

Enabling  
extraordinary  
things

# Investment case

February 2025





# SEGRO

UK FTSE 100 LISTED COMPANY

ESTABLISHED IN 1920

SEGRO IS THE UK'S LARGEST LISTED REIT

—

**10.3 million**  
SQ M OF SPACE

—

**8**  
COUNTRIES

—

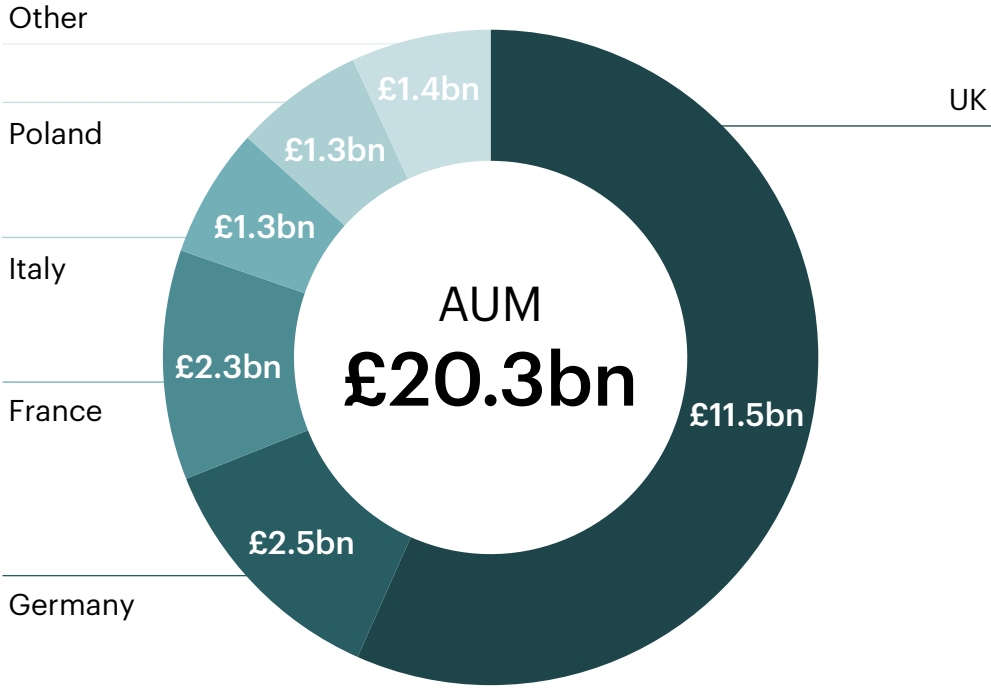
**£20.3 billion**  
ASSETS UNDER  
MANAGEMENT

—

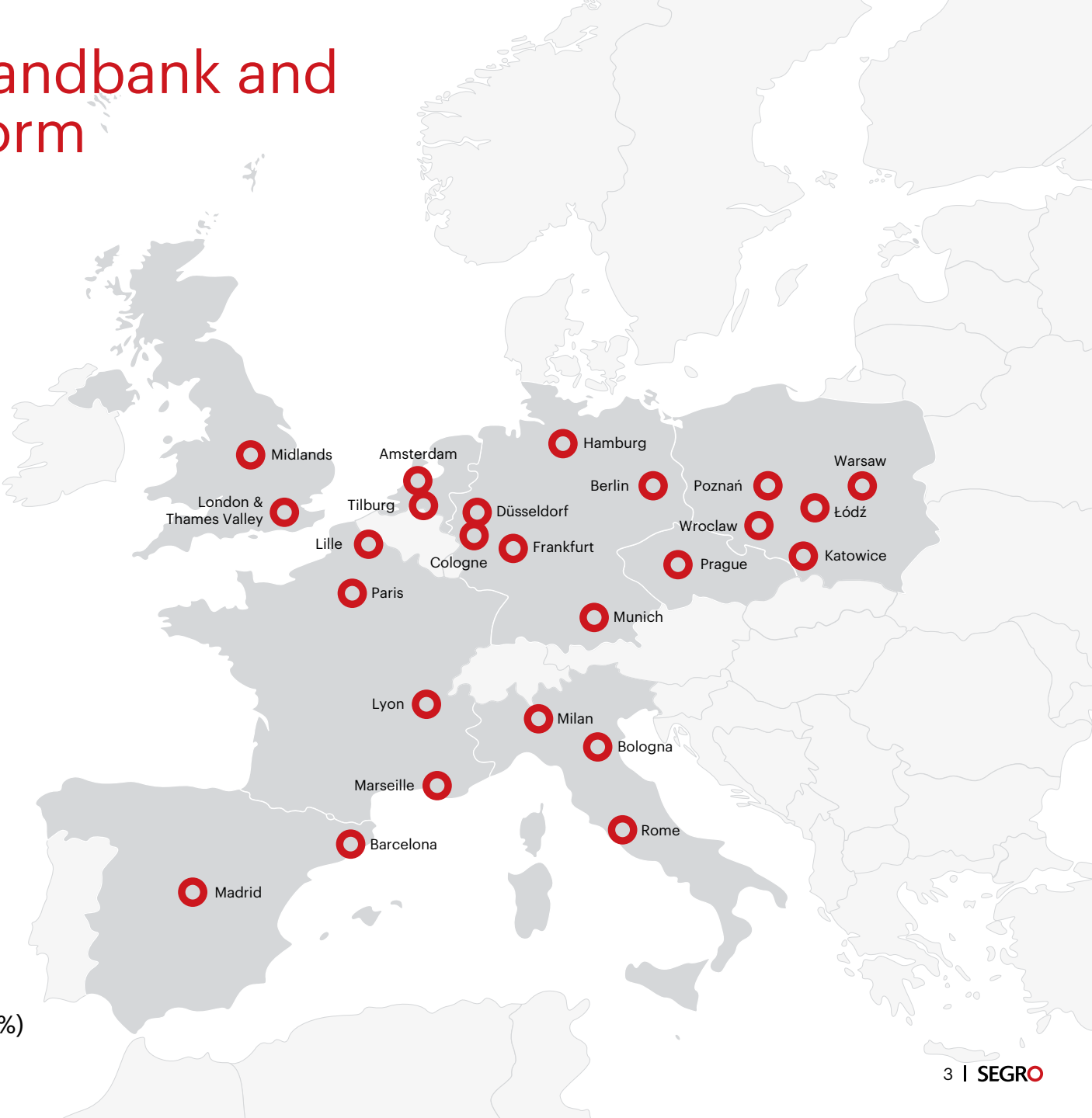
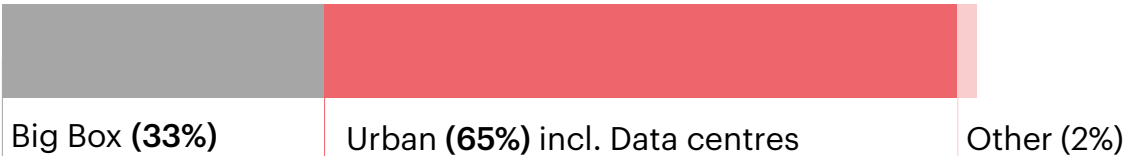
**>1,350**  
CUSTOMERS

# A prime portfolio, exceptional landbank and market-leading operating platform

Portfolio split by geography and asset type  
(at 31 December 2024)



At SEGRO Share



# SEGRO's irreplicable portfolio structurally advantaged to outperform

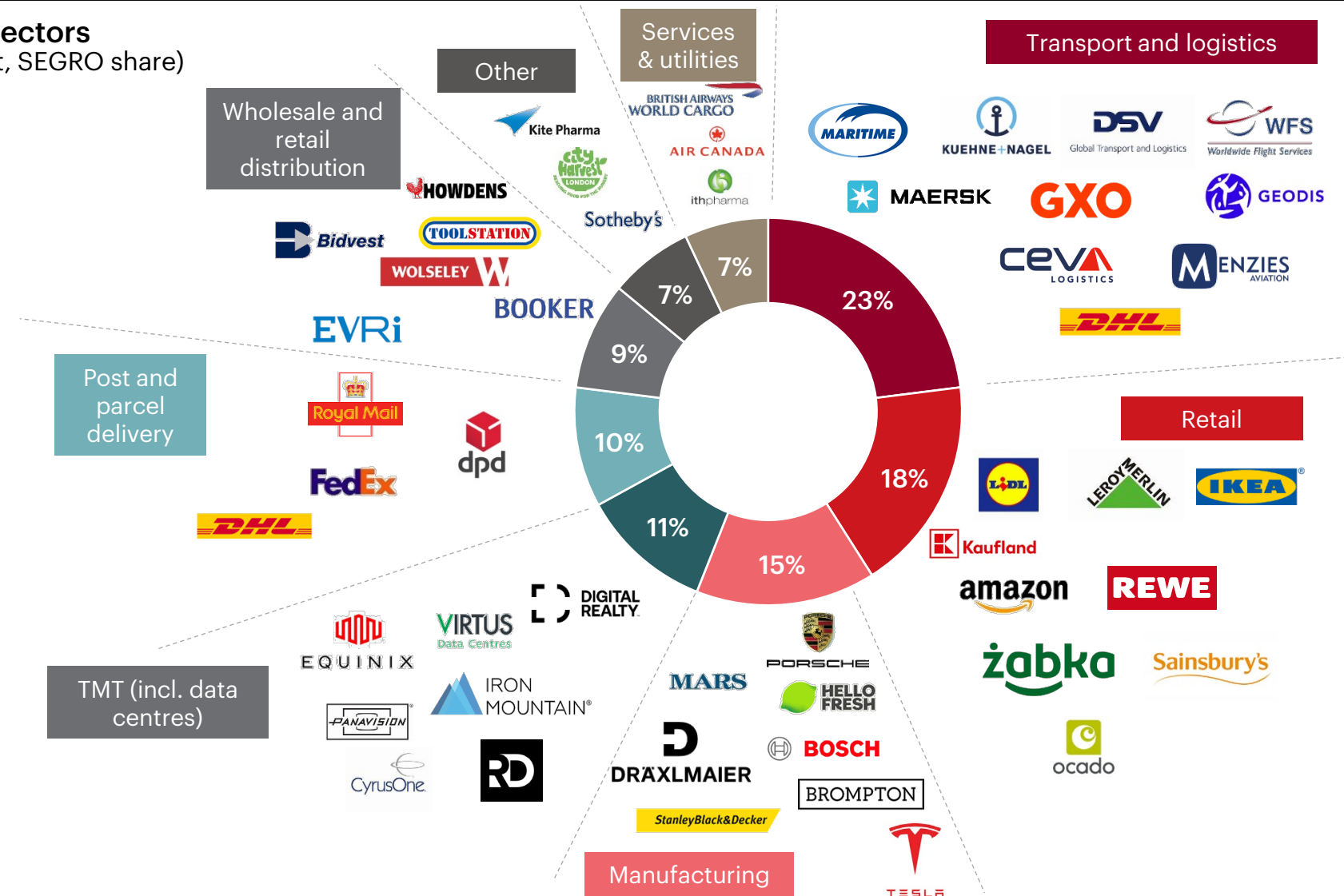


Prime locations	Key transportation corridors & logistics hubs	Densely populated, congested urban areas
Customers	Retailers (incl e-commerce), 3PLs and manufacturers	Diverse, providers of high value add goods and services
Land supply	Limited by green belt protection and planning	Shrinking due to conversion to alternative uses
Characteristics	Larger units, long-let, low management intensity	Smaller units, shorter leases and intense asset management
Return drivers	Attractive income yield Moderate rental growth (2-4%) Development gains	Lower income yield (higher land values) Higher rental growth (3-6%) Asset management and development gains



