PRESS RELEASE

SEGRO

20 February 2026

RESULTS FOR THE YEAR ENDED 31 DECEMBER 2025

STRONG OPERATING PERFORMANCE WITH A RECORD YEAR OF LEASING

Headlines:

- Strong operational performance with a record £99 million of new contracted rent commitments and 6.0 per cent growth in like-for-like net rental income.
- 6.1 per cent growth in Adjusted earnings and dividends per share.
- Momentum building in occupier markets with increased enquiry levels and active negotiations for further pre-lets.
- Primed for further sustainable growth through the capture of rent reversion, profitable development and exploitation of our exceptional data centre pipeline.

Commenting on the results David Sleath, Chief Executive of SEGRO, said:
"SEGRO delivered a strong performance in 2025. We signed a record level of new rent through the excellent asset management of our existing portfolio and the signing of several large pre-lets, particularly in the second half of the year as structural drivers started to re-assert themselves and demand picked up.

"This momentum has continued into 2026 and we take confidence from the increased enquiry levels and active negotiations that we are having with a diverse range of industrial, logistics and data centre occupiers for both new and existing space."

Strong operational performance delivered 6 per cent growth in earnings and dividends

- Record £99 million of new headline rent secured (2024: £91 million), including £66 million of leasing and reversion capture in the existing portfolio and £33 million of development signings (£26 million of which were new pre-lets, mostly signed in the second half of 2025).
- Strong asset management performance resulted in 6.0 per cent like-for-like net rental income growth, with the UK delivering an average uplift on rent reviews and renewals of 46 per cent.
- Estimated Rental Value (ERV) growth of 3.1 per cent in the UK, with Park Royal and Heathrow particularly strong at 4.7 per cent, and 1.0 per cent in Continental Europe.
- Occupancy increased 90 bps to 94.9 per cent (2024: 94.0 per cent) as we retained customers (2025: 82 per cent, 2024: 80 per cent) and let recently refurbished and speculatively developed space. Our continued focus on Operational excellence drove a strong 91 per cent customer satisfaction score.
- Development completions added £29 million of potential new headline rent, 93 per cent of which is already leased, delivered at a development yield of 8.2 per cent.

- Successful execution of our Responsible SEGRO initiatives, including: a 17 per cent reduction in our corporate and customer carbon emissions; delivering great outcomes from our Community Investment Plans in our local communities; and, continued investment into Nurturing talent within our market-leading operating platform.
- Adjusted pre-tax profit increased by 8.3 per cent to £509 million (2024: £470 million) and Adjusted earnings per share increased by 6.1 per cent to 36.6 pence (2024: 34.5 pence).
- 2025 full year dividend increased 6.1 per cent to 31.1 pence (2024: 29.3 pence). Final dividend increased by 5.9 per cent to 21.4 pence (2024: 20.2 pence).
- Adjusted NAV per share up 2.0 per cent to 925 pence (31 December 2024: 907 pence). Over the full year the portfolio valuation increased 1.0 per cent (2024: 1.1 per cent) on a like-for-like basis.

Primed for further sustainable growth

- SEGRO's modern, sustainable portfolio, focused on Europe's most attractive and supply-constrained industrial, logistics and data centre markets, is well-positioned for growth as structural drivers reassert themselves and occupier activity levels increase.
- Existing portfolio offers £152 million of embedded income growth opportunity: £99 million of rent reversion (£33 million of which is available to capture in 2026) and £53 million of rent available through letting vacant space.
- Development projects under construction or in advanced negotiations equate to £62 million of potential rent, 55 per cent of which is associated with pre-lets, and offer an attractive 7.1 per cent development yield. Multiple further conversations are underway on our 'construction-ready' land bank.
- Growth from the existing portfolio and development programme is expected to be compounded by further ERV growth, which, over the medium-term we continue to expect to be in the range of 3 to 6 per cent for our urban portfolio and 2 to 4 per cent for big box logistics assets.
- Significant data centre income and value creation opportunity from one of Europe's largest banks of powered land (2.5GW, 1.1GW of which is available to pre-let by the end of 2028), focused on key European Availability Zones.

Clear capital allocation priorities, backed by a strong balance sheet

- Development continues to offer the most attractive risk-adjusted returns for our capital: £413 million deployed in 2025 through £387 million of development capex and £26 million of land acquisitions with near-term development potential, complemented by £232 million of selective asset acquisitions in core markets with strong returns potential.
- Development capex for 2026 estimated to be £450 to 550 million, depending on the level of new projects starting in the coming months, including c.£150 million of infrastructure spend.
- Our disciplined approach to capital allocation ensures that we regularly rotate capital into opportunities offering more attractive risk-adjusted returns: after a very active 2024 in terms of disposals (£896 million), we disposed of £57 million of assets and land during 2025 as investment markets were more subdued. We plan for 2026 disposals to be at or above the upper end of our medium to long-term run rate of 1 to 2 per cent of the portfolio.
- Strong balance sheet with moderate leverage: LTV of 31 per cent at 31 December 2025 (31 December 2024: 28 per cent) and net debt:EBITDA 8.4 times (31 December 2024: 8.6 times).
- Average cost of debt 2.6 per cent at 31 December 2025 (31 December 2024: 2.5 per cent).

OUTLOOK

We have strong conviction in the structural trends driving demand for industrial, logistics and data centre space. They led to higher levels of pre-let activity in the second half of 2025 and this momentum has continued into 2026: enquiry levels have increased and we are actively negotiating a strong pipeline of lettings on both existing space and for pre-let developments, including data centres.

Occupiers are prioritising prime locations and the most modern, sustainable assets to help them meet high consumer expectations and improve their operational efficiency. Our focus on Europe's most attractive and supply-constrained markets – two-thirds in major cities and one-third in key logistics hubs – positions us well to meet their discerning requirements.

Our irreplicable portfolio, exceptional land bank, and one of the largest data centre pipelines in Europe prime us for further sustainable growth ahead. We expect increased activity levels and tightening supply-demand dynamics to drive further rental growth and also have the potential to add:

- £152 million of additional rental income from our standing portfolio via rent reversion (£99 million) and leasing vacant space (£53 million);
- £355 million of new rent from delivering industrial, logistics and powered shell data centre projects on our land bank, with a profitable development yield of 7 to 8 per cent.

Developing fully fitted data centre buildings on suitable sites within our 2.5GW+ powered land bank offers significant additional income and value creation opportunity.

We have the right assets, team and balance sheet, leaving us well placed to capitalise on strengthening occupier markets with multiple levers to drive performance and deliver further compounding growth in earnings and dividends.

FINANCIAL SUMMARY

	2025	2024	Change per cent
Adjusted[2] profit before tax (£m)	509	470	8.3
IFRS[2] profit before tax (£m)	560	636	
Adjusted[2] earnings per share (pence)	36.6	34.5	6.1
IFRS[2] earnings per share (pence)	40.7	44.7	
Dividend per share (pence)	31.1	29.3	6.1
Total Accounting Return (%)[3]	5.3	3.1	
	2025	**2024**	**Change per cent**
Assets under Management (£m)	22,004	20,296	
Portfolio valuation (SEGRO share, £m)	18,962	17,770	1.0[4]
Net true equivalent yield (%)	5.5	5.4	
Adjusted[5 6] net asset value per share (pence, diluted)	925	907	2.0
IFRS net asset value per share (pence, diluted)	906	889	
Net debt (SEGRO share, £m)	5,919	5,000	
Loan to value ratio incl. joint ventures at share (%)	31	28	
Net debt:EBITDA[7] (times)	8.4	8.6	

1 Figures quoted on pages 1 to 23 refer to SEGRO and SEGRO's share of joint ventures, except for land (hectares) and space (square metres) which are quoted at 100 per cent, unless otherwise stated. Please refer to the Presentation of Financial Information statement in the Financial Review for further details.

2 The primary driver of the difference between Adjusted profit before tax and IFRS profit before tax (£560 million IFRS profit before tax versus £509 million Adjusted profit before tax and earnings per share 40.7 pence IFRS earnings per share versus 36.6 pence adjusted earnings per share) is the realised and unrealised property gains on our portfolio recognised in IFRS but not recognised in our Adjusted profit and earnings metrics. Further information and reconciliations between the Adjusted and IFRS metrics can be found in Note 2 (Adjusted profit) and Notes 11 (Earnings per ordinary share) to the condensed financial information.

3 Total Accounting Return is calculated based on the opening and closing adjusted NAV per share adding back dividends paid during the period.

4 Percentage valuation movement during the period based on the difference between opening and closing valuations for all properties including buildings under construction and land, adjusting for capital expenditure, acquisitions and disposals.
5 A reconciliation between Adjusted net asset value per share and IFRS net asset value per share is shown in Note 11 to the condensed financial information.
6 Adjusted net asset value is in line with EPRA Net Tangible Assets (NTA) (see Table 5 in the Supplementary Notes for a NAV reconciliation).
7 Relates to SEGRO Group only. For further information on net debt:EBITDA see footnote 2 to Table 2 in the Supplementary Notes.

OPERATING SUMMARY & KEY METRICS

		2025	2024
STABILISATION OF INVESTMENT MARKETS SUPPORTED MODEST VALUATION GAINS (page 14):			
Portfolio valuation change (%):	Group	1.0	1.1
	UK	0.8	2.1
	CE	1.5	(0.8)
ERV growth (%)	Group	2.3	3.2
	UK	3.1	3.7
	CE	1.0	2.3
RECORD CONTRACTED RENTAL INCOME DRIVEN BY SEGRO'S BEST-IN-CLASS ASSET MANAGEMENT AND IMPROVING DEVELOPMENT VOLUMES (page 16):			
Total new rent secured in the year (£m)		99	91
Pre-lets signed in the year (£m)		26	20
Like-for-like net rental income growth (%):	Group	6.0	5.8
	UK	6.2	5.9
	CE	5.8	5.7
Uplift on rent reviews and renewals (%):	Group	36	34
(note: excludes uplifts from indexation)	UK	46	43
	CE	6	7
Occupancy rate (%)		94.9	94.0
Customer retention (%)		82	80
Corporate and customer carbon emission intensity ($kgCO_2e$/sq m)		20	24[2]
Installed solar capacity (MW)		145	123
DISCIPLINED CAPITAL ALLOCATION DRIVING PORTFOLIO PERFORMANCE (page 19):			
Development capex (£m)		387	471
Asset acquisitions (£m)		232	431
Land acquisitions (£m)		26	23
Disposals (£m)		57	896
DEVELOPMENT PIPELINE DELIVERING PROFITABLE GROWTH (page 20):			
Development completions:			
– Space completed (sq m)		249,200	374,700
– Potential rent (£m) (Rent secured)		29 (93%)	37 (84%)
– Development yield (%)		8.2	6.9
– BREEAM 'Excellent'[1] or above (% of floorspace completed)		100	97
– Average embodied carbon intensity of development completions ($kgCO_2e$/sq m)		280	318
Current development pipeline potential rent (£m) (Rent secured)		53 (47%)	46 (50%)
Near-term pre-let development pipeline potential rent (£m)		9	5

1 Or local equivalent. The 2024 comparator was based on rental value rather than floorspace.
2 The 2024 carbon emissions intensities have been restated to align with updates to our methodology and estimations related to Scope 3 emissions.

FINANCIAL CALENDAR

2025 final dividend ex-div date	26 March 2026
2025 final dividend record date	27 March 2026
2025 final dividend payment date	8 May 2026
2026 Q1 Trading Update	23 April 2026
Half Year 2026 Results (provisional)	30 July 2026

WEBCAST / CONFERENCE CALL FOR INVESTORS AND ANALYSTS

A live webcast of the results presentation will be available from 08:30am (UK time) at:
https://www.investis-live.com/segro/695e34e35e748c000f22c849/pevty

The webcast will be available for replay at SEGRO's website at: http://www.SEGRO.com/investors shortly after the live presentation.

A conference call facility will be available at 08:30am (UK time) on the following number:

Dial-in:	+44 (0) 800 189 0158
	+44 (0) 203 936 2999
Access code:	248984

An audio recording of the conference call will be available until **27 February 2026** on:

UK:	+44 (0) 203 936 3001
Access code:	802014

A video of David Sleath, Chief Executive discussing the results will be available to view on www.SEGRO.com, together with this announcement, the Full Year 2025 Property Analysis Report and other information about SEGRO.

CONTACT DETAILS FOR INVESTOR / ANALYST AND MEDIA ENQUIRIES:

SEGRO	Susanne Schroeter (Chief Financial Officer)	Tel: + 44 (0) 20 3887 4300 (after 11am)
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ABOUT SEGRO

SEGRO is a UK Real Estate Investment Trust (REIT), listed on the London Stock Exchange and Euronext Paris, and is a leading owner, manager and developer of modern warehouses and industrial property. It owns or manages 10.9 million square metres of space (117 million square feet) valued at £22.0 billion serving customers from a wide range of industry sectors. Its properties are located in and around major cities and at key transportation hubs in the UK and in seven other European countries.

For over 100 years SEGRO has been creating the space that enables extraordinary things to happen. From modern big box warehouses, used primarily for regional, national and international distribution hubs, to urban warehousing located close to major population centres and business districts, it provides high-quality assets that allow its customers to thrive.

A commitment to be a force for societal and environmental good is integral to SEGRO's purpose and strategy. Its Responsible SEGRO framework focuses on three long-term priorities where the company believes it can make the greatest impact: Championing low-carbon growth, Investing in local communities and environments and Nurturing talent. See www.SEGRO.com for further information.

The financial information set out in this announcement does not constitute the consolidated statutory accounts ("**Group Financial Statements**") for the years ended 31 December 2024 and 2025, but is derived from those Group Financial Statements. Statutory accounts for 2024 have been delivered to the Registrar of Companies and those for 2025 (approved by the Board on 19 February 2026) will be delivered following the Company's annual general meeting. The external auditor has reported on the Group Financial Statements for the year ended 31 December 2025 and their report did not contain any modification.

The Board of Directors of SEGRO plc met on 19 February 2026 and approved the Group Annual Report and Group Financial Statements for the year ended 31 December 2025. Certain parts of the Group Annual Report and Group Financial Statements have not been included in this announcement.

Forward-Looking Statements: This announcement contains certain forward-looking statements with respect to SEGRO's expectations and plans, strategy, management objectives, future developments and performance, costs, revenues and other trend information. All statements other than historical fact are, or may be deemed to be, forward-looking statements. Forward-looking statements are statements of future expectations and all forward-looking statements are subject to assumptions, risk and uncertainty. Many of these assumptions, risks and uncertainties relate to factors that are beyond SEGRO's ability to control or estimate precisely and which could cause actual results or developments to differ materially from those expressed or implied by these forward-looking statements. Certain statements have been made with reference to forecast process changes, economic conditions and the current regulatory environment. Any forward-looking statements made by or on behalf of SEGRO are based upon the knowledge and information available to Directors on the date of this announcement. Accordingly, no assurance can be given that any particular expectation will be met and you are cautioned not to place undue reliance on the forward-looking statements. Additionally, forward-looking statements regarding past trends or activities should not be taken as a representation that such trends or activities will continue in the future. The information contained in this announcement is provided as at the date of this announcement and is subject to change without notice. Other than in accordance with its legal or regulatory obligations (including under the UK Listing Rules and the Disclosure Guidance and Transparency Rules of the Financial Conduct Authority), SEGRO does not undertake to update forward-looking statements, including to reflect any new information or changes in events, conditions or circumstances on which any such statement is based. Past share performance cannot be relied on as a guide to future performance. Nothing in this announcement should be construed as a profit estimate or profit forecast. The information in this announcement does not constitute an offer to sell or an invitation to buy securities in SEGRO plc or an invitation or inducement to engage in or enter into any contract or commitment or other investment activities.

Neither the content of SEGRO's website nor any other website accessible by hyperlinks from SEGRO's website are incorporated in, or form part of, this announcement.

CHIEF EXECUTIVE'S STATEMENT

2025 was a successful year for SEGRO, despite the challenging geopolitical and macroeconomic environment. We contracted a record level of new rent, which has helped us to deliver growth in both earnings and dividends, whilst our broader business initiatives have created significant value for all of our stakeholders.

Our prime modern portfolio of industrial, logistics and data centre assets, is located in the most attractive and supply-constrained European markets and remained in demand from occupiers during 2025. Our teams worked hard to capture the significant mark-to-market rent opportunity (‘reversionary potential’) in our portfolio and execute our profitable development pipeline.

This activity has helped us to deliver a 6.1 per cent increase in Adjusted earnings per share and we are therefore recommending a 6.1 per cent increase in the total distribution to our shareholders to 31.1 pence for 2025 (2024: 29.3 pence) through payment of a 21.4 pence per share final dividend.

As we head into 2026 we are seeing momentum build across our markets and the investments that we have made into our portfolio and platform over recent years leave us well placed to take advantage of the opportunities that we expect to arise during 2026 and beyond.

Highlights of the year included:

- £99 million of new headline rent contracted, including £37 million of reversion captured at lease events (with the UK delivering a record 46 per cent average rental uplift) and £26 million of new pre-lets signed, mostly in the second half of the year.
- High levels of customer satisfaction, retention and increased occupancy in our portfolio.
- Development completions equating to £29 million of headline rent, of which 93 per cent has been secured through leasing, delivering a development yield of 8.2 per cent once fully let.
- Proactive work to source power connections and prepare land to support future data centre development with an increase in our power bank opportunities to 2.5GW+.
- Creation of a joint venture with Pure Data Centres Group (Pure DC) to deliver our first ‘fully fitted’ data centre in Park Royal, West London.
- The approval of our new science-based targets which align with the 1.5°C pathways and position our business to be net-zero by 2050.
- 1,227 volunteering days delivered from projects associated with our Community Investment Plans.
- Investment into our digital platform to deliver data-driven insights, drive efficiencies, embrace Artificial Intelligence (AI) technologies and deliver scale benefits.

A bird’s eye view of 2025

Structural trends reasserting themselves and helping momentum to rebuild in occupier markets

2025 was another eventful year on the geopolitical front and periods of uncertainty continued to weigh on occupier and investor sentiment, particularly during the first six months of the year when trade tariffs were in focus.

Large international businesses were hesitant to commit to sizeable capital expenditure projects and decision making was delayed as occupiers waited for greater visibility. Lacklustre economic growth forecasts also had an impact and we noticed reduced appetite for expansion, which led to a slow start to the year across most of our markets both in terms of lettings and investment market activity.

By the summer, however, tariff uncertainty had moderated and the long-term structural trends at play in our sector started to reassert themselves.Food and fashion retailers, as well as e-commerce players who had paused investment in their distribution network expansion post the pandemic, returned to the market to resume their growth plans and were joined by new entrants such as Asian retailers.

Supply chain optimisation and resilience have continued to be a focus of our conversations with occupiers, and we sensed a desire to ‘get on with things’ with businesses accepting that a certain level of geopolitical uncertainty is the ‘new normal’ and acknowledging that they needed to progress their investment plans to achieve their future aspirations.

Sustainability remained a priority, with sophisticated occupiers seeking modern, energy-efficient assets with wellbeing facilities that help them attract and retain labour.

These trends led to increased enquiry levels across our portfolio and a more active second half of the year, particularly in some of our Continental European markets.

Two-thirds of our portfolio is located in and around Europe’s largest and most densely populated cities; this includes both our urban warehouses and data centres.

Our urban portfolio attracts a highly diverse customer base which provides value-add goods and services and which needs to be within easy reach of its end customers and skilled employees. These dynamic businesses tend to have greater pricing power, and are less impacted by short-term macroeconomic factors, as they are more closely linked to the activity levels and prosperity of their nearest city rather than national GDP.

This was particularly evident in our German urban markets during 2025, where we experienced active occupier markets throughout the year, particularly driven by demand from the ‘Mittelstand’, the large number of specialised SMEs that form the backbone of the German economy, despite the slump in manufacturing and exports. We also saw good demand in Warsaw, where there is a very limited amount of modern industrial space.

Customers located in other urban markets, such as London and Paris, continued to be discerning around their real estate decision making. There were, however, areas of real strength, such as in our Heathrow portfolio where there is little competing supply and where occupiers are being displaced for data centre development.

During 2025 we moved existing customers around our urban portfolio, supporting their changing business requirements, and also welcomed new ones, with notable activity driven by the active food and hospitality sectors in London. In other sectors we observed less appetite for expansion, with many choosing to renew leases on their existing space.

Our teams worked hard, leveraging their strong customer relationships and asset management expertise, to negotiate a 36 per cent uplift on rent reviews and renewals during 2025 (46 per cent in the UK) which allowed us to capture a significant amount of the embedded reversion in our portfolio whilst retaining customers.

The supply of modern industrial space in major European cities remains limited. Land also remains in short supply, as industrial sites are repurposed for higher-value uses such as residential, and increasingly data centres, and greenfield land remains very difficult to unlock due to public policy and planning restrictions. These factors have kept the supply of new space in our chosen markets in check.

