nil p	—	23 May 2022	22 May 2029
	15 June 2020	DBP	17,735	—	—	—	17,735	nil p	—	15 June 2023	14 June 2030
	5 August 2020	LTIP	30,419	—	—	—	30,419	nil p	—	5 August 2023	4 August 2030
	22 July 2021	DBP	27,329	—	—	—	27,329	nil p	—	22 July 2024	21 July 2031
	22 July 2021	LTIP	23,935	—	—	—	23,935	nil p	—	22 July 2024	21 July 2031
	8 June 2022	DBP	29,850	—	—	—	29,850	nil p	—	8 June 2025	7 June 2032
	21 July 2022	LTIP	37,766	—	—	(30,213)	7,553	nil p	—	21 July 2025	20 July 2032
	20 July 2023	DBP	35,719	—	—	—	35,719	nil p	—	20 July 2026	19 July 2033
	20 July 2023	LTIP	50,857	—	—	—	50,857	nil p	—	20 July 2026	19 July 2033
	21 May 2024	DPB	20,503	—	—	—	20,503	nil p	—	21 May 2027	20 May 2034
	18 July 2024	LTIP	46,113	—	—	—	46,113	nil p	—	18 July 2027	17 July 2034
	10 July 2024	SAYE	1,962	—	—	—	1,962	945.1p	—	1 September 2027	1 March 2028
	27 May 2025	DBP	—	24,814	—	—	24,814	nil p	—	27 May 2028	26 May 2035
	1 August 2025	LTIP	—	62,077	—	—	62,077	nil p	—	1 August 2028	31 July 2035
John Hunter	9 July 2025	SAYE	—	2,289	—	—	2,289	801.6p	—	1 September 2028	1 March 2029
	1 August 2025	LTIP	—	62,077	—	—	62,077	nil p	—	1 August 2028	31 July 2035

⁽⁶⁾ The aggregate gains made by Directors for the year ended 31 March 2026 on share options totals £nil (2025: £4,247,000)

Remuneration Committee Report continued

Performance and pay

The graph below shows the Group's performance, measured by TSR, compared with the performance of the FTSE All Share Real Estate Index and the FTSE All Share Index for the period since flotation. The FTSE All Share Real Estate Index is used for the assessment of the Company's LTIP.



CEO Remuneration

The table below sets out the details of remuneration of the CEO over the past ten financial years.

Year	CEO single figure of total remuneration (£)	Annual bonus (cash) pay-out % against maximum of 25% of salary	Annual bonus (deferred) pay-out % against maximum of 125% of salary	Long term incentive weighted average vesting rates against maximum opportunity %
2026	1,079,601	26.8% (6.7% of salary)	54.25% (67.8% of salary)	20%
2025	1,312,640	39.2% (9.8% of salary)	51.25% (64.1% of salary)	100%
2024	1,335,753	34% (8.5% of salary)	53.8% (67.25% of salary)	95%
2023	1,543,941	39.6% (9.9% of salary)	88.85% (110.6% of salary)	90.1%
2022	1,380,532	41.2% (10.3% of salary)	95.4% (119.25% of salary)	61.6%
2021	1,393,490	62.8% (15.7% of salary)	95% (118.75% of salary)	83.6%
2020	1,136,633	37.2% (9.3% of salary)	47.5% (59.4% of salary)	100%
2019	1,182,482	40.8% (10.2% of salary)	81.875% (102.3% of salary)	100%
2018	2,178,066	51.6% (12.9% of salary)	n/a	95%
2017	850,619	40% (10% of salary)	n/a	100%

The single figure of remuneration for 2018 is higher than in other years due to the vesting of the three year Long Term Bonus Performance Plan in that year delivering a reward of £1,343,995 (93.33% vesting) for the three year period ended in that year.

Percentage change in the Director remuneration

The table below compares the percentage change in each Director's annual remuneration (i.e. salary/fees, benefits, and annual bonus) with the remuneration of Big Yellow Group employees.

	% Change from 2020/2021 to 2021/2022			% Change from 2021/2022 to 2022/2023			% Change from 2022/2023 to 2023/2024			% Change from 2023/2024 to 2024/2025			% Change from 2024/2025 to 2025/2026		
	Salary/ Fee	Benefits	Bonus	Salary/ Fee	Benefits	Bonus	Salary/ Fee	Benefits	Bonus	Salary/ Fee	Benefits	Bonus	Salary/ Fee	Benefits	Bonus
Nicholas Vetch	4%	3%	[30%]	4%	[6%]	0%	5%	28%	[10%]	4%	57%	20%	2%	1%	[30%]
Jim Gibson	4%	6%	[30%]	4%	17%	0%	5%	11%	[10%]	4%	58%	20%	2%	[12%]	[30%]
John Trotman	4%	18%	[30%]	4%	10%	0%	5%	2%	[10%]	4%	39%	20%	2%	[16%]	[30%]
John Hunter	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Adrian Lee	3%	11%	[30%]	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Anna Keay	3%	n/a	n/a	4%	n/a	n/a	5%	n/a	n/a	4%	n/a	n/a	2%	n/a	n/a
Vince Niblett	3%	n/a	n/a	23%	n/a	n/a	5%	n/a	n/a	4%	n/a	n/a	2%	n/a	n/a
Michael O'Donnell	n/a	n/a	n/a	n/a	n/a	n/a	5%	n/a	n/a	4%	n/a	n/a	2%	n/a	n/a
Laela Pakpour Tabrizi	3%	n/a	n/a	9%	n/a	n/a	5%	n/a	n/a	4%	n/a	n/a	2%	n/a*	n/a
Heather Savory	3%	n/a	n/a	4%	n/a	n/a	5%	n/a	n/a	4%	n/a	n/a	2%	n/a	n/a
Average employees	2%	2%	[29%]	5%	5%	1%	5.6%	21%	[9%]	4.8%	13%	21%	3.2%	12%	[29%]

Where a Director has not served on the Board for the full financial year, "n/a" is shown in the salary/fee column of the above table. For Laela Pakpour Tabrizi the "n/a*" is because in the current year she has participated in an electric car scheme and received a benefit in kind in respect of this. There were no amounts in the prior year.

CEO pay ratio

The data shows how the CEO's single figure remuneration for the year ended 31 March 2025 (as taken from the single figure remuneration table) compares to equivalent single figure remuneration for full-time equivalent UK employees, on a Group basis, ranked at the 25th, 50th and 75th percentile.

Year	Method	25 th percentile pay ratio	Median pay ratio	75 th percentile pay ratio
2026	Option A	34 to 1	33 to 1	21 to 1
2025	Option A	45 to 1	39 to 1	28 to 1
2024	Option A	50 to 1	42 to 1	28 to 1
2023	Option A	55 to 1	49 to 1	31 to 1
2022	Option A	58 to 1	50 to 1	36 to 1
2021	Option A	58 to 1	47 to 1	30 to 1
2020	Option A	50 to 1	42 to 1	28 to 1

No components of pay and benefits have been omitted for the purpose of the above calculations. Option A was selected given that this method of calculation was considered to be the robust approach in respect of gathering the required data. The underlying quartiles for salary and total remuneration numbers for full-time equivalent UK employees are set out below. The CEO's remuneration in each year includes LTIPs that have vested (but not yet been exercised); for employees the total pay includes proceeds from LTIP exercises, rather than vested LTIPs.

Year	Salary			Total pay and benefits		
	25 th %tile	Median	75 th %tile	25 th %tile	Median	75 th %tile
2026	£26,291	£29,702	£40,747	£31,237	£31,831	£49,453
2025	£25,563	£29,037	£39,749	£29,057	£33,809	£47,108
2024	£24,375	£28,392	£38,251	£26,876	£31,864	£47,516
2023	£23,005	£26,790	£37,440	£28,148	£31,398	£48,746
2022	£21,278	£24,669	£34,445	£23,535	£27,286	£38,098
2021	£20,862	£24,190	£34,008	£24,109	£29,406	£46,162
2020	£20,495	£24,035	£35,330	£22,555	£27,232	£40,975

Remuneration Committee Report continued

Statement of consideration of employment conditions elsewhere in the Group

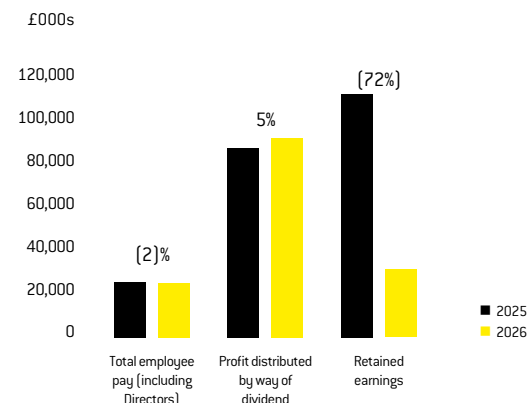
The Committee reviews the reward and retention of the whole employee population periodically throughout the year to ensure that it can attract and retain top talent. Consideration is given to the general basic salary increase, remuneration arrangements and employment conditions. Furthermore, the annual cash bonus awarded to Executive Board Directors is directly linked to the bonuses awarded to all staff.

The Directors are invited to be present at this review of the proposals for salary increase for the employee population generally and on any other changes to remuneration policy within the Company. The information presented at this review is taken into consideration when setting the pay levels of the executive population. Additionally, the Committee has guidelines for the grant of all LTIP awards across the Company and responsibility for approving the total annual bonus cost of the Company.

The Company, through the Workforce Engagement Non-Executive Director, invited employees to comment on the remuneration of Directors during the year, and has engaged with the workforce to explain how executive remuneration aligns with the wider Company pay policy. When considering remuneration levels to apply, the Committee takes into account base pay increases, bonus payments and share awards made to the Company's employees generally.

Relative importance of spend on pay

The graph below sets out the relative importance of spend on pay in the year ended 31 March 2026 and 31 March 2025 compared with other disbursements from profit, being the distributions to shareholders and retained earnings (comprehensive gain for the year less dividends).



Gender and ethnicity pay

The Group has reported on its gender pay gap for April 2025, within our Inclusivity and Diversity Report. The full report can be found on our investor relations website <http://corporate.bigyellow.co.uk/investors.aspx>. The Group's mean gender pay gap was 24% (2024: 20%), with a median gap of 6% (2024: 4%). Excluding Executive Board Directors, the mean gender pay gap falls to 11% (2024: 9%) with a median gap of 5% (2024: 4%). The slight increase in the mean gap reflects changes in the composition of our most senior roles, including the appointment of a male manager to a new senior position, and the hiring of a male director to fill a role that was vacant at the last snapshot date. All staff are paid equally according to job role.

The Group has also analysed its ethnicity pay for April 2025. The Group's mean ethnicity pay gap was 6% (2024: 5%), with a median gap of 6% (2024: 7%). Our Mean Ethnicity Pay Gap has increased due to the appointment of an additional Director. Encouragingly, the Median Pay Gap has continued to move in the right direction, reducing to 6% from 7% in April 2024, reflecting positive progress across the wider workforce. All staff are paid equally according to job role.

We believe that diversity and inclusion are key to a successful and sustainable business, and we are committed to creating a culture where all team members can be themselves, feel empowered to succeed and deliver a customer experience that is second to none. We encourage and enable all employees, regardless of their gender, race, background, or any other characteristics, to reach their full potential as we believe that having a diverse workforce with fair representation is strategically important and generates value to our stakeholders.

In the year we have continued to collect ethnicity data to better understand the ethnic mix of our workforce. To date, 98% of our team have volunteered their ethnicity data. This data indicates that 22% of Big Yellow's team members belong to a Black, Asian, Mixed or other ethnic group, compared with 18.3% of people who make up this group in the UK (2021 census data).

Over the last 12 months we have continued the work of our Inclusivity and Diversity Committee, actively listening to feedback from our colleagues across the business to drive change and improve awareness. Here are just some of our key achievements during this time:

Policy and Strategy

- In line with our strategy of improving our brand awareness and recognition as an employer of different diverse groups, we have continued to include posts on Facebook and LinkedIn throughout the year relating to our culture, religious festivals / celebrations, LGBTQ+, gender and mental health.
- All members of the Inclusivity and Diversity Committee have been trained as Inclusivity and Diversity Experts, allowing them to offer improved advice and support to team members on inclusion and diversity matters. We now have a total of 13 Inclusivity and Diversity Experts within the Company.
- To encourage team member involvement and feedback, a series of Inclusivity and Diversity Coffee Mornings have been introduced at our Head Office. During these sessions, team members can discuss any topics they would like to raise with the Inclusivity and Diversity Committee.
- We introduced a new Disability Support Policy to highlight the Company's approach to creating an inclusive and supportive environment with regards to hiring, supporting, and making reasonable adjustments for employees with disabilities or long-term health conditions.

Recruitment / Talent

- During the course of the year we worked with five of our Foundation Charities (Downs Syndrome Association, Breaking Barriers, Working Chance, Back Up Trust and Street League) to offer fourteen work placements within our Distribution Centre and our stores.
- The number of females promoted internally has remained high at 58% in 2026 (2025: 59%).
- The proportion of our female Store Managers increased to 39% (2025: 33%).
- 31% of new starters in our stores in the year ended 31 March 2026 were of an ethnic minority group (2025: 42%).
- 18% of our team members in stores are over 50, a slight reduction from 21% in 2025.
- Our team members speak over 40 different languages details of which are all accessible through our Intranet, to support both our customers and colleagues.

Learning and Development

- We have designed an Interview Skills Workshop that we will run on an ongoing basis for our Foundation charities, offering advice and support to help those they assist in securing employment.
- Nine team members from Bagshot and the Stores participated in a Mentoring People with Convictions Workshop to better support new team members and individuals on work placements within the Company.
- In line with National Dyslexia Awareness Week, a series of videos were produced showcasing team members with dyslexia and highlighting the support that the Company provides.

Whilst our Gender Pay Gap is reducing on a gradual basis and we will continue to work to reduce it further, we recognise that it would be unrealistic to close this gap quickly, given that the Executive Directors are male and two of them were founders of the business over 25 years ago.

We have however, made significant progress in relation to inclusion and diversity initiatives over the last four years and will continue to challenge our thinking around how we recruit new skills and manage and develop existing talent going forward.

We will continue to drive change via our Inclusivity and Diversity Committee and through listening to feedback from our people.

Our future initiatives include advancing the work of our Inclusivity and Diversity subcommittees and developing a strategy to create employment opportunities for people with disabilities. We will also collaborate with our Foundation charities and team members to further promote employee volunteering and fundraising.

We will continue to work with our Big Yellow Foundation charity partners to help vulnerable people such as ex-offenders, refugees, ex-service personnel and people living with disabilities to find employment and create a better future for themselves. We also intend to create a programme of volunteering opportunities through which our team members can support the charities themselves, for which they will be given time off during their working day.

Advisers to the Remuneration Committee

In undertaking its responsibilities, the Committee seeks independent external advice as necessary. FIT Remuneration Consultants LLP have been advisers to the Committee since 2017. The Committee is comfortable that the FIT team provides independent remuneration advice to the Committee and does not have any other connections with Big Yellow that may impair their independence. FIT is a founding member and signatory of the Code of Conduct for Remuneration Consultants, details of which can be found at www.remunerationconsultantsgroup.com. FIT provides no other services to the Company. The fees paid to FIT in respect of work carried out for the year under review were £6,000 (ex VAT).

Approval

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

Michael O'Donnell
Remuneration Committee Chair

Audit Committee Report

The Audit Committee is appointed by the Board from the Non-Executive Directors of the Company. The Audit Committee's terms of reference include all matters indicated by Disclosure Guidance and Transparency Rule 7.1, the UK Corporate Governance Code, and the new FRC ethical standard.

Committee members and attendance

Member	Number of meetings attended
Laela Pakpour Tabrizi – Chair	● ● ●
Anna Keay – Member	● ● ●
Vince Niblett – Member	● ● ●
Michael O'Donnell – Member	● ● ●
Heather Savory – Member	● ● ●

● attended
● absent
● not applicable

Introduction

The terms of reference are considered annually by the Audit Committee and are then referred to the Board for approval. The terms of reference are available on the Company's website.

<https://corporate.bigyellow.co.uk/investors/corporate-governance>

The Audit Committee is responsible for:

- monitoring the integrity of the financial statements of the Group and any formal announcements relating to the Group's financial performance and reviewing significant financial reporting judgements contained therein;
- reviewing the Group's internal financial controls and the Group's internal control and risk management systems, including consideration of the need for an internal audit function;
- making recommendations to the Board, for a resolution to be put to the shareholders for their approval in general meetings, on the appointment of the external auditor, and the approval of the remuneration and terms of engagement of the external auditor;
- assessing and challenging estimates and judgements included within the financial statements;
- reviewing and monitoring the external auditor's independence and objectivity and the effectiveness of the audit process, taking into consideration relevant UK professional and regulatory requirements; and
- ensuring the external auditor only provides those services permitted by the Ethical Standard of the FRC.

The Audit Committee is required to report its findings to the Board, identifying any matters on which it considers that action or improvement is needed, and make recommendations on the steps to be taken.

This year the Committee has continued to focus on the narrative reporting and corporate governance disclosures in the Annual Report. The Committee was asked by the Board to review the statement by the Directors that the Annual Report presents a fair, balanced, and understandable view of the Group's position and performance, strategy, and business model. The Committee also reviewed the Group's going concern and viability statements.

All Audit Committee members are expected to be financially literate. Furthermore, the Audit Committee structure requires the inclusion of one financially qualified member (as recognised by the Consultative Committee of Accountancy Bodies). Vince Niblett, as a Fellow of the Institute of Chartered Accountants of England and Wales and Laela Pakpour Tabrizi as an experienced Finance Director, currently carrying out that role at Consumer Converged at Virgin Media O2, fulfil that requirement.

The Group provides an induction programme for new Audit Committee members and ongoing training to enable all of the Committee members to carry out their duties. The induction programme covers the role of the Audit Committee, its terms of reference and expected time commitment by members and an overview of the Group's business, including the main business and financial dynamics and risks. New Committee members also meet some of the Group's staff. Ongoing training includes attendance at formal conferences, internal company seminars and briefings by external advisers.

Meetings

The Audit Committee is required to meet three times per year and has an agenda linked to events in the Group's financial calendar. The agenda is predominantly cyclical and is therefore approved by the Audit Committee Chair on behalf of her fellow members. Each Audit Committee member has the right to require reports on matters of interest in addition to the cyclical items.

The Audit Committee invites the Chief Executive, Chief Financial Officer, Financial Controller, and senior representatives of the external auditor to attend its meetings in full, although it reserves the right to request any of these individuals to withdraw. The Committee meets as required with the external auditor without the Executive Board Directors or senior management present. Other senior management are invited to present such reports as are required for the Committee to discharge its duties.

Overview of the actions taken by the Audit Committee to discharge its duties

Since the beginning of the financial year the Audit Committee has:

- reviewed published financial information including the year-end results, Annual Report, half year results and the Quarterly Trading Statements, including review of Alternative Performance Measures used by the Group;
- considered whether the Annual Report provides a fair, balanced, and understandable view of the Group's position and performance, strategy, and business model;
- assessed and concluded on the Group's viability statement and the going concern assessment for the annual and half yearly financial statements;
- considered the output from the Group-wide process used to identify, evaluate, and mitigate risks;
- reviewed the effectiveness of the Group's internal controls and disclosures made in the annual report and financial statements on this matter, and considered the impact of the new Combined Code and the BEIS review on the Group;
- reviewed and agreed the scope of the audit work to be undertaken by the external auditor;
- agreed the fees to be paid to the external auditor for their audit of the financial statements and review of the half-yearly report;
- considered and agreed the approach of performing Directors' valuations of investment properties for the half-year report;

- undertaken an assessment of the qualification, expertise and resources, and independence of the external auditor and the effectiveness of the audit process;
- considered the audit partner, and her replacement as this is the fifth year she will have signed the accounts;
- considered audit firm rotation with an audit tender taking place in the year ending 31 March 2027;
- undertaken an evaluation of the performance of the external auditor and assessed its effectiveness;
- held discussions with the auditors on key judgements;
- considered the need for an internal audit function;
- considered the FRC ethical standard governing non-audit services and audit committees;
- reviewed the arrangements for "whistleblowing" by employees to ensure that there is a consistent policy in the Group to enable employees to voice concerns particularly in respect of possible financial reporting improprieties. A whistleblowing policy is included in the employee handbook and there is an external whistleblowing monitoring service;
- met the Group's external valuers and considered their competence and independence;
- met the Group's Store Compliance Manager;
- agreed updated Terms of Reference, incorporating Provision 29 of the Corporate Governance Code;
- reviewed the Audit Committee's Report; and
- reviewed its own effectiveness.

Adoption of the FRC Minimum Standard on Audit Committees and the External Audit

The Audit Committee has adopted the Financial Reporting Council's Audit Committees and the External Audit: Minimum Standard. The Committee has applied the principles of the Standard in overseeing the Company's relationship with the external auditor, with a particular focus on audit quality, independence and effectiveness. During the year, the Committee carried out a robust assessment of the effectiveness of the external audit, having regard to the auditor's delivery against the agreed audit plan, the quality and depth of challenge provided to management, the auditor's judgements on significant accounting matters, and feedback from management and internal audit. The Committee also considered relevant audit quality indicators and the findings of regulatory inspection reports relating to the audit firm and discussed with the auditor the actions taken in response. The Committee maintains oversight of auditor independence and objectivity, including approval and monitoring of non audit services in accordance with the Company's policy, to ensure that such services do not compromise independence or limit the Company's future choice of auditor. The Audit Committee is satisfied, based on the evidence considered, that the external audit was effective and of a high quality. The Committee will continue to apply the Minimum Standard and report on its application in future years, including in relation to audit tendering when applicable.

Audit Committee Report continued

Financial reporting and significant financial judgements

The Committee reviews all financial information published by the Group in year-end and half-year financial statements, including the presentation and disclosure of the financial information. It also considers the appropriateness of the accounting policies adopted by the Group and the accounting judgements made by management in the preparation of the financial information.

The Committee has considered whether the Annual Report for the year ended 31 March 2026 provides a fair, balanced, and understandable view of the Group's position and performance, strategy, and business model and whether it provides the necessary information to enable shareholders and prospective shareholders to assess the Group's position and performance, strategy, and business model. The Committee is satisfied that the Annual Report for the year ended 31 March 2026 provides a fair, balanced, and understandable view and includes the necessary information as set out above. The Committee has confirmed this to the Board, whose statement is included in the Statement of Directors' Responsibilities on **page 127**.

The Committee focuses on matters it considers important in their impact on the reported results of the Group, and on matters where there is a high degree of complexity and/or judgement.

