# s 7 festore Results for the year to 31 October 2010 January 2011 reception Open 7 days a week safestore<sup>®</sup> self storage **BOXE**

# Introduction

Steve Williams, Chief Executive Officer





# **Progress in 2010**

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- Strong operational performance in 2010
  - Record level of enquiries and new lets
  - Occupancy, rental rate and revenue up across Greater London, all UK regions and Paris
  - Strong growth in national accounts
  - Call centre success
- Marketing initiatives continue to drive new business
  - Re-launched Website
  - Strategic alliances
  - Further investment in brand and marketing
- Significant store portfolio investment
  - New stores added
  - Selective enhancement /replacement of existing stores
  - Pipeline of new stores
- Strong balance sheet
- Current trading
  - Robust start to new financial year



# **Financial Review**

Richard Hodsden, Chief Financial Officer



# **Financial highlights**

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- Revenue up 5.7% to £89.2 million
  - Closing occupancy increased by 6.1%
  - Average self storage rate per sq ft up 1.2% at £25.55
  - Ancillary revenues up 6.1% at £12.2m
- EBITDA\* up 6.1% to £49.2 million (FY 2009: £46.3 million)
- EBITDA\* margin up to 55.1% (FY 2009: 54.9%)
- Adjusted EPRA EPS up 8.9% to 8.19 pence per share (FY 2009: 7.52 pence per share)
- Final dividend per share up 8.3% to 3.25p (FY 2009: 3.00 pence)
  - Total dividend per share for the year up 6.5% to 4.95 pence (FY 2009: 4.65 pence)
- Strong balance sheet

estore self storage

New facilities of £350 million and €40 million agreed until August 2013

\*Underlying EBITDA is Earnings Before Interest, Taxation, Depreciation and Amortisation (before exceptional items, change in fair value of derivatives, contingent rent and gains/loss on investment properties)



# **Summary IFRS income statement**



	Year Ended 31 October 20	Year Ended 10 31 October 2009	Movement	
	£m	£m	%	
Revenue	89.2	84.4	+5.7%	Increased revenue 9
Operating expenses (excluding exceptionals)	(40.0)	(38.7)	-3.4%	Increased revenue & tight control of costs
EBITDA before exceptional items and investment gain	49.2	46.3	+6.1%	
Exceptional item, Gain on asset sales, Contingent Rent and FX swap	(0.6)	1.1		
Depreciation	(0.2)	(0.2)		
Operating profit before investment gain/(loss)	48.4	47.2	+2.4%	
Investment gain/(loss)	18.5	(41.6)		
Operating profit	66.9	5.6		£60 million swing from
Net financing costs (underlying)	(22.5)	(21.6)		valuation loss to gain
Exceptional/ One-off financing, hedging or FX items	(15.2)	6.6		
Profit before tax	29.2	(9.4)		
Income tax	(2.9)	9.1		
Profit/(loss) for the year	26.3	(0.3)		
Basic EPS	14.05p	(0.14p)		
Adjusted EPRA EPS*	8.19p	7.52p	+8.9%	Final dividend increase
Final DPS	3.25p	3.0p	+8.3%	ahead of EBITDA
Total DPS	4.95p	4.65p	+6.5%	

\*Adjusted EPRA EPS is after adding back investment gain, exceptionals, revaluations on leasehold properties, fair value movements on derivatives and the tax thereon. #Adjusted for contingent rent treatment



# **Cash flow reconciliation**



	Year ended 31 October 2010	Year ended 31 October 2009
	£m	£m
Operating profit (before investment (loss)/gain)	48.4	47.2
Working capital and non-cash movements	(2.2)	(1.9)
Operating cash flow	46.2	45.3
Non-discretionary cash flow		
Maintenance capex (including signage)	(2.5)	(2.0)
Net interest payments	(13.5)	(14.5)
UK GAAP rental payments	(10.6)	(12.0)
Term facility repayments	(2.0)	(4.0)
Total non-discretionary cash flow	(28.6)	(32.5)
Discretionary cash flow		
Net expansion capex	(18.4)	(16.4)
Sale of assets	0.6	2.7
Costs associated with refinancing and new hedging arrangements	(16.9)	-
Acquisition of freehold interest of existing leasehold store	(2.7)	-
Dividends paid	(8.8)	(8.7)
New cash raised/Borrowings drawn	18.0	24.3
Total discretionary cash flow	(28.2)	1.9
Net (decrease)/increase in cash	(10.6)	14.7



