



OUR BUSINESS

OUR GROWTH STRATEGY
OUR PROPERTY PORTFOLIO
OUR SUCCESS DRIVERS

OUR GROWTH STRATEGY

With deep product understanding and experience in an emerging and first-world market, Stor-Age boasts a successful track record of developing, acquiring and managing self storage assets in South Africa and the UK. The business benefits from outstanding real estate expertise, an excellent dual-market operations platform, leading digital marketing capability and an established global peer network.

We conduct our strategic growth planning in five-year cycles. We are currently in the fourth and penultimate year of the cycle ending 2025 and have undertaken strategic and meticulous planning for the five-year period. While we continue to execute this plan, preparation is now underway to develop the next five-year strategy to 2030. A key focus remains our digital transformation strategy, which significantly influences our business strategy.

In preparation for our strategic growth cycle to 2025, in 2020 we revisited the four major research projects completed in 2015 with a specific focus on supply levels, anticipated demand, customer profiling and consumer demographics. These projects provide key insights that inform and optimise our growth strategy, allowing us to better understand our residential and business customers, and anticipate future demand.

Organic growth through the expansion of existing stores, acquisitions and new developments are at the core of our growth

strategy. Strategic joint ventures with real estate and investment partners also play a critical role in this growth strategy. Read more about this on page 32.

With in-house development expertise and a disciplined yet opportunistic approach, we ensure that our risk-adjusted yield expectations are met and that we are able to effectively secure development sites and obtain the necessary approval consents. We prioritise high-barrier-to-entry areas in our key markets. Read more about our acquisition and new development strategy from pages 27 and 30.

During the year, we continued to execute our growth strategy, further growing our footprint by expanding existing stores and implementing our development strategy at newly acquired sites. We also continued to identify acquisition opportunities of existing trading properties in both markets.

Our growth strategy aims to grow the portfolio in both markets and enhance performance and investor returns by:



Extracting organic growth through active revenue management, developing additional GLA and optimising the unit mix at properties



Leveraging our tenant management software platform to unlock value, drive cost efficiencies and entrench our competitive advantage



Pursuing acquisitions, and consolidating our position as the leading and largest self storage brand in South Africa and one of the largest operators in the UK



Developing new properties in prominent high-barrier-to-entry locations in our core markets



Opportunistically leveraging the platform through our operations and digital capability, as well as our real estate expertise



Managing financial risk through prudent capital management policies



Integrating ESG principles throughout the organisation by focusing on sustainability and the implementation of our ESG strategy

OUR GROWTH STRATEGY FOR THE SOUTH AFRICAN MARKET

Our South African growth strategy seeks to entrench Stor-Age's position as the leading and largest self storage property fund and brand in the country. For 17 years, we have successfully identified key growth opportunities, expanding the South African portfolio to 60 properties. The portfolio represents a value of R6.0 billion¹.

We benefit from the following:

- Largest store footprint
- Quality stores in high-profile locations
- Prominent and easily accessible portfolio
- The benchmark for modern, urban self storage development

While we see an opportunity to acquire trading properties, our ongoing development strategy of bringing high-profile properties to market in prime locations remains a key component of our growth strategy. Our plan to 2025 includes aiming to grow the South African portfolio to 65+ properties².

Read more about our property pipeline on page 27.

OUR GROWTH STRATEGY FOR THE UK MARKET

Our business plan for our UK portfolio, trading under the Storage King brand, is guided by our strategic and long-term focus on growing and optimally positioning our UK property portfolio and leveraging our high-quality in-place management platform.

During the year, we focused on further optimising our organisational infrastructure in order to continue sustainably supporting the rapid growth being experienced by Storage King. Our UK and South African teams and platforms are fully integrated in those areas where we believe it allows for optimal performance across the Group.

In addition to the property strategy outlined below, we continued to see the positive impact on enquiry generation during the year as a result of successfully leveraging our digital marketing capability into the UK. Added to this, we also continued to see a reduction in the cost per enquiry as we further refined our digital marketing strategy and capitalised on the increased brand awareness in the localised markets into which we trade. Read more about this from page 35.

Our five-year strategy for the UK market to 2025 seeks to grow the portfolio through a combination of acquiring trading properties, developing new properties in key target areas and adding trading properties to our third-party management platform, Management 1st. We have identified a growth target of an average of two to four properties per annum. Read more about our Management 1st platform on page 32.

Key features of the medium-term growth plan include:

Acquiring existing self storage properties that meet Storage King's acquisition criteria:

- Good locations in Greater London and its commuter towns, as well as regional cities and towns
- Within/close to attractive urban or suburban nodes
- Ideally within/close to a retail corridor
- Ideally located with main road frontage to passing traffic
- Minimum requirements targeted:
 - 30 000+ sq. ft maximum lettable area (MLA)
 - 75 000+ population, 20-minute drive time

Developing investment-grade self storage properties in prominent, visible, convenient and accessible locations:

- High-profile locations in Greater London and its commuter towns, as well as regional cities and towns
- Big Box (greenfield) – high-density retail or commercial type nodes, in attractive urban/suburban areas and with main road frontage to passing traffic
- Conversions (brownfield) of existing buildings in retail or commercial type nodes in close proximity to dense urban areas
- Minimum requirements targeted:
 - 45 000+ sq. ft MLA
 - 100 000+ population, 20-minute drive time

LEASEHOLD OWNERSHIP

Storage King's flexible approach to leasehold and freehold property ownership enables it to grow the business, secure prime locations and position the portfolio optimally.

While Storage King's approach to leasehold property valuation is conservatively based on future cash flows until the next contractual lease renewal date, it has a demonstrable track record of successfully regearing leases several years before renewal. The Company benefits from the Landlord and Tenant Act, which protects its right of renewal except in the case of redevelopment. In addition, the majority of its leasehold properties are located in retail parks and/or have building characteristics that make their current usage either the optimal or best use of the property.

Storage King's landlords value it as a quality tenant, with the Company often extending the length of leases in its portfolio, enabling Storage King to maintain favourable terms. By taking a flexible approach to leasehold ownership as part of a broader portfolio assembly strategy, Storage King has been able to operate from properties that would otherwise have been unavailable.

¹ Includes 100% of trading properties held in JVs. Excludes Century City and Kramerville properties which began trading in June 2024 and July 2024 respectively.

² Includes pipeline properties.

JOINT VENTURES

In order to capitalise on expansion opportunities, we establish strategic joint ventures (JVs) with real estate and investment partners. Through these JVs, Stor-Age is able to expand its presence and achieve enhanced scale in South Africa and the UK, while generating an attractive return on invested capital. The Company earns management fees for acquiring, developing and managing properties in each JV.

Our JVs form a key component of our growth strategy in South Africa and the UK.

Read more about these JVs from page 32.