The remaining one-third of our portfolio consists of big box warehouses, located in key logistics hubs and along major transportation routes, the most strategic locations for customers looking to optimise their supply chains and operate efficient distribution networks.

Our big box lease lengths are typically long and we develop them on a mostly pre-let basis, which means that we have very high occupancy levels in this part of the portfolio. Growth is therefore primarily driven by demand for new build-to-suit space (‘pre-lets’).

It was this part of our portfolio that was most impacted by tariff and macroeconomic uncertainty during the first half of 2025. We saw occupiers favouring shorter leases on existing space or, where they needed to expand or move, often opting for speculatively developed space that was immediately available.

As a result we had lower levels of development completions, development spend and land utilisation in our portfolio during 2025 than in recent years, although we have continued to progress our speculative urban schemes in markets such as Germany where occupier demand has been more buoyant.

Improved sentiment post the summer led to a more active second half of the year and an increased number of pre-let signings, mostly within our Continental European business which contracted its strongest six-month period on record. Activity levels remained low in the UK until after the November Budget, but with that out of the way, enquiry levels picked up markedly going into year end.

We have therefore entered 2026 with good momentum and have active conversations with potential occupiers in respect of existing space and for potential pre-let development projects across our key markets.

The supply outlook for our big box markets also looks positive going forward. Much of the space that came to the market in 2023 and 2024 (either through new development, takebacks or sub-letting) is now being absorbed and speculative development starts have fallen dramatically. Net absorption has turned positive and vacancy rates are starting to fall across Europe, which will result in greater supply-demand tension, particularly for the most modern, well-located space, which should benefit our portfolio.

We continued to see rental growth for prime industrial space during 2025, although lower activity levels for much of the year meant that it fell below our recent run rate. It was strongest in our most active urban markets where demand remained high and vacancy low (for example in our Heathrow portfolio) and we expect it to strengthen as occupier demand and activity levels accelerate across our broader portfolio. We continue to expect ERV growth of 3 to 6 per cent for our urban portfolio and 2 to 4 per cent for big box logistics in the medium-term.

Investment markets subdued but yields and asset values stable

Macroeconomic and geopolitical uncertainty also impacted investment market activity during 2025, with low volumes of transactions across most of our markets. The UK in particular was hampered by concerns over the impact of the economic outlook on occupiers, as well as interest rate expectations.

Industrial and logistics assets remain amongst the favoured real estate sub-sectors, but continued high funding costs have meant that some investor attention has focused on higher-yielding assets with near-term reversionary opportunity. This has meant less activity in prime markets, with lot sizes remaining smaller and few large portfolios traded.

Assets that traded have supported current valuations and prime yields in both the UK and most Continental European markets were broadly flat during 2025 although there was a small amount of yield compression in our Southern European markets.

The outlook for yield and asset valuations is hard to forecast but markets are expecting further UK rate cuts in 2026, now that inflation has returned closer to target levels, which should be supportive of increased investment market activity, if, as expected, occupier market fundamentals continue to improve.

Growing the significant data centre opportunity in our portfolio

Data centre demand continues to grow in key European Availability Zones

The European data centre market remains in expansionary mode and is forecast to grow strongly over the coming years. This is currently being driven by the expansion of Cloud capacity, as hyperscalers invest in the infrastructure needed to process the huge amounts of data created as our lives become increasingly digitalised and as businesses move their digital infrastructure online.

Hyperscalers prefer building out Cloud-related capacity close to major population and financial centres, where data can be transferred quickly (known as ‘low latency’), and ideally within clusters called Availability Zones. The Slough Trading Estate is Europe’s largest data centre cluster, part of the London Availability Zone, and we estimate it provides almost half of the UK’s data centre capacity.

The greatest constraint in these markets is access to power, with long (three to five year) lead times on new grid connections in most prime European data centre markets. But land is also in short supply in these locations, so data centres are often competing with industrial, and sometimes residential uses.

Finally, planning is far from straightforward due to environmental and political concerns, particularly if it requires unlocking land from green belts on the edge of cities. Sites that have power, zoned land and planning are therefore very valuable assets.

These constraints mean that demand for Cloud capacity is expected to outstrip supply over the coming years, although there will likely be periods of faster expansion and others where there is less activity, as hyperscalers tend to take new capacity in large increments,

These same Availability Zones are also set to benefit from demand related to AI, in particular, the rapid scaling of 'Inference AI', also known as the 'user-interface'. Similar to the Cloud, many of these workloads also need to be close to end users, and for those related to business activities, resilience is particularly important. They will therefore naturally gravitate to the same established clusters as current Cloud facilities.

By contrast, AI training facilities, which tend to grab much of the media headlines, are latency insensitive and are typically located in more peripheral areas where land and power are less constrained and energy is cheaper. The Inference market related to business activity is, ultimately, expected to be much larger than the AI training market.

We have proactively built one of the largest banks of available power and zoned land in Europe. Our 2.5GW+ data centre pipeline is exclusively located in or close to established and emerging European Availability Zones, where demand is expected to be strong, being fuelled by Cloud adoption today and we expect it to be 'super-charged' by the widespread adoption of AI.

The Simplified Planning Zone (SPZ) in Slough pre-approves planning for both industrial and multi-storey data centre development for the next nine years, which provides us with a significant competitive advantage in this attractive data centre market.

During 2025 we strengthened our data centre platform with key senior hires. We also brought in dedicated energy expertise to help us expand our power-enabled land bank and accelerate connections.

An important milestone in our data centre strategy

We also announced an evolution in our data centre strategy with the formation of the SEGRO Premier Park DC joint venture. This is a 50:50 partnership with Pure Data Centres Group (Pure DC) to build our first fully fitted data centre in Park Royal, West London. Although we have been active in the data centre space for over 20 years, we have previously only developed 'powered shell' buildings so this marked a major step-up in our strategy as we look to unlock value from our data centre pipeline.

The joint venture brings together land owned by SEGRO (a former industrial site that had insufficient existing power for data centre use) with power secured by Pure DC. It also allows us to benefit from the technical expertise of a partner with a strong track record of working with major hyperscalers as we move into delivering fully fitted facilities.

Going forward, we intend to develop both powered shells and fully fitted facilities, with the latter only through joint ventures such as our partnership with Pure DC. This will allow us to share the capital commitment and leverage our partners' expertise in leasing to, and fitting out data centres for, hyperscalers, removing the need to build out this technical and resource-intensive capability ourselves.

We can therefore execute on the significant opportunity in our data centre pipeline in a way that attracts the most demand for each site and maximises the income and value generation for SEGRO.

A planning application has now been submitted for the development of the Park Royal facility and we will start working on securing a pre-let with a major hyperscaler once this is approved.

Alongside this we have progressed conversations on other data centre sites and have a number of powered shell and fully fitted opportunities in various stages of discussion, some of which we hope to secure in 2026.

Driving performance through the application of our clear strategy

Clear and disciplined approach to capital allocation

Whilst we have great confidence in the long-term structural trends that underpin demand for industrial, logistics and data centre space in our chosen markets, and are encouraged by the momentum that is currently building in occupier markets, we are also focused on how we can drive performance from our portfolio through the use of levers within our own control.

Disciplined capital allocation has been a key pillar of our strategy for more than 15 years and we take a rigorous approach to the deployment of capital and its funding.

We continue to believe that development on the land we own or already control is the most accretive use of our capital, profitably turning our exceptional land bank into modern assets in prime locations where we can drive strong returns. Enquiry levels and active negotiations on pre-lets point to an increased number of opportunities in 2026, which would allow us to accelerate our development capital expenditure and increase the utilisation of our land bank.

We remain very selective in our acquisition activity, prioritising modern assets that offer strong returns potential and complement our existing portfolio, and land that we expect to utilise in the near term.

Our investment activity is always part funded by disposals. Every asset in our portfolio, including built assets and land, is regularly assessed to ensure its expected future return justifies a place in the portfolio. A higher interest rate environment naturally means that we have raised the bar not only for new investment, but also for what we retain. We therefore expect to accelerate the pace of our disposal programme in 2026 to reinvest capital in opportunities offering more attractive risk-adjusted returns.

Operational excellence delivering growth and increased efficiency

Our strong customer relationships and the expertise of our market-leading operating platform have been instrumental in our ability to capture reversion and drive growth from our portfolio even in more challenging market conditions.

Over recent years we have made significant investments into this platform both through the opening of offices in additional markets and digital initiatives to provide additional insights and improve processes. These initiatives should allow us to grow our rent roll through capturing reversion, reducing vacancy and developing new space without needing to add materially to our head count or cost base.

Strong balance sheet and low average cost of debt

Our finance team has worked hard to ensure our balance sheet remains in great shape to support our future plans. Leverage is moderate and should remain so as we increasingly look to fund more of our investments through disposals and we also always consider opportunities to share capital intensity with third-party investors.

Our weighted average cost of debt remains low at 2.6 per cent, helped by a diverse, long-duration debt profile and our ability to tap into both euro and sterling debt markets. We expect any further increases in finance costs as we refinance maturing facilities at current interest rates to be more than offset by the reversion that we have to capture within our portfolio, helping to limit the impact on earnings.

Successful execution of our carbon and community initiatives

Our Responsible SEGRO ambitions are now well integrated into the way that we do business day to day, but we continue to challenge ourselves to go further and faster. They are also having tangible impacts on our business performance, helping to strengthen relationships, create new opportunities and ensure that our business is fit for the future.

We remain committed to our low-carbon growth goal: reducing the carbon created by our development programme and emissions linked to the operation of our buildings through improvements in energy efficiency and increases to the solar capacity of our portfolio.

During 2025 we had our near-term and net-zero carbon reduction targets approved by the Science Based Targets initiative (SBTi) and made meaningful progress towards them with reductions in both our corporate and customer and average embodied carbon intensity metrics.

Our Community Investment Plans (CIPs) continue to be a huge success and we have now achieved our target of having plans in each of our major markets.We have continued to broaden our volunteering programmes, with our employees, customers, suppliers, shareholders and other stakeholders working together to deliver 1,227 volunteering days in our local communities.

The impact of our CIPs on the communities near our assets is significant and they embed our buildings as local centres of economic success, helping to create employment opportunities for local people and improving the environment and local amenities for local residents. This focus on sharing the long-term benefits of our estates with our local communities positions us as a preferred partner for local authorities and is instrumental in creating future opportunities.

Our people at the heart of our success

Real estate may be considered a physical asset class but the business of acquiring, developing and managing properties requires great people. It is their knowledge, expertise and commitment that builds a market-leading operating platform and provides competitive edge. Nurturing talent therefore remains a key priority for our business.

During 2025 we continued to strengthen our culture, embedding our Values-led approach to performance, development and engagement; completed strategic hires in senior roles; and made further progress towards our diversity and inclusion targets. We want to enable our people to be their best and fulfil their potential and I am particularly proud of how our teams conducted themselves during 2025.

When occupier markets are less buoyant everything is harder. Negotiations are more complex, getting deals signed takes longer and relationships become even more important. It is in these markets that the strength of an operating platform really shines through and that was true at SEGRO during 2025 as we faced challenges head on, refused to give up and maximised the opportunities that presented themselves.

I am delighted that their hard work, skills and creativity, and professionalism have resulted in such a strong operating and financial performance in 2025 and would like to thank everyone for their contributions.

It is this dedication and focus, that will ensure we continue to deliver on our Purpose of creating the space that enables extraordinary things to happen and ensure the future success of our business.

PORTFOLIO UPDATE

Portfolio value increased to £19.0 billion, further market rental growth

Warehouse property values were stable during 2025 in an uncertain environment, with investor sentiment impacted by concerns about the trajectory of GDP growth and interest rates. Transaction volumes were muted, and although the fundamentals of industrial and logistics assets continued to appeal to investors, most activity was focused on smaller lot sizes and higher-yielding (lower-quality) assets or those with near-term reversionary opportunity. The prime assets that traded, supported current yields and in more active markets (for example Spain) there was a small amount of yield compression. Given the relatively small amount of absolute portfolio value growth, some of our country-level changes were driven by specific events or circumstances (for example acquisition costs on a transaction in our Czech portfolio and yield adjustments on a group of assets nearing lease expiry in Poland).

Estimated market rental values (ERVs) have increased across the portfolio, albeit at a lower level than recent years, with the UK outperforming Continental Europe. Rental growth has varied significantly between sub-markets, with those experiencing more leasing activity, whether rent reviews, renewals or new lettings returning the strongest performance (for example West London) whereas markets with more supply and slower take-up have returned the weakest performance (for example East London and some of our development-led big box markets such as Poland).

The Group's property portfolio was valued at £19.0 billion at 31 December 2025 (£22.0 billion of assets under management). This equates to a 1.0 per cent increase in the value of the portfolio (after adjusting for capital expenditure and asset recycling) with both the UK and Continental Europe portfolios showing value growth; this compares to 1.1 per cent growth in 2024. The net true equivalent yield on our portfolio at 31 December 2025 was 5.5 per cent (31 December 2024: 5.4 per cent).

Assets held throughout the period increased by 1.3 per cent (2024: 0.9 per cent), supported by stable yields, 2.3 per cent growth in ERV's (2024: 3.2 per cent increase) and the benefit of our asset management initiatives.

- Assets held throughout the period in the UK increased in value by 1.6 per cent (2024: 1.8 per cent increase). The lower initial yield of our prime portfolio and larger land bank have led to underperformance versus the MSCI Real Estate All Industrial Quarterly Index (which has a higher income yield) which increased by 2.6 per cent over the same period. The net true equivalent yield applied to our UK portfolio was 5.4 per cent (31 December 2024: 5.3 per cent). Rental values improved by 3.1 per cent (2024 :3.7 per cent) driven by 4.7 per cent growth in our Heathrow and Park Royal portfolios.
- Assets held throughout the year in Continental Europe increased in value by 1.0 per cent (2024: 0.8 per cent decrease) on a constant currency basis, driven by stable yields (unchanged at 5.6 per cent) and rental value growth of 1.0 per cent (2024: 2.3 per cent).

£99 million of new headline rent signed in 2025

At 31 December 2025 our portfolio generated passing rent of £755 million, rising to £823 million once rent-free periods expire ('headline rent').

We signed £99 million of new headline rent commitments during the period. This equates to £71 million of rent roll growth (2024: £56 million) net of space taken back at lease expiry, including £41 million net new headline rent from existing space (see 'Asset Management and Investment Update' on page 16) and £30 million related to development (including pre-lets signed) (see 'Development Update' on page 19).

What to expect in 2026

Property yields are driven by a multitude of market, economic and financial factors, including interest rates, most of which are outside our direct control, as well as market expectations of rental growth.

The fundamentals for our sector remain strong, with occupier demand supported by structural trends and limited supply, which leaves us optimistic about the prospects for further rental value growth. We continue to expect ERV growth of 3 to 6 per cent for urban and 2 to 4 per cent for big box logistics over the medium-term, although there may be times it temporarily falls below this, like we experienced in certain parts of the business in 2025.

We expect rent roll to increase further through leasing vacant or recently developed space, the capture of reversion within the existing portfolio and by signing further pre-lets in response to occupier demand. We have the potential to add almost £800 million of new rent over the coming years through our active asset management of the existing portfolio and the build out of our high-quality land bank (including land options).

Property portfolio metrics at 31 December 2025[1]

		Portfolio value, £m					Yield[3]		
	Lettable area sq m (AUM)	Completed	Land & development	Combined property portfolio	Combined property portfolio (AUM)	Whole portfolio valuation movement[2] %	Topped-up net initial %	Net true equivalent %	Occupancy (ERV) %
UK	**2,870,874**	**10,463**	**1,321**	**11,784**	**11,882**	**0.8**	**4.3**	**5.4**	**93.2**
Continental Europe	**8,007,913**	**6,201**	**977**	**7,178**	**10,122**	**1.5**	**5.0**	**5.6**	**97.6**
Germany	1,963,665	1,772	428	2,200	3,068	3.1	5.3	5.2	98.3
Netherlands	701,540	556	9	565	862	1.4	4.4	5.5	98.9
France	1,523,922	1,701	353	2,054	2,540	—	5.3	5.5	95.7
Italy	1,484,484	998	76	1,074	1,429	1.7	6.3	5.7	100.0
Spain	355,558	337	46	383	628	6.1	4.8	5.2	98.2
Poland	1,762,357	713	61	774	1,338	(1.2)	9.2	6.8	96.0
Czech Republic	216,387	124	4	128	257	(1.1)	3.7	6.3	96.1
GROUP TOTAL	**10,878,787**	**16,664**	**2,298**	**18,962**	**22,004**	**1.0**	**4.6**	**5.5**	**94.9**

1 Figures reflect SEGRO wholly-owned assets and its share of assets held in joint ventures unless stated "AUM" which refers to all assets under management.
2 Valuation movement is based on the difference between the opening and closing valuations for the whole portfolio.
3 In relation to completed properties only.

Summary of key leasing data for 2025

Summary of key leasing data[1] for the year to 31 December		2025	2024
Take-up of existing space[2] (A)	£m	**29**	32
Space returned[3] (B)	£m	**(25)**	(32)
NET ABSORPTION OF EXISTING SPACE[2] (A-B)	£m	**4**	—
Other rental movements (rent reviews, renewals, indexation)[2] (C)	£m	**37**	38
RENT ROLL GROWTH FROM EXISTING SPACE	£m	**41**	38
Take-up of pre-let developments completed in the year (signed in prior years)[2] (D)	£m	**23**	28
Take-up of speculative developments completed in the past two years[2] (D)	£m	**8**	3
TOTAL TAKE-UP[2] (A+C+D)	£m	**97**	101
Less take-up of pre-lets and speculative lettings signed in prior years[2]	£m	**(24)**	(30)
Pre-lets signed in the year for future delivery[2]	£m	**26**	20
RENTAL INCOME CONTRACTED IN THE YEAR[2]	£m	**99**	91
Takeback of space for redevelopment	£m	**(3)**	(3)
Retention rate[4]	%	**82**	80

1 All figures reflect exchange rates at 31 December 2025 and include joint ventures at share.
2 Headline rent.
3 Headline rent, excluding space taken back for redevelopment.
4 Headline rent retained as a percentage of total headline rent at risk from break or expiry during the period.

ASSET MANAGEMENT AND INVESTMENT UPDATE

Driving growth in the existing portfolio through active asset management

Our focus on Operational excellence is key to delivering growth through the existing portfolio, whether that means providing the best customer experience throughout the customer's 'journey' with SEGRO, optimising rental income and lease terms, ensuring consistency of operating standards, or driving efficiency through continuous improvement and the digitalisation of processes.

Our market-leading operating platform, with its local footprint, experienced teams and mostly internalised asset and property management structure, helps us to build strong and meaningful relationships with our customers and other business partners. These interactions, along with the data-driven insights provided by our digital platform, help us to anticipate changing requirements and manage our assets to generate long-term outperformance. As a result, our existing portfolio continues to contribute a significant amount to the growth of our rent roll as we manage our assets to capture reversion, drive rents and create additional value through refurbishment and redevelopment.

During 2025 the existing portfolio delivered £66 million of new headline rent (2024: £70 million). This comprised £29 million on new lettings (2024: £32 million) and £37 million from the capture of reversion (the difference between in-place and market rents) on rent reviews and renewals, and from inflation-related uplifts in index-linked leases (2024: £38 million). This was offset by rent lost from space taken back of £25 million (2024: £32 million).

Strong and diversified customer base

Understanding our customers and their evolving needs is crucial to the success of our business. The insights that we gain from these partnerships help us to shape our portfolio and ensure that our buildings are fit for the future and suitable for occupiers' evolving needs.

Our customer base remains well diversified, reflecting the flexibility of warehouse space and that two-thirds of our portfolio is in urban locations. Our top 20 customers account for 33 per cent of total headline rent. Amazon remains our largest customer at five per cent of our total rent roll.

Customers from the retail sector were the largest takers of our space during 2025, as they returned to growth mode, closely followed by the transport and logistics sector as they take on new consumer and retail related contracts and focus on prioritising efficiency, resilience and sustainability across their operations. Our urban spaces continue to appeal to a diverse range of businesses who provide value-added goods and services to nearby growing populations.

The health of our customer base remains strong: rent lost due to insolvency was £4 million (2024: £9 million), approximately 0.5 per cent of our headline rent. Our income at risk 'watchlist' remains small and rent collection is tracking at normal levels.

Focused on delivering excellent customer service

While the quality and location of our portfolio are of primary importance to our customers, building outstanding customer relationships through consistently excellent customer service is also critical. This supports our high customer retention rates, underpins rental growth and helps create new business opportunities.

We often work with our larger customers in more than one location and regularly across geographies: 26 per cent of our headline rent comes from customers with whom we have leases in more than one country. Our cross-border customer account teams help to ensure that we offer a streamlined and informed approach to these businesses.