# **Portfolio summary under IFRS**



		(	October 20	10			C	ctober 20	09	
	Developing	Established	Mature	Large	Total	Developing	Established	Mature	Large	Total
Number of Stores	8	18	84	8	118	5	18	86	8	117
	Sq Ft ′000									
MLA (self storage only)	364	815	3,017	642	4,837	278	841	3,142	774	5,035
Occupancy (self storage only)	109	408	2,034	390	2,941	41	337	2,013	382	2,773
Occupancy (%age)	30%	50%	67%	61%	61%	15%	40%	64%	49%	55%
For twelve months to: October 2010										
Average rate (per sq ft)	£19.75	£22.13	£27.42	£19.86	£25.55	£16.26	£20.11	£27.08	£19.90	£25.24
	£′000	£′000	£′000	£′000	£′000	£′000	£′000	£′000	£′000	£′000
Self storage income	1,436	7,822	55,516	7,658	72,432	209	5,720	54,522	7,850	68,301
Ancillary income	401	1,717	9,193	1,077	12,388	92	1,404	8,841	1,039	11,376
Other income	1	186	3,889	318	4,394	0	94	4,372	290	4,757
Total Income	1,838	9,724	68,598	9,054	89,214	301	7,218	67,735	9,180	84,433
Store EBITDA (IFRS)	393	4,763	45,528	6,255	56,940	(358)	2,532	44,454	6,300	52,928
Store EBITDA margin (%age)	21%	49%	67%	69%	64%	(119%)	35%	66%	69%	63%
Central overhead allocation	160	846	5,968	788	7,762	26	615	5,770	782	7,192
Store Net Operating Income	234	3,917	39,560	5,468	49,178	(384)	1,917	38,684	5,518	45,736
NOI margin (%age)	13%	40%	58%	61%	55%		27%	57%	60%	54%
Rent Charge	69	1,928	9,418	229	11,644	2	1,934	9,826	191	11,954
UK GAAP EBITDA	165	1,989	30,142	5,238	37,534	(386)	(17)	28,858	5,327	33,782

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Notes: Developing: < 2 full financial years, Established: 2 to 5 full financial years, Mature: over 5 full financial years, Large: > 65,000 sq ft





#### **MLA Review**



- Review: look at best use of vacant space & optimising revenue
- MLA reduced by 176,000 sq ft (3.9%) to 4,309,000 sq ft
- Of 100 stores, 85 stores required no/minor adjustment
- 15 stores accounting for the MLA adjustment
  - One store 13,000 sq ft MLA increase due to occupation of space vacated by sub tenant
  - Eight stores 86,000 sq ft MLA <u>reduction</u> of undeveloped space, too large for self storage use in medium term, will look at other forms of storage (bulk/archive etc)
  - Six stores 103,000 sq ft reduction with likely property solution
- Property solutions for surplus space will mitigate valuation impact in medium term
- Negative valuation impact of less than £2 million
- Has increased occupancy percentage by 2.4% to 60.8% at 31 October 2010



# **Expansion stores**



Pipeline Store/Site	Tenure	Full Planning	Pipeline MLA Sq. Ft	Opened / Estimated Opening
Development Stores due to	open 2010/11			
Bolton *	FH	$\checkmark$	19,700	Nov 10
Southend *	FH	$\checkmark$	31,938	Nov 10
Trappes (Paris)	FH	$\checkmark$	53,000	2011
Bussy (Paris)	FH	$\checkmark$	60,250	2011
Friern Barnet	FH	$\checkmark$	48,000	2011
Development Stores acquire	d/under contra	ct		
Gonesse (Paris)	FH		46,000	NM
Staines	FH	$\checkmark$	43,450	2011/12
Chiswick	FH		43,500	2012/13
Birmingham *	LLH		15,084	2012/13
Leeds *	LLH		11,399	2012/13
Wandsworth *	FH		23,300	2012/13
Total Sq Ft			395,621	

