

UNITED STATES
SECURITIES AND EXCHANGE COMMISSION
Washington, D.C. 20549

SCHEDULE 14A

Proxy Statement Pursuant to Section 14(a) of the
Securities Exchange Act of 1934 (Amendment No.)

☒ Filed by the Registrant

☐ Filed by a party other than the Registrant

CHECK THE APPROPRIATE BOX:

☐	Preliminary Proxy Statement
☐	Confidential, for Use of the Commission Only (as permitted by Rule 14a-6(e)(2))
☒	Definitive Proxy Statement
☐	Definitive Additional Materials
☐	Soliciting Material under §240.14a-12



Iron Mountain Incorporated

(Name of Registrant as Specified In Its Charter)
(Name of Person(s) Filing Proxy Statement, if other than the Registrant)

PAYMENT OF FILING FEE (CHECK ALL BOXES THAT APPLY):

☒	No fee required
☐	Fee paid previously with preliminary materials
☐	Fee computed on table in exhibit required by Item 25(b) per Exchange Act Rules 14a-6(i)(1) and 0-11



2026

NOTICE OF ANNUAL MEETING AND PROXY STATEMENT



NOTICE OF 2026 ANNUAL MEETING OF STOCKHOLDERS

DEAR STOCKHOLDER:

You are cordially invited to attend the virtual Annual Meeting of Stockholders (the "Annual Meeting") of Iron Mountain Incorporated ("Iron Mountain", the "Company", "we", "us" or "our") on Thursday, May 7, 2026, at 9:00 a.m. Eastern Time.

The Annual Meeting will be a virtual stockholder meeting, conducted via live audio webcast, through which you can submit questions and vote online. The Annual Meeting can be accessed by visiting <https://www.virtualshareholdermeeting.com/IRM2026> and entering your 16-digit control number included in the Notice Regarding the Availability of Proxy Materials, which is being mailed to stockholders of record on or about March 9, 2026 (the "Notice of Internet Availability"). The Annual Meeting will be for the purposes of considering and voting on the following items:

VOTING ITEMS

Proposal	Board Recommendation
1 Election of directors to the Company's board of directors (the "Board"), to serve until the next Annual Meeting or until their successors have been duly elected and qualified;	 FOR each director nominee
2 Approval, by a non-binding advisory vote, of the compensation of our Named Executive Officers; and	 FOR
3 Ratification of the appointment of Deloitte & Touche LLP as our independent registered public accounting firm for the fiscal year ending December 31, 2026.	 FOR

and to transact such other business as may properly come before the Annual Meeting or any adjournments or postponements thereof.

The foregoing items of business are more fully described in the attached Proxy Statement.

Only stockholders of record at the close of business on March 9, 2026 are entitled to notice of, and to vote at, the Annual Meeting and at any adjournments or postponements thereof.

Instructions regarding each method of voting are provided in the Notice of Internet Availability and stockholders can access proxy materials and vote at www.proxyvote.com. If you desire to submit your vote by mail, you may request a paper proxy card at any time on or before April 23, 2026. If you desire to submit your vote via internet or telephone, follow the instructions at www.proxyvote.com and use the stockholder identification number provided in the Notice of Internet Availability.

If you hold shares in the name of a brokerage firm, bank, nominee or other institution, you must provide a legal proxy from that institution in order to vote your shares at the Annual Meeting, except as otherwise discussed in the Proxy Statement.

All stockholders are cordially invited to attend the virtual Annual Meeting.

By order of the Board of Directors,



Michelle Altamura

Executive Vice President, General Counsel & Secretary
March 24, 2026

BACKGROUND

Date and Time

May 7, 2026, at 9:00 a.m.
Eastern Time

Place

Live audio webcast accessible at
<https://www.virtualshareholdermeeting.com/IRM2026>

Who Can Vote

Stockholders of record at the close of business on March 9, 2026 (5:00 p.m. Eastern Time) may vote at the virtual Annual Meeting or any adjournment thereof

Your Vote is Important Regardless of the Number of Shares that You Beneficially Own

Attached to this notice is a Proxy Statement relating to the proposals to be considered at the Annual Meeting. We urge you to read the Proxy Statement carefully and, whether or not you plan to attend the virtual Annual Meeting, to vote your shares:

By Internet

www.proxyvote.com

By telephone

1-800-690-6903

By mail

Complete and mail your proxy card to the address provided

IMPORTANT NOTICE REGARDING THE AVAILABILITY OF PROXY MATERIALS FOR THE 2026 ANNUAL MEETING OF STOCKHOLDERS:

This Notice of Annual Meeting and Proxy Statement and Iron Mountain Incorporated's Annual Report to Stockholders for the year ended December 31, 2025 are available at:
<https://materials.proxyvote.com/46284v>.

PROXY SUMMARY

This summary contains highlights about Iron Mountain and the upcoming Annual Meeting. This summary does not contain all of the information that you should consider in advance of the Annual Meeting, and we encourage you to read the entire Proxy Statement and our Annual Report on Form 10-K for fiscal year 2025 carefully before voting.

NOTICE AND VOTING ROADMAP

GENERAL INFORMATION

**MEETING:**

Annual Meeting of Stockholders

DATE:

Thursday, May 7, 2026

TIME:

9:00 a.m. Eastern Time

LOCATION:

Live audio webcast available at
<https://www.virtualshareholdermeeting.com/IRM2026>

RECORD DATE:

March 9, 2026

**STOCK SYMBOL:**

IRM

EXCHANGE:

NYSE

COMMON STOCK**OUTSTANDING:**

297,478,817 as of
March 9, 2026

**REGISTRAR &
TRANSFER AGENT:**

Computershare

**STATE OF
INCORPORATION:**

Delaware

FOUNDED:

1951

PUBLIC COMPANY**SINCE:**

1996

**CORPORATE WEBSITE:**

www.ironmountain.com

**INVESTOR RELATIONS
WEBSITE:**

investors.ironmountain.com

**2026 ANNUAL MEETING
MATERIALS:**

www.proxyvote.com

VOTING ROADMAP

PROPOSAL

1

ELECTION OF DIRECTORS

 The Board recommends a vote **FOR** each director nominee

SEE PAGE

9

DIRECTOR NOMINEES

NAME AND POSITION	AGE ⁽¹⁾	INDEPENDENT	YEARS OF TENURE	COMMITTEE MEMBERSHIPS AS OF MARCH 24, 2026					OTHER CURRENT PUBLIC COMPANY BOARDS ⁽²⁾
				A	C	N&G	F	R&S	
 Jennifer Allerton Chief Information Officer, F. Hoffman-La Roche AG (retired)	74		12						None
 Pamela M. Arway President, Japan/Asia Pacific/Australia Region, American Express International, Inc. (retired) Independent Chairperson of our Board	72		12						DaVita Inc.
 Kent P. Dauten Chairman, Keystone Capital	70		29						None
 June Yee Felix Group CEO, IG Group plc (retired)	69		2						Hiscox Ltd RELX plc
 Monte Ford Principal Partner, CIO Strategy Exchange	66		7						Akamai Technologies, Inc. JetBlue Airways Corporation Centene Corporation
 Christie Kelly Chief Financial Officer, Realty Income Corporation (retired)	64		1						Park Hotels & Resorts, Inc. Kite Realty Group Trust Legence Corporation
 Robin L. Matlock Chief Marketing Officer, VMware, Inc. (retired)	60		6						MSCI Inc.
 William L. Meaney Chief Executive Officer, Iron Mountain Inc.	65		13						State Street Corporation
 Walter C. Rakowich Chief Executive Officer, Prologis Inc. (retired)	68		13						Host Hotels & Resorts, Inc. Ventas, Inc.
 Theodore R. Samuels President, Capital Guardian Trust Company (retired)	71		3						Bristol Myers Squibb Company Centene Corporation
 Doyle R. Simons Chief Executive Officer, Weyerhaeuser Co. (retired)	62		6						Union Pacific Corporation

A: Audit Committee

N&G: Nominating and Governance
Committee

R&S: Risk & Safety Committee

 Chair

C: Compensation Committee

F: Finance Committee

 Member⁽¹⁾ Ages as of the filing date of this Proxy Statement.⁽²⁾ The Company's Corporate Governance Guidelines (as defined below) limit a director who is not an executive of a public company to serving on no more than four public company boards, including

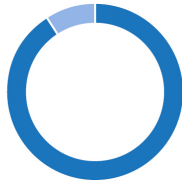
the Company's Board. For a director who serves as an executive of a public company, the limit is two public company boards, including the Company's Board.

BOARD SNAPSHOT

INDEPENDENCE

91% independent

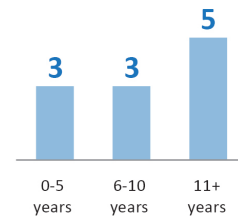
Including the
Chairperson of
the Board



TENURE

9.5 years

average tenure

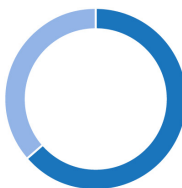


AGE

67 years average age

7 - 60-69 years

4 - over 70 years



DIVERSITY

55% overall diversity,
including:

5 Women,

1 African American and 1 Asian American

CORPORATE GOVERNANCE HIGHLIGHTS

The Board believes strong corporate governance is critical to achieving Iron Mountain's long-term strategic goals and maintaining the trust and confidence of investors, employees, customers and other stakeholders. The following are highlights of our corporate governance program:



Board Independence

- ✓ Ten of our eleven director nominees are independent. The only management member serving as a director is our Chief Executive Officer (CEO)
- ✓ Separate Independent Board Chair and CEO
- ✓ Board committees are 100% independent
- ✓ Executive sessions at each Board and committee meeting



Board Performance

- ✓ Annual assessment of director compensation by independent compensation consultant
- ✓ Ongoing board refreshment, including the addition of three new directors in the past three years
- ✓ Annual Board and committee evaluations overseen by the Nominating and Governance Committee, including periodic engagement with third party advisors
- ✓ Effective board oversight of critical risk areas



Other Corporate Governance Best Practices

- ✓ Annual election of directors with majority voting standard
- ✓ Robust stock ownership guidelines for executives and directors
- ✓ Commitment to transparent reporting on sustainability and corporate responsibility efforts
- ✓ Hedging and pledging of Company stock by directors and executives are prohibited
- ✓ Code of Ethics and Business Conduct
- ✓ No poison pill
- ✓ Proxy access

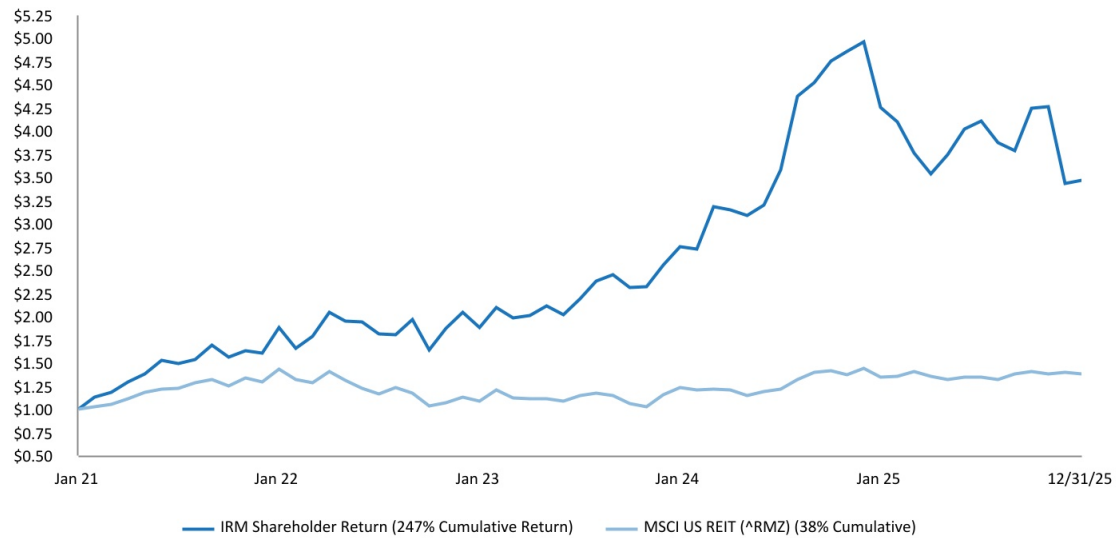
PROPOSAL 2

APPROVAL, BY A NON-BINDING ADVISORY VOTE, OF THE COMPENSATION OF OUR NAMED EXECUTIVE OFFICERS

☒ The Board recommends a vote **FOR** this Proposal

SEE PAGE
31

► 5-YEAR TOTAL SHAREHOLDER RETURN ON \$1 INVESTED AT JANUARY 1, 2021 CLOSE

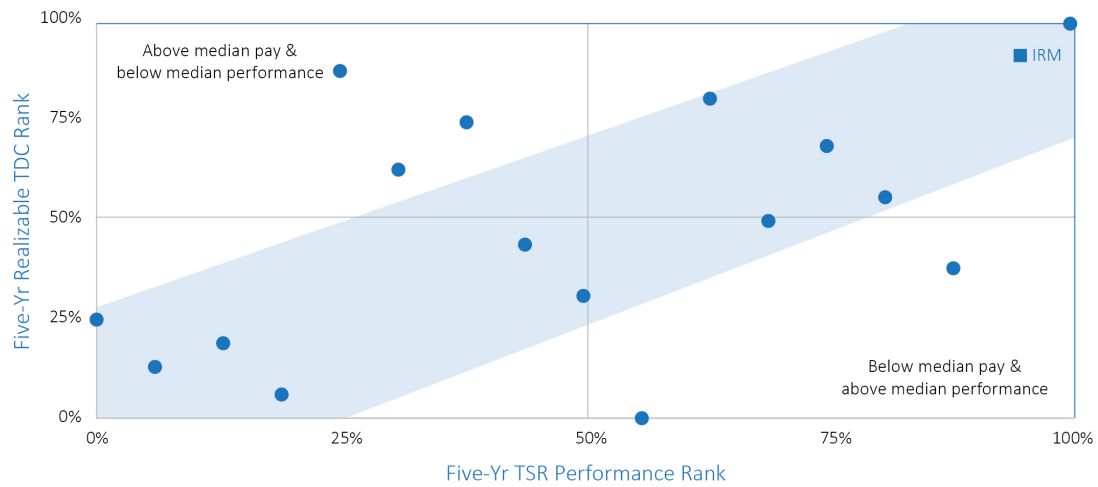


The MSCI US REIT Index is our primary benchmark for tracking our relative Total Shareholder Return ("TSR") performance.

We also track long-term realizable pay and TSR performance against our compensation peer group. This compensation peer group includes both real estate investment trust ("REIT") and non-REIT companies of comparable size and complexity. As the graph below shows, the Company's TSR performance over the five-year period ended December 31, 2025 was at the 94th percentile among the companies in our compensation peer group⁽¹⁾, while the total realizable pay for our CEO over this same period was at the 94th percentile among these companies. This, along with the Company's stronger relative TSR ("rTSR") performance as compared to the MSCI US REIT Index, further demonstrates pay for performance alignment. This is the fourth year in a row that Iron Mountain's performance has been in the top quartile of our compensation peer group.

⁽¹⁾ Excluding Stericycle, which was acquired by Waste Management in November 2024.

► CEO REALIZABLE TDC RANK VS. 5-YEAR TSR PERFORMANCE RANK



► CEO

CEO: William Meaney (Age 65; CEO 2013-present)

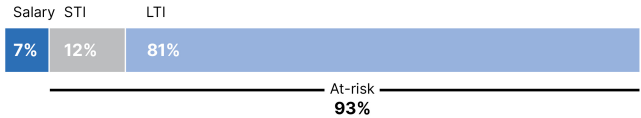
PERCENTAGE OF 2025 CEO COMPENSATION AT RISK:
93% of Total Compensation

METRICS USED FOR SHORT-TERM INCENTIVE COMPENSATION:
Revenue, Adjusted EBITDA, AFFO Per Share, Strategic Objectives

METRICS USED FOR LONG-TERM INCENTIVE COMPENSATION:
ROIC, Revenue, Absolute TSR, Relative TSR

STOCK OWNERSHIP GUIDELINES: Yes

ANTI-HEDGING/ANTI-PLEDGING POLICY: Yes



PROPOSAL
3

RATIFICATION OF THE APPOINTMENT OF INDEPENDENT REGISTERED PUBLIC ACCOUNTING FIRM

✓ The Board recommends a vote **FOR** this Proposal

SEE PAGE
66

TABLE OF CONTENTS

NOTICE OF 2026 ANNUAL MEETING OF STOCKHOLDERS	2	Median Employee to CEO Pay Ratio	61
PROXY SUMMARY	3	2025 Pay Versus Performance	62
CORPORATE GOVERNANCE MATTERS	9	Additional Information	65
		Compensation Committee Interlocks and Insider Participation	65
PROPOSAL 1: ELECTION OF DIRECTORS	9	AUDIT MATTERS	66
Our Director Nominees	10	PROPOSAL 3: RATIFICATION OF THE APPOINTMENT OF INDEPENDENT REGISTERED PUBLIC ACCOUNTING FIRM	66
Skills and Experience of Director Nominees	16	Independent Registered Public Accounting Firm	67
Selection of Director Nominees	16	Audit Committee Report	68
Board and Committee Evaluations	17	INFORMATION ABOUT STOCK OWNERSHIP	69
Board Structure	17	Security Ownership of Certain Beneficial Owners	69
Board Committees	18	Security Ownership of Management	70
The Board's Role, Responsibilities, and Policies	23	Delinquent Section 16(a) Reports	70
Director Compensation	27	Equity Compensation Plan Information	71
Other Corporate Governance Matters	29	OTHER MATTERS	72
EXECUTIVE COMPENSATION	31	Stockholder Proposals	72
PROPOSAL 2: APPROVAL, BY A NON-BINDING ADVISORY VOTE, OF THE COMPENSATION OF OUR NAMED EXECUTIVE OFFICERS	31	Nominations of Individuals for Election as Directors Using Proxy Access	72
Compensation Discussion and Analysis	32	Stockholder Solicitation of Proxies in Support of Director Nominees Other Than Company Nominees	72
Executive Summary	32	Other Matters Brought Before the Meeting	72
2025 Total Direct Compensation Components	37	Additional Documentation	72
2023 Performance Unit Results	47	IRON MOUNTAIN EXECUTIVE OFFICERS	73
Compensation Committee Process and Oversight	49	ADDITIONAL INFORMATION	74
Tax Considerations	51	Stockholders Entitled to Vote	74
Changes to 2026 Compensation Program	51	How to Vote	74
Compensation Committee Report on Compensation Discussion and Analysis	52	If You Are a Registered Holder of Common Stock	74
Compensation Tables	53	If You Hold Your Shares of Common Stock "In Street Name"	75
Summary Compensation Table	53	Quorum	75
Grants of Plan-Based Awards For 2025	55	Votes Required	75
Outstanding Equity Awards at Fiscal Year End for 2025	56	Abstentions and Broker Non-Votes	75
Option Exercises and Stock Vested at Fiscal Year End for 2025	57		

Non-Qualified Deferred Compensation for 2025	57	Attendance at the Annual Meeting	76
Employment Agreements	57	Revocability of Proxies	76
Termination and Change in Control Arrangements	58	Information Regarding the Company	76
Estimated Benefits and Payments Upon Termination	60	Notice Regarding the Availability of Proxy Materials	77
Estimated Benefits Upon A Qualifying Termination Under the Applicable Severance Program in Connection with a Change in Control	60		

CORPORATE GOVERNANCE MATTERS

PROPOSAL

1

ELECTION OF DIRECTORS

- ✓ The Board recommends that you vote **FOR** the election of each of the Board's eleven (11) nominees to serve as directors of Iron Mountain until the 2027 Annual Meeting of Stockholders or until their successors are elected and qualified.

All of our directors are elected at each annual meeting of stockholders for a one-year term to serve until the next annual meeting of stockholders or until such nominee's successor is duly elected and qualified.

The Board is presenting the following eleven (11) nominees for election as directors at the 2026 Annual Meeting, all of whom are current directors of the Company: Jennifer Allerton, Pamela M. Arway, Kent P. Dauten, June Yee Felix, Monte Ford, Christie Kelly, Robin L. Matlock, William L. Meaney, Walter C. Rakowich, Theodore R. Samuels and Doyle R. Simons. Each nominee was elected by stockholders at the 2025 Annual Meeting, other than Christie Kelly, who was appointed to the Board subsequent to the 2025 Annual Meeting. Each nominee has agreed to serve a one-year term if elected, and the Board has no reason to believe that any of the nominees will be unavailable to serve. For more detail on the process our Board follows when selecting nominees, please see page 16.

REQUIRED VOTE

Each director nominee must receive a majority of the votes cast on his or her nomination to be elected, with abstentions and broker non-votes not counting as votes cast. Under Iron Mountain's Bylaws, if an incumbent director nominee does not receive a majority of votes cast on his or her nomination, then such nominee must promptly tender to the Board a resignation from the Board. Each incumbent director has already tendered an irrevocable resignation that will be effective upon (1) the failure to receive the required number of votes for re-election at the Annual Meeting or any meeting of stockholders at which such incumbent director faces re-election and (2) the acceptance of such resignation by the Board. The Board will act on the resignation offer within 90 days of the certification of the stockholder vote. Based on a recommendation by the Nominating and Governance Committee of the Board (the "Nominating and Governance Committee"), the Board, excluding the director nominee in question, will determine whether to accept or reject the director nominee's resignation. The Board's explanation of its decision will be promptly disclosed in a filing with the Securities and Exchange Commission (the "SEC").

Brokers are not permitted to vote for the election of directors without voting instructions. Therefore, we urge you to give voting instructions to your broker on the proxy so that your votes may be counted on this important matter.

OUR DIRECTOR NOMINEES

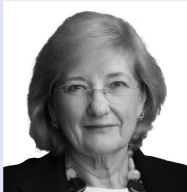
Pursuant to the Corporate Governance Guidelines (as defined below), the Board and the Nominating and Governance Committee consider various factors in evaluating and selecting director nominees, including the following:

- ▲ Integrity
- ▲ Judgment
- ▲ Ability to make independent analytical inquiries
- ▲ Experience
- ▲ Intelligence
- ▲ Willingness to devote adequate time to Board duties
- ▲ Achievements
- ▲ Personal character
- ▲ Likelihood that they will be able to serve on the Board for a sustained period

The Board and the Nominating and Governance Committee also consider the specific experience, qualifications, attributes or skills that qualify a director nominee to serve on the Board or a committee thereof in light of the Company's business and structure. In connection with the selection of nominees for director, the Board's policy is to give due consideration to the Board's overall balance of variety of perspectives, backgrounds and experiences. To ensure the Board's operational efficiency, the Nominating and Governance Committee reviews the appropriate skills and characteristics of members of the Board in the context of the then current composition of the Board.

We believe that all of our director nominees meet these criteria. Our director nominees bring a full array of business and leadership skills to their oversight responsibilities and represent diverse skills and experiences, which the Board believes will contribute to the effective oversight of the Company. Each director nominee is well-versed in strategic and risk oversight, corporate governance, stockholder advocacy, and executive leadership. We believe our Board composition facilitates effective oversight.

More details about the background and experience of each director nominee can be found below. Each director nominee has consented to be named in this Proxy Statement and to serve on the Board, if elected. The following information is presented as of March 24, 2026.



JENNIFER ALLERTON

AGE 74

COMMITTEES Audit, Risk and Safety

DIRECTOR SINCE 2014

INDEPENDENT

▲ BIOGRAPHY

Ms. Allerton has more than 40 years of information technology experience, most recently as chief information officer at F. Hoffman-La Roche AG ("Roche") in Switzerland with responsibility for information technology strategy and operations for the pharmaceutical division and all group information technology operations from June 2002 to July 2012. Prior to Roche, Ms. Allerton served from May 1999 to June 2002 as Technology Director at Barclaycard in the United Kingdom with responsibility for fraud operations and information technology. Ms. Allerton currently serves on the board of Barclays Bank Ireland (Barclays Europe), a European bank. From May 2015 to April 2024, Ms. Allerton served as a non-executive director of Sandvik AB, a publicly held global manufacturing company. Ms. Allerton served as a non-executive director of Aveva plc, an industrial software company, from July 2013 to July 2022, during which time Aveva was a publicly listed company on the London Stock Exchange ("LSE"). Ms. Allerton also served as a non-executive director of Paysafe Group plc ("Paysafe"), a provider of digital payments and transaction-related solutions, from March 2017 to December 2017, during which time Paysafe was a publicly listed company on the LSE.

▲ REASONS FOR NOMINATION

We believe Ms. Allerton's qualifications for nomination include her significant experience with global multinational companies and complex international operations, her deep expertise in technology and its successful application to data centers, and her experience as a board member of several large international companies.

▲ EDUCATION

Ms. Allerton holds bachelor's degrees in mathematics from Imperial College, London and in physical sciences and geosciences from the Open University, United Kingdom, a master's degree in physics from the University of Manitoba, Canada and a master's degree in finance from the Open University, United Kingdom.

	PAMELA M. ARWAY	INDEPENDENT
	AGE 72	COMMITTEES Compensation, Nominating and Governance
	DIRECTOR SINCE 2014 Independent Chair since November 2022	OTHER CURRENT PUBLIC COMPANY BOARDS DaVita Inc.

▲ BIOGRAPHY

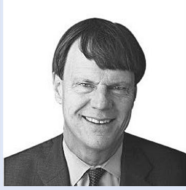
Ms. Arway served in a number of capacities during her 21-year career with the American Express Company, Inc., a publicly held global payments, network and travel company, until her retirement in 2008. Ms. Arway served as president, Japan/Asia Pacific/Australia Region, American Express International, Inc., Singapore from October 2005 to January 2008. From December 2004 to October 2005, Ms. Arway served as chief executive officer, American Express Australia Ltd., Sydney, Australia. From July 2000 to December 2004, Ms. Arway served as executive vice president and general manager, Corporate Travel North America, American Express Company, Inc. Ms. Arway has served as a director of DaVita Inc., a publicly held kidney care provider, since May 2009. From May 2010 to May 2024, Ms. Arway served as a non-executive director of The Hershey Company, a publicly held company and one of the largest chocolate manufacturers in the world. Ms. Arway also served as a director of Carlson Companies, Inc., a family-owned corporate travel management and private capital company, from May 2019 to July 2021.

▲ REASONS FOR NOMINATION

We believe Ms. Arway's qualifications for nomination include her significant leadership experience as a global executive, her expertise in the areas of marketing, international business, finance and government affairs and her experience as a board member of several large publicly held companies.

▲ EDUCATION

Ms. Arway holds a bachelor's degree in languages from Memorial University of Newfoundland and a master's degree in business administration from Queen's University, Kingston, Ontario, Canada.

	KENT P. DAUTEN	INDEPENDENT
	AGE 70	COMMITTEES Audit, Finance, Nominating and Governance
	DIRECTOR SINCE 1997	

▲ BIOGRAPHY

Mr. Dauten has served as chairman of Keystone Capital ("Keystone"), a private investment firm, since September 2017. Previously, Mr. Dauten served as Managing Partner and President of Keystone, a position he held since founding the firm in February 1994. Mr. Dauten served as a director of Health Management Associates, Inc., a publicly held hospital management firm, from November 1988 until August 2013.

▲ REASONS FOR NOMINATION

We believe Mr. Dauten's qualifications for nomination include his deep industry knowledge and experience as the former president of HIMSCORP, Inc., a records management company we acquired in 1997, his extensive knowledge of capital markets and business management as the managing director of a private investment business, his understanding of our businesses, operations and strategies as a member of our Board for over 28 years, his financial acumen, his prior service on the board of directors of another publicly held company and his prior experience as our lead independent director.

▲ EDUCATION

Mr. Dauten holds a bachelor's degree in economics from Dartmouth College and a master's degree in business administration from Harvard Business School.

	JUNE YEE FELIX	INDEPENDENT	
	AGE 69 DIRECTOR SINCE 2025	COMMITTEES Audit, Risk and Safety OTHER CURRENT PUBLIC COMPANY BOARDS Hiscox Ltd. RELX plc	

▲ BIOGRAPHY

Ms. Felix is an accomplished global executive with three decades of extensive leadership experience in the financial services, fintech and technology sectors. From 2018 to 2023, Ms. Felix was Group CEO of IG Group plc, a global fintech company, having served on its board as a non-executive director from 2015 to 2018. Ms. Felix was a regional president at Verifone, Inc. from 2014 to 2018, and also held senior leadership positions at Citibank, IBM and Chase Manhattan Bank during her career. Ms. Felix has served as a non-executive director of RELX plc, a global data analytics company that is publicly listed on the LSE, since 2021 and has served as a non-executive director of Hiscox Ltd, an international insurance group that is a publicly listed company on the LSE, since January 2025. Since 2018, Ms. Felix has been an advisory board member of the London Technology Club.

▲ REASONS FOR NOMINATION

We believe Ms. Felix's qualifications for nomination include her extensive leadership experience in managing and overseeing complex international businesses, strategic insight, data analytics, her risk oversight and governance expertise across financial services, fintech, and technology, and her experience as a board member of large publicly held companies.

▲ EDUCATION

Ms. Felix holds a bachelor's degree in chemical engineering and pre-medicine from the University of Pittsburgh.

	MONTE FORD	INDEPENDENT	
	AGE 66 DIRECTOR SINCE 2018	COMMITTEES Compensation, Risk and Safety (chair) OTHER CURRENT PUBLIC COMPANY BOARDS Akamai Technologies, Inc. JetBlue Airways Corporation Centene Corporation	

▲ BIOGRAPHY

Mr. Ford has served as principal partner for the CIO Strategy Exchange, a cross-industry consortium of 50 chief information officers from large global companies, since May 2015. From May 2013 to September 2013, Mr. Ford served as executive chairman of Apteau, Inc. ("Apteau"), a producer of enterprise software. From April 2012 to April 2013, Mr. Ford served as chief executive officer of Apteau. From February 2012 to March 2012, Mr. Ford served as an advisor to Apteau. Prior to these roles, Mr. Ford served as senior vice president and chief information officer of American Airlines Group from December 2000 to December 2011. Mr. Ford has been a director of Akamai Technologies, Inc., a publicly held content delivery network and cloud service provider, since June 2013, JetBlue Airways Corporation, a publicly held major American airline, since January 2021 and Centene Corporation, a publicly held managed care organization, since November 2022. Mr. Ford served as a director of Michaels Companies, Inc., a publicly held owner and operator of arts and crafts specialty retail stores, from September 2015 to April 2021.