THE DRIVERS OF SELF STORAGE

Self storage is a business that benefits from a diverse set of demand drivers. The decision to use self storage is based on a sensible financial and needs-based rationale, and the product serves a diverse range of customers. The primary drivers for residential users are life-changing events (marriage, an expanding family, death, separation, downsizing, moving, emigration and immigration), as well as more permanent discretionary use. The product also serves commercial customers, particularly SMMEs, e-commerce and home-based businesses, as well as larger companies. The key benefit to such businesses is the cost-effective and flexible storage and distribution solution that the product offers.

Our growth strategy is directly linked to these drivers. We identify acquisition and development sites in high-density urban areas where these trends are particularly prominent.

STRENGTHENING OUR GROWTH STRATEGY THROUGH A ROBUST FOCUS ON ESG

We continue to integrate ESG principles throughout the business. Our ESG strategy, which focuses on the areas of environmental sustainability, social sustainability and corporate governance, aligns our Vision and Core Values with six relevant SDGs and takes guidance from the Task Force on Climate-related Financial Disclosures (TCFD).

Our long-term ESG strategy is centred on:

Developing environmentally-friendly buildings Read more below	Creating a culture of high integrity across the business Read more on page 66	An unwavering approach to good corporate governance Read more on page 71	Ensuring the ongoing sustainability of the business Read more on page 71			
Preserving our resilience by maintaining balance sheet strength Read more on page 13	Effective management of financial and environmental risks, with significant value creation for our stakeholders Read more on page 58	Supporting the local communities in which we operate Read more on page 65				
						

DEVELOPING ENVIRONMENTALLY-FRIENDLY BUILDINGS

Environmental sustainability is a key component of our ESG strategy. Each of our buildings is designed and developed to ensure minimal water and electricity consumption. We also place a great deal of focus on reducing our already low carbon emissions.

We achieve this through a variety of initiatives, including renewable energy generation, energy efficiency, rainwater harvesting, storm water management, wastewater management, reduced fuel consumption and through various other practices.

Read more about our ESG strategy and implementation framework on page 58.



OUR PROPERTY PORTFOLIO

Our properties are located in highly visible, easily accessible locations in or near major economic centres in both South Africa and the UK. We seek investment opportunities where we can achieve strong market penetration and further benefit from improved economies of scale, driving high operating margins.

Stor-Age has a portfolio of 103 properties across South Africa and the UK, totalling R17.3 billion¹ in value.

Our growth strategy, which you can read about on page 23, details how and where we intend to execute high-quality acquisitions and new developments to further grow our asset base, while pursuing organic growth by expanding existing properties. The growth strategy also includes expanding our third-party management offering in the UK, under the Storage King Management 1st platform.

Joint venture partnerships are a key component of our growth strategy in South Africa and the UK. During the year we made excellent strategic progress with our JV partners, having opened or acquired 12 trading properties (four in South Africa and eight in the UK). Read more about these partnerships from page 32.

OUR PROPERTY PORTFOLIO IN SOUTH AFRICA

Stor-Age is a local market pioneer that introduced high-profile Big Box self storage properties in high-visibility and easily accessible prime urban and suburban locations in South Africa.

Stor-Age is the largest self storage property fund and most recognisable industry brand in South Africa. Assembled from scratch and offering exceptional quality, our South African portfolio is predominantly purpose-built with a national footprint.

Our South African portfolio comprises 60¹ trading properties, with a further seven properties in the development pipeline as at year end. These 60 properties provide space to over 31 700 customers, offering 412 300 m² GLA¹. Our total pipeline of seven new developments will offer a further estimated 42 000 m² GLA on completion.

In defining our property strategy in South Africa, we identified the main target cities and the specific suburbs (including arterial routes) where we would like to establish a presence. This is not a restrictive or instructive strategy, but rather a guide that supports our full business growth strategy.

60 Our portfolio of stores is unrivalled in South Africa, and comprises 60 properties across an extensive national network.

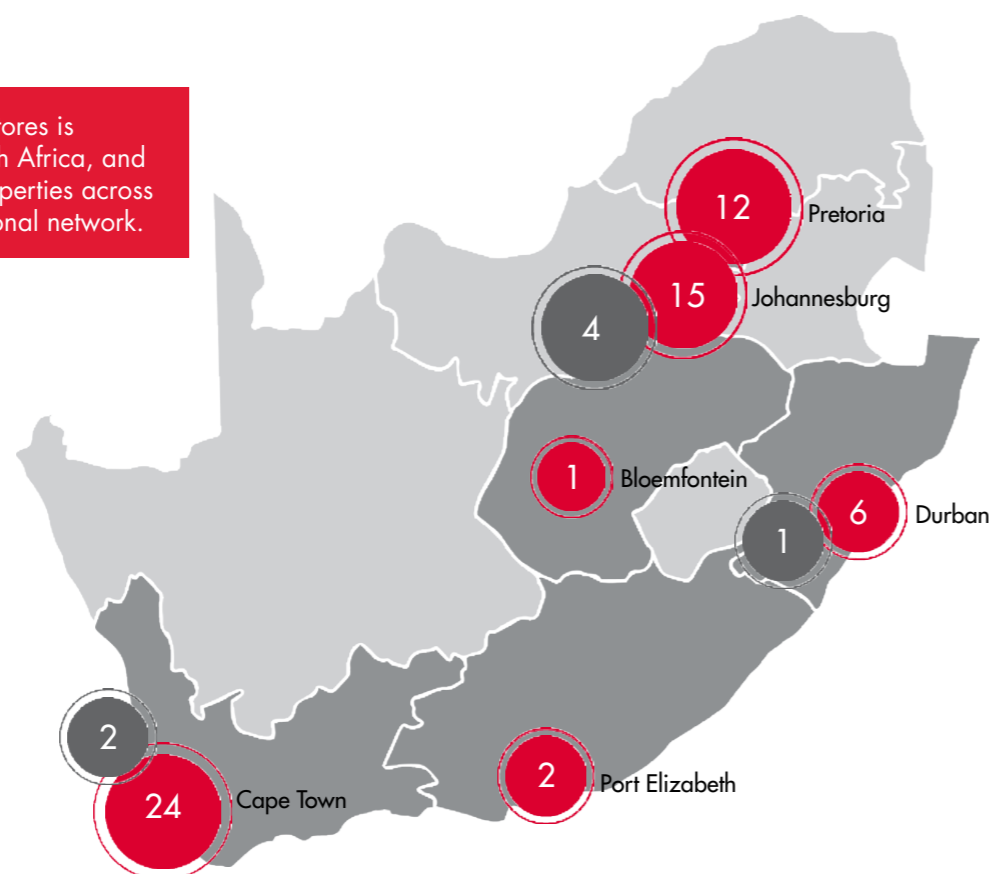
PORTFOLIO:

60 properties¹
R6.0 billion¹
412 300 m² GLA¹
31 700 tenants¹

PIPELINE:

7 properties
42 000 m² GLA

● Portfolio
● Pipeline



¹ Includes 100% of trading properties held in JVs as at 31 March 2024. Excludes Century City and Kramerville properties which began trading in June 2024 and July 2024 respectively.