\* Replacement stores - the sq ft noted is the approximate net additional space added



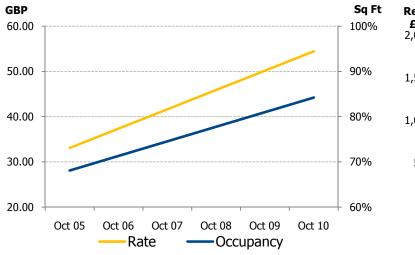
- Pipeline of 11 expansion stores totalling 526,000 sq ft of MLA (396,000 net of store closures). Of these:
  - Nine are freehold
  - Two are long leasehold (more than 90 years)
  - Six have planning permission
  - Five are relocations of existing stores
- One of the stores, Gonesse in Paris, has been added since the year end
- Pipeline will increase store portfolio from 118 to 124 (allowing for closure of relocated stores)
- Focus on the right site; freehold or leasehold
- Associated Capex for UK of £49.5m, of which £14.9m has been spent as at 31 October 2010
- Associated Capex for France of €15m, €4.9m of which has been spent as at 31 October 2010

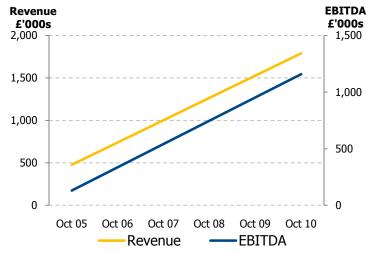


## **Store evolution case study – trend**



- High visibility store
- Leasehold
- Low ceiling height
- No competition for site









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# **Property portfolio valuations**



Key Variables	Oct-10	Apr-10	Oct-09
Average Self Storage Rate per Sq Ft	£25.55	£25.51	£25.24
Exit Cap Rate	7.87%	7.90%	8.14%
Weighted average stabilised occupancy	79.46%	77.40%	77.79%
Stabilised Occupancy in Sq Ft	3.97m	3.92m	4.02m
Average number of months to stabilised occupancy	38	43	44

- DCF based valuations
- Several key variables contrary to traditional property companies

#### Freehold

- 10 year DCF assuming notional sale at year 10
- Purchasers costs 5.75% assuming property sales

#### Short Leasehold

- No asset sale in year 10 DCF to lease expiry
- Average unexpired term at October 2010 of 13.1 years (October 2009: 13.6 years)
- At the year end there were 2 stores with less than 5 years on their leases (excluding Bolton store now relocated)



# **Property portfolio valuation – Cushman & Wakefield**



Location	Tenure	Stores	Maximum Lettable Area*	Valuation as at October 2010	Movement since October 2009
			`000 sq ft	£m	£m
UK	Freehold	54	2,329	409	13
	Long Leasehold $^1$	7	367	44	10
	Short Leasehold <sup>2</sup>	35	1,423	88	(3)
France	Freehold	9	368	88	19
	Short Leasehold <sup>3</sup>	13	509	58	-
Total		118	4,996	687	39

- Average exit yield has moved in 27bps since October 2009 to 7.87%
- FX Loss of £3.8 million against October 2010 included above
- Includes the beneficial impact of buying in freehold of Gentilly (€4.3 million uplift for €3.0 million acquisition cost)
- Valuations up £32 million since half year, £13 million from new stores and £19 million from like for like portfolio the majority of which is in France
- MLA reduction exercise is broadly valuation neutral (loss of circa £2 million overall)

<sup>1</sup> UK long leaseholds typically more than 50 years
<sup>2</sup> UK short leaseholds typically 25 years
<sup>3</sup> French short leaseholds typically 9 years but akin to freeholds because of security of tenure
\*For valuation purposes MLA includes offices