▲ REASONS FOR NOMINATION

We believe Mr. Ford's qualifications for nomination include his extensive experience as an executive in the information technology field, his knowledge related to companies going through a technological transformation, his expertise with artificial intelligence and associated risk considerations, his deep leadership experience and his experience as a board member of large publicly held companies.

▲ EDUCATION

Mr. Ford holds a bachelor's degree in business administration from Northeastern University.



CHRISTIE KELLY

AGE 64

DIRECTOR SINCE 2025

COMMITTEES Audit, Finance

OTHER CURRENT PUBLIC COMPANY BOARDS Park Hotels & Resorts Inc.
Kite Realty Group Trust
Legence Corporation

INDEPENDENT

BIOGRAPHY

Ms. Kelly is an accomplished, three-time Fortune 500 CFO in the real estate sector with extensive experience in finance and strategy. From 2021 to 2023, Ms. Kelly served as Executive Vice President, Chief Financial Officer and Treasurer of Realty Income Corporation, a publicly traded triple-net lease REIT. From 2013 to 2018, Ms. Kelly served as EVP and Global Chief Financial Officer of Jones Lang Lasalle, a publicly traded financial and professional services firm specializing in real estate. Prior to that, she served as EVP and Chief Financial Officer of Duke Realty Corporation, a publicly traded industrial REIT, from 2009 to 2013. Ms. Kelly also held senior leadership positions at Lehman Brothers and General Electric during her career. Ms. Kelly has served on the board of Park Hotels & Resorts Inc., a publicly traded lodging REIT, since 2016. Since 2013, she has served on the board of Kite Realty Group Trust, a publicly traded REIT. Since September 2025, Ms. Kelly has served on the board of Legence Corporation, a publicly traded company. She also serves on the private board of Gilbane.

REASONS FOR NOMINATION

We believe Ms. Kelly's qualifications for nomination include her extensive executive leadership experience in finance, accounting, and strategy at complex publicly traded REITs, her deep knowledge and expertise in financial reporting and risk management, as well as her experience as a board member of large publicly held companies, including REITs.

EDUCATION

Ms. Kelly has a Bachelor of Arts in Economics from Bucknell University.



ROBIN L. MATLOCK

AGE 60

DIRECTOR SINCE 2019

COMMITTEES Compensation (chair), Risk and Safety

OTHER CURRENT PUBLIC COMPANY BOARDS MSCI, Inc.

INDEPENDENT

BIOGRAPHY

Ms. Matlock's skills and experiences are built on over three decades of work in Silicon Valley for enterprise software companies. Her expertise focuses on go-to-market, ranging from sales, business development and services, with a particular focus on marketing. Ms. Matlock served in a number of capacities during her career at VMware, Inc. ("VMware"), a publicly held software virtualization company, until her retirement in January 2021. As a senior executive at VMware, she gained unique experience in assisting enterprises through significant digital transformational shifts. She served as a consultant from June 2020 to January 2021 and as senior vice president and chief marketing officer from June 2013 to June 2020. From July 2009 until June 2013, Ms. Matlock served as vice president, corporate marketing of VMware. From December 2006 to October 2008, Ms. Matlock served as executive vice president and general manager of Imperva, Inc., now part of Thales Group, a global leader in cybersecurity. Ms. Matlock has served as a director on the board of MSCI, Inc., a publicly held investment research firm, since June 2022. Ms. Matlock has also served as a director of Cohesity, Inc., a privately held software development company, since January 2021, a director of People.ai, a privately held sales software company, since January 2021 and a director of Dremio Corporation, a privately held data lake transformation company, since March 2021. Since July 2021, she has been serving as a director of the George Mark Children's House, a pediatric palliative care non-profit.

REASONS FOR NOMINATION

We believe Ms. Matlock's qualifications for nomination include extensive experience and executive leadership in global marketing, technology and digital solutions, developed through her service as a former executive and as a director and advisor to several technology companies, as well as her experience as a board member of large publicly held companies.

EDUCATION

Ms. Matlock holds bachelor's degrees in economics and music from Rice University.



WILLIAM L. MEANEY

AGE 65

DIRECTOR SINCE 2013

COMMITTEES None

OTHER CURRENT PUBLIC COMPANY BOARDS State Street Corporation

▲ BIOGRAPHY

Mr. Meaney assumed the role of our chief executive officer ("CEO") and, simultaneously, became a member of the Board, in January 2013. Mr. Meaney served as CEO of The Zuellig Group, a private business to business conglomerate, from August 2004 until March 2012. Prior to that position, Mr. Meaney served as managing director and chief commercial officer for Swiss International Air Lines, Ltd., a company providing passenger and cargo transportation services in Europe and internationally, from December 2002 to January 2004. Mr. Meaney currently serves on the board of directors of State Street Corporation, a publicly held company that provides financial services to institutional investors. Mr. Meaney served on the board of directors of Qantas Airways Limited, an Australian publicly held company offering passenger and air freight transportation services, from February 2012 to June 2018. Mr. Meaney served on the New York Advisory Board of FM Global, a privately held mutual insurance company, until December 2019. Mr. Meaney served on the board of trustees of Carnegie Mellon University until June 2017 and on the board of trustees of Rensselaer Polytechnic Institute until April 2018.

▲ REASONS FOR NOMINATION

We believe Mr. Meaney's qualifications for nomination include his understanding of our businesses, operations and strategies as our current CEO, his extensive experience in global operations and capital allocation and leading a primarily business to business company, as well as his experience overseeing new technology initiatives, including artificial intelligence.

▲ EDUCATION

Mr. Meaney holds a bachelor's degree in mechanical engineering from Rensselaer Polytechnic Institute and a master's degree in industrial administration from Carnegie Mellon University.



WALTER C. RAKOWICH

AGE 68

DIRECTOR SINCE 2013

COMMITTEES Audit (chair), Finance, Nominating and Governance

OTHER CURRENT PUBLIC COMPANY BOARDS Host Hotels & Resorts, Inc.
Ventas, Inc.

INDEPENDENT

▲ BIOGRAPHY

Mr. Rakowich served as chief executive officer of Prologis Inc. ("Prologis"), a publicly held logistics real estate investment trust ("REIT"), from November 2008 through June 2011, when Prologis merged with AMB Property Corporation (with the merged company being named Prologis), after which he assumed the role of co-chief executive officer and served as a member of the Prologis board of directors until he retired in December 2012. Mr. Rakowich held a number of senior management positions while at Prologis before becoming chief executive officer, including managing director and chief financial officer from December 1998 to January 2005 and president and chief operating officer from January 2005 to November 2008. Mr. Rakowich served on the Prologis board of trustees from January 2005 through June 2011. Mr. Rakowich has been a member of the board of directors of Host Hotels & Resorts, Inc. since 2012 and Ventas, Inc. since 2016, each of which is a publicly held REIT.

▲ REASONS FOR NOMINATION

We believe Mr. Rakowich's qualifications for nomination include deep industry knowledge and management expertise that Mr. Rakowich has developed as chief executive officer of an industrial REIT, his corporate finance and accounting expertise, and his experience as a member of the board of directors of other publicly held REITs.

▲ EDUCATION

Mr. Rakowich holds a bachelor's degree in accounting from Pennsylvania State University and a master's degree in business administration from Harvard Business School.

	THEODORE SAMUELS	INDEPENDENT
	AGE 71	COMMITTEES Finance, Nominating and Governance (chair)
	DIRECTOR SINCE 2023	OTHER CURRENT PUBLIC COMPANY BOARDS Bristol Myers Squibb Company Centene Corporation

▲ BIOGRAPHY

Mr. Samuels has more than 35 years of experience in the financial industry, currently serving as the lead independent director of Bristol-Myers Squibb and as an independent director of Centene Corporation. From 2017 until May 2023, Mr. Samuels served on the board of directors of Perrigo Company plc, a publicly held consumer self-care products company, and from January 2017 until October 2021, he served on the board of directors for Stamps.com, which, during that period, was a publicly held internet-based mailing and shipping services company. Prior to these roles, Mr. Samuels served as the president of Capital Guardian Trust Company, a subsidiary of Capital Group, one of the largest investment management firms in the world, from 2010 to 2016. Mr. Samuels was an investor at Capital Group and served on numerous management and investment committees from 1981 to 2017.

▲ REASONS FOR NOMINATION

We believe Mr. Samuels' qualifications for nomination include his extensive experience in the financial industry and management expertise that Mr. Samuels developed as a former president of a division of one of the largest investment management firms in the world, his expertise in financial and capital markets, his extensive experience in leadership and strategic planning and his experience as a board member of large publicly held companies.

▲ EDUCATION

Mr. Samuels holds a Bachelor of Arts and Masters of Business Administration from Harvard University.

	DOYLE R. SIMONS	INDEPENDENT
	AGE 62	COMMITTEES Compensation, Finance (chair)
	DIRECTOR SINCE 2020	OTHER CURRENT PUBLIC COMPANY BOARDS Union Pacific Corporation

▲ BIOGRAPHY

Mr. Simons served as president and chief executive officer of Weyerhaeuser Co. ("Weyerhaeuser"), a publicly held timber REIT, from August 2013 until his retirement in December 2018. Prior to this role, Mr. Simons served as chairman and chief executive officer of Temple-Inland, Inc. ("Temple-Inland"), a publicly held corrugated packaging and building products company, from December 2007 to February 2012. Mr. Simons served on the board of directors of Fiserv, Inc., a publicly held global provider of financial services technology from 2007 until January 1, 2026. Mr. Simons served on the board of Weyerhaeuser from June 2012 to December 2018 and on the board of Temple-Inland from January 2008 to February 2012. Since July 2023, he has served on the board of directors of Union Pacific Corporation.

▲ REASONS FOR NOMINATION

We believe Mr. Simons' qualifications for nomination include deep industry knowledge and leadership experience in the REIT industry, coupled with his strong skills in corporate finance and strategic planning and his experience as a board member of large publicly held companies.

▲ EDUCATION

Mr. Simons holds a bachelor's degree in business administration from Baylor University and a juris doctor from the University of Texas.

SKILLS AND EXPERIENCE OF DIRECTOR NOMINEES

	<i>J. Allerton</i>	<i>P. Arway</i>	<i>K. Dauten</i>	<i>J. Felix</i>	<i>M. Ford</i>	<i>C. Kelly</i>	<i>R. Matlock</i>	<i>W. Meaney</i>	<i>W. Rakowich</i>	<i>T. Samuels</i>	<i>D. Simons</i>
 Financial											
 Risk Oversight											
 Executive Leadership											
 Human Capital Management											
 Public Board Experience											
 Industry Experience											
 M&A											
 International/Global											
 Cybersecurity											
 Technology											
 REIT											

SELECTION OF DIRECTOR NOMINEES

The Nominating and Governance Committee is responsible for identifying and recommending to the Board qualified candidates for nomination by the Board at each annual meeting of stockholders, consistent with the criteria set forth in our Board-approved corporate governance guidelines (our "Corporate Governance Guidelines"). The Board is responsible for nominating qualified candidates for election at each annual meeting of stockholders and for filling vacancies on the Board that may occur between annual meetings of the stockholders.

The Nominating and Governance Committee evaluates each candidate's experience, skills, and independence while reviewing any potential conflicts of interest and feedback from other directors. When evaluating incumbent directors standing for re-election, the Nominating and Governance Committee also considers the director's prior Board performance, including meeting attendance and participation in Board and committee meetings.

The Board will not nominate any candidate who has not agreed to tender, promptly following the annual meeting at which such candidate is elected, an irrevocable resignation that will be effective upon (1) the failure to receive the required number of votes at the next annual meeting of stockholders at which such candidate faces re-election, and (2) the acceptance of such resignation by the Board.

The Nominating and Governance Committee considers director nominees who are properly recommended by stockholders for election to the Board at a meeting of stockholders at which directors are to be elected. To be proper, a director nominee recommendation must comply with applicable law, the Company's Bylaws and the Company's Corporate Governance Guidelines. The Nominating and Governance Committee will consider, and evaluate in the same manner, any suggestions offered by directors or stockholders with respect to potential director nominees. However, the Nominating and Governance Committee and the Board are not required to enlarge the size of the Board in order to nominate an otherwise fully qualified candidate proposed by a stockholder. A stockholder wishing to nominate a director directly must comply with the procedures described in the Company's Bylaws and this Proxy Statement, as described in the "Nominations of Individuals for Election as Directors Using Proxy Access" Section on page 72.

BOARD AND COMMITTEE EVALUATIONS

The Board and each standing committee conduct an annual self-evaluation to evaluate whether it is functioning effectively. The Nominating and Governance Committee annually establishes and oversees the Board and committee evaluation process. Generally, the Board and each committee conduct self-evaluations by means of written questionnaires completed anonymously by each director and committee member. The responses are summarized and provided to the Board and each committee at their subsequent meetings for discussion and review. From time to time, the Nominating and Governance Committee has engaged an independent third-party firm to conduct a comprehensive independent evaluation of the Board, the committees and individual directors, and we plan to continue this practice in the future.

BOARD STRUCTURE

BOARD LEADERSHIP STRUCTURE

The Board believes that Iron Mountain stockholders are best served by the Board having flexibility to consider and determine the best leadership structure for the Company, including whether the roles of Chair of the Board ("Chair") and CEO should be combined or separated, based on current relevant facts and circumstances rather than by adhering to a formal standing policy on the subject.

The Board has determined that the current position of Chair should be held by an independent non-employee director of the Company. The Board believes this structure fosters effective governance and oversight of the Company and allows the CEO to focus on strategic planning and execution of our day-to-day performance while the independent Chair leads the Board in its fundamental role of providing advice and oversight to management. Our Board believes that an active and empowered independent Chair is key to providing strong, independent leadership for the Board. Among other things, the independent Chair's duties include:

- ▲ Collaborating with the CEO to develop and approve Board meeting agendas and meeting schedules;
- ▲ Ensuring that topics deemed important by independent directors, such as views on our management, risk matters, strategy and execution, are included in Board discussions;
- ▲ Serving as an advisor to the CEO;
- ▲ Presiding over meetings of the Board, including all executive sessions of non-employee directors;
- ▲ Advising the CEO on the content of information sent to the Board;
- ▲ Acting as a liaison between management and non-employee directors; and
- ▲ Being reasonably available for direct communication with our major stockholders.

The Board believes its current leadership structure promotes balance between the authority of those who oversee our business and those who manage it on a day-to-day basis. Our Board appropriately provides effective independent oversight of the Company's operations through our independent Chair, fully independent Board committees led by independent chairs, and regular executive sessions offered during each Board and committee meeting.

Ms. Arway is currently the independent Chair of the Board. The Board believes that Ms. Arway's extensive leadership experience and deep knowledge enable her to provide valuable and independent views to the boardroom, and ensure active communication between management and our Board.

There may however be unique circumstances, such as a change in executive or Board composition or a significant strategic development, under which the Board may determine that stockholders are best served by combining the roles of Chair and CEO and appointing a strong lead independent director with robust duties and responsibilities. In the event that the roles of Chair and CEO are combined, we anticipate that the Board would appoint a strong lead independent director with a well-defined role similar to the responsibilities undertaken by our current Chair. We anticipate that we would disclose any such change in our Board leadership structure to the stockholder community.

INDEPENDENCE

Our Corporate Governance Guidelines provide that a majority of the directors must be independent as defined under New York Stock Exchange ("NYSE") listing standards. Under the NYSE listing standards, no director of a company qualifies as "independent" unless the board of directors affirmatively determines that the director has no material relationship with such company (either directly or as a partner, stockholder or officer of an organization that has a relationship with such company).

In determining whether each director is independent, the Board considers all relevant facts and circumstances, including whether the director has any direct or indirect material relationship with the Company (including its subsidiaries) or any member of the Company's management that may interfere with such director's ability to exercise independence. When assessing the materiality of a director's relationship with the Company, the Board evaluates information obtained from each director's responses to a questionnaire inquiring about their relationships, transactions, arrangements, primary business affiliations, and other potential conflicts of interest between such director or his/her immediate family members and the Company. Material relationships can include commercial, industrial, banking, consulting, legal, accounting, charitable and familial relationships.

Following this evaluation, the Board has affirmatively determined that each of non-employee directors has no material relationship with the Company or its management, either directly or indirectly, other than service as a director, and the Board has concluded that none of the Company's non-employee directors possess the objective relationships set forth in the NYSE listing standards that prevent independence. The Board has affirmatively determined that each of the non-employee directors standing for re-election at the 2026 Annual Meeting is independent under NYSE listing standards. One of our directors, Mr. Meaney, is a management employee involved in our day-to-day activities and is not considered to be an independent director.

BOARD MEETING ATTENDANCE

During the fiscal year ended December 31, 2025, the Board held five meetings. In 2025, each incumbent director attended at least 75% of the aggregate number of meetings of the Board and the committees on which such director served that were held while such incumbent director served on the Board or the respective committees. Our directors are expected to attend the Company's Annual Meeting of Stockholders. All of our directors standing for re-election, other than Christie Kelly, attended our virtual 2025 Annual Meeting of Stockholders. Our policy with respect to directors' attendance at our annual meetings of stockholders can be found in our Corporate Governance Guidelines, the full text of which appears under the heading "Investors/Corporate Governance/Governance Documents" on our website at www.ironmountain.com.

BOARD COMMITTEES

The Board has the following standing committees: Audit Committee, Compensation Committee, Nominating and Governance Committee, Finance Committee and Risk and Safety Committee. The Board and management have assigned specific areas of risk oversight to each standing committee. The Board has adopted a charter for each of its standing committees, and each such charter is available on our website at www.ironmountain.com under the heading "Investors/Corporate Governance/Governance Documents." During the fiscal year ended December 31, 2025, the Audit Committee held four meetings, the Compensation Committee held four meetings, the Nominating and Governance Committee held four meetings, the Finance Committee held four meetings, and the Risk and Safety Committee held four meetings. In 2025, each incumbent director who served on a Board committee attended at least 75% of that committee's meetings held during the period such incumbent director served on that committee.

The Nominating and Governance Committee typically reviews committee membership each year to assess whether any changes should be made. Each committee generally has a mix of directors who have previously served on the committee and directors who have not previously served on the committee. Committee membership as set forth below is as of March 24, 2026.

AUDIT COMMITTEE

CHAIR	MEMBERS	INDEPENDENCE AND AUDIT COMMITTEE FINANCIAL EXPERTS
Rakowich	Allerton Dauten Felix Kelly	The Board has determined that each member of the Audit Committee is independent as defined by the SEC rules, NYSE listing standards and the Audit Committee Charter. In addition, the Board has determined that each member of the Audit Committee qualifies as an audit committee financial expert and is financially literate, as defined by the NYSE listing standards and the SEC rules.

▲ ROLES AND RESPONSIBILITIES

The Audit Committee:

1. assists the Board in oversight of the integrity of the Company's financial statements;
2. assists the Board in oversight of the Company's compliance with legal and regulatory requirements;
3. assists the Board in the oversight of the Company's compliance with requirements with respect to maintaining the Company's qualification for taxation as a REIT;
4. assists the Board in oversight of the independent registered public accounting firm's qualifications and independence;
5. assists the Board in oversight of the performance of the Company's internal audit function and independent auditors;
6. prepares an Audit Committee report as required by the SEC to be included in the annual proxy statement;
7. reviews and discusses quarterly earnings releases and materials;
8. monitors and assesses policies and practices with respect to risk assessment and risk management;
9. reviews and evaluates the lead audit partner of the independent registered accounting firm;
10. performs such other duties as the Board may assign to the Audit Committee from time to time, such as approving transactions subject to our Related Person Transaction Policies and Procedures described on page 26 of this Proxy Statement;
11. furnishes periodic reports to the Board concerning the Audit Committee's work; and
12. takes other actions to meet its responsibilities as set forth in its written charter.

The Audit Committee is also responsible for establishing procedures for the receipt, retention and treatment of complaints regarding accounting, internal accounting controls and auditing matters, including procedures for the confidential and anonymous submission by employees of the Company of any concerns regarding accounting or auditing matters they think may be questionable. Information about these procedures can be found in our Code of Ethics, which is available on our website, www.ironmountain.com, under the heading "Investors/Corporate Governance/Governance Documents."

**COMPENSATION
COMMITTEE**

4 Meetings in 2025

CHAIR	MEMBERS	INDEPENDENCE
Matlock	Arway Ford Simons	The Board has determined that each member of the Compensation Committee qualifies as independent under the applicable NYSE listing standards and the SEC rules.


▲ ROLES AND RESPONSIBILITIES

The Compensation Committee:

1. reviews, approves and recommends to the independent members of the Board the annual compensation, including base salary, equity-based incentives and the payment of short-term incentive compensation, for the CEO;
2. approves all long-term equity incentives to our employees, including the executive officers, under the Iron Mountain Incorporated 2014 Stock and Cash Incentive Plan, as amended (the "2014 Plan");
3. reviews and approves the annual compensation, including base salary, equity-based incentives and the payment of short-term incentive compensation, for the Company's executive officers (as defined in Section 16 of the Securities Exchange Act of 1934), based on recommendations from the CEO and reports to the Board on such decisions;
4. periodically reviews the Company's strategies and programs related to human capital management ("HCM"), and assists the Board with its oversight with respect to the Company's diversity and inclusion ("D&I") practices, including public reporting with respect to D&I;
5. reviews the Company's cash and stock-based incentive compensation plans to assess their effectiveness in meeting the Company's goals and objectives and exercises all of the authority of the Board with respect to the administration of such plans;
6. annually reviews and discusses with management a draft of the Company's Compensation Discussion and Analysis to be included in the Company's annual proxy statement and incorporated by reference in the Company's Annual Report on Form 10-K;
7. annually prepares and publishes an annual report of the Compensation Committee for inclusion in the Company's annual proxy statement and incorporated by reference in the Company's Annual Report on Form 10-K;
8. reviews and discusses at least on an annual basis the risks arising from the Company's compensation policies for its employees;
9. reviews and discusses pay ratio disclosure for inclusion in the Company's annual proxy statement and incorporated by reference in the Company's Annual Report on Form 10-K;
10. annually reviews executive talent in coordination with the Board's review;
11. furnishes periodic reports to the Board concerning the Compensation Committee's work; and
12. takes other actions to meet its responsibilities as set forth in its written charter.

The Board has delegated final authority for compensation decisions for the executive officers, other than our CEO, to the Compensation Committee. The Compensation Committee has the authority, as it deems appropriate, to delegate any of its responsibilities to a sub-committee and has delegated the authority to the CEO to approve within an approved budget long-term equity incentive grants below maximum thresholds to employees who are not executive officers or senior vice presidents.

For a discussion concerning the process and procedures for determining executive compensation and the role of executive officers and compensation consultants in determining or recommending the amount or form of compensation, see the "Compensation Discussion and Analysis" section in this Proxy Statement.

NOMINATING AND GOVERNANCE COMMITTEE

4 Meetings in 2025

CHAIR	MEMBERS	INDEPENDENCE
Samuels	Arway Dauten Rakowich	The Board has determined that each member of the Nominating and Governance Committee qualifies as independent under the applicable NYSE listing standards and the SEC rules.

▲ ROLES AND RESPONSIBILITIES

The Nominating and Governance Committee:

1. annually reviews the composition of the Board and considers whether to recommend committee membership changes to the Board;
2. identifies and recommends candidates for nomination to the Board;
3. recommends to the Board structures and statements of the duties and responsibilities of each committee of the Board;
4. develops and recommends to the Board and implements corporate governance guidelines applicable to the Company;
5. develops and monitors an annual process to assess the effectiveness of the Board and implements and oversees an annual review of the performance of the Board (including evaluations of individual Board members) and each of the Board's standing committees;
6. develops and proposes, for approval by the Board, compensation policies for the Company's non-employee directors;
7. oversees and reviews the Company's environmental, social and governance ("ESG") strategy, policies and risks, and coordinates such oversight with the full Board, as the Committee deems appropriate, by reviewing the Company's ESG initiatives, monitoring key performance metrics and addressing emerging ESG issues;
8. annually reviews contributions to candidates made by the Iron Mountain Incorporated Political Action Committee ("IMPAC") and determines the composition of the IMPAC board;
9. annually reviews the Company's Global Political Contributions Policy and the Company's compliance with that policy;
10. furnishes periodic reports to the Board concerning the Nominating and Governance Committee's work; and
11. takes other actions to meet its responsibilities as set forth in its written charter.

FINANCE COMMITTEE

4 Meetings in 2025

CHAIR	MEMBERS	INDEPENDENCE
Simons	Dauten Kelly Rakowich Samuels	Although the NYSE listing standards do not require a standing finance committee or that any such committee be comprised exclusively of independent members, all members of the Finance Committee qualify as independent under the applicable NYSE listing standards and the SEC rules.

▲ ROLES AND RESPONSIBILITIES

The Finance Committee:

1. reviews and provides recommendations with respect to the Company's capital structure, leverage and financial strategies;
2. reviews the Company's material capital allocation decisions, strategic investments and dispositions and other opportunities for maximizing stockholder value and periodically reviews and evaluates the performance of and returns on investments and dispositions approved by the Board;
3. considers, reviews and provides recommendations to the Board with respect to the Company's dividend and share repurchase policies and programs and other strategies to return capital to stockholders;
4. reviews and approves the Company's derivatives and hedging policies and strategies;
5. reviews the Company's investment policies and practices;
6. reviews the Company's credit ratings and strategy;
7. periodically reviews the Company's investor relations strategy;
8. furnishes periodic reports to the Board concerning the Finance Committee's work; and
9. performs such other duties as the Board may assign to the committee from time to time.

**RISK AND SAFETY
COMMITTEE**

4 Meetings in 2025

CHAIR	MEMBERS	INDEPENDENCE
Ford	Allerton Felix Matlock	Although the NYSE listing standards do not require a standing risk and safety committee or that any such committee be comprised exclusively of independent members, all members of the Risk and Safety Committee qualify as independent under the applicable NYSE listing standards and the SEC rules.


▲ ROLES AND RESPONSIBILITIES

The Risk and Safety Committee:

1. based on reports provided by the Company's management, monitors and assesses risks associated with: (i) the adequacy of material fire, health, safety, security, business continuity, cyber security, chain of custody and information security and risk management strategies and systems for the reporting of accidents, incidents and risks, (ii) emerging technologies, including artificial intelligence ("AI") and other innovations, and (iii) material investigations and remedial actions, as appropriate;
2. reviews the Company's establishment and operation of its enterprise-wide risk management ("ERM") program which is designed to identify, assess, monitor and manage risk throughout the Company, and includes an annual management ERM report to the Board;
3. monitors the Company's insurance program;
4. furnishes periodic reports to the Board concerning the Risk and Safety Committee's work; and
5. examines any other matters referred to it by the Board.

THE BOARD'S ROLE, RESPONSIBILITIES, AND POLICIES

THE BOARD'S ROLE IN RISK OVERSIGHT

We have a comprehensive ERM program which is designed to identify, assess, monitor and manage risk throughout the Company, with the Board exercising oversight responsibility for risk both directly and through standing committees.

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OUR BOARD OF DIRECTORS

The Board reviews and discusses with management significant risks affecting the Company, including matters escalated by its committees within their respective areas of oversight. The Board also formally reviews the Company's overall risk position and risk management processes at least annually, which allows the Board and each of its committees to remain coordinated in overseeing enterprise risk. Further, our independent Chair ensures that important topics, including those relating to risk matters, are included as topics for discussion by the Board. Although management, including our CEO, and the Board and its committees work together on risk matters, the Board has the ultimate oversight authority. The Board also reviews the Company's ethics and compliance program annually. The Board reserves the right to and periodically does consult with outside advisors and experts from time to time to assist the Board in anticipating future threats and trends.

OUR BOARD COMMITTEES

The Nominating and Governance Committee periodically reviews the allocation of risk oversight among the Board's committees. Each committee focuses on specific aspects of enterprise risk, emerging risk trends and ad-hoc risk issues in the areas of risk allocated to it. In coordination with the Board, the Nominating and Governance Committee has primary responsibility for overseeing the Company's strategy, policies and risks relating to ESG strategy and initiatives. See the "Sustainability Oversight and Governance" section on page 29 for more information.

The Risk and Safety Committee reviews and monitors fire, health, safety, security, business continuity, cybersecurity, technology (including AI and other emerging technology), chain of custody and information security and risk management strategies, systems and policies and processes implemented, established and reported on by management. The Risk and Safety Committee is responsible for reviewing and monitoring cybersecurity and information security risk, as well as cybersecurity related risk management strategies, systems and policies and processes implemented, established and reported on by our executive management team. The Risk and Safety Committee also has the primary responsibility for assisting the Board with oversight of the Company's ERM program, which is designed to identify, assess, monitor and manage risk throughout the Company, and includes an annual management ERM report to the Board.

The Audit Committee oversees, among other things, (i) the integrity of the Company's financial statements and financial reporting process, (ii) the performance of the Company's internal audit function and independent auditors, and (iii) the receipt, retention and treatment of complaints received by the Company regarding accounting, internal accounting controls or auditing matters. The Audit Committee also assists the Board in overseeing the Company's compliance with legal and regulatory requirements.

The Compensation Committee oversees the executive compensation program throughout the year with the assistance of an independent compensation consultant and also reviews and discusses the risks arising from the Company's compensation policies and practices. The Compensation Committee also assists the Board in overseeing the Company's HCM related strategies and programs.

The Finance Committee reviews the Company's capital structure, financial strategies, investment policies, capital allocation decisions, strategic investments and dispositions and other opportunities for maximizing shareholder value.

During each regularly scheduled Board meeting, each committee chair provides a summary to the Board of his or her committee's discussions since the most recent regularly scheduled Board meeting, which includes any discussions of risks reviewed by that committee. The key responsibilities of each standing committee of the Board and the risk oversight of such committees are further detailed on pages 19 through 22.