ACQUISITIONS

The acquisition of high-quality and well-positioned trading properties remains a key component of our growth strategy. Since listing in 2015, Stor-Age has acquired a total of 28 properties.

In July 2024, we secured an independent self storage property in Airport Industria in Cape Town, Extra Attic. Secured for a purchase consideration of R73 million, Extra Attic is a single-storey self storage property that was developed and opened in 1998 by the founders of Metrofile. The property is located on Manhattan Street and is easily accessible off Borchers Quarry Road from Airport Approach Road.

With easy access off the N2 highway, the property is well-constructed and supports a broad residential customer base from across the greater Cape Town area. Given its close proximity to Cape Town International Airport, there is also a well-established commercial customer base, which has been using the store for a number of years.

With well-built structures and an attractive curb appeal, the property's location is complementary to the existing Stor-Age portfolio in Cape Town. It comprises 7 547 m² GLA of ground floor drive-up access and 181 m² of office space.

DEVELOPMENTS

Stor-Age's secured development pipeline in South Africa at year end comprised seven properties that will add an estimated 42 000 m² GLA to the portfolio.

The properties recently completed or currently under development form part of our JV with Nedbank Property Partners ("Nedbank"), with the exception of Century City, which was developed in a JV with the Rabie Property Group ("Rabie").

DEVELOPMENTS COMPLETED

During the period we completed the development of four properties, two in Cape Town and two in Gauteng. These developments increased our GLA by 24 100 m².

Property	Location	Development cost	GLA (on full fitout)
Morningside	Situated alongside the Wedge Shopping Centre on Rivonia Drive and benefiting from prime exposure to passing traffic, the property is exceptionally well located. The property trades into Morningside and the broader Sandton area, and opened for trading in May 2023.	R125 million	7 400 m ²
Bryanston	Well positioned alongside the Virgin Active at the busy Grosvenor Crossing intersection, the property trades primarily into Bryanston, Riverclub, Kleve Hill and Peterville. The property opened for trading in August 2023.	R75 million	4 700 m ²
Pinelands	Well located directly opposite the Howard Shopping Centre, on the corner of Howard Drive and Gardener Way, the property, a brownfield conversion, trades primarily into Pinelands, Mowbray, Rosebank and Rondebosch. The property opened for trading in September 2023.	R97 million	7 300 m ²
Paarden Eiland	Located prominently in the service road alongside Marine Drive, the property, a brownfield conversion, enjoys high exposure to the busy Marine Drive, which carries significant traffic volume in both directions. Trading primarily into the broader Milnerton area as well as parts of the East City, the property opened for trading in September 2023.	R75 million	4 700 m ²

Post year end, we concluded the development of two properties in South Africa – at Century City in Cape Town and at Kramerville in Johannesburg. Together, these properties added 11 500 m² to the portfolio.

Property	Status and location	Development cost	GLA (on full fitout)
Century City	In December 2022, Stor-Age and Rabie entered into a joint venture to develop a site within Century City ("Rabie JV"). The site is well positioned on Edison Way and enjoys good visibility by commuters travelling east and west along Bosmansdam Road. The property, which trades primarily into Century City, Tijgerhof, Milnerton and Montague Gardens, opened for trading in June 2024.	R96 million	6 100 m ²
Kramerville	Located in Kramerville (Sandown), the property is situated on the corner of Dartfield Road and Commerce Crescent. Construction began in June 2023. The property, which benefits from having access on grade to all four levels, trades primarily into Sandown, Wendywood, Strathavon and Atholl Gardens. The property opened for trading in July 2024.	R75 million	5 400 m ²

UNINTERRUPTED POWER SUPPLY

To mitigate against the risk of an unstable electricity supply in South Africa, all trading properties have generators installed, except for the three smallest properties measured by GLA, which have battery storage solutions. During periods of intermittent electricity supply, these backup diesel generators are used.

HYBRID SOLAR PV SYSTEMS

In South Africa, 34 of the 60 properties have solar PV systems installed, which to date have generated over 4.1 million kWh. A further 11 properties have been identified for solar investment in FY25.

During the period we continued to integrate existing solar PV systems with battery storage, creating additional hybrid solar PV systems. Alongside our existing diesel generators, these systems provide an optimised solution in the event of a power outage. Beginning in FY24, we anticipate a 3-year roll-out of these hybrid solar PV systems across the South African portfolio at an estimated total cost of R45.0 million to R50.0 million.

Read more about our hybrid solar PV system strategy on page 62.

MAINTAINING OUR PROPERTIES

As a customer-facing real estate business, we understand the critical importance of maintaining the quality of our assets by investing in a rolling programme of preventative maintenance, store cleaning and the repair and replacement of essential equipment.

We have an online Facilities Management System where store-based employees log, track and manage all maintenance requests until closed. In conjunction with employees at our stores and area managers, our national facilities manager and city-based regional facilities managers oversee property maintenance with the assistance of dedicated facilities teams in each city.