The critical accounting estimate that the Committee focuses on at the reporting date is the valuation of the investment property portfolio. This is carried out by independent external valuers, but by its nature it is subjective, with significant judgement applied to the valuation, particularly given the lack of transactional evidence for prime self storage assets. The Chair of the Committee met the external valuers to discuss the valuations, review the key judgements, and discussed whether there were any disagreements with management. This year the Committee reviewed and challenged the valuers on the cap rates, rental growth assumptions and stabilised occupancy levels, to agree on the appropriateness of the assumptions adopted. The Chair of the Committee also met with the external valuers and satisfied herself on their independence, their quality control processes (including peer partner review) and qualifications to carry out the valuations. Management also have processes in place to review the external valuations. In addition, the external auditor use valuation specialists to review the valuations and report its findings and conclusions to the Audit Committee.

The Committee has also considered a number of other judgements made by management in the preparation of the financial statements. The Committee has concluded that there are not significant levels of judgements involved.

There has been no change to the other key judgement included in the financial statements, which is that the Group's stores should be accounted for as Investment Property.

Management has reported to the Audit Committee that it is satisfied that it is not aware of any material misstatements in the financial statements.

Based on the above, the Committee concluded that the financial statements appropriately apply the key estimates and critical judgements, in respect of the disclosures and the amounts reported. The Committee also concluded that the annual report and financial statements, taken as a whole, are fair, balanced, and understandable and provide the information necessary for shareholders to assess the Group's position and performance, strategy, and business model.

External auditor

The Audit Committee is responsible for the development, implementation, and monitoring of the Group's policy on external audit. The policy assigns oversight responsibility for monitoring the independence, objectivity, and compliance with ethical and regulatory requirements to the Audit Committee, and day-to-day responsibility to the Chief Financial Officer. The policy states that the external auditor is jointly responsible to the Board and the Audit Committee and that the Audit Committee is the primary contact.

To fulfil its responsibility regarding the independence of the external auditor, the Audit Committee reviewed:

- the external auditor's plan for the current year, noting the role of the senior statutory audit partner, who signs the audit report and who, in accordance with professional rules, has not held office for more than five years, and any changes in the key audit staff;
- the arrangements for day-to-day management of the audit relationship;
- a report from the external auditor describing their arrangements to identify, report and manage any conflicts of interest; and
- the overall extent of non-audit services provided by the external auditor, in addition to its case-by-case approval of the position of non-audit services by the external auditor.

Audit rotation

During 2016 following a robust tender process, the Committee appointed KPMG LLP as auditors, with effect from the year ended 31 March 2018. As part of the tender process, the Committee reviewed KPMG's proposals for the audit and determined that they had an appropriate plan in place to carry out an effective audit. KPMG confirmed to the Committee that it maintained appropriate internal safeguards to ensure its independence and objectivity. Anna Jones is the current audit partner, and this is the fifth year that she has been the signatory to the Group's financial statements. A new audit partner from KPMG, Craig Steven-Jennings, will sign the 2027 financial statements.

The Company's policy is to rotate audit partners every five years, and to tender its audit to include new firms at least every ten years.

The Company complies with the requirements of the Statutory Audit Services for Large Companies Market Investigation (Mandatory Use of Competitive Tender Processes and Audit Committee Responsibilities) Order 2014 and the Code. To comply with the Order the Company intends to conduct a formal tender process for audit services during the financial year ending 31 March 2027, so that should a new firm be appointed, they will be able to shadow KPMG during the audit of the 31 March 2027 financial statements.

Annual auditor assessment

The Audit Committee has adopted a formal framework in its review of the effectiveness of the external audit process and audit quality which include the following areas:

- the arrangements for ensuring the external auditor's independence and objectivity;
- the senior statutory auditor and the audit team;
- the external auditor's fulfilment of the agreed audit plan and variations from the plan;
- the quality of the formal audit report to shareholders;
- the effectiveness of the external audit process, taking into consideration relevant UK professional and regulatory requirements;
- the robustness and perceptiveness of the auditor in his handling of the key accounting and audit judgements; and
- the content of the external auditor's comments on control improvement recommendations.

Regard is paid to the nature of, and remuneration received, for other services provided by KPMG LLP to the Group and, inter alia, confirmation is sought from them that the fee payable for the annual audit is adequate to enable them to perform their obligations in accordance with the scope of the audit. The only non-audit service provided is the auditors' review of the half year report.

Non-audit work

The Group's policy on external audit sets out the categories of non-audit services which the external auditor will and will not be allowed to provide to the Group, including those that are pre-approved by the Audit Committee and those which require specific approval before they are contracted for, subject to de minimis levels. The Group's non-audit policy reflects the Ethical Standard on Non-audit Services which came into effect on 15 March 2020. The Committee's policy is that the auditors will not be asked to carry out non-audit work with the exception of the half year review and regulatory and bank required reporting.

More generally, the auditors may not provide a service which places them in a position where they may be required to audit their own work. Specifically, they are precluded from providing services relating to bookkeeping, financial information system design and implementation, appraisal or evaluation services, actuarial services, any management functions, taxation advisory services, investment banking services, legal services unrelated to the audit or advocacy services.

In respect of the year ended 31 March 2026, the auditor's remuneration comprised £668,000 for audit work and £68,000 for other work, solely relating to the interim review. Over a three year rolling period, the level of non-audit fees is below the audit fee, with non-audit fees representing 11% of audit fees in 2025 and 11% in 2024.

Risk management and internal control

The Committee and the Board are responsible for establishing and maintaining the effectiveness of the Group's risk management and internal control framework. During the year, the Committee and Board have reviewed the internal control processes of the business and the Group's risk register during the year. The risks and uncertainties facing the Group, and its internal control processes are considered in the Strategic Report on **pages 46 to 51**.

The Committee remains focused on ensuring that finance and risk capability is appropriate to the scale of the business, whilst also acknowledging an increasingly regulated environment. The Board and its Committees have continued to monitor external and regulatory developments in relation to risk management and internal controls, including the introduction of provision 29 in the UK Corporate Governance Code 2024. The Group's processes and procedures in this area have been documented and presented to the Board and the Committee to ensure their appropriateness ahead of that provision coming into force for our year ending 31 March 2027. A full update on the Company's compliance against that provision will be set out in its 2027 Annual Report, in which the Board will provide its first declaration of effectiveness of the Company's material controls.

Internal audit

The Committee has considered the Board's view that, given the relatively straightforward nature of the Group's business and the control environment in place, no formal internal audit function is required. The Group has a store compliance team, which effectively carries out an internal audit role for the Group's stores, visiting each store at least once every nine months. This provides the Committee comfort over the store related aspects of the Group's business. The Committee meets with the Store Compliance Manager as required, and at least once a year.

Additionally, on a regular cycle, the Board appoints external consultants to assess specific business areas of risk and provide a report to the Board and the Committee on this area. The cycles covered by this activity include construction expenditure, treasury, taxation, and facilities management. This gives the Committee comfort over the controls over key business cycles within the Company.

With the combination of the store internal audit and the external assessment of the key business cycles, the Committee considers that this provides a robust internal audit assessment for the Group.

Overview

As a result of its work during the year, the Audit Committee has concluded that it has acted in accordance with its terms of reference and has ensured the independence and objectivity of the external auditor.

The Chair of the Audit Committee will be available at the Annual General Meeting to answer any questions about the work of the Committee.

Approved by the Audit Committee and signed on its behalf by:

Laela Pakpour Tabrizi

Audit Committee Chair | 18 May 2026

Directors' Report

The Directors present their annual report on the affairs of the Group, together with the audited financial statements and auditor's report for the year ended 31 March 2026. The Report on Corporate Governance on pages 83 to 89 forms part of this report.

Details of significant events since the balance sheet date are included in note 25 to the financial statements. An indication of likely future developments in the business of the Company is included in the strategic report.

Included in note 18 are the Group's financial risk management objectives and policies and an indication of the Group's exposure to certain risks. Those elements of that note form part of this report and are incorporated by reference.

Dividends

The Directors are recommending the payment of a final dividend of 23.4 pence per share for the year (2025: 23.8 pence per ordinary share). An interim dividend of 23.8 pence per share was paid in the year (2025: 22.6 pence per share).

All of the 47.2 pence per share payable for the year is a Property Income Distribution.

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.

From April 2018 dividend tax credits have been replaced by an annual £2,000 tax-free allowance on dividend income across an individual's entire share portfolio. Above this amount, individuals will pay tax on their dividend income at a rate dependent on their income tax bracket and personal circumstances. The Company will continue to provide registered shareholders with a confirmation of the dividends paid by Big Yellow Group PLC, and this should be included with any other dividend income received when calculating and reporting total dividend income received. It is the shareholder's responsibility to include all dividend income when calculating any tax liability.

SECR and mandatory GHG reporting

The Companies (Directors' Report) and Limited Liability Partnerships (Energy and Carbon Report) Regulations 2018 ("SECR") came into force on 1 April 2019 and apply to companies with financial years starting on or after 1 April 2019.

The 2018 Regulations define what must be included in the Directors' Report, namely:

- Annual Greenhouse Gas ("GHG") emissions from activities for which the Company is responsible including combustion of fuel and operation of any facility, such as our flexi-office gas heating, reception area air conditioner coolant replacement, one Company van diesel fuel use emissions and fit-out 'diesel' use emissions (assuming qualifying fit-out activities have taken place during the year);
- Annual emissions from the purchase of electricity, heat, steam or cooling by the Company for its own use, such as the electricity for our stores and construction fit-out activities;
- Underlying global energy use;
- Previous year's figures for energy use and GHG;
- At least one intensity ratio metric;
- Energy efficiency action taken; and
- Methodology used.

Voluntary GHG emissions from our waste and water supply chains have been assessed as not material to the Group's overall emissions profile. We will also retain the practice of reporting our previous few years of performance to show longer term trends.

The 'Market based emission' reported here reflect the emissions associated with the electricity tariff we have purchased; whereas 'Location-based emissions' are emissions associated with the UK grid and applies the required DEFRA conversion factors. Where we have not indicated market-based or location-based figures, location-based can be assumed.

Please note, our operations are solely based in the UK, and we therefore will be reporting a single geographical scope – UK and offshore area only. This disclosure covers all operations under the Group's operational control within the UK.

Throughout this report (*) denotes values externally assured by SGS.

A) Data

Scope 1 emissions arise from gas combustion, company vehicles and construction-related fuel use. Scope 2 emissions arise from purchased electricity used across our estate.

Measurement unit	Indicator	2024/25 restated*	2025/26
tonnes CO ₂ e	Total Scope 1 Emissions (location-based) store and non-store	53.5	22.6*
tonnes CO ₂ e	Total Scope 2 Emissions (location-based) store and non-store	1,874.6	1,443.1*
tonnes CO ₂ e	Total Scope 2 Emissions (market-based) store and non-store	0.0 ^Δ	0.0*
tonnes CO ₂ e	Total Scope 1& 2 Emissions (location-based) store and non-store	1,928.1	1,465.7*
tonnes CO ₂ e	Total Scope 1& 2 Emissions (market-based) store and non-store	53.5	22.6*
kgCO ₂ e/ revenue (000's£)	Greenhouse Gas (GHG) emissions intensity from building energy consumption (location-based)	9.4	7.0
kgCO ₂ e/ revenue (000's£)	Greenhouse Gas (GHG) emissions intensity from building energy consumption (market-based)	0.3	0.1
kgCO ₂ e/ Occupied space (1,000m ²)	Greenhouse Gas (GHG) emissions intensity from building energy consumption (scope 1 and 2 location-based)	4.1	3.2
kgCO ₂ e/ CLA (1,000m ²)	Greenhouse Gas (GHG) emissions intensity from building energy consumption (scope 1 and 2 location-based)	3.2	2.4
kWh	Total UK energy consumption (kWh) underpinning Scope 1 and Scope 2 emissions	9,627,691	8,241,567*
tonnes CO ₂ e	Cat 1 – Purchased goods & services	5,717	4,676*
tonnes CO ₂ e	Cat 1 – Water	3	4*
tonnes CO ₂ e	Cat 2 – Capital expenditure	16,273	19,772*
tonnes CO ₂ e	Cat 3 – Fuel- and energy-related activities ^[2]	651	562*
tonnes CO ₂ e	Cat 5 – Waste generated in operations	70	62
tonnes CO ₂ e	Cat 6 – Business travel	210	212
tonnes CO ₂ e	Cat 7 – Employee commuting	386	398
tonnes CO ₂ e	Cat 9 – Downstream transport and distribution	7,368	9,333
tonnes CO ₂ e	Cat 12 – End of life treatment	76	69

Δ 0 due to REGO-backed electricity

* regarding restating each year, the last 3 months of our emissions data is reported using the prior year's conversion factors, due to an emission factor publication lag – we operate on a 'best available data' principle and will therefore restate each year.

B) Methodology for calculating emissions

Scope 1, Gas

Data collection: Gas data – is metered and automatically transmitted into our energy and emission reporting platform, UL360. Gas use for the remaining stores with gas is obtained from supplier invoices and manually uploaded onto UL360. This process is part of the assurance work undertaken by SGS each year. Any gaps are accrued.

Calculations: Our software platform, UL360, contains our consumption data as well as the current DESNZ emission factors. These are used to calculate emissions automatically when our reports are produced. Our annual data straddles two emission factor years; as soon as the latest factors are released, our partners ensure UL360 contains the most up to date set and this is applied against the relevant data set.

Scope 1, Van

Data collection: our maintenance manager records any miles driven to service our stores. The data is collected quarterly and sent to our partners for uploading into UL360. UL360 commutes the mileage data into emissions.

Calculations: km travelled x emission conversion factor for a diesel average van (up to 3.5 tonnes) in km/kgCO₂e / 1000 to convert to tCO₂e.

In the reporting period we switched to a hybrid vehicle and thus the calculation was updated.

Calculations: km travelled x emission conversion factor for a PHEV average van (up to 3.5 tonnes) in km/kgCO₂e / 1000 to convert to tCO₂e.

Scope 1, Fit-out diesel

Data collection: diesel consumption used on our fit-out construction projects is collected manually by the construction team and reported weekly in the Construction Fit-Out report. The final report for the financial year is used to assess the overall diesel consumption during the year.

Calculations: the total diesel consumption in litres converted to kWh using the gross CV kWh/litre for Diesel (average biofuel blend) x emission conversion factor in kWh (Gross CV)/kgCO₂e for a Diesel (average biofuel blend) / 1000 to convert to tCO₂e.

As Big Yellow is not the principal contractor for certain developments during the year, associated fit-out emissions are reported as 0 tCO₂e for the Fit-out at our new stores Queensbury, Staines, Slough Bath Road and Wembley.

Scope 2, Location-based, electricity

Data collection: Big Yellow electricity data – and most of our Armadillo electricity data – is metered and automatically transmitted into our energy and emission reporting platform, UL360. Electricity used for the remaining stores is obtained from supplier invoices and manually uploaded onto UL360. This process is part of the assurance work undertaken by SGS each year. Any gaps are accrued.

Calculations: Our software platform, UL360, contains our consumption data as well as the current DESNZ emission factors. These are used to calculate emissions automatically when reports are produced. Our annual data straddles two emission factor years; as soon as the latest factors are released, our partners ensure UL360 contains the most up to date set and this is applied against the relevant data set.

Directors' Report continued

Scope 2, Market-based, electricity

Data collection: the same as for location-based electricity.

Calculations: instead of applying the location-based emission factors, we manually set electricity emissions at 0 as we have been purchasing 100% Rego backed electricity since 1st October 2019. For total Scope 1 & 2 emissions, market-based, we set Scope 2 at 0 and Scope 1 the same as per above. Market-based emissions have been calculated in accordance with the GHG Protocol Scope 2 Guidance using REGO-backed electricity tariffs.

Scope 3, Category 1: Purchased goods and service

Data collection: Supplier Spend, Supplier mapping UL260, CEDA library.

Calculations: Purchase ledger mapped to the descriptions of emission factors from the Comprehensive Environmental Data Archive (CEDA). CEDA purchaser price emission factors were used to calculate the emissions from each line of spend.

Scope 3, Category 2: Capital expenditure

Data collection: RIBA Stage 4 or 6 WLCA, Supplier Spend, Supplier mapping UL260 and CEDA library.

Calculations: Full whole lifecycle carbon assessment conducted by external consultants. Purchase ledger mapped to the descriptions of emission factors from the Comprehensive Environmental Data Archive (CEDA). CEDA purchaser price emission factors were used to calculate the emissions from each line of spend.

Scope 3, Category 3: Fuel and energy related activities

Data collection: we use data collected for the location-based grid bought electricity data stored in our system UL360. The conversion factors used are those on the .gov website.

Calculations: Emissions were calculated by combining the activity data with the appropriate emission factors. T&D and T&D WTT emissions were included for electricity, natural gas and company owned van emissions. There are no upstream emissions generated upstream emissions associated with Solar. Therefore, Solar data is excluded from this calculation.

Scope 3, Category 5: Waste

Data collection: BIFFA provides waste weights per store and waste stream. For Macclesfield waste data is provided by the contractor serving this store. All data is uploaded into our UL360 platform, and we use DEFRA emissions factors to convert.

Calculations: Data details weights sent to each waste stream "Landfill", "Recycled" and "Non-Landfill". Relevant weight-based DEFRA 2025 emission factors were applied to the weights for each waste stream to calculate the emissions. Macclesfield data also split "landfill", "recycled" and "non-landfill" using portions from the rest of our sites.

Scope 3, Category 6: Business travel

Data collection: we use our employee expenses reimbursement data held in our Finance system to calculate business miles travelled.

Calculations: using 'cars (by size) Average car' conversion factors, we multiply the miles travelled reimbursed with the BEIS/DEFRA factor to arrive at the emissions, for business travel.

Scope 3, Category 7: Employee Commuting

Data collection: monthly average full time equivalent employees for Big Yellow stores and the head office. Emission factors were from DEFRA for the corresponding reporting year.

Calculations: As per Big Yellow policy, the work from home percentage for head office employees was assumed to be 40% (2 days per week), while store employees are assumed to work from the store 5 days per week. FTE data was input into a scope 3 cat 7 proprietary Home Working and Commuting emissions calculation Tool. Input data for the tool is taken from 2017 DALIA Research, which compiled an extensive transportation survey worldwide, covering 52 countries, in 2017. Data for the average speed of modes of transport was taken from a published paper, which has taken data from the Mobility in Cities Database.

Scope 3, Category 9: Downstream Transportation and Distribution

Data collection: customers data for each store, including the distance from the store (in miles), customer type, and the number of days upon each customer entered the store. Emission factors were from DEFRA for the corresponding reporting year.

Calculations: emission factors mapped to the vehicle types present in the raw data. The categories 'private car/van' and 'Taxi – non-uber' were mapped to average car emission factors, whilst 'Rental car/van' and 'Removal company' were mapped to van emission factors. All stores where the vehicle type was unknown domestic customers had an average of the car and business customers had a van emission factor applied.

Where the vehicle Type was known, the total distance per customer was calculated by multiplying the number of visit days by the customer distance, and doubling this to account for two-way travel. These distances were aggregated by store and customer type. For stores where the number of customer trips and/or distance is not recorded, the average number of trips to the store, and the average trip distance from the stores was applied. The total distance was calculated by multiplying the trip distance by the number of trips, and a vehicle-specific or average DEFRA emissions factor (Inc. WTT) was applied to calculate the emissions. Business customers with journeys with a distance >100 miles are assumed to be businesses using head office addresses rather than local addresses, hence the actual journey would be shorter. To account for this, any journeys over 100 miles have had an average distance applied.

Scope 3, Category 12: End of Life Treatment of Sold Products

Data collection: Sales volumes and product weights of stock sold in store and online. Waste disposal emission factors from DEFRA and Ecolnvent for the relevant reporting year.

Calculations: Products were mapped to their product categories. The total sales number and the product weight were multiplied to calculate the total sales weight per product. Relevant waste disposal emission factors based on the material components of each product were then applied to calculate the emissions associated with the end-of-life treatment of each sold product.

C) Energy projects

Big Yellow has continued to make progress across its core energy optimisation programmes, which collectively support a more integrated and efficient approach to energy and emissions management. During the year, solar generation capacity increased to 9.6MW*, with installations completed across both new developments and existing stores. Alongside this expansion, the initial upgrade of earlier systems has begun, ensuring that installed capacity continues to operate efficiently over the long term.

The battery storage programme has also advanced beyond its pilot phase, with systems deployed at new stores and selected retrofit locations. This reflects a more mature and scalable delivery model, developed through several years of testing and refinement. The integration of battery storage with on-site generation is improving the utilisation of renewable energy and providing greater flexibility in managing demand.

Energy efficiency measures have been further scaled, with upgrades implemented across 24 stores* during the year. These interventions, primarily focused on lighting controls and system optimisation, have delivered energy savings of approximately 25% at upgraded sites. The programme has demonstrated strong financial returns and will support continued rollout across the estate. Together, these initiatives are reducing reliance on grid electricity, strengthening operational resilience and delivering measurable cost and carbon benefits.

The four new stores that were opened during the year (Queensbury, Staines, Slough Bath Road and Wembley) were fitted with a total of 481kWp solar installation and a total of 200kW battery storage.

Most recent ESOS assessment findings & resulting actions

We have completed our ESOS Phase 3 assessment and submitted a progress report to our Action Plan. The assessment reaffirmed that the most material energy reduction opportunities remain aligned with our ongoing investment in solar generation and energy efficiency programmes. Our independent ESOS assessor recommendations have remained similar to that of our Phase 2 assessor; we have continued to focus on increasing our Solar PV estate in line with our sustainability strategy.

During the year, we have installed solar systems at:

- Four newly build/acquired stores, with a total installed capacity of 481kWp
- Three stores were retrofitted with solar totalling a capacity of 978kWp

During the year, we have generated 6,506 MWh of solar energy (an increase of 34% from the previous year), thereby (a) reducing our energy demand from the grid by the kWh we are using on-site and (b) increasing the grid's renewable mix by exporting part of our energy as the size of our solar installations exceed our demand.

Capital structure

Details of the authorised and issued share capital, together with details of the movements in the Company's issued share capital during the year are shown in note 22. The Company has one class of ordinary shares which carry no right to fixed income. Each share carries the right to one vote at general meetings of the Company.

There are no specific restrictions on the size of a holding nor on the transfer of shares, which are both governed by the general provisions of the Articles of Association and prevailing legislation. The Directors are not aware of any agreements between holders of the Company's shares that may result in restrictions on the transfer of securities or on voting rights.

Details of employee share schemes are set out in note 23, and details of shares held by the Company's Employee Benefit Trust are set out in note 22.

No person has any special rights of control over the Company's share capital and all issued shares are fully paid.

With regard to the appointment and replacement of Directors, the Company is governed by its Articles of Association, the Corporate Governance Code, the Companies Acts and related legislation. The Articles themselves may be amended by special resolution of the shareholders. The powers of Directors are described in the Report on Corporate Governance on **page 84**.