To maintain a clear understanding of our customers' needs, we carry out a rolling survey throughout the year to identify and rectify issues promptly. In 2025, we spoke to 294 customers, and 98 per cent said that they would recommend SEGRO to others (2024: 97 per cent) while 91 per cent said they rated their experience with SEGRO as 'Excellent' or 'Good' (2024: 86 per cent).

In 2025 we furthered our customer insight programme, expanding our use of senior stakeholder interviews and advancing our 'Growth-Generation' project to identify new opportunities to work with existing customers.

We continued to bring customers together through our Futures Forums, using these engagements to explore emerging trends, share perspectives and identify opportunities for mutual growth. This insight-led approach is helping us deepen relationships and shape new propositions in both established and high-growth sectors.

Active asset management to capture reversion, drive rents and create value

The active asset management of our portfolio reflects our goal of generating outperformance through the cycle. We create plans for every single asset as part of our annual asset review process, aiming to strike a balance between maintaining current high occupancy and creating opportunities to drive future rents and create value through refurbishment, redevelopment or conversion to alternative, higher-value uses, such as data centres.

We monitor a number of metrics that help us assess the performance of our existing portfolio:

- ***Excellent progress in capturing the embedded reversion within our portfolio.*** Lease reviews, renewals and regears during the period generated a record uplift of 36 per cent (2024: 34 per cent), adding £31 million of new headline rent. New rents agreed were 46 per cent higher in the UK (2024: 43 per cent) as reversion accumulated over the past five years was reflected in new rents agreed. Annual indexation uplifts in Continental Europe help us to capture reversion each year, resulting in lower uplifts at lease events of 6 per cent (2024: 7 per cent), albeit still reflecting rental growth in excess of inflation due to active asset management by our teams. As at 31 December 2025, our portfolio is 12 per cent reversionary, providing us with the opportunity to capture a further £99 million of headline rent, £33 million of which is up for rent review or renewal in 2026.
- ***Customer retention rate remained high at 82 per cent.*** Approximately £100 million of headline rent was at risk from a break or lease expiry during the period, of which we have retained 81 per cent in existing space (2024: 78 per cent), and a further 1 per cent in new premises (2024: 2 per cent).
- ***Occupancy has improved significantly to 94.9 per cent*** (31 December 2024: 94.0 per cent), reflecting positive net absorption on our existing space and a strong letting performance in our recently completed speculative projects. The occupancy rate excluding recently completed speculative developments was 95.4 per cent (31 December 2024: 95.4 per cent) and the average occupancy rate during the period was 94.1 per cent (2024: 95.7 per cent).
- ***Lease terms continue to offer attractive income security.*** The level of incentives agreed for new leases decreased to 8.0 per cent of headline rent (2024: 8.1 per cent). Incentives decreased on both the standing portfolio to 6.6 per cent (2024: 6.8 per cent) and new developments (9.9 per cent versus 10.4 per cent in 2024). We maintained the portfolio's weighted average lease length, with 7.1 years to first break and 8.2 years to expiry (31 December 2024: 7.2 years to first break, 8.4 years to expiry). Lease terms are longer in the UK (8.7 years to break) than in Continental Europe (4.9 years to break), reflecting the market convention of shorter leases in countries such as France and Poland.

Championing low-carbon and supporting our customers with their own ambitions

Ensuring that our portfolio meets the highest sustainability standards is key to us achieving our Championing low-carbon growth targets, and also helps us to attract and retain customers. Many businesses now have their own carbon reduction targets and the most sophisticated occupiers want to locate their operations in modern, energy-efficient spaces that offer wellbeing features and provide a healthy, safe and pleasant working environment for their employees.

To reduce carbon emissions from our existing portfolio we focus on two operational carbon reduction targets: a near-term target to reduce the intensity of our corporate and customer emissions by 80 per cent by 2034, and a net-zero target by 2050.

These targets have a baseline of 2023 and are regularly reviewed to ensure alignment with best practice methodologies and update estimations. During 2025 these targets were approved by the Science Based Target initiative (SBTi).

During 2025, we achieved a 17 per cent reduction in our corporate customer emission intensity largely due to increasing the use of renewable and low-carbon energy across our portfolio, supported by our continuing installation of rooftop solar panels. We continue to work closely with our customers who are on their own net-zero journeys, for example our data centre customers who have made commitments to use only renewable energy by 2030, to help them achieve their goals.

Our green leases improve visibility of our customers' carbon emissions. They allow us to report more accurate data and to identify opportunities to help them operate their buildings more efficiently, reducing their carbon footprint and operating costs. These clauses, alongside an increase in the number of automatic meter feeds that we receive, have helped increase the visibility of our portfolio energy use to 91 per cent (2024: 87 per cent).

At the end of 2025, 81 per cent of the portfolio had an EPC rating of B or better (2024: 76 per cent). Whilst the majority of our portfolio is modern and already meets the highest sustainability standards, we do have some older assets in London, which we are holding pending refurbishment or redevelopment. These assets are mostly in prime, West London locations where land and buildings are in short supply and rents continue to grow. This provides us with the opportunity to add significant value, whilst also improving their environmental performance over time.

A key part of our asset planning process is therefore determining the phasing of these projects and managing the space to ensure we have vacant possession to suit our future plans. This can lead to periods where the headline vacancy in these sub-markets is elevated, as has been the case in our London portfolio over the last three years.

Our asset management teams are also working hard to expand the solar capacity of our portfolio through retrofitting onto existing assets (we install photovoltaic arrays on almost all new developments) where feasible. During 2025 we added 22MW to our installed solar capacity, taking the total to 145MW, 18MW of which was through retrofits onto existing buildings.

We closely monitor the returns of our sustainability investments to ensure that they support the longer-term financial performance of our portfolio. Although it is still hard to prove sustainability investments enhance returns, we have found our most modern space attracts higher-quality customers, leases faster and helps us set new rental levels on our estates.

Disciplined approach to capital allocation focused on driving portfolio performance

As well as supporting our asset managers in driving performance and rental growth, our annual asset review process helps to ensure that our capital is invested in the opportunities that offer the most attractive risk-adjusted returns. This is fundamental to our Disciplined approach to capital allocation aimed at generating long-term outperformance from our portfolio.

Our asset plans (including an analysis of future rental growth and development capex expenditure requirements) allow us to identify those assets where we have benefited from the majority of the expected outperformance or where the risk profile may have changed. This analysis, alongside our in-depth knowledge of our markets and our customer base, shapes our future disposal list. We typically aim to dispose of 1-2 per cent of the portfolio per annum but we vary this according to the market backdrop, always seeking to match our planned disposals with motivated or special purchasers.

After a very active 2024 in terms of disposals (£896 million of assets and land), we had a lower level of disposals in 2025. During the year we disposed of £31 million of built assets, representing £1 million of annualised rental income, for prices above book value. These disposals included an older estate in North London and a standalone asset in Germany, as well as a hotel developed as part of the East Plus portfolio in London. We also disposed of £26 million of land, mostly smaller residual plots, where we felt the development 'journey' was not justified by likely future returns.

During 2025 we acquired £232 million of assets (at share), all within our SELP joint venture. The first was an excellent portfolio of six assets in Germany and the Netherlands (formerly owned by Tritax EuroBox plc) and the second was a logistics park in Prague. The annualised rental income of these assets is £11 million. These assets offered portfolio benefits, providing additional scale in markets over which we have strong conviction, and which offer attractive future returns.

What to expect in 2026

We have a unique portfolio, focused on Europe's strongest industrial and logistics markets. We will continue to actively manage our assets to capture reversion, reduce vacancy (particularly in our London portfolio) and, when the returns make sense, improve the sustainability credentials of older assets. This activity, together with our focus on providing excellent customer service, will help us to retain customers and drive further rental growth.

We will continue to be very selective when it comes to asset acquisitions, only considering opportunities in core markets that exceed our cost of capital and bring wider portfolio benefits.

A higher interest rate environment naturally means that we have raised the bar not only for new investment, but also for what we retain. We therefore plan for 2026 disposals to be at or above the upper end of our medium to long-term run rate of 1 to 2 per cent of the portfolio.

DEVELOPMENT UPDATE

Development pipeline delivering new space in markets with strong returns

Our Disciplined approach to capital allocation means that development continues to be the focus of our capital deployment as we look to turn land held on our balance sheet into income-producing assets which offer strong future returns. Our focus on Operational excellence ensures that we execute on our pipeline efficiently and safely and build to the highest construction and sustainability standards.

During 2025 we invested £413 million into our development pipeline (2024: £494 million) through £387 million of development capital expenditure (including £149 million on infrastructure to facilitate future UK big box logistics parks and power upgrades in Slough) and £26 million of land acquisitions. Development capital expenditure was lower than the c.£500 million expected at the start of the year, due to slower occupier decision making which resulted in us pushing back the start date of some anticipated projects. However, the strong level of pre-let signings in the second half of 2025 will support higher levels of investment into development in 2026.

Development completions delivered £29 million of potential headline rent

Development completions during 2025 added 249,200 sq m of new space to the portfolio, generating £27 million of headline rent, with a further £2 million to come when the remainder of the space is let. The development yield (including land, construction and finance costs) is expected to be 8.2 per cent when fully occupied, above our normal 7 to 8 per cent range as it included a data centre which tend to deliver higher development yields.

We completed 178,900 sq m of big box warehouses during the period, including our first pre-let at SEGRO Park Northampton and warehouses for a third-party logistics operator in Madrid, a post and parcel company in Italy and a freight-forwarder in Hamburg.

We delivered 53,100 sq m of urban warehouses, including a speculatively built scheme on the Slough Trading Estate, which is generating strong interest from occupiers, pre-lets in Düsseldorf and Marseille and a further phase of our successful scheme in Cologne.

Finally, we developed a further multi-storey data centre in Slough equivalent to 17,200 sq m of floor space.

Reducing embodied carbon in our development programme is critical to helping us improve our carbon footprint. During 2025, the SBTi approved our updated targets, aligned with their new 'Buildings Framework'. Our embodied carbon pathway has both a near-term target to reduce embodied carbon by 58 per cent by 2034 versus the 2023 baseline, and a target to be net-zero by 2050. We reduced the embodied carbon intensity of our developments by 12 per cent to 280 $kgCO_2e$/sq m during the year (2024: 318 $kgCO_2e$/sq m).

All of our eligible development completions during 2025 have been, or are expected to be, accredited BREEAM 'Excellent' or 'Outstanding' (or local equivalent).

£62 million of potential headline rent currently under development or in advanced negotiations
At 31 December 2025, we had development projects approved, contracted or under construction totalling 649,200 sq m, representing £279 million of future capital expenditure to complete and £53 million of annualised gross rental income when fully let. The development yield on these projects, when fully occupied, is anticipated to be 7.0 per cent.

47 per cent of this rent has already been secured, lower than our normal 60 to 70 per cent run rate. This is due to a reduced number of pre-lets in the development pipeline, rather than an increase in speculative development volumes which are running at normal levels on an absolute basis. We continue to focus our speculative projects on markets where supply-demand dynamics are tightest, and mostly on urban warehouse schemes which we derisk through phased development.

We signed £26 million of headline rent from pre-let agreements and lettings of speculative developments prior to completion (2024: £20 million). The largest was to a global online retailer in Germany and we also signed pre-lets for other big box warehouses in Italy and France, as well as a new unit on our food campus, SmartParc SEGRO Derby.

In the UK, we have 20,600 sq m of space approved or under construction, which includes the above mentioned big box scheme and two small speculative developments in West London.

In Continental Europe, we have 628,600 sq m of space approved or under construction. This includes the above pre-let schemes for retailers and third-party transport and logistics operators as well as phases of our successful urban warehouse parks in Germany, including in Berlin, Cologne and Düsseldorf, as well as in Madrid and Paris.

We have factored construction and financing costs at current rates into the development returns for our future development projects. Build costs are currently stable across our markets.

Our development yields are typically 150-200 basis points higher than yields on equivalent income-producing assets, meaning that there is a sizeable valuation uplift when projects complete and are fully-let . Development therefore remains a profitable way of deploying capital.

Within the future development pipeline we often have a small number of pre-let projects close to being approved, awaiting either final conditions to be met or planning approval to be granted before commencing construction, typically within the next 6 to 12 months. As at 31 December 2025, our near-term pipeline totals 67,900 sq m of space, equating to approximately £66 million of future capital expenditure and £9 million of potential annual rent.

£502 million of future potential rent from land bank and options
Our land bank identified for future development (including the near-term projects detailed above) totalled 577 hectares as at 31 December 2025, valued at £1.6 billion, roughly 8 per cent of our total portfolio value.

We estimate this land bank can support 2.6 sq m of development over the next five to seven years. The estimated capital expenditure associated with the future pipeline is approximately £2.9 billion. It could generate £355 million of gross rental income, representing a development yield (including land and notional finance costs) of between 7 and 8 per cent and a yield on new capital invested of over 10 per cent.

This estimate includes a number of the powered shell data centre opportunities within our pipeline but does not yet include any additional potential rental income or capital expenditure associated with developing fully fitted data centres, which is likely to be the case for selective sites.

The development programme only includes sites currently held as land; there is further opportunity from the redevelopment of existing assets which are not included in these development pipeline numbers.

Land acquisitions that are contracted (but subject to further conditions) and land held under option agreements are also not included in the figures above but represent significant further development opportunities. These include sites for big box warehouses in the UK Midlands as well as in Italy and Poland. They also include urban warehouse sites in London's prime Western and Eastern corridors.

Those options we expect to exercise over the next two to three years are for land capable of supporting over 1.3 million sq m of space and generating approximately £147 million of headline rent, for a blended development yield of between 7 and 8 per cent. The options are held on the balance sheet at a value of £22 million (including joint ventures at share).

All of the figures relating to our land bank and options, other than the current value, are indicative, based on our current expectations, and are dependent on our ability to secure lease or pre-let agreements, planning permissions, construction contracts and on our outlook for occupier conditions in local markets.

Further details of our completed projects and development pipeline are available in the FY 2025 Property Analysis Report, at www.SEGRO.com/investors.

What to expect in 2026
Development capital expenditure in 2026 is expected to be £450 to £550 million, depending on the level of new projects started in the coming months. Within this is c.£150 million of infrastructure investment related to our big box logistics parks and power upgrades on the Slough Trading Estate. We expect the development yield to remain at 7 to 8 per cent.

DATA CENTRE UPDATE

Growing the data centre opportunity in our portfolio and developing our platform
We have been active in the data centre market for over 20 years, and our existing data centre portfolio currently delivers 0.5GW of operational capacity, representing approximately £58 million of headline rent at 31 December 2025 (7 per cent of our rent roll).

The vast majority of this installed capacity is on SEGRO's Slough Trading Estate which is the largest hub of data centres in Europe. Our existing data centres have been built as powered shells, where we provide the real estate and a power capacity allocation (as agreed with our energy partners) and our customers fit out and operate or sub-lease the space themselves.

Our track record and capabilities in this space, including sector knowledge, technical expertise and customer relationships, have enabled us to identify similar opportunities across our portfolio where we have secured, or believe we can secure, planning and power to create considerable further data centre capacity.

As a result we have created a data centre pipeline that provides a significant income and value creation opportunity in this fast-growing sector.

We have a total opportunity set on sites we own where we have, or believe we can secure power equating to over 2.5GW+ of potential capacity, including the 0.5GW of operational capacity mentioned above. We have progressed further opportunities during 2025 and expect to add to this as our teams work hard to secure the necessary grid connections and investigate innovative ways to bring forward additional power.

Our data centre development sites are close to major European cities and aligned with our existing urban footprint. This means we are well positioned to benefit from Cloud-driven demand, the primary driver of data centre growth in Europe today, as the digitalisation of our economies and day-to-day lives require increasingly vast amounts of data.

Cloud facilities need close proximity to end users to provide ‘latency’ (speed of data transfer), which means they locate themselves in and around major cities and tend to create clusters known as ‘Availability Zones’, with the largest European ones located in the prime ‘FLAP-D’ markets. All of our future capacity is in, or close to, established (FLAP-D markets) or emerging Availability Zones such as Marseille and Warsaw. These same locations will also benefit from ‘inference’ related Artificial Intelligence (AI) demand, i.e. the user interface, as much of that also needs to be close to end users and prioritises resilience for business workloads, just like Cloud users.

The European data centre market is expected to grow significantly across both established and emerging Availability Zones over the coming years but supply is constrained by long (three to five year) lead times on grid connections, limited land availability and restrictive planning/ permitting regimes.

We believe we have one of the largest permitted land and power positions in key Availability Zones across Europe, with most of our land already zoned for industrial and data centre use. We are therefore extremely well positioned to take advantage of the growth opportunity that the data centre market offers. A large number of our UK sites are in Slough, where the Simplified Planning Zone status provides a significant competitive advantage as planning is pre-approved for both industrial and data centre development for the next nine years.

To help us maximise and capitalise on this opportunity we strengthened our data centre platform with key senior hires during 2025, including the addition of data centre development and leasing expertise, as well as dedicated energy expertise to help us expand our power bank and accelerate grid connections.

A significant income and value generation opportunity from fully fitted data centres

We have been carefully considering the best strategy for executing on the exceptional land and power positions that we control, one that will allow us to maximise the income and value creation opportunity.

Whilst powered shells continue to offer strong returns, and remain an attractive execution option, we believe that developing fully fitted data centres on the most scarce and sought-after sites will significantly enhance the income and value that we can generate from our powered land bank.

Developing a fully fitted data centre increases the scope to include the mechanical and engineering (M&E) fit out such as backup generators and cooling systems. This equipment has a long lifespan and less risk of obsolescence than the IT infrastructure (for example processors or ‘chips’, racking and servers), which the end customer provides. It is still more technically complex than delivering a powered shell, and requires more capital investment, but that means it also significantly increases the returns potential from a single site.

To help manage the higher complexity and increased personnel requirements of developing fully fitted data centres, we will only build them in joint venture structures with experienced partners, allowing us to leverage their established development platforms.

Our focus is on providing the real estate solutions for data centres. We intend to protect SEGRO from any operational risk by either securing a net lease, which means that the customer will operate and maintain the facility themselves, or the services would be contracted to a third party.

We announced the first of these in March, a 50:50 joint venture with Pure Data Centres Group (Pure DC), who has over a decade of experience in the design, build and operation of world-class data centres for the most sophisticated hyperscale users. This joint venture has been established to develop and deliver a 56MW IT load fully fitted data centre in Park Royal, West London, a key London Availability Zone.

The gross investment for this project is anticipated to be approximately £1 billion (including the land and power), of which SEGRO's future cash equity contribution is expected to be less than £150 million. It is projected to deliver a net yield on cost (based on future rents and costs) of c.9 per cent.

We expect the project to generate very attractive returns on our capital invested and deliver a significant amount of value over the development time horizon. A planning application for the scheme was submitted in late 2025 and once secured we will be actively marketing the pre-let with hyperscalers and expect strong demand given the severe land and power constraints in the West London data centre market.

By developing fully fitted data centres in joint ventures and sharing the capital commitment, we are also financially derisking the development of these capital intensive assets. The use of project finance within each joint venture means SEGRO's cash equity commitment will be modest.

We intend to carefully sequence the execution of our data centre pipeline, recycling capital from stabilised operational assets through refinancing of project debt and exploring multiple exit strategies to release funds for future opportunities.

We believe the evolution of our strategy to include fully fitted data centres significantly increases the potential income and value creation opportunity within our 2.5GW+ data centre pipeline. For each site, we will pursue the model which offers the most attractive risk-adjusted returns, having regard to factors such as the site characteristics, specific market supply-demand dynamics, risk and return expectations and the balance of our total pipeline and funding requirements.

What to expect in 2026

We will continue to progress our data centre pipeline during 2026 – preparing sites for development and adding to it through securing additional power capacity. We will be actively marketing the pre-let opportunities in the 1.1GW of power that we have available to lease by the end of 2028 and aim to sign 1 to 2 new data centre leases per year going forwards.

FINANCIAL REVIEW

Financial highlights

	31 December 2025	31 December 2024
IFRS[1] net asset value (NAV) per share (diluted) (p)	**906**	889
Adjusted[1] NAV per share (diluted) (p)	**925**	907
IFRS profit before tax (£m)	**560**	636
Adjusted[2] profit before tax (£m)	**509**	470
IFRS earnings per share (EPS) (p)	**40.7**	44.7
Adjusted[2] EPS (p)	**36.6**	34.5

1 A reconciliation between IFRS NAV and its Adjusted NAV equivalent is shown in Note 11.
2 A reconciliation between IFRS profit before tax and Adjusted profit before tax is shown in Note 2 and between IFRS EPS and Adjusted EPS is shown in Note 11.

Presentation of financial information

The Group Financial Statements are prepared under IFRS where the Group's interests in joint ventures are shown as a single line item on the income statement and balance sheet and subsidiaries are consolidated at 100 per cent.