# High quality and diverse customer base

Customer sectors  
(headline rent, SEGRO share)



Customers  
**1,369**

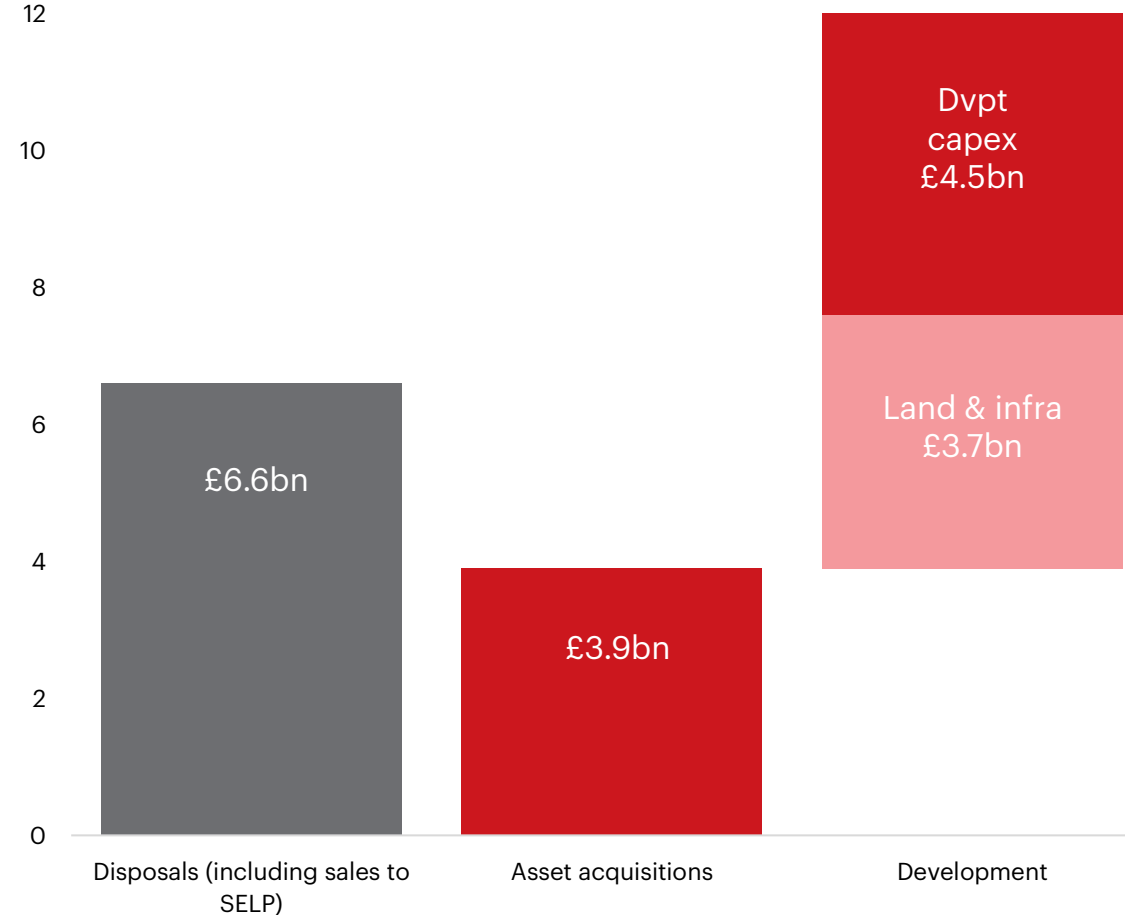
Top 20 customers  
**33%**  
of total group headline rent

Largest customer  
**5%**  
of total group headline rent

# A clear and successful strategy

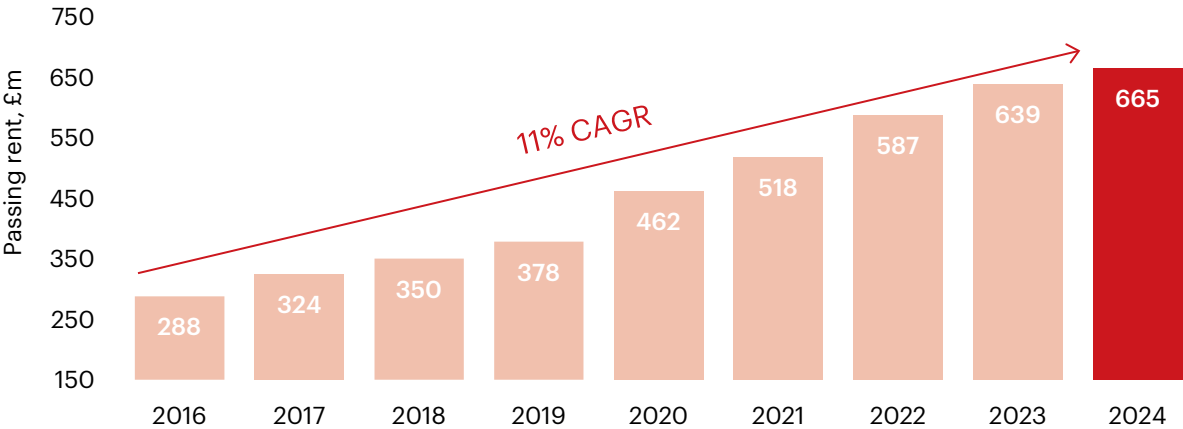


Disposal and investment activity since 1 January 2012 (£bn)

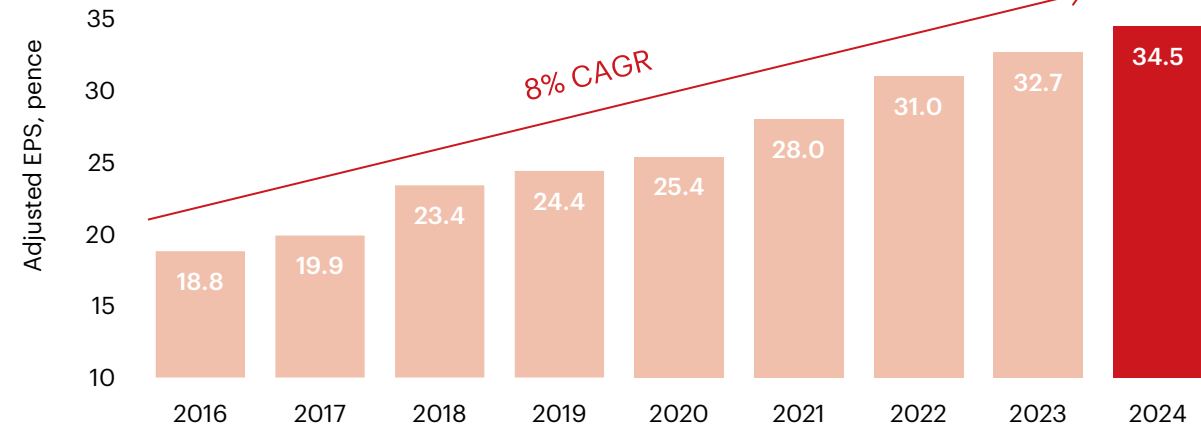


# Strong track record of compounding performance

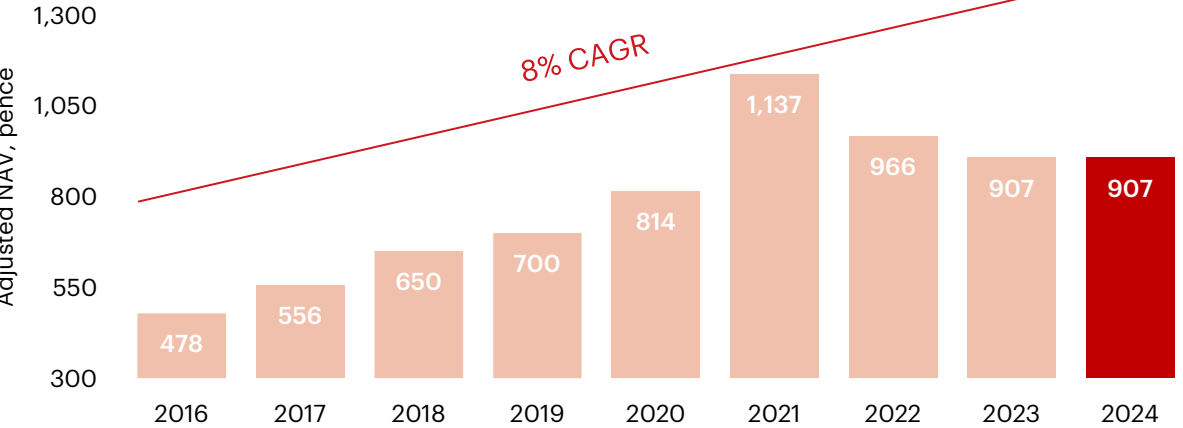
## Passing Rent



## Adjusted earnings per share

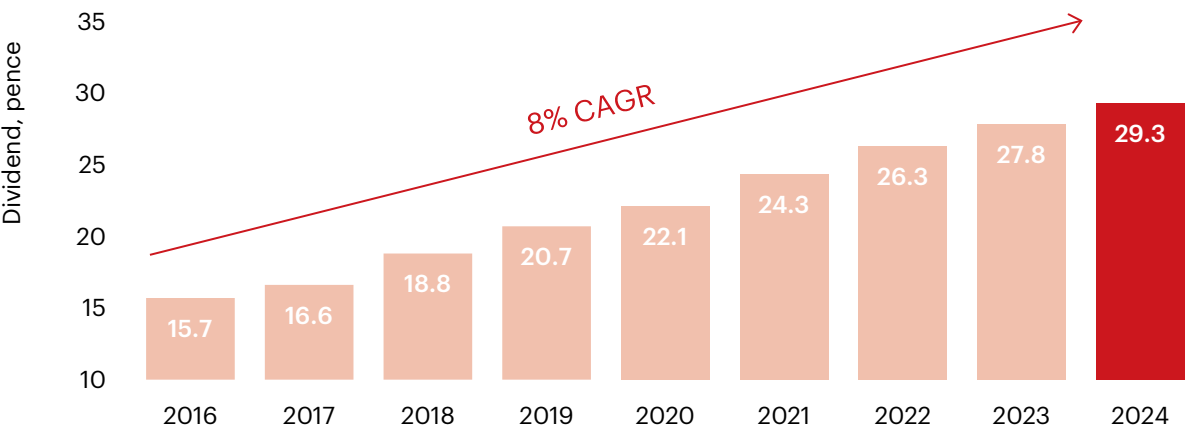


## Adjusted NAV<sup>1</sup> per share



## Dividend per share

(Distribution policy of 85-95% of full year adjusted earnings)



1. Adjusted NAV is in line with EPRA NTA which was introduced 1 January 2020. The 31 December 2019 Adjusted NAV has been restated.