OUR MANAGEMENT TEAM

Our management team, with oversight from the Board, is responsible for our ERM process and the day-to-day supervision and mitigation of enterprise risks, including cybersecurity risk. Our ERM program includes the receipt by our executive team of regular reports from our operations personnel. Our executive team has established an enterprise risk committee (the "ERC"), which includes each of our executive vice presidents and is chaired by our Chief Risk Officer. The ERC oversees our risk and compliance activities, ensuring that management has appropriate policies, structures and systems in place for managing risks of the business, including cybersecurity risk. Our executive team reviews and prioritizes significant risks, allocates resources for mitigation and provides the Board with regular reports on areas of potential Company risk, including strategic, operational, information security, human resources, financial, legal, compliance, REIT and regulatory risks. In particular, our Chief Information Security Officer ("CISO") periodically reports key performance indicators of our information security program to the Risk and Safety Committee to facilitate the committee's oversight of the effectiveness of the program through objective measurements, including metrics regarding software patching, IT asset management, cyber incident management and cybersecurity training. Reports by our CISO also include detailed information on the activities of our cyber incident response team to allow for analysis of trends and the identification of any control gaps that require remediation.

We also maintain a business information security committee (the "ISC") with employee representation across geographies, business lines and business functions. The ISC includes a cross-functional group of our employees with expertise and responsibilities in areas such as operations, digital product solutions, information technology, compliance, security, finance, privacy, internal audit and legal risk mitigation. The ISC is chaired by our CISO and meets regularly to receive updates on our cybersecurity posture, emerging risks and new cybersecurity capabilities. Members of the ISC act as points of contact during incident response activities to provide oversight and logistical support to the information security team.

Each of the Board's standing committees has been assigned the oversight of certain identified risks, and the Board, or the committee of the Board assigned responsibility for a specific area of risk, receives updates from the Company executive accountable for understanding and mitigating each such identified risk. Our Chief Risk Officer is responsible for the day-to-day oversight of the risk management program. The Chief Risk Officer provides an ERM report at each meeting of the Risk and Safety Committee. The ERM report addresses short-term and long-term enterprise risks, risk trends and noteworthy incidents. The Company's Chief Compliance Officer, who reports to the General Counsel, is responsible for the development, review, and execution of the Company's compliance and business conduct program and, with the General Counsel, regularly reports to the Board and the Audit Committee. The Company also consults with outside advisors as necessary to identify and understand emerging risks.

OUR INTERNAL AUDIT TEAM

The internal audit team, under the direct supervision of the Audit Committee, identifies and helps mitigate risk, and assesses and improves the Company's internal controls. The internal audit team assesses the Company's disclosure controls and procedures and reports any material weaknesses or significant deficiencies to the Audit Committee. At each meeting of the Audit Committee, the Vice President of Internal Audit and the Chief Compliance Officer meet with the Audit Committee in closed session.

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BOARD OVERSIGHT OF CYBERSECURITY

Cybersecurity risk is an enterprise-level priority at the Company and is overseen by the Board as part of its enterprise risk oversight responsibilities. The Risk and Safety Committee is responsible for reviewing and monitoring cybersecurity and information security risk, as well as the risk management strategies, systems and policies and processes implemented, established and reported on by our executive management team. The Risk and Safety Committee receives periodic updates on cybersecurity metrics, internal and external assessments aligned with the industry recognized frameworks, and the Company's strategic security initiatives.

Our CISO regularly reports to the Risk and Safety Committee on cybersecurity risks, threat trends, and effectiveness of the Company's information security and cybersecurity controls and response capabilities. These updates include, among other things, metrics regarding software patching, IT asset management, cyber incident management and cybersecurity training. Reports by our CISO also include detailed information on the activities of our cyber incident response team to allow for analysis of trends and the identification of any control gaps that require remediation.

BOARD OVERSIGHT OF AI

The Board believes that effective oversight of AI is critical to ensuring that all AI initiatives are strategically aligned with the Company's overall objectives and operate within the Company's risk appetite, as part of its enterprise risk oversight responsibilities, with oversight delegated to the Risk and Safety Committee of the Board. The Risk & Safety Committee is responsible for overseeing the Company's risks related to technology. The Risk & Safety Committee also has responsibility for monitoring and assessing risks associated with emerging technologies, including AI and other innovations. It receives reports from management on risks and opportunities related to AI.

To strengthen AI governance, the Risk & Safety Committee ensures that the management develops and maintains a comprehensive and structured review and approval process, including multi-layered technology assessments, rigorous approval processes, and engagement with senior leadership across the Company. At the management level, our Technology Review Process evaluates and approves all new AI requests, focusing on infrastructure, security, compliance, and operational readiness, and our Architecture Review Board reviews the proposed architecture and provides guidance on implementation.

BOARD OVERSIGHT OF MANAGEMENT SUCCESSION PLANNING

The Board oversees the recruitment, development, and retention of executive talent. Management succession is regularly discussed throughout the year with the CEO at Board meetings and in executive sessions. Management succession discussions generally focus on the CEO and other senior executive roles and also include broader discussions about the Company's workforce. The Board has regular and direct exposure to senior leadership and high-potential employees through meetings held throughout each year.

STOCKHOLDER COMMUNICATIONS WITH THE BOARD

The Board believes it is important to engage effectively with stockholders and maintains a written Stockholder Engagement and Communication Policy (the "Stockholder Engagement Policy"), which outlines the procedures for the Board's engagement and communication with the Company's stockholders. The Stockholder Engagement Policy is overseen by the Nominating and Governance Committee. Under the Stockholder Engagement Policy, any stockholder, security holder or other interested party who desires to communicate with the Board, any individual director, including the Chair, or the independent or non-employee directors as a group, may do so by regular mail or email directed to the Secretary of the Company.

Communications to the Board should be mailed to our General Counsel and Corporate Secretary, Iron Mountain Incorporated, 1101 Enterprise Drive, Royersford, Pennsylvania 19468; the General Counsel and Corporate Secretary's email address is corporatesecretary@ironmountain.com. The General Counsel and Corporate Secretary is currently Ms. Michelle Altamura. Upon receiving such mail or email, she will assess the appropriate director or directors to receive the message and will forward the mail or email to such director or directors without editing or altering it. Typically, she will respond to the applicable stockholder, security holder or other interested party on behalf of the Board.

CORPORATE GOVERNANCE GUIDELINES

The Board maintains our Corporate Governance Guidelines that describe our corporate governance practices and policies and provide a framework for our Board governance. The topics addressed in our Corporate Governance Guidelines include but are not limited to: composition and selection of the Board; director overboarding policy; director responsibilities; Board meetings; Board committees; director access to management and independent advisors; director compensation; executive compensation clawback policy; director orientation and continuing education; management evaluation and succession; the Board's annual performance evaluation and conflicts of interest. Our Corporate Governance Guidelines are available on our website, www.ironmountain.com, under the heading "Investors/Corporate Governance/Governance Documents."

INSIDER TRADING POLICY

The Company has adopted an Insider Trading Policy governing the purchase and sale of the Company's securities by directors, officers, employees and other covered persons (collectively, "Insiders"). The Insider Trading Policy is designed to promote compliance with insider trading laws, rules and regulations and applicable NYSE listing standards. Pursuant to the Insider Trading Policy, Insiders are subject to quarterly and special blackout periods. Furthermore, directors and key employees, as defined under the Insider Trading Policy, are required to obtain pre-clearance approvals from our General Counsel's office before trading or gifting the Company's securities, or the adoption, modification or termination of a Rule 10b5-1 trading plan, during specific trading periods when they are not in possession of material non-public information. The Insider Trading Policy prohibits, among other things, short sales, options trading, short-term trading, standing or limit orders (except through an approved Rule 10b5-1 trading plan), hedging, margin trading and pledging.

Certain employees may only trade the Company's securities through a Rule 10b5-1 trading plan that is approved by the General Counsel's office. Such plans must comply with applicable SEC rules and NYSE listing standards, including mandatory cooling-off periods and restrictions on overlapping plans, single-trade plans and plan modifications.

CLAWBACK POLICY

The Board believes that it is in the best interests of the Company and its stockholders to create and maintain a culture that emphasizes integrity and accountability and reinforces the Company's pay-for-performance compensation philosophy. In compliance with the SEC rules and NYSE listing standards requiring a policy providing for the recovery of erroneously awarded incentive-based compensation received by current or former executive officers, the Board adopted a clawback policy on November 30, 2023, which is set forth in Exhibit A to our Corporate Governance Guidelines.

The clawback policy requires the recoupment of any excess incentive-based compensation from covered executives during the applicable recovery period in the event of an accounting restatement resulting from material noncompliance with financial reporting requirements under the federal securities laws. Covered executives include the Company's current and former executives and additional senior executives whom the Board deems appropriate (the "Covered Executive").

Our clawback policy applies to any compensation that is granted, earned, or vested based wholly or in part upon attainment of a financial reporting measure, including annual bonuses, stock options, stock appreciation rights, restricted stock units, performance units, and shares of stock issued under our employee stock purchase plan (the "Incentive Compensation"). Our clawback policy also permits the Board, or the Compensation Committee as designated by the Board, to pursue recoupment of certain Incentive Compensation in connection with fraudulent and other intentional misconduct by the Covered Executive.

CERTAIN RELATIONSHIPS AND RELATED PARTY TRANSACTIONS

The Board has adopted a Related Person Transaction Policies and Procedures (the "Related Persons Policy"), which provides that all transactions with related persons are subject to approval or ratification by our Audit Committee. With certain exceptions, the Related Persons Policy provides that the Audit Committee shall review the material facts of all transactions with related persons and either approve or disapprove of the transaction. Under the Related Persons Policy, covered transactions include all transactions involving (i) the Company, (ii) amounts in excess of \$120,000 and (iii) a Related Person (a term that includes executive officers, directors, nominees for election as directors, beneficial owners of 5% or more of the Company's outstanding Common Stock and immediate family members of the foregoing). The Audit Committee will determine, among other considerations, (i) whether the terms of a covered transaction are fair to the Company and no less favorable to the Company than would be generally available absent the relationship with the counterparty, (ii) whether there are business reasons for the transaction, (iii) whether the transaction impairs the independence of an outside director, (iv) whether the transaction would represent an improper conflict of interest and (v) whether the transaction is material. If the Company becomes aware of a transaction with a Related Person that has not been approved by the Audit Committee prior to its consummation, the Audit Committee shall review such transaction and evaluate all possible options, including ratification, revision or termination of such transaction and shall take such action as it deems appropriate under the circumstances. The Related Persons Policy is intended to supplement, and not supersede, our other policies and procedures with respect to transactions with Related Persons.

During the year ended December 31, 2025, there were no new transactions with related persons that required the review of our Audit Committee.

THE COMPANY'S POLICY AND BOARD OVERSIGHT OF POLITICAL EXPENDITURES

Our Global Political Contribution Policy, adopted by our Nominating and Governance Committee, together with our Code of Ethics and Business Conduct, guide our approach to ethical business behavior and corporate political contributions. Our Global Political Contribution Policy provides that Iron Mountain does not make political contributions in any form or amount from corporate funds or resources, even when permitted by applicable law. Iron Mountain does not use corporate funds in support of or opposition to political candidates, political parties, political committees and other political entities organized and operating for political candidates or for "electioneering" communications.

The Company administers IMPAC, which is a non-partisan political action committee supporting congressional candidates at the federal level only. IMPAC is governed by a set of bylaws and supervised by a board of directors composed of senior managers from different areas of the Company. IMPAC allows eligible employees to pool their resources to support candidates who understand the issues important to the Company's business and its employees. Participation in IMPAC is strictly voluntary. Except for administrative expenses, IMPAC is funded solely by the Company's employees and directors and is not supported by funds from the Company. IMPAC complies with U.S. federal election laws and all other applicable laws and reports regularly to the Federal Election Commission.

The Company is a member of a number of trade associations that participate in public relations activities such as education and conferences, but not for the purpose of making political contributions. Our Code of Ethics and Business Conduct and our Global Political Contribution Policy are available on our website under the heading "Investors/Corporate Governance/Governance Documents."

Our Nominating and Governance Committee annually reviews contributions by the IMPAC, determines the IMPAC board members and reviews the Global Political Contribution Policy and the Company's compliance therewith.

DIRECTOR STOCK OWNERSHIP GUIDELINES

We maintain director stock ownership guidelines that require non-employee directors to achieve and maintain ownership of our Common Stock at or above a prescribed level. Our directors who are also employees of the Company are subject to the Company's executive stock ownership guidelines described on page 51 of this Proxy Statement. We established these guidelines to help align long-term interests of directors with stockholders. The guidelines require each director to own and retain Common Stock, exclusive of unexercised stock options and performance shares or performance units ("PUs"), having a value equal to six times the director's annual cash retainer earned for serving on the Board.

As of March 24, 2026, all of the Company's non-employee directors are in compliance with the director stock ownership guidelines.

Each director subject to the Company's stock ownership guidelines is required to retain an amount equal to 50% of the net shares received as a result of the settlement or vesting of restricted stock, restricted stock units ("RSUs"), PUs or the exercise of stock options until such director meets the minimum ownership threshold. "Net shares" are those shares that remain after shares are sold or netted to pay any applicable taxes or purchase price. Because directors must retain a percentage of shares resulting from the vesting of RSUs until they achieve the minimum share ownership threshold, there is no minimum time period required to comply initially with the guidelines.

DIRECTOR COMPENSATION

2025 DIRECTOR COMPENSATION PLAN AND DIRECTOR DEFERRED COMPENSATION PLAN

Directors who are employees of the Company do not receive additional compensation for serving on the Board. Pursuant to the 2025 Company's Compensation Plan for Non-Employee Directors, non-employee directors received an annual retainer of \$90,000 in 2025, and committee members and committee chairs received annual retainer fees as set forth below:

	AUDIT COMMITTEE	COMPENSATION COMMITTEE	NOMINATING AND GOVERNANCE COMMITTEE	FINANCE COMMITTEE	RISK AND SAFETY COMMITTEE
Annual Committee Member Retainer	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
Annual Committee Chair Retainer	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000

Any non-employee director who served on the Board or a committee for less than the entire year received a pro-rated retainer based on the dates such non-employee director served on the Board or the applicable committee. In addition, our Independent Chair of the Board receives a retainer of \$160,000.

Our Compensation Plan for Non-Employee Directors includes cash-denominated award limits. Our non-employee directors received annual grants of RSUs for the number of whole shares of our Common Stock equal to \$220,000 divided by the Fair Market Value, as defined in the 2014 Plan, on May 29, 2025, the date of our 2025 Annual Meeting of Stockholders. Non-employee directors who joined the Board after the 2025 Annual Meeting of Stockholders received a pro-rated grant as of the effective date of their appointment to the Board. The RSUs vested immediately upon grant.

The Director Deferred Compensation Plan (the "DDCP") allows non-employee directors to defer the receipt of between 5% and 100% of their cash retainers, in which case participating non-employee directors ("Participants") receive shares of phantom stock in an amount equal to the amount of the cash retainer deferred divided by the fair market value of one share of Common Stock as of the crediting date. Non-employee directors may also defer some or all of their annual RSU grant under the DDCP and receive a number of shares of phantom stock equal to the amount of the annual RSU grant. Dividends, if any, accrued on such phantom stock are deemed to be similarly deferred and credited to the participating non-employee director's account. The phantom stock will be payable in shares of Common Stock on various dates selected by a Participant or following a Participant's disability or cessation of service as a director. Deferral elections and elections relating to the timing are made prior to the period in which the retainers, fees and awards are earned. The Company does not contribute any matching, profit sharing or other funds to the DDCP for any Participants. Amounts under the DDCP are treated as invested in shares of our Common Stock. The DDCP is administered by the Chair of the Compensation Committee and the executive vice president primarily responsible for oversight and administration of our compensation programs.

2025 DIRECTOR COMPENSATION

The following table provides certain information concerning compensation earned by non-employee directors during the year ended December 31, 2025.

NAME	FEES EARNED OR PAID IN CASH (\$) ⁽¹⁾	STOCK AWARDS (\$) ⁽²⁾	TOTAL (\$)
Jennifer Allerton	\$ 120,000	\$ 219,952	\$ 339,952
Pamela M. Arway	\$ 280,000	\$ 219,952	\$ 499,952
Clarke H. Bailey ⁽³⁾	\$ 72,500	—	\$ 72,500
Kent P. Dauten	\$ 135,000	\$ 219,952	\$ 354,952
June Yee Felix ⁽⁴⁾	\$ 120,000	\$ 297,944	\$ 417,944
Monte Ford	\$ 140,000	\$ 219,952	\$ 359,952
Christie Kelly ⁽⁵⁾	\$ 17,609	\$ 133,123	\$ 150,732
Andre Maciel ⁽⁶⁾	\$ 60,000	—	\$ 60,000
Robin L. Matlock	\$ 140,000	\$ 219,952	\$ 359,952
Wendy J. Murdock ⁽⁷⁾	\$ 45,000	—	\$ 45,000
Walter C. Rakowich	\$ 155,000	\$ 219,952	\$ 374,952
Theodore R. Samuels	\$ 135,000	\$ 219,952	\$ 354,952
Doyle R. Simons	\$ 140,000	\$ 219,952	\$ 359,952

- ⁽¹⁾ The amounts shown in this column reflect the portion of the director's retainers payable in cash, including any of such amounts which such director elected to defer under the DDCP. Messrs. Samuels and Simons elected to defer 100% of their cash retainer fees to the DDCP.
- ⁽²⁾ The amounts reported in the "Stock Awards" column reflect the aggregate grant date fair value of RSUs granted in 2025 computed in accordance with Financial Accounting Standards Board Accounting Standards Codification 718 ("FASB ASC Topic 718"). Assumptions used in the calculation of these amounts are included in Note 2 to the Company's Consolidated Financial Statements included in the Company's Annual Report on Form 10-K for the year ended December 31, 2025. Pursuant to the Company's Compensation Plan for Non-Employee Directors, each non-employee director, except for Ms. Kelly, was granted 2,249 RSUs on May 29, 2025. Ms. Kelly was elected as a non-employee director of the Company on October 21, 2025, and on that same day, she received a prorated grant of 1,275 RSUs. Messrs. Samuels and Simons elected to defer 100% of their RSUs granted in 2025 pursuant to the DDCP.
- ⁽³⁾ Mr. Bailey was a director until May 2025. He did not stand for re-election at the May 29, 2025 Annual Meeting.
- ⁽⁴⁾ Ms. Felix received a prorated RSU grant on January 1, 2025 for her 2024 term, which ended at the 2025 Annual Meeting. She also received the full annual equity grant made to all non-employee directors for the 2025 term.
- ⁽⁵⁾ Ms. Kelly was elected to the Board effective October 21, 2025 and her director fees reflected a prorated amount for her 2025 term.
- ⁽⁶⁾ Mr. Maciel was a director until May 2025. He did not stand for re-election at the May 29, 2025 Annual Meeting.
- ⁽⁷⁾ Ms. Murdock was a director until May 2025. She did not stand for re-election at the May 29, 2025 Annual Meeting.

MODIFICATIONS TO DIRECTOR COMPENSATION FOR 2026

The Nominating and Governance Committee annually reviews, with assistance from our independent compensation consultants, the compensation of our non-employee directors in comparison to companies with similar revenues and business and makes adjustments it believes are appropriate. Effective January 1, 2026, we modified our non-employee director compensation plan to (1) increase the annual committee chair retainer from \$20,000 to \$25,000 per year and (2) increase the annual stock grant value for each non-employee director from \$220,000 to \$240,000.

OTHER CORPORATE GOVERNANCE MATTERS

CODE OF ETHICS

Our Code of Ethics and Business Conduct applies to each of the Company's employees, including officers and directors. Our Code of Ethics and Business Conduct is posted on our website, www.ironmountain.com, under the heading "Investors/Corporate Governance/Governance Documents." A printed copy of our Code of Ethics and Business Conduct is also available free of charge to any stockholder who requests a copy. We intend to disclose any amendment to, or waiver from, a provision of our Code of Ethics and Business Conduct applicable to our CEO, chief financial officer or principal accounting officer or controller by posting such information on our website. Any waivers applicable to any other executive officers will also be promptly disclosed to stockholders on our website.

SUSTAINABILITY

OUR APPROACH

As a global leader in innovative storage, data center infrastructure, and asset lifecycle and information management services, we strive to take responsibility for a sustainable future by unlocking opportunities in our operations and beyond. Iron Mountain has embedded sustainability across its organizational processes to optimize performance and meet stakeholder needs. Our collaborative approach enables customers to make better decisions about how they manage their most valuable information and assets, prioritizes employee well-being and development, and supports our local communities. We are committed to sustainable growth, which is highlighted through our initiatives and targets within our company.

SUSTAINABILITY OVERSIGHT AND GOVERNANCE

Our sustainability governance framework is designed to provide oversight of our:

- ▲ Progress against our global sustainability strategy and goals, with a view of our programs and processes to meet those targets
- ▲ Business unit planning to help support the attainment of the enterprise sustainability goals
- ▲ Processes to measure and report on progress in alignment with regulatory requirements and voluntary reporting frameworks
- ▲ Identification, assessment and management of climate-related risks

These objectives are achieved through a multi-layered leadership model focused on the management and oversight of key sustainability issues.

We believe that effective oversight of sustainability matters is vital to driving sustainable practices. On behalf of our Board, the Nominating and Governance Committee has primary responsibility for overseeing the Company's strategy, policies and risks relating to ESG topics. The Nominating and Governance Committee has responsibility for coordinating such oversight with the full Board, as it deems appropriate, reviewing the Company's initiatives, monitoring key performance metrics and addressing emerging issues relating to ESG.

Executive leadership is essential to delivering on our sustainability commitments and promoting trust in what we say and do. Our Sustainability Steering Committee ("SSC") is chaired by our General Counsel and Corporate Secretary and includes business and functional leaders. The SSC is responsible for allocating resources as needed to implement our sustainability strategy and meet objectives, monitoring sustainability performance against company goals, and reporting to the Nominating and Governance Committee and full Board on our sustainability program and our progress.

KEY INITIATIVES

- ▲ We have near-term and long-term science-based greenhouse gas ("GHG") emissions reduction targets that have been validated by the Science Based Targets initiative, including our net-zero-by-2040 commitment.
- ▲ We are committed to covering 100% of our global electricity consumption by 2040 with clean energy.
- ▲ We leverage our sustainable business practices to add value to our product offerings. We have identified products and services that can help customers meet their sustainability goals. Customers can reduce GHG emissions with Green Power Pass in our data centers, remarket or recycle electronic waste with Iron Mountain Asset Lifecycle Management services and reduce plastic and paper waste through our secure destruction services.
- ▲ Effective talent management is critical to our success, enabling us to retain and develop top performers who deliver our business objectives, drive innovation, and provide exceptional service for our customers. In 2025, the Company developed and delivered more than 10,000 hours of content through our learning and talent development programs. These programs and resources support our employees as they grow and develop personally and professionally, and enable them to contribute at their best.
- ▲ Our volunteer-based global Employee Resource Groups are open to all employees and play an essential role in driving engagement and inclusion and serving as valuable allies across the Company. Each group is sponsored by one or more members of Iron Mountain's executive management team.
- ▲ We offer financial and in-kind support to our global community through our Living Legacy Initiative, which is our commitment to help preserve and make accessible cultural and historical information and artifacts.
- ▲ We are committed to fostering a resilient workforce by destigmatizing mental health. In 2025, we achieved a significant milestone with over 21,000 Mountaineers completing our voluntary Global Mental Health training, reinforcing our culture of support and psychological safety.
- ▲ In 2025, we launched a new Director Development program, designed to elevate Director-level employees' capability to drive growth and strengthen the VP succession pipeline, while continuing to foster an inclusive culture.
- ▲ Our volunteer program continues to grow. In 2025, more employees engaged in volunteer activities, increasing both the number of community organizations supported and the number of hours volunteered, supporting our goal of volunteering 200,000 hours by 2030.

SUSTAINABILITY REPORT

We transparently report on our sustainability efforts and the advancement of our objectives by using widely adopted reporting frameworks such as the Global Reporting Initiative, CDP and EcoVadis. We report sustainability topics in our annual Sustainability Report, which has extensive information on specific topics and is available on the "Who We Are" section of our website, www.ironmountain.com, under the heading "Sustainability." Our Sustainability Report is not incorporated herein by reference. We continue to monitor evolving regulatory requirements related to sustainability reporting to ensure we are prepared when they come into force.

EXECUTIVE COMPENSATION

PROPOSAL

2

APPROVAL, BY A NON-BINDING ADVISORY VOTE, OF THE COMPENSATION OF OUR NAMED EXECUTIVE OFFICERS



The Board recommends that you vote **FOR** the approval of the non-binding, advisory resolution approving the compensation of our Named Executive Officers.

In accordance with the requirements of Section 14A of the Exchange Act and related rules of the SEC, we are including this separate proposal for stockholders to approve, on a non-binding, advisory basis, the compensation of our named executive officers listed in the Summary Compensation Table appearing on page 53 of this Proxy Statement (collectively, our "Named Executive Officers" or our "NEOs").

Our executive compensation is designed to reward performance that contributes to the long-term success of the Company and our stockholders and to attract, motivate, and retain the senior management talent required to achieve our corporate objectives and increase stockholder value. At the core of our executive compensation programs is our "pay for performance" philosophy that links competitive levels of executive compensation to achievements of our overall strategy and business goals, including predetermined performance criteria. We believe our compensation program is strongly aligned with the interests of our stockholders and sound corporate governance principles. We urge you to read the "Compensation Discussion and Analysis" section of this Proxy Statement and the compensation tables and the related notes and narratives in this Proxy Statement for additional details on our executive compensation, including our compensation philosophy and objectives and the compensation of our NEOs.

The vote on this proposal is not intended to address any specific element of compensation; rather, the vote relates to the overall compensation of our NEOs, as described in this Proxy Statement in accordance with the compensation disclosure rules of the SEC. To the extent there is any significant vote against the compensation paid to the NEOs as disclosed in this Proxy Statement, the Compensation Committee will evaluate whether any actions are necessary to address the concerns of stockholders.

We believe the compensation paid to our NEOs for fiscal year 2025 appropriately reflects and rewards our executive officers' contributions to the performance of Iron Mountain and is aligned with the long-term interests of our stockholders. In deciding how to vote on this proposal, stockholders are encouraged to read the "Compensation Discussion and Analysis" and "Executive Compensation" sections of this Proxy Statement.

Based on the above, we request that you indicate your support for our executive compensation philosophy and practices by voting to approve, on a non-binding, advisory basis, the following resolution:

"RESOLVED, that the compensation paid to the Company's Named Executive Officers, as disclosed pursuant to Item 402 of Regulation S-K, including the Compensation Discussion and Analysis, compensation tables, and the related notes and narrative discussion in the Proxy Statement for the 2026 Annual Meeting of Stockholders, is hereby APPROVED."

REQUIRED VOTE

The affirmative vote of a majority of the votes properly cast at the Annual Meeting is required to approve the non-binding advisory vote on the compensation of our NEOs, as described in the "Compensation Discussion and Analysis" section of this Proxy Statement and compensation tables and the related notes and narratives in this Proxy Statement. For the purposes of determining the number of votes cast, only those cast "For" or "Against" are included. The opportunity to vote on this resolution is required pursuant to Section 14A of the Exchange Act. However, as an advisory vote, the vote on this resolution is not binding upon the Company and serves only as a recommendation to the Board. Nonetheless, the Compensation Committee, which is responsible for designing and administering our executive compensation programs, and the Board value the opinions expressed by stockholders and will consider the outcome of the vote when making future executive compensation decisions.

Our current policy is to provide stockholders with an opportunity to approve executive compensation each year at our annual meeting of stockholders. We currently expect that the next such vote will occur at our 2027 Annual Meeting of Stockholders.

COMPENSATION DISCUSSION AND ANALYSIS

EXECUTIVE SUMMARY

OVERVIEW

Iron Mountain was founded in an underground facility near Hudson, New York in 1951 where it stored business records. Today, we are a global leader in information management services, and we are trusted by more than 240,000 customers in 61 countries, including approximately 95% of the Fortune 1000, to help unlock value and intelligence from their assets through services that transcend the physical and digital worlds. Our broad range of solutions address their information management, digital transformation, information security, data center and asset lifecycle management ("ALM") needs. Our longstanding commitment to safety, security, sustainability and innovation in support of our customers underpins everything we do. We currently serve customers across an array of market verticals — commercial, legal, financial, healthcare, technology, insurance, life sciences, energy, business services, entertainment and government organizations. As of December 31, 2025, we employed approximately 29,000 people.

This Compensation Discussion and Analysis explains the guiding principles and practices of our executive compensation program and the compensation paid each individual who served as a NEO in 2025. The 2025 compensation of our NEOs appropriately reflects and rewards their significant contributions across Iron Mountain's global businesses.

Together with the other members of our executive team, these leaders advance the strategic and operational results that drive stockholder value. Our NEOs as of December 31, 2025 were:

NAMED EXECUTIVE OFFICER	TITLE
William L. Meaney	President and Chief Executive Officer
Barry Hytinen	Executive Vice President and Chief Financial Officer
Mark Kidd	Executive Vice President and General Manager, Data Centers and ALM
Greg McIntosh	Executive Vice President and Chief Commercial Officer
Mithu Bhargava	Executive Vice President and General Manager, Digital Solutions

COMPENSATION PHILOSOPHY AND PRACTICES

Our executive compensation programs are designed to attract, retain and focus the talents and energies of our executives on meeting the current and future objectives of the Company and are guided by the following design principles:

General Program Competitiveness – In order to attract and retain top performing executives, we establish overall Total Direct Compensation ("TDC") with reference to relevant external pay benchmarks and each executive's experience, proficiency, strategic importance and performance of required duties. We define TDC as base salary plus short-term incentive ("STI") compensation plus long-term incentive ("LTI") compensation.

Pay for Performance – The majority of compensation for our NEOs is performance-based. We award short- and long-term variable, performance-based compensation intended to deliver target compensation when our NEOs meet goals established by our Compensation Committee. Our compensation practices include the potential for above-target compensation (up to a maximum) when rigorous goals are achieved and below-target compensation when established goals are not achieved.

Internal Parity – The overall target TDC opportunity for each executive reflects the responsibility, scope and complexity of that individual's role within the Company.

Alignment with Business Strategies and Stockholders – Our executive compensation programs reward achievement of enterprise financial goals and strategic objectives that drive long-term stockholder value creation, thereby aligning the interests of our executives with our stockholders.