OUR PROPERTY PORTFOLIO IN THE UK

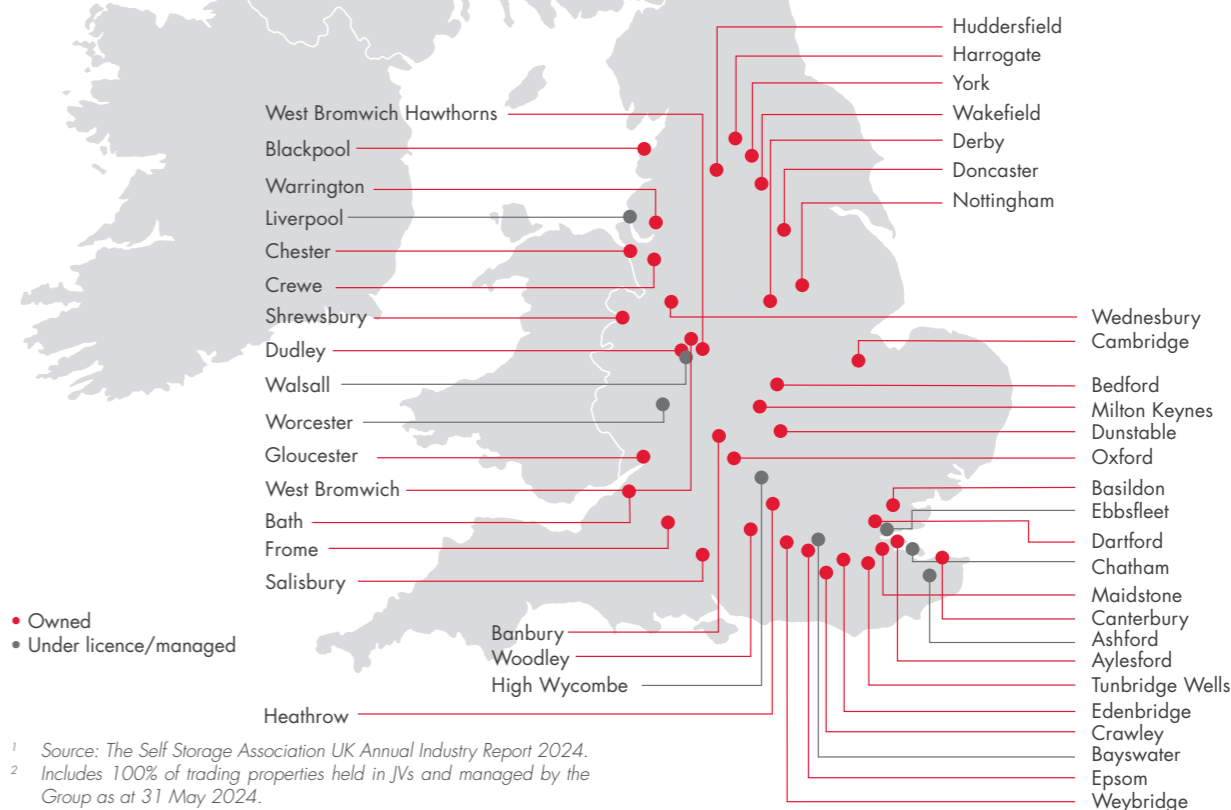
Stor-Age is now in its seventh year of trading in the UK under the Storage King brand – the sixth largest self storage operator in the country¹. Storage King operates a regionally dominant portfolio of 43² properties throughout England.

The acquisition of Storage King in 2017 represented a portfolio of well-located properties and a growth platform with well-invested infrastructure. The in-country management team has considerable industry experience and a strong track record of operational management and improvement. Since acquisition, we have increased the number of properties in the Storage King portfolio from 13 to 43 and the total GLA from 543 000 sq. ft to 1 910 000 sq. ft², with a further two properties in the development pipeline offering an estimated 105 000 sq. ft GLA on full build-out.

43 Storage King operates 43 well-located properties throughout England, with a further two properties in the pipeline.

UK PORTFOLIO²:

43 properties
£471 million
177 300 m² GLA
19 700 tenants



Overview of Storage King

- Sixth largest operator in the UK by number of properties
- The portfolio of 43 properties is complemented by an additional three properties which trade under license of the Storage King brand
- Four strategic growth levers – expanding existing properties, acquiring independent trading stores, developing new high-quality properties and securing third-party management contracts (Management 1st)
- Highly scalable, well-invested infrastructure and experienced management
- Additional upside growth potential – operational cost savings and revenue enhancement
- Well positioned to secure acquisition opportunities via long-established relationships with independent operators

¹ Source: The Self Storage Association UK Annual Industry Report 2024.
² Includes 100% of trading properties held in JVs and managed by the Group as at 31 May 2024.

OUR PROPERTY PORTFOLIO (continued)

ACQUISITIONS

Storage King is well-positioned to secure acquisition opportunities through its long-established relationships with independent operators. During the year, we continued to review acquisition opportunities in line with our stated growth and investment strategy.

During the year, we successfully acquired Easistore, a high-quality four-store portfolio in the south east of England with well-located properties across Kent and West Sussex. The portfolio was acquired in a JV with Nuveen Real Estate ("Nuveen"), with Stor-Age's equity contribution in the acquisition amounting to £4.4 million. Read more about this JV on page 33.

The acquisition provided an excellent opportunity to acquire a portfolio of trading stores in locations which complement the existing Storage King portfolio, offering additional scale to the platform from both a financial and trading perspective.

With properties located in Crawley, Edenbridge, Maidstone and Tunbridge Wells, the portfolio added 22 500 m² to the Group. Well-located, the four mature freehold properties trade into residential and commercial areas. The Edenbridge, Tunbridge Wells and Maidstone properties provide Storage King with a greater presence in Kent, while the Crawley property enabled the Company to expand into West Sussex.

DEVELOPMENTS

We continue to make significant progress in executing our UK development strategy, completing new developments and adding new sites for future development.

During the period we completed the development of four properties, located in Bath, Heathrow, West Bromwich and Canterbury. Our secured development pipeline in the UK now comprises two properties that will add an estimated 105 000 sq. ft to the portfolio. The two properties are currently under development, located in Acton and Leyton. The Acton property is being developed in the Moorfield JV, while the Leyton property forms part of our JV with Nuveen. Read more about these JVs on page 33.

DEVELOPMENTS COMPLETED

Property	Status and location	Development cost	GLA
Bath	Located within the Western Lock Retail Park, in close proximity to Bath City Centre on the A36 Lower Bristol Road, this brownfield conversion is located adjacent to a Marks & Spencer Foodhall. The property opened for trading in May 2023.	£11.7 million	46 000 sq. ft
Heathrow	This greenfield development is located on a prominent intersection to the west of London, on Great South-West Road (A30) and the Causeway (A312) and in close proximity to Heathrow Airport. The property opened for trading in July 2023.	£13.8 million	61 000 sq. ft
West Bromwich	The property is located in Great Bridge Street, Swan Village in the Carlyle Business Park, with excellent exposure at the roundabout to commuters travelling on the Solihull Bypass (A41). The property, a brownfield conversion, also offers office and bulk storage space. The property opened for trading in October 2023.	£11.7 million	64 000 sq. ft excluding bulk and office space
Canterbury	Located in close proximity to a large Big Box retail corridor, the property forms part of the new "to be created" Canterbury trade park which sits along Sturry Road (A28), in close proximity to the Canterbury town centre. The property opened for trading in November 2023.	£11.7 million	54 000 sq. ft

DEVELOPMENTS IN PROGRESS

Property	Status and location	Estimated development cost	Estimated GLA
Acton	Located in a mixed residential and commercial area of Acton, a large residential suburb in West London in the borough of Ealing, the property enjoys frontage to Stanley Gardens, Bradford Road and Warple Way, just off Uxbridge Road (A4020), a busy main arterial through Acton. A brownfield conversion, the property was acquired in April 2023. A planning application was approved to extend the building vertically by two levels. Construction began in May 2024.	£24.75 million	63 000 sq. ft
Leyton	The property is located on Golden Business Park, at the intersection of Orient Way and the A104, which lies 1.5 miles from Leyton and 2 miles from Walthamstow underground station and is easily accessible from the A12 and A10 highway. Leyton is a large suburb in east London in the borough of Waltham Forest. The area borders Walthamstow, Leytonstone and Stratford. The property, a brownfield conversion, will comprise three levels. Construction began in January 2024.	£13.9 million	42 000 sq. ft



OUR PROPERTY PORTFOLIO (continued)

ADDITIONS

During the year we concluded expansions at our Milton Keynes and Crewe properties, bringing online additional GLA of 41 400 sq. ft.