# Making further progress with Responsible SEGRO



## Championing low-carbon growth

- Reduction in the embodied carbon intensity of our developments
- 97% of developments BREEAM 'Excellent' or higher
- Increased visibility of customer energy data to 87%
- 108% increase in our installed solar capacity to 123MW
- Establishment of new science-based net zero carbon targets

## Investing in our local communities and environments

- 14 Community Investment Plans
- 49 local community projects to improve biodiversity, environment, health & wellbeing
- Record levels of volunteering from SEGRO employees, customers and suppliers
- >10,000 people supported through our education and employment programmes

## Nurturing talent

- Reshaping of Leadership Team
- Investment in development of our leadership teams and colleagues
- Clear diversity goals with supporting action plan
- High levels of employee engagement
- Introduced new, enhanced family-friendly policies

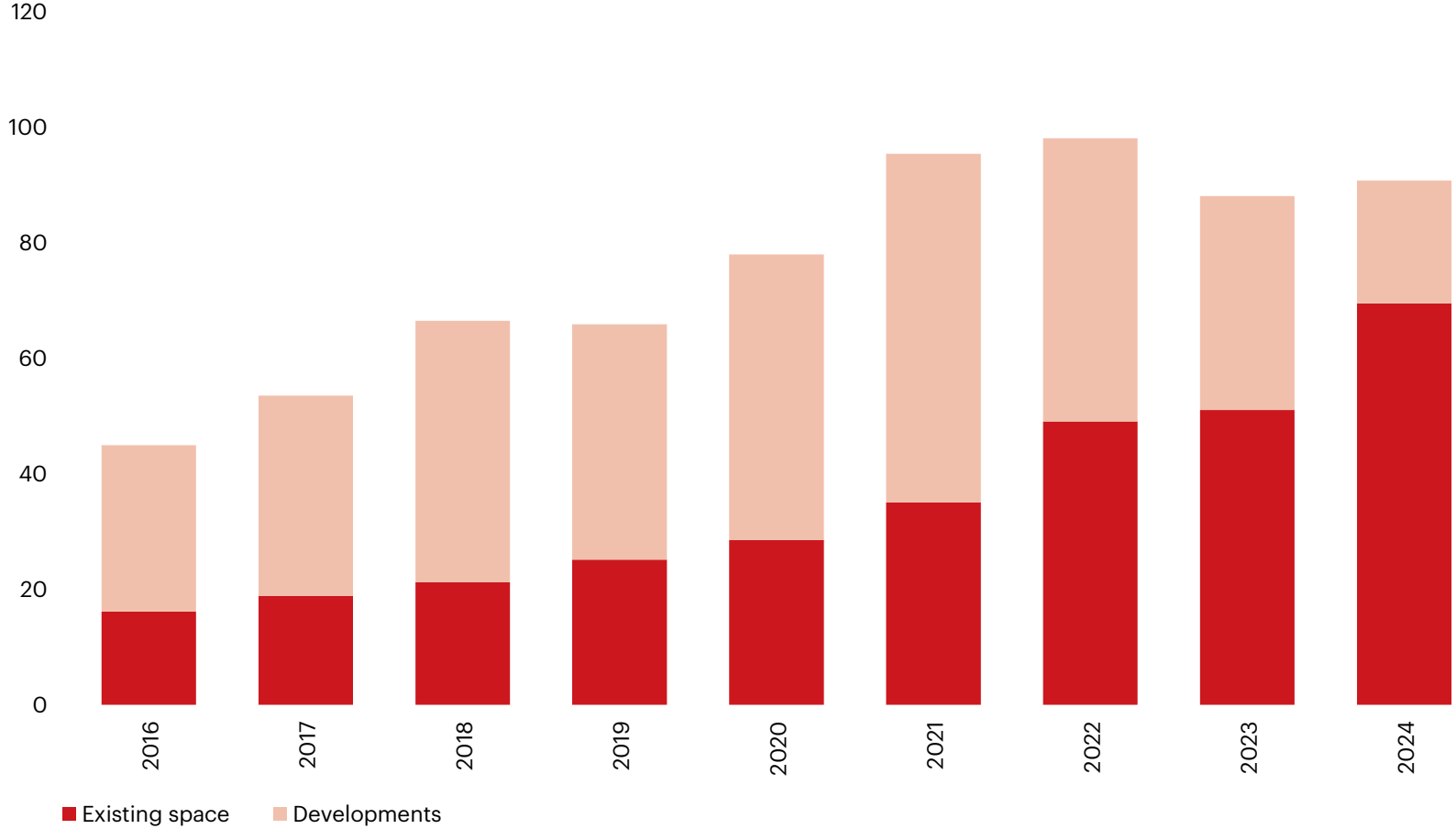


# Enduring structural trends



# Driving rents from leasing and asset management activity

New contracted headline rent (£m)<sup>1</sup>



Proactive asset management

Record level of reversion captured

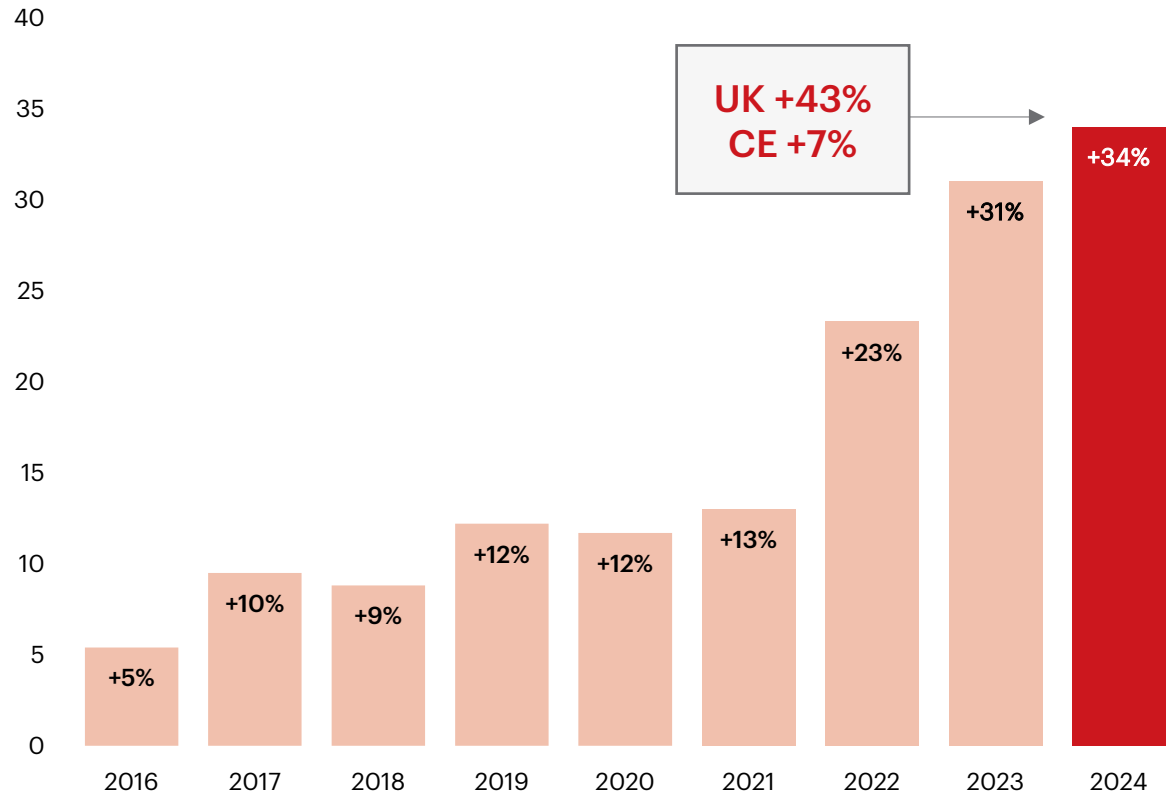
Improving occupier market sentiment into year end