# **Operational Review**

Steve Williams, Chief Executive Officer





# **Drivers for growth**



- Quality portfolio and market leading position
- Relatively immature market
- Capacity to grow further
  - 2.94 million sq ft is currently occupied ; total of circa 5.2 million sq ft of storage space when fully fitted out
  - Average rate per sq ft up 1.2% year on year (up 1.9% before currency impact)
- Active management of portfolio
- Marketing initiatives
  - Strategic alliances
  - National accounts
  - Call centre



# **Strategy for growth**





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# **Illustrative operational gearing**



- Currently 56.6% total occupancy against fully fitted out MLA (mature stores 67%)
- Significant scope for profit growth and value creation in portfolio through increasing overall occupancy and rates

Occupancy

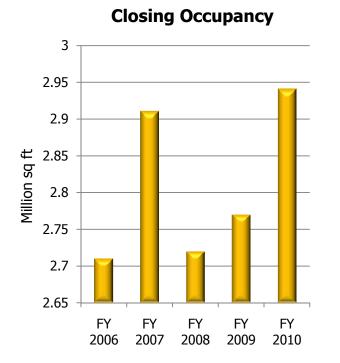
- Incremental EBITDA based on year one EBITDA after occupancy has reached stability
- Model assumes costs will increase at 3% per annum; assuming no increase in space

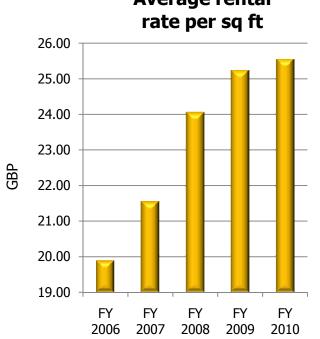
1					Occupancy			
Rate	<b>50%</b>	55%	60%	65%	70%	75%	80%	85%
-5%	(11.1)	(11.6)	(10.3)	(9.5)	(3.9)	(3.8)	(4.1)	(4.8)
-4%	(9.7)	(9.4)	(7.2)	(5.6)	0.4	1.5	2.1	2.5
-3%	(8.2)	(7.1)	(4.1)	(1.4)	4.9	7.0	8.8	10.3
-2%	(6.8)	(4.8)	(0.8)	2.9	9.5	12.8	15.9	18.6
-1%	(5.3)	(2.4)	2.6	7.4	14.4	19.0	23.4	27.6
0%	(3.7)	0.0	6.0	12.1	19.4	25.4	31.4	37.3
1%	(2.2)	2.4	9.6	16.9	24.7	32.2	39.8	47.6
2%	(0.7)	4.9	13.3	22.0	30.1	39.3	48.8	58.7
3%	0.9	7.5	17.1	27.3	35.8	46.8	58.4	70.6
4%	2.4	10.0	21.0	32.8	41.7	54.6	68.5	83.3
5%	4.0	12.7	25.0	38.4	47.8	62.9	79.2	96.9

Incremental EBITDA (£m)



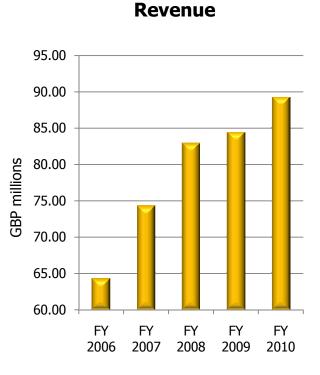
## Total occupancy, average rate and revenue growth