TOWN PLANNING APPLICATIONS

We continue to seek opportunities to unlock value in the existing portfolio, with a number of town planning applications having been approved during the year:

- Huddersfield – an estimated 22 000 sq. ft GLA.
- Wakefield – an estimated 7 000 sq. ft GLA.
- Blackpool – an estimated 23 000 sq. ft GLA.

THIRD-PARTY MANAGEMENT

In March 2023, the Group entered into a third-party management agreement to manage a new self storage property located in Bayswater (west London). The recently completed development, a conversion of an underground car park over two levels, offers 17 700 sq. ft GLA. The property began trading in April 2024 and will be branded and managed by Storage King under the company's third-party management platform – Management 1st.

Post year end, we entered into a third-party management agreement with Hines, a privately owned global real estate investment, development and management firm with a presence in 30 countries and \$94.6 billion of assets under management. Through the agreement, which was concluded in May 2024, Stor-Age will manage a three-property portfolio, which Hines acquired in the southeast of the UK. The portfolio, previously under the brand Kent Space, consists of properties in Ashford, Chatham and Ebbsfleet and offers 78 000 sq. ft of self storage space and 30 000 sq. ft of complementary office space. The Kent Space acquisition represents Hines' entry into the UK self storage market. The properties will be rebranded to Storage King.

We currently have 17 properties in the UK operating on our Management 1st platform, with a further two properties to be added once our current joint venture developments are complete.

Management 1st is a key component of our UK growth strategy and enables the Group to earn additional revenue with minimal capital investment given that we leverage our existing infrastructure and skills. The management solution will also potentially provide a natural acquisitions pipeline over the medium to long term when third-party owners wish to exit.

THE UK SELF STORAGE MARKET

In the recently published 2024 Self Storage Association UK Survey, self storage space per head of population in the UK is estimated to be 0.9 sq. ft, up from 0.8 sq. ft in 2023. This shows that the market is less developed than the United States (7 sq. ft) and Australia (2 sq. ft), despite the growth in supply in recent years.

The market remains relatively fragmented with an estimated 2 700 self storage properties, including 1 012 predominantly container-based operations, supplying 60 million sq. ft across 1 400 brands. The top ten operators, including Storage King, account for approximately 19% by number, and 42% by area, of the market.

While churn levels in 2023 increased to 98% (annualised), compared to 81% in 2023, this is still significantly lower than the 118% experienced in the pre-pandemic period.

JOINT VENTURES IN SOUTH AFRICA AND THE UK

To further enable the Group to take advantage of expansion opportunities, in recent years we have formed selected JVs with real estate and investment partners to acquire and develop new self storage properties. These JVs allow Stor-Age to grow and achieve further scale in South Africa and the UK while providing an attractive return on invested capital.

The JVs also allow for the mitigation of the financial impact of the lease-up of newly developed self storage properties which can take a number of years to reach a stabilised and mature level of occupancy. Moving forward, it is anticipated that the majority of new developments will be completed in a JV structure with a development partner.

All JV properties are either branded and managed by Stor-Age in South Africa or Storage King in the UK. The JVs also enable the Group to leverage the management platform through the generation of acquisition and ongoing property management fees.

Garden Cities

In September 2019 Stor-Age entered into a JV with Garden Cities to develop a site in Sunningdale in Cape Town. The property, comprising 6 300 m² GLA, commenced trading in April 2021.



An independent, Cape Town-based property development company, Garden Cities has a more than 100 year track record of successfully developing residential suburbs in the Western Cape. The JV came about as a result of Stor-Age having successfully developed its Edgemoor and Pinehurst properties, with both of these residential townships having been originally developed by Garden Cities. Stor-Age has a 50% equity interest in the JV.

Moorfield

Entered into in October 2020, the JV with Moorfield aims to assemble a portfolio of high-quality self storage properties in prime locations in England through acquisitions and new developments. Stor-Age has a 24.9% equity interest in the JV.

Moorfield is a long-established, leading UK real estate fund manager with a more than 25-year track record of successfully investing in multiple real estate subsectors. The JV provides an attractive return on invested capital, thus presenting an avenue for Stor-Age to compete in a highly sought-after and competitive first-world market by providing access to high-quality self storage assets at attractive yields.

To date, the JV has committed approximately £125 million to acquisitions and new developments. Development properties forming part of the Moorfield JV include Heathrow, Bath, Canterbury, West Bromwich and Acton. In addition, the four-store Storagebase portfolio in the UK was acquired within the JV.

Nedbank

In September 2021, Stor-Age entered into a JV with Nedbank Corporate and Investment Bank to initially develop two high profile properties in Morningside and Bryanston. During the year,

the JV developed two additional properties, located in Pinelands and Paarden Eiland in Cape Town. The Kramerville property, which opened for trading post year end in July 2024, was also developed in the Nedbank JV.

Nedbank has been a primary debt funder to Stor-Age for more than a decade and has a detailed understanding of the self storage asset class. Each party owns a 50% equity interest in the JV.

Rabie

Stor-Age entered into a JV with the Rabie Property Group in December 2022 to co-develop a property in Century City, Cape Town, with 6 100 m² GLA and at a development cost of R96 million. The property opened for trading in June 2024.

Rabie is an independent, Cape Town-based property development company operating predominantly in the Western Cape. Each party has a 50% equity interest in the JV.

Nuveen

Stor-Age entered into a JV with Nuveen Real Estate ("Nuveen") in April 2023. Nuveen, which made its entry into the European self storage market in Sweden in late 2021, is one of the largest, most established global investment managers with \$154 billion of assets under management and an 85-year investment track record.

Nuveen holds 90% and Stor-Age a 10% equity interest in the JV. In April 2023 the JV acquired Easistore, a four-store portfolio in the UK with properties located in Kent and West Sussex. In addition, the Leyton property, where construction began in January 2024, is being developed in the Nuveen JV.

To date, the JV has committed approximately £100 million to acquisitions and new developments.



OUR SUCCESS DRIVERS

OUR SOPHISTICATED DUAL-MARKET OPERATIONS PLATFORM

Our highly sophisticated and scalable dual-market operations platform is key to unlocking value for stakeholders. The scalable platform provides operating leverage for centralised services and is complemented and enhanced by our advanced digital capability, online enquiry generation and conversion skillset, all of which are fundamental to our long-term strategy.

We have invested significantly to develop a sophisticated and scalable management platform that provides centralised services and support across the portfolio in both South Africa and the UK, resulting in economies of scale and cost efficiencies. Our web-based tenant management systems provide real-time information on the operating and financial performance of each property. The systems have a unique built-in customer relationship management (CRM) capability.