The Adjusted profit measure reflects the underlying financial performance of the Group's property rental business, which is our core operating activity. It is based on EPRA earnings as set out in the Best Practices Recommendations Guidelines of the European Public Real Estate Association (EPRA) which are widely used alternate metrics to their IFRS equivalents within the European real estate sector (further details can be found at www.epra.com). In calculating Adjusted profit, the Directors may also exclude additional items considered to be non-recurring, unusual, or significant by virtue of size and nature. See Note 2 for more detail.

ADJUSTED PROFIT

Adjusted profit

	2025 £m	2024 £m
Gross rental income	**637**	592
Property operating expenses	**(94)**	(92)
Net rental income	**543**	500
Joint venture management fee income	**25**	26
Management and development fee income	**3**	6
Net service charge and other income	**1**	(1)
Administrative expenses	**(73)**	(76)
Share of joint ventures' Adjusted profit[1]	**78**	83
Adjusted operating profit before interest and tax	**577**	538
Net finance costs	**(68)**	(68)
Adjusted profit before tax	**509**	470
Tax on Adjusted profit	**(14)**	(12)
Adjusted profit after tax	**495**	458

1 Comprises net property rental income less administrative expenses, net finance costs and taxation.

Net rental income

Net rental income increased by £43 million to £543 million (or by £47 million to £675 million including joint ventures at share before joint venture fees), reflecting the positive net impact of like-for-like rental growth, development completions and investment activity during the year, offset by the impact of disposals.

On a like-for-like basis[3], before other items (primarily corporate centre and other costs not specifically allocated to the two property businesses), net rental income increased by £33 million, or 6.0 per cent, compared to 2024.

This is due to strong rental performance across our portfolio. In the UK, there was a 6.2 per cent increase, primarily through capturing the reversionary potential in the portfolio through lease reviews and renewals. In Continental Europe there was a similar increase (5.8 per cent), primarily through indexation and higher average occupancy.

Like-for-like net rental income

(including JVs at share)	**2025 £m**	2024 £m	Change %[2]
UK	**361**	340	6.2
Continental Europe	**222**	210	5.8
Like-for-like net rental income before other items	**583**	550	6.0
Other[1]	**(4)**	(5)	
Like-for-like net rental income (after other items)	**579**	545	6.2
Development lettings	**50**	19	
Properties taken back for development	**6**	17	
Like-for-like net rental income plus developments	**635**	581	
Properties acquired	**28**	6	
Properties sold	**—**	22	
Net rental income before surrenders, dilapidations and exchange	**663**	609	
Lease surrender premiums and dilapidation income	**2**	7	
Other items and rent lost from lease surrenders	**10**	14	
Impact of exchange rate difference between periods	**—**	(2)	
Net rental income (including joint ventures at share)	**675**	628	
SEGRO share of joint venture management fees	**(12)**	(12)	
Net rental income after SEGRO share of joint venture fees	**663**	616	

1 Other includes the corporate centre and other costs relating to the operational business that are not specifically allocated to the two businesses UK and Continental Europe.

2 Percentage change has been calculated using numbers accurate to one decimal place.

3 The like-for-like net rental growth metric is based on properties held throughout both 2025 and 2024 on a proportionally consolidated basis. The value of these properties as at 31 December 2025 on a proportional basis was £14,766 million (2024: £14,526 million). This provides details of net rental income growth excluding the distortive impact of acquisitions, disposals and development completions. Where an asset has been sold into a joint venture (sales to SELP, for example) the 50 per cent share owned throughout the period is included in like-for-like calculation, with the balance shown as disposals.

Administration expenses

Administrative expenses have decreased by £3 million to £73 million in the current year. This primarily related to careful cost control and stable indirect property and administration headcount (168 compared to 167 in 2024), offset by an increase in depreciation of £5 million reflecting investment in technology through IT costs and depreciation from project spend in previous years. This is a contributory factor for the total cost ratio (after share-based payments), which includes property operating expenses which decreased from 20.7 per cent to 19.8 per cent in the current year. Excluding the impact of vacant costs, the total cost ratio has decreased from 19.1 per cent to 17.5 per cent. Further detail is given in Table 9 in the notes to the Condensed Financial Statements.

Income from joint ventures

Income from joint ventures fell by £6 million in total compared to the prior year, being a decrease in SEGRO's share of joint ventures' Adjusted profit after tax by £5 million and a decrease in joint venture management fee income by £1 million. The Adjusted profit fell from £83 million in 2024 to £78 million in 2025. Whilst net rental income has increased by £4 million, this has been offset by increases in net finance costs (£4 million) from higher net borrowings and increases in tax (£4 million) as profits were more weighted to higher taxation jurisdictions.

Joint venture management fee income decreased by £1 million to £25 million in 2025 due to a slight reduction in development activity.

Net finance costs

Net finance costs were flat compared to 2024 at £68 million. The gross interest costs in the year (£131 million) are £4 million lower than the prior year which is completely offset by the £4 million reduction in interest capitalised on development properties in 2025 (£63 million). Gross interest costs reduced as a result of lower interest rates, particularly EURIBOR, compared to the prior year.

Taxation

The tax charge on Adjusted profit of £14 million (2024: £12 million) reflects an effective tax rate of 2.8 per cent (2024: 2.6 per cent).

The Group's effective tax rate reflects the fact that around three-quarters of its wholly-owned assets are located in the UK and qualify for REIT status. This status means that income from rental profits and gains on disposals of assets in the UK are exempt from corporation tax, provided SEGRO meets a number of conditions including, but not limited to, distributing 90 per cent of UK taxable profits.

Adjusted profit/Earnings per share

Adjusted profit after tax increased by £37 million to £495 million (2024: £458 million) as a result of the above movements, primarily growth in rental income.

Adjusted profit is detailed further in Note 2 to the Condensed Financial Statements.

Adjusted earnings per share are 36.6 pence compared to 34.5 pence in 2024 due to the increase in Adjusted profit offset by the 23.8 million increase in the average number of shares in issue compared to the prior year.

IFRS profit

IFRS profit before tax in 2025 was £560 million (2024: £636 million), equating to basic post-tax IFRS profit per share of 40.7 pence compared with 44.7 pence per share for 2024. A reconciliation between Adjusted profit before tax and IFRS profit before tax is provided in Note 2 to the Condensed Financial Statements.

The principal driver of the reduction in IFRS profit is realised and unrealised property gains which is the main reason for the decrease in profit per share in 2025 compared to 2024. Total gain on properties is £93 million (2024: £167 million), the reduction from 2024 is due to lower profit on sale of investment properties as detailed further in Note 7.

The largest component is valuation gains on investment properties of £91 million including joint ventures at share (2024: £90 million), which is driven by a 2.3 per cent increase in ERV and gains from development completions. These are discussed in more detail in the Performance review.

In addition, there has been a fair value loss on derivatives of £35 million (2024: £3 million gain) primarily from euro denominated interest rate swaps.

Balance sheet

	£m	Shares million	Pence per share
EPRA NTA attributable to ordinary shareholders at 31 December 2024	**12,287**	**1,355.3**	**907**
Adjusted profit after tax	495		37
Realised and unrealised property gain	93		7
Dividend (2024 final and 2025 interim)	(405)		(30)
Exchange rate movement (net of hedging)	77		5
Other	(10)		(1)
EPRA NTA attributable to ordinary shareholders at 31 December 2025	**12,537**	**1,355.0**	**925**

At 31 December 2025, IFRS net assets were £12,273 million (31 December 2024: £12,049 million), reflecting 906 pence per share (31 December 2024: 889 pence) on a diluted basis.

Adjusted NAV per share at 31 December 2025 was 925 pence, an increase of 18 pence compared to the prior year (31 December 2024: 907 pence). This movement primarily reflects profits and property gains, offset by dividends, and exchange rate movements. The table highlights the main factors behind the movement in Adjusted NAV. A reconciliation between IFRS and Adjusted NAV is available in Note 11 to the Condensed Financial Statements.

Cash flow and net debt reconciliation

Cash flows from operating activities of £492 million are £33 million higher than the prior year primarily from increased rental activity. Finance cost outflows of £134 million in servicing the debt facilities, represent a small reduction on the prior year (£141 million) broadly reflective of the lower gross interest charge (before capitalised interest) in the period. Interest rate risk management is detailed further in the Financial review. In addition there were tax payments of £25 million, primarily in Italy.

The Group made net investments of £399 million in investment and development properties during the year on a wholly-owned cash flow basis (2024: £377 million). This is principally driven by expenditure of £444 million (2024: £1,000 million) to purchase and develop investment properties to deliver further growth in line with our strategy. This was offset by disposals of investment properties of £45 million (2024: £623 million) as the business continued to recycle assets when the opportunity arose.

During the year £405 million (2024: £277 million) in dividends were paid as the prior year dividends included a scrip dividend uptake discussed further in Note 10.

The net debt movement also includes a £166 million increase in respect of the retranslation of the euro denominated debt as the euro has weakened over the course of the year from €1.21:£1 to €1.15:£1.

Overall, net debt has increased in the year by £596 million to £4,840 million.

Cash flow and Net Debt Reconciliation

	2025 £m	2024 £m
Operating net debt	**(4,244)**	(4,972)
Cash flows from operating activities	**492**	459
Finance costs (net)	**(134)**	(141)
Dividends received	**63**	29
Tax paid	**(25)**	(17)
Net cash received from operating activities	**396**	330
Dividends paid	**(405)**	(277)
Purchase and development of investment properties	**(444)**	(1,000)
Sale of investment properties	**45**	623
Acquisition of interest in property and other investments	**(8)**	(6)
Proceeds from the issue of ordinary shares	**—**	889
Net settlement of foreign exchange derivatives	**(15)**	1
Net divestment in joint ventures	**34**	27
Purchase of plant and equipment and intangibles	**(29)**	(24)
Other cash items	**3**	11
Net funds flow	**(423)**	574
Non-cash movements on borrowings	**(7)**	(12)
Exchange rate movements on net debt	**(166)**	166
Closing net debt	**(4,840)**	(4,244)

Capital expenditure

The table below sets out analysis of the capital expenditure during the year. This includes acquisition and development spend, on an accruals basis, in respect of the Group's wholly-owned investment and trading property portfolios, as well as the equivalent amounts for joint ventures at share.

Total spend for the year was £835 million, a reduction compared to the prior year (2024: £1,104 million), with reduced spend on acquisitions which were primarily undertaken by the SELP joint venture in the current year. The development spend of £387 million (2024: £471 million) was split equally between the UK (predominantly in the National Markets region) and CE (predominantly in Germany). More detail on this spend can be found in the Development and Investment Updates above.

Development capital expenditure also includes infrastructure spend of £149 million (2024: £138 million). Interest of £64 million (2024: £69 million) has been capitalised in the year.

Spend on existing completed properties totalled £61 million (2024: £54 million). The balance mainly comprises refurbishment and fit-out costs, which equates to less than 8 per cent of total spend.

EPRA capital expenditure analysis

	2025			2024		
	Wholly owned £m	**Joint ventures £m**	**Total £m**	Wholly owned £m	Joint ventures £m	Total £m
Acquisitions	**24[1]**	**234**	**258[5]**	454[1]	—	454
Development	**369[2]**	**18**	**387**	430[2]	41	471
Capitalised interest[4]	**63**	**1**	**64**	67	2	69
Investment properties:						
Incremental lettable space	**—**	**—**	**—**	1	—	1
No incremental lettable space	**47**	**14**	**61**	44	9	53
Tenant incentives[3]	**65**	**—**	**65**	40	16	56
Total	**568**	**267**	**835**	1,036	68	1,104

1 Being £24 million investment property and £nil trading property (2024: £452 million and £2 million respectively) see Note 12.
2 Being £366 million investment property and £3 million trading property (2024: £429 million and £1 million respectively) see Note 12.
3 Includes tenant incentives and letting fees.
4 Capitalised interest on development expenditure.
5 Total acquisitions completed in 2025 shown in the Investment Update, being land acquisitions of £26 million and asset acquisitions of £232 million.

Dividend increase reflects the strong operational results and confidence for the future

Under the UK REIT rules, we are required to pay out 90 per cent of UK-sourced, tax-exempt rental profits as a 'Property Income Distribution' (PID). Since we also receive income from our properties in Continental Europe, our total dividend should normally exceed this minimum level and we target a payout ratio of 85 to 95 per cent of Adjusted profit after tax. We aim to deliver a progressive and sustainable dividend which grows broadly in line with our Adjusted earnings per share.

The Board has concluded that it is appropriate to recommend an increase in the 2025 final dividend per share by 1.2 pence to 21.4 pence (2024: 20.2 pence). We will pay the 2025 final dividend as a PID and expect to pay the 2026 interim dividend as an ordinary dividend. The Board's recommendation is subject to approval by shareholders at the 2026 Annual General Meeting to be held on 23 April 2026, in which event the 2025 final dividend will be paid on 8 May 2026 to shareholders on the register at the close of business on 27 March 2026.

In considering the final dividend, the Board took into account:

- the policy of targeting a payout ratio of between 85 and 95 per cent of Adjusted profit after tax;
- the desire to ensure that the dividend is sustainable and progressive throughout the cycle; and
- the results for 2025 and the outlook for earnings.

The total dividend for the year will therefore be 31.1 pence, a rise of 6.1 per cent versus 2024 (29.3 pence) and represents a distribution of 85 per cent of Adjusted profit after tax.

The Board has decided not to offer a scrip dividend option for the 2025 final dividend.

Financial position at 31 December 2025

At 31 December 2025, the gross borrowings of SEGRO Group and its share of gross borrowings in joint ventures totalled £6,062 million (31 December 2024: £5,536 million), of which £3 million (31 December 2024: £3 million) are secured by way of legal charges over specific assets. The remainder of gross borrowings are unsecured. Cash and cash equivalent balances were £143 million (31 December 2024: £536 million). Net borrowings were therefore £5,919 million (31 December 2024: £5,000 million). The average debt maturity was 6.0 years (31 December 2024: 6.9 years) and the average cost of debt as at 31 December 2025 (excluding non-cash interest and commitment fees) was 2.6 per cent (31 December 2024: 2.5 per cent).

Financial Position and Funding

	31 December 2025		31 December 2024	
	SEGRO Group	**SEGRO Group and JVs at share**	SEGRO Group	SEGRO Group and JVs at share
Net borrowings (£m)	**4,840**	**5,919**	4,244	5,000
Available cash and undrawn committed facilities (£m)[1]	**1,647**	**1,894**	1,705	2,125
Gearing (%)	**39**	**N/A**	35	N/A
Loan to value ratio (%)	**31**	**31**	28	28
Net debt : EBITDA ratio (times)[2]	**8.4**	**N/A**	8.6	N/A
Weighted average cost of debt (%)[3]	**2.5**	**2.6**	2.5	2.5
Interest cover (times)[4]	**4.2**	**4.2**	3.7	3.9
Average duration of debt (years)	**6.7**	**6.0**	7.8	6.9

1 Excludes tenant deposits held within cash and cash equivalents.
2 Calculation detailed in Table 2 in the Supplementary Notes.
3 Based on gross debt, excluding commitment fees and non-cash interest.
4 Net rental income Adjusted net finance costs (before capitalisation).

Funds available to the SEGRO Group (including its share of joint ventures) at 31 December 2025 totalled £1,894 million (31 December 2024: £2,125 million), comprising £68 million in cash and short-term investments and £1,826 million of undrawn credit facilities. Funds available increases to £1,978 million (31 December 2024: £2,337 million) including tenant deposits and uncommitted credit facilities, which total £84 million. Cash and cash equivalent balances, together with the Group’s interest rate and foreign exchange derivatives portfolio, are spread amongst a strong group of banks, all of which have a credit rating of ‘A-’ or better.

Financing

During 2025, SEGRO completed the following financing transactions.

- **Short-term debt:** SEGRO signed a new €1.6 billion revolving credit facility with its syndicate of eight relationship banks. The senior unsecured facility has an initial five-year term and may be further extended to a maximum of seven years, subject to lender approval. The new facility replaced the previous €1.0 billion and €0.6 billion syndicated revolving credit facilities which were due to mature in 2027. SELP signed a new €0.6 billion revolving credit facility with its syndicate of four relationship banks. The facility has a three-year term with the option to extend by a further two years, subject to lender approval. The new facility replaced the previous €0.5 billion and €0.1 billion syndicated revolving credit facilities which were due to mature in 2027.
- **Medium-term debt:** SEGRO signed a new five-year €360 million term loan facility with a group of banks. The facility is undrawn at year end and has an availability period for drawing to March 2026 when it will be drawn to partly refinance the upcoming €650 million bond maturity. SELP signed a new three-year €210 million term loan facility with relationship banks. The facility is undrawn at year end and has an availability period for drawing to June 2026.

- **Long-term debt:** SELP issued a €500 million 3.75 per cent bond due in 2032 which has refinanced the SELP €500 million 1.50 per cent bond which was repaid in November 2025.

Monitoring and mitigating financial risk
As explained in the Risks section below, the Group monitors a number of financial metrics to assess the level of financial risk being taken and to mitigate that risk.

Treasury policies and governance
The Group treasury function operates within a formal policy covering all aspects of treasury activity, including funding, counterparty exposure and management of interest rate, currency and liquidity risks. The Group treasury reports on compliance with these policies on a quarterly basis and policies are reviewed regularly by the Board.

Gearing and financial covenants
We consider the key leverage metric for SEGRO to be a proportionally consolidated (look-through) loan to value ratio (LTV) which incorporates assets and net debt on SEGRO's balance sheet and SEGRO's share of assets and net debt on the balance sheets of its joint ventures. The LTV at 31 December 2025 on this basis was 31 per cent (31 December 2024: 28 per cent), the increase primarily driven by a higher debt, offset by higher asset values.

SEGRO's borrowings contain gearing covenants based on Group net debt and net asset value, excluding debt in joint ventures. The gearing ratio of the Group at 31 December 2025, as defined within the principal debt funding arrangements of the Group, was 39 per cent (31 December 2024: 35 per cent).

This is significantly lower than the Group's tightest financial gearing covenant within these debt facilities of 160 per cent. Property valuations would need to fall by around 50 per cent from their 31 December 2025 values to reach the gearing covenant threshold of 160 per cent. A 50 per cent fall in property values would equate to an LTV ratio of approximately 62 per cent.

The Group's other key financial covenant within its principal debt funding arrangements is interest cover, requiring that net interest before capitalisation be covered at least 1.25 times by net property rental income. The ratio for 2025 was 4.2 times, comfortably ahead of the covenant minimum. Net property rental income would need to fall by around 70 per cent from 2025 levels, or the average interest rate would need to rise to 9.5 per cent from the full-year average interest rate of 2.8 per cent to breach the interest cover covenant threshold. On a proportionally consolidated basis, including joint ventures, the interest cover ratio was 4.2 times.

SEGRO also monitors its leverage on a net debt : EBITDA basis which is an important metric for rating agencies and our investors. SEGRO's net debt : EBITDA ratio at the end of 2025 was 8.4 times (2024: 8.6 times), reflecting the net impact of an £83 million increase in EBITDA and a £596 million increase in net debt. SEGRO has a long-term issuer default rating of 'BBB+' and a senior unsecured rating of 'A-' from Fitch Ratings as at 31 December 2025.

We mitigate the risk of over-gearing the Company and breaching debt covenants by carefully monitoring the impact of investment decisions on our LTV and by stress testing our balance sheet to potential changes in property values.

Our intention for the foreseeable future is to maintain our LTV at around 30 per cent, although the evolution of the property cycle will inevitably mean that there are periods of time when our LTV is higher or lower than this. However, this level of LTV through the cycle provides the flexibility to take advantage of investment opportunities arising and ensures significant headroom compared against our tightest gearing covenants should property values decline.

The weighted average maturity of the gross borrowings of the Group (including joint ventures at share) was 6.0 years, with the closest maturity being SEGRO's €650 million euro bond in March 2026, followed by SELP's €500 million euro bond in December 2026. These upcoming debt maturities have been partially refinanced by the €360 million term loan facility and €210 million term loan facility for SEGRO and SELP, respectively, with the remainder being financed by undrawn revolving credit facilities. This long average debt maturity comprises a well spread debt funding maturity profile which reduces future refinancing risk.

Interest rate risk

The Group's interest rate risk policy is designed to ensure that we limit our exposure to volatility in interest rates. The policy states that between 50 and 100 per cent of net borrowings (including the Group's share of borrowings in joint ventures) should be at fixed or capped rates, including the impact of derivative financial instruments.

At 31 December 2025, including the impact of derivative instruments, 97 per cent (2024: 116 per cent) of the net borrowings of the Group (including the Group's share of borrowings within joint ventures) were either at fixed rates or are protected from rising interest rates with an active interest rate cap. The interest rate cap portfolio has a spread of expiry dates over the next 6 years to 2031 and an average expiry of 3.4 years.