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# **Average rental**

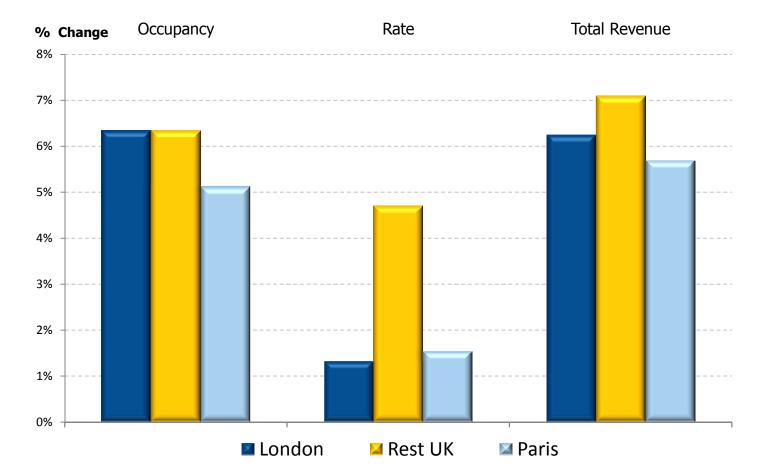


- Important to balance rate and occupancy
- Closing occupancy increased by 6% year on year lacksquare
- Rental rate growth increased by 1.9% in constant currency
- Revenue up year on year lacksquare



# **Occupancy, rate, revenue performance change**

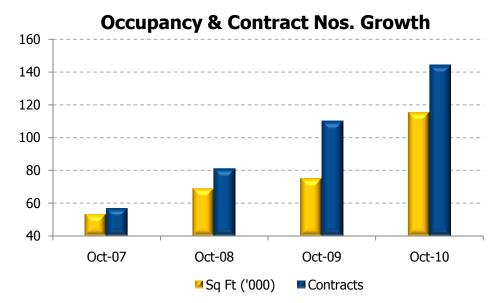
- All regions contributing
- Paris performance
  - Occupancy at 79%
  - Figures on constant currency basis
  - Good performance despite closure of oldest store
- Good rental rates London and Paris
- Good rental rate increase in rest of UK





# **National accounts**

- Service provided from 103 store locations
- Currently 9% of business customers by occupancy
- 115,000 sq ft occupied
- Customer contracts increased by circa 30% year-on-year
- Occupancy increased by circa 50% year-on-year
- National Accounts provide comprehensive coverage
  - Dedicated account team to handle all clients' storage needs
  - Storage can be arranged at any location with a suitable sized unit at very short notice
  - Consolidated invoicing with standardised pricing





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# Focus on brand and marketing

- Online remains a key focus to generate enquiries
  - Re-launch of Website
  - Search engine optimisation
  - Record level of enquiries
- Strong double digit enquiry growth
  - Online enquiries now 60%
  - Signage remains second highest channel of enquires
- Conversion of enquiries to new lets
  - Improved training techniques
  - Exceptional customer service & sales excellence
  - Lowest price guarantee
  - Convenience
  - Value added services
- Strategic alliances to strengthen market leading position





#### **Strategic alliances**









# Outlook

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- Good momentum into 2011
- Further overall market growth
  - Immature market
  - Increased awareness
- Positioned to increase market share via
  - Increased marketing
  - Increased enquiry generation
  - Building brand awareness
  - Market leadership
  - Sales excellence
  - Value added services
- Selective new store development and estate improvements
- Strong management team







# **Summary IFRS balance sheet**



	31 October 2010	31 October 2009
	£m	£m
Assets		
Non-current assets		
Investment properties	755.3	718.7
Development properties	18.4	12.6
Other non-current assets	10.5	13.2
Non-current assets	784.2	744.5
Current assets	32.1	40.3
Liabilities		
Current liabilities	(49.2)	(57.5)
Non-current liabilities		
Bank borrowings	(309.5)	(295.9)
Deferred tax liabilities	(122.6)	(120.3)
Obligations under finance leases	(59.1)	(61.7)
Other non-current liabilities	(5.7)	(1.0)
Non-current liabilities	(496.9)	(478.9)
Net assets	270.2	248.6
Adjusted EPRA NAV per share*	212.6p	201.8p

\* Adjusted NAV is after adding back the deferred tax on revaluation and excluding fair value adjustments for debt and related derivatives





# Net debt and facilities



Net Debt Position	Year ended 31 October 2010	Year ended 31 October 2009
	£m	£m
Available facilities at the year end*	384.7	347.8
Total bank borrowings (gross of FRS 4 Adjustment)	316.0	300.9
Cash	(15.5)	(26.4)
Net debt	300.5	274.5

\* €40m facility translated at €1.1527:£1 (year end rate)

