

Enabling  
extraordinary  
things

2024  
Full year results

14 February 2025

# Clear strategy continues to deliver



## Driving rents

£91m	New rent contracted
+5.8%	Like-for-like rental growth
£37m	Rent from new development

## Investing for growth

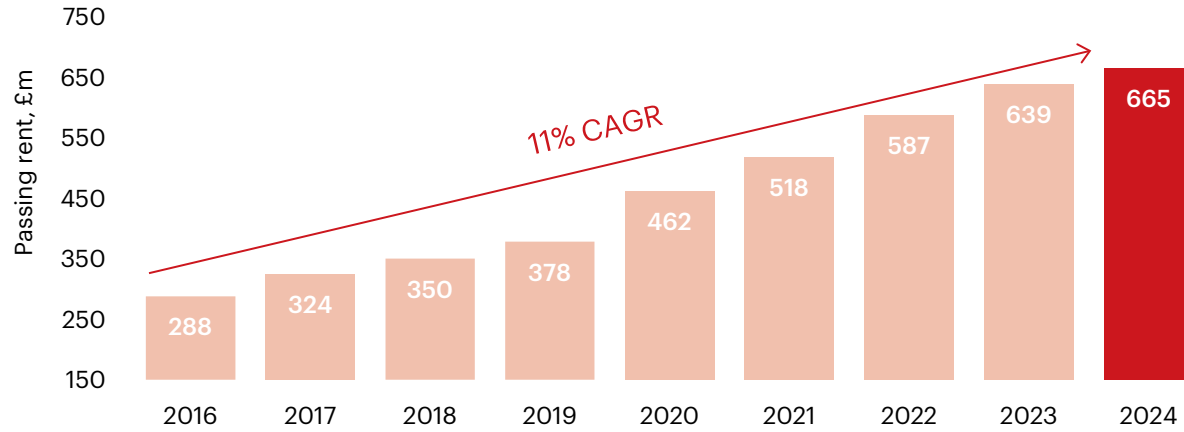
£471m	Development capex
£454m	Acquisitions
£896m	Disposals

## Strong balance sheet

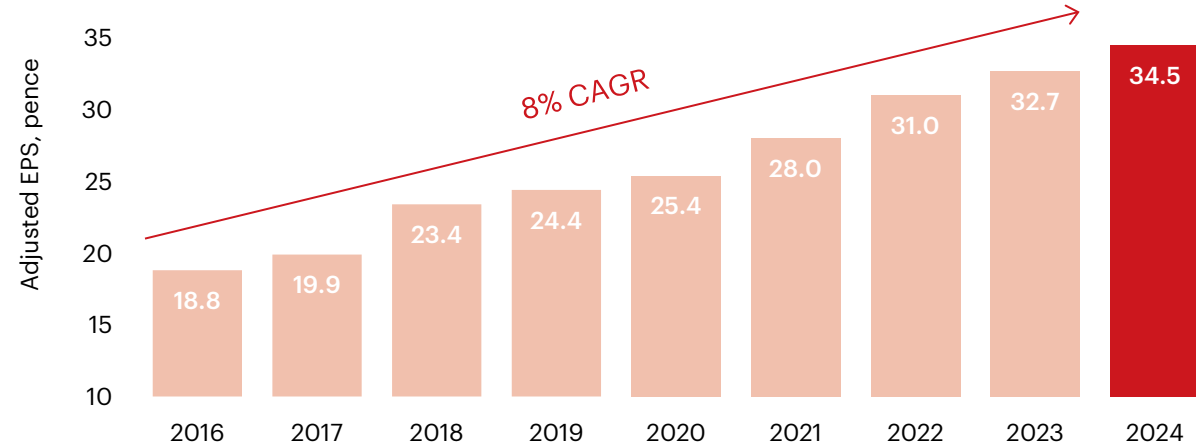
28%	LTV ratio
8.6x	Net debt:EBITDA
2.5%	Cost of Debt

# Adding to our strong track record of compounding performance

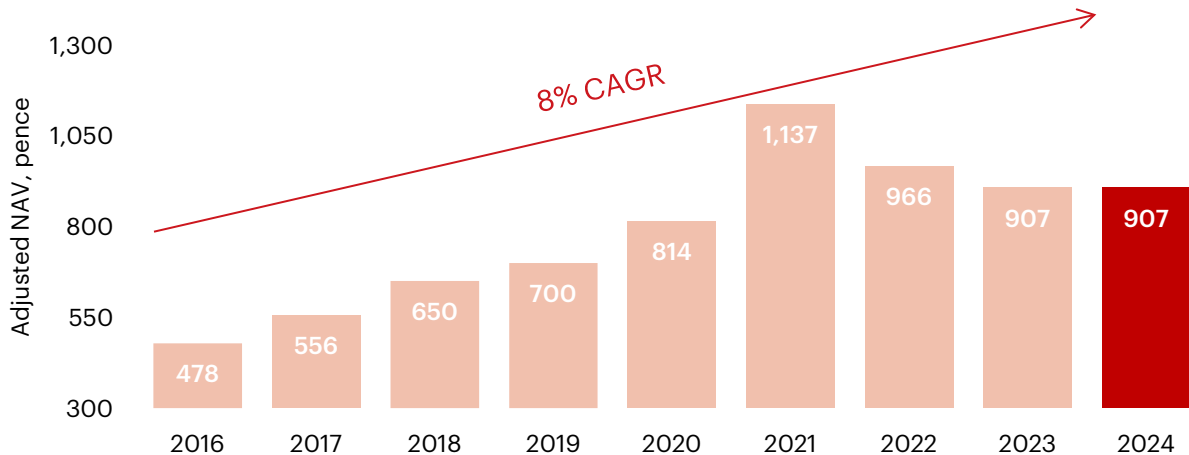
## Passing Rent



## Adjusted earnings per share

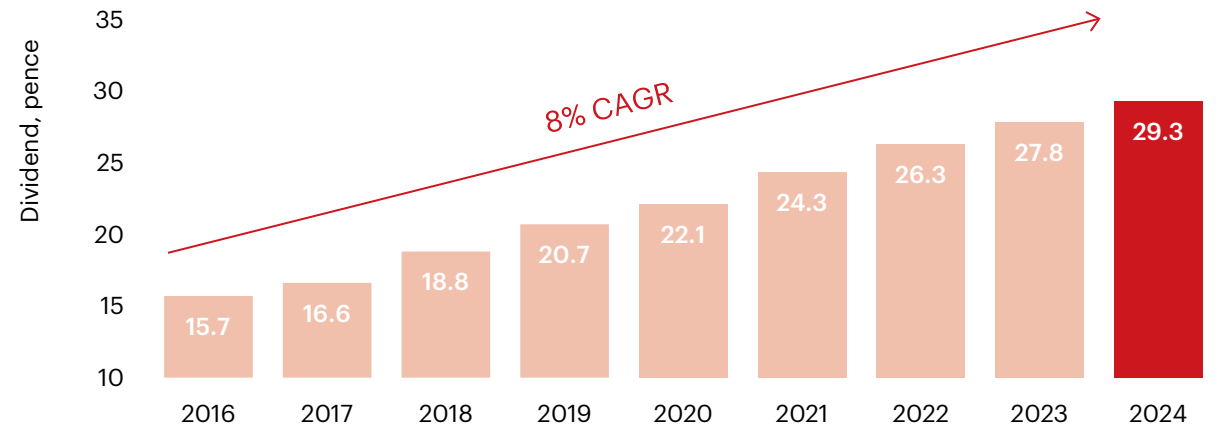


## Adjusted NAV<sup>1</sup> per share



## 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



SEGRO



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# 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.

# 5.5% growth in Earnings per share

Adjusted income statement	2024 £m	2023 £m	Change
Gross rental income	592	547	
Property operating expenses	(92)	(85)	
<b>Net rental income</b>	<b>500</b>	<b>462</b>	<b>+8.2%</b>
Joint venture management fee income	26	29	
Other income	5	5	
Administration expenses	(76)	(63)	
Share of joint ventures' adjusted profit after tax <sup>1</sup>	83	82	
<b>Adjusted operating profit</b>	<b>538</b>	<b>515</b>	<b>+4.5%</b>
Net finance costs	(68)	(106)	
<b>Adjusted profit before tax</b>	<b>470</b>	<b>409</b>	<b>+14.9%</b>
Adjusted EPS (pence)	34.5	32.7	+5.5%
Average share count (millions)	1,328.7	1,220.0	

Capitalised interest: £69m  
(FY23: £68m)

Total cost ratio: 21.7% (FY23: 19.9%)  
20.7% excl. share based payments (FY23: 18.4%)

Net finance costs: £38m decrease primarily due  
to lower net debt

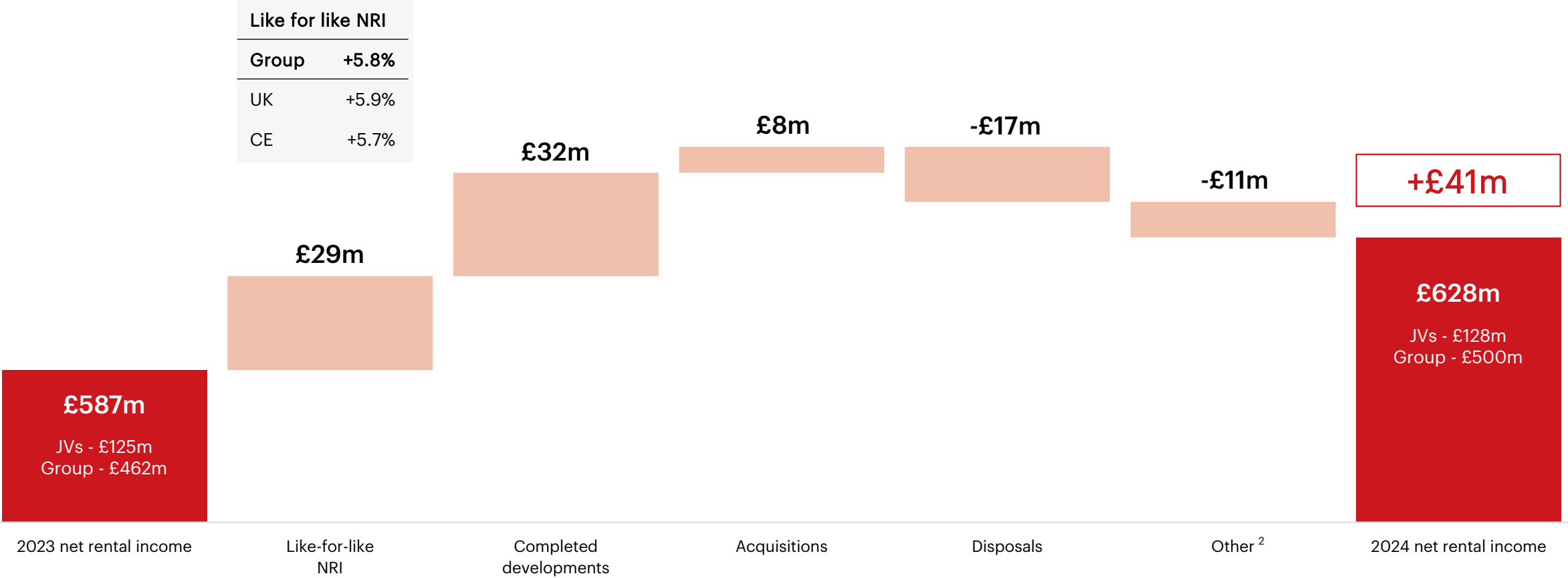
Equity placing: Broadly neutral for EPS as  
impact of new shares offset by lower interest  
costs

