CHAIRMAN'S LETTER

Stor-Age delivered a robust operating performance in a volatile and uncertain macroeconomic and geopolitical environment, strengthening its market-leading position and maintaining its track record of consistent earnings growth.

In South Africa, the economy demonstrated a gradual but positive recovery, supported by improved electricity supply, easing monetary policy, a strengthening rand and ongoing structural reforms. However, growth remained vulnerable to global trade tensions, infrastructure bottlenecks and deepening municipal service delivery challenges.

Against a backdrop of marginal economic growth, UK trading conditions were subdued. Elevated macroeconomic uncertainty weighed on consumer confidence and softened demand. This was compounded by heightened competitor activity, with operators relying on promotions and dynamic pricing to drive occupancy.

Despite these challenges, Stor-Age once again demonstrated its ability to manage headwinds while capitalising on emerging tailwinds within the self storage sector, which remains a defensive, counter-cyclical specialist asset class with a diverse set of demand drivers. Our performance underscores the strength and sophistication of our operating platform.

STRATEGIC PROGRESS AND PERFORMANCE

The board maintained oversight of Stor-Age's long-term growth strategy, which remains unchanged and is complemented by an unwavering focus on optimising the portfolio's short-term trading performance. The Group continued to leverage its high-quality portfolio of prime properties, specialist operational expertise and digital marketing skill set to generate attractive, sustainable returns in a growing industry. The board was pleased to declare a full-year dividend of 116.36 cents per share (FY25: 110.72 cents per share).

Over the medium term, maintaining a disciplined operational and financial performance remains critical to achieving superior investment returns. The board therefore continued to oversee investment decisions and funding options, taking into account the broader economic landscape.

This included oversight of the accelerated bookbuild completed in December 2025, with careful judgement being applied to the timing and structure of the transaction in light of prevailing market conditions. The R500 million equity raise was significantly oversubscribed, reflecting ongoing strong investor support. We were also pleased to refinance the existing £75.0 million debt facility with HSBC and Santander post year end in July, securing a higher-value, five-year senior secured facility on more favourable terms. Together, these activities strengthened the Group's balance sheet, supporting the medium to long term strategic ambition to increase the South African portfolio to 90 properties and the UK portfolio to 70 by 2030.

Notably, the portfolio continued to evolve and strengthen, with the board reviewing and approving acquisitions and developments across both markets. These included two strategically significant acquisitions in KwaZulu-Natal, as well as one in the Western Cape, commencing the development of a flagship property in De Waterkant, Cape Town, and completing the Acton development in the Moorfield JV.

These notable achievements build on a decade of consistent performance since Stor-Age's listing on the JSE in 2015. I invite you to read this letter alongside the insights in the CEO's report to gain a better understanding of Stor-Age's strategic priorities and achievements over the past year.

GOVERNANCE FOCUS AREAS

Ethical and effective corporate governance remain critical to protecting, preserving and generating value for the Group and its many stakeholders.

During the year, the board undertook a formal evaluation of its performance, composition and effectiveness. Areas considered included ethical leadership, strategic oversight and execution within Stor-Age's broader economic, social and environmental context, risk management and internal controls, and the board's diversity, skills and experience. The evaluation generated valuable insights and informed actions to support ongoing improvement in governance and board effectiveness.

The board also continued to exercise oversight of cybersecurity, recognising the increasing scale and sophistication of cyber threats. This included assessing the effectiveness of information security controls, incident response readiness and initiatives to strengthen the Group's cyber resilience.

The board regularly reviews and enhances its corporate governance practices, policies and procedures in line with best practice and in tandem with the growth and increasing complexity of the business. Following the release of the King V Code on Corporate Governance for South Africa in October 2025, effective 1 January 2026, the board is reviewing its governance framework to support progressive alignment with the revised principles and recommended practices.

SUSTAINABILITY AND RESPONSIBLE STEWARDSHIP

Beyond the Group's operational and financial performance, Stor-Age continued to invest in environmental and social sustainability and made meaningful progress executing its ESG strategy during the year. In addition to delivering attractive financial results, we continue to deliver against our non-financial targets.

In line with its long-standing commitment to develop buildings with low environmental impact, Stor-Age has invested more than R130.6 million in renewable energy across South Africa and the UK since 2017.

The Group also continued to roll out rooftop solar energy across its portfolio. At year end, 75% of the portfolio had solar capacity, generating 10.1 million kWh of solar power – up from 1.0 million kWh five years ago. These investments resulted in an estimated 25% reduction in carbon emissions across both markets during the year. An estimated 7 142 tCO_2e of greenhouse gas emissions has been avoided since 2018.

Alongside environmental sustainability, Stor-Age continued to identify opportunities to make a positive contribution within the communities in which its properties operate.

In FY26, the Group partnered with ten local charities and non-profit organisations across South Africa, providing an average of approximately 280 m^2 of rental space per month at an estimated rental value of R370 000. Many of these are long-standing partnerships, including the Santa Shoebox Foundation, which Stor-Age has supported for more than 12 years, and the JAG Foundation, which we have supported for over eight years. To date, Stor-Age has provided these organisations with support valued at an estimated R6.0 million.

Beyond its broader community investment, the Group continued to support skills development and access to employment opportunities, both within the business and among emerging talent.

During FY26, 12 previously disadvantaged learners participated in the Group's 12-month learnership programme, bringing the total number of beneficiaries to 60 since its launch in 2021. The Group also continued to invest in the personal and professional development of its employees through its bursary programme and a 12-month employee learnership programme, which supports selected employees in developing skills for potential future roles within the business. In addition, the Group's internship programme continued to provide promising candidates with valuable workplace experience and employment opportunities.

OUTLOOK AND THANKS

As the Group marks 20 years of operations in 2026 and ten years since its listing, the Board reflects with pride on the progress Stor-Age has made in building a resilient, market-leading self storage business across South Africa and the UK. These milestones underscore the strength of the Group's strategy, culture and people, as well as its ability to adapt and perform through changing economic cycles.

At the end of April 2026, we were deeply saddened by the passing of our company secretary, Henry Steyn. Henry served as Stor-Age's company secretary from its listing in November 2015 and the board recognises his enduring contribution and dedication to the Company. Henry will be dearly missed.

I would like to thank the executive directors, management and all employees across both markets for their continued dedication and commitment, as well as my fellow non-executive directors for their stewardship and oversight of the business. I am appreciative to be supported by an excellent and skilled board. We have continued to benefit from a period of stability, with the composition of our board remaining consistent, allowing us to benefit from our collective experience and ensure a disciplined focus on achieving Stor-Age's long term strategic objectives.

Looking forward, the board remains confident in Stor-Age's long-term performance prospects, underpinned by the defensive qualities of the self storage asset class. Benefiting from deep sector specialisation, scale, strong brands, a robust balance sheet and disciplined strategic execution, Stor-Age remains well positioned to deliver sustainable growth and create long-term value for all stakeholders in the year ahead.

Graham Blackshaw
Chairman

31 July 2026