There are a number of agreements that take effect, alter, or terminate upon a change of control of the Company such as commercial contracts, bank loan agreements, property lease arrangements and employee share plans. The Directors are not aware of any agreements between the Company and its Directors or employees that provide for compensation for loss of office or employment that occurs because of a takeover bid.

During the year the Company issued 103,875 shares to satisfy the exercise of share options (2025: 519,409).

Directors

The Directors of the Company who served throughout the year and to the date of approval of the financial statements (except as noted below) were as follows:

Jim Gibson	Chief Executive Officer
John Hunter	Chief Operating Officer (appointed to the Board on 17 July 2025)
Anna Keay	Non-Executive Director
Vince Niblett	Senior Independent Director
Michael O'Donnell	Non-Executive Director
Heather Savory	Non-Executive Director
Laela Pakpour Tabrizi	Non-Executive Director
John Trotman	Chief Financial Officer
Nicholas Vetch	Executive Chairman

The Company's policy is that all Directors who are seeking re-election will be put forward to a shareholder vote at each Annual General Meeting.

Biographical details of the Executive and Non-Executive Directors standing for re-election are set out on **pages 80 to 82**.

Directors' indemnities

The Company purchases liability insurance covering the Directors and officers of the Company and its subsidiaries, which remains in force at the date of these accounts.

Directors' Report continued

Political contributions

No political donations were made by the Company in either the current or preceding financial year.

Substantial shareholdings

The Company had been notified, in accordance with Chapter 5 of the Disclosure Guidance and Transparency rules, of the following voting rights as a shareholder of the Company at 31 March 2026 and 14 May 2026.

	No. of ordinary shares 31 March 2026	Percentage of voting rights and issued share capital 31 March 2026	No. of ordinary shares 14 May 2026	Percentage of voting rights and issued share capital 14 May 2026
Blackrock Inc	18,527,548	9.4%	18,556,282	9.4%
Resolution Capital	12,883,794	6.6%	12,006,831	6.1%
The Vanguard Group Inc	10,975,273	5.6%	10,914,618	5.6%
CPP Investment Board	7,370,532	3.7%	7,370,532	3.7%
First Eagle Investment Management LLC	6,109,406	3.1%	6,113,584	3.1%

The interest of the Directors in the share capital of the Company is shown on **page 112** of the Remuneration Report.

Purchase of own shares

The Company was granted authority at the AGM in 2025 to purchase its own shares up to a total aggregate value of 10% of the issued nominal capital. That authority expires at this year's AGM and a resolution will be proposed for its renewal. During the year the Company made no purchases of its own shares.

Suppliers and customers

Details on how the Group engages with Suppliers, Customers, and others in business relationships with the Company can be found on **pages 87 to 88**.

Employee consultation

The Group seeks to ensure employee commitment to its objectives in a number of ways. Strategic changes are communicated directly to all staff who are encouraged to address queries to the Executive Directors. The Directors' executive meetings are frequently held in stores and in addition Directors and senior management visit the stores on a regular basis. Furthermore, there are regular team briefings at store level to provide employees with information about the performance of and initiatives in their store. A wide range of information is also communicated across the Group's Intranet, including the e-publication of the Group's financial results and all press releases, and regular updates from each Department.

As discussed in the Corporate Governance Report, the Board has appointed a designated Non-Executive Director, Anna Keay, to act as the primary method of workforce engagement for Big Yellow in accordance with the Corporate Governance Code.

Employees are encouraged to participate in the Group's performance through Employee Share Schemes and performance related bonuses. 46% of eligible employees participate in the Group's Sharesave Scheme.

The Group's recruitment policy is committed to promote equality, judging neither by race, nationality, religion, age, gender, disability, sexual orientation, nor political opinion and to treat all stakeholders fairly.

Disabled employees

Applications for employment by disabled persons are always fully considered. In the event of members of staff becoming disabled every effort is made to ensure that their employment with the Group continues and that appropriate training is arranged. It is the policy of the Group that the training, career development and promotion of disabled persons should, as far as possible, be identical to that of other employees.

Human Rights

Big Yellow respects Human Rights and aims to provide assurance to internal and external stakeholders that we are committed to human rights and the principles of the Universal Declaration of Human Rights.

We are committed to creating and maintaining a positive and professional work environment that reflects and respects the basic rights of freedom to lead a dignified life, free from fear or want, and where stakeholders are free to express their independent beliefs. Our employment policies and practices reflect a culture where decisions are made solely on the basis of individual capability and potential in relation to the needs of the business.

Modern Slavery Act

The Group is committed to ensuring that there is no modern slavery or human trafficking in our supply chains or in any part of our business. Our Anti-slavery Policy reflects our commitment to acting ethically and with integrity in all our business relationships and to implementing and enforcing effective systems and controls to ensure slavery and human trafficking is not taking place anywhere in our supply chains. Our policy is published in full on our website.

Auditor

In accordance with Section 489 of the Companies Act 2006, a resolution for the re-appointment of KPMG LLP as auditor of the Company is to be proposed at the forthcoming Annual General Meeting.

Disclosure of information to auditor

The Directors who held office at the date of approval of this Directors' Report confirm that, so far as they are each aware, there is no relevant audit information of which the Company's auditor is unaware; and each Director has taken all the steps that he/ she ought to have taken as a Director to make himself/ herself aware of any relevant audit information and to establish that the Company's auditors is aware of that information.

This confirmation is given and should be interpreted in accordance with s418 of the Companies Act 2006.

Approved by the Board of Directors and signed on behalf of the Board.

Shauna Beavis

Company Secretary | 18 May 2026

Statement of Directors' Responsibilities in Respect of the Annual Report and the Financial Statements

The Directors are responsible for preparing the Annual Report and the Group and parent Company financial statements in accordance with applicable law and regulations.

Company law requires the Directors to prepare Group and parent Company financial statements for each financial year. Under that law they are required to prepare the Group financial statements in accordance with UK-adopted international accounting standards and applicable law and have elected to prepare the parent Company financial statements in accordance with UK accounting standards and applicable law, including FRS 101 Reduced Disclosure Framework.

Under company law the Directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Group and parent Company and of the Group's profit or loss for that period. In preparing each of the Group and parent Company financial statements, the Directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable, relevant, and reliable and, in respect of the parent Company financial statements only, prudent;
- for the Group financial statements, state whether they have been prepared in accordance with UK-adopted international accounting standards;
- for the parent Company financial statements, state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the parent Company financial statements;
- assess the Group and parent Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern; and
- use the going concern basis of accounting unless they either intend to liquidate the Group or the parent Company or to cease operations, or have no realistic alternative but to do so.

The Directors are responsible for keeping adequate accounting records that are sufficient to show and explain the parent Company's transactions and disclose with reasonable accuracy at any time the financial position of the parent Company and enable them to ensure that its financial statements comply with the Companies Act 2006. They are responsible for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error, and have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the Group and to prevent and detect fraud and other irregularities.

Under applicable law and regulations, the Directors are also responsible for preparing a Strategic Report, Directors' Report, Directors' Remuneration Report and Corporate Governance Statement that complies with that law and those regulations.

The Directors are responsible for the maintenance and integrity of the corporate and financial information included on the Company's website. Legislation in the UK governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

In accordance with Disclosure Guidance and Transparency Rule ("DTR") 4.1.16R, the financial statements will form part of the annual financial report prepared under DTR 4.1.17R and 4.1.18R. The auditor's report on these financial statements provides no assurance over whether the annual financial report has been prepared in accordance with those requirements.

Responsibility statement of the Directors in respect of the annual financial report

We confirm that to the best of our knowledge:

- the financial statements, prepared in accordance with the applicable set of accounting standards, give a true and fair view of the assets, liabilities, financial position and profit or loss of the Company and the undertakings included in the consolidation taken as a whole; and
- the strategic report includes a fair review of the development and performance of the business and the position of the issuer and the undertakings included in the consolidation taken as a whole, together with a description of the principal risks and uncertainties that they face.

We consider the annual report and accounts, taken as a whole, is fair, balanced and understandable and provides the information necessary for shareholders to assess the Group's position and performance, business model and strategy.

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

Jim Gibson
Chief Executive Officer

John Trotman
Chief Financial Officer

Independent Auditor's Report to the Members of Big Yellow Group PLC

1. Our opinion is unmodified

We have audited the financial statements of Big Yellow Group PLC ("the Company") for the year ended 31 March 2026 which comprise the Consolidated Statement of Comprehensive Income, Consolidated Balance Sheet, Consolidated Statement of Changes in Equity, Consolidated Cash Flow Statement, Company Balance Sheet, Company Statement of Changes in Equity, and the related notes, including the accounting policies in note 2 and 29.

In our opinion:

- the financial statements give a true and fair view of the state of the Group's and of the parent Company's affairs as at 31 March 2026 and of the Group's profit for the year then ended;
- the Group financial statements have been properly prepared in accordance with UK-adopted international accounting standards;
- the parent Company financial statements have been properly prepared in accordance with UK accounting standards, including FRS 101 Reduced Disclosure Framework; and
- the financial statements have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) "ISAs (UK)" and applicable law. Our responsibilities are described below. We believe that the audit evidence we have obtained is a sufficient and appropriate basis for our opinion. Our audit opinion is consistent with our report to the Audit Committee.

We were first appointed as auditor by the shareholders on 20 July 2017. The period of total uninterrupted engagement is for the nine financial years ended 31 March 2026. We have fulfilled our ethical responsibilities under, and we remain independent of the Group in accordance with, UK ethical requirements including the FRC Ethical Standard as applied to listed public interest entities. No non-audit services prohibited by that standard were provided.

Overview

Materiality:	
Group financial statements as a whole	£23.4m (2025: £22.4m) 0.74% (2025: 0.74%) of total assets
Key audit matters	
vs 2025	
Recurring risks	Valuation of Investment Property, including Investment Property Under Construction
	◀ ▶
	Recoverability of amounts owed by Group undertakings (Parent Company only)
	◀ ▶

2. Key audit matters: our assessment of risks of material misstatement

Key audit matters are those matters that, in our professional judgement, were of most significance in the audit of the financial statements and include the most significant assessed risks of material misstatement (whether or not due to fraud) identified by us, including those which had the greatest effect on: the overall audit strategy; the allocation of resources in the audit; and directing the efforts of the engagement team. We summarize below the key audit matters (unchanged from 2025), in decreasing order of audit significance, in arriving at our audit opinion above, together with our key audit procedures to address those matters and, as required for public interest entities, our results from those procedures. These matters were addressed, and our results are based on procedures undertaken, in the context of, and solely for the purpose of, our audit of the financial statements as a whole, and in forming our opinion thereon, and consequently are incidental to that opinion, and we do not provide a separate opinion on these matters.

	The risk	Our response
Valuation of Investment Property, including Investment Property under Construction Investment Property £2,944.5 million; (2025: £2,807.5m) Investment Property Under Construction £166.7 million; (2025: £185.2m) <i>Refer to page 120 (Audit Committee Report), page 145 (accounting policy) and pages 158 to 160 (financial disclosures).</i>	Subjective valuation: Investment property valuation is subjective and inherently judgemental in nature and therefore results in a risk of error. Investment property values are calculated using actual and subjective assumptions inputs such as store occupancy, future growth in net rent, discount rates and exit capitalisation rates for investment property and in addition, capital expenditure forecasts for investment property under construction. The Group engages an external valuer to apply professional judgment concerning market conditions and factors impacting individual properties. The investment market for prime self storage is subject to inherent uncertainty due to the low volume of comparable transactions. The effect of these matters is that, as part of our risk assessment, we determined that the value of investment properties including investment property under construction has a high degree of estimation uncertainty, with a potential range of reasonable outcomes greater than our materiality for the financial statements as a whole, and possibly many times that amount. Disclosure quality: The financial statements (note 15) disclose the sensitivity estimated by the Group. The Directors' assessment of the extent of the disclosure is based on an evaluation of the inherent risks to the valuation. The risk for our audit is whether or not those disclosures adequately address the uncertainties within the valuation.	Our procedures included: • Assessment of accounting policy application: We assessed whether the valuation, presentation and disclosure of Investment Properties and Investment Property under Construction is in accordance with the Group accounting policy and applicable accounting standards. • Assessment of valuer's credentials: With the assistance of our valuation specialist we assessed the external valuer's qualifications and expertise and read its terms of engagement with the Group to determine whether there were any matters that might have affected their independence and objectivity or may have imposed scope limitations upon their work. • Methodology choice: With the assistance of our valuation specialist we read the external valuation report which covers 100% of the investment properties (including those under construction) and assessed whether the valuation approach was in accordance with the Royal Institution of Chartered Surveyors (RICS) standards and suitable for use in determining the value for the purpose of the financial statements. • Personnel interview: We met with the external valuer, the Group's senior Management and the Audit Committee chair with our own internal valuation specialist to discuss the valuation process, key assumption inputs such as occupancy, future growth in net rent, exit capitalisation rates for investment property, capital expenditure forecasts for investment property under construction and discount rates, and the rationale behind significant or unusual valuation movements during the year. • Our sector experience: With the assistance of our valuation specialist, we used our knowledge of the entity, our experience of the real estate industry and observed industry norms when assessing the key assumptions and the significant or unusual valuation movements and, for investment property under construction, we considered the judgement made by the and external valuers for planning risk for non-consented sites. • Data provided to the valuer: We tested the accuracy of information used to generate key inputs to the valuation such as current lettable area, store occupancy and net rental income by testing a sample of rooms rented back to contract and cash receipts. • Independent re-calculation: Using our own internally produced model and the external valuer and Directors' inputs we assessed the accuracy of the valuation as produced by the external valuer. • Tests of detail: For investment property under construction, we agreed a sample of costs incurred to date to third party supporting information. For cost to complete we compared forecasts, supplied to the valuer, to third party estimates and where appropriate third-party contracts. We also obtained evidence that planning permission had been granted for those development sites for which this was applicable. In addition, for a sample of properties under construction our valuation specialist assessed the assumptions inputs and their application in line with the valuation methodology. • Assessed valuation changes: We critically assessed the changes between the draft external valuation report subject to Director review, and the final external valuation report including tie through to the financial statements, to ensure changes were appropriately substantiated. • Assessed transparency: We assessed whether the Group's disclosure about the sensitivity of the valuation of investment properties to changes in key assumptions adequately reflect the related risks. We performed the detailed tests above rather than seeking to rely on any of the Group's controls because our knowledge of the design of these controls indicated that we would not be able to obtain the required evidence to support reliance on controls. Our results • We found the valuation of investment properties, and investment properties under construction and the disclosure of the associated level of uncertainty to be acceptable (2025: acceptable).

Independent Auditor's Report continued

	The risk	Our response
Recoverability of amounts owed by Group undertakings (Parent Company only) £859.4 million; (2025: £697.2m) <i>Refer to pages 145 to 147 (accounting policy) and page 180 (financial disclosures).</i>	Low risk, high value: The carrying amount of amounts owed by Group undertakings represents 95% (2025: 94%) of the Company's total assets at 31 March 2026. Their recoverability is not at a high risk of material misstatement or subject to significant judgement. However, due to their materiality in the context of the parent Company financial statements, this is considered to be the area that had the greatest effect on our overall parent Company audit.	We performed the tests below rather than seeking to rely on any of the parent Company's controls because the nature of the balance is such that we would expect to obtain audit evidence primarily through the detailed procedures described. Our procedures included: • Tests of detail: We assessed 100% of amounts owed by Group undertakings to identify, with reference to the relevant debtors' balance sheet, whether they have a positive net asset value and therefore coverage of the debt owed, as well as assessing whether those debtors' companies have historically been profit making. Our results • We found the conclusion that that there is no impairment of the amounts owed by Group undertakings balance to be acceptable (2025: acceptable)

3. Our application of materiality and an overview of the scope of our audit

Materiality for the Group financial statements as a whole was set at £23.4 million (2025: £22.4 million), determined with reference to a benchmark of total assets of which it represents 0.74% (2025: 0.74%).

Materiality for the parent Company financial statements as a whole was set at £7.6 million (2025: £7.9 million), determined with reference to a benchmark of Company total assets, of which it represents 0.84% (2025: 1%).

In line with our audit methodology, our procedures on individual account balances and disclosures were performed to a lower threshold, performance materiality, so as to reduce to an acceptable level the risk that individually immaterial misstatements in individual account balances add up to a material amount across the financial statements as a whole.

Performance materiality was set at 75% (2025: 75%) of materiality for the financial statements as a whole, which equates to £17.5 million (2025: £16.8 million) for the Group and £5.7 million (2025: £5.92 million) for the parent Company. We applied this percentage in our determination of performance materiality because we did not identify any factors indicating an elevated level of risk.

We agreed to report to the Audit Committee any corrected or uncorrected identified misstatements exceeding £1.2 million (2025: £1.1 million) and in addition to other identified misstatements that warranted reporting on qualitative grounds.

In addition, we applied a materiality of £5.3 million to Revenue, Cost of sales, Cash and cash equivalents, and Deferred income (part of account caption accruals and deferred income) (2025: £4.9 million to Revenue, Cost of sales, Admin Expenses, Finance costs, Trade receivables, Cash and cash equivalents, Deferred income (part of account caption accruals and deferred income), trade payables and other payables) for which we believe misstatement of a lesser amount than materiality for the financial statements as a whole could be reasonably expected to influence the Company's members' assessment of the financial performance of the Group. In relation to these balances, we applied performance materiality of £3.9 million (2025: £3.7 million) and we agreed to report to the Audit Committee any corrected or uncorrected identified misstatements exceeding £260k (2025: £245k), in addition to other identified misstatements that warranted reporting on qualitative grounds.

Impact of controls on our audit

We identified the finance system and the billing system to be the main IT systems relevant to our audit. We didn't plan to rely on general IT controls having considered the efficiency and effectiveness of approaches to gaining the appropriate audit evidence in the context of the nature of the organisation and balances, and considering control deficiencies identified.

We tested operating effectiveness and placed reliance on manual controls in some areas of the audit such as cash. However, as we did not rely on IT controls we performed substantive procedures over journals and revenue. A direct testing approach was taken to assessing the completeness and reliability of system information used in those manual controls and where we performed substantive procedures that utilised data from the IT systems. In the other areas of the audit a fully substantive approach was performed.

Overview of the scope of our audit

The Group team performed the audit of the Group as a single component. The audit was performed using the materiality and performance materiality levels set out above.

4. The impact of climate change on our audit

In planning our audit, we have considered the potential impact of risks arising from Group's business and its financial statements. Further information is provided in the Group's strategic report (pages 52 to 62), the Environmental, Social and Governance report (pages 64 to 74) and the corporate governance report (pages 83 to 89) which have been incorporated into the 2026 Annual Report.

Climate change risks and opportunities have had a limited impact on the Group.

As part of our audit we performed a risk assessment of the impact of climate change risk on the Group's Financial statements and our audit approach. This included making enquiries to understand management's assessment of the potential impact of climate change risk on the Group's financial statements including their risk assessment process.

We also read the climate related information in the front half of the Annual Report and considered consistency with the financial statements and our audit knowledge.

On the basis of our risk assessment, we concluded that the risk of climate change to the financial statements was not significant when we considered the nature of the assets and relevant contractual terms. As a result, there was no material impact from this on our key audit matters.

Independent Auditor's Report continued

5. Going concern

The Directors have prepared the financial statements on the going concern basis as they do not intend to liquidate the Group or the Company or to cease their operations, and as they have concluded that the Group's and the Company's financial position means that this is realistic. They have also concluded that there are no material uncertainties that could have cast significant doubt over their ability to continue as a going concern for at least 18 months from the date of approval of the financial statements ("the going concern period").

We used our knowledge of the Group, its industry, and the general economic environment to identify the inherent risks to its business model and analysed how those risks might affect the Group's and Company's financial resources or ability to continue operations over the going concern period. The risk that we considered most likely to adversely affect the Group's and Company's available financial resources and metrics relevant to debt covenants over this period were:

- The impact of macro-economic trends on customer activity, particularly customer occupancy rates.

We considered whether this risk could plausibly affect the liquidity and covenant compliance in the going concern period by assessing the Directors' sensitivities over the level of available financial resources and covenant thresholds indicated by the Group's financial forecasts taking account of severe, but plausible adverse effects that could arise from this risk individually and collectively.

Our procedures also included:

- Critically assessing assumptions in base case and downside scenarios relevant to covenant metrics, in particular in relation to customer performance (namely occupancy rates and net rent levels) by comparing to historical trends in severe economic situations and overlaying knowledge of the entity's trading performance to date, historical accuracy in budgeting and our knowledge of the entity and the sector in which it operates.
- We inspected confirmations from the lender on the level of committed financing, the associated covenant requirements and restrictions on the use of funds.
- We considered whether the going concern disclosure in note 2 to the financial statements gives a full and accurate description of the Directors' assessment of going concern, including the identified risks, dependencies, and related sensitivities.

Our conclusions based on this work:

- we consider that the Directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate;
- we have not identified, and concur with the Directors' assessment that there is not, a material uncertainty related to events or conditions that, individually or collectively, may cast significant doubt on the Group or Company's ability to continue as a going concern for the going concern period;
- we have nothing material to add or draw attention to in relation to the Directors' statement in note 2 to the financial statements on the use of the going concern basis of accounting with no material uncertainties that may cast significant doubt over the Group and Company's use of that basis for the going concern period, and we found the going concern disclosure in note 2 to be acceptable; and
- the related statement under the UK Listing Rules set out on **page 51** is materially consistent with the financial statements and our audit knowledge.

However, as we cannot predict all future events or conditions and as subsequent events may result in outcomes that are inconsistent with judgements that were reasonable at the time they were made, the above conclusions are not a guarantee that the Group or the Company will continue in operation.

6. Fraud and breaches of laws and regulations – ability to detect

Identifying and responding to risks of material misstatement due to fraud

To identify risks of material misstatement due to fraud (“fraud risks”) we assessed events or conditions that could indicate an incentive or pressure to commit fraud or provide an opportunity to commit fraud. Our risk assessment procedures included:

- Enquiring of Directors, the Audit Committee, and the store compliance function and inspection of policy documentation as to the Group’s high-level policies and procedures to prevent and detect fraud, including the Group’s channel for “whistleblowing”, as well as whether they have knowledge of any actual, suspected or alleged fraud.
- Inspecting Board and Audit Committee minutes.
- Considering remuneration incentive schemes and performance targets for Directors and management including the adjusted EPS target, LTIP scheme (long term incentive plan), SAYE scheme (employee share save scheme) and deferred bonus plan
- Using analytical procedures to identify any unusual or unexpected relationships.
- Involvement of forensic: Our forensic professionals assisted us in identifying key fraud risks. This included attending the Risk Assessment and Planning Discussion and holding a discussion with the engagement partner, engagement manager and engagement team.