1. New rent contracted is total headline rent secured or (in the case of developments) agreed in the year.

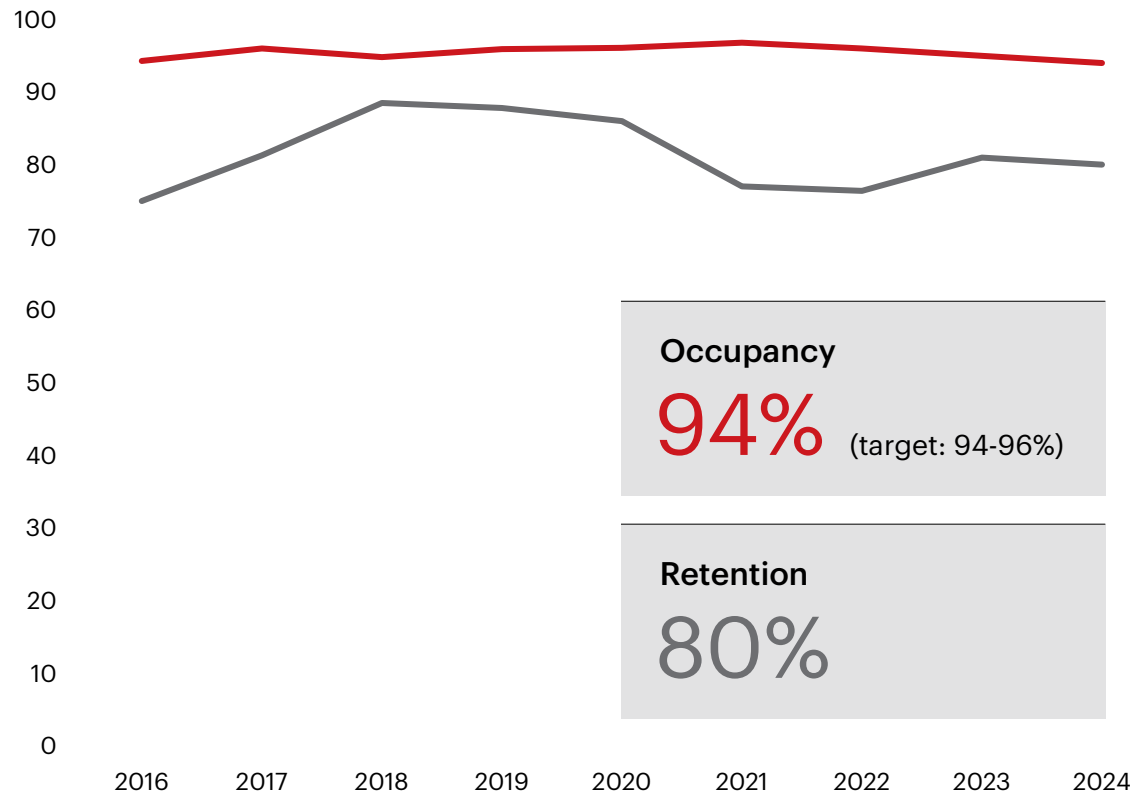


# Capturing reversion, maintaining occupancy

Rent change on review and renewal (%)<sup>1</sup>



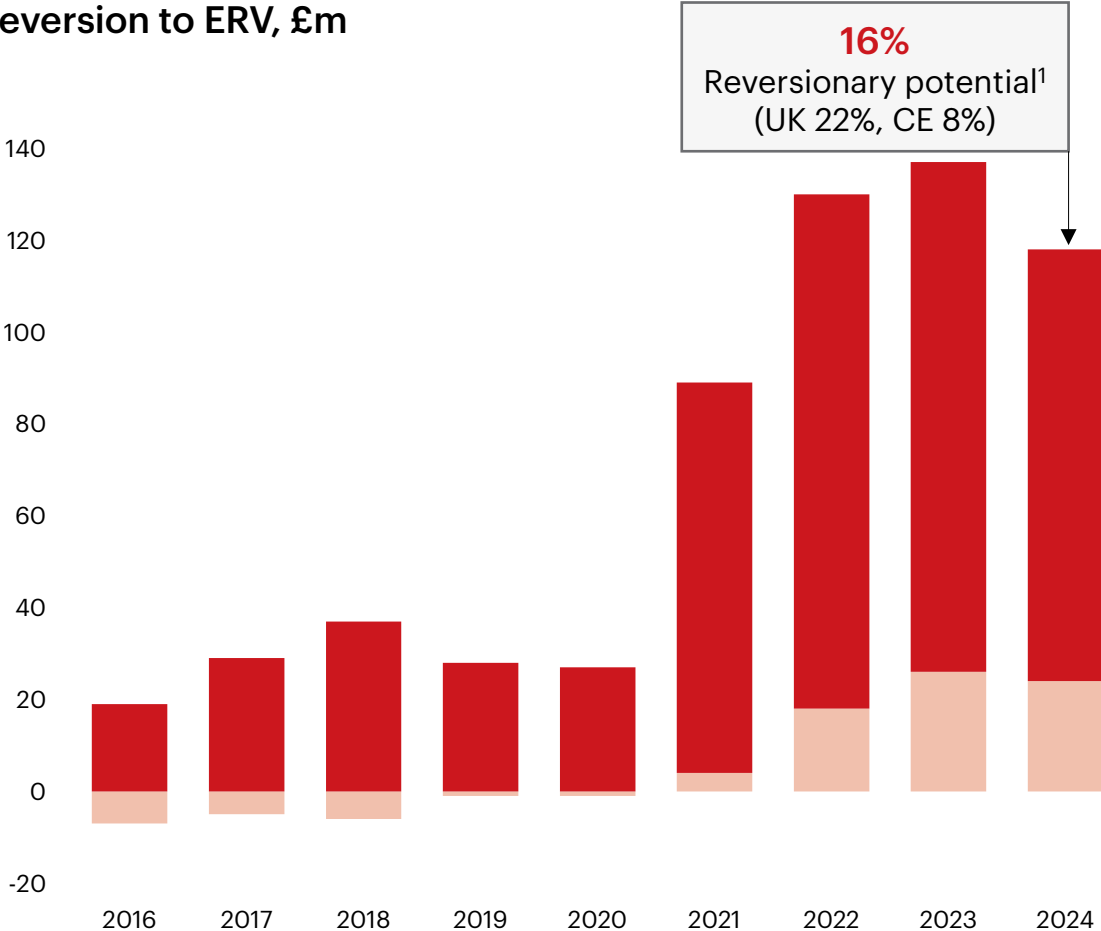
Customer retention rate and occupancy rate (%)



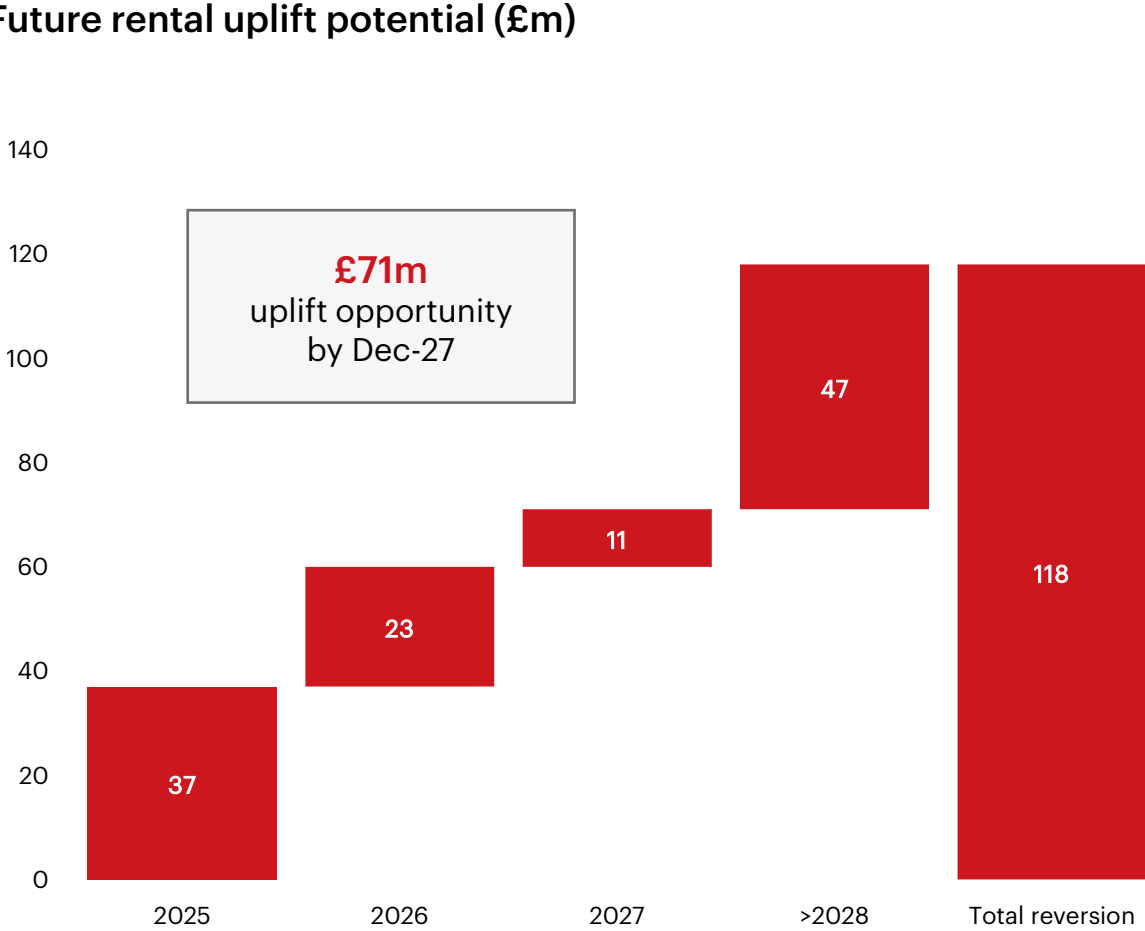
1. Uplift from rent reviews and renewals excludes annual indexation uplifts. Uplift in 2019 and 2020 excludes re-gears on the peppercorn leases in the Heathrow portfolio (total +18% in 2019 and +19% in 2020).

# Further £118m embedded reversionary potential

Reversion to ERV, £m



Future rental uplift potential (£m)