1. Net property rental income less administrative expenses, net interest expenses and taxation.



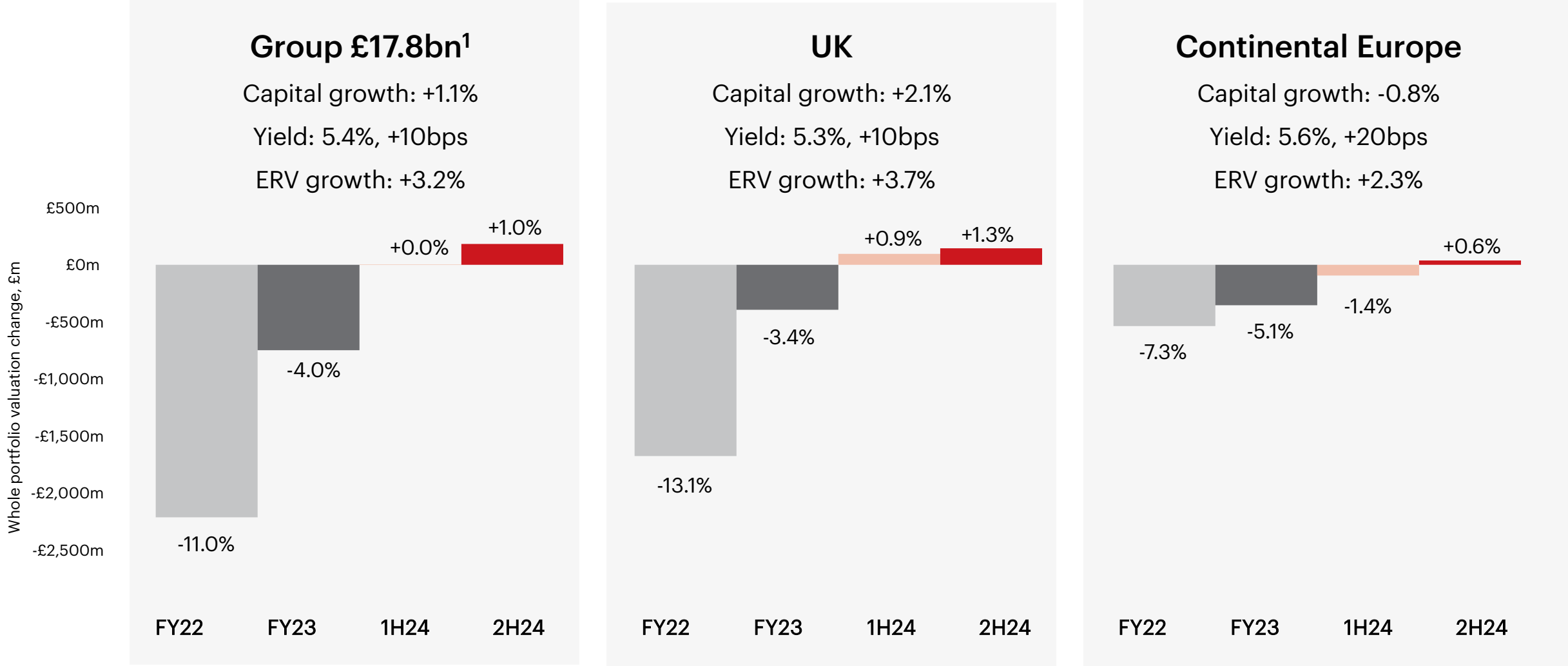
# Driven by 6% like-for-like NRI growth

Proportionally consolidated net rental income (excluding joint venture fees)<sup>1</sup>



1. See slide 38 for more detail on the impact of acquisitions, disposals and development completions on net rental income.  
 2. Other includes takebacks for redevelopment, FX and non-recurring items (such as surrender premiums).

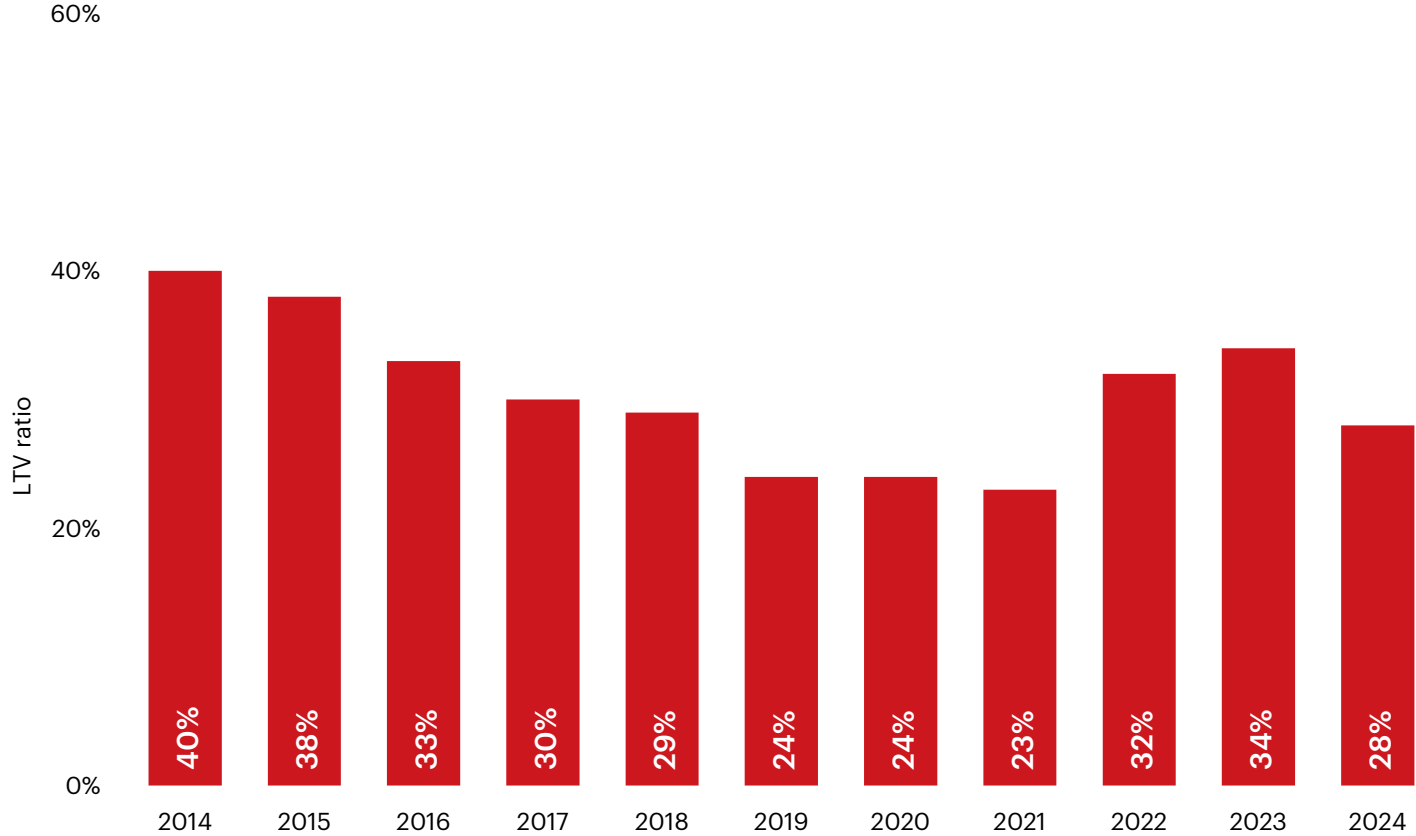
# Higher growth in rents and values in H2



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

# 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>

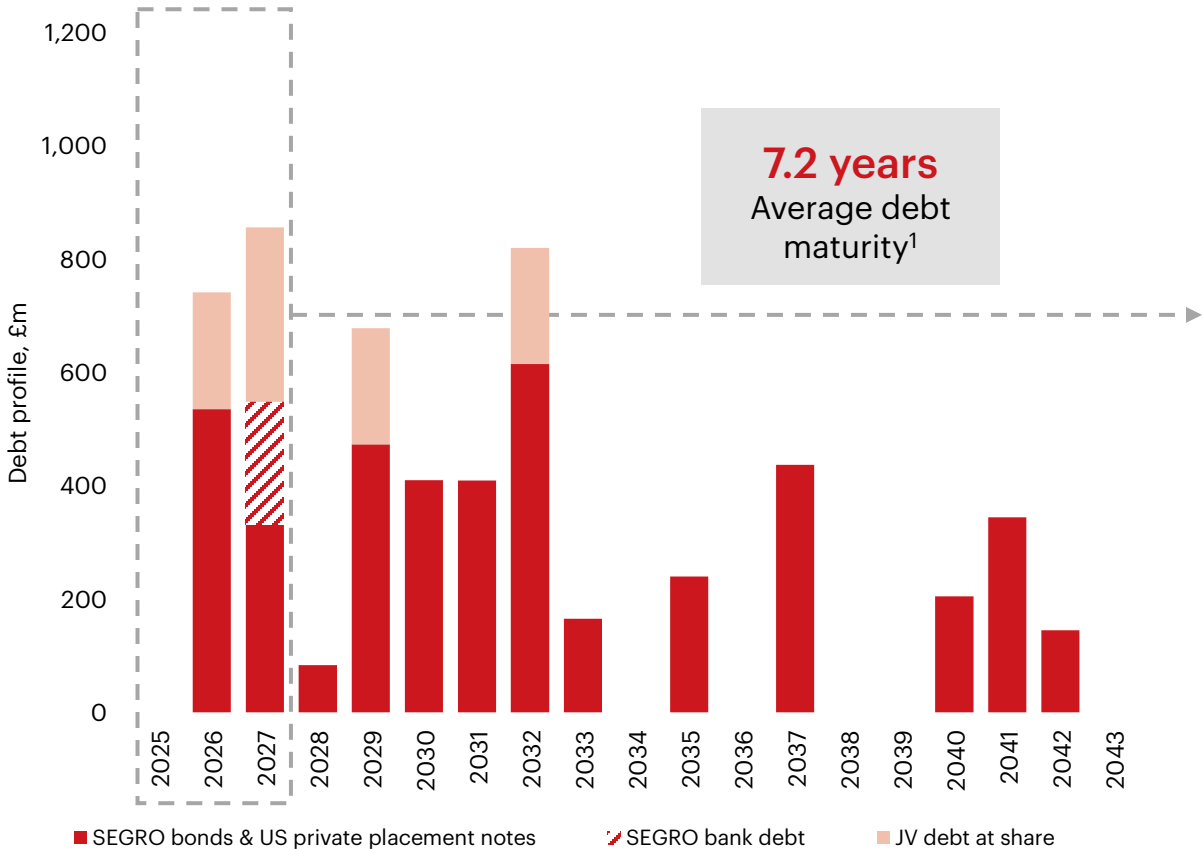
**3.9x**  
interest cover ratio

1. Excludes tenant deposits and uncommitted facilities.

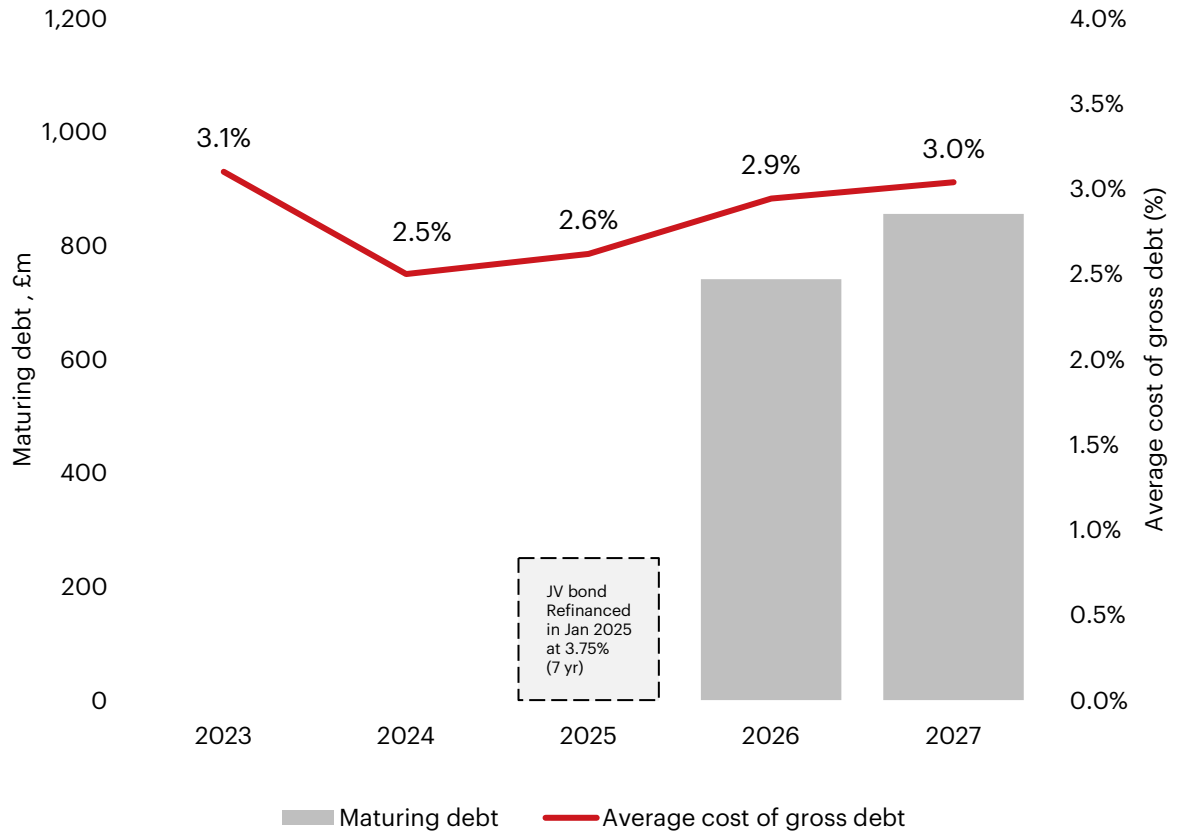
2. SEGRO only (excluding JVs).