We communicated identified fraud risks throughout the audit team and remained alert to any indications of fraud throughout the audit.

As required by auditing standards, we perform procedures to address the risk of management override of controls, in particular the risk that Group management may be in a position to make inappropriate accounting entries and the risk of bias in accounting estimates and judgements such as the valuation of investment property and investment property under construction. On this audit we do not believe there is a fraud risk related to revenue recognition because there are limited judgemental aspects to the Group’s low value, high volume revenue streams. We did not identify any additional fraud risks.

We performed procedures including:

- Identified journal entries to test based on risk criteria and compared the identified entries to supporting documentation. These included journal entries with unusual characteristics compared to the total journal population, entries with narratives that contain key words, and entries made by users who do not typically post journals.
- Assessed whether the judgements made in making accounting estimates are indicative of a potential bias including assessing fair value of investment property and investment property under construction for bias.

Identifying and responding to risks of material misstatement due to non-compliance with laws and regulations

We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our general commercial and sector experience and through discussion with the Directors and other management (as required by auditing standards) and discussed with the Directors and other management the policies and procedures regarding compliance with laws and regulations.

As the Group is regulated, our assessment of the risks involved gaining an understanding of the control environment including the entity’s procedures for complying with regulatory requirements.

We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance throughout the audit.

The potential effect of these laws and regulations on the financial statements varies considerably.

Firstly, the Group is subject to laws and regulations that directly affect the financial statements including financial reporting legislation (including related companies legislation), distributable profits legislation, Real Estate Investment Trust (REIT) legislation and taxation legislation, and we assessed the extent of compliance with these laws and regulations as part of our procedures on the related financial statement items.

Secondly, the Group is subject to many other laws and regulations where the consequences of non-compliance could have a material effect on amounts or disclosures in the financial statements, for instance through the imposition of fines or litigation. We identified the following areas as those most likely to have such an effect: health and safety, anti-bribery, employment law, data protection laws, building safety legislation and certain aspects of company legislation recognising the financial and regulated nature of the Company’s activities and its legal form. Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Directors and inspection of regulatory and legal correspondence, if any.

Therefore, if a breach of operational regulations is not disclosed to us or evident from relevant correspondence, an audit will not detect that breach.

Independent Auditor's Report continued

Context of the ability of the audit to detect fraud or breaches of law or regulation

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it.

In addition, as with any audit, there remained a higher risk of non-detection of fraud, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. Our audit procedures are designed to detect material misstatement. We are not responsible for preventing non-compliance or fraud and cannot be expected to detect non-compliance with all laws and regulations.

7. We have nothing to report on the other information in the Annual Report

The Directors are responsible for the other information presented in the Annual Report together with the financial statements. Our opinion on the financial statements does not cover the other information and, accordingly, we do not express an audit opinion or, except as explicitly stated below, any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether, based on our financial statements audit work, the information therein is materially misstated or inconsistent with the financial statements or our audit knowledge. Based solely on that work we have not identified material misstatements in the other information.

Strategic report and Directors' report

Based solely on our work on the other information:

- we have not identified material misstatements in the strategic report and the Directors' report;
- in our opinion the information given in those reports for the financial year is consistent with the financial statements; and
- in our opinion those reports have been prepared in accordance with the Companies Act 2006.

Directors' remuneration report

In our opinion the part of the Directors' Remuneration Report to be audited has been properly prepared in accordance with the Companies Act 2006.

Disclosures of emerging and principal risks and longer-term viability

We are required to perform procedures to identify whether there is a material inconsistency between the Directors' disclosures in respect of emerging and principal risks and the viability statement, and the financial statements and our audit knowledge.

Based on those procedures, we have nothing material to add or draw attention to in relation to:

- the Directors' confirmation within the Viability Statement on **page 51** that they 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 and liquidity;
- The principal risks and uncertainties disclosures describing these risks and how emerging risks are identified, and explaining how they are being managed and mitigated; and
- the Directors' explanation in the Viability Statement of how they have assessed the prospects of the Group, over what period they have done so and why they considered that period to be appropriate, and their statement as to whether they have a reasonable expectation that the Group will be able to continue in operation and meet its liabilities as they fall due over the period of their assessment, including any related disclosures drawing attention to any necessary qualifications or assumptions.

We are also required to review the Viability Statement, set out on **page 51** under the UK Listing Rules. Based on the above procedures, we have concluded that the above disclosures are materially consistent with the financial statements and our audit knowledge.

Our work is limited to assessing these matters in the context of only the knowledge acquired during our financial statements audit. As we cannot predict all future events or conditions and as subsequent events may result in outcomes that are inconsistent with judgements that were reasonable at the time they were made, the absence of anything to report on these statements is not a guarantee as to the Group's and parent Company's longer-term viability.

Corporate governance disclosures

We are required to perform procedures to identify whether there is a material inconsistency between the Directors' corporate governance disclosures and the financial statements and our audit knowledge.

Based on those procedures, we have concluded that each of the following is materially consistent with the financial statements and our audit knowledge:

- the Directors' statement that they consider that the annual report and financial statements taken as a whole is fair, balanced and understandable, and provides the information necessary for shareholders to assess the Group's position and performance, business model and strategy;
- the section of the annual report describing the work of the Audit Committee, including the significant issues that the audit committee considered in relation to the financial statements, and how these issues were addressed; and
- the section of the annual report that describes the review of the effectiveness of the Group's risk management and internal control systems.

We are required to review the part of the Corporate Governance Statement relating to the Group's compliance with the provisions of the UK Corporate Governance Code specified by the UK Listing Rules for our review.

We have nothing to report in this respect

8. We have nothing to report on the other matters on which we are required to report by exception.

Under the Companies Act 2006, we are required to report to you if, in our opinion:

- adequate accounting records have not been kept by the parent Company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent Company financial statements and the part of the Directors' Remuneration Report to be audited are not in agreement with the accounting records and returns; or
- certain disclosures of Directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

We have nothing to report in these respects.

9. Respective responsibilities

Directors' responsibilities

As explained more fully in their statement set out on **page 127**, the Directors are responsible for: the preparation of the financial statements including being satisfied that they give a true and fair view; such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error; assessing the Group and parent Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern; and using the going concern basis of accounting unless they either intend to liquidate the Group or the parent Company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue our opinion in an auditor's report. Reasonable assurance is a high level of assurance, but does not guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

A fuller description of our responsibilities is provided on the FRC's website at www.frc.org.uk/auditorsresponsibilities.

The Company is required to include these financial statements in an annual financial report prepared under Disclosure Guidance and Transparency Rule 4.1.17R and 4.1.18R. This auditor's report provides no assurance over whether the annual financial report has been prepared in accordance with those requirements.

10. The purpose of our audit work and to whom we owe our responsibilities

This report is made solely to the Company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the Company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Company and the Company's members, as a body, for our audit work, for this report, or for the opinions we have formed.

Anna Jones (Senior Statutory Auditor)
for and on behalf of KPMG LLP, Statutory Auditor

Chartered Accountants
2 Forbury Place
33 Forbury Road Reading
RG1 3AD

18 May 2026

Consolidated Statement of Comprehensive Income

Year ended 31 March 2026

	Note	2026 £000	2025 £000
Revenue	3	209,084	204,495
Cost of sales		(63,526)	(62,126)
Gross profit		145,558	142,369
Administrative expenses		(15,044)	(15,763)
Operating profit before fair value changes on property assets		130,514	126,606
Gain on the revaluation of investment properties	14a,15	7,574	79,667
Gain on disposal of non-current asset	14a	–	8,754
Operating profit		138,088	215,027
Other income	3	196	4,047
Share of profit of joint venture	13d	139	–
Investment income – interest receivable	7	179	161
– fair value movement on derivatives	7	1,164	547
Finance costs – interest payable	8	(13,554)	(15,928)
Profit before taxation		126,212	203,854
Taxation	9	(1,299)	(1,963)
Profit for the year (attributable to equity shareholders)	5	124,913	201,891
Total comprehensive income for the year (attributable to equity shareholders)		124,913	201,891
Basic earnings per share	12	63.8p	103.2p
Diluted earnings per share	12	63.4p	102.8p

Adjusted earnings per share are shown in Note 12.

All items in the statement of comprehensive income relate to continuing operations.

The accompanying notes on **pages 140 to 174** form part of the financial statements.

Consolidated Balance Sheet

31 March 2026

	Note	2026 £000	2025 £000
Non-current assets			
Investment property	14a	2,944,495	2,807,535
Investment property under construction	14a	166,650	185,225
Right-of-use assets	14a	18,126	15,651
Plant, equipment, and owner-occupied property	14b	3,919	3,813
Intangible assets	14c	1,433	1,433
Investment in joint venture	14d	1,737	–
Investment	14d	–	588
		3,136,360	3,014,245
Current assets			
Inventories		377	437
Trade and other receivables	16	8,208	5,822
Cash and cash equivalents		9,224	8,765
		17,809	15,024
Total assets		3,154,169	3,029,269
Current liabilities			
Trade and other payables	17	(52,820)	(52,109)
Borrowings	19	(3,658)	(3,483)
Obligations under lease liabilities	21	(1,635)	(1,857)
		(58,113)	(57,449)
Non-current liabilities			
Borrowings	19	(478,557)	(389,769)
Obligations under lease liabilities	21	(18,174)	(15,222)
Derivative financial instruments	18c	(119)	(1,283)
		(496,850)	(406,274)
Total liabilities		(554,963)	(463,723)
Net assets		2,599,206	2,565,546
Equity			
Share capital	22	19,682	19,671
Share premium account		398,509	398,444
Reserves		2,181,015	2,147,431
Equity shareholders' funds		2,599,206	2,565,546

The financial statements were approved by the Board of Directors and authorised for issue on 18 May 2026. They were signed on its behalf by

Jim Gibson **John Trotman**
Director Director

Company Registration No. 03625199

The accompanying notes on **pages 140 to 174** form part of the financial statements.

Consolidated Statement of Changes in Equity

Year ended 31 March 2026

	Share capital £000	Share premium account £000	Other non-distributable reserve £000	Capital redemption reserve £000	Retained earnings £000	Own shares £000	Total £000
At 1 April 2025	19,671	398,444	74,950	1,795	2,071,485	(799)	2,565,546
Total comprehensive income for the year	–	–	–	–	124,913	–	124,913
Issue of share capital	11	65	–	–	–	–	76
Dividend	–	–	–	–	(93,223)	–	(93,223)
Use of own shares to satisfy share options	–	–	–	–	(19)	19	–
Credit to equity for equity-settled share-based payments	–	–	–	–	1,894	–	1,894
At 31 March 2026	19,682	398,509	74,950	1,795	2,105,050	(780)	2,599,206

The other non-distributable reserve arose in the year ended 31 March 2015 following the placing of 14.35 million ordinary shares.

The issue of share capital is net of expenses.

Year ended 31 March 2025

	Share capital £000	Share premium account £000	Other non-distributable reserve £000	Capital redemption reserve £000	Retained earnings £000	Own shares £000	Total £000
At 1 April 2024	19,620	397,686	74,950	1,795	1,955,316	(997)	2,448,370
Total comprehensive income for the year	–	–	–	–	201,891	–	201,891
Issue of share capital	51	758	–	–	–	–	809
Dividend	–	–	–	–	(88,379)	–	(88,379)
Use of own shares to satisfy share options	–	–	–	–	(198)	198	–
Credit to equity for equity-settled share-based payments	–	–	–	–	2,855	–	2,855
At 31 March 2025	19,671	398,444	74,950	1,795	2,071,485	(799)	2,565,546

The accompanying notes on **pages 140 to 174** form part of the financial statements.

Consolidated Cash Flow Statement

Year ended 31 March 2026

	Note	2026 £000	2025 £000
Cash generated from operations	26	132,210	134,623
Bank interest paid		(22,126)	(21,657)
Interest on obligations under lease liabilities		(747)	(557)
Interest received		141	142
Other operating income received		196	4,047
Tax paid		(788)	(2,024)
Cash flows from operating activities		108,886	114,574
Investing activities			
Purchase of non-current assets		(100,840)	(58,258)
Investment in joint venture		(1,010)	–
Disposal of non-current asset		–	30,591
Cash flows from investing activities		(101,850)	(27,667)
Financing activities			
Issue of share capital		76	809
Payment of lease liabilities		(1,307)	(1,816)
Equity dividends paid		(93,243)	(88,542)
Loan arrangement fees paid		(620)	(632)
Increase in borrowings	26b	88,517	2,683
Cash flows used in financing activities		(6,577)	(87,498)
Net increase/(decrease) in cash and cash equivalents		459	(591)
Opening cash and cash equivalents		8,765	9,356
Closing cash and cash equivalents		9,224	8,765

The accompanying notes on pages 140 to 174 form part of the financial statements.

Notes to the Financial Statements

Year ended 31 March 2026

1. General information

Big Yellow Group PLC is a Company incorporated in the United Kingdom under the Companies Act 2006, with registration number 03625199, and limited by shares. The address of the registered office is 2 The Deans, Bridge Road, Bagshot, Surrey, GU19 5AT. The nature of the Group's operations and its principal activities are set out in note 4 and in the Strategic Report on **pages 18 to 51**.

2. Significant accounting policies

Basis of preparation of financial statements

The Group financial statements have been prepared in accordance with UK-adopted international accounting standards.

The Group financial statements consolidate those of the Company and its subsidiaries (together referred to as the "Group"). The accounting policies adopted are consistent with those of the previous financial year, except as noted below.

The financial statements are presented in Sterling, being the currency of the primary economic environment in which the Group operates. Unless otherwise stated, figures are rounded to the nearest thousand.

New accounting standards

The Group has adopted amendments to IFRS 9 in the current year, specifically Derecognition of Financial Assets settled with cash via electronic payment system. These amendments clarified that a receivable should be derecognised on the date that the contractual right to receive cash flows from the receivable expires.

Adopting the amendments resulted in a change in the accounting policy for the derecognition of financial assets settled with cash via electronic payment systems. The Group's accounting policy for the derecognition of financial assets applies equally to trade receivables settled with cash using an electronic payment system. An outstanding receivable which will be settled with cash via an electronic payment system does not qualify as a cash equivalent while the cash transits through the system because treating it as such would have a similar effect as derecognising the receivable before the cash is received. Such receivables are derecognised only on completion of the settlement.

As a result of the change the Group derecognises trade receivables and recognises cash later. The amendments apply retrospectively; however, the Group was not required to restate prior periods to reflect their application under the transitional provisions. In addition, the change in accounting policy did not have a material effect on the Group's consolidated financial statements for the periods presented. The impact on the current year financial statements was to increase trade receivables by £1.2 million, reduce cash by £4.3 million, and reduce deferred income by £3.1 million. If the adjustment had been posted in the prior year, the impact would have been to increase trade receivables by £0.8 million, reduce cash by £1.9 million, and reduce deferred income by £1.1 million.

The Group has also adopted Amendments to IAS 21 – The Effects of Changes in Foreign Exchange Rates. There was no impact on the financial statements of adopting this standard.

With the exception of IFRS 18 – Presentation and Disclosure in Financial Statements, new accounting standards, amendments to standards and IFRIC interpretations which have been published but are not yet effective, were either not relevant or are not expected to have a material impact on the Group's results or net assets. IFRS 18 introduces new requirements for the presentation and disclosure of information in financial statements, pending UK endorsement. The standard will influence how information is reported, particularly in the income statement, and may also affect the level of detail disclosed in the notes to the financial statements. The Group is currently evaluating the impact of the standard which applies for accounting periods beginning on, or after, 1 January 2027 and will apply to comparative information.

2. Significant accounting policies continued

Basis of accounting

The financial statements have been prepared on the historical cost basis, except for the revaluation of investment properties and derivative financial instruments. Historical cost is generally based on the fair value of the consideration given in exchange for the assets. The principal accounting policies adopted, which have been applied consistently to the results, other gains and losses, assets, liabilities, and cash flows of entities included in the consolidated financial statements in the current and preceding year, are set out below:

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.

Basis of consolidation

The consolidated financial statements incorporate the financial statements of the Company and entities controlled by the Company made up to 31 March each year. Control is achieved where the Company has the power to direct the relevant activities of an investee entity so as to obtain benefits from its activities.

The Group consolidates the financial results and balance sheets of Big Yellow Group PLC and all of its subsidiaries at the year-end using acquisition accounting principles. All intra-group transactions, balances, income, and expenses are eliminated on consolidation. Where necessary, adjustments are made to the financial statements of subsidiaries to bring the accounting policies used into line with those used by the Group. The results of subsidiaries acquired or disposed of during the year are included in the statement of comprehensive income from the effective date of acquisition or up to the effective date of disposal, as appropriate.

The acquisition of subsidiaries is accounted for using the acquisition method. The cost of the acquisition is measured at the aggregate of the fair values, at the date of exchange, of assets given, liabilities incurred or assumed, and equity instruments issued by the Group in exchange for control of the acquiree. Any costs directly attributable to the business combination are recognised in the statement of comprehensive income. The acquiree's identifiable assets, liabilities and contingent liabilities that meet the conditions for recognition under IFRS 3 are recognised at their fair value at the acquisition date, except for non-current assets (or disposal groups) that are classified as held for sale in accordance with IFRS 5 Non-Current Assets Held for Sale and Discontinued Operations, which are recognised and measured at the lower of their carrying amount and fair value less costs to sell (excluding investment property which is measured at fair value).

Notes to the Financial Statements

Year ended 31 March 2026

2. Significant accounting policies continued

Intangible assets

Intangible assets acquired in a business combination and recognised separately from goodwill are initially recognised at their fair value at their acquisition date (which is typically regarded as their cost). Subsequent to their initial recognition, intangible assets with indefinite useful lives are carried at cost less accumulated impairment losses. Intangible assets with finite useful lives that are acquired separately are carried at cost less accumulated amortisation and accumulated impairment losses. Amortisation is recognised on a straight line basis over their estimated useful lives. The estimated useful life and amortisation method are reviewed at the end of each reporting period with the effect of any changes in estimate being accounted for on a prospective basis.

Investment in joint venture

A joint venture is an entity over which the Group is in a position to exercise joint control, but not full control, through participation in the financial and operating policy decisions of the investee.

The results and assets and liabilities of joint ventures are incorporated in these financial statements using the equity method of accounting except when classified as held for sale. Investments in joint ventures are carried in the balance sheet at cost as adjusted by post-acquisition changes in the Group's share of the net assets of the associate, less any impairment in the value of individual investments. Losses of a joint venture in excess of the Group's interest in that joint venture (which includes any long-term interests that, in substance, form part of the Group's net investment in the joint venture) are recognised only to the extent that the Group has incurred legal or constructive obligations or made payments on behalf of the joint venture. Where necessary, adjustments are made to the financial statements of joint ventures to bring the accounting policies used into line with those used by the Group. Where a Group Company transacts with a joint venture of the Group, profits and losses are eliminated to the extent of the Group's interest in the relevant joint venture. Losses may provide evidence of an impairment of the asset transferred in which case appropriate provision is made for impairment.

Revenue recognition

Revenue represents amounts derived from the provision of services which fall within the Group's ordinary activities after deduction of trade discounts and any applicable value added tax. Self storage income is recognised over the period for which the storage room is occupied by the customer on a straight-line basis. Any future revenue is recognised as deferred income at the balance sheet date. The opening offer discount of 50% off for up to 8 weeks is spread evenly over the term of the discount period.

Other storage related income comprises:

- packing material sales are recognised at the point of sale, as there is no further ongoing performance obligation beyond the point of sale; and
- enhanced liability service income which is recognised on a straight-line basis over the period a customer occupies their room. The Group recognises ELS income as a principal, as the ELS contract is between the Group and the customer.

Under the Group's ELS policy, routine customer claims (with an individual customer limit of £75,000) under the policy are settled by the Group directly, but in the event of a major loss, the Group has third party insurance in place which will pay the aggregate customer claims to the extent that they exceed £250,000.

The Group recognises non-storage income, which is principally rental income from tenants of properties awaiting development, on a straight-line basis over the period in which it is earned.

Borrowings

Interest-bearing loans and overdrafts are initially measured at fair value, net of direct issue costs. Premiums payable on settlement or redemption and direct issue costs are accounted for on an accruals basis in the statement of comprehensive income using the effective interest rate method and are added to the carrying value amount of the instrument to the extent that they are not settled in the period in which they arise. Borrowings are subsequently held at amortised cost.

2. Significant accounting policies continued

Finance costs and income

All borrowing costs are recognised in the statement of comprehensive income in the period in which they are incurred, unless the costs are incurred as part of the development of a qualifying asset, when they will be capitalised. Commencement of capitalisation is the date when the Group incurs expenditure for the qualifying asset, incurs borrowing costs and undertakes activities that are necessary to prepare the assets for their intended use when it is probable that they will result in future economic benefits to the entity and the costs can be measured reliably. In the case of suspension of activities during extended periods, the Group suspends capitalisation. The Group ceases capitalisation of borrowing costs when substantially all of the activities necessary to prepare the asset for use are complete, typically when a store opens.

Interest income is accrued on a time basis, by reference to the principal outstanding and the effective interest rate applicable, which is the rate that exactly discounts estimated future cash receipts through the expected life of the financial asset to that asset's net carrying amount.

The Group classifies finance costs and income as operating cash flow in the cash flow statement.

Debt modification

A change in debt carried at amortised cost that is considered substantial is accounted for as an extinguishment, which means that the original debt is derecognised, with any gain or loss recorded in the statement of comprehensive income, and a new financial liability recorded based on the new terms. If the change is not considered to be substantial (substantial is defined as a change in the net present value of the cash flows of more than 10%), the original debt remains on the books and any modification gain or loss arising will be recognised in the statement of comprehensive income.

Operating profit

Operating profit is stated after gains and losses on surplus land, movements on the revaluation of investment properties and before the share of results of associates, investment income and finance costs.

Taxation

The Group is a REIT and as a result does not pay UK corporation tax on the profits and gains from its qualifying rental business in the UK provided that it meets certain conditions. Non-qualifying profits and gains of the Group are subject to corporation tax as normal. The tax expense represents the sum of the tax currently payable and deferred tax.

The tax currently payable is based on taxable profit for the year. Taxable profit differs from the net profit as reported in the statement of comprehensive income because it excludes items of income or expense that are taxable or deductible in other years and it further excludes items that are never taxable or deductible. The Group's liability for current tax is calculated using tax rates that have been enacted or substantively enacted by the balance sheet date.

Deferred tax is the tax expected to be payable or recoverable on differences between the carrying amounts of assets and liabilities in the financial statements and the corresponding tax bases used in the computation of taxable profit and is accounted for using the balance sheet liability method. Deferred tax liabilities are generally recognised for taxable temporary differences and deferred tax assets are recognised to the extent that it is probable that taxable profits will be available against which deductible temporary differences can be utilised. Such assets and liabilities are not recognised if the temporary differences arise from goodwill or from the initial recognition (other than in a business combination) of other assets and liabilities in a transaction that affects neither the tax profit nor the accounting profit.