We maintain the following policies and practices that drive our executive compensation programs:

WHAT WE DO

- ✓ Align executive pay with performance
- ✓ Ensure proper balance of short- and long-term orientation in our incentive programs with a significant portion of executive target compensation at-risk
- ✓ Maintain meaningful executive stock ownership requirements
- ✓ Include executive clawback policy on all cash- and stock-based incentive compensation
- ✓ Hold an annual "Say-On-Pay" advisory vote
- ✓ Maintain a fully independent Compensation Committee, which retains an independent compensation consultant
- ✓ Cap incentive payouts as a percentage of target awards
- ✓ Assess the design and alignment of incentive plans with enterprise financial goals, strategy and shareholder interests on an annual basis
- ✓ Assess compensation-related risks on an annual basis

WHAT WE DON'T DO

- ✗ No change in control "single trigger" equity acceleration provisions
- ✗ No excise tax gross-ups in connection with a change in control
- ✗ No dividends or dividend equivalents paid until vesting
- ✗ No supplemental executive retirement plans
- ✗ No hedging, pledging or unauthorized trading of the Company's securities by our executives or directors
- ✗ No evergreen provision in our long term incentive plan
- ✗ No excessive perquisites or personal benefits

2025 PERFORMANCE AND PAY HIGHLIGHTS

In 2025, we continued to execute well against our growth strategy, achieving all-time record results for Revenue, Adjusted EBITDA, and Adjusted Funds from Operations ("AFFO")⁽¹⁾. We delivered double-digit revenue growth with strength across each of our business segments. Our core global records and information management ("RIM") business grew 6%⁽²⁾, while our growth businesses, including data center, ALM, and global digital solutions, collectively grew in excess of 30%, representing an increasingly larger portion of our revenue. Our continued success is supported by our team's commitment to delivering innovative solutions for our customers, increasing cross-selling engagements, and the strong returns we are generating from our growth investments across the business.

2025 FINANCIAL AND OPERATIONAL PERFORMANCE

For the year ended December 31, 2025, our revenue was \$6.9 billion, an increase of 12% as compared to the prior year. Adjusted EBITDA increased 15% to \$2.6 billion, exceeding the high end of our 2025 full year guidance. AFFO increased 15% to \$1.5 billion or \$5.17 on a per-share basis.

Additional 2025 financial and operational performance highlights include:

- ▲ Organic revenue grew 10% compared to the prior year.
- ▲ Adjusted EBITDA margin increased to 37.3% from 36.4% in the prior year.
- ▲ Global RIM segment revenue increased 6% to \$5.3 billion, including double-digit growth in our digital solutions business and mid-single digits percent growth in our physical records management business. Adjusted EBITDA increased 6%, resulting in slight margin expansion year over year.
- ▲ Our digital solutions business achieved record revenue surpassing \$500 million for the first time, growing double-digits percent year over year.
- ▲ Global data center business revenue increased 30% to \$803 million and Adjusted EBITDA grew 47%, resulting in an adjusted EBITDA margin of 51.8%, up from 45.6% in the prior year. We signed new and expansion data center leases totaling 63 megawatts while also increasing our total potential capacity to 1.34 gigawatts.
- ▲ Our ALM business revenue increased 63% in 2025, driven by 40% organic growth and the contribution of revenue from successful acquisitions. We achieved strong organic growth through expanding our business with enterprise customers and benefiting from higher component remarketing revenue with our hyperscale customers.
- ▲ Our balance sheet and liquidity remain strong. Our Net Lease Adjusted Leverage Ratio⁽³⁾ under our Credit Agreement was 4.9x, which is within our long-term target range of 4.5x to 5.5x. We had \$2.2 billion in liquidity at year end.
- ▲ Based on our target dividend ratio of low sixty percent of AFFO, coupled with our strong AFFO performance and outlook, we increased our quarterly dividend by 10% to \$0.785 per share, effective from the first quarter of 2025. Building on this momentum, we further increased the dividend to \$0.864 per share, effective from the first quarter of 2026.

⁽¹⁾ Throughout this Proxy Statement, we discuss the non-GAAP measures Adjusted EBITDA, Adjusted EBITDA Margin, AFFO, AFFO per share and organic revenue growth. See our Fourth Quarter and Full Year 2025 Supplemental Financial Information furnished as Exhibit 99.3 to our Current Report on Form 8-K filed on February 12, 2026 for definitions and reconciliations of these measures to the most directly comparable GAAP financial measures.

⁽²⁾ Unless otherwise noted, all increases referenced in this section compare 2025 results to 2024 results.

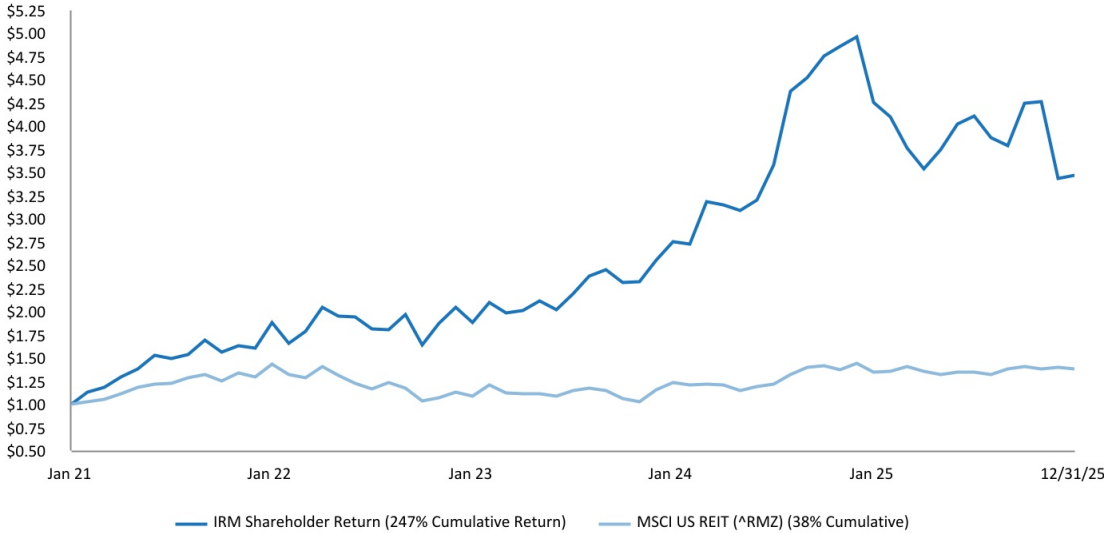
⁽³⁾ Net Lease-Adjusted Leverage Ratio is calculated as net debt, including the capitalized value of lease obligations, of our consolidated subsidiaries, other than those we have designated as "Unrestricted Subsidiaries" as defined in our Credit Agreement, plus six times rent expenses divided by earnings before interest, taxes, depreciation and amortization, and rent expense ("EBITDAR"). EBITDAR is calculated as the last 12 months' earnings before interest, taxes, depreciation and amortization and rent expense of our consolidated subsidiaries, other than those we have designated as "Unrestricted Subsidiaries" as defined in our Credit Agreement, subject to certain adjustments and exclusions, which make the calculation of financial performance for purposes of EBITDAR calculations not directly comparable to our presentation of Adjusted EBITDA.

In addition to strong financial and operational performance, we continued to execute on our long-term strategy while making significant investments in new product development and innovation:

CATEGORY	2025 ACHIEVEMENTS
Customer-Centric Culture	We advanced our customer-centric culture through increased cross-selling engagements designed to deliver integrated, complementary solutions across our service portfolio. In 2025, the Company achieved a 15% relative increase in cross-selling engagements. These engagements include synergies between our physical records management business and our digital solutions and ALM businesses, as well as between our ALM and data center businesses. Our focus on customer centricity was further recognized through industry awards: Iron Mountain's data center business was awarded "Best Global Data Center Provider" during the Datacloud 2025 Global Awards ceremony and Iron Mountain's ALM business won the ITAD Company of the Year award at the 2025 ITAD Summit.
Transformation	We completed our investments in Project Matterhorn, announced in September 2022, which aimed to drive revenue growth from \$4.5 billion for the fiscal year ended December 31, 2021 to \$7.3 billion for the fiscal year ending December 31, 2026, a target of approximately 10% CAGR over five years. Project Matterhorn investments focused on transforming our operating model to a global operating model and enabled the development of a solution-based sales approach that allowed us to optimize our shared services and best practices to better serve our customers' needs. The success of this strategy is evident in the record results we achieved in each of the years since we initiated the program. Since 2021, we have grown revenue at a 13% CAGR on a constant currency basis, ahead of the target of approximately 10% CAGR.
Digital Innovation	Our customers are faced with navigating a more complex regulatory environment, and one in which hybrid physical and digital solutions have become the norm. Our strategy is underpinned by our continued focus on best-in-class customer experience, as we continue to seek innovative solutions to help our customers unlock value and intelligence from their assets through services that transcend the physical and digital worlds. In October 2025, we launched version 2.0 of DXP, which offers enhanced content management and smart document processing, an easy-to-use secure platform with workflow tools and AI agents, allowing customers to make faster and more insightful decisions as well as eliminate obsolete and duplicative data to save costs. We are also investing in AI to improve our overall efficiency and to enhance the customer experience. We have an AI Center of Excellence which is driving the company's AI strategy and internal efficiency.
Global Data Center	Our Global Data Center business revenue increased 30% to \$803.4 million in 2025, and we increased our total future capacity to 1.34 gigawatts. During the year, we expanded our existing data center operating capacity to 488 megawatts, commencing leases totaling 78 megawatts. In addition, we signed new and expansion leases totaling 63 megawatts, while also renewing more than 1,000 leases totaling 49 megawatts.
Asset Lifecycle Management	We continued to grow our ALM business, expanding our global footprint with successful acquisitions in North America and Australia. ALM revenue increased 63% versus the prior year. In 2025, our team successfully grew our ALM penetration of the Fortune 1000 by more than 30%, adding 90 new Fortune 1000 customers through cross-selling. Our success is supported by our positioning as a reliable partner for our customers by offering best-in-class data security and chain of custody.
Culture	We encourage open communication and innovation while fostering trust, engagement and exceptional performance. We evaluate our progress through our annual global employee survey and use data-driven insights to deepen our understanding of our global workforce. These insights collectively enable us to enhance employee engagement, measure effectiveness, and refine our approach for sustained success. In our 2025 global employee engagement survey, we achieved 85% overall employee participation, with a 73% engagement score and an 80% inclusion & belonging score.
Sustainability	Our emissions reduction targets, which align with the Paris Climate Agreement aspiration to limit the global temperature increase to 1.5 degrees Celsius, have been validated by the Science Based Targets initiative. This includes near-term targets as well as net-zero by 2040. We are taking a measured approach to expand the reach of our emissions-reduction initiatives and identify opportunities to decarbonize our operations. Our path to net zero focuses on reducing energy use and increasing the efficiency of our facilities, electrifying our systems, increasing our use of clean energy and addressing the environmental impact of our fleet. Our approach has delivered meaningful reductions in our emissions. In 2025, we added the first electric mobile shred unit to our fleet. This vehicle allows onsite shredding at customer sites without needing the vehicle engine to continue to idle. We also continued our focus on increasing the use of renewable electricity. In 2025, our global electricity consumption is more than 90% covered with clean energy, including from 63 onsite solar projects that have a capacity of 25 megawatts.

The long-term value we have created for our stockholders is demonstrated by our TSR over the historical five-year period ended December 31, 2025 as compared to MSCI US REIT Index, our primary benchmark for tracking our relative TSR performance. Our cumulative TSR of 247% over the five-year period outperformed the MSCI US REIT Index which yielded a return of 38% to stockholders as of December 31, 2025.

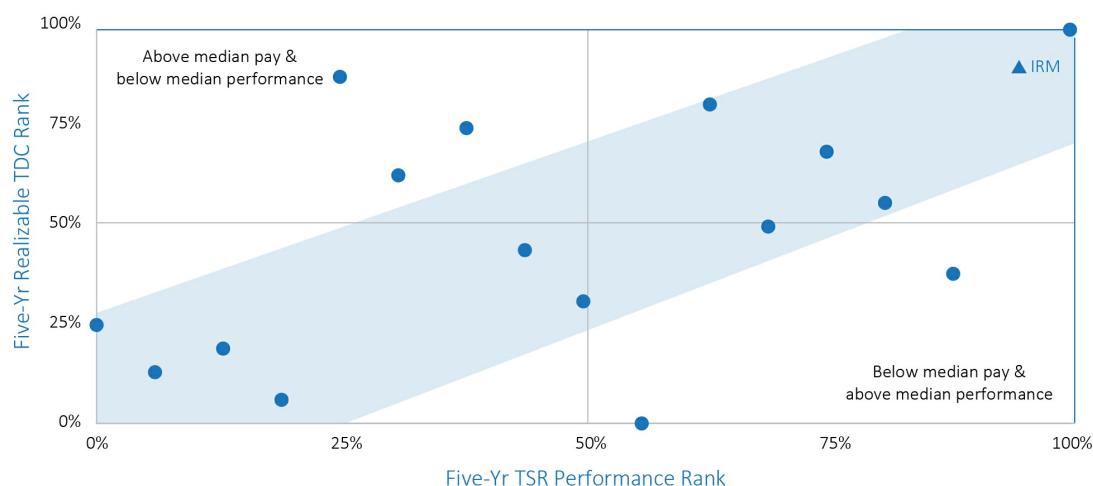
► 5-YEAR TOTAL SHAREHOLDER RETURN ON \$1 INVESTED AT JANUARY 1, 2021 CLOSE



We also track long-term realizable pay and TSR performance against our compensation peer group, representing companies as outlined by the criteria on page 50. This compensation peer group includes both REIT and non-REIT companies of comparable sizes and complexities. As the graph below shows, the Company's TSR performance over the five-year period ended December 31, 2025 was at the 94th percentile among the companies in our compensation peer group⁽¹⁾, and the total realizable pay for our CEO over this same period was at the 94th percentile among these companies. This, along with the Company's stronger relative TSR performance as compared to the MSCI US REIT Index, demonstrates pay for performance alignment. This is the fourth year in a row that Iron Mountain's performance has been in the top quartile of our compensation peer group.

⁽¹⁾ Excluding Stericycle, Inc., which was acquired by Waste Management, Inc. in November 2024.

► CEO REALIZABLE TDC RANK VS. 5-YEAR TSR PERFORMANCE RANK



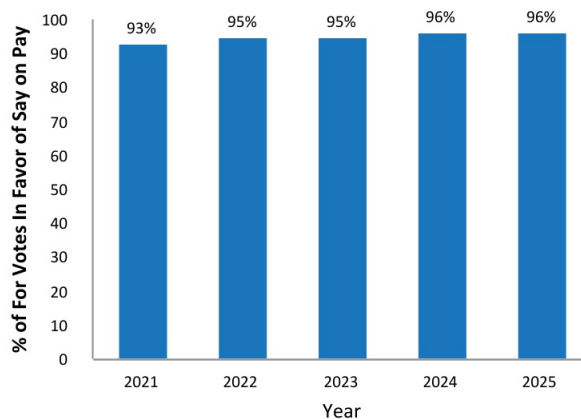
Total realizable pay is defined as the sum of the following components: actual base salaries, short-term incentive awards, and long-term incentive awards paid over the preceding five-year period; the value of all in the money stock options granted during the preceding five-year period; and the value as of December 31, 2025, of RSUs and PUs granted over the preceding five-year period (reflecting actual performance results or estimated performance, including accrued dividends).

TSR is calculated based on the dividend adjusted closing price per share of Common Stock on the NYSE on December 31, 2020 through December 31, 2025.

STOCKHOLDER PERSPECTIVE AND SAY-ON-PAY

Stockholders are provided the opportunity to cast an annual advisory vote on the compensation of our NEOs. Iron Mountain's long history of aligning long-term executive pay and performance is supported by our strong historical "Say-on-Pay" results, with approximately 96% of the votes cast for the approval of "Say-on-Pay" at our 2025 annual meeting of stockholders. The 2025 "Say-on-Pay" results were consistent with past support from our stockholders, as demonstrated in the graph below. We believe the consistently strong support since the adoption of "Say-on-Pay" demonstrates our stockholders' satisfaction with the alignment of Company performance and NEO compensation.

u 5 YEAR HISTORY OF VOTES IN FAVOR OF SAY ON PAY RESULTS



2025 TOTAL DIRECT COMPENSATION COMPONENTS

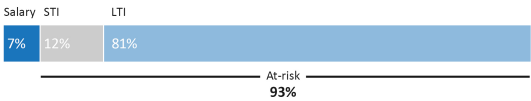
OVERVIEW

Our executive compensation program is designed to motivate and reward exceptional performance in a straightforward and effective way, while also recognizing the complexity, size, scope, and success of Iron Mountain's business. The compensation of our NEOs has three primary components: annual base salary, short-term incentives, and long-term incentives. Our compensation programs are intended to support our long-term strategy, with the majority of our executive team pay being at risk, and in the form of long-term incentives.

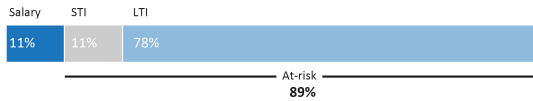
The Compensation Committee reviews benchmark data when making executive compensation decisions, but the Compensation Committee does not set compensation levels based solely on market data. Rather, the Compensation Committee reviews the 25th, 50th and 75th percentiles of relevant market data as one of several reference points in its decision-making process. Final executive compensation decisions reflect a variety of factors, including each executive's experience, performance, the relative scope and complexity of the executive's role within the organization, as well as where each executive's pay level falls relative to the market data.

Our executive compensation program is designed to promote achievement of the Company's financial and strategic goals, reinforce a strong pay-for-performance culture and create long-term value for stockholders. Therefore, a significant portion of pay for NEOs is "at-risk." Amounts realized for at-risk pay are tied primarily to the Company's financial and operational performance or, in the case of certain time-vested equity awards, the Company's stock price performance. As of December 31, 2025, and as depicted below, 93% of the target TDC for our CEO and 89% of the average target TDC for our other NEOs is at-risk.

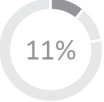
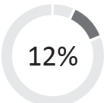
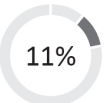
► CEO



► OTHER NAMED EXECUTIVE OFFICERS



Below is a summary of the elements, objectives, risk mitigation factors and key features of our TDC program for our executives. A more detailed discussion of each element and the associated pay decisions follows this section.

COMPENSATION ELEMENT		CEO	OTHER NEOs*	ABOUT THE COMPENSATION ELEMENT
Short-term	Fixed	Base Salary  7%	 11%	Base salary is a customary element of compensation intended to provide a foundation of fixed income that reflects the scope and responsibilities of each executive's position, attracts and retains top talent, and recognizes effective leadership. In order to avoid excessive risk taking, it is important that not all compensation be at-risk.
	Cash	Short Term Incentive  12% All NEOs: Financial Performance – 70% Strategic Objectives – 30%	 11%	Annual cash short-term incentives are at-risk compensation designed to focus executives toward achieving enterprise goals as established by the Compensation Committee for each fiscal year, while recognizing their individual contributions, including: ▲ Attaining financial goals in line with our annual budget; ▲ Achieving strategic objectives; ▲ Performing relative to initiatives in areas within their control; and ▲ Rewarding outstanding individual performance. Our short-term incentive awards are expressed as a percentage of base salary, and the actual payout opportunity is subject to a cap in order to avoid excessive risk taking. All short-term incentive awards are also subject to our clawback policy described on page 48.
	Variable	Long Term Incentive  81% PUs 85% Stock Options 15%	 78% PUs 91% RSUs 9%	Long-term equity incentives are designed to: ▲ Align the interests of our executives with our stockholders; ▲ Promote and reward achievement of long-term enterprise growth and TSR performance; and ▲ Encourage executive retention by providing additional opportunities for them to participate in the ownership of the Company and its future growth. Our long-term incentive awards may be granted in the form of PUs, RSUs and/or stock options, provided that stock options are only available to the CEO. Eligible executives (other than the CEO) can customize the mix of RSUs and PUs as permitted under the Equity Choice program. PUs are earned based on performance, cliff vest three years from the date of grant based on achievement of performance goals, and settle in shares of our Common Stock. Stock options are granted at Fair Market Value (as defined in the 2014 Plan). RSUs and stock options typically vest ratably over three years and RSUs and exercised options are settled in shares of our Common Stock. All equity awards are subject to our clawback policy described on page 48.

* Represents the average target compensation mix for our other NEOs.

(1) BASE SALARY

Base salary is fixed compensation and is necessary to attract and retain talent. Base salary adjustments for our NEOs are not provided automatically on an annual basis, but are carefully reviewed each year by the Compensation Committee, along with input from our CEO (for NEOs other than the CEO) and the Compensation Committee's independent compensation consultant. The review includes consideration of:

- ▲ Changes in scope and responsibilities of role;
- ▲ Market competitiveness of salary, STI, LTI and overall TDC;
- ▲ Performance and experience in role; and
- ▲ Internal alignment and retention.

The table below details the base salary as of December 31, 2024 and 2025, and any year over year adjustment, for each of our NEOs. Following its review in February 2025, the Compensation Committee (and the independent directors of the Board for the CEO) determined that the 2025 base salaries for the NEOs were appropriately positioned; therefore, no changes were made to their base salaries for 2025.

NAMED EXECUTIVE OFFICER	2024	2025	PERCENT CHANGE
William L. Meaney	\$ 1,200,000	\$ 1,200,000	—
Barry Hytinen	\$ 750,000	\$ 750,000	—
Mark Kidd	\$ 575,000	\$ 575,000	—
Greg McIntosh	\$ 575,000	\$ 575,000	—
Mithu Bhargava	\$ 500,000	\$ 500,000	—

(2) SHORT-TERM INCENTIVES

The short-term incentive component of our executive compensation program is a variable, at-risk cash component that is aligned with our annual financial performance and strategic objectives. The 2025 short-term incentive goals were set at the beginning of 2025 and were based on our short-term financial expectations and strategic goals in 2025.

TARGET INCENTIVES

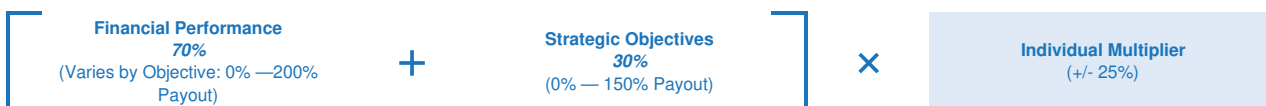
Each member of our executive team participates in the Company's short-term performance-based incentive compensation program. The Compensation Committee and, for the CEO, the independent directors of the Board, annually review the target short-term incentive opportunity, which is expressed as a percentage of base salary. Following its review, the Compensation Committee and, for the CEO, the independent directors of the Board, approved the 2025 target STI opportunities for NEOs. The Compensation Committee approved an increase for Ms. Bhargava from 70% to 80%, while target STI opportunities for the other NEOs remained unchanged. The target STI opportunity for each NEO represented the appropriate amount of short-term compensation at-risk based on his or her role and market comparisons.

NAMED EXECUTIVE OFFICER	2024 TARGET	2025 TARGET
William L. Meaney	175%	175%
Barry Hytinen	125%	125%
Mark Kidd	100%	100%
Greg McIntosh	100%	100%
Mithu Bhargava	70%	80%

PROGRAM STRUCTURE

Achievement of the target short-term incentive opportunity for each executive team member is based upon (1) the Company's performance against a series of financial goals (the "STI Financial Targets"), (2) the Company's performance against a series of strategic objectives and (3) personal performance against the individual goals and objectives of such executive team member set at the beginning of the year (referred to as an "individual multiplier").

Each member of the executive team has the same STI Financial Targets and the same strategic objectives, which serve to align our executive team toward the same enterprise goals. The individual multiplier component, however, allows for recognition of individual performance and contributions. The individual multiplier, when applied, can increase or decrease the short-term incentive compensation payouts depending on their personal performance against financial and strategic goals. In support of our philosophy of paying for performance, actual short-term incentive award weighted payouts for our executive team may range from 0% to a maximum of 212.5% of target incentive opportunity. Where relevant, results are measured in constant currency to better reflect the effect of the executive's performance on results during the applicable year.



- ▲ 70% of the short-term incentive opportunity is based on the Company's financial performance, measured against two metrics:
 - ▲ 40% of the short-term incentive opportunity is measured against enterprise Adjusted EBITDA and Revenue, with increased payout opportunity up to 200% if performance exceeds the target levels. We believe this component appropriately supports profitable growth; and
 - ▲ 30% of the short-term incentive opportunity is measured against AFFO per share on a constant currency basis, with increased payout opportunity up to 150% if performance exceeds the target levels. We believe this measure appropriately aligns payouts with our ability to generate excess cash flows to reinvest in the business and provide returns to our stockholders through dividends.
- ▲ 30% of the short-term incentive opportunity is based on the achievement of specific strategic objectives, which are key drivers of our growth. The strategic objectives that comprise this component are discussed in further detail under the heading "Strategic Objectives" in this section.
- ▲ In addition, each executive team member's short-term incentive bonus may be increased or decreased (by the independent directors of the Board for the CEO and the Compensation Committee for the other NEOs) by as much as 25% based on such executive team member's contribution to the measures above and performance against specific individual goals and objectives, including items such as the development and execution of business, organizational and marketing strategies with the objective to increase Adjusted EBITDA, revenue and AFFO per share and progress toward our strategic objectives.

PERFORMANCE SUMMARY

Based on the Company's 2025 performance, the short-term incentive payout achievement as approved by the Compensation Committee, prior to the application of individual multipliers, was approximately 90.2% as outlined in the table below.

MEASURE & SCOPE	TARGET WEIGHTING	WEIGHTED PAYOUT ACHIEVEMENT ⁽¹⁾
Adjusted EBITDA and Revenue	40%	35.2%
AFFO Per Share	30%	25.9%
Strategic Objectives	30%	29.0%
Weighted STI Payout		90.2%

⁽¹⁾ Payout achievement represents the weighted percentage of the target incentive opportunity payout earned based on the level of the Company's achievement of performance measures, as discussed below.

FINANCIAL PERFORMANCE—ADJUSTED EBITDA AND REVENUE

With respect to the Adjusted EBITDA and Revenue component of our short-term incentive element of TDC, payouts are determined on a sliding scale ranging from 0% to 200% of target. The maximum payout of 200% of target is achieved only if both Adjusted EBITDA and Revenue exceed levels that the Compensation Committee considers exceptional based on the objectives of the annual operating plan and recent Company performance. The table below illustrates the Company's 2025 Adjusted EBITDA and Revenue performance against the applicable STI Financial Targets.

u SHORT-TERM INCENTIVE PERFORMANCE AND PAYOUT RANGE

	ADJUSTED EBITDA	REVENUE	PAYOUT %
Threshold	97%	95%	50%
Target	100%	100%	100%
Maximum	107%	105%	200%

The unweighted payout for the Adjusted EBITDA and Revenue component of the short-term incentive element of TDC was 88.5%, which is calculated based on the Company's performance against the applicable STI Financial Targets as set forth below:

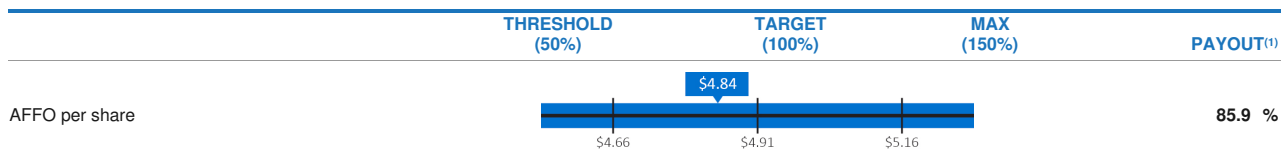
(IN MILLIONS)	TARGET	ACTUAL RESULTS ⁽¹⁾
Adjusted EBITDA	\$2,495	\$2,476
Revenue	\$6,720	\$6,740
Payout Achievement Based on Actual Results		88.5%

⁽¹⁾ STI Financial Targets and results shown for incentive plan purposes are based on constant currency and include standard adjustments for M&A activity and other adjustments in accordance with the Compensation Committee's pre-established incentive compensation adjustment guidelines. These guidelines are both reviewed by the Compensation Committee's independent consultant and approved by the Compensation Committee on an annual basis, as discussed on page 49.

FINANCIAL PERFORMANCE—AFFO PER SHARE

The AFFO per share component of our short-term incentive element of TDC is designed to ensure achievement of AFFO per share targets and to reward overachievement if AFFO per share exceeds target levels. The Compensation Committee selected the minimum threshold level required for payout of this component to ensure that AFFO per share was sufficient relative to the dividend and capital investment requirements in the annual budget. The Compensation Committee selected a maximum payout of 150% of target and structured this component such that maximum payout was achieved only if AFFO per share exceeded levels that the Compensation Committee considered exceptional, based on the objectives of the annual operating plan and recent Company performance.

The unweighted payout for the AFFO per share component of the short-term incentive element of TDC was 85.9%, which is calculated based on the Company's actual AFFO per share measured against the applicable STI Financial Target set forth below:



⁽¹⁾ STI Financial Targets and results shown for incentive plan purposes are based on constant currency and include standard adjustments for M&A activity and other adjustments in accordance with the Compensation Committee's pre-established incentive compensation adjustment guidelines. These guidelines are both reviewed by the Compensation Committee's independent consultant and approved by the Compensation Committee on an annual basis, as discussed on page 49.