# Long-term debt portfolio with limited impact from refinancing

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



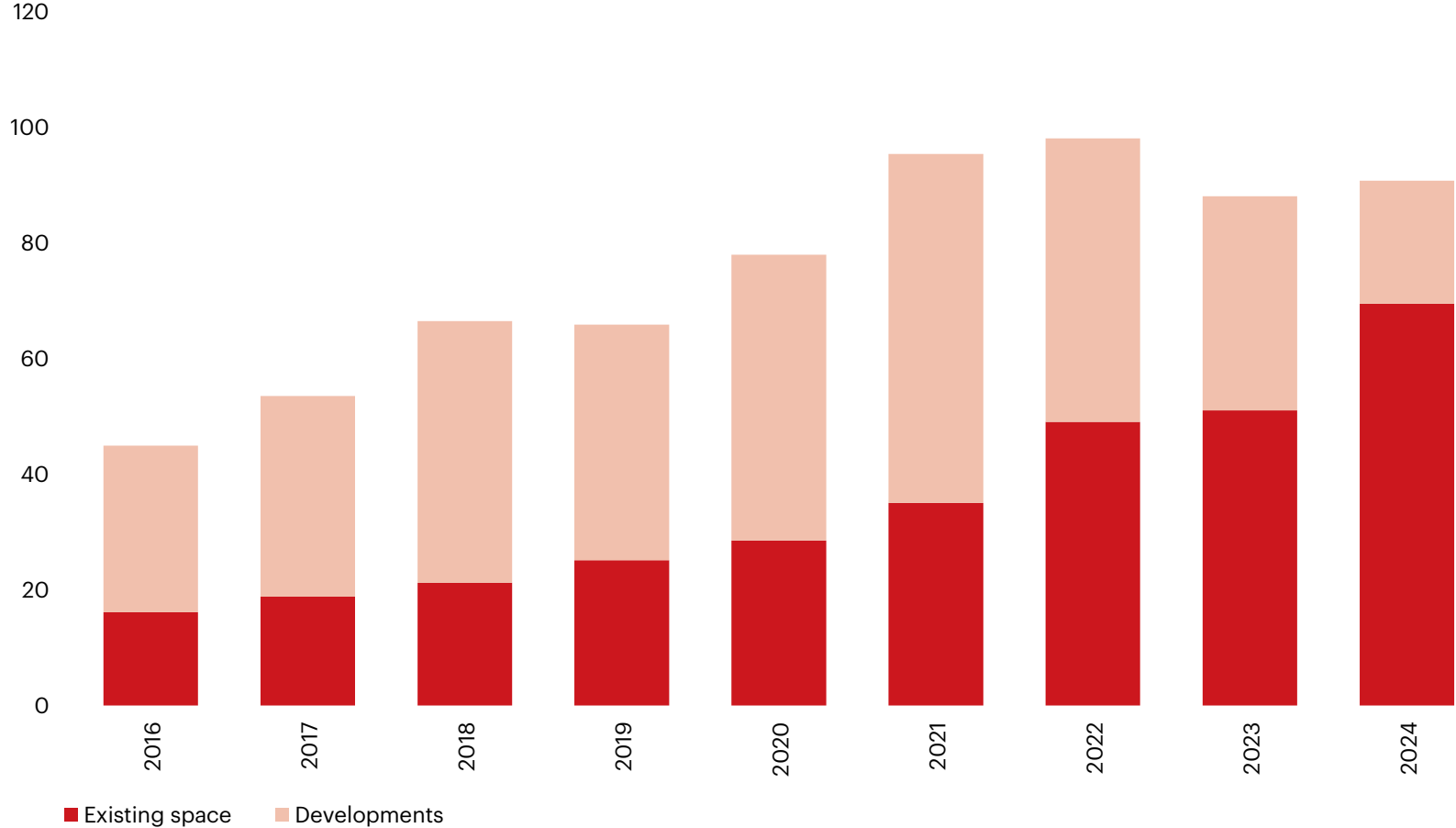
**Indicative evolution of year-end cost of debt from refinancing<sup>2</sup>**



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

# £91m of new rent secured from leasing and asset management activity

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

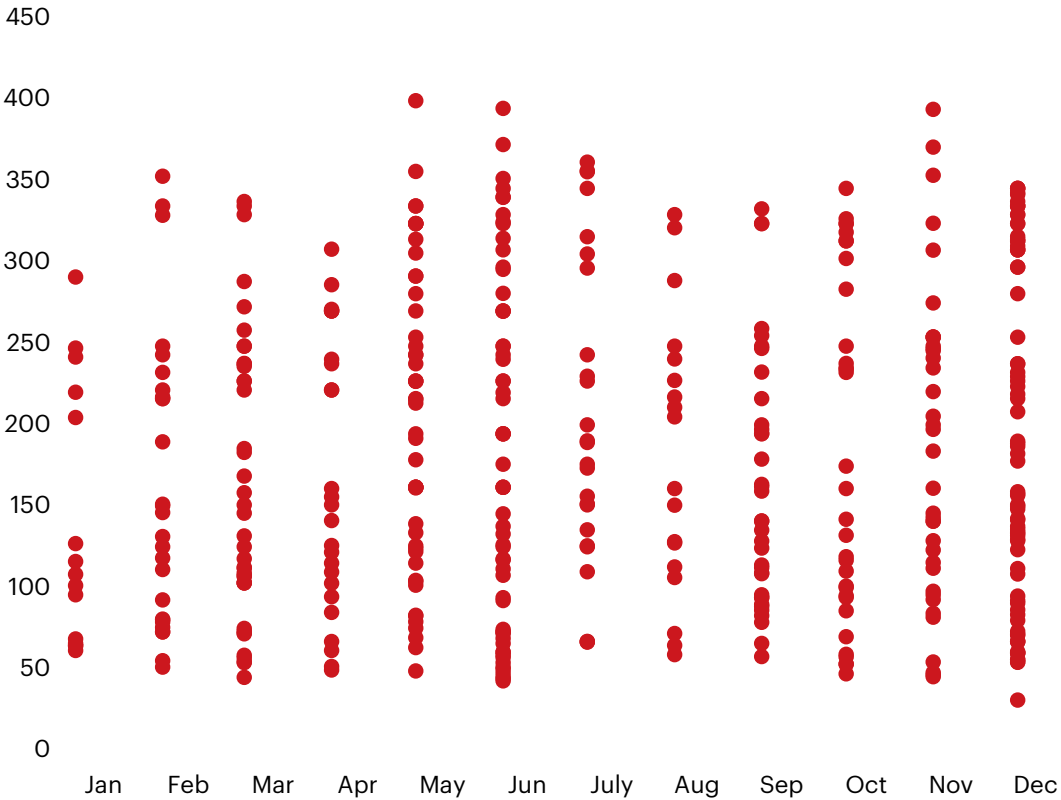


- Proactive asset management
- Record level of reversion captured
- Improving occupier market sentiment into year end

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

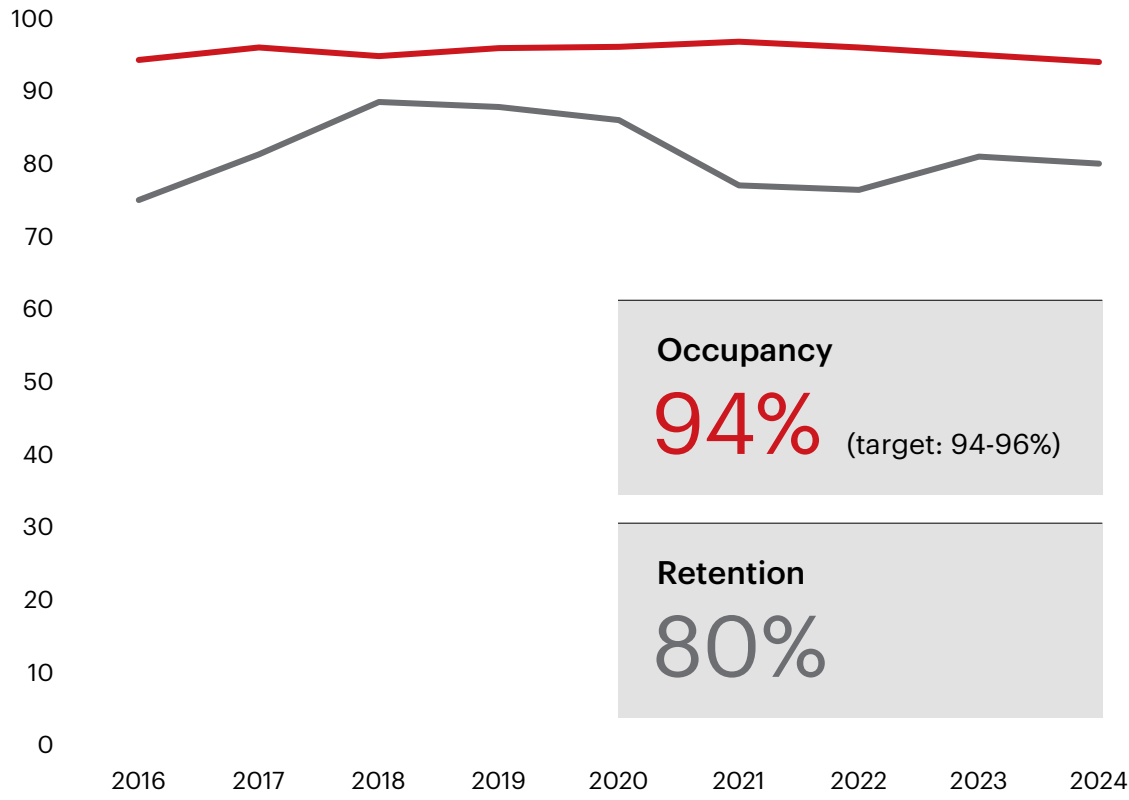
# High levels of retention and occupancy, activity strong in Q4 and into 2025

Strong leasing activity in 2024 (headline rent, £ per sq m)<sup>1</sup>



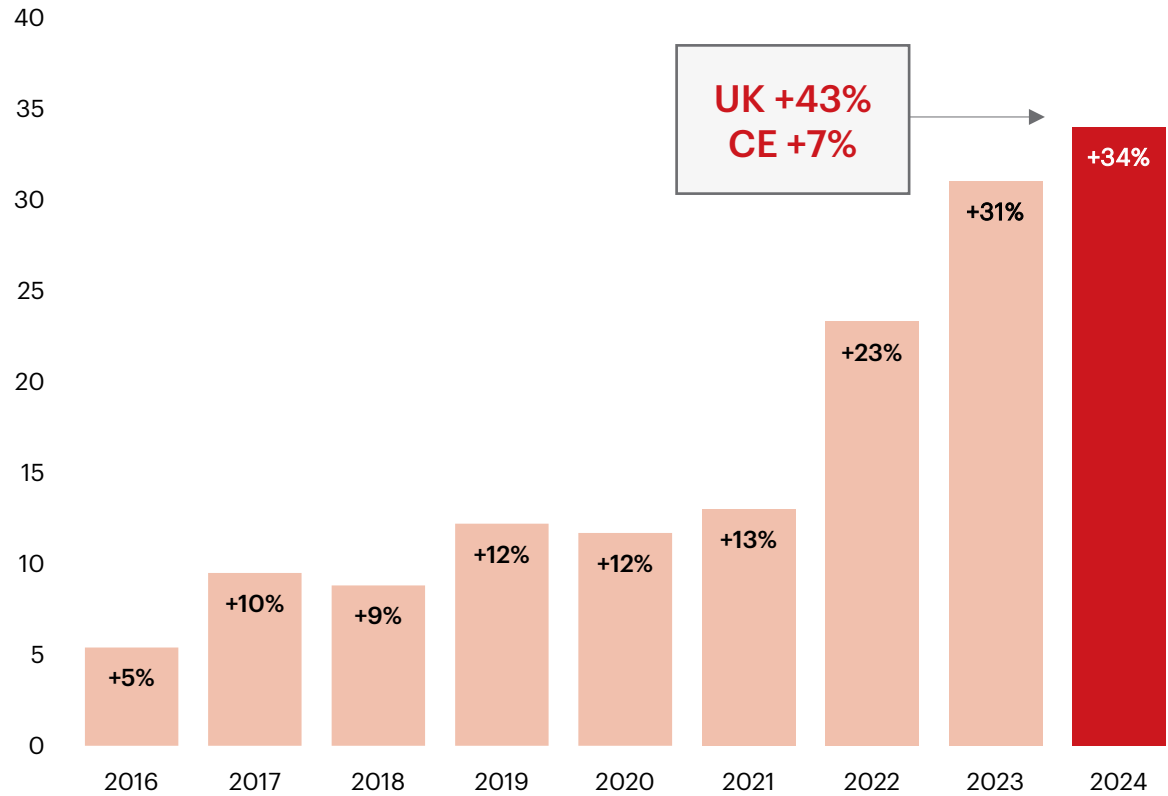
1. Each dot represents new headline rent per sq m.