Hedging position (% of net borrowings)	**31 December 2025**	**31 December 2024**
SEGRO Group		
Fixed rate borrowings	**83**	92
Floating rate borrowings subject to an active cap	**16**	23
Floating rate borrowings subject to an inactive cap	**4**	3
Floating rate borrowings not hedged	**(1)**	(9)
Total gross debt	**102**	109
Cash and cash equivalents	**(2)**	(9)
Total	**100**	100
SEGRO Group and JVs at share		
Fixed rate borrowings	**84**	97
Floating rate borrowings subject to an active cap	**13**	19
Floating rate borrowings subject to an inactive cap	**4**	3
Floating rate borrowings not hedged	**1**	(8)
Total gross debt	**102**	111
Cash and cash equivalents	**(2)**	(11)
Total	**100**	100

As a result of the fixed rate cover in place, if short-term interest rates had been 100 basis points higher throughout the year to 31 December 2025, the Adjusted net finance cost of the Group would have been approximately £1 million lower (31 December 2024: £5 million lower) representing under 1 per cent (31 December 2024: 1 per cent) of Adjusted profit after tax. The sensitivity is inverted due to both interest rate cap hedging floating rate debt interest costs, and interest rate floors hedging floating rate cash interest income during the year to 31 December 2025. The interest rate floor contracts expired in December 2025.

The Group elects not to hedge account its interest rate derivatives portfolio. Therefore, movements in its fair value are taken to the income statement but, in accordance with EPRA Best Practices Recommendations Guidelines, these gains and losses are eliminated from Adjusted profit after tax.

Foreign currency translation risk

The Group has minimal transactional foreign currency exposure but does have a potentially significant currency translation exposure arising on the conversion of its foreign currency denominated assets (mainly euro) and euro denominated earnings into sterling in the Group consolidated accounts.

The Group seeks to limit its exposure to volatility in foreign exchange rates by hedging its foreign currency gross assets using either borrowings or derivative instruments. The Group targets a hedging range of between the last reported LTV ratio (31 per cent at 31 December 2025) and 100 per cent. At 31 December

2025, the Group was 71 per cent hedged by gross foreign currency denominated liabilities (31 December 2024: 75 per cent).

Including the impact of forward foreign exchange and currency swap contracts used to hedge foreign currency denominated net assets, if the value of the other currencies in which the Group operates at 31 December 2025 weakened by 10 per cent against sterling (to €1.27, in the case of euros), net assets would have decreased by approximately £160 million and there would have been a reduction in gearing of approximately 2.4 per cent and in the LTV of 1.4 per cent.

The average exchange rate used to translate euro denominated earnings generated during 2025 into sterling within the Consolidated Income Statement of the Group was €1.17:£1. Based on the hedging position at 31 December 2025, and assuming that this position had applied throughout 2025, if the euro had been 10 per cent weaker than the average exchange rate (€1.29:£1), Adjusted profit after tax for the year would have been approximately £11 million (2.2 per cent) lower than reported. If it had been 10 per cent stronger, Adjusted profit after tax for the year would have been approximately £14 million (2.8 per cent) higher than reported.

Going concern

As noted in the Financial position and funding section above, the Group has significant available liquidity to meet its current liabilities as they fall due including the upcoming €650 million bond maturity, operational requirements and capital commitments. The Group also has a long-dated debt maturity profile and substantial headroom against financial covenants.

- In April 2025 SEGRO signed a new €1.6 billion revolving credit facility with its syndicate of eight relationship banks. The senior unsecured facility has an initial five-year term and may be further extended to a maximum of seven years, subject to lender approval.
- In September 2025, SEGRO signed a new €360 million term loan facility with relationship and non-relationship banks. The facility is undrawn at year end and has an availability for drawing until March 2026, and a final maturity date in September 2030.
- Cash and available committed facilities, excluding tenant deposits, at 31 December 2025 were £1.6 billion.
- The Group continuously monitors its liquidity position compared to committed and expected capital and operating expenses on a rolling forward 18-month basis. The quantum of committed capital expenditure at any point in time is typically low due to the short timeframe to construct warehouse buildings.
- The Group also regularly stress tests its financial covenants. As noted above, at 31 December 2025, property values would need to fall by around 50 per cent before breaching the gearing covenant. In terms of interest cover, net rental income would need to fall by 70 per cent or the average interest rate would need to reach in excess of 9 per cent before breaching the interest cover covenant. All would be significantly in excess of the Group's experience during the financial crisis of 2008.

Having considered the principal risks facing the Group, including liquidity and solvency risks, stress testing, scenario analysis and material uncertainties, the Directors have a reasonable expectation that the Company and the Group have adequate resources to continue in operational existence for the foreseeable future (a period of at least 12 months from the date of approval of the Financial Statements). Accordingly, they continue to adopt the going concern basis in preparing these Condensed Financial Statements.

PRINCIPAL RISKS

Principal risks and uncertainties

A summary of the Group's principal risks is provided below. Each risk includes commentary on current year activity. Whilst each risk has been reviewed on multiple occasions throughout the year there have been no significant changes to the definition or assessment of the risks, compared to those outlined in the 2024 Annual Report.

1. Macroeconomic impact on market cycle

The property market is cyclical in nature and, therefore, there is a risk that the Group may misinterpret or fail to react appropriately to changes in the property market, cost of finance or broader macroeconomic and geopolitical conditions. This misjudgement could lead to the adoption of an inappropriate strategy or hinder the execution of an existing strategy, ultimately affecting property performance and shareholder value.

Current year activity.
The continued uncertain economic backdrop and elevated geopolitical risk were reflected in parallelled uncertainty in the occupational and investment market in 2025.

In light of these conditions, we have continued to perform thorough economic outlook assessments. We have mitigated our corporate risk through an appropriate financing strategy (see other principal risk) and ensured that the consequences for our portfolio strategy are appropriately aligned (see separate principal risk). The aim of these actions is to enable us to withstand economic shocks and take advantage of market opportunities.

2. Portfolio strategy and execution

SEGRO could have an inappropriate portfolio strategy or fail to adequately execute its strategy, meaning the Group's total property and/or shareholder returns could underperform in absolute or relative terms. This could be caused by:

- incorrect or ineffective capital allocation decisions;
- poor or incorrect market or asset level assumptions (see separate principal risk);
- inaccurate modelling or forecasting;
- lack of appropriate procedures and inadequate due diligence resulting in lengthy, onerous or costly transactions; and/or
- failure of due diligence.

Current year activity.
The Group has maintained a disciplined and responsive approach to portfolio management, as outlined in the Performance review section. We have continued to review our portfolio strategy, including data centre exposure, and ensured we have an appropriate investment stance and hurdle rates to deliver resilience against macroeconomic uncertainty.

We have a large data centre land and power banks. We have considered how to ensure that our strategy for these opportunities suitable manages the associated risks associated, whilst remaining consistent with the Group's Investment stance.

3. Major event/business disruption

There may be unexpected global, national or regional events which may include, but are not limited to: a global financial crisis, pandemic or other healthcare failure, power and/or water shortages, weather-related event, armed conflict or civil unrest, acts of terrorism and/or cyber breach (either malicious or accidental) or other IT disruption. Events may be singular or cumulative, and lead to business disruption or impairment of the operating environment. This could result in sustained asset value or revenue damage, solvency or covenant stress, liquidity or business continuity challenges.

Current year activity.
In 2025, geopolitical instability continued, and therefore the Group's operations and stakeholders are still experiencing uncertainty. The Group maintained its robust financing and portfolio strategy, ensuring flexibility and preparedness for major events and business disruptions. The Board and other Committees remained vigilant and actively managed risk responses as situations evolved.

The business continuity plan continued to operate successfully with a major incident management plan feeding into individual local and incident-specific management plans. The annual asset planning process reviewed any areas of weakness in the portfolio and had associated plans to rectify them.

Our cyber breach response plan was reviewed and enhanced during 2025. We continue regular training for, and testing of, employees including phishing tests and education on AI chatbots.

4. Health and safety
A health and safety incident may occur which involves harm to individuals or loss of life. This may be associated with the failure of Health and Safety Management Systems, failure of a building or other physical asset, or negligence of a third party. Furthermore, the Group may breach relevant legislation or fail to provide suitable employee support. The consequences may be a negative impact on employees and/or other stakeholders, litigation, fines, and serious reputational damage.

Current year activity.
We further developed our employee training programme, virtually and in person, with our training partners as well as issuing specific communications in relation to incidents or learnings. The health and safety team ensured that employees throughout the Group remained knowledgeable on current and future health and safety legislative changes. Routine monthly health and safety reporting to internal operational, technical and leadership teams, allows them, with the health and safety team, to respond to feedback and experiences, for example working at height activities, as well as reviewing specific practices and controls where required.

5. Environmental sustainability and climate change
Failure to adequately anticipate and/or respond to the impact of climate change or lack of preparation for environmental risks and regulation. This could relate to:

- increased severity and unpredictability of weather-related events leading to more frequent damage to our buildings;
- changes in laws, regulations, policies, taxation, and reporting requirements; and/or
- changes in social attitudes and customer requirements whereby SEGRO is required to alter the design and build of properties and/or energy provision to buildings and/or commitments to climate change mitigation initiatives.

These risks may result in increased and/or unplanned financial costs to SEGRO, disruption to our customers, legal and/or regulatory non-compliance and negative reputational effects reduced demand for our properties and reduced competitiveness.

Current year activity.
We have worked with a third-party to further develop our Net-Zero Transition Plan. The Executive Committee has approved a new set of GHG reduction targets which were validated by the SBTi July 2025.

We are monitoring the development of the Energy Performance in Buildings Directive Recast 2024 which sets mandatory standards to improve energy efficiency in EU buildings and is currently applicable in our European markets. In 2025 our physical climate risk report was published and models the effects of the physical risks to our portfolio.

During the year, we have established an ESG Governance Committee. The Committee formally meets at least four times a year to govern the Company's ESG disclosure and reporting, and determine the process for setting ESG targets.

Environmental considerations continued to be a key factor in asset acquisition and disposal decision making, developments and refurbishment decisions.

6. Development and construction execution

SEGRO has an extensive current programme and future pipeline of developments. The strategy and execution of this brings the following risks:

- above-appetite exposure to non-income producing assets;
- below-appetite land holdings or development activity;
- inaccurate appraisal assumptions or poor acquisition due diligence;
- contractor default or poor performance;
- exposure to direct or indirect supply chain issues; and/or
- defective or deleterious materials in buildings.

This could result in increased costs and delays, reduced property returns, loss or limitations of building use, legal and/or regulatory non-compliance, reputational damage, fines and loss of shareholder confidence.

Current year activity.

In light of the ongoing variability in market conditions, we have continued to monitor the value of land holdings, looking for optionality where possible. We have worked closely and in partnership with our contractors and are still making use of lump sum contracts while we closely monitor market intelligence. We have continued to investigate ways to drive best value from costs with input from our technical teams in the UK and Continental Europe, to ensure SEGRO remains competitive.

7. Financing strategy

The Group could suffer an acute liquidity or solvency crisis caused by a failure in design or execution of its financing strategy. Such an event may be caused by a number of factors including:

- a failure to obtain debt or equity funding (for example, due to market disruption or rating downgrade);
- having an inappropriate debt structure (including leverage level, debt maturity, interest rate or currency exposure);
- poor forecasting;
- defaulting on loan agreements as a result of a breach of financial or other covenants; and/or
- counterparty default.

This could result in an inability for SEGRO to finance its strategy, and financial loss or financial distress.

Current year activity.

The Group holds a significant presence across various capital markets including euro bond, sterling bond and US private placements. SELP also holds a significant presence in the euro bond market. We continue to be advised by our lending banks and corporate brokers that we can currently access all debt markets. Liquidity remains strong due to the facilities put in place and there is substantial headroom against all our financial covenants. This positions us well financially in order to support activities aligned with our strategy. Furthermore, the Group continues to utilise fixed rate debt and pertinent derivatives to mitigate the risk of rising interest rates both currently and in the future.

8. Legal, political and regulatory

The Group could fail to comply with laws, regulations, governance obligations or contractual obligations (including in respect of joint ventures), which are applicable now, or may become applicable in the future. Such failures could lead to material litigation, censure, penalties and fines, reputational damage, damage to relationships with stakeholders (including joint venture partners), and loss of stakeholder confidence. It could also impact the Company's REIT and SIIC status and damage relationships with tax authorities.

Compliance with future new laws and/or regulations introduced by governments in the countries in which the Company operates could potentially impact the business and its ability to achieve its strategic objectives.

A lack of employee awareness of the obligations which apply to the Company, as well as its culture may lead to an increased risk of unethical, fraudulent and/or unacceptable behaviour including breaches of the Code of Business Conduct and Ethics and other key policies.

Current year activity.
The legal and regulatory environment continues to be dynamic with increasing laws and regulations, together with an ongoing strong stance taken on enforcement by governments and regulators. Tax risk also remains high due to changes in governmental policy. SEGRO continues to complete actual and forecast compliance tests for REIT and SIIC compliance.

A tougher economic environment increases the risk of unethical behaviour. We have robust processes and procedures in place to mitigate against this. We continue to raise awareness of the obligations of employees set out in the Code of Business Conduct and Ethics, as well as our suppliers through our supplier screening programme, supplier interviews and the Supplier Code of Conduct which further reinforces the behaviour expected from suppliers and those working for the Company.

9. People and talent
SEGRO could fail to deliver its strategy because of:

- a failure to attract, retain, or develop the diverse talent needed;
- insufficient leadership strength or succession depth for critical roles;
- declines in engagement or cultural alignment that could impact performance; and/or
- organisational structures or skills that do not evolve quickly enough to support strategic priorities.

This could be associated with inappropriate or ineffective people policies and processes and could lead to a less productive workforce, lower performance, higher employee turnover, weak culture, inefficient cost base or unclear structure, responsibilities and roles.

Current year activity.
During 2025, we maintained organisational stability, including leadership transitions such as the appointment of a new CFO, with voluntary attrition remaining low. We continued to invest in critical capabilities, adding additional strength in data centres, energy and digital, ensuring we are well positioned to deliver our strategy. Dynamic and ongoing reviews of our organisational design and people capabilities ensure resources align with business needs and cost efficiency.

We completed performance, development, succession and retention planning, supported by employee engagement surveys to monitor sentiment and inform action, ensuring that we are nurturing our internal talent and continuing to strengthen our culture and organisational effectiveness.

10. Operational delivery
The Group may experience operational failures such as:

- poor customer insight and retention or increased level of customer defaults;
- fraud, error or disruption of treasury operations;
- inaccurate, misleading or delayed valuation or tax reporting;
- inaccurate, unavailable or incomplete data including lease data and/or;
- errors in lease terms or execution.

These issues could lead to various adverse effects, including weaker customer demand and relationships, reputational damage, regulatory censure or fines, additional and unplanned costs, reduced income and property valuation, illiquidity, misinformed strategic decisions and missed opportunities. Overall, this could increase SEGRO's costs, reduce competitiveness and damage its reputation.

Current year activity.
We continue to prioritise close engagement with our customers and especially focus on customer activities, as well as continually assessing the risks associated with customer concentration and monitoring with the use of updated reporting which is accessible Group-wide.

The approval for leases, as required in the leasing policy, is now integrated into SEGRO's automated letting recommendation tool. The SEGRO Asset Management Application, is a workflow tool to enhance oversight and monitoring of leases. It is now in place in all regions and helps teams to review and manage lease events. These tools increase efficiency, consistency and control.

The Group valuation is currently undertaken bi-annually by CBRE, which is considered reputable and independent. Following the RICS changes to mandatory rotation rules in the UK, we retendered the UK valuation during the year, and approved the appointment of Cushman & Wakefield as SEGRO's UK valuers with effect from the June 2026 half year valuation. CBRE remains the valuer of the Continental European portfolio.

RESPONSIBILITY STATEMENT

The Statement of Directors' Responsibilities below has been prepared in connection with the Company's full Annual Report and Accounts for the year ended 31 December 2025. Certain parts of the Annual Report and Accounts have not been included in this announcement as set out in Note 1 to the condensed financial information.

The Directors consider that the Annual Report and Accounts, taken as a whole, is fair, balanced and understandable and provides the information necessary to assess the Group's and Company's position and performance, business model and strategy.

Each of the Directors, whose names and functions are listed in the Governance section of the Annual Report confirm that, to the best of their knowledge:

- the Group Financial Statements, which have been prepared in accordance with UK-adopted international accounting standards and international financial reporting standards adopted pursuant to Regulation (EC) No 1606/2002 as it applies in the European Union, give a true and fair view of the assets, liabilities, financial position and profit of the Group; and
- the Strategic Report includes a fair review of the development and performance of the business and the position of the Group and Company, together with a description of the principal risks and uncertainties that it faces.

The responsibility statement was approved by the Board of Directors on 19 February 2026 and signed on its behalf by:

David Sleath	Susanne Schroeter
Chief Executive	Chief Financial Officer
19 February 2026	19 February 2026

CONDENSED GROUP INCOME STATEMENT

For the year ended 31 December 2025

	Notes	**2025 £m**	2024 £m
Revenue	4	**726**	675
Costs	5	**(154)**	(144)
		572	531
Administrative expenses		**(73)**	(76)
Share of profit from joint ventures after tax	6	**109**	53
Realised and unrealised property gains	7	**55**	195
Operating profit		**663**	703
Finance income	8	**26**	92
Finance costs	8	**(129)**	(159)
Profit before tax		**560**	636
Tax	9	**(9)**	(42)
Profit after tax		**551**	594
Earnings per share (pence)			
Basic	11	**40.7**	44.7
Diluted	11	**40.7**	44.6

CONDENSED GROUP STATEMENT OF COMPREHENSIVE INCOME

For the year ended 31 December 2025

	2025 £m	2024 £m
Profit for the year	**551**	594
Items that may be reclassified subsequently to profit or loss		
Foreign exchange movement arising on translation of international operations	**173**	(172)
Fair value movements on derivatives and borrowings in effective hedge relationships	**(96)**	95
	77	(77)
Tax on components of other comprehensive income/(expense)	**—**	—
Other comprehensive income/(expense)	**77**	(77)
Total comprehensive income for the year	**628**	517

CONDENSED GROUP BALANCE SHEET

As at 31 December 2025

	Notes	**2025 £m**	2024 £m
Assets			
Non-current assets			
Intangible assets		**44**	37
Investment properties	12	**15,998**	15,303
Other interests in property		**21**	17
Property, plant and equipment		**40**	34
Investments in joint ventures and associates	6	**1,715**	1,552
Other investments		**16**	12
Other receivables		**3**	2
Derivative financial instruments		**25**	48
		17,862	17,005
Current assets			
Trading properties		**1**	6
Trade and other receivables		**185**	178
Tax asset		**20**	19
Derivative financial instruments		**2**	3
Cash and cash equivalents	13	**111**	363
		319	569
Total assets		**18,181**	17,574
Liabilities			
Non-current liabilities			
Borrowings	13	**4,386**	4,607
Deferred tax liabilities	9	**210**	192
Trade and other payables		**82**	70
Derivative financial instruments		**82**	75
		4,760	4,944
Current liabilities			
Trade and other payables		**512**	502
Borrowings	13	**565**	—
Derivative financial instruments		**60**	44
Tax liabilities		**11**	35
		1,148	581
Total liabilities		**5,908**	5,525
Net assets		**12,273**	12,049
Equity			
Share capital		**135**	135
Share premium		**4,569**	4,569
Capital redemption reserve		**114**	114
Own shares held		**(5)**	(4)
Other reserves		**196**	124
Retained earnings		**7,264**	7,111
Total equity		**12,273**	12,049
Net assets per ordinary share (pence)			
Basic	11	**907**	891
Diluted	11	**906**	889

CONDENSED GROUP STATEMENT OF CHANGES IN EQUITY

For the year ended 31 December 2025

				Other reserves					
	Ordinary share capital £m	Share premium £m	Capital redemption reserve £m	Own shares held £m	Share-based payments reserves £m	Translation, hedging and other reserves £m	Merger reserve £m	Retained earnings £m	Total equity £m
Balance at 1 January 2025	**135**	**4,569**	**114**	**(4)**	**25**	**(70)**	**169**	**7,111**	**12,049**
Profit for the year	—	—	—	—	—	—	—	551	551
Other comprehensive income	—	—	—	—	—	77	—	—	77
Total comprehensive income for the year	**—**	**—**	**—**	**—**	**—**	**77**	**—**	**551**	**628**
Transactions with owners of the Company									
Issue of shares	—	—	—	—	—	—	—	—	—
Own shares acquired	—	—	—	(4)	—	—	—	—	(4)
Equity-settled share-based transactions	—	—	—	3	(5)	—	—	7	5
Dividends	—	—	—	—	—	—	—	(405)	(405)
Total transaction with owners of the Company	**—**	**—**	**—**	**(1)**	**(5)**	**—**	**—**	**(398)**	**(404)**
Balance at 31 December 2025	**135**	**4,569**	**114**	**(5)**	**20**	**7**	**169**	**7,264**	**12,273**