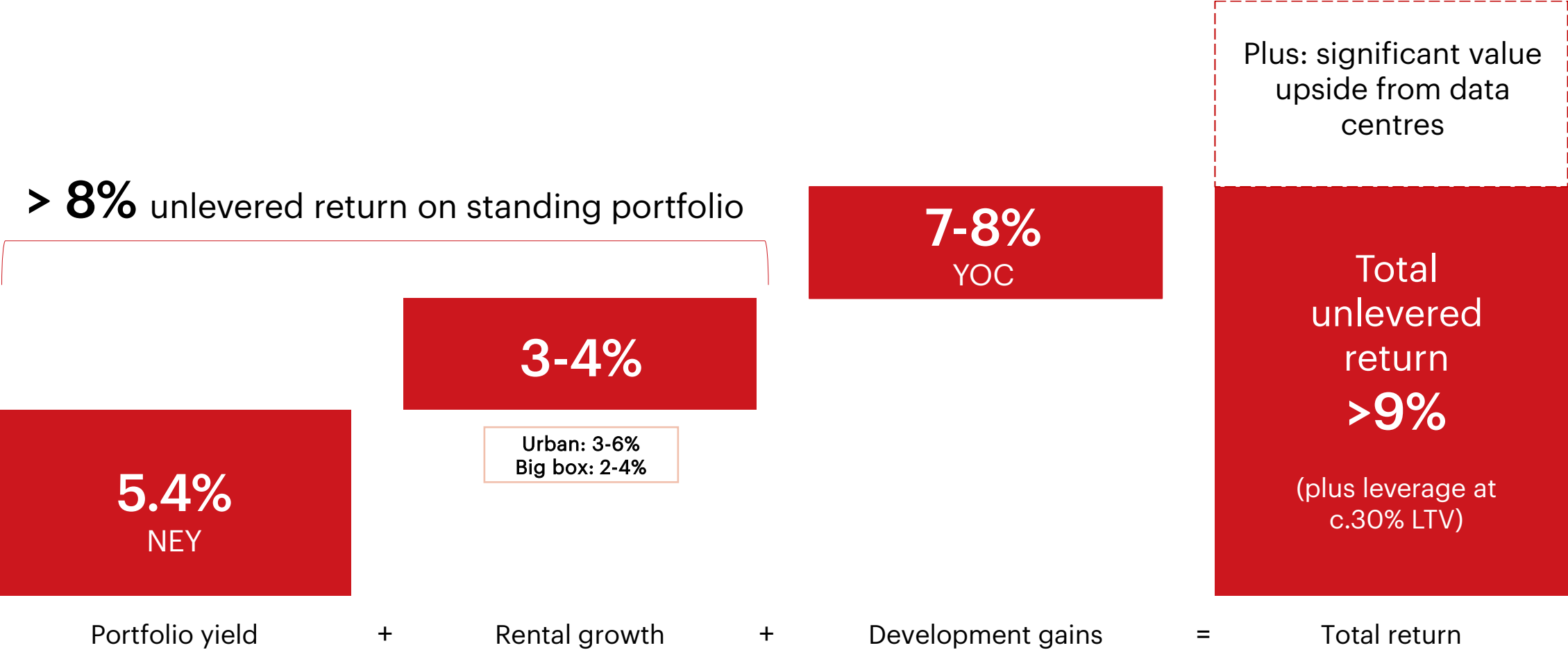
Continental Europe UK

1. Reversion on let space only, excludes vacancy.



# Disciplined capital allocation driving attractive total returns

Illustrative blended target return metrics in a stable yield environment



# Profitable development outlook

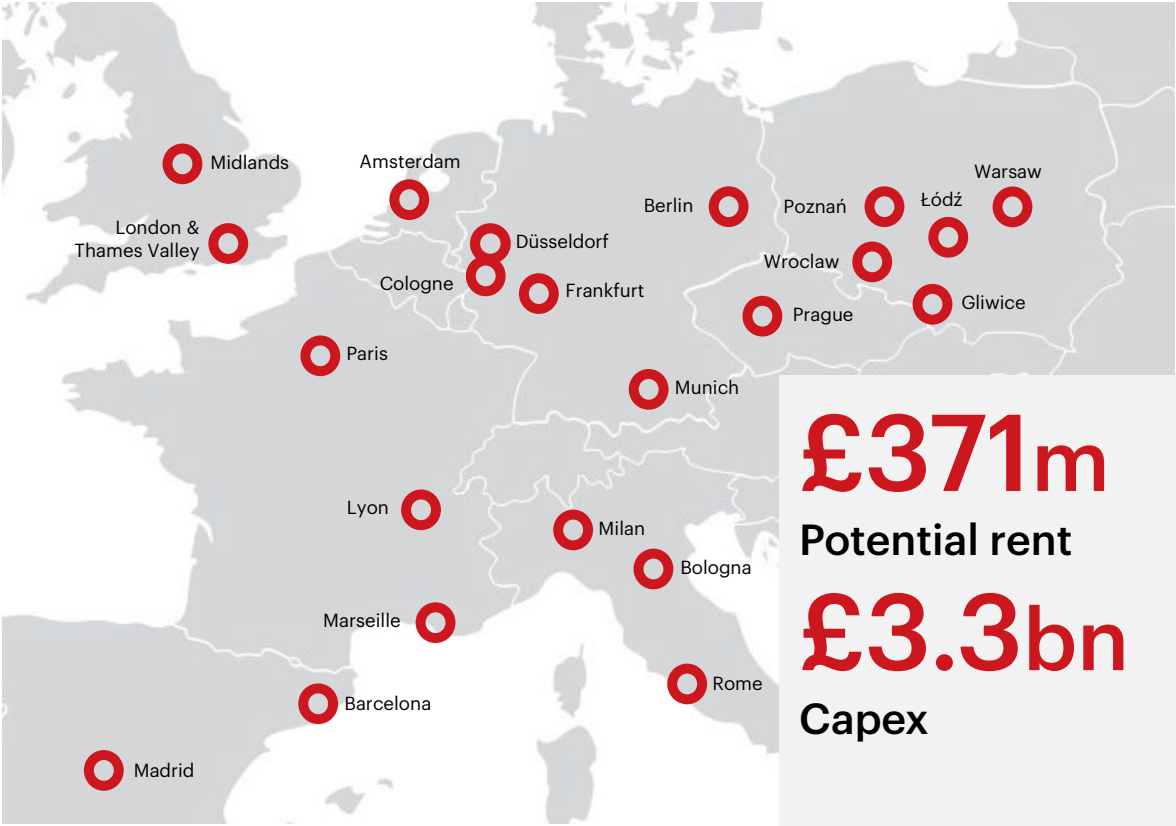
## Current and near-term



**£51m**  
Potential rent

**£190m**  
Capex to complete<sup>1</sup>

## Land bank



**£371m**  
Potential rent

**£3.3bn**  
Capex

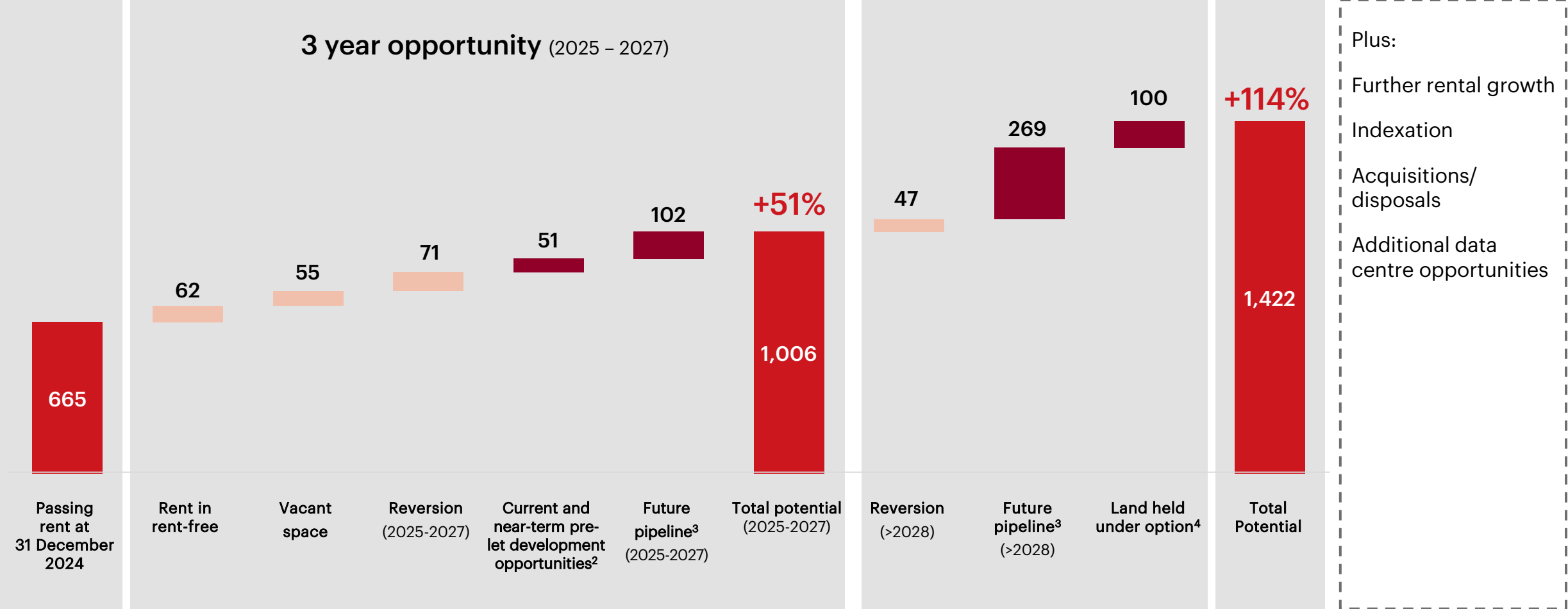
**Attractive 7-8% yield on cost**

<sup>1</sup> Capex already incurred £186m. See slide 50 for current, near-term and future development pipeline break down.



# A pathway to double rent roll (+51% within 3 years)

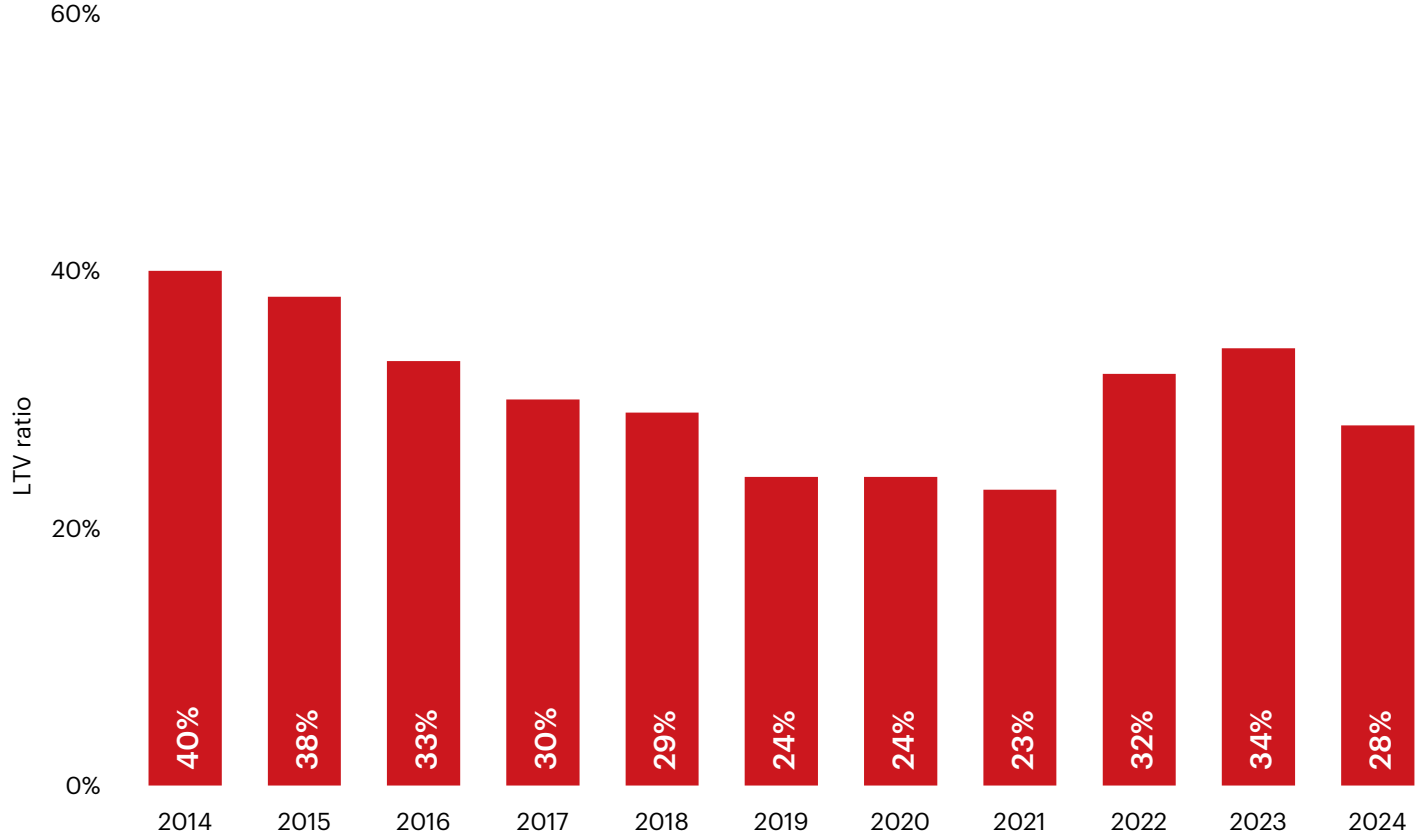
Annualised gross cash passing rent<sup>1</sup>, £ million



1. Including JVs at share. 2. Near-term development opportunities include pre-let agreements subject to final conditions such as planning permission, which are expected to commence within the next 12 months. 3. Estimated based on the current expected completion date of projects to be developed on the Group's landbank, which incorporates a number of assumptions including planning, customer demand and procurement of construction contracts. Excludes development projects identified for sale on completion and from projects identified as "near-term opportunities". 4. Land secured by way of options or conditional on contract.