Customer retention rate and occupancy rate (%)

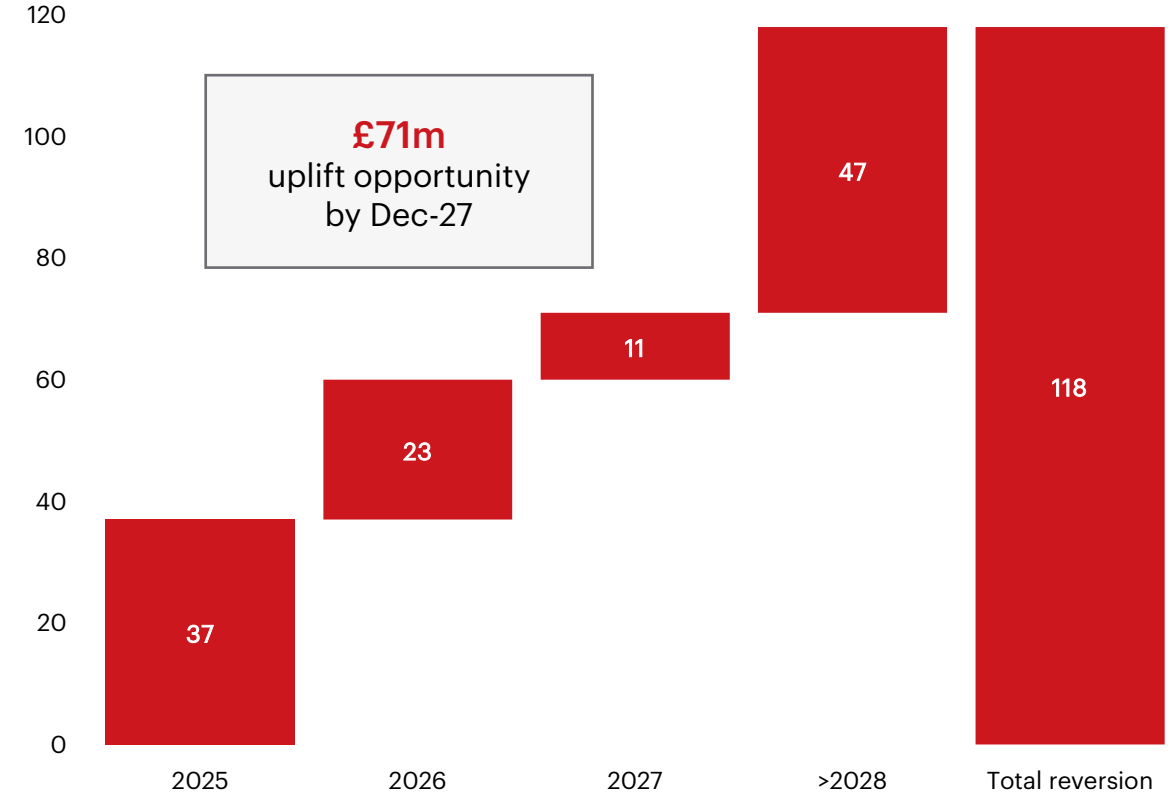


# Record level of reversion captured, further £118m embedded reversionary potential

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



Future rental uplift potential (£m)



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).

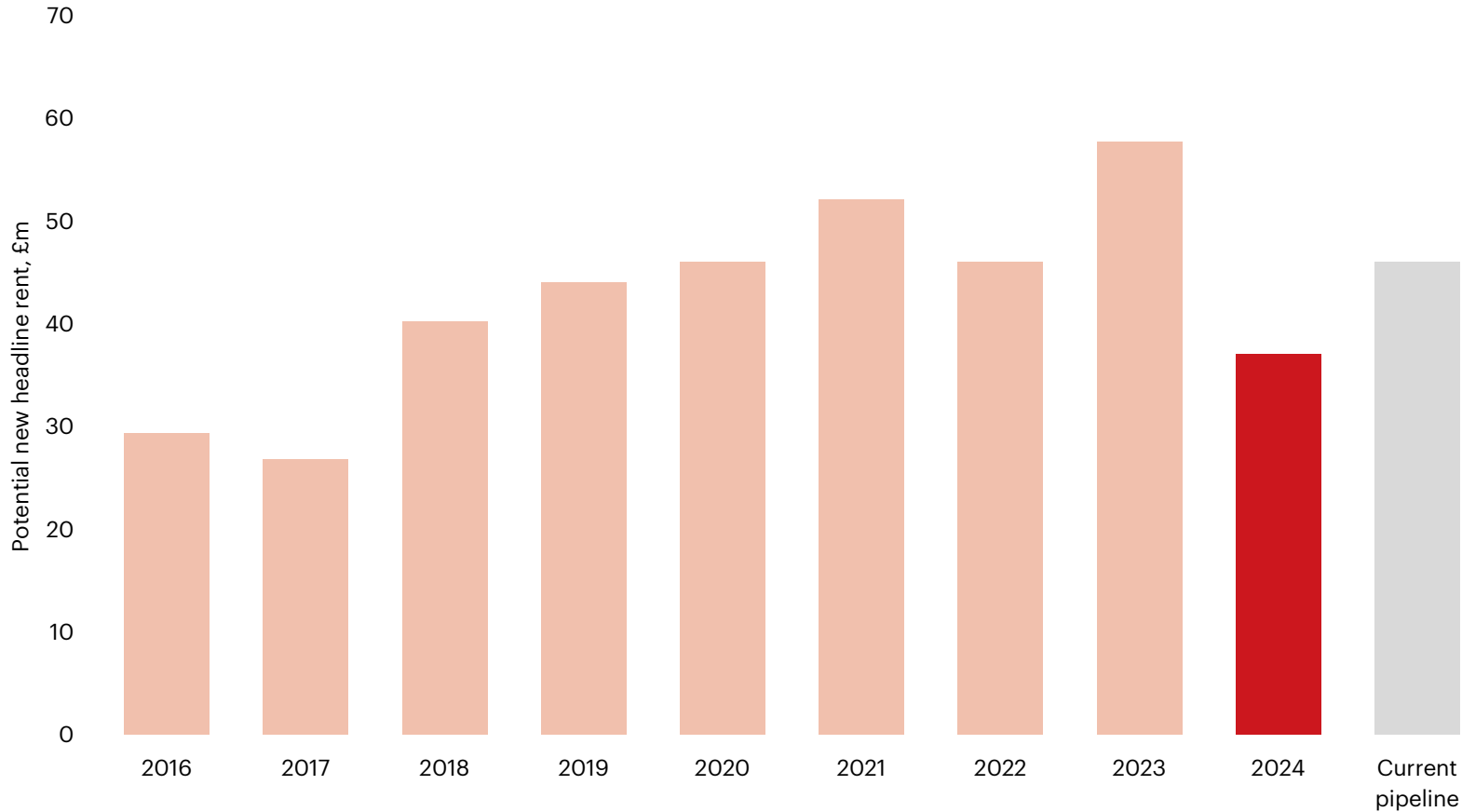
# Growing rents through proactive asset management...





# ...and through profitable development programme

## Development completions



### £37m headline rent from development completions

- 84% leased
- 6.9% development yield
- 97%<sup>1</sup> rated BREEAM 'Excellent' or better (100% 'Very Good' or better)

### £46m headline rent in current pipeline

- 50% secured
- 8.0% development yield
- Targeting BREEAM 'Excellent' or better

**£500m development capex expected in 2025**

1. Based on certifications received or expected.

# Driving rents and compounding earnings



**Record reversion driving significant rent roll growth**



**5.5% EPS and 5.4% DPS growth**



**Asset value stabilisation**



**Improving occupier market sentiment**





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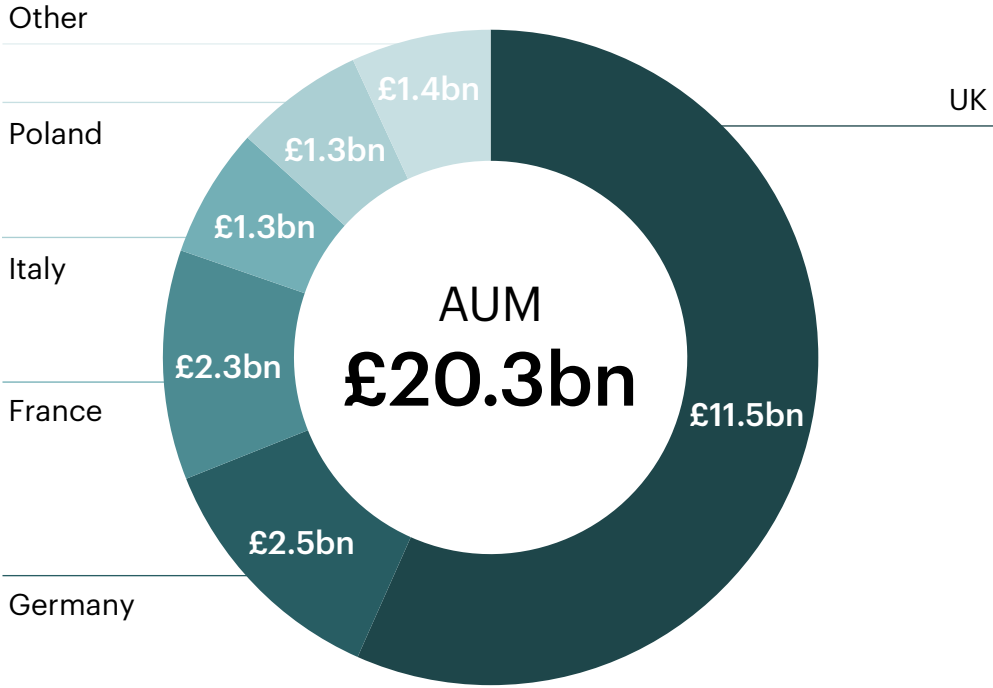
Significant additional value creation  
opportunity with data centres