STRATEGIC OBJECTIVES

The table below describes the specific key measures established in 2025 for each strategic objective on which an aggregate of 30% of the overall short-term incentive target bonus is based. The Compensation Committee selected the key measures described in the table below as the most important strategic drivers that contribute to achieving the objectives of our long-term growth strategy. In establishing the payout scales for each of the goals, the Compensation Committee considered growth, risk of achievement, strategic value, forecast uncertainty for early-stage products, and probability of attainment. The Compensation Committee selected a maximum payout of 150% of target for strategic objectives. The unweighted payout for the strategic objectives component of the short-term incentive element of TDC was 96.7%, which is calculated based on the Company's actual achievement of strategic objective goals against the applicable targets set forth below:

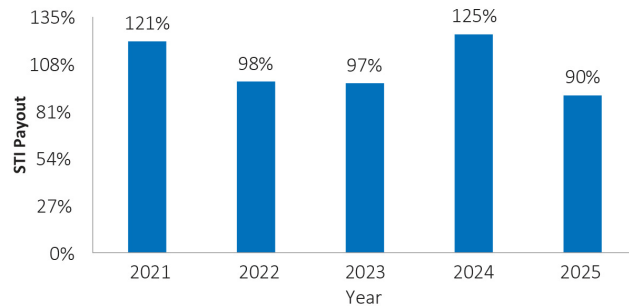
Strategic Objective	Measure	Weight	Goals			Results ⁽¹⁾	Payout %
			Threshold (25%)	Target (100%)	Maximum (150%)		
Customer-Centric Culture	Relative Increase in Cross Selling Engagements	15%	15%			15.0%	100%
	Payout for the Customer-Centric objective: 100.0%						
Core Strength	Megawatts Booked	2.5%	63			63	—
	Enterprise Net Positive Organic Volume Growth	2.5%	0.4%			0.4%	119.3%
	ALM Revenue Target	2.5%	\$593			\$593	73.4%
	Digital Revenue Target	2.5%	\$510			\$510	92.4%
	Payout for the Core Strength objective: 71%						
Inclusion and Belonging	Engagement Score (Average Women and Company)	2.5%	72%			72%	133.3%
	Inclusion and Belonging Score (Average Company)	2.5%	80%			80% ⁽²⁾	141.7% ⁽²⁾
	Payout for the Inclusion and Belonging objective: 138%						
Payout Achievement Based on Actual Results: 96.7%							

⁽¹⁾ STI Financial Targets and results shown for incentive plan purposes are based on constant currency and include standard adjustments for M&A activity and other adjustments in accordance with the Compensation Committee's pre-established incentive compensation adjustment guidelines. These guidelines are both reviewed by the Compensation Committee's independent consultant and approved by the Compensation Committee on an annual basis, as discussed on page 49.

⁽²⁾ Average of Inclusion (77%, just below maximum) and Belonging (82%, just above maximum).

Over the five-year period ended December 31, 2025, Iron Mountain's corporate performance payout to NEOs on short-term incentives has ranged between 90% and 125%.

u 5 YEAR SHORT-TERM CORPORATE PERFORMANCE PAYOUT



2025 INDIVIDUAL MULTIPLIERS

The independent directors of the Board (for the CEO) and the Compensation Committee (for the other NEOs) may apply individual multipliers to adjust the short-term incentive of each NEO. The modifier may increase or decrease the NEO's final bonus payout by up to +/- 25%, not to exceed the maximum of 212.5% of the target incentive opportunity. The independent directors of the Board (for the CEO), and the Compensation Committee (for the other NEOs) with input from the CEO, make individual multiplier adjustments based on a review of objectives and performance with respect to key initiatives within the control of each NEO.

In 2025, the independent directors of the Board (for the CEO) and the Compensation Committee (for the other NEOs) determined that each NEO should have his or her bonus adjusted based on individual performance against financial and strategic goals and, as a result, approved the following individual multipliers:

NAMED EXECUTIVE OFFICER	INDIVIDUAL MULTIPLIER
William L. Meaney	20%
Barry Hytinen	20%
Mark Kidd	20%
Greg McIntosh	15%
Mithu Bhargava	10%

SHORT-TERM INCENTIVE COMPENSATION PAYOUTS

Based on the Company's performance as measured against the 2025 STI Financial Targets and the application of the individual multiplier, our NEOs earned, on average, 105.5% of 2025 target short-term incentive opportunity. The following table sets forth information relating to the payouts of short-term cash incentive compensation to our NEOs for their performance during the year ended December 31, 2025. These payouts were made in the first quarter of 2026.

NAMED EXECUTIVE OFFICER	SALARY	2025 TARGET OPPORTUNITY		2025 END-OF-YEAR PERFORMANCE AND PAYOUT			
		(%)	(\$)	CORPORATE STI PAYOUT (% OF TARGET)	INDIVIDUAL MULTIPLIER (%)	FINAL STI PAYOUT (% OF TARGET)	PAYOUT (\$)
William L. Meaney	\$ 1,200,000	175%	\$ 2,100,000	90.2%	20%	108.2%	\$ 2,273,000
Barry Hytinen	\$ 750,000	125%	\$ 937,500	90.2%	20%	108.3%	\$ 1,015,000
Mark Kidd	\$ 575,000	100%	\$ 575,000	90.2%	20%	108.2%	\$ 622,000
Greg McIntosh	\$ 575,000	100%	\$ 575,000	90.2%	15%	103.7%	\$ 596,000
Mithu Bhargava	\$ 500,000	80%	\$ 400,000	90.2%	10%	99.3%	\$ 397,000
Average payout (% of target)						105.5%	

(3) LONG-TERM INCENTIVES

We pay for performance and our long-term incentives are designed to support the achievement of our long-term strategic plan. Consistent with this approach and our compensation philosophy, the majority of annual compensation for our NEOs is provided in the form of long-term equity incentives that are linked to the achievement of certain growth objectives and includes a portfolio of equity awards described in the table below.

LONG-TERM INCENTIVE COMPONENT	DESCRIPTION	PURPOSE
Performance Units (Applies to all NEOs)	▲ Three-year cliff vesting based on performance of the following: ▲ Return on Invested Capital ("ROIC"): Funding is subject to meeting a minimum level of ROIC in the third year of the performance period; ▲ Total Revenue: Based on a predetermined revenue goal as of the end of the three-year performance period, with an accelerator payout opportunity subject to attainment of elevated revenue growth goals and positive Company TSR over the three-year performance period; and ▲ Relative TSR: TSR performance relative to companies comprising the MSCI US REIT Index over the three-year performance period.	▲ Ensures alignment to long-term stockholder value creation ▲ Rewards top-line growth and capital efficiency ▲ Rewards revenue growth achievement ▲ Rewards accelerated revenue growth tied to our long-term growth strategy ▲ Rewards TSR performance relative to a key REIT stock market index
Restricted Stock Units (Applies to NEOs other than the CEO)	▲ Vest ratably over three years	▲ Provides retention and helps build stock ownership, ensuring strong alignment with stockholders ▲ Ensures alignment to long-term stockholder value creation
Stock Options (Applies to the CEO only)	▲ Exercise price is equal to fair value on the date of grant ▲ Vest ratably over three years and have a 10-year term	▲ Ensures alignment to long-term stockholder value creation ▲ Provides long-term horizon to minimize possible short-term fluctuations

In conjunction with the 2025 annual long-term incentive grant process, the Company offered our NEOs (other than the CEO) the opportunity to elect a predefined mix of RSUs and PUs ("Equity Choice"). Equity Choice is intended to differentiate us in the marketplace, to attract and retain top employee talent, and to provide employees with the ability to participate in the annual long-term incentive grant process in a manner that increases employee engagement. Equity Choice elections are completed annually in December before the start of the applicable performance period.

For our NEOs (other than the CEO), Equity Choice for the 2025 annual equity grant allowed the election of a mix of RSUs ranging from 0% to 35% and PUs ranging from 65% to 100%. Messrs. Hytinen, Kidd and McIntosh elected 100% PUs for the 2025 annual equity grant, while Ms. Bhargava elected a mix of 35% RSUs and 65% PUs.

Equity Choice is not available to our CEO. In consultation with the independent directors of the Board, the mix of equity awards for the CEO is approved on an annual basis.

The following charts show the 2025 long-term incentive award mix for the CEO and the other NEOs (shown on an average basis).

u CEO



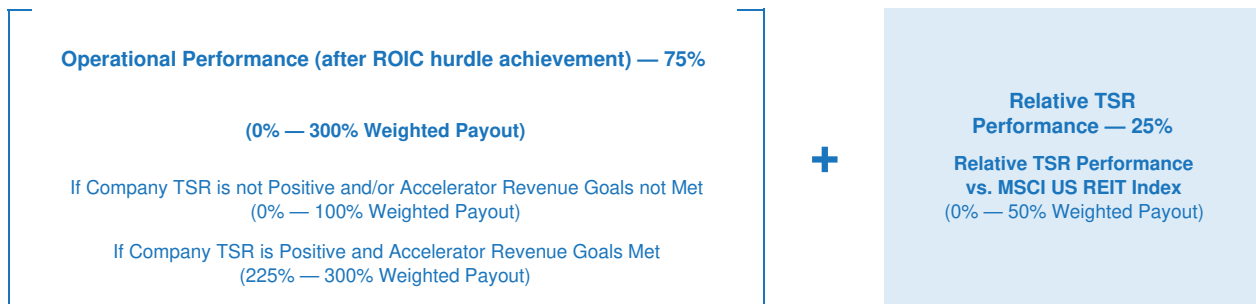
u OTHER NAMED EXECUTIVE OFFICERS



2025 PERFORMANCE UNITS

The Compensation Committee may grant PUs to participants under the 2014 Stock and Cash Incentive Plan. PUs are granted annually and have three-year cliff vesting based on performance measures as reviewed and approved by the Compensation Committee. PUs are earned based on the Company's operational performance and relative TSR performance. Earned PUs vest on the third anniversary of the grant date and settle immediately in shares of Common Stock. The Compensation Committee may grant dividend equivalents to any participant upon terms and conditions established by the Compensation Committee. Such dividend equivalents may be settled in cash, additional shares of Common Stock or a combination thereof and will be payable when and if PUs vest and reflect only dividend equivalents attributable to shares earned.

A portion of the 2025 long-term awards granted to the executives were awarded as PUs that can be earned based on operational and relative TSR performance. The 2025 PUs have a combined weighted payout opportunity of 0% to a maximum of 350%.



OPERATIONAL PERFORMANCE

Beginning with 2025 awards, PUs were granted with one continuous three-year revenue plan for operational performance to align with the Company's long-term growth plan. The Compensation Committee set the revenue goals at the beginning of the three-year performance period to reflect a strong long-term compound annual growth rate ("CAGR").

Operational performance is also measured against other performance criteria. For any operational payout to be achieved, the Company's actual ROIC in the third year (fiscal 2027) must exceed a threshold set at the beginning of the three-year performance period. This ROIC hurdle incentivizes management to make disciplined growth investments that also drive profitable return for shareholders. Additionally, for any accelerator revenue payout level to be achieved:

- ▲ Revenue results must reach the accelerator range. Our revenue targets include incremental step-ups, and the accelerator payouts are designed to support the Company's long-term growth strategy, which is intended to create meaningful value for shareholders and substantial increases in revenue; and
- ▲ The Company's absolute TSR must be positive at the end of the three-year performance period. This aligns management's outcomes with shareholders by ensuring that weighted operational payouts, regardless of revenue performance, are capped at 100% if the Company's TSR is not positive (as compared to PUs granted from 2022 through 2024, with a cap of 150%).

The performance and unweighted payout structure for the 2025 PUs based on revenue achievement levels, is as follows:

REVENUE PERFORMANCE LEVEL	PERFORMANCE AS A % OF TARGET	PAYOUT AS A % OF TARGET ⁽¹⁾
Threshold	99%	50%
Target	100%	100%
Maximum (if Company TSR is not positive and/or accelerator revenue goals not met)	101%	133%
Accelerator Threshold	106%	300%
Accelerator Target	109%	350%
Accelerator Maximum	117%	400%

⁽¹⁾ Results are interpolated between non-accelerator and accelerator performance levels above.

RELATIVE TSR PERFORMANCE

The Company's relative TSR performance during the three-year period beginning in 2025 is measured relative to the MSCI US REIT Index. The payout will be determined at the end of the three-year performance period, based on the table below, by comparing the Company's TSR for that period to the TSR of the companies comprising the MSCI US REIT Index over the same period. The performance and unweighted payout structure for the 2025 PUs, based on relative TSR achievement levels, is as follows:

TSR PERCENTILE RANK⁽¹⁾	PAYOUT AS A % OF TARGET
30 th Percentile	50%
50 th Percentile	100%
75 th Percentile	150% ⁽²⁾
90 th Percentile	200% ⁽²⁾

⁽¹⁾ Results are interpolated between percentiles.

⁽²⁾ Regardless of the TSR percentile rank, if the Company's absolute TSR is negative at the end of the three-year performance period, the unweighted payout percentage will not exceed 100%.

In the first quarter of 2025, the Compensation Committee approved a target economic value for annual long-term equity grants for each of our executives. The table below sets forth the approved target economic value for annual long-term equity grants for each NEO:

NAMED EXECUTIVE OFFICER	TARGET PUS⁽¹⁾	RSUS	STOCK OPTIONS	TOTAL⁽¹⁾
William L. Meaney	\$ 11,900,000	—	\$ 2,100,000	\$ 14,000,000
Barry Hytinen	\$ 5,500,000	—	—	\$ 5,500,000
Mark Kidd	\$ 5,250,000	—	—	\$ 5,250,000
Greg McIntosh	\$ 4,750,000	—	—	\$ 4,750,000
Mithu Bhargava	\$ 1,430,000	\$ 770,000	—	\$ 2,200,000

⁽¹⁾ The values shown above reflect the intended fair market value and differ from the values reported in the "Summary Compensation Table" because the TSR-based component of the PUs reflect the fair value from a Monte Carlo simulation due to the nature of the award.

2023 PERFORMANCE UNIT RESULTS

In 2022 we announced a global program designed to accelerate the growth of our business under Project Matterhorn, which aims to drive revenue growth from \$4.5 billion for the fiscal year ended December 31, 2021 to \$7.3 billion for the fiscal year ending December 31, 2026, a target of approximately 10% CAGR over five (5) years. In conjunction, we implemented a new PU design beginning with the 2022 PU awards, to align pay and performance and support the achievement of our aggressive growth plans.

In 2023 our executive team received PU awards that vested in March 2026 (the "2023 PUs"). The payout for the 2023 PUs was based 75% on operational performance and 25% on the Company's relative TSR performance. The operational component of the 2023 PUs included both Core Plan revenue and the Advanced Revenue Plan (the "ARP") revenue goals, with the latter driven by the Company's accelerated growth plan under Project Matterhorn. The payout for the 2023 PUs derived from the operational component was based on the Company's performance against total revenue objectives measured at the conclusion of the three-year performance period ended December 31, 2025, subject to meeting a minimum level of ROIC. The payout derived from relative TSR was based on the Company's TSR during the three-year performance period ended December 31, 2025 measured relative to the companies comprising the MSCI US REIT Index. The Company's ROIC, absolute TSR and revenue performance for the 2023 PUs resulted in a payout of the awards under the ARP. The weighted payout for the 2023 PUs was comprised of 300% for operational performance and 50% for relative TSR performance. The total combined weighted payout was 350% of target, which aligned with exceptionally strong performance and stockholder outcomes over the three-year performance period, highlighted by the following achievements:

- ▲ Over \$2 billion in constant currency revenue growth from \$5.295 billion to \$7.365 billion during the three-year performance period resulting in a CAGR of approximately 12%, exceeding both Project Matterhorn's aspirational long-term 10% revenue CAGR goal as well as the operational ARP revenue plan's maximum goal of \$6.900 billion⁽¹⁾; and
- ▲ Delivered TSR of 75.2% over the three-year performance period, resulting in the Company ranking in the 93rd percentile of companies comprising the MSCI US REIT Index during the period. This performance significantly increased the market capitalization of the Company from approximately \$15 billion to approximately \$25 billion over the course of the three-year performance period.

⁽¹⁾ Revenue for the 2023 PUs is calculated on a constant currency basis, determined as of December 31, 2021.

OPERATIONAL PU PERFORMANCE RESULTS (75% OF PAYOUT)

Following the completion of the performance period for the 2023 PU Awards, the Compensation Committee determined that the Company exceeded the minimum ROIC of 10.5% in 2025. The Company's absolute TSR was positive at the end of the three-year performance period ended December 31, 2025. As described above, the Company also exceeded the ARP's maximum goal. As a result, the weighted operational PU payout earned was 300%.

	THRESHOLD			ACTUAL RESULTS
ROIC	10.5%			>10.5%
	ARP GOALS			OPERATIONAL COMPONENT
	Threshold 300%	Target 350%	Maximum 400%	
FYE 2025 ARP Revenue performance ⁽¹⁾ (in millions)				
	\$6,250	\$6,400	\$6,900	
	\$7.365			400%
	WEIGHTED RESULT:			300 %

⁽¹⁾ Revenue for the 2023 PUs is calculated on a constant currency basis, determined as of December 31, 2021.

rTSR PU PERFORMANCE RESULTS (25% OF PAYOUT)

Following the completion of the performance period for the 2023 PU Awards, the Compensation Committee determined that the Company's absolute TSR of 75.2% during the period represented the 92.9th percentile of the companies comprising the MSCI US REIT Index. As a result, the weighted relative TSR portion of the PU payout earned was 50%.

	GOALS	ACTUAL RESULTS	rTSR COMPONENT
rTSR ⁽¹⁾ (percentiles)	Threshold 30th 50th 75th Maximum 90th		
Actual MSCI US REIT Index Cumulative TSR	-2.2% 8.9% 26.4% 65.9% 75.2%	75.2% (92.9th)	200%
		WEIGHTED RESULT:	50%

⁽¹⁾ Results are interpolated between percentiles. Regardless of the TSR percentile rank, if the Company's absolute TSR is negative, the payout percentage will not exceed 100%.

OTHER COMPENSATION

In addition to the Total Direct Compensation elements described above, our U.S.-based NEOs participate in the retirement and welfare benefits generally available to our full-time employees, such as medical, dental, life insurance, 401(k) Plan, the 2013 ESPP and other fringe benefits.

Our U.S.-based NEOs are eligible for certain executive benefits, including a voluntary executive deferred compensation program and an executive physical and limited perquisites, which are included in the "All Other Compensation" column and related footnote in the "Summary Compensation Table and Executive Deferred Compensation" sections of the Compensation Tables section of this Proxy Statement.

Mr. Kidd receives additional benefits related to his international assignment in Switzerland. Also, during his temporary expatriate assignment in Switzerland, Mr. Kidd is eligible for most U.S.-based benefits excluding medical, dental and the executive deferred compensation program. See charts showing a more detailed breakdown of "All Other Compensation" on page 54 for more information.

EXECUTIVE COMPENSATION CLAWBACK POLICY

The Board believes that it is in the best interests of the Company and its stockholders to create and maintain a culture that emphasizes integrity and accountability and reinforces the Company's pay-for-performance compensation philosophy. In compliance with the SEC rules and NYSE listing standards requiring a policy providing for the recovery of erroneously awarded incentive-based compensation received by current or former executive officers, the Board adopted a clawback policy on November 30, 2023, which is set forth in Exhibit A to our Corporate Governance Guidelines.

The clawback policy requires the recoupment of any excess incentive-based compensation from covered executives during the applicable recovery period in the event of an accounting restatement resulting from material noncompliance with financial reporting requirements under the federal securities laws. Covered executives include the Company's current and former executives and additional senior executives whom the Board deems appropriate (the "Covered Executive").

Our clawback policy applies to any compensation that is granted, earned, or vested based wholly or in part upon attainment of a financial reporting measure, including annual bonuses, stock options, stock appreciation rights, restricted stock units, performance units, and shares of stock issued under our employee stock purchase plan (the "Incentive Compensation"). Our clawback policy also permits the Board, or the Compensation Committee as designated by the Board, to pursue recoupment of certain Incentive Compensation in connection with fraudulent and other intentional misconduct by the Covered Executive.

Timing of Certain Equity Awards

In accordance with Item 402(x) of Regulation S-K, we are providing information regarding our procedures related to the grant of stock options close in time to the release of material non-public information ("MNPI"). We do not take MNPI into account when determining the timing and terms of stock options and we do not time the disclosure of MNPI for the purpose of affecting the value of executive compensation. Although we do not have a formal policy with respect to the timing of our stock options grants, the Company has historically granted stock options on a predetermined annual schedule. Our insider trading policy also prohibits directors, officers and employees from trading in our Common Stock while in possession of or on the basis of MNPI about the Company.

During fiscal 2025, there were no stock options granted to any NEO within four business days preceding or one day following the filing of any report of Forms 10-K, 10-Q, or 8-K that discloses MNPI.

COMPENSATION COMMITTEE PROCESS AND OVERSIGHT

In applying our compensation philosophy and design principles to establish appropriate compensation programs and target compensation levels, the Compensation Committee:

Reviews and recommends the CEO's compensation to the independent directors for approval	▲ Annually reviews and recommends to the independent directors the salary, short-term and long-term incentive compensation for our CEO. ▲ Annually establishes the individual goals and objectives utilized in the short-term incentive program for our CEO. ▲ The Compensation Committee's recommendation reflects (1) an analysis of the Company's performance against predetermined financial and strategic objective goals, (2) its evaluation of our CEO's performance against predetermined individual objectives and (3) input from members of the Board. ▲ The Compensation Committee's recommendation is then presented to the independent members of the Board for approval.
Reviews and approves compensation for our executive officers	▲ Annually reviews and approves the salary, short-term and long-term incentive compensation for our executive officers as recommended by our CEO.
Reviews and approves short-term and long-term incentive programs for the executive team	▲ Annually reviews and approves the structure of our short-term and long-term incentive programs for the executive team, including performance metrics, performance and payout grids and the weighting applied to each metric. ▲ The review typically balances an internal and external perspective developed in collaboration with members of management and the Compensation Committee's independent compensation consultant. ▲ Based upon this review, the Compensation Committee may maintain or modify the amount and mix of grants under our incentive programs. ▲ Annually establishes the financial and strategic objective performance goals that are utilized in our short-term and long-term incentive plans.
Evaluates the effectiveness and competitiveness of other executive compensation programs	▲ Periodically evaluates the effectiveness and competitiveness of other executive compensation programs, such as executive benefits, perquisites and our severance policies. These periodic evaluations are conducted to ensure alignment with our internal strategy and objectives and to consider external market practices.

In determining whether to make changes to our executive compensation program, the Compensation Committee may consider a number of factors, including, but not limited to, the size, scope, and performance of our businesses, our strategic and financial goals, evolving compensation trends, and stockholders' interests.

ESTABLISHING FINANCIAL PERFORMANCE GOALS

1 The Compensation Committee initially approves annual financial performance targets based upon our annual operating plan approved by the Board, assuming constant currency. The multi-year performance targets are aligned with our long-term strategy.	2 When the financial targets are set, the Compensation Committee approves a series of adjustment factors that identify the nature of potential adjustments to the target levels that may be considered throughout the applicable performance period.	3 The Compensation Committee reviews the year-end results and, if applicable, adjusts certain financial targets based on the adjustment factors approved at the beginning of the applicable performance period.
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ROLE OF THE CONSULTANT

The Compensation Committee selects and retains the services of an independent compensation consultant and annually reviews the performance of the consultant. The Compensation Committee engaged Pay Governance LLC ("Pay Governance") to serve as its independent compensation consultant for fiscal year 2025. Pay Governance received instructions from, and reported to, the Compensation Committee on an independent basis. Pay Governance reports directly to the Compensation Committee, has regular meetings with the chairperson of the Compensation Committee and meets with the Compensation Committee in executive session.

The Compensation Committee has reviewed the nature of the relationship with its independent compensation consultant and determined the consultant to be independent in accordance with the SEC and the NYSE rules. For 2025, the Compensation Committee determined that there were no conflicts that impacted the advice and guidance provided by Pay Governance to the Compensation Committee.

The Compensation Committee requested Pay Governance's advice on a variety of matters, such as the amount and form of executive compensation, compensation strategy, market comparisons, pay and performance alignment versus industry peers, executive pay trends, compensation best practices, compensation-related regulatory developments, Say on Pay preparation, and potential compensation plan designs and modifications. Pay Governance also provides assistance to the Nominating and Governance Committee on director compensation matters. The Compensation Committee consulted with Pay Governance, both with and without management, on several occasions during fiscal year 2025, and also in early fiscal year 2026 with respect to compensation decisions for fiscal year 2025 performance.

ROLE OF PEERS

To provide an external perspective relative to executive compensation levels, plan design trends and market best practices, the Compensation Committee reviews market analyses derived from the Peer Group and prepared by our independent compensation consultant.

The Compensation Committee, in collaboration with our independent compensation consultant and management, reviews the Peer Group annually based on the following criteria:

- ▲ Comparable revenue size, scope, industry and growth profile;
- ▲ Similarity of market capitalization for U.S. publicly traded companies;
- ▲ Similar capital intensity;
- ▲ Dividend payment practices; and
- ▲ Similarity of global operations for business to business service organizations.

Following its annual review of the Peer Group, the Compensation Committee modified the Peer Group from the prior year as follows:

- ▲ Removed ABM Industries, Brinks, Clean Harbors and Western Union due to their current size or unique ownership structure;
- ▲ Added several high growth technology companies including Fortinet, NetApp, Seagate and Workday that met a majority of the Company's screening criteria and reflected the Company's strategic direction of growing its technology/digital business and overall corporate revenues.

The chart below lists the Compensation Committee approved Peer Group for 2025:

THE 2025 PEER GROUP INCLUDES THE FOLLOWING COMPANIES:

Broadridge Financial Solutions, Inc.	Fortinet, Inc.	SBA Communications Corporation ⁽¹⁾
Cintas Corporation	Global Payments Inc.	Seagate Technology Holdings
Crown Castle Inc. ⁽¹⁾	NetApp, Inc.	Stericycle, Inc. ⁽²⁾
Digital Realty Trust, Inc. ⁽¹⁾	Paychex, Inc.	Weyerhaeuser Company ⁽¹⁾
Equifax Inc.	Prologis, Inc. ⁽¹⁾	Workday, Inc.
Equinix, Inc. ⁽¹⁾	Public Storage ⁽¹⁾	

⁽¹⁾ This company is a REIT.

⁽²⁾ Stericycle, Inc. was acquired by Waste Management, Inc. in November 2024, following the Compensation Committee's approval of the 2025 Peer Group.

ROLE OF CEO AND OTHER EXECUTIVE TEAM MEMBERS

At the Compensation Committee's request, our CEO and other members of the executive team assist the Compensation Committee in carrying out its duties throughout the year by completing specific tasks, including:

- ▲ Our CEO establishes the individual goals and objectives for our executive team (other than the CEO) and proposes his own individual goals and objectives, which are reviewed and revised, and subsequently approved by the Compensation Committee;
- ▲ Our CEO develops compensation recommendations for our executive team (other than the CEO) for the Compensation Committee's review and approval, including salary levels, the potential economic value of long-term incentives and achievement of individual goals and objectives; and

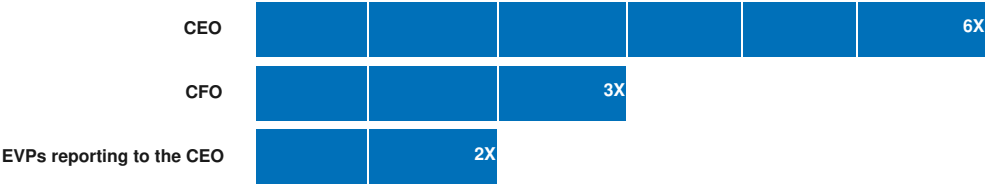
- ▲ Each executive team member prepares a self-review to assist the review of his or her performance against individual goals and objectives, which self-review is shared with the Compensation Committee (for the CEO) or the CEO (for our other executive team members).

CONSIDERATION OF RISK IN OUR COMPENSATION PROGRAMS

After its annual review of the Company’s incentive compensation arrangements for all employees, the Compensation Committee concluded that the components and structure of the Company’s compensation plans do not create risks that are reasonably likely to result in a material adverse effect to the Company. The process undertaken to reach this conclusion involved an analysis of the Company’s compensation plans by management and a review of conclusions by the Compensation Committee’s independent compensation consultant and the Compensation Committee.

EXECUTIVE STOCK OWNERSHIP GUIDELINES

The Company maintains stock ownership guidelines that require certain executives, including our NEOs, to acquire and maintain ownership of our Common Stock, exclusive of unexercised stock options and unearned or unvested PUs, as a multiple of base salary as follows:



The Company established this program to help align the long-term interests of executives with stockholders. Each member of the executive team subject to the Company’s stock ownership guidelines is required to retain an amount equal to 50% of the net shares received as a result of the vesting of RSUs or PUs until such executive meets the minimum ownership threshold. “Net shares” are those shares that remain after shares are sold or netted to pay withholding taxes and any purchase price.

The Company measures Executive Stock Ownership Guideline compliance annually in March and continuously monitors compliance until the next measurement date. As of the most recent measurement date in March 2026, all members of the executive team who are subject to the Executive Stock Ownership Guidelines are in compliance with the Executive Stock Ownership Guidelines.

TAX CONSIDERATIONS

Section 162(m) of the Internal Revenue Code (the “Code”) generally disallows a federal income tax deduction to public companies for compensation in excess of \$1,000,000 paid in any year to the principal executive officer (in our case, the CEO), the principal financial officer (in our case, the CFO) and certain other current and former executive officers. Our compensation approach, including awards under each of the 2014 Plan may result in compensation that is partially or wholly nondeductible. We do not expect the tax deduction limitation under Section 162(m) of the Code to have a material impact on us, because we intend to continue to qualify as a REIT under the Code and therefore are generally not subject to federal income taxes if we distribute to our stockholders at least 100% of our taxable income in respect of each year.

CHANGES TO 2026 COMPENSATION PROGRAM

2026 PERFORMANCE TARGETS

The Compensation Committee established the 2026 performance targets for both short-term and long-term incentive awards based on a range of considerations. As part of its regular process, the Compensation Committee maintained its approach of identifying challenging goals with competitive payouts in order to motivate employee performance.

2026 SHORT-TERM INCENTIVE DESIGN

There were no material changes made to the structure of the short-term incentive program design for 2026.

2026 LONG-TERM INCENTIVE DESIGN

The Compensation Committee reviewed the equity awards offered to our equity award participants and considered the desire to retain, motivate and incentivize management to continue to support the Company’s long-term accelerated growth plan. Following this review, the Compensation Committee approved the following change to our 2026 PU program design: The maximum PU payout opportunity for awards granted in 2026 will be reduced to 300% (as compared to 350% for PU awards granted in 2022-2025).

CEO PAY OPPORTUNITY

In connection with its annual compensation program review, the Board determined to increase Mr. Meaney's long-term incentive opportunity for 2026. This increase is based on the Company's and CEO's strong performance and future growth expectations. Mr. Meaney's 2026 pay opportunity is set forth below.