For the year ended 31 December 2024

				Other reserves					
	Ordinary share capital £m	Share premium £m	Capital redemption reserve £m	Own shares held £m	Share-based payments reserves £m	Translation, hedging and other reserves £m	Merger reserve £m	Retained earnings £m	Total equity £m
Balance at 1 January 2024	123	3,577	114	(2)	28	7	169	6,888	10,904
Profit for the year	—	—	—	—	—	—	—	594	594
Other comprehensive expense	—	—	—	—	—	(77)	—	—	(77)
Total comprehensive income/(expense) for the year	—	—	—	—	—	(77)	—	594	517
Transactions with owners of the Company									
Issue of shares	11	878	—	—	—	—	—	—	889
Own shares acquired	—	—	—	(5)	—	—	—	—	(5)
Equity-settled share-based transactions	—	—	—	3	(3)	—	—	8	8
Dividends	1	114	—	—	—	—	—	(379)	(264)
Total transaction with owners of the Company	12	992	—	(2)	(3)	—	—	(371)	628
Balance at 31 December 2024	135	4,569	114	(4)	25	(70)	169	7,111	12,049

CONDENSED GROUP CASH FLOW STATEMENT

For the year ended 31 December 2025

	Notes	2025 £m	2024 £m
Cash flows from operating activities			
Cash generated from operations	14(i)	**492**	459
Interest received		**42**	75
Dividends received		**63**	29
Interest paid		**(172)**	(209)
Cost of new interest rate derivatives transacted		**(4)**	(7)
Tax paid		**(25)**	(17)
Net cash received from operating activities		**396**	330
Cash flows from investing activities			
Purchase and development of investment properties[1]		**(444)**	(1,000)
Sale of investment properties		**45**	623
Acquisition of other interests in property		**(5)**	(4)
Refunds from other interests in property		**—**	11
Purchase of plant and equipment and intangibles		**(29)**	(24)
Acquisition of other investments		**(3)**	(2)
Investment and loans to joint ventures		**(5)**	(3)
Divestment from and repayment of loans by joint ventures		**39**	30
Net cash used in investing activities		**(402)**	(369)
Cash flows from financing activities			
Dividends paid	10	**(405)**	(277)
Proceeds from borrowings	14(ii)	**268**	419
Repayment of borrowings	14(ii)	**(88)**	(999)
Principal element of lease payments		**(2)**	(2)
Settlement of foreign exchange derivatives		**(15)**	1
Proceeds from issue of ordinary shares		**—**	889
Purchase of ordinary shares		**(4)**	(5)
Net cash (used in)/generated from financing activities		**(246)**	26
Net decrease in cash and cash equivalents		**(252)**	(13)
Cash and cash equivalents at the beginning of the year		**363**	376
Effect of foreign exchange rate changes		**—**	—
Cash and cash equivalents at the end of the year	13	**111**	363

1 Cash payment for the purchase and development of investment properties of £444 million (2024: £1,000 million) represents total costs for property acquisitions and additions to existing investment properties per Note 12 of £500 million (2024: £993 million) adjusted for the following cash and non-cash movements: deducts interest capitalised of £63 million (2024: £67 million) and includes net movement in capital related accruals, prepayments and VAT of £7 million (2024: £74 million).

NOTES TO THE CONDENSED FINANCIAL STATEMENTS

1. Material Accounting Policies

The financial information set out in this announcement does not constitute the consolidated statutory accounts for the years ended 31 December 2025 and 2024, but is derived from those accounts. Statutory accounts for 2024 have been delivered to the Registrar of Companies and those for 2025 (approved by the Board on 19 February 2026) will be delivered following the Company's annual general meeting. The external auditor has reported on the accounts and their reports did not contain any modifications.

Given due consideration to the nature of the Group's business and financial position, including the financial resources available to the Group, the Directors consider that the Group is a going concern and this financial information is prepared on that basis.

The financial information set out in this announcement is based on the consolidated financial statements which are prepared in accordance with UK-adopted International Accounting Standards (IAS) and the requirements of the Companies Act 2006 as applicable to companies reporting under those standards and International Financial Reporting Standards (IFRS) adopted pursuant to Regulation (EC) No 1606/2002 as it applies in the European Union. UK adopted International Accounting Standards differs in certain respects from International Financial Reporting Standards as adopted by the EU. The differences have no material impact on the Financial Statements for the periods presented, which therefore also comply with International Reporting Standards as adopted by the EU.

The financial information is in accordance with the accounting policies set out in the 2024 financial statements.

While the financial information included in these condensed financial statements has been prepared in accordance with the recognition and measurement criteria of UK-adopted IAS and with the requirements of the Companies Act 2006 as applicable to companies reporting under those standards and IFRS adopted pursuant to Regulation (EC) No 1606/2002 as it applies in the European Union, this announcement does not itself contain sufficient information to comply with IASs and IFRSs. The Company expects to publish full financial statements that comply with IASs and IFRSs by March 2026.

The principal exchange rates used to translate foreign currency denominated amounts in 2025 are:

Balance Sheet: £1 = €1.15 (2024: £1 = €1.21). Income Statement: £1 = €1.17 (2024: £1 = €1.18).

New and amended standards adopted by the Group

The new accounting standards and amendments that became applicable for the current reporting year did not have a material impact on the amounts recognised in prior or current period and are not expected to significantly affect the future periods.

Critical accounting judgements and key sources of estimation uncertainty

In the application of the Group's accounting policies, the Directors are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revisions and future periods if the revision affects both current and future periods.

Significant areas of estimation uncertainty

Property valuations

Valuation of property is a central component of the business. In estimating the fair value, the Group engages third-party qualified valuers to perform the valuation.

Significant areas of judgements in applying the Group's accounting policies

Accounting for significant property transactions

Property transactions are complex in nature. Management considers each material transaction separately, with an assessment carried out to determine the most appropriate accounting treatment and judgements applied. The judgements include whether the transaction represents an asset acquisition or business combination and the cut-off for property transactions on recognition of property assets and revenue recognition. In making its judgement over the cut-off for property transactions, management considers whether the control of ownership of the assets acquired or disposed of has transferred to or from the Group (this consideration includes the revenue recognition criteria set out in IFRS 15 for the sale of trading properties).

In making its judgement on whether the acquisition of property through the purchase of a corporate vehicle represents an asset acquisition or business combination, management considers whether the integrated set of assets and activities acquired contain both inputs and processes along with the ability to create outputs. Management also applies the optional 'concentration test' allowed under IFRS 3. When applying the optional test, management considers if substantially all of the fair value of gross assets acquired is concentrated in a single asset (or a group of similar assets). Where management judges that substantially all of the fair value of the gross assets acquired are concentrated in a single asset (or a group of similar assets) and the 'concentration test' is met, the assets acquired would not represent a business and the purchase would be treated as an asset acquisition.

There were no property transactions during the current or prior year requiring significant judgement.

REIT status

The Company has elected for UK REIT and French SIIC status. To continue to benefit from these tax regimes, the Group is required to comply with certain conditions as outlined in Note 9. Management intends that the Group should continue as a UK REIT and a French SIIC for the foreseeable future.

Uncertain tax positions

The Group is subject to periodic challenges by local tax authorities on a range of tax matters during the normal course of business. The tax impact can be uncertain until a conclusion is reached with the relevant tax authority or through a legal process. Management's judgement is required in assessing the likelihood of whether a liability, including any associated penalties, will arise and the significant assessment relating to the recognition of withholding tax in France and is discussed further in Note 9.

2. ADJUSTED PROFIT

Adjusted profit is a non-GAAP measure and is the Group's measure of underlying profit, which is used by the Board and senior management to measure and monitor the Group's income performance.

It is based on the Best Practices Recommendations Guidelines of European Public Real Estate Association (EPRA), which calculate profit excluding investment and development property revaluations and gains or losses on disposals. Changes in the fair value of financial instruments and associated close-out costs and their related taxation, as well as other permitted one-off items, are also excluded. Refer to the Supplementary Notes for all EPRA adjustments.

The Directors may also exclude from the EPRA earnings measure additional items (gains and losses), which are considered by them to be non-recurring, unusual or significant by virtue of size and nature. In excluding such items going forward, management believe this gives a better measure of the underlying performance of the business. No non-EPRA adjustments to underlying profit were made in the current and prior year.

	Notes	**2025 £m**	2024 £m
Gross rental income	4	**637**	592
Property operating expenses	5	**(94)**	(92)
Net rental income		**543**	500
Joint venture management fee income	4	**25**	26
Management and development fee income	4	**3**	6
Net service charge and other income[2]		**1**	(1)
Administrative expenses		**(73)**	(76)
Share of joint ventures' Adjusted profit after tax[1]	6	**78**	83
Adjusted operating profit before interest and tax		**577**	538
Net finance costs	8	**(68)**	(68)
Adjusted profit before tax		**509**	470
Adjustments to reconcile to IFRS:			
Adjustments to the share of profit from joint ventures after tax[1]	6	**31**	(30)
Realised and unrealised property gains	7	**55**	195
Profit on sale of trading properties	7	**2**	—
Cost of early close-out of debt	8	**—**	(2)
Net fair value (loss)/gain on interest rate swaps and other derivatives	8	**(35)**	3
Solar panel depreciation[2]		**(2)**	—
Total adjustments		**51**	166
Profit before tax		**560**	636
Tax			
On Adjusted profit	9	**(14)**	(12)
In respect of adjustments	9	**5**	(30)
Total tax adjustments		**(9)**	(42)
Profit after tax		**551**	594
Of which:			
Adjusted profit after tax		**495**	458
Total adjustments after tax		**56**	136

1 A detailed breakdown of the adjustments to the share of profit from joint ventures is included in Note 6.
2 Net service charge and other income of £1 million (2024: £1 million expense) is calculated as Service charge and other income of £51 million (2024: £51 million) shown in Note 4, less Service charge and other expenses of £52 million (2024: £52 million) shown in Note 5 and adds back solar panel depreciation of £2 million (2024: £nil). Solar depreciation is shown outside of Adjusted profit in line with the updated EPRA guidelines for reporting periods after 1 October 2024.

3. SEGMENTAL ANALYSIS

The Group's reportable segments are the two property businesses, United Kingdom (UK) and Continental Europe (CE). These two property businesses are managed and their operating results reported to the Executive Directors ('chief operating decision maker', 'CODM') as separate and distinct businesses.

31 December 2025	Gross rental income £m	Net rental income £m	Share of joint ventures' Adjusted profit/(loss) £m	Adjusted PBIT[2] £m	Valuation surplus on investment properties £m	Total directly owned property assets £m	Investments in joint ventures £m	Capital expenditure[3] £m
UK	**460**	**420**	**(1)**	**417**	**23**	**11,685**	**98**	**269**
CE	**176**	**135**	**110**	**261**	**31**	**4,314**	**2,744**	**234**
Other[1]	**1**	**(12)**	**(31)**	**(101)**	**—**	**—**	**(1,127)[4]**	**29**
Total	**637**	**543**	**78**	**577**	**54**	**15,999**	**1,715**	**532**

31 December 2024	Gross rental income £m	Net rental income £m	Share of joint ventures' Adjusted profit/(loss) £m	Adjusted PBIT[2] £m	Valuation surplus/ (deficit) on investment properties £m	Total directly owned property assets £m	Investments in joint ventures £m	Capital expenditure[3] £m
UK	437	399	—	395	170	11,463	28	562
CE	155	113	111	244	(50)	3,846	2,428	434
Other[1]	—	(12)	(28)	(101)	—	—	(904)	24
Total	592	500	83	538	120	15,309	1,552	1,020

1 'Other' category includes the corporate centre, SELP holding companies and costs relating to the operational business that are not specifically allocated to the two property businesses.
2 A reconciliation of total Adjusted PBIT to the IFRS profit before tax is provided in Note 2. Total revenues from external customers included within Adjusted PBIT: UK £475 million (2024: £448 million), CE £241 million (2024: £227 million).
3 Capital expenditure includes additions and acquisitions of investment and trading properties but does not include tenant incentives and letting fees. The 'Other' category includes non-property related spend, primarily IT.
4 Includes the bonds held by SELP Finance S.à.r.l, a Luxembourg entity.

Revenues from the most significant countries within the Group were: UK £480 million (2024: £448 million), France £88 million (2024: £86 million), Italy £45 million (2024: £46 million), Germany £60 million (2024: £57 million), Poland £20 million (2024: £19 million) and the Netherlands £22 million (2024: £8 million).

4. REVENUE

	2025 £m	2024 £m
Rental income from investment and trading properties	**604**	574
Rent averaging	**31**	14
Surrender premiums	**2**	4
Gross rental income[1]	**637**	592
Joint venture fee income – management fees*	**25**	26
Joint venture fee income	**25**	26
Management and development fee income*	**3**	6
Service charge and other income*[2]	**51**	51
Proceeds from sale of trading properties*	**10**	—
Total revenue	**726**	675

* The above income streams reflect revenue recognition under IFRS 15 'Revenue from Contracts with Customers' and total £89 million (2024: £83 million).
1 Net rental income of £543 million (2024: £500 million) is calculated as gross rental income of £637 million (2024: £592 million) less total property operating expenses of £94 million (2024: £92 million) shown in Note 5.
2 Other income includes income from solar energy sold to national grids or direct to occupiers.

5. COSTS

	2025 £m	2024 £m
Vacant property costs	**20**	18
Letting, marketing, legal and professional fees	**15**	16
Loss allowance and impairment of receivables	**2**	1
Other expenses	**11**	11
Property management expenses	**48**	46
Property administrative expenses[1]	**57**	56
Costs capitalised[2]	**(11)**	(10)
Total property operating expenses	**94**	92
Service charge and other expense[3]	**52**	52
Trading properties cost of sales	**8**	—
Total costs	**154**	144

1 Property administrative expenses predominantly relate to the employee staff costs of personnel directly involved in operating the property portfolio.
2 Costs capitalised primarily relate to internal employee staff costs directly involved in developing the property portfolio.
3 Other expenses includes expenses relating to the provision of solar energy

6. INVESTMENTS IN JOINT VENTURES AND ASSOCIATES

6(i) Profit from joint ventures and associates after tax

The table below presents a summary Income Statement of the Group's largest joint ventures, all of which are accounted for using the equity method as set out in Note 1. SEGRO European Logistics Partnership (SELP) is incorporated in Luxembourg and owns logistics property assets in Continental Europe. The Group holds 50 per cent of the share capital and voting rights in the material joint ventures.

During 2025, SEGRO formed SEGRO Pure Premier Park Data Centre Limited, a 50:50 joint venture with Pure Data Centres Group (Pure DC). The joint venture has been created with the intent to develop and deliver a fully fitted data centre in Park Royal, West London. As part of the transaction, SEGRO has contributed land into the joint venture at market value. The joint venture is presented in the 'Other' column in the tables 6(i) and 6(ii).

	SELP £m	**Other £m**	**At 100% 2025 £m**	At 100% 2024 £m	**At share 2025 £m**	At share 2024 £m
Revenue[1]	**375**	—	**375**	370	**187**	185
Gross rental income	**283**	—	**283**	274	**142**	137
Property operating expenses:						
– underlying property operating expenses	**(14)**	**(2)**	**(16)**	(15)	**(8)**	(8)
– vacant property costs	**(4)**	—	**(4)**	(3)	**(2)**	(1)
– property management fees[2]	**(24)**	—	**(24)**	(23)	**(12)**	(12)
Net rental income	**241**	**(2)**	**239**	233	**120**	116
Management fee income	**4**	—	**4**	4	**2**	2
Net service charge and other income	**1**	—	**1**	—	—	—
Administrative expenses	**(5)**	—	**(5)**	(5)	**(3)**	(2)
Finance costs (including adjustments)	**(52)**	—	**(52)**	(44)	**(26)**	(22)
Adjusted profit/(loss) before tax	**189**	**(2)**	**187**	188	**93**	94
Tax	**(30)**	—	**(30)**	(22)	**(15)**	(11)
Adjusted profit/(loss) after tax	**159**	**(2)**	**157**	166	**78**	83
Adjustments:						
(Loss)/profit on sale of investment properties	**(1)**	—	**(1)**	5	**(1)**	2
Valuation surplus/(deficit) on investment properties	**81**	**(7)**	**74**	(60)	**37**	(30)
Solar panel depreciation	**(1)**	—	**(1)**	—	—	—
Tax in respect of adjustments	**(10)**	—	**(10)**	(5)	**(5)**	(2)
Total adjustments	**69**	**(7)**	**62**	(60)	**31**	(30)
Profit/(loss) after tax	**228**	**(9)**	**219**	106	**109**	53
Other comprehensive income	—	—	—	—	—	—
Total comprehensive income/(expense) for the year	**228**	**(9)**	**219**	106	**109**	53

1 Total revenue at 100 per cent of £375 million (2024: £370 million) includes: Gross rental income of £283 million (2024: £274 million); service charge and other income of £88 million (2024: £92 million); and management fee income of £4 million (2024: £4 million). Service charge income of £87 million (2024: £92 million) is netted against the equal and opposite service charge expense in calculating Adjusted profit before tax.

2 Property management fees paid to SEGRO.

SELP is a SPPICAV in France, and does not pay tax on its French property income or gains on property sales, provided that at least 85 per cent of the French subsidiaries' property income and 50 per cent of the French subsidiaries' gains are distributed to their immediate shareholder (at which point they will be subject to tax). In addition, SELP has to meet certain conditions such as ensuring the property rental business of each French subsidiary represents more than 60 per cent of its assets. Any potential or proposed changes to the SPPICAV legislation are monitored.

6(ii) Summarised Balance Sheet information in respect of the Group's joint ventures and associates

	SELP £m	Other £m	At 100% 2025 £m	At 100% 2024 £m	At share 2025 £m	At share 2024 £m
Investment properties	**5,888**	**196**	**6,084**	5,052	**3,042**	2,526
Other interests in property	**1**	**—**	**1**	—	**1**	—
Property, plant and equipment	**25**	**—**	**25**	19	**13**	10
Other receivables	**4**	**—**	**4**	3	**2**	1
Total non-current assets	**5,918**	**196**	**6,114**	5,074	**3,058**	2,537
Trade and other receivables	**65**	**2**	**67**	52	**34**	26
Cash and cash equivalents	**61**	**2**	**63**	346	**32**	173
Total current assets	**126**	**4**	**130**	398	**66**	199
Total assets	**6,044**	**200**	**6,244**	5,472	**3,124**	2,736
Borrowings[1]	**(1,787)**	**—**	**(1,787)**	(1,444)	**(894)**	(722)
Deferred tax	**(375)**	**—**	**(375)**	(359)	**(188)**	(179)
Other liabilities	**(10)**	**—**	**(10)**	—	**(5)**	—
Total non-current liabilities	**(2,172)**	**—**	**(2,172)**	(1,803)	**(1,087)**	(901)
Borrowings[1]	**(434)**	**—**	**(434)**	(413)	**(217)**	(207)
Other liabilities	**(206)**	**(3)**	**(209)**	(152)	**(105)**	(76)
Total current liabilities	**(640)**	**(3)**	**(643)**	(565)	**(322)**	(283)
Total liabilities	**(2,812)**	**(3)**	**(2,815)**	(2,368)	**(1,409)**	(1,184)
Net assets	**3,232**	**197**	**3,429**	3,104	**1,715**	1,552

1 The external borrowings of the joint ventures are non-recourse to the Group. At 31 December 2025, the fair value of £2,221 million (2024: £1,857 million) of borrowings was £2,205 million (2024: £1,818 million). This results in a fair value adjustment increase in EPRA NDV of £16 million (2024: £39 million), at share £8 million (2024: £20 million), see Table 5 of the Supplementary Notes.

Fees

SEGRO provides certain services, including venture advisory, development management and asset management, to the SELP joint venture and receives fees for doing so.

Performance fees may also be payable from SELP to SEGRO based on its IRR subject to certain hurdle rates over the performance period. The current performance period commenced in October 2023 and is over a circa three-year and circa six-year period. The first performance period and potential payment due ends in June 2026, but 50 per cent of any payment is subject to clawback based on performance over the six-year period to June 2029. If the IRR increases by June 2029 relative to June 2026, additional fees might be triggered.

Based on the current estimates of the IRR calculation from October 2023 to 31 December 2025, no performance fee is due to SEGRO in June 2026. Therefore no fee has been recognised in the year as the recognition criteria under IFRS 15 has not been met. The performance fee is not considered to be a significant area of estimation uncertainty at this point.

7. PROPERTY GAINS AND LOSSES

7(i) Realised and Unrealised Property Gains and Losses

	2025 £m	2024 £m
Profit on sale of investment properties	**1**	75
Valuation surplus on investment properties[1]	**54**	120
Total realised and unrealised property gain	**55**	195

1 Includes £55 million valuation surplus on investment properties (2024: £121 million) and £1 million valuation loss on head lease ROU asset (2024: £1 million).