# Enduring structural trends

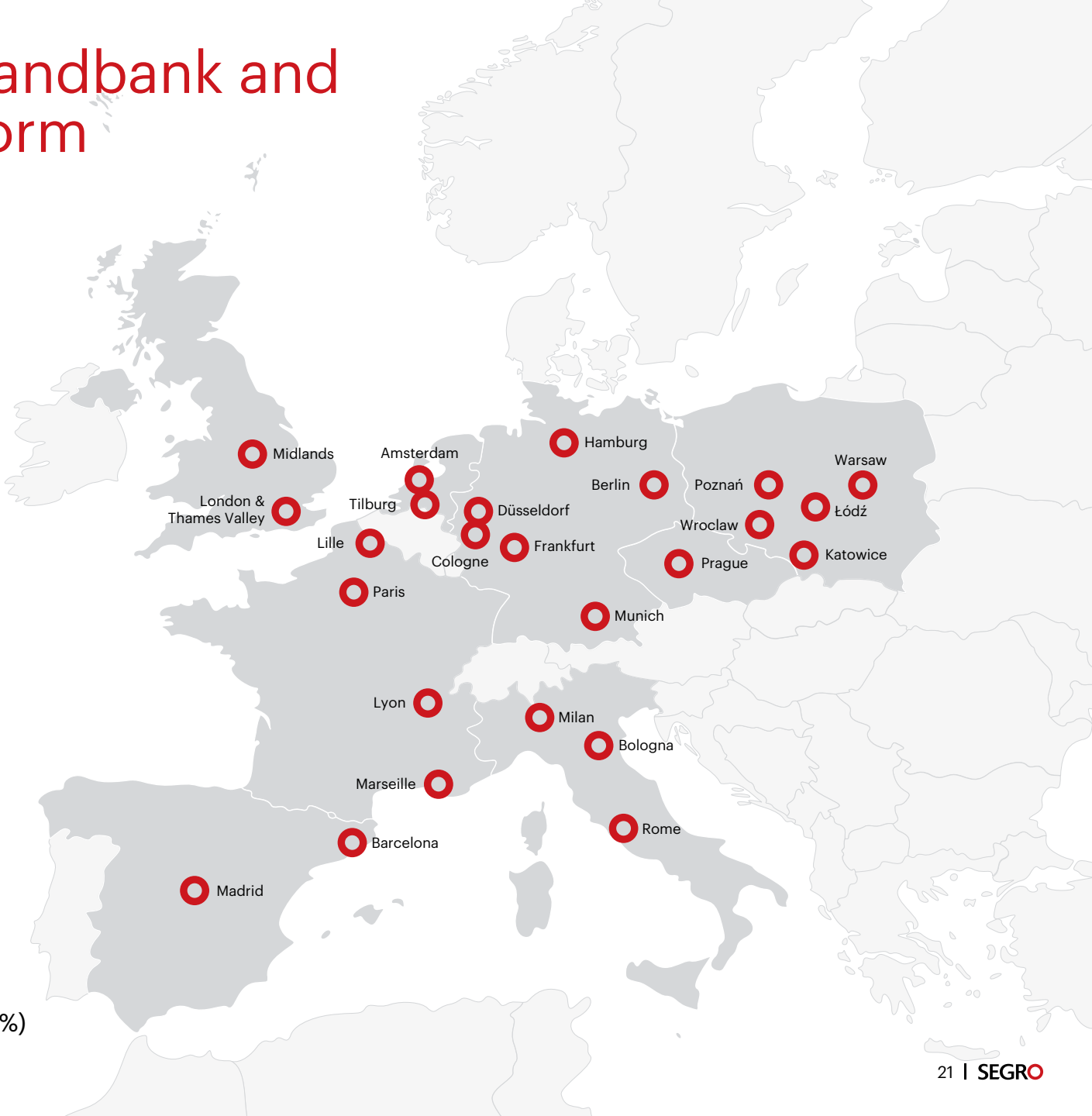
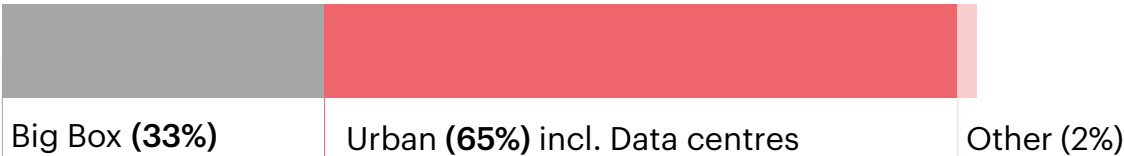


# A prime portfolio, exceptional landbank and market-leading operating platform

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



At SEGRO Share



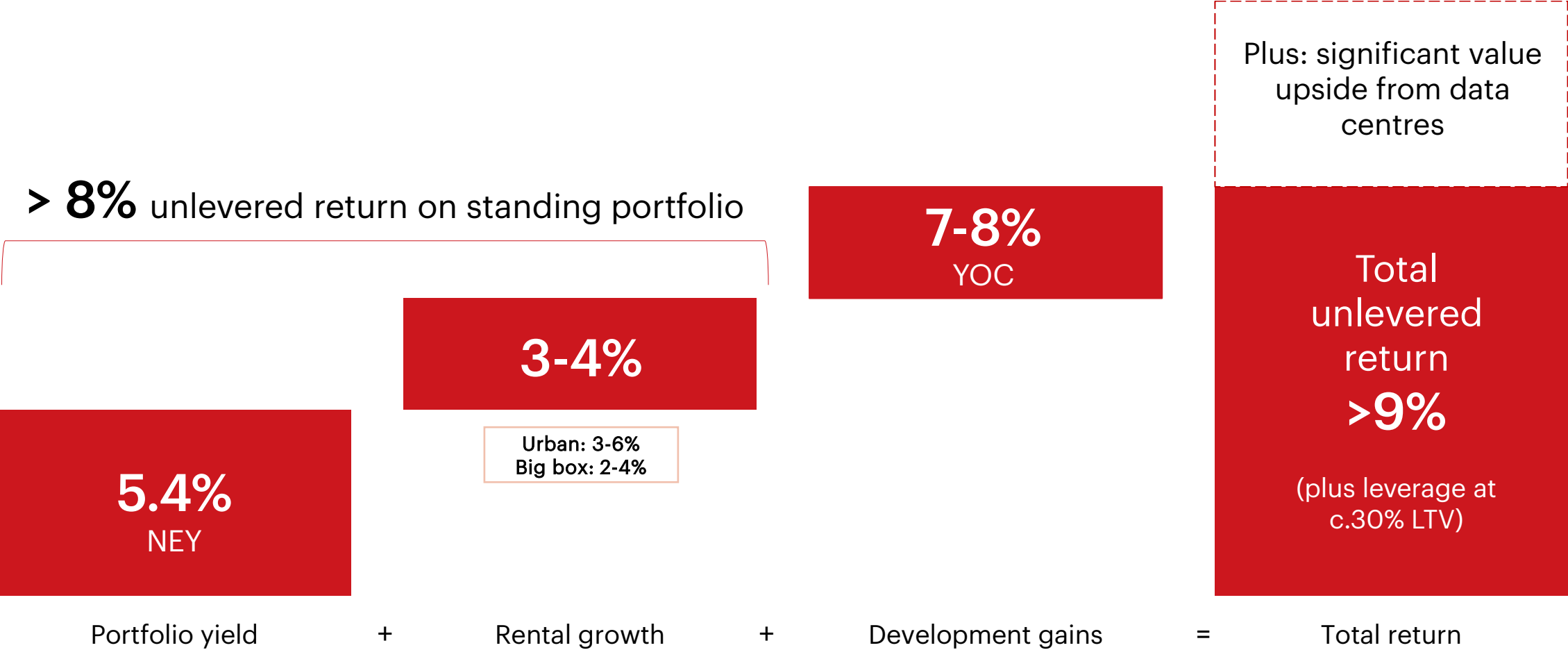
# SEGRO's irreplicable portfolio structurally advantaged to outperform



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

# Disciplined capital allocation driving attractive total returns

Illustrative blended target return metrics in a stable yield environment



# Disposals of assets with weaker risk-adjusted return prospects

Annual portfolio review process identifies assets we believe offer weaker future risk-adjusted returns

Aim to recycle c. 2% per annum

Also: seek opportunities to crystallise gains via sales to special purchasers



## Asset disposals in 2024

**£786m**

Return crystallised on disposal: >10% IRR<sup>1</sup>

- SELP assets in Germany, Italy & France
- UK single let big box assets
- Two older urban estates in London
- Two UK powered shell data centres

## Land disposals in 2024

**£110m**

Return achieved: 62% profit on book value

- Powered land site in Continental Europe
- Open storage portfolio in London

1. On assets developed and sold by SEGRO in the last 10 years.



# Acquiring high-quality assets to enhance portfolio risk return

Leveraging strong relationships and local knowledge to identifying attractive opportunities in our core markets

Strong potential to grow rents through asset management

**5-6%**  
equivalent yield

+

=

**>8%**  
unlevered IRR

**3-4%**  
ERV growth



## Asset acquisitions in 2024

**£431m**

Expected return: 9% IRR<sup>1</sup>

- Four prime logistics assets in the Netherlands
- Two prime urban estates in the UK
- All with reversionary potential and strong future rental growth potential

1. 10-year average blended forward-looking IRR.