# Balance sheet provides significant firepower for growth

LTV ratio (incl share of joint ventures), 2014-2024



**£2.1bn committed liquidity<sup>1</sup>**  
Available cash and undrawn committed facilities

**A- credit rating**  
SEGRO Fitch senior unsecured

**8.6x**  
net debt:EBITDA ratio<sup>2</sup>

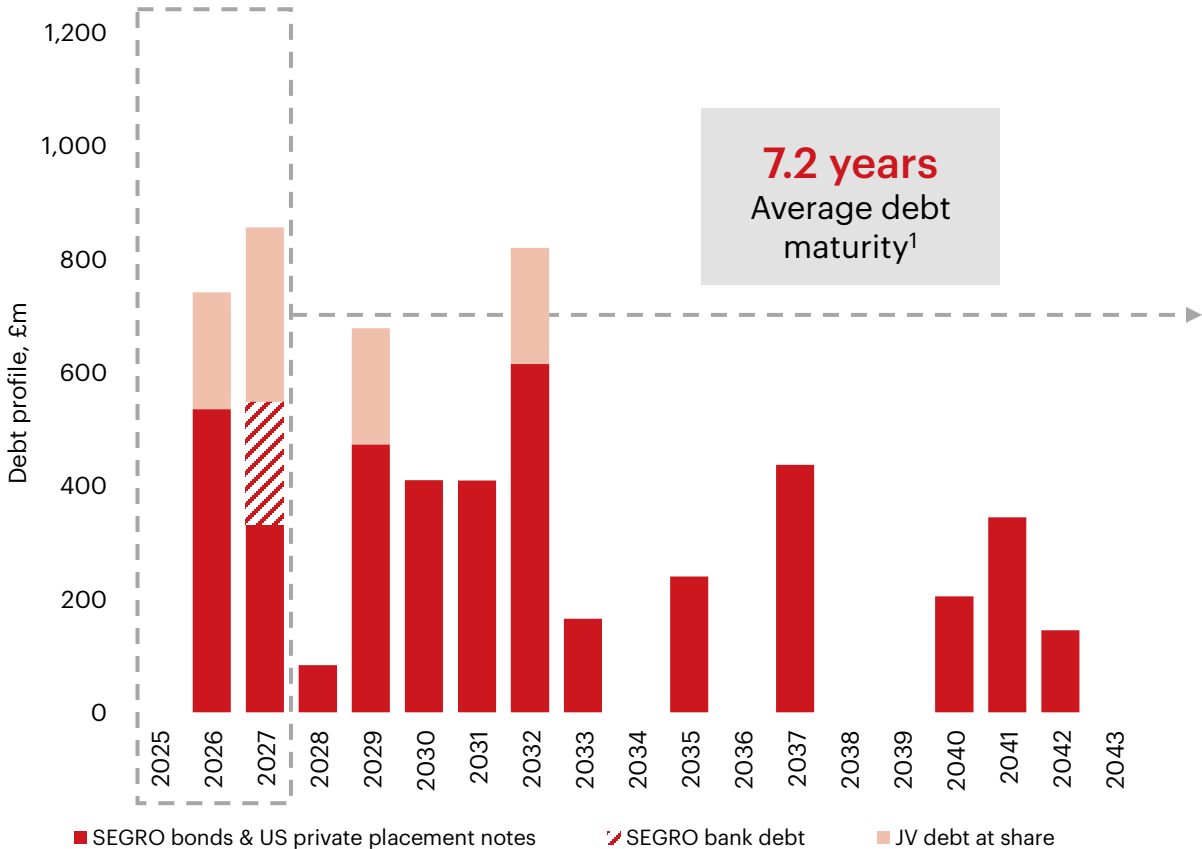
**3.9x**  
interest cover ratio

1. Excludes tenant deposits and uncommitted facilities.

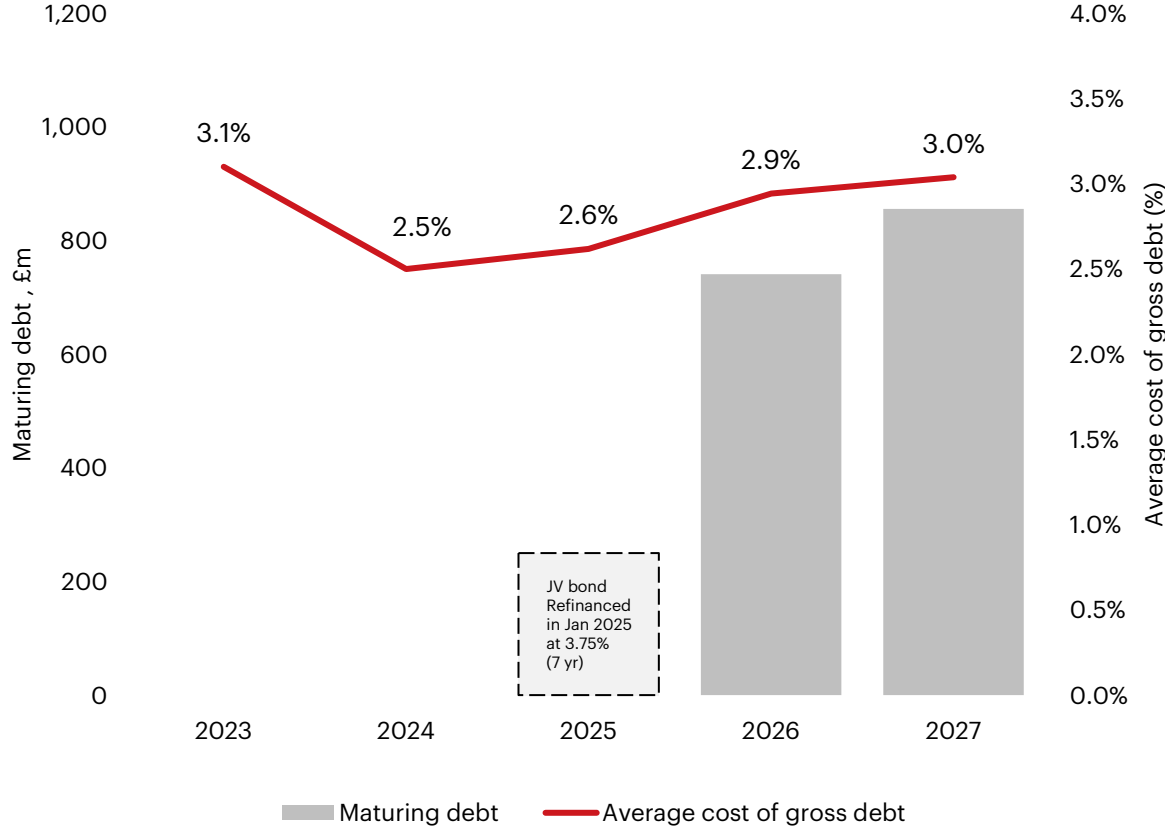
2. SEGRO only (excluding JVs).

# Long-term debt portfolio with limited impact from refinancing

**Diverse, long duration debt profile**  
(as at 31 December 2024, proforma for SELP new issue)



**Indicative evolution of year-end cost of debt from refinancing<sup>2</sup>**



1. Pro forma for the SELP new issue in January 2025. Duration as at 31 December 2024: 6.9 years  
2. Assumes existing debt is refinanced on a like-for-like currency basis based on current indicative market pricing



# SEGRO has the track record and expertise in the high growth data centre market



Owners of Europe's largest data centre hub on the Slough Trading Estate



20 years of experience in the data centre sector



Track record of powered shell delivery



Strong relationships with global data centre operators



Slough Trading Estate

**£55m**

Headline rent

(8% of rent roll)

**34**

Data centres

# 2.3GW of existing and future power capacity in key Availability Zones across Europe



0.5GW

Operational and under construction

1.8GW

Future capacity for pre-lets

- Secured (<2027<sup>1</sup>): 0.4GW
- Reserved (2027- 2030): 0.3GW
- Applications in progress: 1.1GW

2.3GW

Total capacity

1. Expected to be available for pre-let by end of 2027.

# Data centre real estate models

## CAPITAL REQUIREMENT, OPERATIONAL COMPLEXITY AND RISK

Characteristics:	Powered land	Dark/power shell	Fully fitted	Colocation
Source land, power and planning	✓	✓	✓	✓
Build shell	✗	✓	✓	✓
Complete fit-out	✗	✗	✓	✓
Operate and maintain	✗	✗	✗	✓
Leasing risk	None	Pre-let	Speculative or pre-let	Speculative or pre-let
Capital intensity	Low	Medium	High (8-10x)	High (8-10x)
Pricing model	Per acre	Per sq m	Kw per month	Kw per month

Core real estate activity

**SEGRO**

First data centre lease was signed on the Slough Trading Estate in 2005.



# SEGRO is actively considering fully-fitted data centre model

Characteristics:	Powered shell	Fully fitted
Source land, power and planning	✓	✓
Build shell	✓	✓
Complete fit-out	✗	✓
Operate and maintain	✗	✗
Leasing risk	Pre-let	Pre-let
Capital intensity	Medium	High (8-10x)
Typical yield on cost	8-12%	8-12%

**Significant value-creation opportunity from 2.3GW land-enabled power bank**



# Structurally advantaged to outperform



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# Appendices

# FY24 financial results

£470<sub>m</sub>

Adjusted profit before tax

+14.9%

34.5<sub>p</sub>

Adjusted earnings per share<sup>1</sup>

+5.5%

29.3<sub>p</sub>

Dividend per share

+5.4%

£17.8<sub>bn</sub>

Portfolio valuation

+1.1%<sup>2</sup>

907<sub>p</sub>

Adjusted NAV per share<sup>3</sup>

Unchanged

28%

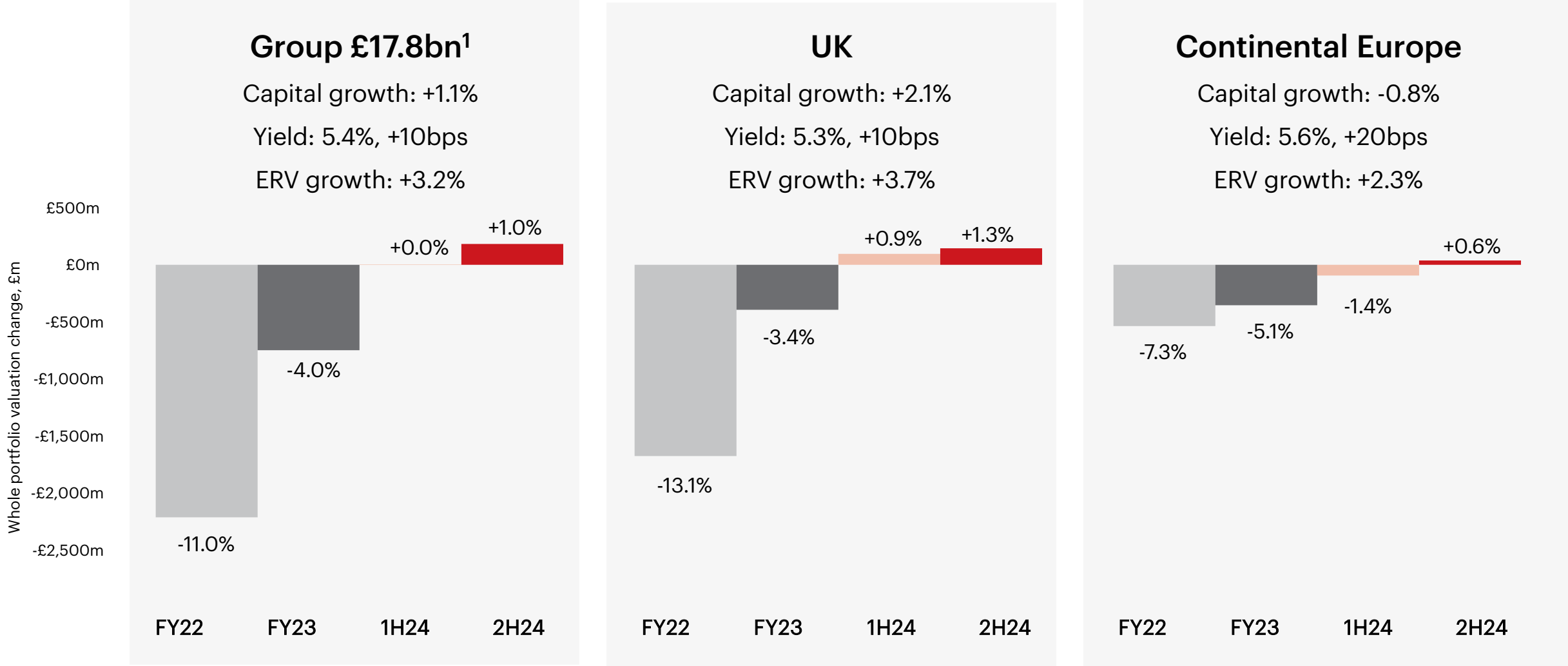
Loan to value

-6ppts

1. Average number of shares was 1,328.7 million on 31 December 2024. 2. Percentage valuation change based on difference between opening and closing valuation for all properties including those under construction and land, adjusting for capex, acquisitions and disposals. 3. Adjusted NAV per share is in line with EPRA NTA.