ELEMENT	2026 PAY OPPORTUNITY	CONSIDERATIONS
Base Salary	▲ Maintained annual base salary at \$1,200,000 (since 2020)	▲ Salary is aligned appropriately based on performance and market data
Annual Bonus	▲ Maintained target bonus at 175% of base salary (since 2020)	▲ Target bonus is aligned appropriately based on performance and market data
Long-Term Incentives	▲ Increased economic value of long-term incentive awards to \$15,000,000	▲ The Board has aligned Mr. Meaney's mix with the significant accelerated growth expectations, resulting in a mix of 85% PUs and 15% stock options.

COMPENSATION COMMITTEE REPORT ON COMPENSATION DISCUSSION AND ANALYSIS

We, the members of the Compensation Committee of the Board of the Company, have reviewed and discussed the Compensation Discussion and Analysis with the Company's management. Based upon this review and discussion, the Compensation Committee recommended to the Board that the Compensation Discussion and Analysis be included in this Proxy Statement and incorporated by reference in the Company's Annual Report on Form 10-K for the year ended December 31, 2025.

COMPENSATION COMMITTEE

Robin L. Matlock, *Chair*

Pamela M. Arway

Monte Ford

Doyle R. Simons

COMPENSATION TABLES

SUMMARY COMPENSATION TABLE

The following table provides certain information concerning compensation earned by our NEOs during the years ended December 31, 2025, 2024, and 2023. As required by SEC rules, the table includes:

- ▲ Each person who served as our CEO or chief financial officer at any time during 2025; and
- ▲ The three other most highly compensated persons serving as executive officers at December 31, 2025.

SUMMARY COMPENSATION TABLE FOR 2025, 2024, AND 2023

NAMED EXECUTIVE OFFICER AND TITLE	YEAR	SALARY (\$) ⁽¹⁾	BONUS (\$)	STOCK AWARDS (\$) ⁽²⁾⁽³⁾	OPTION AWARDS (\$) ⁽³⁾⁽⁴⁾	NON-EQUITY INCENTIVE PLAN COMPENSATION (\$) ⁽⁵⁾	ALL OTHER COMPENSATION (\$) ⁽⁶⁾	TOTAL (\$)
(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)	(i)
William L. Meaney President and Chief Executive Officer	2025	\$ 1,195,702	—	\$ 11,401,832	\$ 2,099,985	\$ 2,273,000	\$ 76,961	\$ 17,047,480
	2024	\$ 1,188,632	—	\$ 12,059,474	\$ 1,875,027	\$ 3,147,000	\$ 93,753	\$ 18,363,886
	2023	\$ 1,186,723	—	\$ 9,456,866	\$ 1,724,995	\$ 2,444,400	\$ 86,867	\$ 14,899,851
Barry Hytinen Executive Vice President and Chief Financial Officer	2025	\$ 750,002	—	\$ 5,269,697	—	\$ 1,015,000	\$ 17,762	\$ 7,052,461
	2024	\$ 750,002	—	\$ 5,107,462	—	\$ 1,405,000	\$ 27,004	\$ 7,289,468
	2023	\$ 750,002	—	\$ 3,386,082	—	\$ 960,000	\$ 41,594	\$ 5,137,678
Mark Kidd Executive Vice President and General Manager, Data Centers and ALM	2025	\$ 575,004	—	\$ 5,030,186	—	\$ 622,000	\$ 795,965	\$ 7,023,155
	2024	\$ 575,004	—	\$ 3,688,733	—	\$ 826,000	\$ 1,695,561	\$ 6,785,298
	2023	\$ 567,312	—	\$ 2,176,727	—	\$ 697,000	\$ 1,399,149	\$ 4,840,188
Greg McIntosh Executive Vice President and Chief Commercial Officer	2025	\$ 568,965	—	\$ 4,551,163	—	\$ 596,000	\$ 20,366	\$ 5,736,494
	2024	\$ 533,046	—	\$ 3,688,733	—	\$ 826,000	\$ 23,513	\$ 5,071,292
	2023	\$ 541,170	—	\$ 1,789,768	—	\$ 641,000	\$ 39,863	\$ 3,011,801
Mithu Bhargava⁽⁷⁾ Executive Vice President and General Manager, Digital Solutions	2025	\$ 500,003	—	\$ 2,140,073	—	\$ 397,000	\$ 14,070	\$ 3,051,146
	2024	\$ 500,003	—	\$ 2,213,258	—	\$ 525,000	\$ 15,086	\$ 3,253,347
	2023	—	—	—	—	—	—	—

⁽¹⁾ Total reported reflects salary earned during the fiscal year, adjusted for changes in salary rates, where applicable. For Mr. McIntosh, total reported also reflects salary converted from Canadian to U.S. dollars for amounts paid in 2023 and 2024 and for a portion of his 2025 salary prior to his relocation from Canada to the U.S. in January 2025. Mr. Meaney's salary for each of the years 2023-2025 includes 100,000 Swiss Francs paid in accordance with the Swiss Employment Agreement, converted to U.S. dollars using the average Swiss exchange rate for each respective year.

⁽²⁾ The amounts reported in the "Stock Awards" column present the aggregate grant date fair value of awards computed in accordance with FASB ASC Topic 718, excluding the effect of estimated forfeitures. Assumptions used in the calculation of these amounts are included in Note 2 to the Company's Consolidated Financial Statements included in the Company's Annual Reports on Form 10-K for the years ended December 31, 2025, 2024 and 2023. These amounts were not paid to or realized by the NEO in the year indicated. The grant date fair values of PUs included in this column are calculated assuming target level attainment of each applicable performance goal, except for the relative TSR portion of the PU awards. The relative TSR portion of the PU awards include a market-based performance condition and the fair value reflects the expected value of the award determined under a Monte Carlo simulation. The table below illustrates the RSU value, the expected value of PUs and the value if each recipient were to achieve the applicable maximum payout for all PUs. All values are determined as of the grant date.

⁽³⁾ For a list of stock and option awards granted in 2025, see the "Grants of Plan-Based Awards" table below on page 55.

⁽⁴⁾ The amounts reported in the "Option Awards" column reflect the aggregate grant date fair value of stock options granted in the year indicated computed in accordance with FASB ASC Topic 718. Assumptions used in the calculation of these amounts are included in Note 2 to the Company's Consolidated Financial Statements included in the Company's Annual Reports on Form 10-K for the fiscal years ended December 31, 2025, 2024, and 2023. These amounts were not paid out or realized in the year indicated.

⁽⁵⁾ The amounts reported in the "Non-Equity Incentive Plan Compensation" column reflect amounts paid to our NEOs under our non-equity incentive compensation plans based on the achievement of selected performance targets earned in the specified year and paid in the following year. Non-equity incentive compensation awards are calculated based on the applicable NEO's base salary earnings before any deductions or deferrals, such as 401(k) contributions or deferred compensation plan contributions. Details regarding the calculation of these payments are included in the "Compensation Discussion and Analysis" section of this Proxy Statement.

⁽⁶⁾ All other compensation details for the NEOs for 2025 are described in the "All Other Compensation" table below on page 54.

⁽⁷⁾ No amounts are reported for Ms. Bhargava for 2023 because she was not an NEO in 2023.

2025 AWARDS

NAMED EXECUTIVE OFFICER	COMPONENTS OF STOCK AWARDS		ADDITIONAL INFORMATION
	RSU VALUE (\$)	PU VALUE - EXPECTED (\$)	PU VALUE - MAXIMUM (\$)
William L. Meaney	—	\$ 11,401,832	\$ 39,906,368
Barry Hytinen	—	\$ 5,269,697	\$ 18,443,896
Mark Kidd	—	\$ 5,030,186	\$ 17,605,651
Greg McIntosh	—	\$ 4,551,163	\$ 15,929,071
Mithu Bhargava	\$ 769,957	\$ 1,370,116	\$ 4,795,406

2024 AWARDS

NAMED EXECUTIVE OFFICER	COMPONENTS OF STOCK AWARDS		ADDITIONAL INFORMATION
	RSU VALUE (\$)	PU VALUE - EXPECTED (\$)	PU VALUE - MAXIMUM (\$)
William L. Meaney	—	\$ 12,059,474	\$ 42,208,160
Barry Hytinen	—	\$ 5,107,462	\$ 17,876,117
Mark Kidd	—	\$ 3,688,733	\$ 12,910,565
Greg McIntosh	—	\$ 3,688,733	\$ 12,910,565
Mithu Bhargava	—	\$ 2,213,258	\$ 7,746,357

2023 AWARDS

NAMED EXECUTIVE OFFICER	COMPONENTS OF STOCK AWARDS		ADDITIONAL INFORMATION
	RSU VALUE (\$)	PU VALUE - EXPECTED (\$)	PU VALUE - MAXIMUM (\$)
William L. Meaney	—	\$ 9,456,866	\$ 33,099,031
Barry Hytinen	—	\$ 3,386,082	\$ 11,851,287
Mark Kidd	—	\$ 2,176,727	\$ 7,618,545
Greg McIntosh	—	\$ 1,789,768	\$ 6,264,188

"All Other Compensation" for 2025 reflects the following:

	WILLIAM L. MEANEY	BARRY HYTINEN	MARK KIDD	GREG MCINTOSH	MITHU BHARGAVA
401(k) Match ⁽⁸⁾	\$ 14,204	\$ 14,070	\$ 14,070	\$ 17,085	\$ 14,070
Company Paid Physical	—	—	—	—	—
Swiss Benefits ⁽⁹⁾	\$ 3,883	—	—	—	—
Swiss Medical Insurance ⁽¹⁰⁾	\$ 34,947	—	—	—	—
International Assignment Costs ⁽¹¹⁾	—	—	\$ 760,127	—	—
President's Club Event Expenses ⁽¹²⁾	\$ 760	\$ 1,990	1,990	\$ 1,990	—
Tax Gross Up ⁽¹³⁾	\$ 23,167	\$ 1,702	\$ 19,778	\$ 1,291	—
Total	\$ 76,961	\$ 17,762	\$ 795,965	\$ 20,366	\$ 14,070

⁽⁸⁾ Mr. McIntosh participated in the Canada Deferred Profit Sharing Plan until his relocation to the U.S.

⁽⁹⁾ Mr. Meaney's Swiss Benefits were converted into U.S. dollars using the average exchange rate for 2025 (1 Swiss Franc to approximately \$1.21 U.S. dollars).

⁽¹⁰⁾ The Company agreed to reimburse Mr. Meaney for the cost of his Swiss medical insurance pursuant to his employment offer letter dated November 30, 2012.

⁽¹¹⁾ The payments for Mr. Kidd were related to his Company requested international assignment in Switzerland, paid in accordance with the GMTEQ. These payments were similar to the types of payments generally made to certain other employees on international assignment with the Company. GMTEQ related payments are designed to mitigate the inconvenience of an international assignment by covering expenses in excess of what the expatriate would have incurred if he or she had remained in his or her home country. The payments for Mr. Kidd include tax preparation services of \$2,400, cost of living adjustments, transportation, housing and other allowances of \$514,293 and Swiss tax equalization payments of \$243,434. Tax equalization payments are made pursuant to the GMTEQ and are designed to ensure there is no undue tax burden on the employee due to an expatriate assignment.

⁽¹²⁾ The President's Club is an established event to celebrate achievements of the Company's top performers. The compensation includes the de minimis value of gifts that attendees received at the event.

⁽¹³⁾ Includes tax gross up benefits in connection with the Swiss medical insurance cost reimbursement for Mr. Meaney, gifts and activities at President's Club for Messrs. Meaney, Hytinen, Kidd and McIntosh, as well as, international assignment benefits for Mr. Kidd.

GRANTS OF PLAN-BASED AWARDS FOR 2025

The following table sets forth certain information concerning the grants of plan-based awards to our NEOs during the year ended December 31, 2025. For a description of these awards, see the "Compensation Discussion and Analysis — 2025 Total Direct Compensation Components — Long-Term Incentives" section of this Proxy Statement.

NAMED EXECUTIVE OFFICER	GRANT DATE	APPROVAL DATE	ESTIMATED FUTURE PAYOUTS UNDER NON-EQUITY INCENTIVE PLAN AWARDS ⁽¹⁾			ESTIMATED FUTURE PAYOUTS UNDER EQUITY INCENTIVE PLAN AWARDS ⁽²⁾			ALL OTHER STOCK AWARDS: NUMBER OF SHARES OF STOCK OR UNITS (#)	ALL OTHER OPTION AWARDS: NUMBER OF SECURITIES UNDERLYING OPTIONS (#) ⁽³⁾	EXERCISE OR BASE PRICE OF OPTION AWARDS (\$/SH)	CLOSING MARKET PRICE ON THE DATE OF GRANT (\$)	GRANT DATE FAIR VALUE OF STOCK AND OPTION AWARDS (\$)
			THRESHOLD (\$)	TARGET (\$)	MAXIMUM (\$)	THRESHOLD (#)	TARGET (#)	MAXIMUM (#)					
William L. Meaney	3/1/2025	2/26/2025	—	\$ 2,100,000	\$ 4,462,500	—	—	—	—	83,389	\$ 93.17	—	\$ 13,501,817
Barry Hytinen	3/1/2025	2/19/2025	—	\$ 937,500	\$ 1,992,188	—	59,031	206,608	—	—	—	—	\$ 5,269,697
Mark Kidd	3/1/2025	2/19/2025	—	\$ 575,000	\$ 1,221,875	—	56,348	197,218	—	—	—	—	\$ 5,030,186
Greg McIntosh	3/1/2025	2/19/2025	—	\$ 575,000	\$ 1,221,875	—	50,982	178,437	—	—	—	—	\$ 4,551,163
Mithu Bhargava	3/1/2025	2/19/2025	—	\$ 400,000	\$ 850,000	—	15,348	53,718	8,264	—	—	—	\$ 2,140,073

⁽¹⁾ The amounts reported in the "Estimated Future Payouts Under Non-Equity Incentive Plan Awards" column, sub-column "Threshold" and sub-column "Maximum," reflect the minimum and maximum payment level of short-term incentive compensation for each of our NEOs, which is zero and 212.5% of target, respectively. Non-equity incentive plan awards actually paid by the Company for services rendered in 2025 are reported in the "Non-Equity Incentive Plan Compensation" column of the Summary Compensation Table above on page 53.

⁽²⁾ The amounts reported in "Estimated Future Payouts Under Equity Incentive Plan Awards" column, sub-column "Maximum," reflect that the PUs awarded in 2025 provide the potential to earn up to approximately 350% of target, as described under the "2025 Total Direct Compensation Components — Long-Term Incentives" heading in the Compensation Discussion and Analysis section of this Proxy Statement.

⁽³⁾ The stock option was granted under the 2014 Plan and vests in three substantially equal annual installments beginning on the first anniversary of the grant date.

OUTSTANDING EQUITY AWARDS AT FISCAL YEAR END FOR 2025

The following table sets forth certain information with respect to outstanding equity awards held by our NEOs at December 31, 2025. The market value amounts reported in the Stock Awards columns heading were determined using the closing price per share of Common Stock on the NYSE on December 31, 2025 of \$82.95.

NAMED EXECUTIVE OFFICER	OPTION AWARDS				STOCK AWARDS			
	NUMBER OF SECURITIES UNDERLYING UNEXERCISED OPTIONS: EXERCISABLE (#)	NUMBER OF SECURITIES UNDERLYING UNEXERCISED OPTIONS: UNEXERCISABLE (#)	OPTION EXERCISE PRICE (\$)	OPTION EXPIRATION DATE	NUMBER OF SHARES OR UNITS OF STOCK OR UNITS OF THAT STOCK THAT HAVE NOT VESTED (#)	MARKET VALUE OF SHARES OR UNITS OF THAT STOCK THAT HAVE NOT VESTED (\$)	EQUITY INCENTIVE PLAN AWARDS: NUMBER OF UNEARNED UNITS THAT HAVE NOT VESTED (#)	EQUITY INCENTIVE PLAN AWARDS: MARKET VALUE OF UNEARNED UNITS THAT HAVE NOT VESTED (\$)
William L. Meaney	461,696	—	\$ 37.00	2/16/2027			650,674 ⁽⁴⁾	\$ 53,973,408
	342,228	—	\$ 33.72	2/15/2028			458,934 ⁽⁴⁾	\$ 38,068,575
	345,295	—	\$ 35.72	2/20/2029			111,757 ⁽⁴⁾	\$ 9,270,243
	523,773	—	\$ 33.80	2/19/2030				
	66,220	—	\$ 29.55	3/09/2030				
	429,618	—	\$ 34.73	3/01/2031				
	211,455	—	\$ 49.67	3/01/2032				
	104,754	52,378 ⁽¹⁾	\$ 52.58	3/01/2033				
	27,684	55,370 ⁽²⁾	\$ 81.03	3/01/2034				
	—	83,389 ⁽³⁾	\$ 93.17	3/01/2035				
Barry Hytinen	N/A	N/A	N/A	N/A			232,977 ⁽⁴⁾	\$ 19,325,442
	N/A	N/A	N/A	N/A			194,369 ⁽⁴⁾	\$ 16,122,909
	N/A	N/A	N/A	N/A			51,652 ⁽⁴⁾	\$ 4,284,533
Mark Kidd	6,839	—	\$ 37.00	2/16/2027			149,768 ⁽⁴⁾	\$ 12,423,256
	8,296	—	\$ 33.72	2/15/2028			140,378 ⁽⁴⁾	\$ 11,644,355
	55,309	—	\$ 33.72	2/15/2028			49,304 ⁽⁴⁾	\$ 4,089,767
	33,483	—	\$ 35.72	2/20/2029				
Greg McIntosh	6,839	—	\$ 37.00	2/16/2027			123,144 ⁽⁴⁾	\$ 10,214,795
	4,009	—	\$ 33.72	2/15/2028			140,378 ⁽⁴⁾	\$ 11,644,355
	13,442	—	\$ 35.17	3/25/2029			44,609 ⁽⁴⁾	\$ 3,700,317
Mithu Bhargava	N/A	N/A	N/A	N/A	2,663 ⁽⁵⁾	\$ 220,896	113,032 ⁽⁴⁾	\$ 9,376,004
	N/A	N/A	N/A	N/A	8,264 ⁽⁶⁾	\$ 685,499	84,227 ⁽⁴⁾	\$ 6,986,630
	N/A	N/A	N/A	N/A			13,429 ⁽⁴⁾	\$ 1,113,936

⁽¹⁾ Options vest in three substantially equal annual installments on March 1, 2024, March 1, 2025 and March 1, 2026.

⁽²⁾ Options vest in three substantially equal annual installments on March 1, 2025, March 1, 2026 and March 1, 2027.

⁽³⁾ Options vest in three substantially equal annual installments on March 1, 2026, March 1, 2027 and March 1, 2028.

⁽⁴⁾ The number of unearned PUs reported in this column is calculated in accordance with SEC requirements and is based on the Company's actual performance results for the 2023, 2024 and 2025 PUs through the end of fiscal 2025 under the applicable performance measures and assuming that the payout will occur at the next highest level (threshold, target or maximum) relative to actual performance results. Earned PUs, if any, will vest in one installment on the third anniversary of the grant date.

⁽⁵⁾ RSUs vest on March 1, 2026.

⁽⁶⁾ RSUs vest in three substantially equal annual installments on March 1, 2026, March 1, 2027 and March 1, 2028.

OPTION EXERCISES AND STOCK VESTED AT FISCAL YEAR END FOR 2025

NAMED EXECUTIVE OFFICER	OPTION AWARDS		STOCK AWARDS	
	NUMBER OF SHARES ACQUIRED ON EXERCISE (#)	VALUE REALIZED ON EXERCISE (\$)	NUMBER OF SHARES ACQUIRED ON VESTING (#)	VALUE REALIZED ON VESTING (\$) ⁽¹⁾
William L. Meaney	829,506	\$ 49,136,789	561,958	\$ 56,707,744
Barry Hytinen	—	\$ —	163,576	\$ 16,506,618
Mark Kidd	7,306	\$ 506,744	57,779	\$ 5,830,541
Greg McIntosh	6,744	\$ 436,202	100,873	\$ 10,179,195
Mithu Bhargava	—	\$ —	2,662	\$ 262,039

⁽¹⁾ Includes the payout of accrued cash dividend equivalents.

NON-QUALIFIED DEFERRED COMPENSATION FOR 2025

EXECUTIVE DEFERRED COMPENSATION

The Company provides certain of its highly compensated employees in the United States, including our NEOs, with the opportunity to defer between 5% and 100% of any 2025 non-equity incentive compensation and/or defer between 5% and 50% of base salary through the Executive Deferred Compensation Plan (the "EDCP"). This benefit is offered to these employees in part because they are limited by the Code and applicable nondiscrimination testing rules in the amount of 401(k) contributions they can make under the Company's 401(k) Plan. Deferral elections and elections relating to the timing of payments are made prior to the period in which the salary and/or incentive compensation bonuses are earned. The Company does not contribute any matching, profit sharing or other funds to the EDCP for any employee. Participants in the EDCP can elect to invest their deferrals in funds that mirror, as closely as possible, the investment options available under the Company's 401(k) Plan. The EDCP does not pay any above market rates and is administered by the Compensation Committee.

Participants may elect to receive benefits when they separate from service or on a specified date in the future. Benefits are distributed either in a lump sum or in five or ten annual payments. Participants may choose from an array of investment options that generally mirror the investment options available in the 401(k) plan. While the assets are held in a Rabbi Trust, the responsibility to pay benefits are unfunded and unsecured obligations of the Company.

None of our NEOs participated in the EDCP during the year ended December 31, 2025.

EMPLOYMENT AGREEMENTS

WILLIAM L. MEANEY

In connection with his appointment as CEO, the Company entered into an offer letter with Mr. Meaney dated November 30, 2012 (the "CEO Offer Letter"). In addition to standard TDC elements (salary and short and long-term incentives), the CEO Offer Letter includes the following provisions:

- ▲ Mr. Meaney's employment with the Company is on an at-will basis;
- ▲ The Company agreed to pay Mr. Meaney a portion of his salary in Swiss Francs because Mr. Meaney is a Swiss citizen and, as a result of his responsibilities associated with the significant international focus of the Company, he works a portion of his time in Switzerland;
- ▲ The Company agreed to reimburse Mr. Meaney for the cost of his Swiss medical insurance; and
- ▲ Mr. Meaney is eligible for the Iron Mountain Companies Severance Plan and Severance Program No. 2 (the "CEO Severance Program") as described under the "Termination and Change in Control Arrangements" heading below on page 58.

In December 2013, in order to implement the Swiss Franc salary payments agreed to in the CEO Offer Letter, and due to the customary nature of such agreements in Switzerland, a Swiss subsidiary of the Company entered into an employment agreement with Mr. Meaney (the "Swiss Employment Agreement"). As required by Swiss law, the Company, or one of its Swiss subsidiaries, funds certain benefits on Mr. Meaney's behalf in connection with his Swiss employment, including an occupational benefit plan and occupational accident insurance. The Company's contribution levels reflect amounts required by Swiss law and are quantified in the Summary Compensation Table. The Swiss Employment Agreement has no fixed term and is terminable by either party following a one-month notice period (except for certain acts identified by Swiss law).

We do not have any agreements with Mr. Meaney or any other executive that provide for excise tax gross-up payments in connection with a change in control.

TERMINATION AND CHANGE IN CONTROL ARRANGEMENTS

The Company maintains various contracts and agreements that require payments to each NEO in connection with (1) any termination of such NEO, (2) a change in control of the Company, or (3) a change in such NEO's responsibilities. This section describes the potential payments or other benefits that would have been made to our NEOs under certain hypothetical termination scenarios in effect on December 31, 2025.

Our NEOs do not receive any payments and their equity awards are forfeited if an NEO voluntarily terminates employment before becoming eligible for retirement. A voluntary termination would constitute a retirement for Mr. Meaney as he was eligible for retirement as of December 31, 2025.

EQUITY TREATMENT AT RETIREMENT

As of March 1, 2022, upon an employee's retirement on or after attaining age 55, if the employee attains a minimum service requirement of five (5) years and the sum of (i) the age at retirement plus (ii) years of service at the Company totals at least 65, then such employee will be entitled to continued vesting of any outstanding equity awards. If retirement occurs a minimum of six (6) months after grant date of any equity award, recipients are entitled to continued vesting of time-vested stock options and time-vested RSUs granted on or after March 1, 2022. These awards will continue vesting on the original vesting schedule, and the options would remain exercisable up to the original term of the stock option award. PUs will continue to vest and be delivered in accordance with the original vesting schedule of the applicable PU award and remain subject to the same performance conditions.

Prior to March 1, 2022 and after February 20, 2019, upon an employee's retirement on or after attaining age 58, if the sum of (i) the age at retirement plus (ii) years of service at the Company totals at least 70, then such employee was entitled to continued vesting of any outstanding equity awards. If retirement occurred on or after July 1 in the year of grant for any year from 2019-2021, equity award recipients are entitled to continue vesting of time-vested stock options. These awards continue vesting on the original vesting schedule, and the options remain exercisable up to three (3) years from retirement date.

EQUITY TREATMENT UPON DISABILITY OR DEATH

In the event of death or disability (as determined by the Board on the basis of medical advice satisfactory to it), any unvested options will fully vest and the unexercised portion of such options will remain exercisable for one (1) year. In such an event, RSUs will fully vest, provided that there is no breach of any agreements the NEO has with the Company regarding confidentiality, inventions, or non-solicitation and/or non-competition (each, a "Restricted Covenant Agreement"). Unvested PUs will be prorated according to the schedule described below, with the performance matrix (as outlined in the applicable PU awards) treated as satisfied (or satisfied at target, if applicable), provided that there is no breach of any Restrictive Covenant Agreement.

- ▲ Relationship terminating on or after first (1st) anniversary of Grant Date - 33.3% vested
- ▲ Relationship terminating on or after second (2nd) anniversary of Grant Date - 66.6% vested
- ▲ Relationship terminating on or after third (3rd) anniversary of Grant Date - 100% vested

EQUITY TREATMENT IN CONNECTION WITH QUALIFYING TERMINATION OR A CHANGE OF CONTROL

All unvested stock options and other equity awards granted under the 2002 Plan or the 2014 Plan vest immediately should an employee terminate his or her own employment for "good reason" or be terminated by the Company in connection with a "vesting change in control," as such terms are defined in the 2002 Plan and 2014 Plan, within 14 days prior or 12 months after such vesting change of control. This provision applies to all outstanding options and unvested RSUs or PUs held by employees of the Company, including our NEOs.

TERMINATION WITHOUT CAUSE OR FOR GOOD REASON

Termination without "cause" or for "good reason" constitutes a "qualifying termination" under Severance Program No. 1 and Severance Program No. 2, each as further described below on page 59.

CEO SEVERANCE PROGRAM

As provided for in the CEO Offer Letter, Mr. Meaney is a participant in the CEO Severance Program No. 2. Mr. Meaney is entitled to the benefits under the CEO Severance Program No. 2 in the event of a “qualifying termination,” which is generally defined as the termination of an eligible employee’s employment without “cause” or termination by the eligible employee for “good reason.” “Cause” is generally defined in the CEO Severance Program No. 2 as any of: (1) fraud, embezzlement or theft against the Company; (2) being convicted of, or pleading guilty or no contest to, a felony; (3) breach of a fiduciary duty owed to the Company; (4) material breach of any material policy of the Company; (5) willful failure to perform material assigned duties (other than by reason of illness); or (6) committing an act of gross negligence, engaging in willful misconduct or otherwise acting with willful disregard for the best interests of the Company. “Good reason” in the CEO Severance Program No. 2 means that the Company has, without Mr. Meaney’s consent: (1) materially diminished the sum of his base compensation plus target non-equity incentive compensation; (2) required Mr. Meaney to be based at an office or primary work location that is greater than 50 miles from Portsmouth, New Hampshire; (3) materially diminished Mr. Meaney’s authority and/or responsibilities and/or assigned Mr. Meaney to duties and responsibilities that are generally inconsistent with his position with Iron Mountain prior to the change; (4) ceased to have Mr. Meaney report directly to the Board; or (5) materially breached the CEO Severance Program No. 2 or the CEO Offer Letter.

In the event of a qualifying termination under the CEO Severance Program No. 2, Mr. Meaney is entitled to certain severance benefits, including: (1) cash compensation consisting of (a) the sum of one year’s base salary, (b) a bonus payment equal to the annual target performance-based cash bonus for the year of termination, and (c) a prorated bonus in the year of termination; (2) one year of group health benefit continuation, and (3) 12 months outplacement. Mr. Meaney does not receive equity acceleration benefits under the CEO Severance Program No. 2.

In accordance with the CEO Severance Program No. 2, if Mr. Meaney’s termination is in connection with a change in control, he will be eligible for two years’ base salary and target bonus (rather than one year) and 18 months of group health benefit continuation (rather than 12 months), and the other benefits he would otherwise be entitled to remain unchanged. The CEO Severance Program No. 2 also modifies the determination of a Vesting Change in Control where termination following a Change in Control is directed by a third party, within 90 days prior to the Change in Control (rather than 14 days) or within two years following the Change in Control (rather than 12 months).

NEO SEVERANCE PROGRAM

Messrs. Hytinen, Kidd and McIntosh and Ms. Bhargava are entitled to the benefits under the Severance Program No. 1 in the event of a “qualifying termination,” which is generally defined as the termination of an eligible employee’s employment without “cause” or termination by the eligible employee for “good reason.” The definition of “cause” for the purposes of the Severance Program No. 1 is substantially the same as the definition of “cause” in the CEO Severance Program No. 2, as described above. The definition of “good reason” in the Severance Program No. 1 is substantially the same as “good reason” under the 2002 Plan and the 2014 Plan with an additional component that could result in an acceleration if the eligible employee were to terminate his or her employment within 14 days prior to or 12 months after a vesting change of control. The additional component is a material diminution in the responsibilities or title or position with the Company and/or the assignment of duties and responsibilities that are generally inconsistent with such eligible employee’s position with the Company immediately prior to the vesting change in control.