Deferred tax liabilities are recognised for taxable temporary differences arising on investments in subsidiaries and associates except where the Group is able to control the reversal of the temporary difference and it is probable that the temporary difference will not reverse in the foreseeable future.

The carrying amount of deferred tax assets is reviewed at each balance sheet date and reduced to the extent that it is no longer probable that sufficient taxable profits will be available to allow all or part of the asset to be recovered.

Deferred tax is calculated at the tax rates substantively enacted at the balance sheet date that are expected to apply in the period when the liability is settled, or the asset is realised. Deferred tax is charged or credited in the statement of comprehensive income, except when it relates to items charged or credited directly to equity, in which case the deferred tax is also dealt with in equity.

Deferred tax assets and liabilities are offset when there is a legally enforceable right to set off current tax assets against current tax liabilities, and when the deferred tax assets and liabilities have been levied by the same taxation authority on either the same taxable entity or different taxable entities which intend either to settle current tax liabilities on a net basis or to realise the assets and settle the liabilities simultaneously in each future period in which significant amounts of deferred tax liabilities or assets are expected to be settled or recovered.

Notes to the Financial Statements

Year ended 31 March 2026

2. Significant accounting policies continued

Leases

The Group recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, less any lease incentives received.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. The estimated useful lives of right-of-use assets are determined on the same basis as those of property and equipment. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain remeasurements of the lease liability.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease, or if that rate cannot be readily determined, the Group's incremental borrowing rate. Generally, the Group uses its incremental borrowing rate as the discount rate.

Lease payments included in the measurement of the lease liability comprise the following:

- fixed payments, including in-substance fixed payments;
- variable lease payments that depend on an index or rate, initially measured using the index or rate at the commencement date;
- amounts expected to be payable under a residual value guarantee; and
- the exercise price under a purchase option that the Group is reasonably certain to exercise, lease payments in an optional renewal period if the Group is reasonably certain to exercise an extension option, and penalties for early termination of a lease unless the Group is reasonably certain not to terminate early.

The lease liability is measured at amortised cost using the effective interest method. It is remeasured when there is a change in future lease payments arising from a change in an index or rate, if there is a change in the Group's estimate of the amount expected to be payable under a residual value guarantee, or if the Group changes its assessment of whether it will exercise a purchase, extension, or termination option.

Where the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

Alternative Performance Measures (APMs)

The Group uses a number of APMs to monitor the performance of the business. Adjusted profit before tax and adjusted earnings per share are the Group's primary profit measures and reflect underlying profit by excluding capital and non-recurring items such as revaluation movements, gains or losses on the disposal of properties and the fair value movement of interest derivatives in accordance with EPRA guidelines. In addition, the Group adjusts for items such as refinancing costs and insurance proceeds on the fit-out of stores.

These adjusted measures should not be considered in isolation from, or as substitutes for, or superior to the financial measures prepared in accordance with IFRS.

Plant, equipment, and owner occupied property

All property, plant, and equipment, not classified as investment property, is carried at historic cost less depreciation and any recognised impairment loss.

Depreciation is charged so as to write off the cost or valuation of assets, other than land and investment properties, less any residual value over their estimated useful lives, using the straight-line method, on the following bases:

Freehold property	50 years
Leasehold improvements	over period of the lease
Plant and machinery	10 years
Motor vehicles	4 years
Fixtures and fittings	5 years
Computer equipment	3 to 5 years

The gain or loss arising on the disposal or retirement of an asset is determined as the difference between the sales proceeds and the carrying amount of the asset and is recognised in the statement of comprehensive income.

2. Significant accounting policies continued

Investment property

The criteria used to distinguish investment property from owner-occupied property is to consider whether the property is held for rental income and/or for capital appreciation. Where this is the case, the Group recognises these owned or leased properties as investment properties. Investment property is initially recognised at cost and revalued at the balance sheet date to fair value as determined by professionally qualified external valuers. In accordance with IAS 40, investment property held as a leasehold is stated gross of the recognised right-of-use liability.

Gains or losses arising from the changes in fair value of investment property are included in the statement of comprehensive income for the period in which they arise. In accordance with IAS 40, as the Group uses the fair value model, no depreciation is provided in respect of investment properties including integral plant.

Leasehold properties are classified as investment properties and included in the balance sheet at fair value. The obligation to the lessor for the buildings element of the leasehold is included in the balance sheet at the present value of the minimum lease payments at inception and is shown within note 21. Note 21 does also include leases which are not classified as investment properties.

When the Group redevelops an existing investment property for continued future use as investment property, the property remains an investment property measured at fair value and is not reclassified.

Investment property under construction

Investment property under construction is initially recognised at cost and revalued at the balance sheet date to fair value as determined by professionally qualified external valuers.

Gains or losses arising from the changes in fair value of investment property under construction are included in the statement of comprehensive income in the period in which they arise.

Impairment of assets

At each balance sheet date, the Group reviews the carrying amounts of its assets (excluding investment property and derivative financial instruments which are carried at fair value) to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). The recoverable amount is the higher of an asset's net selling price and its value-in-use (i.e. the net present value of its future cash flows discounted at the Group's average pre-tax interest rate that reflects the borrowing costs and risk for the asset).

Inventories

Inventories, representing the cost of packing materials, are stated at the lower of cost and net realisable value.

Financial instruments

Financial assets and financial liabilities are recognised on the Group's balance sheet when the Group becomes a party to the contractual provisions of the instrument. Financial assets at fair value through profit and loss ("FVTPL") are stated at fair value, with any gains or losses arising on re-measurement recognised in the statement of comprehensive income. The net gain or loss recognised in the statement of comprehensive income incorporates any dividend or interest earned on the financial asset and is included in the 'other gains and losses' line item in the statement of comprehensive income.

A – Derivative financial instruments

The Group's activities expose it primarily to the financial risks of interest rates. The Group uses interest rate swap contracts to hedge these exposures. The Group does not use derivative financial instruments for speculative purposes. The use of financial derivatives is governed by the Group's policies approved by the Board of Directors. The policy in respect of interest rates is to maintain a balance between flexibility and the hedging of interest rate risk.

Derivatives are initially recognised at fair value and are subsequently reviewed at each balance sheet date. The fair value of interest rate derivatives at the reporting date is determined by discounting the future cash flows using the forward curves at the reporting date and the credit risk inherent in the contract.

Changes in the fair value of derivative financial instruments are recognised in the statement of comprehensive income as they arise. The Group has not adopted hedge accounting.

Notes to the Financial Statements

Year ended 31 March 2026

2. Significant accounting policies continued

B – Financial assets

Trade receivables and debt securities issued are initially recognised when they are originated. All other financial assets and financial liabilities are initially recognised when the Company becomes a party to the contractual provisions of the instrument.

A financial asset (unless it is a trade receivable without a significant financing component) or financial liability is initially measured at fair value plus, for an item not at FVTPL, transaction costs that are directly attributable to its acquisition or issue. A trade receivable without a significant financing component is initially measured at the transaction price.

On initial recognition, a financial asset is classified as measured at: amortised cost; Fair Value Through Other Comprehensive Income ("FVOCI") – debt investment; FVOCI – equity investment; or FVTPL.

Financial assets are not reclassified subsequent to their initial recognition unless the Company changes its business model for managing financial assets in which case all affected financial assets are reclassified on the first day of the first reporting period following the change in the business model.

A financial asset is measured at amortised cost if it meets both of the following conditions:

- it is held within a business model whose objective is to hold assets to collect contractual cash flows; and
- its contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

A debt investment is measured at FVOCI if it meets both of the following conditions:

- it is held within a business model whose objective is achieved by both collecting contractual cash flows and selling financial assets; and
- its contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

On initial recognition of an equity investment that is not held for trading, the Company may irrevocably elect to present subsequent changes in the investment's fair value in OCI. This election is made on an investment-by-investment basis.

All financial assets not classified as measured at amortised cost or FVOCI as described above are measured at FVTPL. This includes all derivative financial assets.

Subsequent measurement and gains and losses

Financial assets at FVTPL – these assets (other than derivatives designated as hedging instruments) are subsequently measured at fair value. Net gains and losses, including any interest or dividend income, are recognised in profit or loss.

Financial assets at amortised cost – these assets are subsequently measured at amortised cost using the effective interest method. The amortised cost is reduced by impairment losses. Interest income, foreign exchange gains and losses and impairment are recognised in profit or loss. Any gain or loss on derecognition is recognised in profit or loss.

Debt investments at FVOCI – these assets are subsequently measured at fair value. Interest income calculated using the effective interest method, foreign exchange gains and losses and impairment are recognised in profit or loss. Other net gains and losses are recognised in OCI. On derecognition, gains and losses accumulated in OCI are reclassified to profit or loss.

Equity investments at FVOCI – these assets are subsequently measured at fair value. Dividends are recognised as income in profit or loss unless the dividend clearly represents a recovery of part of the cost of the investment. Other net gains and losses are recognised in OCI and are never reclassified to profit or loss.

2. Significant accounting policies continued

C – Impairment of financial assets

Loss allowances for trade receivables are always measured at an amount equal to lifetime expected credit losses ("ECLs"). When determining whether the credit risk of a financial asset has increased significantly since initial recognition and when estimating ECLs, the Company considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis, based on the Company's historical experience and informed credit assessment and including forward-looking information. The Company considers a financial asset to be in default when the borrower is unlikely to pay its credit obligations to the Company in full.

Measurement of ECLs

ECLs are a probability-weighted estimate of credit losses. Credit losses are measured as the present value of all cash shortfalls (i.e. the difference between the cash flows due to the entity in accordance with the contract and the cash flows that the Company expects to receive). ECLs are discounted at the effective interest rate of the financial asset.

Write-offs

The gross carrying amount of a financial asset is written off (either partially or in full) to the extent that there is no realistic prospect of recovery.

D – Cash and cash equivalents

Cash and cash equivalents comprises cash on hand and demand deposits, and other short-term highly liquid investments that are readily convertible to a known amount of cash and are subject to an insignificant risk of changes in value. The carrying amounts of these assets approximate to the fair value.

E – Financial liabilities and equity

Financial instruments issued by the Company are treated as equity only to the extent that they meet the following two conditions:

- a) they include no contractual obligations upon the Company to deliver cash or other financial assets or to exchange financial assets or financial liabilities with another party under conditions that are potentially unfavourable to the Company; and
- b) where the instrument will or may be settled in the Company's own equity instruments, it is either a non-derivative that includes no obligation to deliver a variable number of the Company's own equity instruments or is a derivative that will be settled by the Company exchanging a fixed amount of cash or other financial assets for a fixed number of its own equity instruments.

To the extent that this definition is not met, the proceeds of issue are classified as a financial liability. Where the instrument so classified takes the legal form of the Company's own shares, the amounts presented in these financial statements for called up share capital and share premium account exclude amounts in relation to those shares.

Financial liabilities are classified as measured at amortised cost or FVTPL. A financial liability is classified as at FVTPL if it is classified as held-for-trading, it is a derivative or it is designated as such on initial recognition. Financial liabilities at FVTPL are measured at fair value and net gains and losses, including any interest expense, are recognised in profit or loss. Other financial liabilities are subsequently measured at amortised cost using the effective interest method. Interest expense and foreign exchange gains and losses are recognised in profit or loss. Any gain or loss on derecognition is also recognised in profit or loss.

Retirement benefit costs

Pension costs represent contributions payable to defined contribution schemes and are charged as an expense to the statement of comprehensive income as they fall due. The assets of the schemes are held separately from those of the Group.

Notes to the Financial Statements

Year ended 31 March 2026

2. Significant accounting policies continued

Share-based payments

The Group issues equity-settled share-based payments to certain employees. These are measured at fair value at the date of grant. The fair value determined at the grant date of the share-based payment is expensed on a straight-line basis over the vesting period, based on the Group's estimate of shares that will eventually vest.

Fair value is measured by use of the Black-Scholes model and excludes the effect of non-market-based vesting conditions. The expected life used in the model has been adjusted, based on management's best estimate, for the effects of non-transferability, exercise restrictions, and behavioural considerations. At each balance sheet date, the Group revises its estimate of the number of equity instruments expected to vest as a result of the effect of non-market-based vesting conditions. The impact of the revision of the original estimates, if any, is recovered in the statement of comprehensive income such that the cumulative expense reflects the revised estimate with a corresponding adjustment to equity reserves.

For cash-settled share-based payments, a liability is recognised for the goods or services acquired, measured initially at the fair value of the liability. At each balance sheet date until the liability is settled, and at the date of settlement, the fair value of the liability is re-measured, with any changes in fair value recognised in the statement of comprehensive income for the year.

Climate change

In preparing the financial statements, the Directors have considered the impact of climate change, particularly in the context of the climate change risks identified in the Sustainability section of the Strategic Report and the Group's stated target of a 70% reduction in Scope 1 and 2 emissions against the 2019/20 baseline by 2032. These considerations did not have a material impact on the financial reporting judgements and estimates in the current year. This reflects the conclusion that climate change is not expected to have a significant impact on the Group's short-term or medium-term cash flows including those considered in the going concern and viability assessments, the valuation of the Group's investment property portfolio, the carrying value of non-current assets and the estimates of future profitability used in our assessment of the recoverability of deferred tax assets.

Critical accounting estimates and judgements

In the application of the Group's accounting policies, which are described above, the Directors are required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

Estimate of fair value of Investment Properties and Investment Property under Construction (critical accounting estimate)

The Group's self storage centres and stores under development are valued using a discounted cash flow methodology which is based on projections of net operating income. The Group employs expert external valuers, JLL, who report on the values of the Group's stores on an annual basis. The principal assumptions underlying the estimation of the fair value are those related to: stabilised occupancy levels; expected future growth in storage rents; capitalisation rates; and discount rates. For investment property under construction, the Group estimates the total costs to complete the construction of each store based on its latest assessment of costs for each development, which is based off the most recent market evidence the Group obtains from tender returns and discussion with key suppliers. JLL also consider climate change in their valuations, and the impacts that this could have on each of the Group's investment properties. A more detailed explanation of the background and methodology adopted in the valuation of the Group's investment properties is set out in note 15 to the financial statements.

The Directors have also considered a number of other judgements made in the preparation of the financial statements. The Directors have concluded that there are not significant levels of judgements involved.

3. Revenue

Analysis of the Group's operating revenue can be found below and in the Portfolio Summary on **page 33**.

	2026 £000	2025 £000
Open stores		
Self storage income	181,072	177,823
Enhanced liability service income	18,901	18,563
Packing materials income	2,644	2,815
Other income from storage customers	2,577	2,285
Ancillary store rental income	2,421	1,638
Total store revenue	207,615	203,124
Non-storage income	1,469	1,371
Total revenue	209,084	204,495

Non-storage income derives principally from rental income earned from tenants of properties awaiting development.

The Group earned other income of £0.2 million in the current year from a payment for dilapidations on a development property. In the prior year the Group earned other income of £4.0 million. This related to insurance proceeds for loss of income following the destruction of the Group's Cheadle store by fire in 2022, with the claim having been settled with the insurers in 2025.

The Group has considered IFRS 17 in respect of our sale of the Enhanced Liability Service and concluded any impact from IFRS 17 would be immaterial in both the current and prior year.

4. Segmental information

IFRS 8 requires operating segments to be identified on the basis of internal reports about components of the Group that are regularly reviewed by the Chief Executive to allocate resources to the segments and to assess their performance. Given the nature of the Group's business, there is one segment, which is the provision of self storage and related services.

Revenue represents amounts derived from the provision of self storage and related services which fall within the Group's ordinary activities after deduction of trade discounts and value added tax. The Group's non-current assets, revenue and profit before tax are attributable to one activity, the provision of self storage and related services. These all arise in the United Kingdom in the current year and prior year.

Notes to the Financial Statements

Year ended 31 March 2026

5. Profit for the year

a) Profit for the year has been arrived at after charging/(crediting):

	Note	2026 £000	2025 £000
Depreciation of plant, equipment, and owner-occupied property	14b	922	837
Depreciation of interest in leasehold properties		1,473	1,624
Gain on the revaluation of investment property		(7,574)	(79,667)
Cost of inventories recognised as an expense		1,293	1,310
Employee costs	6	25,277	25,826

b) Analysis of auditor's remuneration:

	2026 £000	2025 £000
Fees payable to the Company's auditor for the audit of the Company's annual accounts	612	587
Fees payable to the Company's auditor for the subsidiaries' annual accounts	56	54
Total audit fees	668	641
Audit related assurance services – interim review	68	65
Total non-audit fees	68	65
Total audit and non-audit fees paid to KPMG LLP	736	706

6. Employee costs

The average monthly number of full-time equivalent employees (including Executive Directors) was:

	2026 Number	2026 Number
Sales	389	396
Administration	64	63
	453	459

At 31 March 2026 the total number of Group employees was 482 (2025: 485). The average number of employees for the year was 484 (2025: 496).

	2026 £000	2025 £000
Their aggregate remuneration comprised:		
Wages and salaries	19,243	19,138
Social security costs	3,269	2,981
Other pension costs	871	852
Share-based payments	1,894	2,855
	25,277	25,826

Details of Directors' Remuneration is given on **pages 96 to 117**. The Directors are the employees assessed as key management personnel.

7. Investment income

	2026 £000	2025 £000
Bank interest receivable	179	161
Fair value movement on derivatives	1,164	547
Total investment income	1,343	708

8. Finance costs

	2026 £000	2025 £000
Interest on bank borrowings	23,382	23,269
Capitalised interest	(10,575)	(7,898)
Interest on obligations under lease liabilities	747	557
Total interest payable	13,554	15,928

Notes to the Financial Statements

Year ended 31 March 2026

9. Taxation

As a REIT, the Group does not pay UK corporation tax on the profits and gains from its qualifying rental business in the UK provided that it meets certain conditions. Non-qualifying profits and gains of the Group are subject to corporation tax as normal. The Group monitors its compliance with the REIT conditions. There have been no breaches of the conditions to date.

	2026 £000	2025 £000
UK current tax		
- Current year	2,427	2,504
- Prior year	(1,128)	(541)
	1,299	1,963

A reconciliation of the tax charge is shown below:

	2026 £000	2025 £000
Profit before tax	126,212	203,854
Tax charge at 25% (2025 – 25%) thereon	31,553	50,964
Effects of:		
Revaluation of investment properties	(1,893)	(19,917)
Share of results of joint venture	35	–
Other permanent differences	229	(8)
Utilisation of brought forward losses	(35)	–
Profits from the tax-exempt business	(27,462)	(28,535)
Current year tax charge	2,427	2,504
Prior year adjustment	(1,128)	(541)
Total tax charge	1,299	1,963

The prior year adjustment arose due to prudent assumptions made during the assessment of the corporation tax provision for the prior year accounts. On completion of the tax computations for the prior year, the actual charge was £1.1 million lower than had been provided in the accounts. (2025: £0.5 million lower).

At 31 March 2026 the Group has unutilised tax losses from the non-REIT taxable business of £34.2 million (2025: £34.2 million) available for offset against certain types of future taxable profits. All losses can be carried forward indefinitely. The losses have not been recognised as a deferred tax asset, as there is no certainty over their future use.

10. Adjusted profit

	2026 £000	2025 £000
Profit before tax	126,212	203,854
Gain on revaluation of investment properties	(7,574)	(79,667)
Gain on disposal of non-current asset	–	(8,754)
Change in fair value of interest rate derivatives	(1,164)	(547)
EPRA adjusted profit before tax	117,474	114,886
Costs associated with closure of Slough leasehold store	–	694
Adjusted profit before tax	117,474	115,580
Tax	(1,299)	(1,963)
Adjusted profit after tax	116,175	113,617

Adjusted profit before tax which excludes gains and losses on the revaluation of investment properties, changes in fair value of interest rate derivatives, net gains and losses on disposal of investment property, and material non-recurring items of income and expenditure have been disclosed as, in the Board's view, this provides a clearer understanding of the Group's underlying trading performance.

11. Dividends

	2026 £000	2025 £000
Amounts recognised as distributions to equity holders in the year:		
Final dividend for the year ended 31 March 2025 of 23.8p (2024: 22.6p) per share.	46,602	44,135
Interim dividend for the year ended 31 March 2026 of 23.8p (2025: 22.6p) per share.	46,621	44,244
	93,223	88,379
Proposed final dividend for the year ended 31 March 2026 of 23.4p (2025: 23.8p) per share.	45,892	46,608

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.

The Property Income Distribution ("PID") payable for the year is 47.2 pence per share (2025: 46.4 pence per share).

12. Earnings per share

	Year ended 31 March 2026			Year ended 31 March 2025		
	Earnings £m	Shares million	Pence per share	Earnings £m	Shares million	Pence per share
Basic	124.9	195.9	63.8	201.9	195.6	103.2
Dilutive share options	–	1.0	(0.4)	–	0.8	(0.4)
Diluted	124.9	196.9	63.4	201.9	196.4	102.8
Adjustments:						
Gain on revaluation of investment properties	(7.5)	–	(3.8)	(79.7)	–	(40.6)
Gain on disposal of non-current asset	–	–	–	(8.7)	–	(4.5)
Change in fair value of interest rate derivatives	(1.2)	–	(0.6)	(0.6)	–	(0.3)
EPRA earnings	116.2	196.9	59.0	112.9	196.4	57.4
Costs associated with closure of Slough leasehold store	–	–	–	0.7	–	0.4
Adjusted – diluted	116.2	196.9	59.0	113.6	196.4	57.8
Adjusted – basic	116.2	195.9	59.3	113.6	195.6	58.1

The calculation of basic earnings is based on profit after tax for the year. The weighted average number of shares used to calculate diluted earnings per share has been adjusted for the conversion of share options.

EPRA earnings and adjusted earnings per ordinary share have been disclosed to give a clearer understanding of the Group's underlying trading performance.

Notes to the Financial Statements

Year ended 31 March 2026

13. Net assets per share

EPRA's Best Practices Recommendations guidelines for Net Asset Value (NAV) metrics are EPRA Net Tangible Assets (NTA), EPRA Net Reinstatement Value (NRV) and EPRA Net Disposal Value (NDV).

EPRA NTA is considered to be most consistent with the nature of Big Yellow's business which provides sustainable long-term progressive returns. EPRA NTA is shown in the table below. This measure is further adjusted by the adjustment the Group makes for purchaser's costs, which is the Group's Adjusted Net Asset Value (or Adjusted NAV).

Net assets per share are equity shareholders' funds divided by the number of shares at the year end. The shares currently held in the Group's Employee Benefit Trust are excluded from both net assets and the number of shares. Adjusted net assets per share include the effect of those shares issuable under employee share option schemes and the effect of alternative valuation methodology assumptions (see note 15).