The CRM enables all enquiries to be logged and tracked until closed, with management able to monitor employees' efforts. Despite returning to a normalised trading environment post the onset of COVID-19, collectively same-store enquiries generated across both markets improved during FY24 when compared to FY23. Pricing is dynamic and varies according to unit size, location, demand and the stage of lease-up of the individual property. Internal space at properties can be reconfigured to create various unit sizes to meet the demand profile and optimise revenue streams from the property.

Operationally, Stor-Age consists of two elements: systems and people. Our approach to each is summarised below:

1 Systems, including processes, controls and responsibilities

- Defined in operating standards across the business to ensure consistency and continuously updated for improvements in operating capability
- Increasing use of technology and automation for continuous improvement and improved efficiency
- Ongoing enhancements to our layered network security systems to strengthen defences

2 People

- Strategic focus from inception
- Significant emphasis on recruiting the right people and training, developing and managing employees to achieve their highest potential
- Our e-learning platform, Edu-Space, complements face-to-face learning programmes
- Incentivised outperformance at all levels

OUR BRAND STRENGTH

“ Developing Stor-Age into the leading South African self storage brand has been a fundamental strategic objective since inception, while our Storage King brand in the UK is distinctive and unique, with its own differentiated style, attributes and market positioning. ”

We have remained resolute in our strategy of positioning Stor-Age at the quality end of the South African self storage market. The brand is well-defined, distinctive and differentiated. We have successfully achieved this through our emphasis on the location, visibility and quality of our properties, underpinned by excellent customer service and a leading online platform.

In the UK, our Storage King brand stands out as both distinctive and unique, with our growth strategy aligned to that of South Africa in terms of acquiring and developing properties in prime locations with high visibility. The portfolio has grown from 13 properties at acquisition in 2017 to 43 properties¹, along with a further

three properties trading under licence. This growth, complemented by the Group's elevated online visibility in targeted locations, has strengthened the brand and increased brand recognition.

Our brand strategy is founded on big branding at properties in high-visibility locations, on key arterials in densely populated residential suburbs, with adjacent commercial and business corridors across South Africa and the UK. Our Big Box properties are especially impactful in this regard. Aligned to our focus on big branding, our digital 'drive-by' (online) presence plays an important role in positioning us as the brand of choice in each respective market.

We continue to leverage our extensive digital marketing capabilities to create high demand for our well-defined, distinctive and differentiated product across both markets. Given the innate complexity and cost of online sales, our digital marketing capabilities further allow us to spread our marketing costs over a growing platform. This continues to raise the barrier to entry for competition.

Through our multi-year digital strategy, we continue to remain responsive to shifting consumer trends. This strategy allows us to adapt to the significant pace of technological change and innovation within the self storage sector and in society more broadly.

PURSUING MUTUALLY BENEFICIAL COMMERCIAL PARTNERSHIPS

We actively pursue mutually beneficial, strategic commercial partnerships to increase brand visibility among residential and business audiences. These partnerships enhance our marketing efforts and create opportunities for cost-effective campaigns that improve enquiry generation. Commercial partners include removal companies, last mile logistics operators, SMMEs, e-commerce platforms, sports bodies and charitable organisations.

INDUSTRY LEADING SALES, MARKETING AND E-COMMERCE

The Group's marketing and e-commerce expertise complements the operational strength and local market knowledge of the management team. All acquired properties are incorporated onto our operations and online platforms, and benefit from increased web page visits and enquiries.

We innovate and improve the customer experience by continuously reviewing and refining our digital and in-store customer touchpoints. This creates a cohesive brand experience for our customers, cements loyalty and increases sales.

Forming part of our strategy to adapt to the evolving economic landscape, we leverage technology and use data analytics, AI and automation tools to optimise pricing strategies and marketing campaigns. The ongoing advancement of online and mobile platforms has transformed the way we connect with our customers, offering a broad and growing base of digital channels to source new leads. Our digital enquiry skillset provides a key competitive advantage in capturing and converting demand.

Ongoing management and optimisation of our online platforms maintains our leading rankings for the most popular search terms related to self storage in South Africa and the UK. The demand drivers of self storage are multi-dimensional and fluid, with the product servicing a diverse range of customers. We tailor our messaging to specific platform audiences to improve engagement and conversion opportunities. This relevancy-based and targeted strategy enables us to create bespoke advertising media (both static and rich media) that directs users to customised landing pages. The messaging in each of our adverts is curated to be relevant to each of these targeted audiences (in different life stages) that typically drive demand for self storage.

“ As an accredited Google and Meta partner, we continue to present optimal messaging to relevant audiences in both markets on the platforms where they are most active. This is a key component of our digital strategy that enables us to outperform competitors in new customer acquisition. ”

Our accredited partnership status with Google and Meta allows us to continue to bolster our digital marketing capabilities. We benefit from having dedicated teams at both platforms who provide us with additional resources and insights, enabling us to strengthen our messaging and target specific audiences on the platforms where they are most active. This has resulted in positive demand generation despite challenging macro conditions. This partnership also saw us selected to join an exclusive Google

Insiders group during the year at the Google Head Office in London. For a number of years, we have made use of AI tools to assist and experiment with search marketing techniques and practices, as well as with content creation, to assist in our messaging and targeted audience efforts. As the Google Insiders group meets to focus on new marketing initiatives, specifically relating to the use of AI in advertising platforms, we have further expanded our knowledge in this area allowing us to maintain a competitive edge in both markets.

As with any new technology, there are benefits and risks to its implementation. As early adopters of technology, we are well placed to take advantage of any shifting nuance within the digital marketing sphere. In addition to the more recent AI advances, and in reaction to privacy-related issues, during the year Google implemented Google Analytics 4 (GA4), while at the same time sunsetting the use of Google Universal Analytics (UA).

Google stopped processing UA in July 2023. This has changed the way that all digital marketing data is captured. We were well placed to ensure a smooth transition and continued data measurement, as well as efficient audience targeting.

We update our interactive and responsive websites taking careful consideration of the ever-shifting customer journey. This enables ongoing traction and encourages web prospects to enter into our digital sales funnels and be converted into a sale. Key to understanding the user journey is our interpretation of Google Analytics and Google Ads data overlaid with our understanding of the self storage market. The addition of user journey recording and heatmapping has assisted us in analysing and improving our online sales funnel. This has unlocked cost efficiencies and assisted in improving our lead generation.

Our websites are designed to be simple and uncluttered so that they are easy to navigate, especially for the significant proportion of visitors that originate from mobile devices. Improvements during the year included ongoing refinements to the user experience on both web platforms, as well as additional security enhancements and continued deeper integration of our South African and UK platforms.