In the event of a qualifying termination under the Severance Program No. 1, the eligible employee is entitled to certain severance benefits paid in equal installments over the Severance Period, including: (1) cash compensation consisting of one year’s base salary and a bonus payment generally equal to the annual target bonus for the eligible employee for the year of termination multiplied by such employee’s average payout percentage over the prior three years; (2) the Company’s payment of (a) the employer share of the cost of medical and dental coverage under the Consolidated Omnibus Budget Reconciliation Act (“COBRA”) coverage until the earlier of (i) the first anniversary of such employee’s termination and (ii) the date on which COBRA coverage ends and (b) outplacement services for 12 months following termination; (3) accelerated vesting of outstanding RSUs and stock options scheduled to vest within 12 months following termination; and (4) pro-rated vesting of outstanding PUs based on actual performance using the following schedule and payable at the original vesting date, if earned as calculated at the end of the performance period:

- ▲ PUs outstanding for less than 12 months—33.3% vested
- ▲ PUs outstanding between 12 and 24 months—66.6% vested
- ▲ PUs outstanding 24 months or longer—100%

GENERAL

It is a condition to receipt of severance benefits under each of (1) the CEO Severance Program No. 2 and (2) the Severance Program No. 1 that the employee receiving severance benefits under such program or agreement execute, deliver and not revoke a separation and release agreement and a confidentiality and non-competition agreement. The receipt of the employer share of the cost of medical and dental coverage under COBRA is conditioned on the employee not being in breach of either of the separation and release agreement or the confidentiality and non-competition agreement.

ESTIMATED BENEFITS AND PAYMENTS UPON TERMINATION

The table below reflects the amount of benefits and payments that would be paid to each NEO under various termination scenarios. The amounts provided assume that such termination was effective as of December 31, 2025.

NAMED EXECUTIVE OFFICER	TYPE OF TERMINATION	CASH SEVERANCE (\$)	CONTINUATION OF BENEFITS AND OUTPLACEMENT SERVICES (\$)	ACCELERATION OF UNVESTED OPTIONS, RSUS AND PUS (\$)	TOTAL (\$)
William L. Meaney	Termination without Cause or for Good Reason ⁽¹⁾	\$ 5,573,000	\$ 67,759	—	\$ 5,640,759
	Retirement	—	—	—	—
	Disability ⁽²⁾ or Death ⁽²⁾	\$ 2,273,000	—	\$ 16,899,805	\$ 19,172,805
Barry Hytinen	Termination without Cause or for Good Reason ⁽¹⁾	\$ 1,876,667	\$ 67,759	\$ 34,001,227	\$ 35,945,653
	Retirement	—	—	—	—
	Disability ⁽²⁾ or Death ⁽²⁾	\$ 1,015,000	—	\$ 5,697,561	\$ 6,712,561
Mark Kidd	Termination without Cause or for Good Reason ⁽¹⁾	\$ 1,290,000	\$ 75,018	\$ 23,160,642	\$ 24,525,660
	Retirement	—	—	—	—
	Disability ⁽²⁾ or Death ⁽²⁾	\$ 622,000	—	\$ 3,793,149	\$ 4,415,149
Greg McIntosh	Termination without Cause or for Good Reason ⁽¹⁾	\$ 1,262,667	\$ 59,313	\$ 20,610,769	\$ 21,932,749
	Retirement	—	—	—	—
	Disability ⁽²⁾ or Death ⁽²⁾	\$ 596,000	—	\$ 3,329,910	\$ 3,925,910
Mithu Bhargava	Termination without Cause or for Good Reason ⁽¹⁾	\$ 937,333	\$ 40,248	\$ 16,022,988	\$ 17,000,569
	Retirement	—	—	—	—
	Disability ⁽²⁾ or Death ⁽²⁾	\$ 397,000	—	\$ 3,620,263	\$ 4,017,263

⁽¹⁾ The amounts presented for PUs are the value for the PU awards granted in 2023, 2024 and 2025 that would be earned assuming estimated performance through December 31, 2025 and based on a price per share of our Common Stock of \$82.95 the closing price per share of Common Stock on the NYSE on December 31, 2025.

⁽²⁾ In the event of death or disability, RSUs will fully vest, provided that there is no breach of any Restrictive Covenant Agreement, and PUs will vest in accordance with the three-year cliff-vesting schedule, as described on page 58 in the "Equity Treatment Upon Disability or Death" section. The amounts are based on a price per share of our Common Stock of \$82.95, the closing price per share of Common Stock on the NYSE on December 31, 2025.

ESTIMATED BENEFITS UPON A QUALIFYING TERMINATION UNDER THE APPLICABLE SEVERANCE PROGRAM IN CONNECTION WITH A CHANGE IN CONTROL

The table below reflects the amount of compensation that would be paid to each NEO in the event of a qualifying termination of employment in connection with a Change in Control under the CEO Severance Program No. 2 (in the case of Mr. Meaney) or the Severance Program No. 1 (in the case of Messrs. Hytinen, Kidd and McIntosh, and Ms. Bhargava). The amounts shown assume that such termination was effective as of December 31, 2025.

NAMED EXECUTIVE OFFICER	CASH SEVERANCE (\$)	CONTINUATION OF BENEFITS AND OUTPLACEMENT SERVICES (\$)	ACCELERATION OF UNVESTED OPTIONS, RSUS AND PUS (\$) ⁽¹⁾	TOTAL (\$)
William L. Meaney	\$ 8,873,000	\$ 81,639	\$ 126,227,547	\$ 135,182,186
Barry Hytinen	\$ 1,876,667	\$ 67,759	\$ 49,963,277	\$ 51,907,703
Mark Kidd	\$ 1,290,000	\$ 75,018	\$ 37,495,773	\$ 38,860,791
Greg McIntosh	\$ 1,262,667	\$ 59,313	\$ 33,847,626	\$ 35,169,606
Mithu Bhargava	\$ 937,333	\$ 40,248	\$ 21,320,567	\$ 22,298,148

⁽¹⁾ These amounts are based on a price per share of our Common Stock of \$82.95 the closing price per share of Common Stock on the NYSE on December 31, 2025, and reflect the value of earned PUs for the PUs which were granted in 2023. For PUs granted after 2023, the amounts are based on the value of PUs that would be earned if the Company achieved target performance under the Advanced Revenue Plan.

MEDIAN EMPLOYEE TO CEO PAY RATIO

We are providing the following information about the ratio of the annual total compensation provided to Mr. Meaney, our President and CEO, to the annual total compensation of our estimated median employee. We have elected to identify our median employee every three years, unless a significant change in our employee population or employee compensation arrangements has occurred. The Company identified the median employee as of December 31, 2023 and there has been no change in the Company's employee population or employee compensation arrangements that the Company reasonably believes would result in a significant change to our pay ratio disclosure; therefore, we used the median employee identified as of December 31, 2023 to complete the calculation for the year ended December 31, 2025:

- ▲ The median employee's annual total compensation was \$37,949;
- ▲ The annual total compensation of our CEO was \$17,047,480; and
- ▲ Based on this information, the ratio of the annual total compensation of our CEO to the median employee is estimated to be 449 to 1.

To identify our median employee as of December 31, 2023, we began by considering each individual employed by us worldwide on the determination date, except that we excluded approximately 544 employees located outside the United States as permitted by the de minimis exception within the SEC rules. Based on the de minimis exception, we excluded all individuals located in six countries, which constituted approximately 2% of the approximately 27,000 total individuals that we employed globally as of December 31, 2023. The excluded countries and the number of our employees in each excluded country are as follows as of December 31, 2023: China (333), Slovakia (119), Ukraine (59), Croatia (25), Czechia (7), and Italy (1). In addition, as permitted by the transition periods exception within the SEC rules, we elected to omit approximately 460 employees in connection with our June 2023 acquisition of Clutter, Inc., a leading provider in storage solutions.

For purposes of identifying the median employee from our employee population (other than those we excluded by reason of the de minimis and transition periods exceptions), we considered base salary and base wages, as compiled from our payroll and employment records. We selected base salary and base wages to identify the median employee because these components represent the principal form of compensation delivered to all of our employees other than our CEO and this information is readily available across our workforce. Compensation paid in foreign currencies was converted to U.S. dollars based on the average of each month's average exchange rate in 2023.

We aggregated all of the elements of that employee's compensation for 2025 in the same way that we calculate the annual total compensation of our NEOs in the Summary Compensation Table.

To calculate our ratio, we divided the CEO's annual total compensation by the median employee's annual total compensation. We believe this ratio is a reasonable estimate calculated in a manner consistent with SEC rules.

The SEC's rules for identifying the median compensated employee and calculating the pay ratio based on that employee's annual total compensation allow companies to adopt a variety of methodologies, to apply certain exclusions, and to make reasonable estimates and assumptions that reflect their employee populations and compensation practices. As a result, the pay ratio reported by other companies may not be comparable to the pay ratio reported above, as other companies have different employee populations and compensation practices and may utilize different methodologies, exclusions, estimates and assumptions in calculating their own pay ratios.

2025 PAY VERSUS PERFORMANCE

2025 PAY VERSUS PERFORMANCE SUMMARY

The following table sets forth information concerning the compensation of our principal executive officer ("PEO") and our other NEOs ("Non- PEO NEOs") for each of the fiscal years ended December 31, 2025, 2024, 2023, 2022 and 2021 and our financial performance for each such fiscal year.

YEAR	SUMMARY COMPENSATION TABLE TOTAL FOR PEO ⁽¹⁾	COMPENSATION ACTUALLY PAID TO PEO ⁽²⁾	AVERAGE SUMMARY COMPENSATION TABLE TOTAL FOR NON-PEO NEOs ⁽³⁾	AVERAGE COMPENSATION ACTUALLY PAID TO NON-PEO NEOs ⁽⁴⁾	VALUE OF INITIAL FIXED \$100 INVESTMENT BASED ON ⁽⁵⁾ :		NET INCOME (MILLIONS) ⁽⁶⁾	REVENUE (MILLIONS) ⁽⁷⁾
					TOTAL SHAREHOLDER RETURN	PEER GROUP TOTAL SHAREHOLDER RETURN		
(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)	(i)
2025	\$ 17,047,480	\$ 21,943,637	\$ 5,715,814	\$ 9,332,570	\$ 347.18	\$ 137.53	\$ 152.25	\$ 6,902
2024	\$ 18,363,886	\$ 118,475,621	\$ 5,599,851	\$ 23,508,532	\$ 424.62	\$ 133.59	\$ 183.67	\$ 6,150
2023	\$ 14,899,851	\$ 48,816,841	\$ 4,006,367	\$ 8,834,113	\$ 274.87	\$ 122.84	\$ 187.26	\$ 5,480
2022	\$ 15,112,551	\$ 14,447,959	\$ 3,737,013	\$ 4,268,120	\$ 187.59	\$ 108.00	\$ 562.15	\$ 5,104
2021	\$ 17,046,118	\$ 59,232,411	\$ 3,562,277	\$ 7,434,654	\$ 187.74	\$ 143.06	\$ 452.73	\$ 4,492

⁽¹⁾ The dollar amounts reported in column (b) are the amounts of total compensation reported for our CEO, William L. Meaney, in the Summary Compensation Table for fiscal years ended December 31, 2025, 2024, 2023, 2022, and 2021. Mr. Meaney served as CEO for each of the fiscal years presented.

⁽²⁾ The dollar amounts reported in column (c) represent the amounts of compensation actually paid to our CEO for the applicable fiscal year, as computed in accordance with applicable SEC rules. The dollar amounts reported may not reflect the actual amount of compensation earned by or paid to our CEO during the applicable fiscal year. In accordance with applicable SEC rules, the following adjustments were made to our CEO's total compensation for each applicable fiscal year to determine the compensation actually paid to our CEO:

PEO

YEAR	SUMMARY COMPENSATION TABLE TOTAL	EXCLUSION OF CHANGE IN PENSION VALUE	EXCLUSION OF STOCK AWARDS AND OPTION AWARDS	INCLUSION OF PENSION SERVICE COST	INCLUSION OF EQUITY VALUES	COMPENSATION ACTUALLY PAID
2025	\$17,047,480	—	\$ (13,501,817)	—	\$ 18,397,974	\$ 21,943,637
2024	\$18,363,886	—	\$ (13,934,501)	—	\$ 114,046,236	\$ 118,475,621
2023	\$14,899,851	—	\$ (11,181,861)	—	\$ 45,098,851	\$ 48,816,841
2022	\$15,112,551	—	\$ (11,423,262)	—	\$ 10,758,670	\$ 14,447,959
2021	\$17,046,118	—	\$ (12,622,305)	—	\$ 54,808,598	\$ 59,232,411

The amounts in the Inclusion of Equity Values in the table above are derived from the amounts set forth in the following table.

YEAR	YEAR END FAIR VALUE OF EQUITY AWARDS	YEAR OVER YEAR CHANGE IN FAIR VALUE OF OUTSTANDING AND UNVESTED EQUITY AWARDS	FAIR VALUE AS OF VESTING DATE OF EQUITY AWARDS GRANTED AND VESTED IN THE YEAR	YEAR OVER YEAR CHANGE IN FAIR VALUE OF EQUITY AWARDS GRANTED IN PRIOR YEARS THAT VESTED IN THE YEAR	FAIR VALUE AT THE END OF THE PRIOR YEAR OF EQUITY AWARDS THAT FAILED TO MEET VESTING CONDITIONS IN THE YEAR	VALUE OF DIVIDENDS OR OTHER EARNINGS PAID ON STOCK OR OPTION AWARDS NOT OTHERWISE REFLECTED IN FAIR VALUE OR TOTAL COMPENSATION	TOTAL EQUITY AWARD ADJUSTMENTS
2025	\$11,218,159	\$11,068,798	—	\$ (8,239,100)	—	\$ 4,350,117	\$ 18,397,974
2024	\$19,422,960	\$84,552,078	—	\$ 6,973,885	—	\$ 3,097,313	\$ 114,046,236
2023	\$17,248,412	\$23,789,603	—	\$ 2,039,360	—	\$ 2,021,476	\$ 45,098,851
2022	\$15,180,077	\$ (1,385,555)	—	\$ (4,530,733)	—	\$ 1,494,881	\$ 10,758,670
2021	\$30,532,123	\$22,647,626	—	\$ 1,052,694	—	\$ 576,154	\$ 54,808,598

(3) The dollar amounts reported in column (d) represent the average of the amounts of total compensation reported for our NEOs as a group (excluding our CEO) for the applicable fiscal years. The names of the NEOs (excluding our CEO) included for purposes of calculating the average amounts in each applicable fiscal year are as follows:

NAMED EXECUTIVE OFFICER	2025	2024	2023	2022	2021
Barry Hytinen	Included	Included	Included	Included	Included
Ernest Cloutier	Not Included	Not Included	Not Included	Not Included	Included
Deirdre Evens	Not Included	Not Included	Not Included	Included	Included
Greg McIntosh	Included	Included	Included	Included	Not Included
John Tomovcsik	Not Included	Not Included	Included	Included	Included
Mark Kidd	Included	Included	Included	Not included	Not Included
Mithu Bhargava	Included	Included	Not Included	Not Included	Not Included

(4) The dollar amounts reported in column (e) represent the average amount of compensation actually paid to our NEOs as a group (excluding our CEO), as computed in accordance with applicable SEC rules. The dollar amounts reported may not reflect the actual average amount of compensation earned by or paid to the NEOs as a group (excluding our CEO) during the applicable fiscal year. The names of the NEOs (excluding our CEO) included for purposes of calculating the average amounts in each applicable year are as described in footnote (3) above. In accordance with applicable SEC rules, the following adjustments were made to average total compensation for the NEOs as a group (excluding our CEO) for each fiscal year to determine the compensation actually paid, using the same methodology described above in footnote (2) above:

NON-PEO NEOs

YEAR	SUMMARY COMPENSATION TABLE TOTAL	EXCLUSION OF CHANGE IN PENSION VALUE	EXCLUSION OF STOCK AWARDS AND OPTION AWARDS	INCLUSION OF PENSION SERVICE COST	INCLUSION OF EQUITY VALUES	COMPENSATION ACTUALLY PAID
2025	\$ 5,715,814	—	\$(4,247,780)	—	\$ 7,864,535	\$ 9,332,570
2024	\$ 5,599,851	—	\$(3,674,547)	—	\$21,583,228	\$23,508,532
2023	\$ 4,006,367	—	\$(2,290,842)	—	\$ 7,118,587	\$ 8,834,113
2022	\$ 3,737,013	—	\$(2,325,406)	—	\$ 2,856,512	\$ 4,268,120
2021	\$ 3,562,277	—	\$(1,993,553)	—	\$ 5,865,930	\$ 7,434,654

The amounts in the Inclusion of Equity Values in the table above are derived from the amounts set forth in the following table.

YEAR	YEAR END FAIR VALUE OF EQUITY AWARDS	YEAR OVER YEAR CHANGE IN FAIR VALUE OF OUTSTANDING AND UNVESTED EQUITY AWARDS	FAIR VALUE AS OF VESTING DATE OF EQUITY AWARDS GRANTED AND VESTED IN THE YEAR	YEAR OVER YEAR CHANGE IN FAIR VALUE OF EQUITY AWARDS GRANTED IN PRIOR YEARS THAT VESTED IN THE YEAR	FAIR VALUE AT THE END OF THE PRIOR YEAR OF EQUITY AWARDS THAT FAILED TO MEET VESTING CONDITIONS IN THE YEAR	VALUE OF DIVIDENDS OR OTHER EARNINGS PAID ON STOCK OR OPTION AWARDS NOT OTHERWISE REFLECTED IN FAIR VALUE OR TOTAL COMPENSATION	TOTAL EQUITY AWARD ADJUSTMENTS
2025	\$ 3,698,460	\$ 4,508,787	—	\$ (969,810)	—	\$ 627,098	\$ 7,864,535
2024	\$ 5,007,004	\$ 15,819,186	—	\$ 500,237	—	\$ 256,801	\$ 21,583,228
2023	\$ 3,353,612	\$ 3,340,849	—	\$ 109,007	—	\$ 315,119	\$ 7,118,587
2022	\$ 2,983,946	\$ (101,015)	—	\$ (185,430)	—	\$ 159,011	\$ 2,856,512
2021	\$ 3,433,602	\$ 2,317,677	—	\$ 58,121	—	\$ 56,530	\$ 5,865,930

(5) The comparison assumes \$100 was invested for the period starting December 31, 2020, through the end of the listed year in Iron Mountain common stock and in the weighted peer group cumulative TSR of the MSCI US REIT Index (as discussed in the 5-Year Total Shareholder Return section on page 35), respectively. Historical stock performance is not necessarily indicative of future stock performance.

(6) The dollar amounts reported in column (h) represent the amount of net income (in millions) as reported in our audited consolidated financial statements on Form 10-K for the applicable fiscal year.

(7) The dollar amounts reported in column (i) represent the amount of revenue (in millions) as reported in our audited consolidated financial statements on Form 10-K for the applicable fiscal year. Revenue is our most important financial performance measure used to link compensation actually paid to our NEOs to company performance.

FINANCIAL PERFORMANCE MEASURES

As described in greater detail in the section captioned “EXECUTIVE COMPENSATION – Compensation Discussion and Analysis,” our executive compensation program is designed to motivate and reward exceptional performance in a straightforward and effective way, while also recognizing the size, scope, and success of our business. The compensation of our NEOs has three primary components: annual base salary, short-term incentives, and long-term incentives. Our compensation programs are designed to support our long-term strategy, with the majority of our executive team pay being at risk and in the form of long-term incentives.

Our executive compensation programs reward achievement of enterprise financial goals and strategic objectives that drive long-term stockholder value creation, thereby aligning the interests of our executives with our stockholders. Changes in stockholder value are incorporated in changes in the fair value of our equity awards and reflected in compensation actually paid amounts reported in columns (c) and (e) in the table above on page 62.

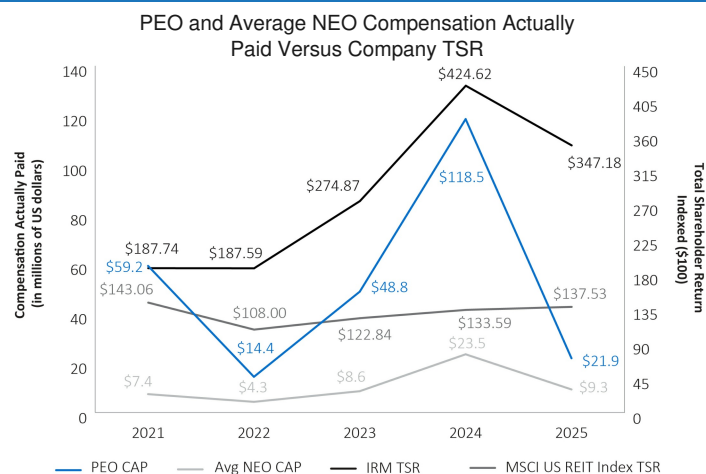
For the fiscal year ended December 31, 2025, the most important financial performance measures used by Iron Mountain to link executive compensation actually paid to the NEOs to our performance are as follows:

PERFORMANCE MEASURES
Adjusted EBITDA
AFFO
Revenue
ROIC
Total Shareholder Return

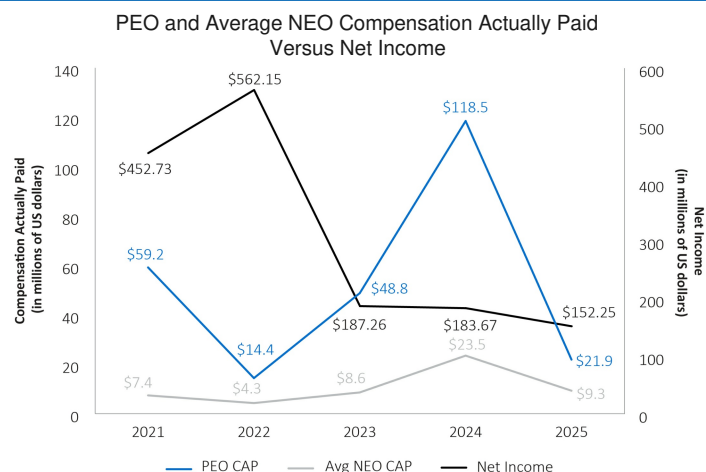
ANALYSIS OF THE INFORMATION PRESENTED IN THE PAY VERSUS PERFORMANCE TABLE

The following graphs reflect the relationship between the compensation actually paid ("CAP") to our NEOs for each of the fiscal years ended December 31, 2025, 2024, 2023, 2022, and 2021 and our TSR, net income and revenue for each such fiscal year. In addition, the graph titled "CAP VERSUS TOTAL SHAREHOLDER RETURN (TSR)" compares our TSR, as reflected in column (f) of the pay versus performance table on page 62, to the TSR of the MSCI US REIT Index reflected in column (g) of the pay versus performance table on page 62.

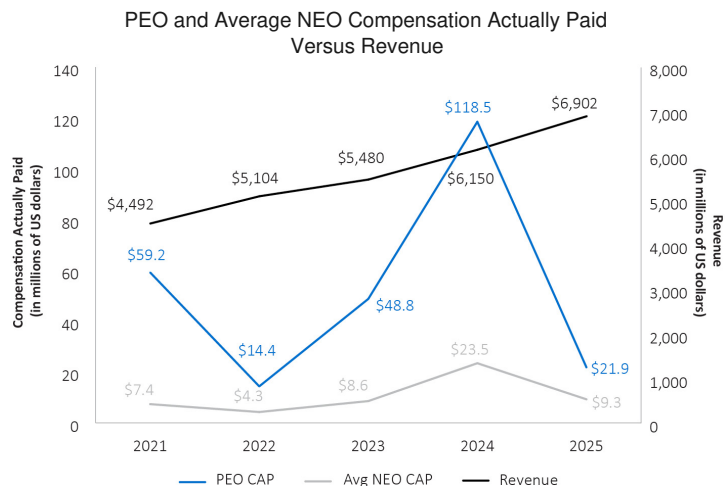
► CAP VERSUS TOTAL SHAREHOLDER RETURN (TSR)



► CAP VERSUS NET INCOME



CAP VERSUS REVENUE



ADDITIONAL INFORMATION

COMPENSATION COMMITTEE INTERLOCKS AND INSIDER PARTICIPATION

No member of the Compensation Committee was, during fiscal year 2025, an officer or employee of the Company or was formerly an officer of the Company or had any relationship requiring disclosure by us under Item 404 of Regulation S-K of the Exchange Act. Please refer to "Certain Relationships and Related Party Transactions" above, for additional information. None of our executive officers served as a member of the compensation committee (or its equivalent) of another entity or as a director of another entity, one of whose executive officers served on our Compensation Committee. None of our executive officers served as a member of the compensation committee (or its equivalent) of another entity, one of whose executive officers served as one of our directors.

AUDIT MATTERS

PROPOSAL

3

RATIFICATION OF THE APPOINTMENT OF INDEPENDENT REGISTERED PUBLIC ACCOUNTING FIRM

 The Board recommends that you vote **FOR** the ratification of the appointment of Deloitte & Touche LLP.

Subject to ratification by the stockholders, the Audit Committee has appointed the firm of Deloitte & Touche LLP as the Company's independent registered public accounting firm for 2026.

The Audit Committee is directly responsible for the appointment, compensation, retention and oversight of the Company's independent auditors for the purpose of preparing or issuing audit reports or performing other audit reviews or attest services. Our independent auditors report directly to the Audit Committee, and the Audit Committee has executive sessions with the independent auditors at each regularly scheduled Audit Committee meeting.

The Audit Committee evaluates the performance of the Company's independent auditors each year and determines whether to reengage the current independent auditors or consider other audit firms. In doing so, the Audit Committee considers the quality and efficiency of the services provided by the auditors and the auditors' technical expertise and knowledge of the Company's operations and industry. In accordance with the Audit Committee charter, the Audit Committee also evaluates the independence of the independent auditors and discusses with the auditor its independence from the Company and its management. The Audit Committee also oversees compliance with the mandated five-year rotation of the independent auditors' lead engagement partner and reviews and evaluates the lead audit partner, and the chair of the Audit Committee is directly involved in the selection of any new lead engagement partner.

Based on this evaluation, the Audit Committee has appointed Deloitte & Touche LLP to serve as independent registered auditors for the year ending December 31, 2026. Deloitte & Touche LLP has served as the Company's independent auditors since 2003 and is considered by management and the Audit Committee to be well qualified. Further, the Audit Committee and the Board believe that the continued retention of Deloitte & Touche LLP to serve as the independent registered public accounting firm is in the best interests of the Company and its stockholders.

The Audit Committee has determined to submit its appointment of the independent auditors to the Company's stockholders for ratification. This vote will ratify prior action by the Audit Committee and will not be binding upon the Audit Committee. However, the Audit Committee may reconsider its prior appointment of the independent auditors or consider the results of this vote when it determines to appoint the Company's independent auditors in the future.

The Audit Committee oversees and is ultimately responsible for the outcome of audit fee negotiations associated with the Company's retention of its independent auditors. The fees we paid to Deloitte & Touche LLP in 2025 are shown in the table appearing on page 67 of this Proxy Statement.

Representatives of Deloitte & Touche LLP are expected to be present at the virtual Annual Meeting. They will have the opportunity to make a statement if they desire to do so and will be available to respond to appropriate questions.

If the stockholders do not ratify the selection of Deloitte & Touche LLP as the Company's independent registered public accounting firm, the appointment of accountants will be reconsidered by the Audit Committee.

REQUIRED VOTE

The affirmative vote of holders of a majority of the votes properly cast at the Annual Meeting is required to ratify the selection of Deloitte & Touche LLP to serve as the Company's independent registered public accounting firm for the current fiscal year. For purposes of determining the number of votes cast, only those cast "For" or "Against" are included.

INDEPENDENT REGISTERED PUBLIC ACCOUNTING FIRM

The Company has submitted the appointment of the Company's independent registered public accounting firm to a stockholder vote, as set forth in Proposal 3 of this Proxy Statement.

The Audit Committee has established policies and procedures that are intended to control the services provided by our independent registered public accounting firm and to monitor its continuing independence. Under these policies, no audit or non-audit services may be undertaken by our independent registered public accounting firm unless the engagement is specifically pre-approved by the Audit Committee. The Audit Committee may delegate to one or more of its members the authority to grant the pre-approvals required by its policies and procedures. As such, the Audit Committee has delegated pre-approval authority to the Audit Committee Chair, who must report all pre-approval decisions to the full Audit Committee at its next regularly scheduled meeting.

The fees for services provided by Deloitte & Touche LLP, the member firms of Deloitte Touche Tohmatsu, and their respective affiliates (collectively, "Deloitte") to us for the fiscal years ended December 31, 2024 and December 31, 2025 were as follows:

	FY 2024	FY 2025
Audit Fees ⁽¹⁾	\$ 5,831,000	\$ 6,032,000
Tax Fees ⁽²⁾	\$ 1,795,000	\$ 1,903,000
All Other Fees ⁽³⁾	—	—
Deloitte & Touche LLP Total Fees	\$ 7,626,000	\$ 7,935,000

⁽¹⁾ Audit Fees consist of fees billed for professional services rendered by the independent registered public accounting firm for the audit of the Company's annual consolidated financial statements, audit of the internal controls over financial reporting, and reviews of the condensed consolidated financial statements included in the Company's Quarterly Reports on Form 10-Q. Audit Fees also consist of services that are normally provided by the independent registered public accounting firm in connection with statutory audits and regulatory filings, review of documents filed with the SEC, and providing consents in connection with SEC filings and comfort letters in connection with offerings of registered and unregistered securities.

⁽²⁾ Tax Fees include tax compliance work, consulting and other tax planning matters.

⁽³⁾ All Other Fees consist of fees for permissible advisory services performed by Deloitte that do not meet the above category descriptions.

The Audit Committee will not approve engagements of our independent registered public accounting firm to perform non-audit services for us if doing so will cause our independent registered public accounting firm to cease to be independent under applicable requirements of the SEC or the Public Company Accounting Oversight Board ("PCAOB"). In other circumstances, the Audit Committee considers, among other things, whether our independent registered public accounting firm is able to provide the required services in a more or less effective and efficient manner than other available service providers.

The total fees billed to us from Deloitte for services in 2024 and 2025 are set forth above. All the services provided by Deloitte described above were pre-approved by our Audit Committee. The Audit Committee approved the engagement of Deloitte to provide non-audit services because they determined that Deloitte's providing these services would not compromise its independence and that its familiarity with our record keeping and accounting systems would permit it to provide these services with equal or higher quality, quicker and at a lower cost than we could obtain these services from other providers.

AUDIT COMMITTEE REPORT

Management is responsible for the Company's financial reporting process, including its system of internal controls, and for the preparation of consolidated financial statements in accordance with accounting principles generally accepted in the United States of America. The Company's independent registered public accounting firm is responsible for auditing those financial statements. The Audit Committee's responsibility is to monitor and review these processes.