# Development delivering 7-8% yield on cost

Exceptional land bank in Europe's most attractive and supply-constrained markets

Development yield 7-8%<sup>1</sup> vs stabilised yield c.5%

Yield on new money >10%

**7-8%**  
development yield

**+**      **=**

**3-4%**  
ERV growth

**>10%**  
unlevered  
10-yr IRR



Development capex in 2024

**£471m**

Expected return:  
11% 10-yr IRR

Land acquisitions in 2024

**£23m**

1. Yield on total development cost, including land and notional finance costs.

# £422m of rental growth opportunity from profitable development

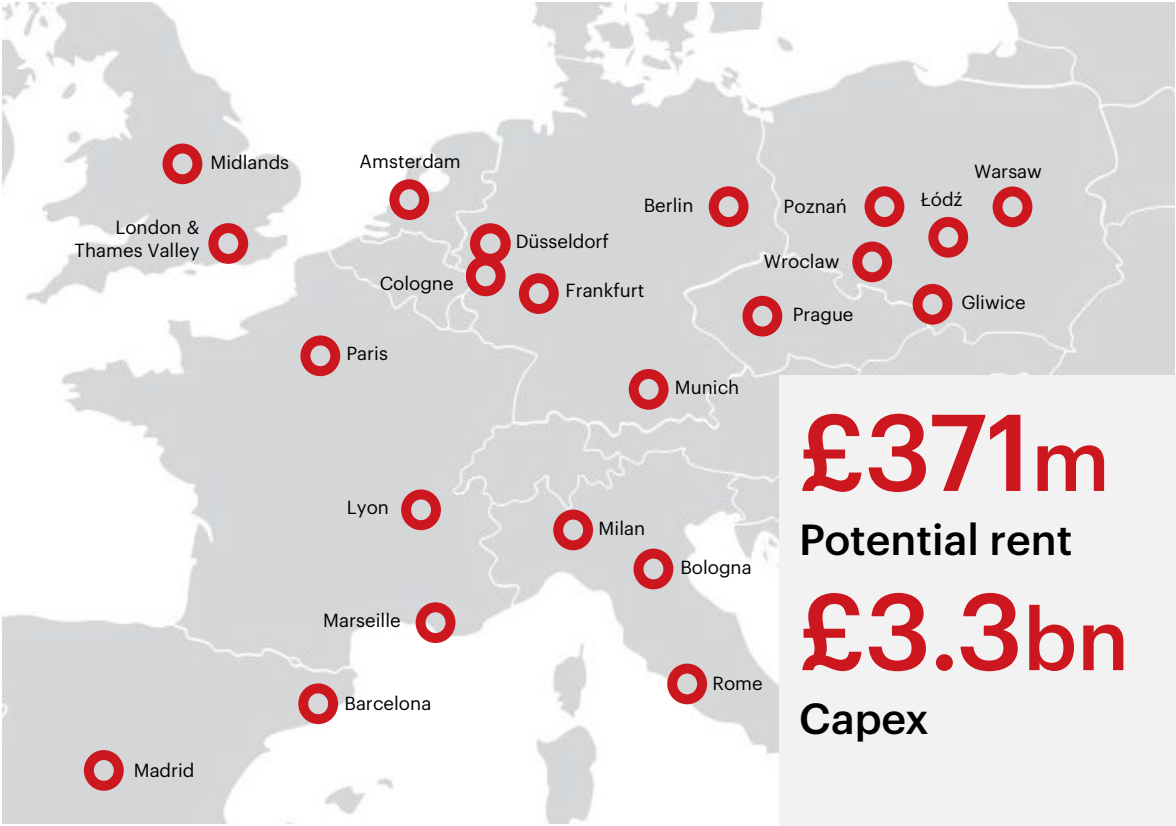
## Current and near-term



**£51m**  
Potential rent

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

## Land bank



**£371m**  
Potential rent

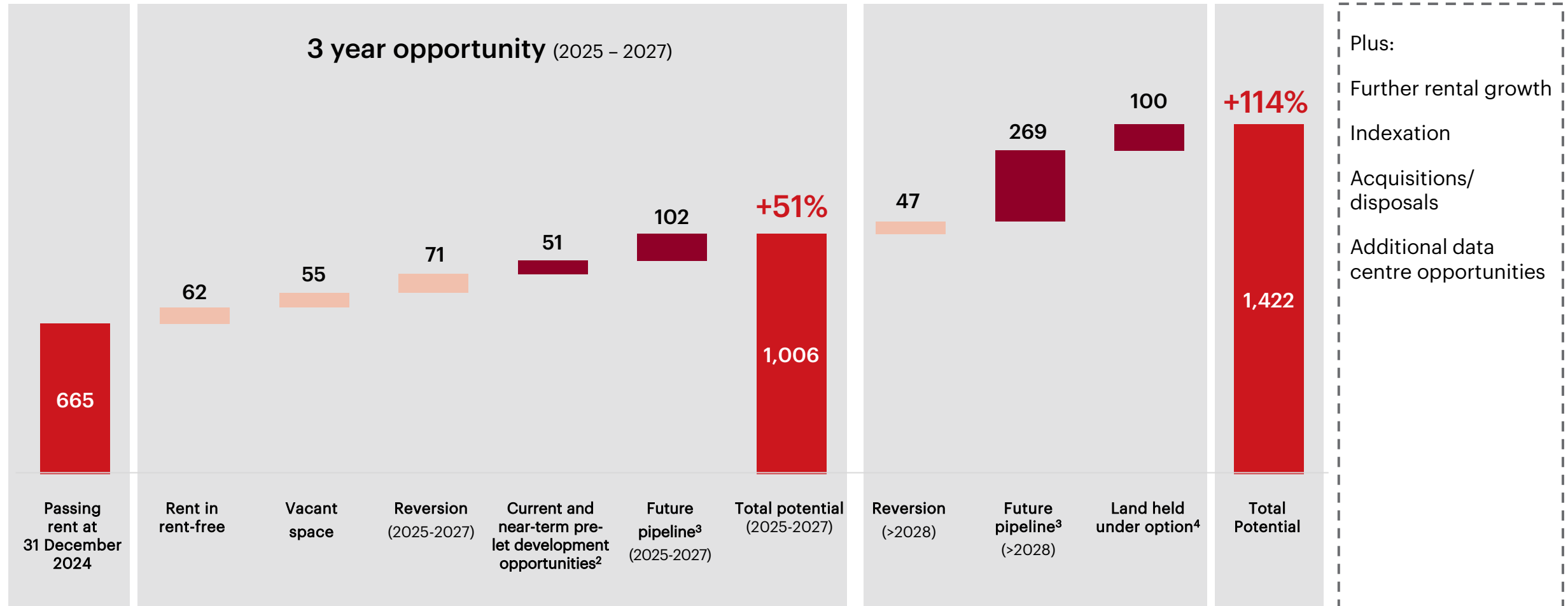
**£3.3bn**  
Capex

Attractive 7-8% yield on cost

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

# Potential 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.

The logo for SEGRO, featuring the word "SEGRO" in a bold, black, sans-serif font. The letter "O" is replaced by a red circle with a white outline. The background of the slide is a photograph of a modern, multi-story building with a glass facade, set against a blue sky with light clouds. A green tree is visible in the lower-left corner of the image.

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Significant additional value creation  
opportunity with data centres

# 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



Slough Trading Estate



Track record of powered shell delivery



Strong relationships with global data centre operators

**£55m**

Headline rent

(8% of rent roll)

**34**

Data centres

# Executing our data centre strategy in 2024



Completion of a further powered shell data centre in Slough  
One under construction, due to complete in 2025  
Advanced conversations on further pre-lets  
New, enhanced Simplified Planning Zone in Slough Trading Estate



Disposed of two UK powered shell data centres  
Disposed of powered land site in Continental Europe



Significant progress in securing power and advancing connection applications

# 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.



# 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**



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# Q&A

## SEGRO FY24 Results



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# Appendices

# Adjusted income statement (JVs proportionally consolidated)

	2024			2023		
	Group £m	JVs £m	Total £m	Group £m	JVs £m	Total £m
Gross rental income	592	137	729	547	134	681
Property operating expenses	(92)	(9)	(101)	(85)	(9)	(94)
<b>Net rental income</b>	<b>500</b>	<b>128</b>	<b>628</b>	<b>462</b>	<b>125</b>	<b>587</b>
JV management fee income <sup>1</sup>	26	(12)	14	29	(12)	17
Other income	5	2	7	5	2	7
Administration expenses	(76)	(2)	(78)	(63)	(2)	(65)
<b>Adjusted operating profit</b>	<b>455</b>	<b>116</b>	<b>571</b>	<b>433</b>	<b>113</b>	<b>546</b>
Net finance costs	(68)	(22)	(90)	(106)	(20)	(126)
<b>Adjusted profit before tax</b>	<b>387</b>	<b>94</b>	<b>481</b>	<b>327</b>	<b>93</b>	<b>420</b>
Tax	(12)	(11)	(23)	(10)	(11)	(21)
<b>Adjusted profit after tax</b>	<b>375</b>	<b>83</b>	<b>458</b>	<b>317</b>	<b>82</b>	<b>399</b>

1. The management fees earned from joint ventures are recorded at 100% in SEGRO's income statement.

# Pro forma 2024 accounting net rental income

	2024		
	Group £m	JVs £m	Total £m
<b>2024 net rental income</b>	<b>500</b>	<b>128</b>	<b>628</b>
<b>Full year impact of:</b>			
Disposals since 1 January 2024	(12)	(9)	(21)
Acquisitions since 1 January 2024	10	-	10
Developments completed and let during 2024	16	1	17
One-off items	(12)	-	(12)
<b>Pro forma 2024 net rental income</b>	<b>502</b>	<b>120</b>	<b>622</b>

Pro forma 2024 net rental income assuming disposals, acquisitions and let developments completed as at 1 January 2024

Share of JV fee costs removed from JV net rental income (see slide 37)

Net rental income would have been £6m lower on this basis

# Total cost ratio (proportionally consolidated)

Incl. joint ventures at share	2024 £m	2023 £m
Gross rental income (less reimbursed costs)	725	678
Property operating expenses	92	85
Administration expenses	76	63
JV operating and administrative expenses	23	23
JV management fees and other costs recovered <sup>2</sup>	(34)	(36)
<b>Total costs<sup>1</sup></b>	<b>157</b>	<b>135</b>
Of which share based payments	(7)	(10)
Total costs excluding share based payments	150	125
<b>Total cost ratio</b>	<b>21.7%</b>	<b>19.9%</b>
Total cost ratio excluding share based payments	20.7%	18.4%

1. Total cost includes wholly-owned vacancy property costs of £18 million (2023: £14 million) and share of JV vacant property costs of £1 million (2023: £1 million).  
 2. Includes JV Property management fee income of £26 million, management fees and other costs recovered £8 million (2023: £29 million and £7 million respectively).

# Balance sheet

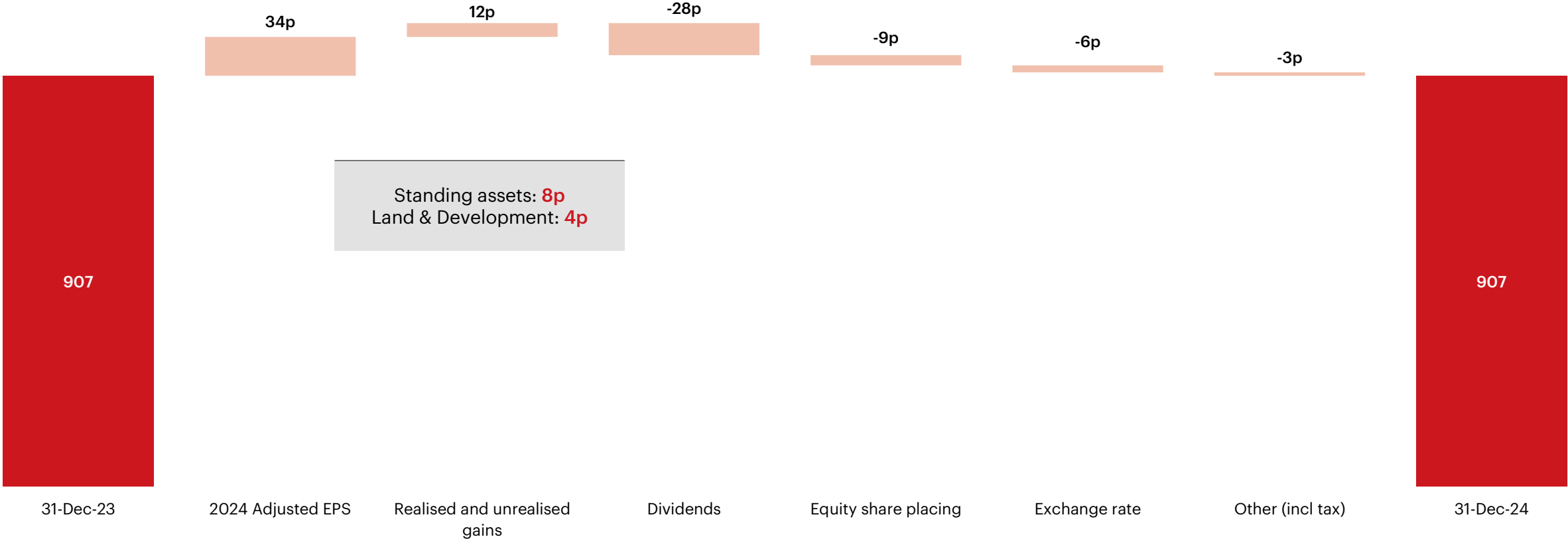
## (JVs proportionally consolidated)

	31 December 2024			31 December 2023		
	Group £m	JVs £m	Total £m	Group £m	JVs £m	Total £m
Investment properties	15,303	2,526	17,829	14,914	2,915	17,829
Trading properties	6	-	6	3	-	3
<b>Total properties</b>	<b>15,309</b>	<b>2,526</b>	<b>17,835</b>	<b>14,917</b>	<b>2,915</b>	<b>17,832</b>
Investment in joint ventures	1,552	(1,552)	-	1,636	(1,636)	-
Other net liabilities	(568)	(218)	(786)	(677)	(235)	(912)
Net debt	(4,244)	(756)	(5,000)	(4,972)	(1,044)	(6,016)
<b>Net asset value</b>	<b>12,049</b>	<b>-</b>	<b>12,049</b>	<b>10,904</b>	<b>-</b>	<b>10,904</b>
EPRA adjustments			238			258
Adjusted NAV			12,287			11,162
<b>Adjusted NAV, pence per share</b>			<b>907</b>			<b>907</b>