	Year ended 31 March 2026			Year ended 31 March 2025		
	Equity attributable to ordinary shareholders £000	Shares	Pence per share	Equity attributable to ordinary shareholders £000	Shares	Pence per share
Basic NAV	2,599,206	195,959,174	1,326.4	2,565,546	195,833,336	1,310.1
Share and save as you earn schemes	695	2,467,439	(16.1)	584	2,022,198	(13.1)
Diluted NAV	2,599,901	198,426,613	1,310.3	2,566,130	197,855,534	1,297.0
Fair value of derivatives	119	–	–	1,283	–	0.6
Intangible assets	(1,433)	–	(0.7)	(1,433)	–	(0.7)
EPRA NTA	2,598,587	198,426,613	1,309.6	2,565,980	197,855,534	1,296.9
Valuation methodology assumption (see note 15) (£000)	120,730	–	60.8	116,110	–	58.7
Adjusted NAV	2,719,317	198,426,613	1,370.4	2,682,090	197,855,534	1,355.6

14. Non-current assets

a) Investment property, investment property under construction and right-of-use assets

	Investment property £000	Investment property under construction £000	Right-of-use assets £000	Total £000
At 31 March 2024	2,718,525	146,485	17,152	2,882,162
Additions	14,955	55,280	101	70,336
Transfer on opening	17,394	(17,394)	–	–
Disposal	(22,152)	–	(112)	(22,264)
Revaluation (see note 15)	78,813	854	–	79,667
Depreciation	–	–	(1,490)	(1,490)
At 31 March 2025	2,807,535	185,225	15,651	3,008,411
Additions	8,183	102,566	3,821	114,570
Transfer on opening	113,038	(113,038)	–	–
Reclassification from plant, equipment and owner-occupied property	62	–	–	62
Revaluation (see note 15)	15,677	(8,103)	–	7,574
Depreciation	–	–	(1,346)	(1,346)
At 31 March 2026	2,944,495	166,650	18,126	3,129,271

The right-of-use assets represent the present value of minimum lease payments for leasehold properties that meet the definition of IAS 40 and are accounted for as investment properties – see note 21 for further details of the obligations under lease liabilities. The fair value of the leasehold properties (including long leaseholds), on which the Group pays rent, of £74.4 million (2025: £72.3 million) is included within the investment property total.

The transfer on opening during the year is our four new stores and the Staines Industrial Scheme moving from investment property under construction to investment property.

The disposal of investment property in the prior year was the sale of land adjacent to our Battersea store for £30.9 million for residential development. The gain on disposal of non-current assets is shown in the comprehensive statement of income and has been excluded from the Group's adjusted profit before tax for that year.

The income from self storage accommodation earned by the Group from its investment property is disclosed in note 3. Direct operating expenses, which are all applied to generating rental income, arising on the investment property in the year are disclosed in the Portfolio Summary on **page 33**. Included within additions is £10.6 million of capitalised interest (2025: £7.9 million), calculated at the Group's average borrowing cost for the year of 5.0%. 96 of the Group's investment properties are pledged as security for loans, with a total external value of £2.4 billion.

The difference between additions to investment property above and the purchase of non-current assets in the cash flow statement is principally due to capitalised interest of £10.6 million.

Notes to the Financial Statements

Year ended 31 March 2026

14. Non-current assets continued

b) Plant, equipment, and owner-occupied property

	Freehold property £000	Leasehold improvements £000	Plant and machinery £000	Motor vehicles £000	Fixtures, fittings & office equipment £000	Right of use assets £000	Total £000
Cost							
At 31 March 2024	2,369	59	769	32	1,521	1,006	5,756
Retirement of fully depreciated assets	–	–	(98)	(32)	(560)	–	(690)
Additions	80	–	79	40	722	–	921
Disposals	–	–	(7)	–	(15)	–	(22)
At 31 March 2025	2,449	59	743	40	1,668	1,006	5,965
Retirement of fully depreciated assets	–	–	(265)	–	(763)	(219)	(1,247)
Additions	1	–	186	–	803	227	1,217
Transfer to investment property	(62)	–	–	–	–	–	(62)
At 31 March 2026	2,388	59	664	40	1,708	1,014	5,873
Depreciation							
At 31 March 2024	(732)	(24)	(258)	(32)	(283)	(557)	(1,886)
Retirement of fully depreciated assets	–	–	98	32	560	–	690
Charge for the year	(51)	(3)	(176)	(6)	(601)	(134)	(971)
Disposals	–	–	4	–	11	–	15
At 31 March 2025	(783)	(27)	(332)	(6)	(313)	(691)	(2,152)
Retirement of fully depreciated assets	–	–	265	–	763	219	1,247
Charge for the year	(51)	(4)	(155)	(10)	(702)	(127)	(1,049)
At 31 March 2026	(834)	(31)	(222)	(16)	(252)	(599)	(1,954)
Net book value							
At 31 March 2026	1,554	28	442	24	1,456	415	3,919
At 31 March 2025	1,666	32	411	34	1,355	315	3,813

c) Intangible assets

The intangible asset relates to the Big Yellow brand, which was acquired through the acquisition of Big Yellow Self Storage Company Limited in 1999. The carrying value remains unchanged from the prior year as there is considered to be no impairment in the value of the asset. The asset has an indefinite life and is tested annually for impairment or more frequently if there are indicators of impairment.

14. Non-current assets continued

d) Investment and investment in 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 company is incorporated in England and Wales and its registered office is 5 Hayfield Business Park Field Lane, Auckley, Doncaster, England, DN9 3FL.

	31 March 2026 £000
At the beginning of the year	–
Transfer from investment	588
Acquisition of additional shares	1,010
Share of results	139
Investment in joint venture	1,737

	Period from 1 August 2025 to 31 March 2026
100%	
Revenue	1,243
Cost of sales	(449)
Administrative expenses	(590)
Operating profit	204
Finance costs	(16)
Profit attributable to shareholders	188

	Period from 1 August 2025 to 31 March 2026
Group share (74%)	
Revenue	920
Cost of sales	(332)
Administrative expenses	(437)
Operating profit	151
Finance costs	(12)
Profit attributable to shareholders	139

Notes to the Financial Statements

Year ended 31 March 2026

15. Valuation of investment property

	Deemed cost £000	Revaluation on deemed cost £000	Valuation £000
Freehold (including long leasehold)			
At 31 March 2025	1,089,575	1,695,060	2,784,635
Transfer from investment property under construction	119,092	(6,054)	113,038
Transfer from plant, equipment and owner-occupied property	62	–	62
Movement in year	7,861	15,699	23,560
At 31 March 2026	1,216,590	1,704,705	2,921,295
Leasehold			
At 31 March 2025	21,112	1,788	22,900
Movement in year	322	(22)	300
At 31 March 2026	21,434	1,766	23,200
Total investment property			
At 31 March 2025	1,110,687	1,696,848	2,807,535
Transfer from investment property under construction	119,092	(6,054)	113,038
Transfer from plant, equipment and owner-occupied property	62	–	62
Movement in year	8,183	15,677	23,860
At 31 March 2026	1,238,024	1,706,471	2,944,495
Investment property under construction			
At 31 March 2025	215,360	(30,135)	185,225
Transfer to investment property	(119,092)	6,054	(113,038)
Movement in year	102,566	(8,103)	94,463
At 31 March 2026	198,834	(32,184)	166,650
Valuation of all investment property			
At 31 March 2025	1,326,047	1,666,713	2,992,760
Movement in year	110,811	7,574	118,385
At 31 March 2026	1,436,858	1,674,287	3,111,145

The Group has classified the fair value investment property and the investment property under construction within Level 3 of the fair value hierarchy. There has been no transfer to or from Level 3 in the year.

The Group's freehold and leasehold investment properties have been valued at 31 March 2026 by external valuers, Jones Lang Lasalle ("JLL"). The Valuation has been prepared in accordance with the version of the RICS Valuation – Global Standards (incorporating the International Valuation Standards) and the UK national supplement ("the Red Book") current as at the valuation date. The valuation of each of the investment properties and the investment properties under construction has been prepared on the basis of either Fair Value or Fair Value as a fully equipped operational entity, having regard to trading potential, as appropriate.

The valuation has been provided for financial reporting purposes and as such, is a Regulated Purpose Valuation as defined in the Red Book. In compliance with the disclosure requirements of the Red Book, JLL have confirmed that:

- this is JLL's fifth annual valuation for these purposes on behalf of the Group;
- JLL do not provide other significant professional or agency services to the Group;
- in relation to the preceding financial year of JLL, the proportion of the total fees payable by the Group to the total fee income of the firm is less than 5%; and
- the fee payable to JLL is a fixed amount per asset and is not contingent on the appraised value.

15. Valuation of investment property *continued*

The self storage properties have been valued on the basis of Fair Value as fully equipped operational entities, having regard to trading potential. Due to the specialised nature and use of the buildings, the approach is to adopt a profits method of valuation in an explicit Discounted Cash Flow calculation and then consider the results in the context of recent comparable evidence of transactions in the sector.

The profits method requires an estimate of the future cash flow that can be generated from the use of the building as a self storage facility, assuming a reasonably efficient operator. Judgements are made as to the trading potential and likely long term sustainable occupancy. Stable occupancy depends upon the nature of demand, size of property and nearby competition, and allows for a reasonable vacancy rate to enable the operator to sell units to new customers. The cash flow runs for an explicit period of 10 years, after which it is capitalised at an all risks yield which reflects the implicit future growth of the business, or a hypothetical sale. This is a valuer's shortcut: maintaining the cash flow into perpetuity would provide the same result. The comparison with recent transactions requires the evidence to be considered in terms of the multiple on net operating profit (or EBITDA/EBITDAR), value per square foot, yield profile etc and then adjusted to reflect differences in location, building factors, tenure, trading maturity and trading risk.

This mirrors the typical approach of purchasers in the self storage market. However, in view of the relatively limited availability of comparable market evidence this requires a degree of valuer judgment. In particular, most of the transactions have comprised share sales due to the nature of the asset class and the terms of those transactions have mostly been kept confidential between the parties.

Portfolio Premium

JLL's valuation report confirms that the properties have been valued individually but that if the portfolio was to be sold as a single lot or in selected groups of properties, the total value could differ. JLL state that in current market conditions they are of the view that there could be a portfolio premium.

Assumptions

- A.** Net operating income is based on projected revenue received less projected operating costs, which include a management fee to take account of central/head office costs. The initial net operating income is calculated by estimating the net operating income in the first 12 months following the valuation date.
- B.** The net operating income in future years is calculated assuming either straight-line absorption from day one actual occupancy or variable absorption over years one to five of the cash flow period, to an estimated stabilised/mature occupancy level. In the valuation the assumed stabilised occupancy level for the 113 trading stores (both freeholds and leaseholds) open at 31 March 2026 averages 87% (31 March 2025: 87%). The projected revenues and costs have been adjusted for estimated cost inflation and revenue growth.
- C.** The future rental growth incorporated into the valuation averages 2.2% per annum (2025: 2.3% per annum)
- D.** The capitalisation rates applied to existing and future net cash flow have been estimated by reference to underlying yields for asset types such as industrial, distribution and retail warehousing, yields for other trading property types such as student housing and hotels, bank base rates, ten-year money rates, inflation and the available evidence of transactions in the sector. The valuation included in the accounts assumes rental growth in future periods. The net initial yield for the 113 stores is 4.7% (31 March 2025: 5.0%). The weighted average exit capitalisation rate adopted (for both freeholds and leaseholds) is 5.5% (31 March 2025: 5.5%).
- E.** The future net cash flow projections (including revenue growth and cost inflation) have been discounted at a rate that reflects the risk associated with each asset. The weighted average annual discount rate adopted (for both freeholds and leaseholds) is 7.1% (31 March 2025: 7.1%).
- F.** Purchaser's costs of 6.8% have been adopted reflecting current progressive Stamp Duty Land Tax rates.

Short leasehold

The same methodology has been used as for freeholds, but the exit capitalisation rate is adjusted to reflect the unexpired lease term at exit. The average unexpired term of the Group's five short leasehold properties is 13.4 years (31 March 2025: 11.4 years unexpired).

Notes to the Financial Statements

Year ended 31 March 2026

15. Valuation of investment property continued

Sensitivities

As noted in 'Significant judgements and key estimates' on **page 148**, self storage valuations are complex, derived from data which is not widely publicly available and involve a degree of judgement. For these reasons we have classified the valuations of our property portfolio as Level 3 as defined by IFRS 13. Inputs to the valuations, some of which are 'unobservable' as defined by IFRS 13, include capitalisation yields, stable occupancy rates, and rental growth rates. The existence of an increase of more than one unobservable input would augment the impact on valuation. The impact on the valuation could be mitigated by the inter-relationship between unobservable inputs moving in opposite directions. For example, an increase in stable occupancy may be offset by an increase in yield, resulting in no net impact on the valuation. A sensitivity analysis showing the impact on the investment property valuation of changes in yields and stable occupancy is shown below:

	Impact of a change in capitalisation rates		Impact of a change in stabilised occupancy assumption	
	25 bps decrease	25 bps increase	1% increase	1% decrease
2026	4.9%	(4.5%)	1.0%	(1.1%)
2025	4.9%	(4.5%)	1.0%	(1.1%)

A sensitivity analysis has not been provided for a change in the rental growth rate adopted as there is a relationship between this measure and the discount rate adopted. So, in theory, an increase in the rental growth rate could give rise to a corresponding increase in the discount rate and the resulting value impact would be limited.

Investment properties under construction

JLL have valued the stores in development adopting the same methodology as set out above but on the basis of the cash flow projection expected for the store at opening and after allowing for the outstanding costs to take each scheme from its current state to completion and full fit-out. JLL have allowed for holding costs and construction contingency, as appropriate. Two of the schemes valued do not yet have planning consent and JLL have reflected the planning risk in their valuation (Bethnal Green has not been valued as the Group has not yet completed the acquisition of the site). The cost to complete for the investment property under construction amounts to £169.9 million (2025: £218.2 million).

Valuation assumption for purchaser's costs

The Group's investment property assets have been valued for the purposes of the financial statements after deducting notional weighted average purchaser's cost of 6.8% on the net value, as if they were sold directly as property assets. The valuation is an asset valuation which is entirely linked to the operating performance of the business. The assets would have to be sold with the benefit of operational contracts, employment contracts and customer contracts, which would be very difficult to achieve except in a corporate structure. This approach follows the logic of the valuation methodology in that the valuation is based on a capitalisation of the net operating income after allowing a deduction for operational cost and an allowance for central administration costs. 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. All the significant sized transactions that have been concluded in the UK in recent years were completed in a corporate structure. The Group therefore instructed JLL to carry out an additional valuation on the above basis, and this results in a higher property valuation at 31 March 2026 of £3,231.8 million (£120.7 million higher than the value recorded in the financial statements) translating to 60.8 pence per share. We have included this revised valuation in the adjusted diluted net asset calculation (see note 13).

Valuer rotation

On 19 October 2023 the RICS published guidelines on a new time-limited, mandatory rotation cycle for regulated purposes valuations. Rules are effective from 1 May 2024, and require, after a two-year transition period, a valuation firm to be rotated after 10 consecutive years of valuing a given asset. These guidelines match our existing voluntary policy of 10 yearly valuation rotation, therefore our planned valuer rotation cycle remains unchanged.

16. Trade and other receivables

	31 March 2026 £000	31 March 2025 £000
Current		
Trade receivables	2,131	1,580
Other receivables	460	505
Prepayments and accrued income	5,617	3,737
	8,208	5,822

Trade receivables are net of a bad debt provision of £479,000 (2025: £622,000). The Directors consider that the carrying amount of trade and other receivables approximates their fair value.

Trade receivables

The Group does not typically offer credit terms to its customers, requiring them to pay in advance of their storage period and hence the Group is not exposed to significant credit risk. A late charge of 10% is applied to a customer's account if they are more than 10 days overdue in their payment. The Group provides for receivables on a specific basis. There is a right of lien over the customers' goods, so if they have not paid within a certain time frame, we have the right to sell the items they store to recoup the debt owed. Trade receivables that are overdue are provided for based on estimated irrecoverable amounts determined by reference to past default experience.

For individual storage customers, the Group does not perform credit checks, however this is mitigated by the fact that these customers are required to pay in advance, and also to pay a deposit ranging from one week to four weeks' storage income. Before accepting a new national customer, the Group uses an external credit rating to assess the potential customer's credit quality and defines credit limits by customer. There are no customers who represent more than 5% of the total balance of trade receivables.

Included in the Group's trade receivables balance are debtors with a carrying amount of £823,000 (2025: £771,000) which are past due at the reporting date for which the Group has not provided as there has not been a significant change in credit quality and the amounts are still considered recoverable. The average age of these receivables is 19 days past due (2025: 15 days past due).

The creation and release of credit loss allowances have been included in cost of sales in the income statement.

The Group measures the loss allowance for the trade receivables at an amount equal to lifetime expected credit loss. The expected credit losses on trade receivables are estimated using a provision matrix by reference to past default experience of the debtor.

The Group writes off a trade receivable when there is information indicating that the debtors are in severe financial difficulty and there is no realistic prospect of recovery, e.g. when the debtor has been placed under liquidation or has entered into bankruptcy proceedings.

Notes to the Financial Statements

Year ended 31 March 2026

16. Trade and other receivables continued

The following table details the risk profile of trade receivables based on the Group's provision matrix:

Year ended 31 March 2026	Not past due	<31 days	31-45 days	>45 days	Total
Expected credit loss rate (%)	1.2%	11.1%	21.7%	50%	18.4%
Gross carrying amount (£000)	903	930	83	694	2,610
Lifetime ECL (£000)	(11)	(103)	(18)	(347)	(479)
Net trade receivables at 31 March 2026	892	827	65	347	2,131

Year ended 31 March 2025	Not past due	<31 days	31-45 days	>45 days	Total
Expected credit loss rate (%)	2.0%	33.5%	34.7%	50.0%	28.2%
Gross carrying amount (£000)	814	468	72	848	2,202
Lifetime ECL (£000)	(16)	(157)	(25)	(424)	(622)
Net trade receivables at 31 March 2025	798	311	47	424	1,580

The above balances are short term and therefore the difference between the book value and the fair value is not significant. Consequently, these have not been discounted.

Movement in the credit loss allowance

	2026 £000	2025 £000
Balance at the beginning of the year	622	579
Amounts provided in year	142	326
Amounts written off as uncollectible	(285)	(283)
Balance at the end of the year	479	622

The concentration of credit risk is limited due to the customer base being large and unrelated. Accordingly, the Directors believe that there is no further credit provision required in excess of the credit loss allowance.

17. Trade and other payables

	31 March 2026 £000	31 March 2025 £000
Current		
Trade payables	4,911	9,006
Other payables	16,115	14,624
Accruals and deferred income	31,794	28,479
	52,820	52,109

The Group has financial risk management policies in place to ensure that all payables are paid within the credit terms. The Directors consider the carrying amount of trade and other payables and accruals and deferred income approximates fair value. The main items within other payables are VAT, customer deposits and withholding tax on the PID.

The Group invoices its customers in advance, and hence any deferred income balance primarily relates to amounts paid by customers for rental periods beyond the balance sheet date. The Group's deferred income balance at 31 March 2026 was £11.3 million, a decrease of 14% from 31 March 2025 (£13.1 million), with the reduction due to the adoption of IFRS 9 (Derecognition of Financial Assets settled with cash via electronic payment system) in the year (see note 2).

Within trade payables is £2,521,000 of invoices relating to the Group's construction programme (2025: £4,104,000).

18. Financial instruments

The Group manages its capital to ensure that entities in the Group will be able to continue as going concerns while maximising the return to stakeholders through the optimisation of the debt and equity balance. The capital structure of the Group consists of debt, which includes the borrowings disclosed in note 19, cash and cash equivalents and equity attributable to equity holders of the parent, comprising issued capital, reserves and retained earnings.

With the exception of derivative instruments which are classified as a financial liability at fair value through the statement of comprehensive income, financial liabilities are categorised under amortised cost. The Group has the following classes of financial assets:

- Trade and other receivables – trade receivables are initially recognised at transaction price. Other receivables are initially recognised at fair value. Subsequently these assets are measured at amortised cost using the effective interest method, less provision for expected credit losses.
- Cash and cash equivalents – cash and cash equivalents represent only liquid assets with maturity of 90 days or less. Bank overdrafts that cannot be offset against other cash balances are shown with borrowings in current liabilities on the balance sheet. Cash and cash equivalents are also classified as amortised cost. They are subsequently measured at amortised cost. Cash and cash equivalents include cash in hand, deposits at call with banks, and other short term highly liquid investments with original maturities of three months or less.

Exposure to credit and interest rate risks arise in the normal course of the Group's business. Derivative financial instruments are used to manage exposure to fluctuations in interest rates but are not employed for speculative purposes.

A. Balance sheet management

The Group's Board reviews the capital structure on an ongoing basis. As part of this review, the Board considers the cost of capital and the risks associated with each class of capital. The Group seeks to have a conservative gearing ratio (the proportion of net debt to equity). The Board considers at each review the appropriateness of the current ratio in light of the above. The Board is currently satisfied with the Group's gearing ratio.

The gearing ratio at the year-end is as follows:

	2026 £000	2025 £000
Debt	(485,968)	(397,451)
Cash and cash equivalents	9,224	8,765
Net debt	(476,744)	(388,686)
Balance sheet equity	2,599,206	2,565,546
Net debt to equity ratio	18.3%	15.2%

B. Debt management

The Group currently borrows through a senior term loan, secured on 61 self storage assets, a loan with Aviva Commercial Finance Limited secured on a portfolio of 20 self storage assets, a £120 million loan from M&G Investments Limited secured on a portfolio of 15 self storage assets. The Group also has a \$225 million shelf facility available from Pricoa Private Capital (see note 19). Borrowings are arranged to ensure an appropriate maturity profile and to maintain short-term liquidity. Funding is arranged through banks and financial institutions with whom the Group has a strong working relationship.

C. Interest rate risk management

The Group is exposed to interest rate risk as entities in the Group borrow funds at both fixed and floating interest rates. The risk is managed by the Group by maintaining an appropriate mix between fixed and floating rate borrowings, and by the use of interest rate swap contracts. Hedging activities are evaluated regularly to align with interest rate views and defined risk appetite; ensuring optimal hedging strategies are applied, by either positioning the balance sheet or protecting interest expense through different interest rate cycles.

Notes to the Financial Statements

Year ended 31 March 2026

18. Financial instruments continued

At 31 March 2026 the Group had two interest rate derivatives in place

- £35 million fixed at 4.5% (excluding the margin on the underlying debt instrument) until September 2029; and
- £30 million fixed at 3.7% (excluding the margin on the underlying debt instrument) until September 2029, with a callable option for the derivative party to cancel the swap in March 2027.