The above table does not include realised gains on sale of trading properties of £2 million (2024: £nil) as detailed further in Note 2.

7(ii) Total Property Gains (including joint venture at share)

	2025			2024		
	Group £m	**Joint ventures £m**	**Total £m**	Group £m	Joint ventures £m	Total £m
Valuation surplus/(deficit) on investment properties	**54**	**37**	**91**	120	(30)	90
Total valuation surplus/(deficit) on investment and trading properties	**54**	**37**	**91**	120	(30)	90
Profit/(loss) on sale of investment properties	**1**	**(1)**	**—**	75	2	77
Profit on sale of trading properties	**2**	**—**	**2**	—	—	—
Total properties gain/(loss) on investment and trading properties	**57**	**36**	**93**	195	(28)	167

8. NET FINANCE COSTS

Finance income	**2025 £m**	2024 £m
Interest received on bank deposits and related derivatives	**25**	56
Fair value gain on interest rate swaps and other derivatives	**1**	35
Exchange differences	**—**	1
Total finance income	**26**	92

Finance costs	**2025 £m**	2024 £m
Interest on overdrafts, loans and related derivatives	**(144)**	(179)
Cost of early close-out of debt	**—**	(2)
Amortisation of issue costs	**(7)**	(10)
Interest on lease liabilities	**(3)**	(3)
Total borrowing costs	**(154)**	(194)
Less amounts capitalised on the development of properties	**63**	67
Net borrowing costs	**(91)**	(127)
Fair value loss on interest rate swaps and other derivatives	**(36)**	(32)
Exchange differences	**(2)**	—
Total finance costs	**(129)**	(159)
Net finance costs	**(103)**	(67)

Net finance costs (including adjustments) in Adjusted profit (Note 2) are £68 million (2024: £68 million). This excludes net fair value gains and losses on interest rate swaps and other derivatives of £35 million loss (2024: £3 million gain) and the cost of early close-out of debt of £nil (2024: £2 million).

The interest capitalisation rates for 2025 ranged from 2.4 per cent to 6.2 per cent (2024: 2.6 per cent to 6.7 per cent). Interest is capitalised gross of tax relief.

9. TAX

9(i) Tax on profit

	2025 £m	2024 £m
Tax:		
On Adjusted profit	**(14)**	(12)
In respect of adjustments	**5**	(30)
Total tax charge	**(9)**	(42)
Current tax		
United Kingdom		
Current tax credit	**7**	1
Total UK current tax credit	**7**	1
Overseas		
Current tax charge	**(6)**	(33)
Total overseas current tax charge	**(6)**	(33)
Total current tax credit/(charge)	**1**	(32)
Deferred tax		
Origination and reversal of temporary differences	**(5)**	(14)
Released in respect of property disposals in the year	**(2)**	14
On valuation movements	**2**	(9)
Total deferred tax in respect of investment properties	**(5)**	(9)
Other deferred tax	**(5)**	(1)
Total deferred tax charge	**(10)**	(10)
Total tax charge on profit on ordinary activities	**(9)**	(42)

9(ii) REIT and SIIC regimes and other tax judgements

SEGRO is a Real Estate Investment Trust (REIT) and does not pay tax on its UK property income or gains on property sales, provided that at least 90 per cent of the Group’s UK property income is distributed as a dividend to shareholders, which becomes taxable in their hands. In addition, the Group has to meet certain conditions such as ensuring its worldwide property rental business represents more than 75 per cent of total profits and assets. Any potential or proposed changes to the REIT legislation are monitored and discussed with HMRC. It is management’s intention that the Group will continue as a REIT for the foreseeable future.

SEGRO is also a SIIC in France and does not pay corporation tax on its French property income or gains on property sales within the SIIC, provided that at least 95 per cent of the relevant Group French subsidiaries’ property income is distributed to their immediate shareholder. In addition, the Group has to meet certain conditions such as ensuring the property rental business of each French subsidiary represents more than 80 per cent of its assets. Any potential or proposed changes to the SIIC legislation are monitored. Whilst not all French property is within the SIIC regime, it is management’s intention that the Group will continue as a SIIC for the foreseeable future.

In 2021 a formal tax assessment in relation to the applicability of a 25 per cent withholding tax on distributions from the SIIC was received from the French tax authorities and a tax charge was recognised. A legal conclusion has not been reached and communication with the French tax authorities remains ongoing. As a result, a tax charge for the 25 per cent withholding tax on results generated from the French business has been recognised, this includes withholding tax on unremitted earnings. As noted below, until a legal conclusion has been reached, it is possible further tax charges may arise in relation to this matter.

The Group operates in a number of jurisdictions and is subject to periodic challenges by local tax authorities on a range of tax matters during the normal course of business. The tax impact can be uncertain until a conclusion is reached with the relevant tax authority or through a legal process. The Group uses in-house expertise when assessing uncertain tax positions and seeks the advice of external professional advisers where appropriate. The Group believes that its provisions for tax liabilities and associated penalties are adequate for all open tax years based on its assessment of many factors, including tax laws and prior experience. The significant assessment relating to the recognition of withholding tax in France is discussed above.

9(iii) Deferred tax liabilities

Movement in deferred tax was as follows:

Group — 2025	Balance 1 January £m	Exchange movement £m	Recognised in income £m	Balance 31 December £m
Valuation surpluses and deficits on properties/ accelerated tax allowances	**178**	**9**	**5**	**192**
Others	**14**	**(1)**	**5**	**18**
Total deferred tax liabilities	**192**	**8**	**10**	**210**

10. DIVIDENDS

	2025 £m	2024 £m
Ordinary dividends paid		
Interim dividend for 2025 @ 9.7 pence per share	**131**	—
Final dividend for 2024 @ 20.2 pence per share	**274**	—
Interim dividend for 2024 @ 9.1 pence per share	**—**	123
Final dividend for 2023 @ 19.1 pence per share	**—**	256
Total dividends	**405**	379
Dividends in the Statement of Changes in Equity	**405**	379
Dividends settled as shares	**—**	(115)
Timing difference relating to payment on withholding tax	**—**	13
Dividends disclosed in Cash Flow Statement	**405**	277

The Board recommends a final dividend for 2025 of 21.4 pence, which is estimated to result in a distribution of up to £290 million. The total dividend paid and proposed per share in respect of the year ended 31 December 2025 is 31.1 pence (2024: 29.3 pence).

11. EARNINGS AND NET ASSETS PER SHARE

The earnings per share calculations use the weighted average number of shares in issue during the year and the net assets per share calculations use the number of shares in issue at year end. Earnings per share calculations exclude 0.8 million shares (2024: 0.5 million) being the average number of shares held on trust for employee share schemes and net assets per share calculations exclude 0.9 million shares (2024: 0.7 million) being the actual number of shares held on trust for employee share schemes at year end.

11(i) Earnings per ordinary share (EPS)

	2025			2024		
	Earnings £m	**Shares million**	**Pence per share**	Earnings £m	Shares million	Pence per share
Basic EPS	**551**	**1,352.5**	**40.7**	594	1,328.7	44.7
Dilution adjustments:						
Share schemes	**—**	**2.8**	**—**	—	3.3	(0.1)
Diluted EPS	**551**	**1,355.3**	**40.7**	594	1,332.0	44.6
Basic EPS	**551**	**1,352.5**	**40.7**	594	1,328.7	44.7
Adjustments to profit before tax[1]	**(51)**		**(3.7)**	(166)		(12.5)
Tax in respect of Adjustments	**(5)**		**(0.4)**	30		2.3
Adjusted Basic EPS	**495**	**1,352.5**	**36.6**	458	1,328.7	34.5
Adjusted Diluted EPS	**495**	**1,355.3**	**36.5**	458	1,332.0	34.4

1 Details of adjustments are included in Note 2.

11(ii) Net assets per share (NAV)

The EPRA Net Tangible Assets (NTA) metric is considered to be most consistent with the nature of SEGRO's business as a UK REIT providing long-term progressive and sustainable returns. EPRA NTA acts as the primary measure of net asset value and is also referred to as Adjusted Net Asset Value (or Adjusted NAV).

A reconciliation from IFRS NAV to Adjusted NAV is set out in the table below along with the net asset per share metrics.

Table 5 of the Supplementary Notes provides a reconciliation from IFRS NAV for each of the three EPRA net asset value metrics.

	2025			2024		
	Equity attributable to ordinary shareholders £m	**Shares million**	**Pence per share**	Equity attributable to ordinary shareholders £m	Shares million	Pence per share
Basic NAV	**12,273**	**1,352.6**	**907**	12,049	1,352.2	891
Dilution adjustments:						
Share schemes	**—**	**2.4**	**(1)**	—	3.1	(2)
Diluted NAV	**12,273**	**1,355.0**	**906**	12,049	1,355.3	889
Fair value adjustment in respect of interest rate derivatives – Group	**123**		**9**	95		7
Fair value adjustment in respect of trading properties – Group	**1**		**—**	2		—
Deferred tax in respect of depreciation and valuation surpluses – Group[1]	**96**		**7**	90		7
Deferred tax in respect of depreciation and valuation surpluses – Joint ventures[1]	**88**		**6**	88		7
Intangible assets	**(44)**		**(3)**	(37)		(3)
Adjusted NAV	**12,537**	**1,355.0**	**925**	12,287	1,355.3	907

1 50 per cent of deferred tax in respect of depreciation and valuation surpluses has been excluded in calculating Adjusted NAV in line with option 3 of EPRA Best Practices Recommendations Guidelines.

12. INVESTMENT PROPERTIES

	Completed £m	Development £m	Total £m
At 1 January 2025	**12,827**	**2,224**	**15,051**
Exchange movement	**159**	**42**	**201**
Property acquisitions	**—**	**24**	**24**
Additions to existing investment properties[2]	**47**	**429**	**476**
Disposals	**(91)**	**(19)**	**(110)**
Transfers on completion of development and completed properties taken back for redevelopment	**437**	**(437)**	**—**
Revaluation surplus/(deficit) during the year	**180**	**(125)**	**55**
At 31 December 2025	**13,559**	**2,138**	**15,697**
Add tenant lease incentives and letting fees	**221**	**—**	**221**
Investment properties excluding head lease ROU assets at 31 December 2025	**13,780**	**2,138**	**15,918**
Add head lease liabilities (ROU assets)[1]	**80**	**—**	**80**
Total investment properties at 31 December 2025	**13,860**	**2,138**	**15,998**

1 At 31 December 2025 investment properties included £80 million (2024: £67 million) for the head lease liabilities recognised under IFRS 16.
2 Part of the capital expenditure incurred is in response to climate change including the reduction of the carbon footprint of the Group's existing investment properties and developments.
3 Total disposals of £57 million shown in the Investment Update reflects disposals that completed in 2025 and includes: carrying value of investment properties disposed by SEGRO Group of £110 million (see table above) and profit generated on disposal of £1 million (see Note 7); proceeds from sale of trading properties £10 million (see Note 4); share of joint venture disposal proceeds of £2 million; and excludes net proceeds recognised in 2025 for disposals that completed in prior periods and assets sold by SEGRO to joint ventures of £66 million.

Investment properties are stated at fair value as at 31 December 2025 based on external valuations performed by professionally qualified, independent valuers. The Group's wholly-owned and joint venture property portfolio is valued on a half-yearly basis, which was carried out by CBRE Ltd in 2025. The valuations conform to International Valuation Standards and were arrived at by reference to market evidence of the transaction prices paid for similar properties. In estimating the fair value of the properties, the valuers consider the highest and best use of the properties. There has been no change to the valuation technique during the year

CBRE Ltd also undertakes some professional and agency work on behalf of the Group. This is carried out by departments separate from the Valuation team in CBRE and overall the total fees earned from the Group are below 5 per cent of CBRE's total income. This work does not therefore lead to a conflict of interest for the properties being valued by CBRE at the period end.

Completed properties include buildings that are occupied or are available for occupation. Development properties include land available for development (land bank), land under development, construction in progress and covered land. The carrying value of covered land held within development properties as at 31 December 2025 is £572 million (2024: £619 million).

At 31 December 2025 investment properties included £221 million tenant lease incentives, letting fees and rent guarantees (2024: £185 million).

The carrying value of investment properties situated on land held under leaseholds is £171 million (excluding head lease ROU assets) (2024: £170 million).

Sensitivity analysis

An increase/decrease to estimated rental value (ERV) will increase/decrease valuations, while an increase/decrease to yield will decrease/increase valuations. Sensitivity analysis showing the impact on valuations of changes in yields and ERV on the property portfolio (including joint ventures at share) and the impact on valuations of changes in development costs on the development property and land portfolio (including joint ventures at share) is shown below.

Management still considers a +/- 25bp change in yield, a +/- 5 per cent change in ERV and a +/- 10 per cent change in development costs to be reasonably possible changes to the assumptions.

		Impact on valuation of 25bp change in equivalent yield		Impact on valuation of 5% change in estimated rental value (ERV)		Impact on valuation of 10% change in estimated development costs	
	Group £m	Increase £m	Decrease £m	Increase £m	Decrease £m	Increase £m	Decrease £m
2025							
Completed property	**16,664**	**(782)**	**849**	**607**	**(597)**	**—**	**—**
Development property and land	**2,298**	**(168)**	**179**	**265**	**(265)**	**(318)**	**318**
Group total property portfolio	**18,962**	**(950)**	**1,028**	**872**	**(862)**	**(318)**	**318**

		Impact on valuation of 25bp change in equivalent yield		Impact on valuation of 5% change in estimated rental value (ERV)		Impact on valuation of 10% change in estimated development costs	
	Group £m	Increase £m	Decrease £m	Increase £m	Decrease £m	Increase £m	Decrease £m
2024							
Completed property	15,453	(734)	807	576	(571)	—	—
Development property and land	2,317	(190)	203	287	(287)	(351)	351
Group total property portfolio	17,770	(924)	1,010	863	(858)	(351)	351

13. NET BORROWINGS

	2025 £m	2024 £m
In one year or less	**565**	—
In more than one year but less than two	**482**	535
In more than two years but less than five	**1,257**	1,103
In more than five years but less than ten	**1,496**	1,598
In more than ten years	**1,151**	1,371
In more than one year	**4,386**	4,607
Total borrowings[1]	**4,951**	4,607
Cash and cash equivalents[2]	**(111)**	(363)
Net borrowings	**4,840**	4,244

	2025 £m	2024 £m
Currency profile of total borrowings after derivative instruments		
Sterling	**961**	918
Euros	**3,990**	3,689
Total borrowings	**4,951**	4,607

	2025 £m	2024 £m
Maturity profile of undrawn borrowing facilities		
In one year or less	**9**	140
In more than one year but less than two	**—**	—
In more than two years	**1,610**	1,413
Total available undrawn facilities	**1,619**	1,553

1 All borrowings are unsecured.
2 Group cash and cash equivalents also include tenant deposits held in separate designated bank accounts of £74 million (2024: £71 million), the use of the deposits is subject to restrictions as set out in the tenant lease agreement and therefore not available for general use by the Group.

14. NOTES TO THE CONDENSED GROUP CASH FLOW STATEMENT

14(i) – Reconciliation of cash generated from operations

	2025 £m	2024 £m
Operating profit	**663**	703
Adjustments for:		
Depreciation of property, plant and equipment and amortisation of intangibles	**17**	12
Share of profit from joint ventures after tax	**(109)**	(53)
Profit on sale of properties	**(1)**	(75)
Revaluation surplus on investment properties	**(54)**	(120)
Other provisions	**4**	5
	520	472
Changes in working capital:		
Decrease/(increase) in trading properties	**5**	(3)
Increase in debtors and tenant incentives	**(47)**	(18)
Increase in creditors	**14**	8
Net cash inflow generated from operations	**492**	**459**

14(ii) – Analysis of net debt

Management defines net debt as total borrowing less cash and cash equivalents.

		Cash movements		Non-cash movements			
	At 1 January 2025 £m	Cash inflow[1] £m	Cash outflow[2] £m	Exchange movement £m	Cost of early close out of debt £m	Other non-cash adjustments[3] £m	At 31 December 2025 £m
Bank loans and loan capital	4,641	268	(88)	166	—	—	**4,987**
Capitalised finance costs	(34)	—	(9)	—	—	7	**(36)**
Total borrowings	4,607	268	(97)	166	—	7	**4,951**
Cash and cash equivalents	(363)	—	252	—	—	—	**(111)**
Net debt	4,244	268	155	166	—	7	**4,840**

1 Proceeds from borrowings of £268 million.
2 Cash outflow of £97 million, comprises repayment of borrowings of £88 million and capitalised finance costs of £9 million.
3 Total other non-cash adjustment of £7 million relates to the amortisation of issue costs offset against borrowings.

SUPPLEMENTARY NOTES NOT PART OF CONDENSED FINANCIAL INFORMATION

TABLE 1: EPRA PERFORMANCE MEASURES SUMMARY

		2025		2024	
	Notes	**£m**	**Pence per share**	£m	Pence per share
EPRA earnings	Table 4	**495**	**36.6**	458	34.5
EPRA NTA	Table 5	**12,537**	**925**	12,287	907
EPRA NRV	Table 5	**13,827**	**1,020**	13,477	994
EPRA NDV	Table 5	**12,590**	**929**	12,354	912
EPRA LTV	Table 6		**33.6%**		30.6%
EPRA net initial yield	Table 7		**4.2%**		4.1%
EPRA topped-up net initial yield	Table 7		**4.6%**		4.4%
EPRA vacancy rate	Table 8		**5.1%**		6.0%
EPRA cost ratio (including vacant property costs)	Table 9		**20.4%**		21.7%
EPRA cost ratio (excluding vacant property costs)	Table 9		**17.5%**		19.1%

TABLE 2: INCOME STATEMENT, PROPORTIONALLY CONSOLIDATED

		2025			2024		
	Notes	**Group £m**	**Joint ventures £m**	**Total £m**	Group £m	Joint ventures £m	Total £m
Gross rental income	2,6	**637**	**142**	**779**	592	137	729
Property operating expenses	2,6	**(94)**	**(10)**	**(104)**	(92)	(9)	(101)
Net rental income		**543**	**132**	**675**	500	128	628
Joint venture management fee income[1]	2,6	**25**	**(12)**	**13**	26	(12)	14
Management and development fee income	2,6	**3**	**2**	**5**	6	2	8
Net service charge and other income	2,6	**1**	**—**	**1**	(1)	—	(1)
Administrative expenses	2,6	**(73)**	**(3)**	**(76)**	(76)	(2)	(78)
Adjusted operating profit before interest and tax		**499**	**119**	**618**	455	116	571
Net finance costs (including adjustments)	2,6	**(68)**	**(26)**	**(94)**	(68)	(22)	(90)
Adjusted profit before tax		**431**	**93**	**524**	387	94	481
Tax on Adjusted profit	2,6	**(14)**	**(15)**	**(29)**	(12)	(11)	(23)
Adjusted/EPRA earnings after tax		**417**	**78**	**495**	375	83	458
Number of shares, million	11			**1,352.5**			1,328.7
Adjusted/EPRA EPS, pence per share				**36.6**			34.5
Number of shares, million	11			**1,355.3**			1,332.0
Adjusted/EPRA EPS, pence per share – diluted				**36.5**			34.4

1 Joint venture management fee income includes the cost of such fees borne by the joint ventures, which is shown in Note 6(i) within net rental income.

2 Group net debt : EBITDA ratio as defined in the glossary was 8.4 times at 31 December 2025 (2024: 8.6 times). Group net debt being £4,840 million (2024: £4,244 million), per Note 13. Group EBITDA being £579 million (2024: £496 million), which takes Adjusted operating profit before interest and tax, less share of joint ventures' Adjusted profit, of £499 million (2024: £455 million) shown in the table above, adding back depreciation and amortisation charges of £17 million (2024: £12 million) and includes dividends received from joint ventures of £63 million (2024: £29 million).

TABLE 3: BALANCE SHEET, PROPORTIONALLY CONSOLIDATED

		2025			2024		
	Notes	**Group £m**	**Joint ventures £m**	**Total £m**	Group £m	Joint ventures £m	Total £m
Investment properties	12,6	**15,998**	**3,042**	**19,040**	15,303	2,526	17,829
Trading properties		**1**	**—**	**1**	6	—	6
Total properties		**15,999**	**3,042**	**19,041**	15,309	2,526	17,835
Investment in joint ventures	6	**1,715**	**(1,715)**	**—**	1,552	(1,552)	—
Other net liabilities		**(601)**	**(248)**	**(849)**	(568)	(218)	(786)
Net borrowings	13,6	**(4,840)**	**(1,079)**	**(5,919)**	(4,244)	(756)	(5,000)
Total equity		**12,273**	**—**	**12,273**	12,049	—	12,049
EPRA adjustments	11			**264**			238
Adjusted NAV	11			**12,537**			12,287
Number of shares, million	11			**1,355.0**			1,355.3
Adjusted NAV, pence per share	11			**925**			907

The portfolio valuation surplus of 1.0 per cent shown in the Portfolio Update section cannot be directly derived from the Condensed Financial Statements and is calculated to be comparable with published MSCI Real Estate indices against which SEGRO is measured. Based on the Condensed Financial Statements there is a valuation surplus of £91 million (see Note 7(ii)) and property value of £18,962 million (see Table 7) giving a valuation surplus of 0.5 per cent. The primary differences are that the portfolio valuation surplus of £196 million excludes the impact of rent free incentives (£41 million, 0.2 per cent) and capitalised interest (£64 million, 0.3 per cent).