# Adjusted NAV unchanged<sup>1</sup>

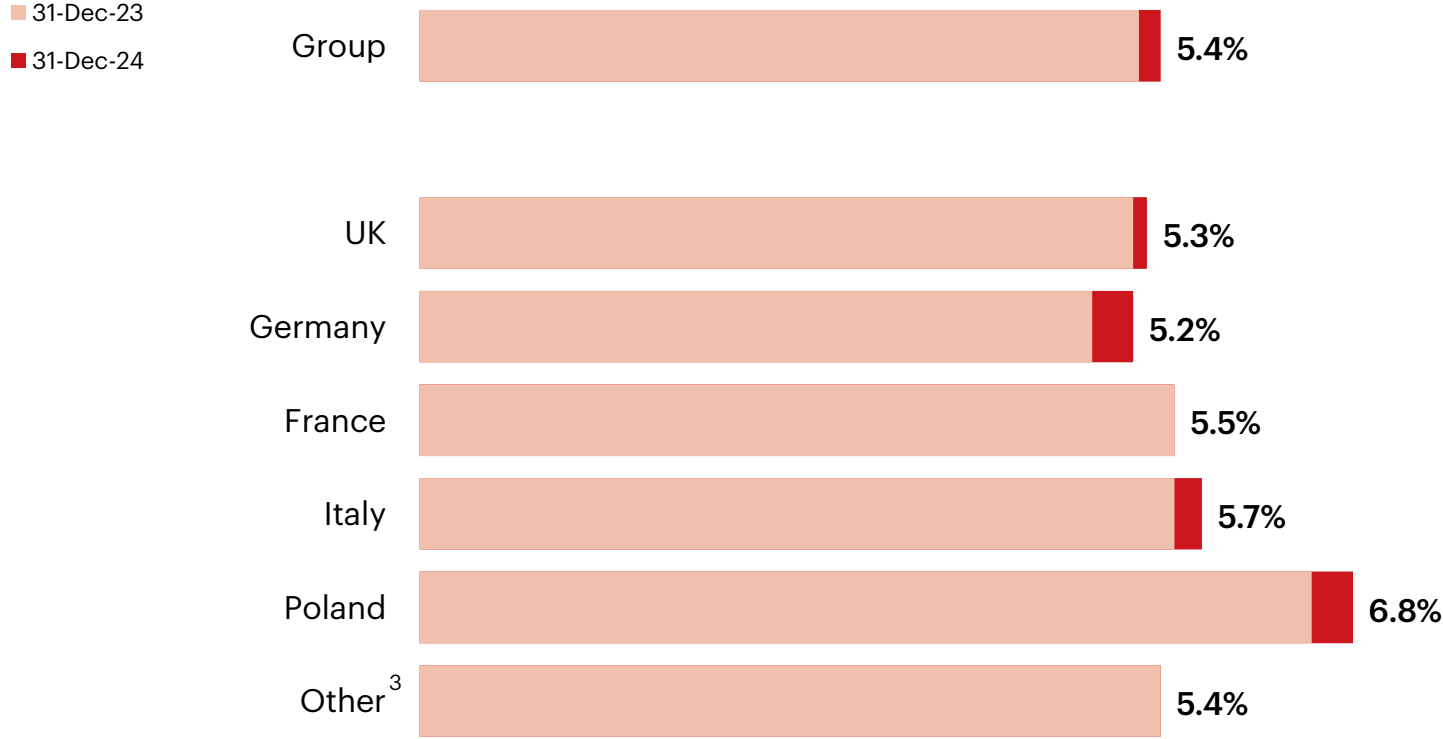
Components of Adjusted NAV change, 31 December 2023 to 31 December 2024



1. Adjusted NAV is in line with EPRA NTA.

# Portfolio yield stable, ERV growth of 3.2%

## 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.

# EPRA performance measures

	31 December 2024		31 December 2023	
	£m	£p per share	£m	£p per share
EPRA Earnings	458	34.5	413	33.9
EPRA NTA	12,287	907	11,162	907
EPRA NRV	13,477	994	12,317	1,001
EPRA NDV	12,354	912	11,310	919
EPRA LTV		30.6%		36.9%
EPRA net initial yield		4.1%		4.0%
EPRA topped-up net initial yield		4.4%		4.3%
EPRA vacancy rate		6.0%		5.0%
EPRA cost ratio (including vacant property costs)		21.7%		24.0%
EPRA cost ratio (excluding vacant property costs)		19.1%		21.9%

# EPRA capital expenditure analysis

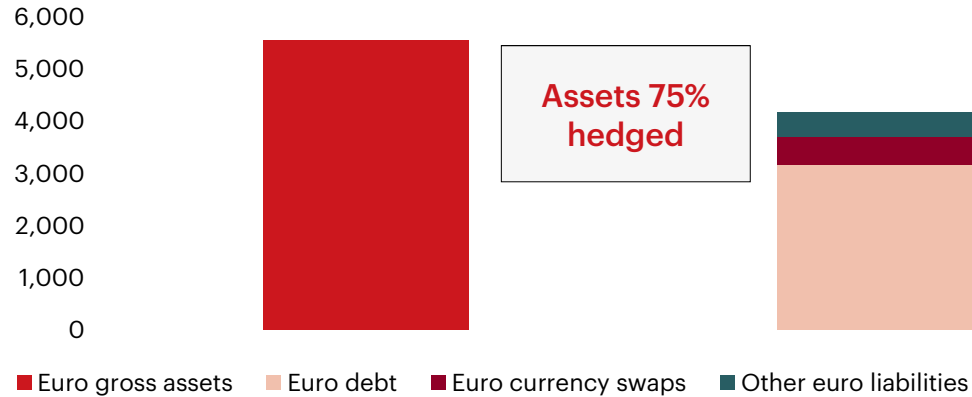
	2024			2023		
	Group £m	JVs £m	Total £m	Group £m	JVs £m	Total £m
Acquisitions	454	-	454	403	10	413
Development	430	41	471	443	84	527
Capitalised interest	67	2	69	64	4	68
Completed properties <sup>1</sup>	45	9	54	54	13	67
Other <sup>2</sup>	40	16	56	37	9	46
<b>Total</b>	<b>1,036</b>	<b>68</b>	<b>1,104</b>	<b>1,001</b>	<b>120</b>	<b>1,121</b>

More than 64% of Completed properties capex was for major refurbishment, infrastructure and fit-out costs prior to re-letting which is expected to be value-enhancing rather than solely maintenance capex

1. Completed properties are those not deemed under development during the year. 2. Tenant incentives, letting fees and rental guarantees.

# 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)

# Look-through loan-to-value ratio and cost of debt

	31 December 2024 £m	Weighted average interest rate, %		Hedging cover, %
		excluding commitment fees and non-cash interest	including commitment fees and non-cash interest	Fixed Cover including active caps
Group gross borrowings <sup>1</sup>	4,641	2.5	2.9	106% <sup>2</sup>
Group cash & equivalents	(363)	3.6	3.6	
<b>Group net borrowings</b>	<b>4,278</b>	<b>2.4</b>	<b>2.8</b>	<b>115%<sup>2</sup></b>
Joint venture gross borrowings <sup>1</sup>	933	2.1	2.4	100%
Joint venture cash & equivalents	(173)	2.6	2.6	
<b>Joint venture net borrowings</b>	<b>760</b>	<b>2.0</b>	<b>2.4</b>	<b>123%<sup>2</sup></b>
'Look-through' gross borrowings <sup>1</sup>	5,574	2.5	2.8	105% <sup>2</sup>
'Look-through' net borrowings	5,038	2.4	2.7	116% <sup>2</sup>
<b>Total properties (including SEGRO share of joint ventures)</b>	<b>17,768</b>			
<b>'Look-through' loan to value ratio</b>	<b>28%</b>			

1. Excluding capitalised finance costs.

2. Exceeds 100% due to a combination of cash on balance sheet and temporary excess of interest rate caps

# Net debt: EBITDA (SEGRO Group)

	12 months ending 31 December 2024	12 months ending 31 December 2023
	£m	£m
Gross rental income	592	547
Property operating expenses	(92)	(85)
Administrative expenses	(76)	(63)
Other fee income	5	5
JV management fee income	26	29
Add back depreciation	12	6
Dividends received (incl from JVs)	29	38
<b>EBITDA</b>	<b>496</b>	<b>477</b>
<b>Net debt</b>	<b>4,244</b>	<b>4,972</b>
<b>Net debt: EBITDA</b>	<b>8.6x</b>	<b>10.4x</b>

# Urban and big box warehouses – complementary asset types

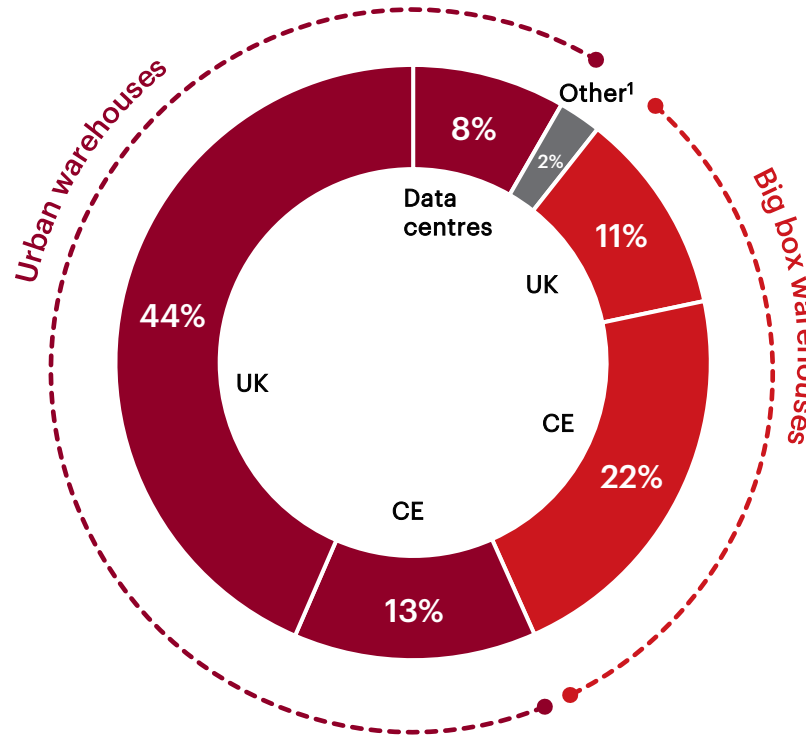
## Portfolio by type (valuation, SEGRO share)

Data as at 31 December 2024

### Urban warehouses (65%)

- Smaller units, generally <10,000 sq m
- Diverse range of uses (including 'last mile' delivery and data centres)
- Increased demand as a result of population expansion and growth of the digital economy
- Development highly restricted by declining land availability
- Lower net income yields, greater asset management potential
- Highest rental growth prospects

**Future performance mainly driven by income yield and rental growth**



### Big boxes (33%)

- Larger units, generally over 10,000 sq m
- Mainly used for bulk storage and distribution of goods
- Increased demand as a result of online retail and supply chain optimisation
- Higher availability of development land but development constrained by planning/zoning challenges
- Higher net income yields, lower management intensity
- Lower rental growth prospects

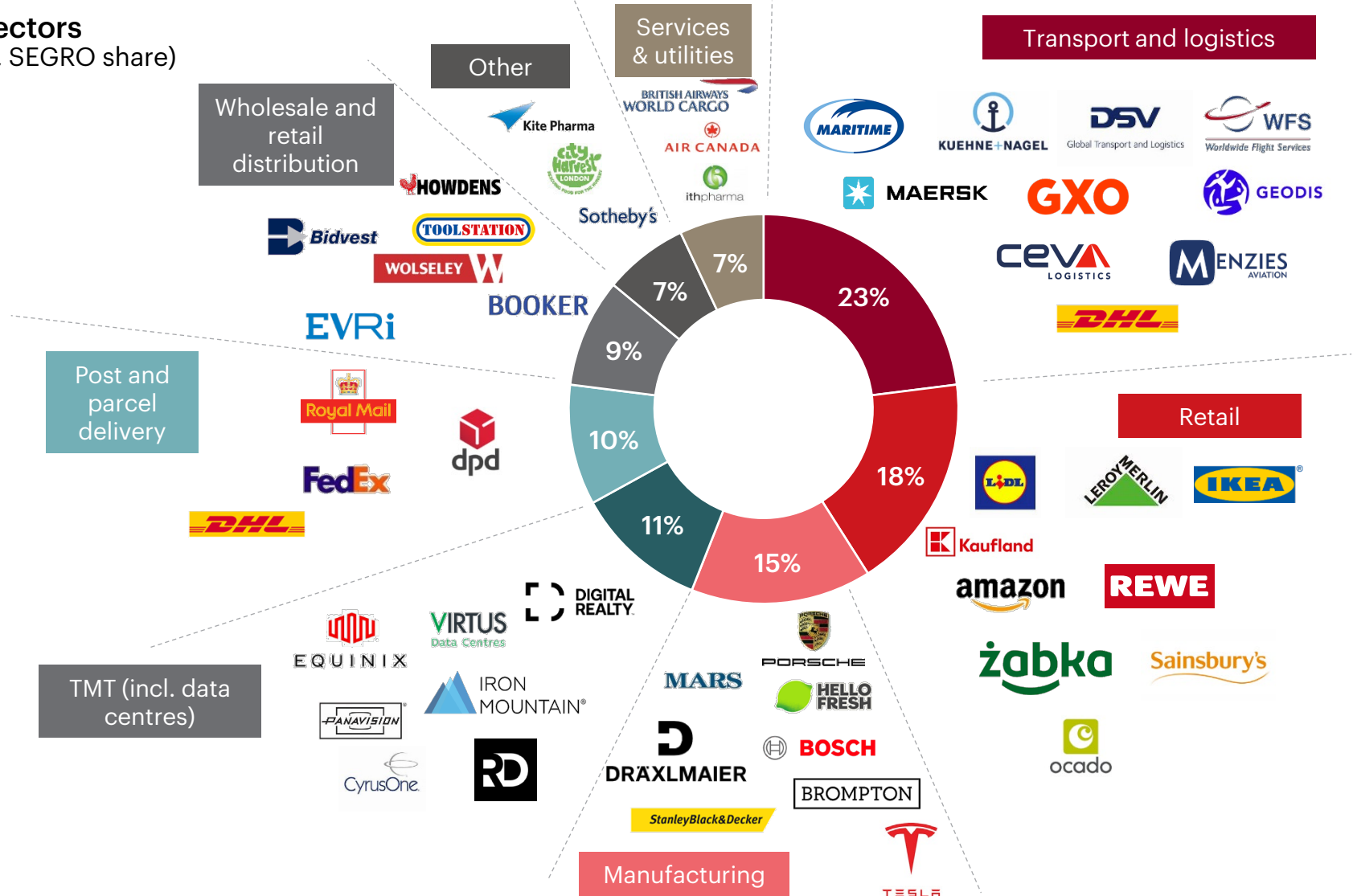
**Future performance mainly driven by income yield, JV fees and development gains**