Under interest rate swap contracts, the Group agrees to exchange the difference between fixed and floating rate interest amounts calculated on agreed notional principal amounts. Such contracts enable the Group to mitigate the risk of changing interest rates on the fair value of issued fixed rate debt held and the cash flow exposures on the issued variable rate debt held. The fair value of interest rate swaps at the reporting date is determined by discounting the future cash flows using the curves at the reporting date and the credit risk inherent in the contract and is disclosed below. The average interest rate is based on the outstanding balances at the end of the financial year.

The £35 million interest rate swap settles on a three-monthly basis. The floating rate on the interest rate swap is three month SONIA. The Group settles the difference between the fixed and floating interest rate on a net basis.

The £30 million interest rate swap settles on a monthly basis. The floating rate on the interest rate swap is one month SONIA. The Group settles the difference between the fixed and floating interest rate on a net basis.

The Group does not hedge account for its interest rate swaps and states them at fair value, with changes in fair value included in the statement of comprehensive income. A reconciliation of the movement in derivatives is provided in the table below:

	2026 £000	2025 £000
At 1 April	(1,283)	(1,830)
Fair value movement in the year	1,164	547
At 31 March	(119)	(1,283)

The interest rate derivative liability is shown within non-current liabilities at the year end, as the interest rate derivatives expire in 2029.

The tables below reconcile the opening and closing balances of the Group's finance related liabilities for the current and prior year:

	Financial liabilities measured at amortised cost		Financial liabilities measured at fair value	
	Loans £000	Obligations under lease liabilities £000	Interest rate derivatives £000	Total £000
At 1 April 2025	(397,451)	(17,079)	(1,283)	(415,813)
Cash movement in the year	(88,517)	1,307	–	(87,210)
Lease variations	–	(4,037)	–	(4,037)
Fair value movement	–	–	1,164	1,164
At 31 March 2026	(485,968)	(19,809)	(119)	(505,896)

The difference between the loans balance above and the balance sheet is loan arrangement fees of £3,753,000.

18. Financial instruments continued

	Financial liabilities measured at amortised cost		Financial liabilities measured at fair value	Total £000
	Loans £000	Obligations under lease liabilities £000	Interest rate derivatives £000	
At 1 April 2024	(394,768)	(18,727)	(1,830)	(415,325)
Cash movement in the year	(2,683)	1,816	–	(867)
Lease variations	–	(168)	–	(168)
Fair value movement	–	–	547	547
At 31 March 2025	(397,451)	(17,079)	(1,283)	(415,813)

The difference between the loan balances above and the balance sheet is loan arrangement fees of £4,199,000

D. Interest rate sensitivity analysis

In managing interest rate risks the Group aims to reduce the impact of short-term fluctuations on the Group's earnings, without jeopardising its flexibility. Over the longer term, permanent changes in interest rates may have an impact on consolidated earnings. At 31 March 2026, it is estimated that an increase of 0.25 percentage points in interest rates would have reduced the Group's adjusted profit before tax and net equity by £680,000 (2025: reduced adjusted profit before tax by £525,000) and a decrease of 0.25 percentage points in interest rates would have increased the Group's adjusted profit before tax and net equity by £680,000 (2025: increased adjusted profit before tax by £525,000). The sensitivity has been calculated by applying the interest rate change to the variable rate borrowings, net of interest rate swaps, at the year end.

The Group's sensitivity to interest rates has increased during the year, following the increase in the amount of floating rate debt. The Board monitors closely the exposure to the floating rate element of our debt.

E. Cash management and liquidity

Ultimate responsibility for liquidity risk management rests with the Board of Directors, who have built an appropriate liquidity risk management framework for the management of the Group's short, medium, and long-term funding and liquidity management requirements. The Group manages liquidity risk by maintaining adequate reserves, banking facilities and reserve borrowing facilities by continuously monitoring forecast and actual cash flows and matching the maturity profiles of financial assets and liabilities. Included in note 19 is a description of additional undrawn facilities that the Group has at its disposal to further reduce liquidity risk.

Short term money market deposits are used to manage liquidity whilst maximising the rate of return on cash resources, giving due consideration to risk.

F. Foreign currency management

The Group does not have any foreign currency exposure.

G. Credit risk

The credit risk management policies of the Group with respect to trade receivables are discussed in note 16. The Group has no significant concentration of credit risk, with exposure spread over 71,000 occupied rooms in our stores.

The credit risk on liquid funds is limited because the counterparties are banks with high credit-ratings assigned by international credit-rating agencies.

Notes to the Financial Statements

Year ended 31 March 2026

18. Financial instruments continued

H. Financial maturity analysis

In respect of interest-bearing financial liabilities, the following table provides a maturity analysis for individual elements.

	Total £000	Less than one year £000	One to two years £000	Two to five years £000	More than five years £000
2026 Maturity					
Debt					
Aviva loan	148,968	3,658	310	145,000	–
M&G loan payable at variable rate	85,000	–	–	85,000	–
M&G loan fixed by interest rate derivatives	35,000	–	–	35,000	–
Bank loan payable at variable rate	187,000	–	–	187,000	–
Bank loan fixed by interest rate derivatives	30,000	–	–	30,000	–
Total	485,968	3,658	310	482,000	
2025 Maturity					
Debt					
Aviva loan	152,451	3,483	3,658	145,310	–
M&G loan payable at variable rate	85,000	–	–	85,000	–
M&G loan fixed by interest rate derivatives	35,000	–	–	35,000	–
Bank loan payable at variable rate	125,000	–	–	125,000	–
Total	397,451	3,483	3,658	390,310	–

I. Fair values of financial instruments

The fair values of the Group's cash and short-term deposits and those of other financial assets equate to their book values. Details of the Group's receivables at amortised cost are set out in note 16. The amounts are presented net of provisions for doubtful receivables, and allowances for impairment are made where appropriate. Trade and other payables, including bank borrowings, are carried at amortised cost. Obligations under lease liabilities are included at the present value of their minimum lease payments. Derivatives are carried at fair value.

For those financial instruments held at valuation, the Group has categorised them into a three-level fair value hierarchy based on the priority of the inputs to the valuation technique in accordance with IFRS 7. The hierarchy gives the highest priority to quoted prices in active markets for identical assets or liabilities (Level 1) and the lowest priority to unobservable inputs (Level 3). If the inputs used to measure fair value fall within different levels of the hierarchy, the category level is based on the lowest priority level input that is significant to the fair value measurement of the instrument in its entirety. The fair value of the Group's outstanding interest rate derivatives, as detailed in note 18C, have been estimated by calculating the present value of future cash flows, using appropriate market discount rates, representing Level 2 fair value measurements as defined by IFRS 7. There are no financial instruments which have been categorised as Level 1 or Level 3. The fair value of the Group's debt equates to its book value.

18. Financial instruments continued

J. Maturity analysis of financial liabilities

The contractual maturities based on market conditions and expected yield curves prevailing at the year-end date are as follows:

	Trade and other payables £000	Interest rate swaps £000	Borrowings and interest £000	Obligations under lease liabilities £000	Total £000
2026					
From five to twenty years	–	–	–	24,169	24,169
From two to five years	–	(31)	515,539	4,759	520,267
From one to two years	–	40	22,863	1,657	24,560
Due after more than one year	–	9	538,402	30,585	568,996
Due within one year	21,026	89	26,309	1,657	49,081
Total	21,026	98	564,711	32,242	618,077
2025					
From five to twenty years	–	–	–	20,315	20,315
From two to five years	–	(485)	429,640	3,067	432,222
From one to two years	–	(232)	28,528	1,878	30,174
Due after more than one year	–	(717)	458,168	25,260	482,711
Due within one year	23,630	(131)	23,465	1,878	48,842
Total	23,630	(848)	481,633	27,138	531,553

K. Reconciliation of maturity analyses

The maturity analysis in note 18J shows non-discounted cash flows for all financial liabilities including interest payments. The table below reconciles the borrowings column in note 19 with the borrowings and interest column in the maturity analysis presented in note 18J.

	Borrowings £000	Interest £000	Unamortised borrowing costs £000	Borrowings and interest £000
2026				
From five to twenty years	–	–	–	–
From two to five years	482,000	29,786	3,753	515,539
From one to two years	310	22,553	–	22,863
Due after more than one year	482,310	52,339	3,753	538,402
Due within one year	3,658	22,651	–	26,309
Total	485,968	74,990	3,753	564,711
2025				
From five to twenty years	–	–	–	–
From two to five years	390,310	35,131	4,199	429,640
From one to two years	3,658	24,870	–	28,528
Due after more than one year	393,968	60,001	4,199	458,168
Due within one year	3,483	19,982	–	23,465
Total	397,451	79,983	4,199	481,633

Notes to the Financial Statements

Year ended 31 March 2026

19. Borrowings

	31 March 2026 £000	31 March 2025 £000
Secured borrowings at amortised cost		
Current liabilities		
Aviva loan	3,658	3,483
	3,658	3,483
Non-current liabilities		
Bank borrowings	217,000	125,000
Aviva loan	145,310	148,968
M&G loan	120,000	120,000
Unamortised loan arrangement costs	(3,753)	(4,199)
Total non-current borrowings	478,557	389,769
Total borrowings	482,215	393,252

The weighted average interest rate paid on the borrowings during the year was 5.0% (2025: 5.7%).

The Group has £83 million in undrawn committed bank borrowing facilities at 31 March 2026, which expire after between two and three years (2025: £175 million expiring after between two and three years).

The Group has a £149 million fixed rate loan with Aviva Commercial Finance Limited, expiring in September 2028. The loan is secured over a portfolio of 20 freehold self storage centres. The annual fixed interest rate on the loan is 3.3%. The loan has a remaining amortising element of £4 million which runs to April 2027.

The Group has a secured £300 million Sustainability-linked revolving bank facility with Lloyds, HSBC and Barclays expiring in December 2028, with a current margin of 1.2%.

The Group has a £120 million loan with M&G Investments Limited, with a bullet repayment in September 2029. The loan is secured over a portfolio of 15 freehold self storage centres.

In addition to the facilities above 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 over the next three years with terms of between 7 and 15 years at short notice.

The movement in the Group's loans are shown net in the cash flow statement as the bank loan is a revolving facility and is repaid and redrawn each month. The movement has been shown net in the cash flow statement. The other Group loans are not revolving, and any movements in those loans are disclosed in a footnote to note 26b.

The Group was in compliance with its banking covenants at 31 March 2026 and throughout the year. As stated in the going concern review, we forecast compliance with our covenants going forward. We therefore do not consider it likely that these loans would become repayable within 12 months. The principal covenants are summarised in the table below:

Covenant	Covenant level	At 31 March 2026
Consolidated EBITDA to net finance costs	Minimum 1.5x	6.2x
Consolidated net tangible assets	Minimum £500m	£2,599.2m
Bank loan interest cover	Minimum 1.75x	7.9x
Net debt to EBITDA ratio	Maximum 8x	3.7x
Aviva loan interest service cover ratio	Minimum 1.5x	6.7x
Aviva loan debt service cover ratio	Minimum 1.2x	3.9x
M&G interest cover	Minimum 1.5x	3.2x

The Consolidated EBITDA covenant is calculated by dividing the consolidated EBITDA generated by the Group's stores by the Group's consolidated net finance costs.

The bank loan interest cover, the Aviva loan interest service cover ratio and the M&G interest cover covenants are calculated by dividing the EBITDA generated by each loan's security pool by the interest payable for each loan for each defined time period. The Aviva loan debt service cover ratio is calculated by taking the EBITDA generated by the Aviva security pool and dividing by the Aviva loan interest payable and facility amortisation. The Aviva and M&G loans consolidated net tangible assets covenant is a minimum of £250 million.

19. Borrowings continued

Interest rate profile of financial liabilities

	Total £000	Floating rate £000	Fixed rate £000	Weighted average interest rate	Period for which the rate is fixed	Weighted average period until maturity
At 31 March 2026						
Gross financial liabilities	485,968	272,000	213,968	4.7%	2.7 years	2.8 years
At 31 March 2025						
Gross financial liabilities	397,451	210,000	187,451	5.0%	3.6 years	3.5 years

All monetary liabilities, including short-term receivables and payables are denominated in sterling. The weighted average interest rate includes the effect of the Group's interest rate derivatives. The Directors have concluded that the carrying value of borrowings approximates to its fair value.

Narrative disclosures on the Group's policy for financial instruments are included within the Strategic Report and in note 18.

20. Deferred tax

At 31 March 2026 the Group had unrecognised corporation tax losses of £25.9 million (2025: £25.9 million) available for offset against future non-REIT corporation tax profits, unrecognised capital allowances in excess of depreciation £0.9 million (2025: £0.5 million) available for offset against future non-REIT corporation tax profits, future share based payments of £0.3 million (2025: £0.8 million) available for offset against future non-REIT corporation tax profits and unrecognised capital losses of £8.6 million (2025: £8.6 million) available for offset against future capital gains, but which are not expected to be used, giving rise to an unrecognised deferred tax asset calculated at 25% of £8.9 million (2025: £8.9 million).

21. Obligations under lease liabilities

	Minimum lease payments		Present value of minimum lease payments	
	2026 £000	2025 £000	2026 £000	2025 £000
Amounts payable under lease liabilities:				
Within one year	1,657	1,878	1,635	1,857
Between one and five years inclusive	6,416	4,945	5,710	4,533
Greater than five years	24,169	20,315	12,464	10,689
	32,242	27,138	19,809	17,079
Less: future finance charges	(12,433)	(10,059)		
Present value of lease liabilities	19,809	17,079		

During the year the Group extended the lease on its Dagenham store by 15 years. This has increased the minimum lease payments from the prior year.

All obligations under lease liabilities are denominated in sterling. Interest rates are fixed at the contract date. All leases are on a fixed repayment basis and no arrangements have been entered into for contingent rental payments. The carrying amount of the Group's lease obligations approximates their fair value.

Notes to the Financial Statements

Year ended 31 March 2026

22. Share capital

	Called up, allotted, and fully paid	
	2026 £000	2025 £000
Ordinary shares of 10 pence each	19,682	19,671
Movement in issued share capital		
Number of shares at 31 March 2024		196,195,287
Exercise of share options – Share option schemes		519,409
Number of shares at 31 March 2025		196,714,696
Exercise of share options – Share option schemes		103,875
Number of shares at 31 March 2026		196,818,571

The share capital of the Company consists only of fully paid ordinary shares with a nominal (par) value of £0.10 per share. There are no restrictions on the ability of shareholders to receive dividends, nor on the repayment of capital. All ordinary shares are equally eligible to receive dividends and the repayment of capital in accordance with the Company's Articles of Association and represent one vote at shareholders' meetings of the Company.

At 31 March 2026 options in issue to Directors and employees were as follows:

Date option Granted	Option price per ordinary share	Type of option	Date first exercisable	Date on which the exercise period expires	Number of ordinary shares 2026	Number of ordinary shares 2025
21 July 2015	nil p	LTIP	21 July 2018	21 July 2025	–	239
22 July 2016	nil p	LTIP	22 July 2019	21 July 2026	665	1,415
2 August 2017	nil p	LTIP	2 August 2020	2 August 2027	606	2,320
24 July 2018	nil p	LTIP	24 July 2021	24 July 2028	1,552	1,552
19 July 2019	nil p	LTIP	19 July 2022	19 July 2029	7,545	16,824
5 August 2020	nil p	LTIP	5 August 2023	5 August 2030	152,579	165,313
22 July 2021	nil p	LTIP	22 July 2024	22 July 2031	113,131	130,662
21 July 2022	nil p	LTIP	21 July 2025	21 July 2032	50,617	349,364
8 August 2022	1060.3p	SAYE	1 September 2025	1 March 2026	–	45,660
20 July 2023	nil p	LTIP	20 July 2026	19 July 2033	543,721	570,838
1 August 2023	891.5p	SAYE	1 September 2026	1 March 2027	50,853	65,553
10 July 2024	945.1p	SAYE	1 September 2027	1 March 2028	49,304	80,726
18 July 2024	nil p	LTIP	18 July 2027	17 July 2034	522,579	548,499
9 July 2025	801.6p	SAYE	1 September 2028	1 March 2029	86,439	–
1 August 2025	nil p	LTIP	1 August 2028	31 July 2035	761,938	–
					2,341,529	1,978,965

Own shares

The own shares reserve represents the cost of shares in Big Yellow Group PLC purchased in the market and held by the Big Yellow Group PLC Employee Benefit Trust, along with shares issued directly to the Employee Benefit Trust. 859,397 shares are held in the Employee Benefit Trust (2025: 881,360), and no shares are held in treasury.

23. Share-based payments

The Company has three equity share-based payment arrangements, namely an LTIP scheme (with approved and unapproved components), an Employee Share Save Scheme ("SAYE") and a Deferred Bonus Plan. The Group recognised a total expense in the year related to equity-settled share-based payment transactions of £1,894,000 (2025: £2,855,000).

Equity-settled share option plans

Since 2004 the Group has operated an Employee Share Save Scheme ("SAYE") which allows any employee who has more than six months service to purchase shares at a 20% discount to the average quoted market price of the Group shares at the date of grant. The associated savings contracts are three years at which point the employee can exercise their option to purchase the shares or take the amount saved, including interest, in cash. The scheme is administered by Globalshares.

On an annual basis since 2004 the Group awarded nil-paid options to senior management under the Group's Long Term Incentive Plan ("LTIP"). The awards are conditional on the achievement of challenging performance targets as described on **page 98** of the Remuneration Report. The weighted average share price at the date of exercise for options exercised in the year was £10.09 (2025: £12.60).

LTIP scheme	2026 No. of options	2025 No. of options
Outstanding at beginning of year	1,787,026	1,705,303
Granted during the year	790,205	566,193
Lapsed during the year	(322,298)	(41,171)
Exercised during the year	(100,000)	(443,299)
Outstanding at the end of the year	2,154,933	1,787,026
Exercisable at the end of the year	326,695	254,826

The weighted average fair value of options granted during the year was £2,460,000 (2025: £1,708,000).

Participants pay the nominal value of the shares when exercising options under the LTIP scheme.

Options outstanding at 31 March 2026 had a weighted average contractual life of 8.0 years (2025: 8.0 years).

Notes to the Financial Statements

Year ended 31 March 2026

23. Share-based payments continued

Employee Share Save Scheme ("SAYE")	2026 No. of options	2026 Weighted average exercise price (£)	2025 No. of options	2025 Weighted average exercise price (£)
Outstanding at beginning of year	191,939	£9.54	214,442	£9.41
Granted during the year	93,964	£8.02	86,354	£9.45
Forfeited during the year	(95,432)	£9.74	(32,747)	£9.63
Exercised during the year	(3,875)	£10.08	(76,110)	£9.01
Outstanding at the end of the year	186,596	£8.64	191,939	£9.54
Exercisable at the end of the year	—	—	—	—

Options outstanding at 31 March 2026 had a weighted average contractual life of 2.0 years (2025: 2.0 years).

The inputs into the Black-Scholes model for the options granted during the year are as follows:

	LTIP	SAYE
Expected volatility	n/a	26%
Expected life	3 years	3 years
Risk-free rate	0%	4.08
Expected dividends	4.1%	5.5%

Expected volatility was determined by calculating the historical volatility of the Group's share price over the year prior to grant.

Deferred bonus plan

The Executive Directors receive awards under the Deferred Bonus Plan. This is accounted for as an equity instrument. The plan was set up in July 2018. The vesting criteria and scheme mechanics are set out in the Directors' Remuneration Report.

24. Capital commitments

At 31 March 2026 the Group had £54.3 million of amounts contracted but not provided in respect of the Group's properties (2025: £77.5 million of capital commitments).

25. Events after the balance sheet date

In May 2026, the Group obtained planning consent for its proposed store at Old Kent Road, London.

In May 2026, the Group renewed its \$225 million credit approved shelf facility with Pricoa Private Capital to be drawn in fixed sterling notes.

In May 2026, the Group exchanged contracts to acquire a site in Acton, West London for £11.5 million.

26. Cash flow notes

a) Reconciliation of profit after tax to cash generated from operations

	Note	2026 £000	2025 £000
Profit after tax		124,913	201,891
Taxation		1,299	1,963
Other income	3	(196)	(4,047)
Share of profit of joint venture		(139)	–
Investment income		(1,343)	(708)
Finance costs		13,554	15,928
Operating profit		138,088	215,027
Gain on the revaluation of investment properties	14a, 15	(7,574)	(79,667)
Gain on disposal of non-current asset	14a	–	(8,754)
Depreciation of plant, equipment, and owner-occupied property	14b	922	837
Depreciation of right-of-use assets	14a, 14b	1,473	1,701
Employee share options	6	1,894	2,855
Cash generated from operations pre working capital movements		134,803	131,999
Decrease in inventories		60	49
Increase in receivables		(1,380)	(1,024)
(Decrease)/increase in payables		(1,273)	3,599
Cash generated from operations		132,210	134,623

b) Reconciliation of net cash flow movement to net debt

	Note	2026 £000	2025 £000
Net increase/(decrease) in cash and cash equivalents in the year		459	(591)
Cash flow from increase in debt financing ⁽¹⁾		(88,517)	(2,683)
Change in net debt resulting from cash flows		(88,058)	(3,274)
Movement in net debt in the year		(88,058)	(3,274)
Net debt at the start of the year		(388,686)	(385,412)
Net debt at the end of the year	18A	(476,744)	(388,686)

⁽¹⁾ Made up of a net increase of £92.0 million in the RCF facility and repayments of the Aviva facility of £3.5 million (2025: Made up of a net increase of £6.0 million in the RCF facility and repayments of the Aviva facility of £3.3 million).

Notes to the Financial Statements

Year ended 31 March 2026

27. Related party transactions

Transactions between the Company and its subsidiaries, which are related parties, have been eliminated on consolidation and are not disclosed in this note.

Key management personnel remuneration

Key management personnel are made up of our Executive and Non-Executive Directors. The Group's COO was appointed to the Board on 17 July 2025, and his remuneration is shown in full in both years below. The remuneration of the key management personnel of the Group, is set out below in aggregate. Further information on the remuneration of individual Directors is found in the audited part of the Directors' Remuneration Report on **pages 106 to 115**.

	31 March 2026 £000	31 March 2025 £000
Short term employee benefits	2,193	2,146
Post-employment benefits	104	99
Share-based payments	1,408	1,836
	3,705	4,081

AnyJunk Limited

Jim Gibson is a Non-Executive Director and shareholder in AnyJunk Limited. During the year AnyJunk Limited provided waste disposal services to the Group on normal commercial terms, amounting to £25,000 (2025: £25,000). At 31 March 2026 a balance of £1,000 was included in trade payables for amounts owing to AnyJunk Limited (2025: £3,000).