Our e-commerce platform comprises an online reservation system, live customer engagement and a real-time pricing module. This enables online customers to transition from getting a quote to moving in seamlessly, enhancing their experience, reducing move-in time and improving productivity. Our revenue management tool is fully integrated into our operating system to further streamline our pricing management process. It uses multiple signal modelling, which assists us in making pricing adjustments as required.

¹ As at 31 March 2024. Includes trading properties held in JVs and managed by the Group.




OUR SUCCESS DRIVERS (continued)

Our ongoing commitment to improving customer communication drives enquiry generation and sales conversion. Cloud-based customer service software enables a single centralised customer communication platform that incorporates Facebook messenger, WhatsApp Business API, Google Business Platform messaging and our website live chat. During the year, we responded to more than 25 000 chats through this platform.

The Contact Centre team operates off the Group's bespoke in-house developed customer relationship management system (CRM), StorHub. StorHub integrates into the tenant management system (TMS) in both markets, allowing for seamless interaction between prospective tenants and staff. It sits at the intersection of new enquiries (digital and phone), the TMS and our digital and telephonic sales response. We continue to invest significant resources to further enhance the platform.

The majority of new customers in South Africa and a large portion in the UK are onboarded digitally (e-leasing and e-signing), resulting in improved productivity across the business, as well as an enhanced customer experience.

CONTACT CENTRE PERFORMANCE

	49 000+ Calls answered
	25 100+ Online chats responded to
	6 Full-time employees support our in-store sales strategy

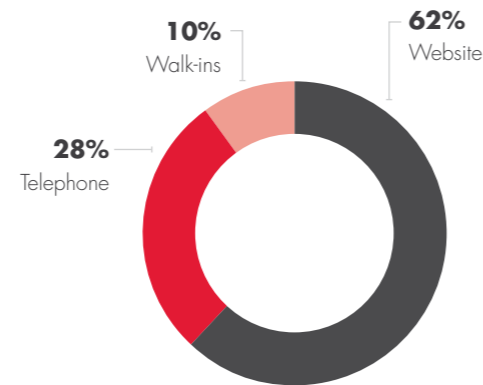
Social media is a key advertising, consumer engagement and CRM medium for the Group. We are mainly active on Facebook, Instagram, LinkedIn and YouTube. We currently have a combined total social media following of over 123 000, with the Stor-Age Facebook page ranking as the third most followed self storage business in the world. Through specific call-to-action buttons, we are able to engage with our customers in real time. Constant testing and access to resources via our Meta accredited partnership status allows for enhanced performance on Facebook and Instagram, resulting in improved enquiry generation. We also use LinkedIn to increase enquiry generation from our commercial customer segment, and to attract talent for the business.

“By constantly improving our in-house digital capabilities and through ongoing innovation, we remain at the forefront of online enquiry generation across both South Africa and the UK.”

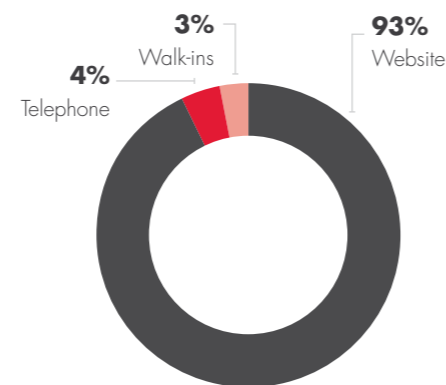
We further use our social media presence and influence to support social impact initiatives, such as community projects and non-profit organisations. These include the JAG Foundation, Gary Kirsten Foundation and various other local communities and organisations.

Refer to the Social Sustainability section from page 65 for more information on these projects and our other corporate social investment initiatives.

ENQUIRIES – SOUTH AFRICA



ENQUIRIES – UK



The Stor-Age website, whether accessed by desktop, tablet or smartphone, accounts for 62% of all South African enquiries. The telephone accounts for 28% of enquiries as the first point of contact, while walk-in enquiries, where we have had no previous contact with a customer, account for 10%.

In the UK 93% of all enquiries are made through the Storage King website, while 4% are via the telephone, with the balance comprising walk-in enquiries, amounting to 3%.

MEASURING CUSTOMER SATISFACTION

We monitor customer service standards in South Africa and the UK through customer welcome and exit surveys using our in-house My Experience Surveys portal, a significant source of vital customer data. In South Africa, we also use Google reviews and our mystery shopper programme to ensure we maintain a consistent user experience across our brands. In the UK, we use Google reviews and TrustPilot (a third-party review platform).

We actively engage with customers in South Africa and the UK on all digital review platforms, including Google Business Profile. We encourage reviews through various engagement tactics to enhance organic search performance and foster brand credibility.

“Our average Google Business Profile rating of 4.7 in South Africa and 4.8 in the UK (out of 5) indicates the exceptional quality of our properties and the importance that we place on offering world class customer service.”

Data from our welcome and exit surveys provides us with our NPS in each market. Our NPS serves as an important measure of our customers' overall perception of the respective brand.

Our overall NPS for the year was 80¹ in South Africa and 68¹ in the UK. This indicates that our customer-centric approach is “excellent” when compared to global NPS standards and other consumer-facing businesses.

Results and feedback from our customer satisfaction surveys drive our employee learning, development and training programmes. Read more about this from page 67.

¹ A score above 50 is considered “excellent” and above 70 is “world class”.

DIGITAL FIRST

A component of the Management 1st platform, which you can read about on page 32, Digital First is a digital marketing solution for independent operators. It provides an opportunity for smaller operators to leverage a publicly traded self storage REIT's digital platform at a fraction of the cost. With its sector-leading in-house digital marketing capability, Digital First made significant gains during the year, adding an additional six independent operators representing 31 properties.

A total of 126 properties (29 operators) are now contracted with the Group for the digital services offering. These operators are situated across 19 countries, with Digital First marketing these businesses in ten languages. None of the 126 properties compete directly with existing Storage King properties. While these new agreements will make a modest contribution to earnings in the short term, we look forward to the longer-term prospects of building critical mass and further developing a meaningful revenue stream from the platform.

ESG

To ensure the sustainability of our business, our people, the physical environment and the society in which we operate, we remain committed to executing our ESG strategy. This strategy aligns our Vision and Core Values with six relevant UN SDGs. To further mitigate against climate risk, we have also taken guidance from the Task Force on Climate-related Financial Disclosures (TCFD). Through our ESG framework we continue to monitor our impact on the economy, the workplace, the social environment and the natural environment.

Read more about our ESG Strategy from page 58.

OUR PEOPLE

The Group has a flat operational structure that recognises the pivotal role of our store-based teams in achieving our strategic objectives. This includes driving occupancy, revenue and cash flow growth in the portfolio. To foster a partnership culture within the business, management spends significant time at the properties and is accessible to all employees.