Total assets under management of £22,004 million (2024: £20,296 million) includes Group total properties of £15,920 million (2024: £15,244 million) (which excludes head lease ROU asset of £80 million and includes valuation surplus not recognised on trading properties of £1 million) and 100 per cent of total properties owned by joint ventures of £6,084 million (2024: £5,052 million) (see Note 6(ii)).

TABLE 4: EPRA EARNINGS

	Notes	**2025 Group £m**	2024 Group £m
Earnings per IFRS income statement		**551**	594
Adjustments to calculate EPRA earnings, exclude:			
Valuation surplus on investment properties	7(i)	**(54)**	(120)
Profit on sale of investment properties	7(i)	**(1)**	(75)
Profit on sale of trading properties	7(i)	**(2)**	—
Tax on profits on disposals[1]		**—**	21
Cost of early close out debt	8	**—**	2
Net fair value loss/(gain) on interest rate swaps and other derivatives	8	**35**	(3)
Deferred and current tax in respect of EPRA adjustments[1]		**(5)**	9
Adjustments to the share of profit from joint ventures after tax	6	**(31)**	30
Solar panel depreciation	2	**2**	—
EPRA earnings		**495**	458
Basic number of shares, million	11	**1,352.5**	1,328.7
EPRA earnings per share (EPS) (pence)		**36.6**	34.5
Company specific adjustments:			
Non-EPRA adjustments	2	**—**	—
Adjusted earnings		**495**	458
Adjusted EPS (pence)	11	**36.6**	34.5

1 Total tax credit in respect of adjustments per Note 2 of £5 million (2024: £30 million charge) comprises tax on profits on disposals of £nil (2024: £21 million charge) and a deferred and current tax credit of £5 million (2024: £9 million charge).

2 The updated EPRA BPR Guidelines on EPRA earnings are applicable for reporting periods starting after 1 October 2024 and have been applied in calculating EPRA earnings for the year ended 31 December 2025. Solar depreciation is shown outside of Adjusted profit in line with the updated Guidelines, there is no impact on the prior year comparative.

TABLE 5: EPRA NET ASSET MEASURES

The European Public Real Estate Association (EPRA) best practice recommendations (BPR) for financial disclosures by public real estate companies sets out three net asset value measures: EPRA net tangible assets (NTA), EPRA net reinstatement value (NRV), and EPRA net disposal value (NDV).

The EPRA net tangible assets (NTA) metric is considered to be most consistent with the nature of SEGRO's business as a UK REIT providing long-term progressive and sustainable returns. EPRA NTA acts as the primary measure of net asset value and is also referred to as Adjusted Net Asset Value (or Adjusted NAV).

A reconciliation of the three EPRA NAV metrics from IFRS NAV is shown in the table below.

	EPRA measures		
As at 31 December 2025	**EPRA NTA £m**	**EPRA NRV £m**	**EPRA NDV £m**
Equity attributable to ordinary shareholders	**12,273**	**12,273**	**12,273**
Fair value adjustment in respect of interest rate derivatives – Group	**123**	**123**	**—**
Fair value adjustment in respect of trading properties – Group	**1**	**1**	**1**
Deferred tax in respect of depreciation and valuation surpluses – Group[1]	**96**	**192**	**—**
Deferred tax in respect of depreciation and valuation surpluses – Joint ventures[1]	**88**	**176**	**—**
Intangible assets	**(44)**	**—**	**—**
Fair value adjustment in respect of debt – Group	**—**	**—**	**308**
Fair value adjustment in respect of debt – Joint ventures	**—**	**—**	**8**
Real estate transfer tax[2]	**—**	**1,062**	**—**
Net assets	**12,537**	**13,827**	**12,590**
Diluted shares (million)	**1,355.0**	**1,355.0**	**1,355.0**
Diluted net assets per share	**925**	**1,020**	**929**

1 50 per cent of deferred tax in respect of depreciation and valuation surpluses has been excluded in calculating EPRA NTA in line with option 3 of EPRA BPR Guidelines.
2 EPRA NTA and EPRA NDV reflect IFRS values, which are net of purchasers' costs. Purchasers' costs are added back when calculating EPRA NRV.

	EPRA measures		
As at 31 December 2024	EPRA NTA £m	EPRA NRV £m	EPRA NDV £m
Equity attributable to ordinary shareholders	12,049	12,049	12,049
Fair value adjustment in respect of interest rate derivatives – Group	95	95	—
Fair value adjustment in respect of trading properties – Group	2	2	2
Deferred tax in respect of depreciation and valuation surpluses – Group[1]	90	179	—
Deferred tax in respect of depreciation and valuation surpluses – Joint ventures[1]	88	176	—
Intangible assets	(37)	—	—
Fair value adjustment in respect of debt – Group	—	—	283
Fair value adjustment in respect of debt – Joint ventures	—	—	20
Real estate transfer tax[2]	—	976	—
Net assets	12,287	13,477	12,354
Diluted shares (million)	1,355.3	1,355.3	1,355.3
Diluted net assets per share	907	994	912

1 50 per cent of deferred tax in respect of depreciation and valuation surpluses has been excluded in calculating EPRA NTA in line with option 3 of EPRA BPR Guidelines.
2 EPRA NTA and EPRA NDV reflect IFRS values, which are net of purchasers' costs. Purchasers' costs are added back when calculating EPRA NRV.

TABLE 6: EPRA LTV, PROPORTIONAL CONSOLIDATION

		2025			2024		
	Notes	**Group £m**	**Joint ventures £m**	**Total £m**	Group £m	Joint ventures £m	Total £m
Borrowings[1,2]		**1,817**	**139**	**1,956**	1,564	3	1,567
Bonds[1,2]		**3,170**	**978**	**4,148**	3,077	930	4,007
Exclude:							
Cash and cash equivalents	13	**(111)**	**(32)**	**(143)**	(363)	(173)	(536)
Net debt (before capitalised finance costs) (a)		**4,876**	**1,085**	**5,961**	4,278	760	5,038
Foreign currency derivatives		**(8)**	**—**	**(8)**	(27)	—	(27)
Net payables[3]		**397**	**74**	**471**	408	49	457
Adjusted net debt (b)		**5,265**	**1,159**	**6,424**	4,659	809	5,468
Investment properties at fair value (excluding head lease ROU asset)	12	**15,918**	**3,042**	**18,960**	15,236	2,526	17,762
Trading properties		**1**	**—**	**1**	6	—	6
Total property value (c)		**15,919**	**3,042**	**18,961**	15,242	2,526	17,768
Head lease ROU asset	12	**80**	**—**	**80**	67	—	67
Unrecognised valuation surplus on trading properties		**1**	**—**	**1**	2	—	2
Other interest in property		**21**	**1**	**22**	17	—	17
Intangibles		**44**	**—**	**44**	37	—	37
Adjusted total property value (d)		**16,065**	**3,043**	**19,108**	15,365	2,526	17,891
LTV (a/c)		**30.6%**		**31.4%**	28.1%		28.4%
EPRA LTV (b/d)		**32.8%**		**33.6%**	30.3%		30.6%

1 Total borrowings as at 31 December 2025 per Note 13 of £4,951 million (2024: £4,607 million) consists of: nominal value of borrowings from financial institutions of £1,817 million (2024: £1,564 million) less unamortised finance costs of £14 million (2024: £8 million) and nominal value of bond loans of £3,170 million (2024: £3,077 million) less unamortised finance costs of £22 million (2024: £26 million).

2 Joint venture borrowings as at 31 December 2025 per Note 6 of £1,111 million at share (2024: £929 million) consists of: nominal value of borrowings from financial institutions of £139 million (2024: £3 million) less unamortised finance costs of £2 million (2024: £nil) and nominal value of bond loans of £978 million (2024: £930 million) less unamortised finance costs of £4 million (2024: £4 million).

3 Net payables is calculated as the net position of the following line items shown on the Balance Sheet: non-current other receivables, current trade and other receivables, tax asset, non-current trade and other payables, non-current tax liabilities and current trade and other payables.

TABLE 7: EPRA NET INITIAL YIELD AND TOPPED-UP NET INITIAL YIELD

Combined property portfolio including joint ventures at share – 2025	Notes	UK £m	Continental Europe £m	Total £m
Total properties per financial statements	Table 3	**11,783**	**7,258**	**19,041**
Add valuation surplus not recognised on trading properties[1]		1	—	1
Less head lease ROU assets	12	—	(80)	(80)
Combined property portfolio per external valuers' reports		**11,784**	**7,178**	**18,962**
Less land and development properties (investment, trading, joint ventures)		(1,321)	(977)	(2,298)
Net valuation of completed properties		**10,463**	**6,201**	**16,664**
Add notional purchasers' costs		710	352	1,062
Gross valuation of completed properties including notional purchasers' costs	A	**11,173**	**6,553**	**17,726**
Income				
Gross passing rent[2]		445	323	768
Less irrecoverable property costs		(8)	(13)	(21)
Net passing rent	B	**437**	**310**	**747**
Adjustment for notional rent in respect of rent free periods		42	26	68
Topped up net rent	C	**479**	**336**	**815**
Including fixed/minimum uplifts[4]		10	—	10
Total topped up net rent		**489**	**336**	**825**

Yields – 2025	Notes	UK %	Continental Europe %	Total %
EPRA net initial yield[3]	B/A	3.9	4.7	4.2
EPRA topped-up net initial yield[3]	C/A	4.3	5.1	4.6
Net true equivalent yield		5.4	5.6	5.5

1 Trading properties are recorded in the Financial Statements at the lower of cost and net realisable value, therefore valuations above cost have not been recognised.
2 Gross passing rent excludes short-term lettings and licences.
3 In accordance with the Best Practices Recommendations of EPRA.
4 Certain leases contain clauses that guarantee future rental increases, whereas most leases contain five-yearly, upwards only rent review clauses (UK) or indexation clauses (Continental Europe).

TABLE 8: EPRA VACANCY RATE

	2025 £m	2024 £m
Annualised estimated rental value of vacant premises	**50**	54
Annualised estimated rental value for the completed property portfolio	**975**	900
EPRA vacancy rate[1,2]	**5.1%**	6.0%

1 Vacancy rate percentages have been calculated using the figures presented in the table above in millions accurate to one decimal place.
2 There are no significant or distorting factors influencing the EPRA vacancy rate.

TABLE 9: TOTAL COST RATIO/EPRA COST RATIO

Total cost ratio	Notes	2025 £m	2024 £m
Costs			
Property operating expenses[1]	5	**94**	92
Administrative expenses		**73**	76
Share of joint venture property operating and administrative expenses	6	**25**	23
Less:			
Joint venture management fees income, management fees and other costs recovered through rents but not separately invoiced[2]		**(33)**	(34)
Total costs (A)		**159**	157
Gross rental income			
Gross rental income	4	**637**	592
Share of joint venture gross rental income	6	**142**	137
Less:			
Other costs recovered through rents but not separately invoiced[2]		**(3)**	(4)
Total gross rental income (B)		**776**	725
Total cost ratio (A)/(B)[3]		**20.4%**	21.7%
Total costs (A)		**159**	157
Share-based payments		**(5)**	(7)
Total costs after share-based payments (C)		**154**	150
Total cost ratio after share-based payments (C)/(B)[3]		**19.8%**	20.7%
EPRA cost ratio			
Total costs (A)		**159**	157
Non-EPRA adjustments	2	**—**	—
EPRA total costs including vacant property costs (D)		**159**	157
Group vacant property costs	5	**(20)**	(18)
Share of joint venture vacant property costs	6	**(2)**	(1)
EPRA total costs excluding vacant property costs (E)		**137**	138
Total gross rental income (B)		**776**	725
Total EPRA cost ratio (including vacant property costs) (D)/(B)[3]		**20.4%**	21.7%
Total EPRA cost ratio (excluding vacant property costs) (E)/(B)[3]		**17.5%**	19.1%

1 Property operating expenses are net of costs capitalised in accordance with IFRS of £11 million (2024: £10 million) (see Note 5 for further detail on the nature of costs capitalised).

2 Total deduction of £33 million (2024: £34 million) from costs includes: joint venture management fees income of £25 million (2024:£26 million), management fees and other costs recovered through rents but not separately invoiced, including joint ventures, of £8 million (2024: £8 million). These items have been represented as an offset against costs rather than a component of income in accordance with EPRA BPR Guidelines as they are reimbursing the Group for costs incurred. Gross rental income of £637 million (2024: £592 million) does not include joint venture management fee income and management fee income and these fees are not required to be included in the total deduction to income.

3 Cost ratio percentages have been calculated using the figures presented in the table above in millions accurate to one decimal place.

GLOSSARY OF TERMS

Associates: An entity in which the Group has significant influence but not control or joint control. This is generally the case where the Group holds between 20 per cent and 50 per cent of the voting rights.

Availability Zone: Separated groups of data centres within a geographic area. Each availability zone has independent power and networking infrastructure so that if one zone experiences an outage, then regional services and capacity are supported by the remaining zones.

BREEAM: BREEAM provides sustainability assessment and certification for real estate assets.

Completed portfolio: The completed investment properties and the Group's share of joint ventures and associates' completed investment properties. Includes properties held throughout the period, completed developments and properties acquired during the period.

Covered land: Income-producing assets acquired with the explicit intention to redevelop them in the short to medium term.

Development pipeline: The Group's current programme of developments authorised or in the course of construction at the Balance Sheet date (Current Pipeline), together with projects that are conditional (for example, on achieving planning permission or final signing of the contract) but in a sufficiently advanced stage that we expect to commence development within the next 12 months (Near-term Pipeline) and potential schemes not yet commenced on land owned or controlled by the Group (Future Pipeline).

Earnings before interest, tax, depreciation and amortisation (EBITDA): Adjusted operating profit before interest and tax, adding back depreciation and amortisation charges, less share of joint ventures' and associates' adjusted profit and including dividends received.

Earnings per share (EPS): Equity shareholders' earnings divided by the number of ordinary shares in issue at the balance sheet date. Variations of this metric are disclosed further in the relevant note to the accounts.

EPRA: The European Public Real Estate Association, a real estate industry body, which has issued Best Practices Recommendations in order to provide consistency and transparency in real estate reporting across Europe.

ESG: Environmental, Social and Governance issues.

Equivalent yield: The internal rate of return from an investment property, based on the value of the property assuming the current passing rent reverts to ERV and assuming the property becomes fully occupied over time. It assumes that rent is received annually in arrears.

Estimated cost to completion: Costs still to be expended on a development or redevelopment to practical completion, including attributable interest.

Estimated rental value (ERV): The estimated annual market rental value of lettable space as determined biannually by the Group's valuers. This will normally be different from the rent being paid.

FLAP-D: acronym that refers to Europe's largest data centre markets of Frankfurt, London, Amsterdam, Paris and Dublin.

Green lease clause: A clause added to our leases that require our customers to provide us with their energy usage data and, where possible, source their energy via a renewable tariff.

Gross rental income: Contracted rental income recognised in the period in the Income Statement, including surrender premiums. Lease incentives, initial costs and any contracted future rental increases are amortised on a straight-line basis over the lease term.

Headline rent: The annual rental income currently receivable on a property as at the Balance Sheet date (which may be more or less than the ERV) ignoring any rent-free period.

Hectares (Ha): The area of land measurement used in this analysis. The conversion factor used, where appropriate, is 1 hectare = 2.471 acres.

IAS: International Accounting Standards, the standards under which the SEGRO Group reports its financial statements.

IFRS: International Financial Reporting Standards, the standards under which the SEGRO Group reports its financial .

Investment property: Completed land and buildings held for rental income return and/or capital appreciation.

Joint venture: An entity in which the Group holds an interest and which is jointly controlled by the Group and one or more partners under a contractual arrangement whereby decisions on financial and operating policies essential to the operation, performance and financial position of the venture require each partner's consent.

Life cycle assessments: Life cycle assessment (LCA) is a methodology for assessing the environmental impacts associated with all the stages of the life cycle of a building.

Loan to value (LTV): Net borrowings excluding capitalised transaction costs divided by the carrying value of total property assets (investment, owner occupied, trading properties and, if appropriate, assets held for sale on the Balance Sheet) and excludes head lease ROU asset. This is reported on a 'look-through' basis (including joint ventures and associates at share).

MSCI: MSCI Real Estate calculates indices of real estate performance around the world.

Net assets per share or net asset value (NAV) per share: Equity shareholders' funds divided by the number of ordinary shares in issue at the balance sheet date. Variations of this metric are disclosed further in the relevant note to the accounts

Net debt:EBITDA ratio: Net debt divided by EBITDA.

Net initial yield: Passing rent less non-recoverable property expenses such as empty rates, divided by the property valuation plus notional purchasers' costs. This is in accordance with EPRA's Best Practices Recommendations.

Net rental income: Gross rental income less ground rents paid, net service charge expenses and property operating expenses.

Net true equivalent yield: The internal rate of return from an investment property, based on the value of the property assuming the current passing rent reverts to ERV and assuming the property becomes fully occupied over time. It assumes that rent is received quarterly in advance.

Passing rent: The annual rental income currently receivable on a property as at the Balance Sheet date (which may be more or less than the ERV). Excludes rental income where a rent-free period is in operation. Excludes service charge income (which is netted off against service charge expenses).

Pre-let: A lease signed with an occupier prior to commencing construction of a building.

REIT: A qualifying entity which has elected to be treated as a Real Estate Investment Trust for tax purposes. In the UK, such entities must be listed on a recognised stock exchange, must be predominantly engaged in property investment activities and must meet certain ongoing qualifications. SEGRO plc and its UK subsidiaries achieved REIT status with effect from 1 January 2007.

Rent-free period: An incentive provided usually at commencement of a lease during which a customer pays no rent. The amount of rent free is the difference between passing rent and headline rent.

Rent roll: See Passing rent.

Reversion: The difference between in place contracted rents and estimated market rental value (ERV).

Science Based Targets initiative ('SBTi'): A global organization that provides methodologies for and independently validates corporate climate targets to ensure they are consistent with the level of decarbonization required to limit global warming to well below 2°C, and pursue efforts toward 1.5°C.

SELP: SEGRO European Logistics Partnership S.à r.l., a 50-50 joint venture between SEGRO and the Public Sector Pension Investment Board (PSP Investments) established in 2013 to own big box warehouses in Continental Europe.

SIIC: Sociétés d'Investissements Immobiliers Cotées are the French equivalent of UK Real Estate Investment Trusts (see REIT).

SOCIMI: Sociedades Anónimas Cotizadas de Inversión Inmobiliaria are the Spanish equivalent of a Real Estate Investment Trust (see REIT).

Speculative development: Where a development has commenced prior to a lease agreement being signed in relation to that development.

SPPICAV: Société de Placement à Prépondérance Immobilière à Capital Variable is a French equivalent of UK Real Estate Investment Trusts (see REIT).

Square metres (sq m): The area of buildings measurements used in this analysis. The conversion factor used, where appropriate, is one square metre = 10.7639 square feet.

Takeback: Rental income lost due to lease expiry, exercise of break option, surrender or insolvency.

Topped up net initial yield: Net initial yield adjusted to include notional rent in respect of let properties which are subject to a rent-free period at the valuation date. This is in accordance with EPRA's Best Practices Recommendations.

Total accounting return (TAR): A measure of the Group's return, calculated as the change in adjusted NAV per share during the period adding back dividends paid during the period expressed as a percentage of adjusted NAV per share at the beginning of the periodd.

Total property return (TPR): A measure of the ungeared return for the portfolio and is calculated as the change in capital value, less any capital expenditure incurred, plus net income, expressed as a percentage of capital employed over the period concerned, as calculated by MSCI Real Estate and excluding land.

Total shareholder return (TSR): A measure of return based upon share price movement over the period and assuming reinvestment of dividends.

Trading property: Property being developed for sale or one which is being held for sale after development is complete.

Yield on cost: The expected gross yield based on the estimated current market rental value (ERV) of the developments when fully let, divided by the book value of the developments at the earlier of commencement of the development or the Balance Sheet date plus future development costs and estimated finance costs to completion.

Yield on new money: The yield on cost excluding the book value of land if the land is owned by the Group in the reporting period prior to commencement of the development.