1. Other uses includes offices and retail uses such as trade counters, car showrooms and self storage facilities.



# High quality, diverse and growing 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

# >£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)

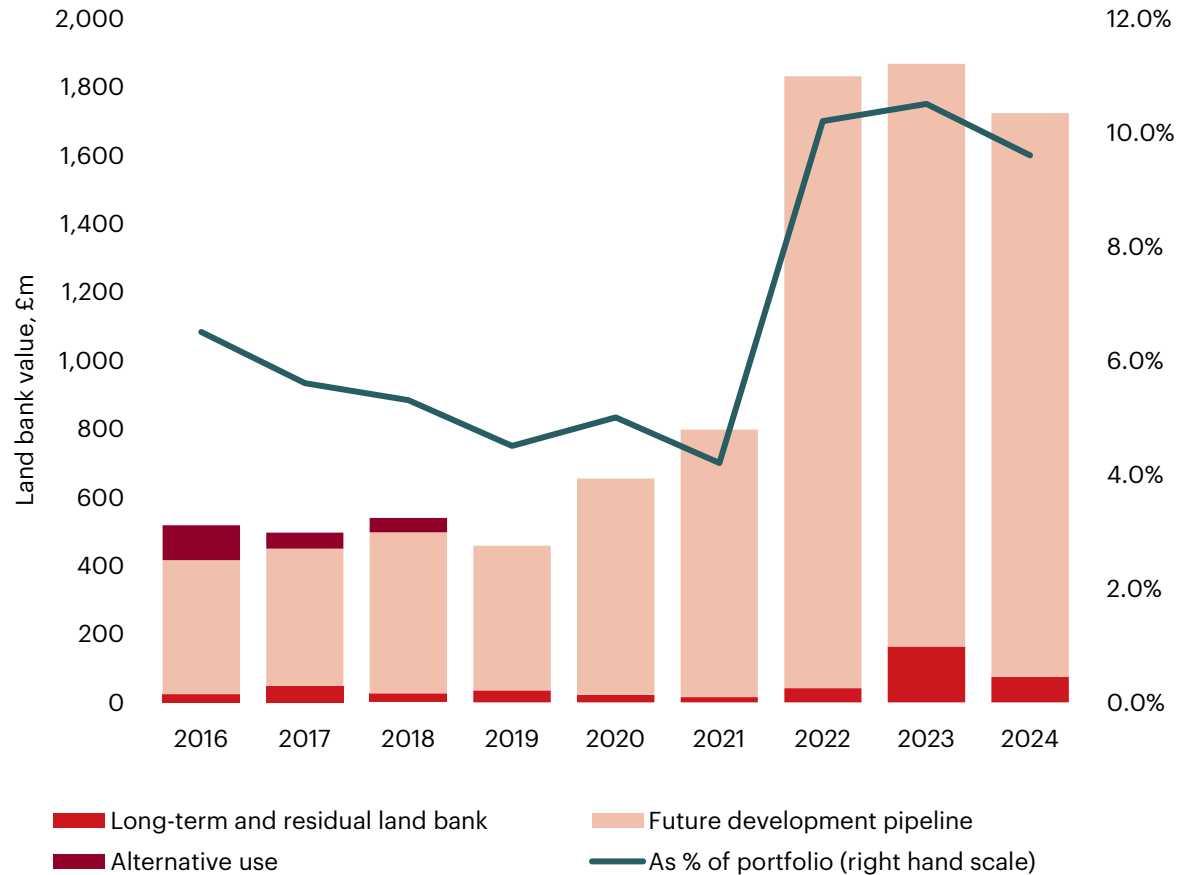


Potential annualised gross rent from current, near-term and future pipeline<sup>5</sup>, by region (£422m at 31 December 2024)

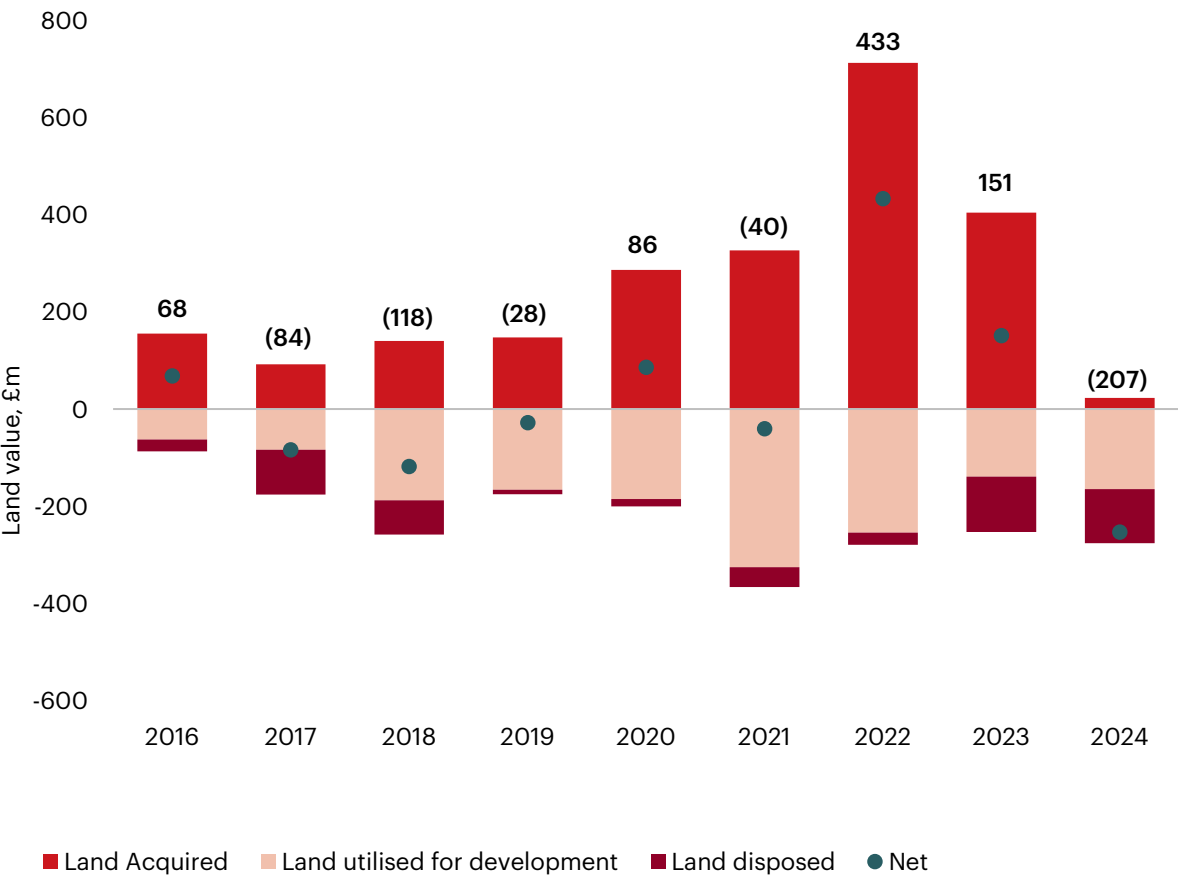


1. Future development pipeline in the 2024 Full Year Property Analysis Report. 2. Capex already incurred is £186m. 3. Estimated average yield on total development cost. 4. Land secured by way of options or conditional on contract. 5. Excludes optioned land.

# Land bank provides optionality and opportunity for growth



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

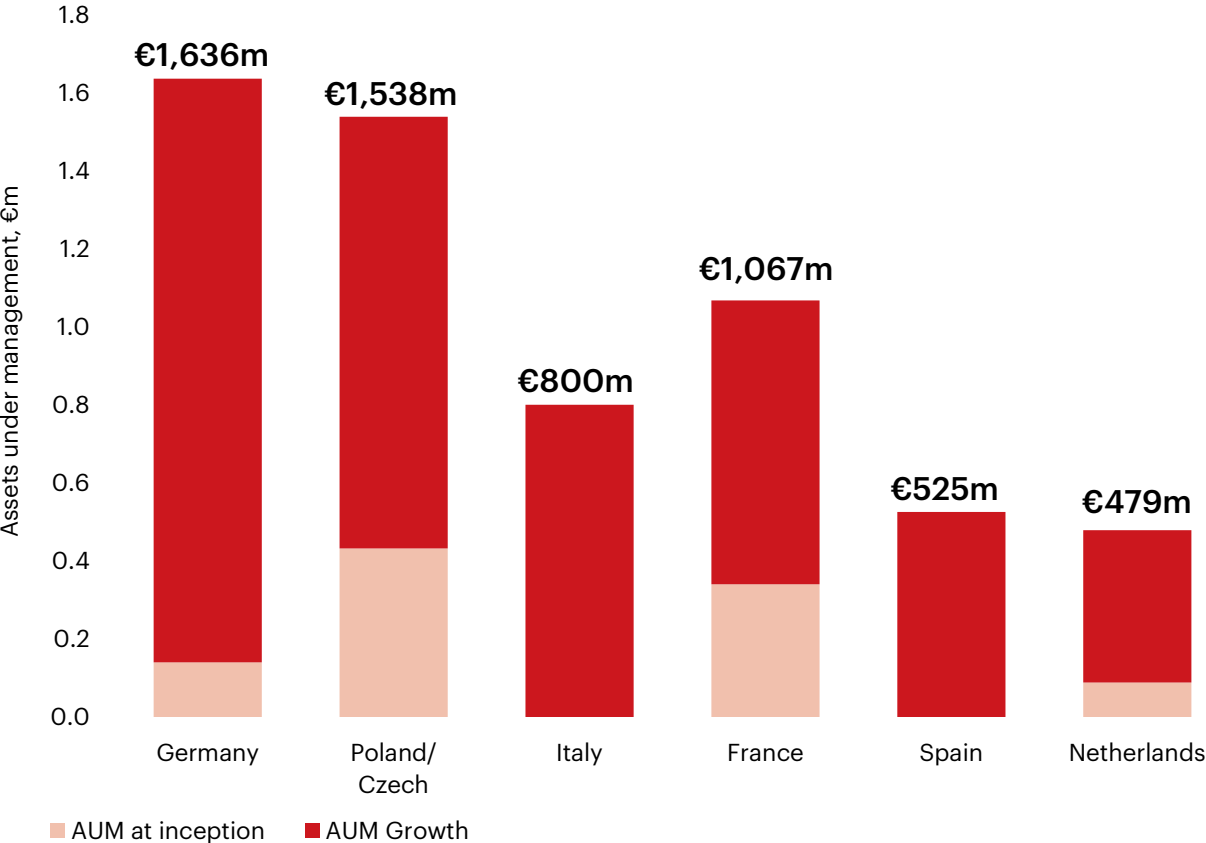


# Positioning SEGRO to deliver on its purpose

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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