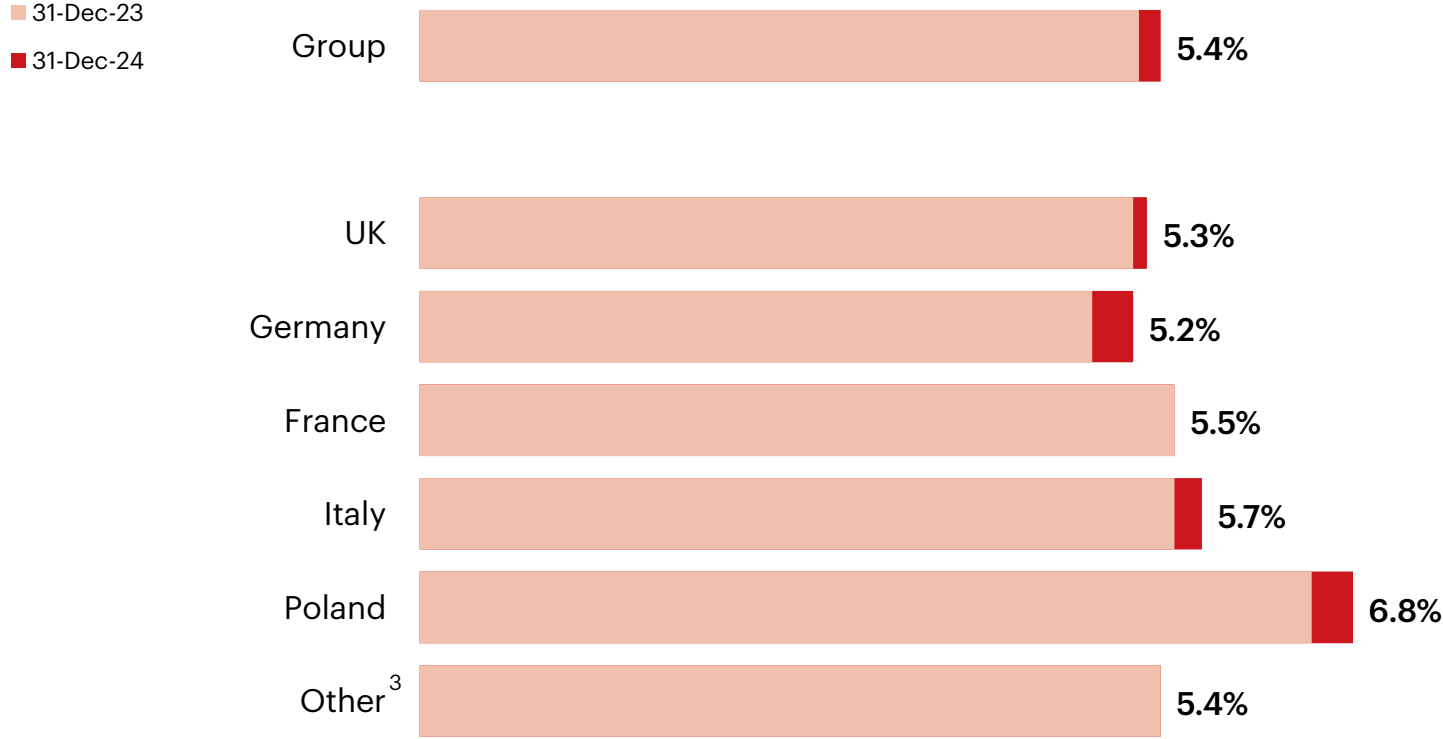
# Higher growth in rents and values in H2



<sup>1</sup> Whole portfolio including acquisitions, land & developments, at SEGRO share. See slide 42 for further information by country.

# Portfolio yield and rental income growth profile

## Property yield<sup>1</sup>



12-month yield change	12-month ERV growth <sup>2</sup>	
+10bps	+3.2%	1H: +1.4% 2H: +1.7%
+10bps	+3.7%	
+30bps	+2.7%	CE: +2.3%
—	+2.0%	
+20bps	+0.6%	
+30bps	+4.0%	
—	+2.5%	

1. Net true equivalent yield. Yield on standing assets at 31 December 2024. 2. ERV growth based on assets held throughout at 31 December 2024. 3. Other include Spain, the Netherlands and Czech Republic.

# >£400 million of potential rental income from development



Development pipeline	Area (sq m)	Estimated cost to complete (£m)	Potential gross rent (£m)	Development yield <sup>3</sup>	Proportion pre-let	Expected delivery
Current	400,473	145 <sup>2</sup>	46	8.0%	50%	1-12 months
Near-term pre-lets <sup>1</sup>	39,310	45	5	7.7%	90%	12-18 months
Future <sup>1</sup>	3.1m	3,315	371	7.5%	-	1-7 years
<b>Total</b>	<b>3.6m</b>	<b>3,505</b>	<b>422</b>		-	<b>1-10 years</b>
Optioned land <sup>4</sup>	c.1.0m		c100		-	1-10 years

Potential annualised gross rent from current, near-term and future pipeline<sup>5</sup>, by asset type (£422m at 31 December 2024)

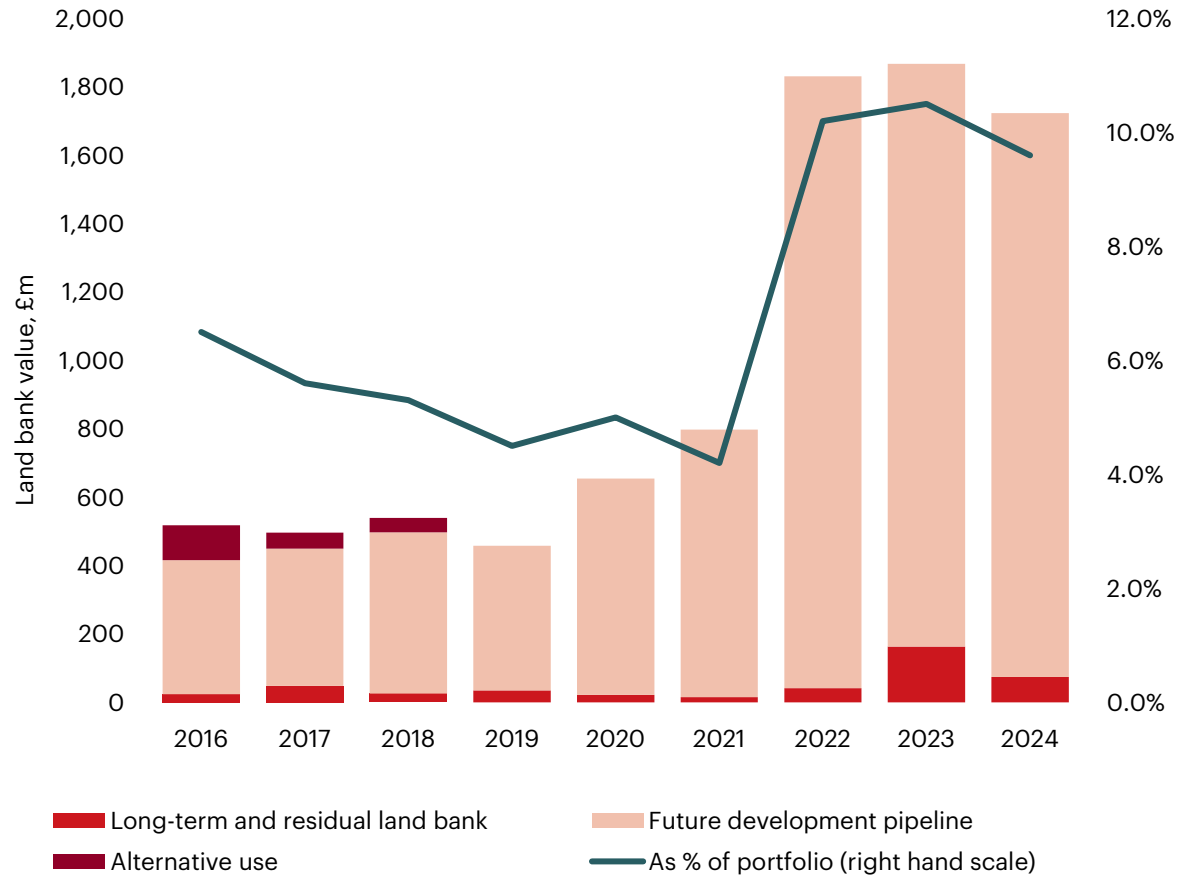


Potential annualised gross rent from current, near-term and future pipeline<sup>5</sup>, by region (£422m at 31 December 2024)

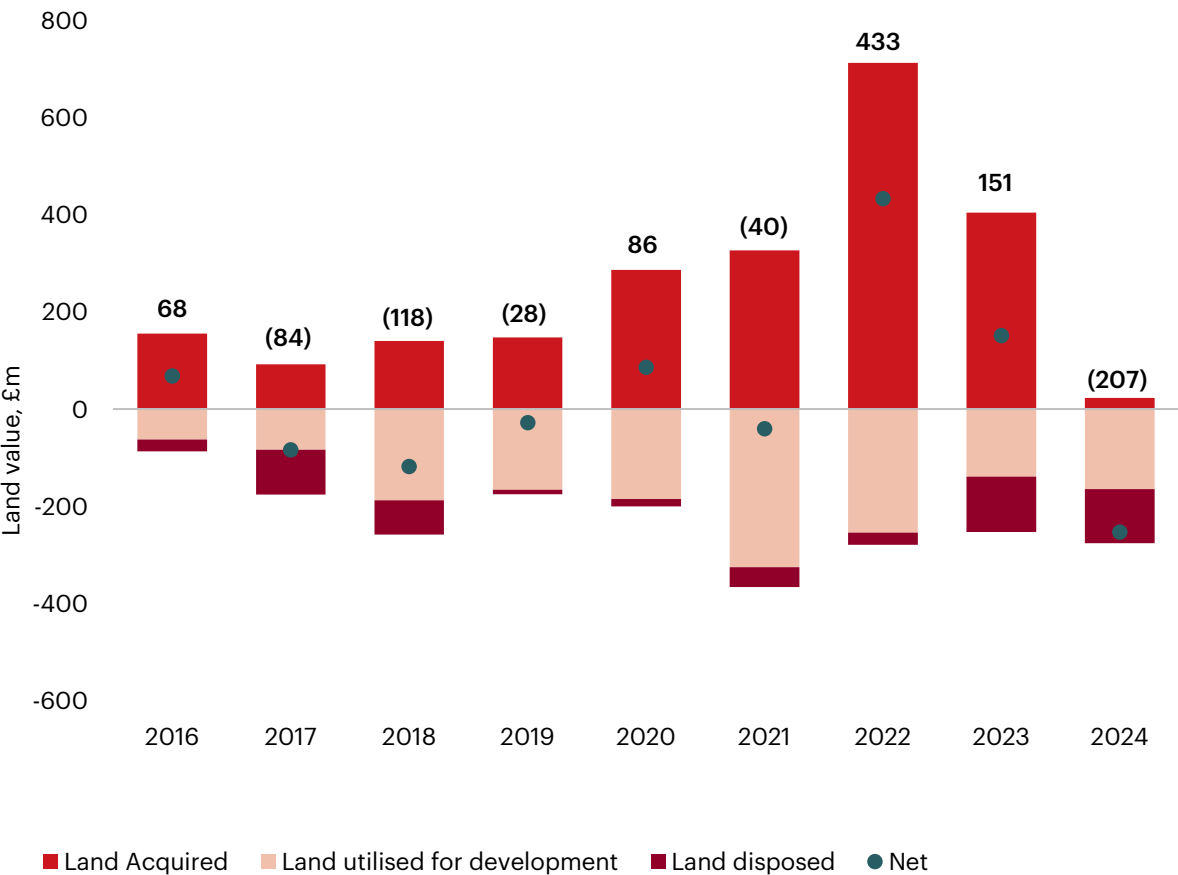


1. Future development pipeline in the 2024 Full Year Property Analysis Report. 2. Capex already incurred is £186m. 3. Estimated average yield on total development cost. 4. Land secured by way of options or conditional on contract. 5. Excludes optioned land.