London Children's Ballet

The Group signed a Section 106 agreement with Wandsworth Council relating to the development of our Battersea store, which required the Group to provide cultural space to Wandsworth Borough Council. In 2021, the Group granted a twenty year lease over this space to London Children's Ballet at a peppercorn rent, who in turn have agreed to enter into a Social Agreement with Wandsworth Borough Council coterminous with the lease. Jim Gibson is the Chairman of Trustees of the London Children's Ballet. London Children's Ballet rent storage space from the Group on normal commercial terms, amounting to £4,000 during the year (2025: £4,000). The Group sponsored a London Children's Ballet development programme during the year, amounting to £10,000 (2025: £8,000).

Doncaster Security Operations Centre Limited ("DSOC")

The Group owns 74% of DSOC. DSOC provided alarm and CCTV monitoring services to the Group under normal commercial terms during the year, amounting to £336,000 (2025: £358,000). At 31 March 2026 and 31 March 2025 there were no amounts included in trade payables for amounts owing to DSOC.

Treepoints Limited

Jim Gibson is a Non-Executive Director and an investor in City Stasher Limited, which in turn has a minority investment in Treepoints Limited. Treepoints Limited provided offsetting tree planting services in respect of our online packing material sales, under normal commercial terms during the period, amounting to £2,000 (2025: £2,000). At 31 March 2026 and 31 March 2025 there were no amounts included in trade payables for amounts owing to Treepoints Limited.

Universal Sponsorship Pathway UK

Nicholas Vetch and Heather Savory are trustees of a charity called Universal Sponsorship Pathway UK ("USPUK"). In the current year, the Group has provided free office space to USPUK worth £16,000 (2025: £10,000).

Landmark Trust and Ruth Strauss Foundation

Dr Anna Keay is the CEO of the Landmark Trust. There were no transactions in the current year, but during the prior year the Company provided free storage to the Landmark Trust with a total value of £400.

Vince Niblett is a Trustee of the Ruth Strauss Foundation. During the year the Company provided free storage to the Ruth Strauss Foundation with a total value of £6,000 (2025: £8,000).

No other related party transactions took place during the years ended 31 March 2026 and 31 March 2025.

Company Balance Sheet

Year ended 31 March 2026

	Note	2026 £000	2025 £000
Non-current assets			
Plant, equipment, and owner-occupied property	30a	1,694	1,534
Investment in subsidiary companies	30b	43,916	42,022
Amounts owed by Group undertakings	31	859,442	697,204
Derivative financial instruments		352	–
		905,404	740,760
Current assets			
Trade and other receivables	31	989	962
Cash and cash equivalents		1	1
		990	963
Total assets		906,394	741,723
Current liabilities			
Trade and other payables	32a	(7,856)	(7,303)
Amounts owed to Group undertakings	32a	(38,639)	(15,683)
Obligations under lease liabilities		(30)	(16)
		(46,525)	(23,002)
Non-current liabilities			
Obligations under lease liabilities		(194)	–
Bank borrowings	32b	(214,035)	(121,948)
		(214,229)	(121,948)
Total liabilities		(260,754)	(144,950)
Net assets		645,640	596,773
Equity			
Share capital	22	19,682	19,671
Share premium account		398,509	398,444
Reserves	28	227,449	178,658
Equity shareholders' funds		645,640	596,773

The Company reported a gain for the financial year ended 31 March 2026 of £140.1 million (2025: gain of £40.5 million). The financial statements and the income statement were approved by the Board of Directors and authorised for issue on 18 May 2026. They were signed on its behalf by:

Jim Gibson

Director

John Trotman

Director

Company Registration No. 03625199

The accompanying notes form part of the financial statements.

Company Statement of Changes in Equity

Year ended 31 March 2026

	Share capital £000	Share premium account £000	Other non- distributable reserve £000	Capital redemption reserve £000	Retained earnings £000	Own shares £000	Total £000
At 1 April 2025	19,671	398,444	74,950	1,795	102,712	(799)	596,773
Total comprehensive gain for the year	–	–	–	–	140,120	–	140,120
Issue of share capital	11	65	–	–	–	–	76
Dividend	–	–	–	–	(93,223)	–	(93,223)
Use of own shares to satisfy share options	–	–	–	–	(19)	19	–
Credit to equity for equity-settled share-based payments	–	–	–	–	1,894	–	1,894
At 31 March 2026	19,682	398,509	74,950	1,795	151,484	(780)	645,640

The Company's share capital is disclosed in note 22.

The own shares balance represents amounts held by the Employee Benefit Trust (see note 22).

Year ended 31 March 2025

	Share capital £000	Share premium account £000	Other non- distributable reserve £000	Capital redemption reserve £000	Retained earnings £000	Own shares £000	Total £000
At 1 April 2024	19,620	397,686	74,950	1,795	147,901	(997)	640,955
Total comprehensive gain for the year	–	–	–	–	40,533	–	40,533
Issue of share capital	51	758	–	–	–	–	809
Dividend	–	–	–	–	(88,379)	–	(88,379)
Use of own shares to satisfy share options	–	–	–	–	(198)	198	–
Credit to equity for equity-settled share-based payments	–	–	–	–	2,855	–	2,855
At 31 March 2025	19,671	398,444	74,950	1,795	102,712	(799)	596,773

The accompanying notes form part of the financial statements.

28. Gain for the year

As permitted by section 408 of the Companies Act 2006, the statement of comprehensive income of the Company is not presented as part of these financial statements. The gain for the year attributable to equity shareholders dealt with in the financial statements of the Company was £140.1 million (2025: gain of £40.5 million).

29. Basis of accounting

These financial statements were prepared in accordance with Financial Reporting Standard 101 Reduced Disclosure Framework ("FRS 101"). In preparing these financial statements, the Company applies the recognition, measurement and disclosure requirements of UK-adopted international accounting standards ("Adopted IFRSs"), but makes amendments where necessary in order to comply with Companies Act 2006 and has set out below where advantage of the FRS 101 disclosure exemptions has been taken:

- Cash Flow Statement and related notes;
- Comparative period reconciliations for plant, equipment and owner-occupied property and investment properties;
- Disclosures in respect of transactions with wholly owned subsidiaries;
- Disclosures in respect of capital management;
- The effects of new but not yet effective IFRSs; and
- Disclosures in respect of the compensation of Key Management Personnel.

As the consolidated financial statements include the equivalent disclosures, the Company has also taken the exemptions under FRS 101 available in respect of the following disclosures:

- IFRS 2 Share-Based Payments in respect of Group settled share-based payments; and
- Certain disclosures required by IFRS 13 Fair Value Measurement and the disclosures required by IFRS 7 Financial Instrument Disclosures.

The financial statements have been prepared on the historic cost basis except that derivative financial instruments are stated at fair value. The Company's principal accounting policies are the same as those applied in the Group financial statements.

The parent Company financial statements present information about the Company as a separate entity and not about its Group.

Going concern

See note 2 for the review of going concern for the Group and the Company.

Investment in subsidiaries

These are recognised at cost less provision for any impairment.

Bank borrowings

This is the Revolving Credit Facility Loan which is held by the Company. Please see note 19 for further information.

IFRIC 11, IFRS 2 Group and Treasury Share Transactions

The Company makes equity settled share-based payments to certain employees of certain subsidiary undertakings. Equity settled share-based payments that are made to the employees of the Company's subsidiaries are treated as increases in equity over the vesting period of the award, with a corresponding increase in the Company's investments in subsidiaries, based on an estimate of the number of shares that will eventually vest. This is the only addition to investment in subsidiaries in the current year.

Notes to the Financial Statements

Year ended 31 March 2026

30. Non-current assets

a) Plant, equipment, and owner-occupied property

	Freehold property £000	Leasehold improvements £000	Fixtures, fittings & office equipment £000	Right-of-use assets £000	Total £000
Cost					
At 31 March 2025	2,243	46	9	177	2,475
Additions	1	–	–	226	227
At 31 March 2026	2,244	46	9	403	2,702
Accumulated depreciation					
At 31 March 2025	(768)	(10)	(5)	(158)	(941)
Charge for the year	(45)	(1)	(1)	(20)	(67)
At 31 March 2026	(813)	(11)	(6)	(178)	(1,008)
Net book value					
At 31 March 2026	1,431	35	3	225	1,694
At 31 March 2025	1,475	36	4	19	1,534

b) Investments in subsidiary companies

	Investment in subsidiary undertakings £000
Cost	
At 31 March 2025	42,022
Additions	1,894
At 31 March 2026	43,916

The additions in the year relate to the capitalisation of share-based payments in accordance with IFRS 2.

The Directors assessed the carrying value of the investment in subsidiary undertakings for indicators of impairment. There were no indications of impairment.

30. Non-current assets continued

The Group's subsidiaries are all wholly-owned, the Group holds 100% of the voting power and the companies are incorporated, registered, and operate in England and Wales. The registered office of all subsidiaries is 2 The Deans, Bridge Road, Bagshot, Surrey, GU19 5AT. All subsidiaries are included in the consolidated accounts. The subsidiaries at 31 March 2026 are listed below:

Name of subsidiary	Principal activity
Apollo Self Storage Limited	Self storage
Armadillo Self Storage Limited	Self storage
Armadillo Self Storage 2 Limited	Self storage
Armadillo Storage Holding Company Limited	Dormant
Armadillo Storage Holding Company 2 Limited	Dormant
Armadillo Storage One Limited	Holding Company
.Big Yellow Self Storage (GP) Limited	General Partner
.Big Yellow Self Storage Company Limited	Self storage
Big Yellow (Battersea) Limited	Self storage
The Big Yellow Construction Company Limited	Construction management
The Big Yellow Holding Company Limited	Dormant
Big Yellow Limited Partnership	Self storage
Big Yellow Nominee No. 1 Limited	Dormant
Big Yellow Nominee No.2 Limited	Dormant
Big Yellow Self Storage Company 1 Limited	Dormant
Big Yellow Self Storage Company 2 Limited	Dormant
Big Yellow Self Storage Company 3 Limited	Dormant
Big Yellow Self Storage Company 4 Limited	Dormant
Big Yellow Self Storage Company A Limited	Self storage
Big Yellow Self Storage Company M Limited	Self storage
Big Yellow (Wapping 2) Limited	Self storage
BYRCO Limited	Property management
BYSSCO A Limited	Dormant
BYSSCO Limited	Self storage
The Last Mile Company Limited	Holding Company
Quickstore Storage Limited	Self storage

In addition, the Group has a 100% interest in Pramerica Bell Investment Trust Jersey, a trust registered in Jersey, its registered office is First Island House, Peter Street, St Helier, Jersey, Channel Islands, JE2 4SP.

The Group is also a joint venture partner in Doncaster Security Operations Centre Limited, a company registered in England and Wales. Its registered office is 5 Hayfield Business Park Field Lane, Auckley, Doncaster, England, DN9 3FL.

Audit exemption statement

All subsidiary undertakings of Big Yellow Group PLC are included in the consolidated Financial Statements of the Group. The subsidiary undertakings noted below are exempt from the Companies Act 2006 (the 'Act') requirements relating to the audit of their individual accounts by virtue of Section 479A of the Act, as Big Yellow Group PLC has guaranteed the liabilities of them under Section 479C of the Act. The members of these companies have not required them to obtain an audit of their financial statements for the year ended 31 March 2026:

Apollo Self Storage Limited	Big Yellow Nominee No.2 Limited
Armadillo Self Storage Limited	Big Yellow Self Storage Company 1 Limited
Armadillo Self Storage 2 Limited	Big Yellow Self Storage Company 2 Limited
Armadillo Storage Holding Company Limited	Big Yellow Self Storage Company 3 Limited
Armadillo Storage Holding Company 2 Limited	Big Yellow Self Storage Company 4 Limited
Armadillo Storage One Limited	Big Yellow (Wapping 2) Limited
.Big Yellow Self Storage (GP) Limited	BYRCO Limited
Big Yellow (Battersea) Limited	BYSSCO Limited
The Big Yellow Construction Company Limited	BYSSCO A Limited
The Big Yellow Holding Company Limited	The Last Mile Company Limited
Big Yellow Nominee No. 1 Limited	Quickstore Storage Limited

Notes to the Financial Statements

Year ended 31 March 2026

30. Non-current assets continued

Under paragraph 7 of SI 2008 No 569 Big Yellow Limited Partnership is exempt from the requirement under paragraph 4 of that SI to prepare their annual accounts and reports, and have them audited, on the basis that the partnership is dealt with on a consolidated basis in the consolidated financial statements of the Company.

31. Trade and other receivables

	31 March 2026 £000	31 March 2025 £000
Non-current		
Amounts owed by Group undertakings	859,442	697,204
Current		
Prepayments and accrued income	989	962

Amounts owed by Group undertakings are unsecured. The Company recharges its external interest cost to its subsidiaries. Amounts owed by Group undertakings have historically had immaterial levels of bad debt, and the Directors have assessed for Expected Credit Losses and concluded that it is immaterial and has therefore not been recognised.

32a. Trade and other payables

	31 March 2026 £000	31 March 2025 £000
Current (all due within one year)		
Other payables	6,923	6,936
Amounts owed to Group undertakings	38,639	15,683
Accruals and deferred income	933	367
	46,495	22,986

Amounts owed to Group undertakings are repayable on demand and accrues interest bi-annually at a rate of 1.25% over the Bank of England base rate during the period, based on the average outstanding balance during the period.

32b. Bank borrowings

	31 March 2026 £000	31 March 2025 £000
Bank loan	217,000	125,000
Unamortised loan arrangement costs	(2,965)	(3,052)
	214,035	121,948

33. Glossary

Absorption	The rate of growth in occupancy assumed within the external property valuations from the current occupancy level to the assumed stable occupancy level.
Adjusted earnings	The IFRS profit after taxation attributable to shareholders of the Company excluding investment property revaluations, one-off items of income and costs, gains/losses on investment property disposals and changes in the fair value of financial instruments.
Adjusted earnings growth	The increase in adjusted eps year-on-year.
Adjusted NAV	EPRA NTA adjusted for an investment property valuation carried out at purchasers' costs of 2.75%, see note 13.
Adjusted earnings per share	Adjusted earnings divided by the average number of shares in issue during the financial year, see note 12.
Adjusted Profit Before Tax	The Company's pre-tax EPRA earnings measure with additional Company adjustments, see note 10.
APMs	Additional performance measures that help financial statement users to better understand the Group's performance and position.
Average net achieved rent per sq ft	Storage revenue divided by average occupied space over the financial year.
Average occupancy	The average space occupied by customers divided by the MLA expressed as a %.
Average rental growth	The growth in average net achieved rent per sq ft year-on-year.
BREEAM	An environmental rating assessed under the Building Research Establishment's Environmental Assessment Method.
Cap rates	The exit capitalisation rates used in the external investment property valuation.
Carbon intensity	Carbon emissions divided by the Group's average occupied space.
Closing net rent per sq ft	Annual storage revenue generated from in-place customers divided by occupied space at the balance sheet date.
Closing occupancy %	The space occupied by customers divided by the MLA at the balance sheet date expressed as a %.
Closing occupancy sq ft	The space occupied by customers at the balance sheet date in sq ft.
Committed facilities	Available undrawn debt facilities plus cash and cash equivalents.
Consolidated EBITDA	Consolidated EBITDA calculated in accordance with the terms of the Group's Revolving Credit Facility Agreement.
Debt	Long-term and short-term borrowings, as detailed in note 19, excluding lease liabilities and debt issue costs.
Earnings per share (eps)	Profit for the financial year attributable to equity shareholders divided by the average number of shares in issue during the financial year.
EBITDA	Earnings before interest, tax, depreciation, and amortisation.
EPRA	The European Public Real Estate Association, a real estate industry body. This organisation has issued Best Practice Recommendations with the intention of improving the transparency, comparability, and relevance of the published results of listed real estate companies in Europe.
EPRA earnings	The IFRS profit after taxation attributable to shareholders of the Company excluding investment property revaluations, gains/losses on investment property disposals and changes in the fair value of financial instruments.
EPRA earnings per share	EPRA earnings divided by the average number of shares in issue during the financial year, see note 12.
EPRA NTA per share	EPRA NTA divided by the diluted number of shares at the year end.
EPRA net tangible asset value (EPRA NTA)	IFRS net assets excluding the mark-to-market on interest rate derivatives, deferred taxation on property valuations where it arises, and intangible assets. It is adjusted for the dilutive impact of share options.
Equity	All capital and reserves of the Group attributable to equity holders of the Company.
Gross property assets	The sum of investment property and investment property under construction.
Gross value added	The measure of the value of goods and services produced in an area, industry, or sector of an economy.
Interest cover	The ratio of operating cash flow divided by interest paid (before working capital movements, exceptional finance costs, capitalised interest, and changes in fair value of interest rate derivatives). This metric is provided to give readers a clear view of the Group's financial position.
Like-for-like store operating costs	Store operating costs excluding one-off items and the operating costs of a store opened in the preceding or current financial year.
Like-for-like occupancy	Excludes the closing occupancy of new stores acquired, opened, or closed in the current financial year in both the current financial year and comparative figures. In 2026 this excludes Staines, Queensbury, Slough Bath Road and Wembley.
Like-for-like store revenue	Excludes the impact of new stores acquired, opened or stores closed in the current or preceding financial year in both the current year and comparative figures. In 2026 this excludes Staines, Queensbury, Slough Bath Road and Wembley.
LTV (loan to value)	Net debt expressed as a percentage of the external valuation of the Group's investment properties.
Maximum lettable area (MLA)	The total square foot (sq ft) available to rent to customers.
Move-ins	The number of customers taking a storage room in the defined period.
Move-outs	The number of customers vacating a storage room in the defined period.
NAV	Net asset value.
Net debt	Gross borrowings less cash and cash equivalents.

Notes to the Financial Statements

Year ended 31 March 2026

33. Glossary continued

Net initial yield	The forthcoming year's net operating income expressed as a percentage of capital value, after adding notional purchaser's costs pre administrative expenses.
Net operating income	Store EBITDA after an allocation of central overhead.
Net operating income on stabilisation	The projected net operating income delivered by a store when it reaches a stable level of occupancy.
Net promoter score (NPS)	The Net Promoter Score is an index ranging from -100 to 100 that measures the willingness of customers to recommend a company's products or services to others. The Company measures NPS based on surveys sent to all its move-ins and move-outs.
Net Renewable Energy Positive	Our strategy as set out in https://corporate.bigyellow.co.uk/index.php/sustainability/strategy .
Net rent per sq ft	Storage revenue generated from in place customers divided by occupancy.
Net Zero Strategy	The Group's published strategy to have Net Zero Scope 1 and 2 Emissions.
Non like-for-like stores	Stores excluded from like-for-like metrics, as they were acquired, opened or closed in the current or preceding financial year. In 2026 these stores are Staines, Queensbury, Slough Bath Road and Wembley.
Occupancy	The space occupied by customers divided by the MLA expressed as a %.
Occupied space	The space occupied by customers in sq ft.
Other storage related income	Packing materials, insurance, and other storage related fees.
Pipeline	The Group's development sites.
Property Income Distribution (PID)	A dividend, generally subject to withholding tax, that a UK REIT is required to pay from its tax-exempt property rental business, and which is taxable for UK-resident shareholders at their marginal tax rate.
REG	Renewable Energy Guarantees of Origin
REIT	Real Estate Investment Trust. A tax regime which in the UK exempts participants from corporation tax both on UK rental income and gains arising on UK investment property sales, subject to certain conditions.
REVPAF	Total store revenue divided by the average maximum lettable area in the year.
Store EBITDA	Store earnings before interest, tax, depreciation, and amortisation, see reconciliation in the portfolio summary on page 33 .
Store revenue	Revenue earned from the Group's open self storage centres.
TCFD	Task Force on Climate Related Financial Disclosure.
Total shareholder return (TSR)	The growth in value of a shareholding over a specified period, assuming dividends are reinvested to purchase additional units of shares.

Ten Year Summary

	2026 £m	2025 £m	2024 £m	2023 £m	2022 £m	2021 £m	2020 £m	2019 £m	2018 £m	2017 £m
Results										
Revenue	209.1	204.5	199.6	188.8	171.3	135.2	129.3	125.4	116.7	109.1
Operating profit before gains and losses on property assets	130.5	126.6	128.4	120.0	106.6	81.5	80.0	76.7	70.9	65.3
Cash flow from operating activities	108.9	114.6	104.8	112.0	107.1	76.7	73.6	72.2	63.0	55.9
Profit before taxation	126.2	203.9	241.0	75.3	698.9	265.8	93.4	126.9	134.1	99.8
Adjusted profit before taxation	117.5	115.6	107.3	106.0	96.8	74.6	71.0	67.5	61.4	54.6
Net assets	2,599.2	2,565.5	2,448.4	2,182.4	2,184.4	1,453.9	1,163.9	1,123.9	981.1	890.4
Diluted adjusted earnings per share	59.0p	57.8p	55.9p	56.5p	52.5p	42.4p	42.1p	41.4p	38.5p	34.5p
Declared total dividend per share	47.2p	46.4p	45.2p	45.2p	42.0p	34.0p	33.8p	33.2p	30.8p	27.6p
Key statistics										
Number of stores open**	113	109	109	108	105	78	75	74	74	73
Store MLA (000 sq ft)	6,721	6,421	6,419	6,292	6,098	4,930	4,688	4,622	4,631	4,551
Sq ft occupied (000)**	4,985	5,056	5,029	5,088	5,107	4,201	3,781	3,810	3,730	3,551
Occupancy (decrease)/increase in year (000 sq ft)*	(71)	27	(59)	(19)	906	420	(29)	80	179	188
Closing net rent per sq ft**	£36.28	£35.17	£34.14	£32.48	£29.92	£28.71	£28.15	£27.28	£26.74	£26.03
Number of occupied rooms**	71,000	73,000	73,000	73,000	73,000	62,000	56,500	56,000	55,000	52,500
Average number of employees during the year**	453	459	464	465	427	370	361	347	335	329

* the occupancy growth in 2017, 2022 and 2023 includes the acquisition of existing stores

** from 2022 this includes the Armadillo stores, which the Group acquired the remaining 80% of which it did not previously own on 1 July 2021

This report is printed on paper certified in accordance with the FSC® (Forest Stewardship Council®) and is recyclable and acid-free.

Pureprint Ltd is FSC certified and ISO 14001 certified showing that it is committed to all round excellence and improving environmental performance is an important part of this strategy.

Pureprint Ltd aims to reduce at source the effect its operations have on the environment and is committed to continual improvement, prevention of pollution and compliance with any legislation or industry standards.

Pureprint Ltd is a Carbon / Neutral® Printing Company.

Designed and produced by MAGEE.

info@magee.co.uk



Big Yellow Group PLC

2 The Deans, Bridge Road, Bagshot, Surrey GU19 5AT

01276 470190 info@bigyellow.co.uk

You can access more information about us on our website

bigyellow.co.uk