“Through a variety of learning and development initiatives, including our bespoke e-learning platform, we continue to provide our staff with the best opportunity for personal growth.”

Edu-Space, our bespoke e-learning platform, provides many benefits to the business, including supporting a culture of continuous learning and the personal growth of staff, as well as providing for increased flexibility, efficiency and productivity. The knowledge and experience of senior managers is leveraged by our learning and development team to produce business specific learning content, thus ensuring that their knowledge and experience is shared. This supports the overall performance and sustainability of the business. Additional bespoke professionally crafted online learning content is also available on the platform.

A range of in-person workshops were also held throughout the year. These included annual and half-year workshops to foster and support improved planning and alignment by the executives and senior management teams, as well as multi-day workshops for senior operations staff, management development workshops for middle managers at the head office, and also train-the-trainer workshops to bring through the next generation of operations trainers.

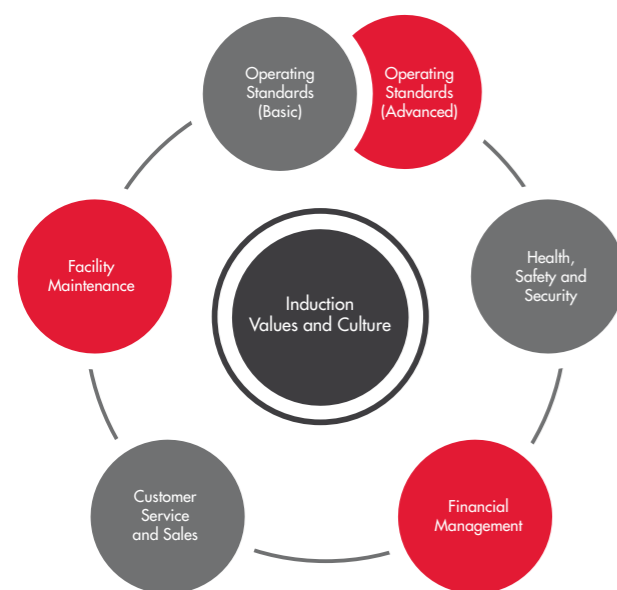
OUR SUCCESS DRIVERS (continued)


In South Africa we also held our second in-person annual year-end reviews since the on-set of the COVID-19 pandemic, where the focus was placed on learning from peers in the business, primarily through panel discussions and interactive quizzes. In the UK, we held our first year-end review. Read more about our year-end reviews from page 69.


In-store operations induction training is delivered by store managers, who are accredited trainers. The training takes place over seven weeks, with bespoke course work covered in store and supported by the in-store trainer and by the relevant operations regional manager. The head office-based learning and development team monitor progress of all in-store training, with pre-defined success criteria used as the benchmark for quality control purposes.


Our South African-based management committee (manco) structure enhances our management planning capability and fosters the growth of senior managers in key portfolios across the business. The manco meets quarterly to develop strategic plans, set objectives and goals, report progress and make any adjustments required.

E-LEARNING FRAMEWORK



 **65+**
New online courses designed

 **3 200+**
Hours of online training completed

 **350+**
Attendees across 20 in-person workshops

ENSURING SECURE STORAGE

We aim to provide the ultimate in secure storage. This includes ensuring our customers' peace of mind regarding their personal security and the security of their possessions.

With an unwavering commitment to providing safe and secure self storage for our customers and to ensure reduced operational risk, the Company places a great deal of emphasis on security.

We work with a third-party security company in South Africa that remotely monitors our security camera surveillance systems and we have installed licence plate recognition technology at new and existing properties. These systems complement our existing systems and improve our ability to actively manage our on-site security infrastructure. Properties were selected for these installations based on our internal risk matrix, which takes into account various property and operational-related features at each store. At year end, 59 properties were fitted with these systems, with installation at an additional three properties in progress (this includes properties in the development pipeline).

Security remains a key focus in the UK. Third-party security companies monitor the security camera surveillance systems and access at all properties which have either a keycode or smart-phone enabled entry system, allowing customers to access their units after hours.

“ Our recently adopted bluetooth and smart phone enabled technology at newly opened stores in the UK, for overall building access control and individual unit door alarms, has been very well received by our customers. ”

All newly developed properties in South Africa are fitted with our custom self storage door alarm and monitoring system, with a total of 19 stores now operational. In the UK, 33 of the 43 properties are fitted with door alarms throughout and we plan to complete the installation at the balance of the portfolio over the medium term. Smart locks were also installed at our recently opened Bath, Heathrow, West Bromwich and Canterbury stores in the UK. These bluetooth enabled electronic locks allow customers to access the store and their unit with their smart device. In addition, the smart locks allow for automated lock checking and overlocking processes for our operations staff. The new smart locks are currently planned to be rolled out as part of new stores which are under development in the UK.

Smart electric fence monitoring systems are installed at 18 properties in South Africa. The monitoring system triggers an alarm when low voltage is detected.

Access to our properties is automated and requires personal verification with an electronic tag in South Africa and either a personal identification number or a registered bluetooth smart device in the UK.

ENHANCING OUR CYBER SECURITY

“ We continue to enhance our layered network security systems to strengthen defences in response to the global increase of ransomware and other cyber attacks. ”

Cybersecurity continues to be critical for the Group and our commitment to safeguarding digital assets remains unwavering. In light of the escalating global threat landscape, we continue to strengthen our layered network security systems. These proactive enhancements serve as a defence against the surge of ransomware and other cyberattacks.

STRATEGIC DECENTRALISATION FOR MITIGATING BREACHES

Our data architecture is deliberately decentralised across various locations. This approach minimises the potential for breaches.

We recognise the increasing sophistication and social engineering tactics of cyber criminals, particularly attempts to steal user credentials or orchestrate fraudulent transactions under the guise of senior management level staff. To counter such threats, we prioritise user awareness and implement robust notification mechanisms to flag correspondence originating outside of the organisation.

COLLABORATION WITH REPUTABLE CYBERSECURITY PROVIDERS

Maintaining the highest protection standards requires collaboration with reputable cybersecurity service providers. Simultaneously, we foster a culture of cyber resilience throughout our organisation. By disseminating best practices and raising awareness of cybercrime threats, we empower all levels of our workforce.

REMOTE WORK PARADIGM AND VPN MANAGEMENT

As we continue to navigate the complexities of remote work, our Virtual Private Network (VPN) management relies on stringent perimeter firewall protocols. This ensures that users who are working remotely adhere to the same rigorous security standards as office-based employees.

CONTINUOUS VIGILANCE AND INDUSTRY ALIGNMENT

We continuously monitor our users to ensure the most effective use of resources and to limit opportunities to breach the Group's cyber defences. Regular reviews of our cybersecurity strategy, partnerships and network architecture ensures alignment with industry best practices and the ever-evolving technological landscape.