New Covenants (consolidated level only)	Covenant
Interest Cover Ratio	
Quarterly to Jan 2012	Not less than 1.60:1
Quarterly to Jan 2013	Not less than 1.80:1
Thereafter	Not less than 2.00:1
Loan to Value	
Quarterly to July 2012	Not more than 0.65:1
Thereafter	Not more than 0.60:



N.B The value of the French property is limited to  ${\in}70{\rm m}$ 

# **Property portfolio valuation - movement in the period**



		October 2010	October 2009	Movement	Non-valuation movements	Investment Gain
		£m	£m	£m	£m	£m
UK Like for Like Assets	1	530	522	8	2	6
French Like for Like Assets	2_	144	126	18	(1)	19
Group Like for Like Assets		674	648	26	1	25
Development Properties	3	13	-	13	(14)	-
UK rental charge to investment loss	4				(6)	(6)
Valuation	-	687	648	39	(19)	19

- UK like for like portfolio valuation up £8 million (1.7%)
- French like for like portfolio valuation up €25 million (17.9%) same currency although this includes the uplift from acquiring the freehold interest at Gentilly.
- Gentilly has seen a €4.9 million increase in value since October 2009 against a cost of €3.0 million to buy-in the freehold
- We have seen a £3.8 million FX loss in the year due to adverse movements in the Euro/Pound exchange rate



<sup>1</sup> Includes the impact of capex spent in the period

<sup>2</sup> Removing the impact of foreign exchange gains which don't get recognised in the income statement

<sup>3</sup> Removing the impact of valuation changes in the development pipeline

<sup>4 £3</sup>m of UK rent is charged to the Investment loss (the balance being charged to interest payable and contingent rent)

# **Customer Average Length of Stay in the UK**



Age o	f Store	< 1	year	1-2	Years	2-5	Years	> 5	Years	Portfol Oct 20		Portfoli Oct 20	
N <sup>0</sup> of Stores			2		4	1	L5	7	'3	9	4	9	2
		(wks)	(mths)	(wks)	(mths)	(wks)	(mths)	(wks)	(mths)	(wks)	(mths)	(wks)	(mths)
Business	Existing	4	1.0	30	6.9	57	13.	129	29.8	116	26.8	113	26.1
	Vacated	4	0.9	11	2.6	24	5.4	45	10.3	44	10.1	42	9.7
	Total	4	1	20	4.5	35	8.1	53	12.3	52	12.1	51	11.7
Domestic	Existing	6	1.3	22	5.0	43	10.0	93	21.4	82	<i>18.9</i>	82	18.8
	Vacated	3	0.6	12	2.7	19	4.3	30	6.9	29	6.7	29	6.8
	Total	5	1.2	14	3.3	24	5.4	34	7.9	33	7.7	34	7.8
All	Existing	6	1.3	23	5.4	47	10.9	104	24	92	21.3	91	21.1
	Vacated	3	0.7	12	2.7	19	4.5	33	7.6	32	7.4	32	7.4
	Total	5	1.1	15	3.5	26	5.9	39	8.9	37	8.7	38	8.7

Excluded:

BC Queens Dock

BC Battersea

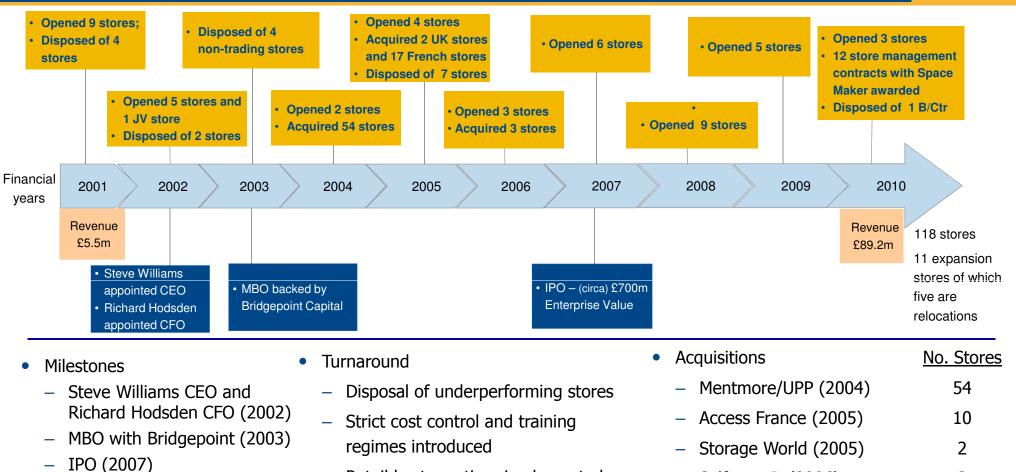


# **Customer Average Length of Stay in France**

Age of Store		< 1year		1-2 Years		2-5 Years		> 5 Years		Portfolio at Oct 2010		Portfolio at Oct 2009	
Nº of Stores		1		1		3		18		23		22	
		(wks)	(mths)	(wks)	(mths)	(wks)	(mths)	(wks)	(mths)	(wks)	(mths)	(wks)	(mths)
Business	Existing	6	1.4	29	6.6	59	13.7	131	30.1	120	27.8	122	28.1
	Vacated	3	0.8	13	3.1	25	5.7	55	12.7	53	<i>12.3</i>	51	11.8
	Total	5	1.2	23	5.2	37	8.5	66	15.2	64	14.8	63	14.5
Domestic	Existing	5	1.2	27	6.3	55	12.6	122	28.1	108	24.9	111	25.5
	Vacated	5	1.1	16	3.7	24	5.6	50	11.5	48	11.2	48	11.0
	Total	5	1.2	23	5.2	32	7.4	60	13.8	57	13.3	58	13.4
All	Existing	5	1.3	27	6.3	51	11.7	124	28.6	111	25.6	113	26.1
	Vacated	4	1.0	16	3.7	23	5.4	51	11.8	49	11.4	48	11.2
	Total	5	1.2	23	5.2	32	7.3	61	14.1	59	13.6	59	13.7



# Safestore background



- Retail best practices implemented

•	46 new	stores	opened	over	the	period

Selfstore.It (2006)



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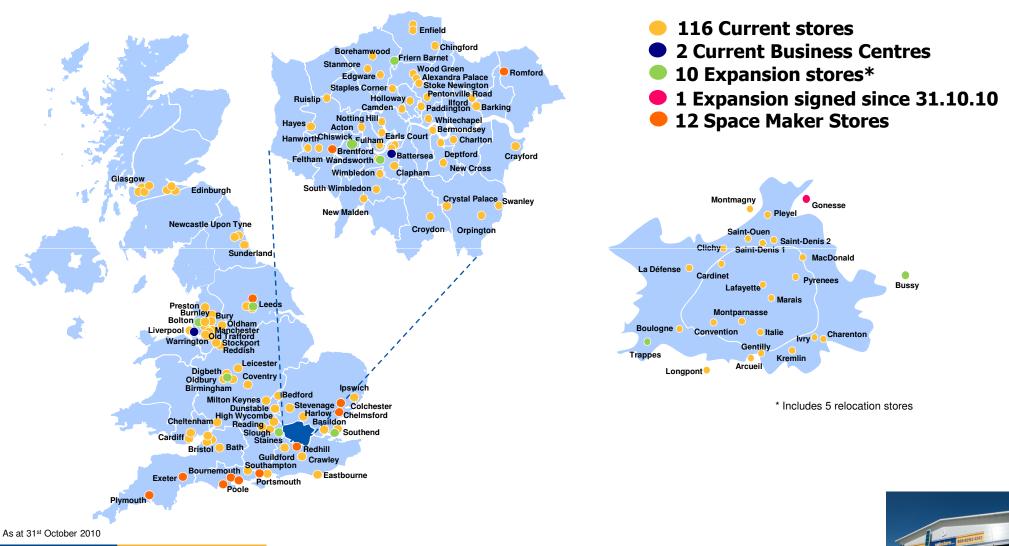
Source: Company information



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## **Store portfolio**







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