# Land bank provides optionality and opportunity for growth



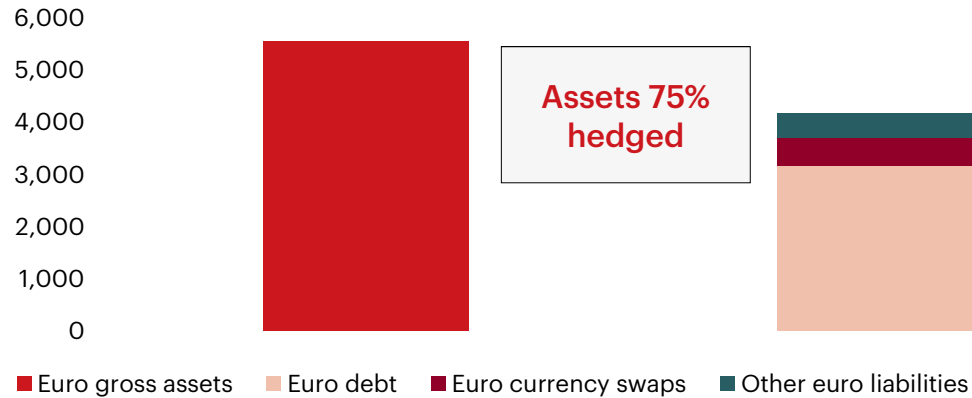
**Net land utilisation, 2016-2024**  
(Based on opening book value or acquisition value)



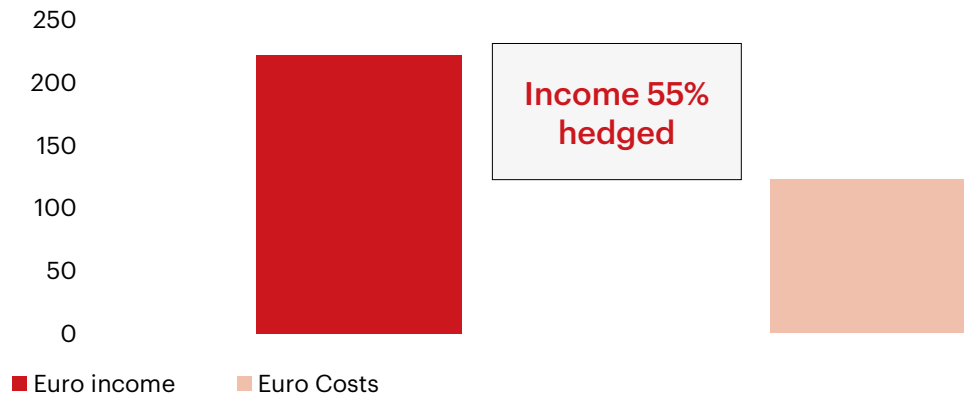


# Euro currency exposure and hedging

## Balance sheet, £m (31 December 2024)



## Adjusted profit after tax, £m (12 months to 31 December 2024)



- €1.21:£1 as at 31 December 2024
- € assets 75% hedged by € liabilities
- €1.7bn (£1.4bn) of residual exposure – 11% of Group NAV
- Illustrative NAV sensitivity vs €1.21:
  - +5% (€1.27) = -£65m (-5 pence per share)
  - -5% (€1.15) = +£72m (+5 pence per share)

- Loan to Value (on look-through basis) at €1.21:£1 is 28%,
- Sensitivity vs €1.21:
  - +5% (€1.27) LTV -0.7%
  - -5% (€1.15) LTV +0.8%

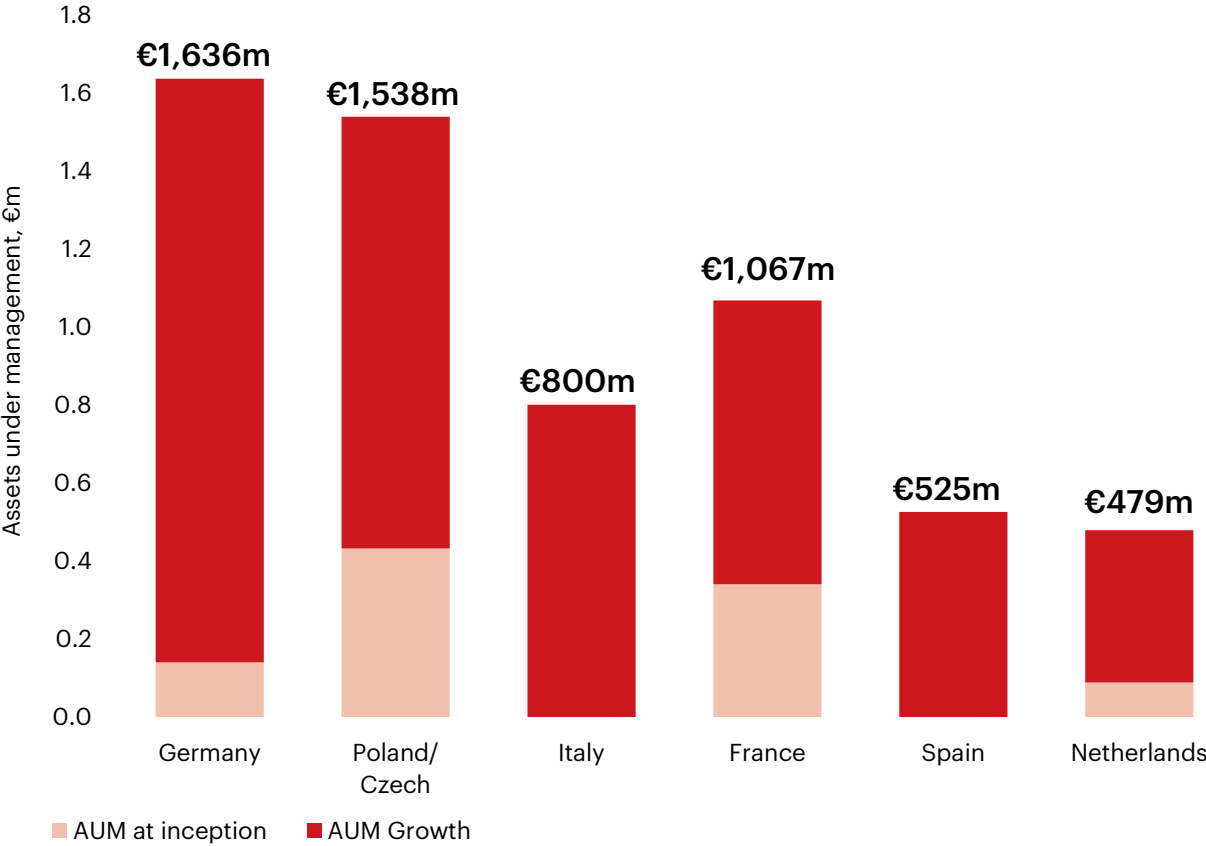
- Average rate for 12 months to 31 December 2024 €1.18:£1
- € income 55% hedged by € expenditure (including interest)
- Adjusted € profit after tax for the period €117m (£99m) – 22% of Group
- Illustrative annualised adjusted profit after tax sensitivity versus €1.18
  - +5% (€1.24) = -£4.7m (-c.0.4 pence per share)
  - -5% (€1.12) = +£5.2m (+c.0.4 pence per share)

# Positioning SEGRO to deliver on its purpose

Context	<h2>Championing Low-carbon growth</h2> <p>SEGRO recognises that the world faces a climate emergency and we are committed to playing our part in tackling climate change, by limiting global temperature rise to less than 1.5°C, in tandem with growth in our business and the wider economy.</p>	<h2>Investing in our local communities and environments</h2> <p>SEGRO is an integral part of the communities in which it operates, and we are committed to contributing to their long-term vitality.</p>	<h2>Nurturing talent</h2> <p>SEGRO's people are vital to and inseparable from its success, and we are committed to attracting, enhancing and retaining a diverse range of talented individuals in our business.</p>
Targets	<p><b>We will become a net-zero carbon business by 2050.</b></p> <ul style="list-style-type: none"> <li>- 2034 interim target 81% reduction in Corporate and Customer emissions intensity vs 2023 baseline</li> <li>- 2034 interim target 58% reduction in Embodied Carbon in developments intensity vs 2023 baseline</li> </ul>	<p><b>We will create and implement Community Investment Plans for every key market in our portfolio by 2025.</b></p>	<p><b>We will increase the overall diversity of our own workforce throughout the organisation:</b></p> <ul style="list-style-type: none"> <li>- 2025 target of 40% for women in senior leadership roles</li> <li>- 2027 target of 15% for ethnic minorities in senior leadership roles</li> </ul>
Actions	<p>We will aim to reduce carbon emissions from our development activity and the operation of our existing buildings and eliminate them where possible. We will implement plans to absorb any residual carbon. We will research and implement innovative approaches to absorb or offset residual carbon.</p>	<p>We will work with our customers and suppliers to support our local businesses and economies.</p> <p>We will help improve the skills of local people to enhance their career and employment opportunities, by investing in local training programmes.</p> <p>Equally, we will enhance the spaces around our buildings, working with local partners to ensure we meet the needs of our communities.</p>	<p>We will provide a healthy and supportive working environment, develop fulfilling and rewarding careers, foster an inclusive culture and build diverse workforce.</p>

# SEGRO European Logistics Partnership (SELP) headline figures

## Assets under Management (as at 31 December 2024)



**€6.0bn**  
Land and assets

**5.7%**  
Net true equivalent yield

**-1.0%**  
Capital value change

**2.9%**  
ERV growth

**€319m**  
Headline rent

**€366m**  
ERV

**97%**  
Occupancy rate

**30%**  
LTV ratio

1. Capex on developments and infrastructure £m (SEGRO share).

# Forward-looking statements and Disclaimer

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