The Audit Committee has reviewed and discussed with the independent registered public accounting firm and management the plan and results of the auditing engagement and the audited financial statements for the year ended December 31, 2025. The Audit Committee has reviewed with management the scope and nature of the Company's internal controls and has discussed with the independent registered public accounting firm the matters required to be discussed by the PCAOB Auditing Standard No. 1301, Communications With Audit Committees. In addition, the Audit Committee has received the written disclosures and the letter from the independent registered public accounting firm required by the applicable requirements of the PCAOB regarding the independent registered public accounting firm's communications with the Audit Committee concerning independence and discussed with the independent registered public accounting firm its independence from the Company and its management. The Audit Committee considered whether the provision of non-audit services by the independent registered public accounting firm is compatible with maintaining the independent registered public accounting firm's independence and concluded that it was acceptable at this time.

The Audit Committee has reported to the Board its activities, conclusions and recommendations. Specifically, in reliance on the reviews and discussions referred to above, the Audit Committee recommended to the Board, and the Board has approved, that the audited financial statements be included in the Company's Annual Report on Form 10-K for the year ended December 31, 2025, as filed with the SEC on February 12, 2026. The Audit Committee has approved the reappointment of Deloitte & Touche LLP as the Company's independent registered public accounting firm for the year ending December 31, 2026.

AUDIT COMMITTEE

Walter C. Rakowich, *Chair*
Jennifer Allerton
Kent P. Dauten
June Yee Felix
Christie Kelly

INFORMATION ABOUT STOCK OWNERSHIP

SECURITY OWNERSHIP OF CERTAIN BENEFICIAL OWNERS

The table below sets forth the number of shares of Common Stock of Iron Mountain by each person or entity known to the Company to beneficially own 5% or more of our outstanding Common Stock as of March 4, 2026.

NAME AND ADDRESSES	NUMBER OF SHARES BENEFICIALLY OWNED	PERCENT OWNED
The Vanguard Group ⁽¹⁾ 100 Vanguard Boulevard Malvern, PA 19355	46,275,110	15.9%
BlackRock Inc. ⁽²⁾ 50 Hudson Yards New York, NY 10001	29,851,678	10.2%
Cohen & Steers, Inc. ⁽³⁾ 1166 Avenue of the Americas, 30th Floor New York, NY 10036	19,106,540	6.5%
State Street Corporation ⁽⁴⁾ One Congress Street, Suite 1 Boston, MA 02114	16,568,963	5.7%

⁽¹⁾ This information is based solely on a Schedule 13G/A filed by the Vanguard Group ("Vanguard") with the SEC on February 13, 2024 (the "Vanguard Group Schedule 13G/A"). In accordance with the disclosures set forth in the Vanguard Group Schedule 13G/A, Vanguard reports shared voting power over 373,370 shares of Common Stock, sole dispositive power over 45,031,929 shares of Common Stock, and shared dispositive power over 1,243,181 shares of Common Stock. The percent owned is based on the calculation provided by Vanguard in the Vanguard Group Schedule 13G/A.

⁽²⁾ This information is based solely on a Schedule 13G/A filed by BlackRock, Inc. ("BlackRock") with the SEC on September 10, 2024 (the "BlackRock Schedule 13G/A"). In accordance with the disclosures set forth in the BlackRock Schedule 13G/A, BlackRock reports sole voting power over 27,792,768 shares of Common Stock and sole dispositive power over 29,851,678 shares of Common Stock. The percent owned is based on the calculation provided by BlackRock in the BlackRock Schedule 13G/A.

⁽³⁾ This information is based solely on a Schedule 13G/A filed by Cohen & Steers, Inc. ("Cohen") with the SEC on February 13, 2026 (the "Cohen Schedule 13G/A"). In accordance with the disclosures set forth in the Cohen Schedule 13G/A, Cohen reports sole voting power over 14,634,540 shares of Common Stock, and sole dispositive power over 19,106,540 shares of Common Stock. The percent owned is based on the calculation provided by Cohen in the Cohen Schedule 13G/A.

⁽⁴⁾ This information is based solely on a Schedule 13G filed by State Street Corporation ("State Street") with the SEC on October 17, 2024 (the "State Street Schedule 13G"). In accordance with the disclosures set forth in the State Street Schedule 13G, State Street reports shared voting power over 9,555,261 shares of Common Stock and shared dispositive power over 16,567,777 shares of Common Stock. The percent owned is based on the calculation provided by State Street in the State Street Schedule 13G.

SECURITY OWNERSHIP OF MANAGEMENT

The following table sets forth the number of shares of Iron Mountain Common Stock beneficially owned as of March 4, 2026 by: (1) each director and nominee for director; (2) the NEOs as identified in the CD&A section of this proxy statement; and (3) all directors and Executive Officers of the Company as a group.

NAME	NUMBER OF SHARES BENEFICIALLY OWNED ⁽¹⁾	VESTED OPTIONS ⁽²⁾	PERCENT OWNED
DIRECTORS:			
Jennifer Allerton	11,541	—	*
Pamela M. Arway	40,196	—	*
Kent P. Dauten	1,207,681	—	*
June Yee Felix	2,991	—	*
Monte Ford	29,925	—	*
Christie Kelly	1,308	—	*
Robin L. Matlock	28,559	—	*
William L. Meaney ⁽³⁾	394,307	2,620,582	1.0%
Walter C. Rakowich ⁽⁴⁾	25,465	—	*
Theodore R. Samuels ⁽⁵⁾	29,851	—	*
Doyle R. Simons ⁽⁶⁾	45,494	—	*
NAMED EXECUTIVE OFFICERS:			
Barry Hytinen	326,623	—	*
Mark Kidd	131,507	103,927	*
Greg McIntosh	85,634	24,290	*
Mithu Bhargava	75,779	—	*
ALL DIRECTORS AND EXECUTIVE OFFICERS AS A GROUP	2,445,554	2,748,799	1.7%

* Less than 1%

⁽¹⁾ Except as otherwise indicated, the persons named in the table above have sole voting and investment power with respect to all shares of Common Stock shown as beneficially owned by them. Information in this table includes shares that the individual or group has the right to acquire within 60 days of March 4, 2026.

⁽²⁾ Amounts reflect vested stock options and stock options that will vest within 60 days of March 4, 2026.

⁽³⁾ Includes 82,970 shares of Common Stock held by the Meaney 2024 Master Trust and 212,680 shares of Common Stock held by the Meaney Master Trust #2 previously reported on the Form 4 filed with the SEC on March 5, 2026.

⁽⁴⁾ Includes 25,465 shares of Common Stock held by the Rakowich Living Trust previously reported on the Form 4 filed with the SEC on September 8, 2025.

⁽⁵⁾ Includes 357 shares of Common Stock held by the Samuels 2019 GST Descendants' Trust dtd 6/6/2019, 400 shares of Common Stock held by the Leigh Soffer Samuels Revocable Trust dtd 3/15/2023, and 18,038 shares of Common Stock held by Ted and Lori Samuels Family Trust dtd 7/3/1996, and the 11,056 vested Phantom Shares previously reported on Forms 4 filed with the SEC on January 8, 2026. Phantom Shares have been acquired pursuant to the DDCP, and each Phantom Share is the economic equivalent of one share of Common Stock. Phantom Shares will become payable in Common Stock following Mr. Samuels' disability or cessation of service as a director.

⁽⁶⁾ Includes the 45,494 vested Phantom Shares previously reported on Forms 4 filed with the SEC on January 8, 2026. Phantom Shares have been acquired pursuant to the DDCP, and each Phantom Share is the economic equivalent of one share of Common Stock. Phantom Shares will become payable in Common Stock following Mr. Simons' disability or cessation of service as a director.

DELINQUENT SECTION 16(a) REPORTS

Section 16(a) of the Exchange Act requires that the Company's executive officers, other Section 16 reporting officers, directors and persons who own more than 10% of a registered class of the Company's equity securities file reports of ownership on Form 3 and changes in ownership on Form 4 or 5 with the SEC. Such executive officers, other Section 16 reporting officers, directors and 10% stockholders are also required by SEC rules to furnish to the Company copies of all Section 16(a) reports that they file. To our knowledge, based solely on a review of the copies of these reports furnished to us and written representations that no other reports were required, during fiscal year 2025, all Section 16(a) filing requirements applicable to executive officers, other Section 16 reporting officers, directors and 10% stockholders were met.

EQUITY COMPENSATION PLAN INFORMATION

The following provides certain equity compensation plan information with respect to all of our equity compensation plans in effect as of December 31, 2025:

PLAN CATEGORY	NUMBER OF SECURITIES TO BE ISSUED UPON EXERCISE OR SETTLEMENT OF OUTSTANDING OPTIONS, WARRANTS AND RIGHTS	WEIGHTED AVERAGE EXERCISE OR SETTLEMENT PRICE OF OUTSTANDING OPTIONS, WARRANTS AND RIGHTS	NUMBER OF SECURITIES REMAINING AVAILABLE FOR FUTURE ISSUANCE UNDER EQUITY COMPENSATION PLANS (EXCLUDING SECURITIES REFLECTED IN FIRST COLUMN)
Equity compensation plans approved by security holders	5,467,827 ⁽¹⁾	\$ 56.00 ⁽²⁾	8,325,556 ⁽³⁾
Equity compensation plans not approved by security holders	—	—	—
TOTAL	5,467,827	\$ 56.00	8,325,556

⁽¹⁾ Includes: (i) 2,936,013 stock options granted under the 2014 Plan; (ii) 1,036,441 shares of Common Stock that may be issued upon settlement of outstanding RSUs granted under the 2014 Plan; and (iii) 1,495,373 shares of Common Stock that may be issued upon settlement of outstanding PUs granted under the 2014 Plan. Each PU represents a contingent right to receive one share of Common Stock.

⁽²⁾ Weighted average exercise price is calculated inclusive of stock options, RSUs and PUs. For RSUs and PUs, the weighted average exercise price is calculated as the weighted average grant date fair value. If calculated solely for stock options that have an exercise price, the weighted average exercise price of outstanding options at December 31, 2025 is \$39.84 per share.

⁽³⁾ Includes the 2014 Plan and the 2013 ESPP.

OTHER MATTERS

STOCKHOLDER PROPOSALS

A stockholder that wants to include a proposal in the Company's proxy materials for consideration at the 2027 Annual Meeting of Stockholders pursuant to Rule 14a-8 of the Securities Exchange Act of 1934, as amended (the "Exchange Act"), must submit the proposal to the Company (i) by November 24, 2026 and (ii) in accordance with certain eligibility standards and regulations established by the SEC and our Bylaws. A stockholder who intends to present a proposal at the 2027 Annual Meeting of Stockholders without inclusion of such proposal in the proxy materials must provide notice in accordance with Section 2.4 or Section 3.2 of our Bylaws, which require that notice of the proposal be received at our principal executive office no earlier than January 7, 2027 and no later than February 6, 2027. However, if the date of our 2027 Annual Meeting of Stockholders occurs more than 30 days before or 30 days after May 7, 2027, the anniversary of the 2026 Annual Meeting, a stockholder notice will be timely if it is received at our principal executive office by the later of (1) the 120th day prior to such annual meeting or (2) the close of business on the tenth day following the day on which public disclosure of the date of the meeting was made. To be in proper form, a stockholder's notice must include the specified information concerning the stockholder and the business proposal or nominee, as described in Sections 2.4, 3.2 and 3.3 of our Bylaws and must be mailed to the Company's principal executive office, at the address stated herein, and should be directed to the attention of the Secretary of the Company.

NOMINATIONS OF INDIVIDUALS FOR ELECTION AS DIRECTORS USING PROXY ACCESS

A stockholder, or group of up to 20 stockholders, that has owned continuously for at least three (3) years shares of our stock representing an aggregate of at least 3% of the total voting power of our outstanding shares entitled to vote in the election of directors, may nominate and include in our proxy materials director nominees constituting up to the greater of two (2) or 20% of our Board (the "Proxy Access Director Nominees"), provided that the stockholder(s) and nominee(s) satisfy the requirements in our Bylaws. Notice of the Proxy Access Director Nominees must be received at our principal executive office no earlier than 150 calendar days, and no later than 120 calendar days, prior to the first anniversary of the date of the Company's proxy statement released to stockholders in connection with the previous year's annual meeting of stockholders.

STOCKHOLDER SOLICITATION OF PROXIES IN SUPPORT OF DIRECTOR NOMINEES OTHER THAN COMPANY NOMINEES

In addition to satisfying the applicable provisions of our Bylaws, including the deadline for written notices, and the requirements of Rule 14a-19 under the Exchange Act, stockholders who intend to solicit proxies in support of director nominees other than the Company's nominees must provide notice that sets forth the information required by Rule 14a-19 no later than March 8, 2027. If the date of the 2027 Annual Meeting is advanced or delayed by more than 30 calendar days from the one-year anniversary of May 7, 2026, such notice must instead be provided by the later of 60 calendar days prior to the date of the 2027 Annual Meeting or the 10th calendar day following public announcement by the Company of the date of the 2027 Annual Meeting.

OTHER MATTERS BROUGHT BEFORE THE MEETING

The Board is not aware of any other matters that may come before the Annual Meeting. However, if any other matters are properly presented to the Annual Meeting, it is the intention of the persons named in the accompanying proxy to vote, or otherwise act, in accordance with their best judgment on such matters.

ADDITIONAL DOCUMENTATION

The Company will furnish without charge to any stockholder, upon written or oral request, a copy of the Company's Annual Report on Form 10-K, including the financial statements and other documents filed pursuant to Sections 13(a), 13(c), 14 or 15(d) of the Exchange Act. Requests for such documents should be addressed to Corporate Secretary, Iron Mountain Incorporated, 1101 Enterprise Drive, Royersford, Pennsylvania 19468, telephone number (617) 535-4766.

IRON MOUNTAIN EXECUTIVE OFFICERS

The Board annually elects the officers of the Company. Each officer serves at the discretion of the Board. There are no family relationships between or among any of the Company's officers or directors.

The following are our executive officers who are not director nominees ("Executive Officers"), their ages, their positions and offices held with the Company and certain biographical information, all as of March 24, 2026.

NAME	AGE	PRINCIPAL OCCUPATIONS AND BUSINESS EXPERIENCE DURING THE PAST FIVE YEARS
Barry Hytinen	51	Mr. Hytinen was appointed executive vice president and chief financial officer in January 2020. Mr. Hytinen is responsible for a broad range of functions including finance, corporate development, global business services, transformation, revenue management, real estate, procurement, and Crozier, the company's fine arts storage business. Prior to this role, Mr. Hytinen served as executive vice president and chief financial officer of publicly held Hanesbrands Inc., a leading global marketer and manufacturer of basic apparel, from October 2017 to December 2019. Prior to his role at Hanesbrands Inc., Mr. Hytinen served as executive vice president and chief financial officer of Tempur Sealy International, Inc. ("Tempur Sealy"), a publicly held global manufacturer of mattresses and bedding products, from July 2015 to October 2017. He served as executive vice president finance and corporate development at Tempur Sealy from July 2014 to July 2015, and joined Tempur Sealy in 2005. Mr. Hytinen earned an MBA from Harvard Business School and holds a B.S. in Finance and Political Science from Syracuse University. He also serves on the Board of Directors of ABM Industries Incorporated.
Greg McIntosh	53	Mr. McIntosh was appointed executive vice president and chief commercial officer in December 2019. Prior to this role, Mr. McIntosh served as executive vice president, strategic accounts from March 2019 to November 2019. Prior to these roles, Mr. McIntosh served as senior vice president, consumer storage from December 2017 to March 2019 and senior vice president, innovation and product management from December 2016 to December 2017. Mr. McIntosh joined the Company as senior vice president, general manager of Canada in May 2014. Prior to joining the Company, Mr. McIntosh spent 14 years in the financial services technology industry with Davis + Henderson, now Finastra, and was co-founder of Cyence International, a provider of credit lifecycle management software and solutions. Mr. McIntosh holds a bachelor's degree in mathematics, a master's degree in accounting from the University of Waterloo and is a CPA (Ontario).
Jemma Johns	52	Ms. Johns was appointed executive vice president and chief human resources officer in January 2025. Prior to joining the Company, Ms. Johns served as the chief people officer at Irdeto, a global digital platform cybersecurity company, from November 2022 to December 2024. Prior to her role at Irdeto, Ms. Johns served as the vice president, human resources at Prosus Group, a large global consumer internet group, from June 2018 to September 2022. Ms. Johns held various senior HR leadership roles at Hewlett Packard in Europe and the U.S. earlier in her career. Ms. Johns holds a bachelor's degree from the University of Birmingham with post-graduate qualifications in business and HR management.
Mark Kidd	46	Mr. Kidd was appointed executive vice president and general manager, data centers & ALM in February 2023. Prior to this role, Mr. Kidd led the data centers business as executive vice president and general manager, data centers from February 2019 to February 2023. Prior to these roles, he served as senior vice president and general manager, data centers from April 2013 to February 2019. Mr. Kidd served as senior vice president, enterprise strategy from January 2010 to April 2013. Mr. Kidd served in various other positions with the Company in corporate strategy, portfolio and capital management from September 2003 to January 2010. Prior to joining the Company, Mr. Kidd worked in investment banking at Thomas Weisel Partners. Mr. Kidd holds a bachelor's degree in economics from Harvard University.
Michelle Altamura	44	Ms. Altamura was appointed executive vice president, general counsel and secretary in October 2024. Ms. Altamura served as senior vice president and deputy general counsel from December 2023 to October 2024. Prior to these roles, she served as vice president and group counsel from May 2021 to December 2023. From February 2020 to May 2021, she served as vice president and senior counsel, NA, EMEA & ANZ. Prior to this role, she served as chief of staff to the CEO from September 2017 to February 2020. Since joining Iron Mountain in 2012, Ms. Altamura has held progressively senior leadership roles in the legal team, spanning mergers and acquisitions activities, leading the commercial legal teams in North America, Europe, MENAT and Asia Pacific, and serving as the lead lawyer for several of our high-growth business lines. Prior to joining the Company, Ms. Altamura was an associate in the corporate department at WilmerHale, a leading, full service international law firm. Ms. Altamura holds a bachelor's degree from the University of Minnesota and a juris doctor from Northeastern University School of Law.
Mithu Bhargava	47	Ms. Bhargava was appointed executive vice president and general manager, digital solutions in January 2023. Prior to joining the Company, Ms. Bhargava served as President of Solifi from June 2022 to December 2022. Prior to these roles, Ms. Bhargava served as executive vice president of NCR Corporation from August 2021 to April 2022. From May 2018 to August 2021, she served as senior vice president and general manager, global professional services of NCR Corporation. Throughout her career, she successfully led global teams in digital sales, services, and engineering, and has held executive leadership roles at Akamai Technologies and Dell-EMC. Ms. Bhargava holds a bachelor's degree in computer engineering from the University of Mumbai and a master's degree in Computer Networking from North Carolina State University. She also earned an MBA from MIT's Sloan School of Business.

ADDITIONAL INFORMATION

Iron Mountain is furnishing this Proxy Statement in connection with the solicitation of proxies by the Board for use at the Annual Meeting or at any adjournment or postponement thereof. All stockholders of record on the Record Date are invited to attend the virtual Annual Meeting. The Company's Annual Report to Stockholders for the year ended December 31, 2025 and the Notice of Internet Availability are first being mailed to the Company's stockholders on or about March 24, 2026.

The Board unanimously recommends that you vote:



FOR the election of each of the Board's nominees for director listed in this Proxy Statement;



FOR the approval of a non-binding, advisory resolution approving the compensation of the Named Executive Officers as described in this Proxy Statement; and



FOR the ratification of the appointment by the Audit Committee of Deloitte & Touche LLP as the Company's independent registered public accounting firm for the year ending December 31, 2026.

STOCKHOLDERS ENTITLED TO VOTE

Iron Mountain's Common Stock is the only class of voting securities outstanding and entitled to vote at the Annual Meeting. As of 5:00 p.m. Eastern Time on the Record Date, 297,478,817 shares of Common Stock (the "Shares"), were outstanding and entitled to vote. Each Share is entitled to one vote on each matter.

HOW TO VOTE

Your vote is very important no matter how many Shares you own. Whether or not you plan to attend the virtual Annual Meeting live via the Internet at <https://www.virtualshareholdermeeting.com/IRM2026>, we urge you to vote your Shares today.

Stockholders may vote their Shares by completing and returning a proxy card. Stockholders who wish to receive a paper copy of the proxy card to complete and mail to the Company in time for the Annual Meeting may request one at any time on or before April 23, 2026; completed proxy cards must be received by the Company on or before May 6, 2026.

Stockholders may vote their Shares before 11:59 p.m. Eastern Time on May 6, 2026 over the Internet or by telephone in the manner provided on the website listed in the Notice of Internet Availability (the "Website").

Stockholders may vote their Shares and submit questions while connected to the Annual Meeting on the Internet. Each stockholder desiring to do so will need the 16-digit control number included on the Notice of Internet Availability mailed to such stockholder. Please be aware that any stockholder attending the virtual Annual Meeting must bear any costs associated with such stockholder's Internet access, such as usage charges from Internet access providers and telephone companies.

IF YOU ARE A REGISTERED HOLDER OF COMMON STOCK

If you are a registered holder of Common Stock, you may vote your Shares either by voting by proxy in advance of the Annual Meeting or by voting at the virtual Annual Meeting while connected to the virtual Annual Meeting on the Internet. By submitting a proxy (on a proxy card or in the manner provided on the Website), you are legally authorizing another person to vote your Shares on your behalf. If you submit your executed proxy card or submit a proxy in the manner provided on the Website, unless you direct otherwise, your Shares will be voted in accordance with the Board's recommendations set forth in this Proxy Statement, and if any other matters are brought before the Annual Meeting (other than the proposals contained in this Proxy Statement), then the individuals listed on the proxy will have the authority to vote your Shares on those other matters in accordance with their discretion and judgment.

In case a quorum is not present at the Annual Meeting, the holders of a majority of the voting power of the Shares present at the Annual Meeting or represented by proxy may adjourn the Annual Meeting (without notice other than announcement of adjournment at the Annual Meeting) to another time or to another time and place.

Whether or not you plan to attend the virtual Annual Meeting, we urge you to promptly vote over the Internet or by telephone in the manner provided on the Website or by completing and returning a proxy card. If you later decide to vote while connected to the Annual Meeting on the Internet, the vote you cast at the virtual Annual Meeting will automatically revoke any previously submitted proxy.

IF YOU HOLD YOUR SHARES OF COMMON STOCK “IN STREET NAME”

If your Shares are held in the name of a brokerage firm, bank, nominee or other institution (referred to as “in street name”), you will receive instructions from the holder of record (the “Street Name Holder”), that you must follow in order for you to specify how your Shares will be voted. If you do not specify how you would like your Shares to be voted, your Shares held in street name may still be voted in the event that your Street Name Holder has the authority to vote shares on certain routine, uncontested proposals for which you do not provide voting instructions. The election of directors (Proposal 1) and the non-binding advisory vote on executive compensation (Proposal 2) are not routine matters for purposes of broker voting and brokers will not be able to vote on behalf of their clients if no voting instructions have been furnished. The ratification of the appointment of our independent registered public accounting firm for the fiscal year ending December 31, 2026 (Proposal 3) is a routine matter.

IMPORTANT: If your Shares are held in the name of a brokerage firm, bank, nominee or other institution, you should provide instructions to your broker, bank, nominee or other institution on how to vote your Shares. Please contact the person responsible for your account and give instructions for a proxy to be completed for your Shares.

QUORUM

The presence at the Annual Meeting, via the Internet or by proxy, of stockholders entitled to cast at least a majority of the votes that all stockholders are entitled to cast at the Annual Meeting will constitute a quorum. Shares represented by valid proxies, regardless of whether the proxy is noted as casting a vote or abstaining, and broker non-votes will be treated as present at the Annual Meeting for purposes of determining a quorum. Shares voted by a broker on any item other than a procedural motion will be considered present for purposes of determining a quorum, even if such Shares are not voted on every item.

VOTES REQUIRED

As more fully described in this Proxy Statement:

- ▲ Election of each nominee for director requires a majority of the votes cast on his or her nomination;
- ▲ Approval of a non-binding, advisory resolution approving the compensation of the Named Executive Officers, as described in this Proxy Statement, requires the affirmative vote of a majority of the votes cast on the proposal; and
- ▲ Approval of the proposal to ratify the appointment of the Company’s independent registered public accounting firm requires the affirmative vote of a majority of the votes cast on the proposal.

ABSTENTIONS AND BROKER NON-VOTES

A “broker non-vote” occurs on a proposal when a broker identified as the record holder of Shares is not permitted by the rules of the NYSE to vote on that proposal without instruction from the beneficial owner of the Shares and no instruction has been received with respect to that proposal. Under the NYSE rules, brokers may vote on routine matters even without instructions from the Street Name Holder. The election of directors and the advisory vote on executive compensation are not routine matters for purposes of broker voting; therefore, if you do not instruct your broker how to vote with respect to these proposals, your broker may not vote with respect to these proposals and your Shares will be counted as “broker non-votes.” The ratification of the appointment of our independent registered public accounting firm for the fiscal year ending December 31, 2026 is a routine matter; therefore, there will be no broker non-votes in connection with that matter.

A properly completed proxy, if received in time for voting and not revoked, will be voted at the Annual Meeting in accordance with the instructions contained therein. Unless otherwise directed, the Shares represented by the proxy card will be voted:

**FOR**

the election of each of the Board's nominees for director listed in this Proxy Statement (Proposal 1);

**FOR**

the approval of a non-binding, advisory resolution approving the compensation of our Named Executive Officers as described in this Proxy Statement (Proposal 2); and

**FOR**

the ratification of the appointment by the Audit Committee of Deloitte & Touche LLP as our independent registered public accounting firm for the year ending December 31, 2026 (Proposal 3).

Abstentions and broker non-votes will not be counted as votes cast and, therefore, will not affect the outcome of these proposals that are being submitted to the Company's stockholders at the Annual Meeting.

Although the advisory vote on the proposed resolution to approve the compensation of our Named Executive Officers is non-binding, the Compensation Committee of the Board will consider the outcome of such vote when making future compensation decisions for any executive required to be listed in the summary compensation table included in our Proxy Statement.

ATTENDANCE AT THE ANNUAL MEETING

Attendance at the Annual Meeting or any adjournment or postponement thereof will be limited to stockholders of record of the Company as of 5:00 p.m. Eastern Time on the Record Date and guests of the Company. If you are a stockholder of record of the Company as of 5:00 p.m. Eastern Time on the Record Date, you may attend the Annual Meeting via the Internet and vote during the Annual Meeting. Please have your Notice of Internet Availability in hand when you access the website and then follow the instructions.

If you hold your Shares in street name, you have the right to direct your broker or other agent on how to vote your Shares in your account. You are also invited to attend the Annual Meeting via the Internet. However, because you are not the stockholder of record, you may not vote your Shares at the Annual Meeting unless you request and obtain a valid proxy card from your broker or other agent. Please follow the instructions from your broker, bank or other agent included with these proxy materials, or contact your broker, bank or other agent to request a proxy card.

REVOCABILITY OF PROXIES

Any stockholder may revoke a submitted proxy by submitting a subsequent proxy (i) on a proxy card to be received by the Company on or before May 6, 2026 or (ii) in accordance with the instructions provided on the Website on or before 11:59 p.m. Eastern Time on May 6, 2026. Also, any stockholder may revoke a submitted proxy by attending the virtual Annual Meeting via the Internet and voting during the Annual Meeting.

Please note, however, that only your last dated proxy will be counted, and any proxy may be revoked at any time prior to its exercise at the Annual Meeting, as described in this Proxy Statement.

If your Shares are held in the name of a brokerage firm, bank, nominee or other institution, and you have instructed your brokerage firm, bank, nominee or other institution to vote your Shares, you must follow the instructions received from your brokerage firm, bank, nominee or other institution to change your voting instruction. Please contact your custodian for detailed instructions on how to revoke your voting instruction and the applicable deadlines.

INFORMATION REGARDING THE COMPANY

Our principal executive offices are located at 85 New Hampshire Avenue, Suite 150, Portsmouth, New Hampshire 03801.

The Company's website address, www.ironmountain.com, is included several times in this Proxy Statement as a textual reference only, and the information in the Company's website is not incorporated by reference into this Proxy Statement.

NOTICE REGARDING THE AVAILABILITY OF PROXY MATERIALS

In accordance with rules and regulations of the SEC, instead of mailing a printed copy of our proxy materials to each stockholder of record, the Company may furnish proxy materials via the Internet. Accordingly, all of the Company's stockholders will receive a Notice of Internet Availability, which will be mailed on or about March 24, 2026.

On the date of mailing the Notice of Internet Availability, stockholders will be able to access all of the proxy materials at <https://materials.proxyvote.com/46284v>. If you receive a Notice of Internet Availability and would like to receive printed copies of the proxy materials, you should follow the instructions for requesting such materials included in the Notice of Internet Availability. The proxy materials will be available free of charge, and the Notice of Internet Availability will provide instructions as to how stockholders may access and review all of the important information contained in the proxy materials (including the Company's Annual Report to Stockholders) over the Internet or through other methods specified on the Website and instructions as to how they may request a paper or email copy of the proxy card. The Website contains internet and telephone voting instructions for stockholders as to how they may request a paper or email copy of the proxy card.

By Order of the Board of Directors

Michelle Altamura
*Executive Vice President, General
Counsel & Secretary*
March 24, 2026





SCAN TO
VIEW MATERIALS & VOTE



VOTE BY INTERNET

Before The Meeting - Go to www.proxyvote.com or scan the QR Barcode above

Use the Internet to transmit your voting instructions and for electronic delivery of information up until 11:59 P.M. Eastern Time on May 6, 2026. Have your proxy card in hand when you access the web site and follow the instructions to obtain your records and to create an electronic voting instruction form.

During The Meeting - Go to www.virtualshareholdermeeting.com/IRM2026

You may attend the meeting via the Internet and vote during the meeting. Have the information that is printed in the box marked by the arrow available and follow the instructions.

VOTE BY PHONE - 1-800-690-6903

Use any touch-tone telephone to transmit your voting instructions up until 11:59 P.M. Eastern Time on May 6, 2026. Have your proxy card in hand when you call and then follow the instructions.

VOTE BY MAIL

Mark, sign and date your proxy card and return it in the postage-paid envelope we have provided or return it to Vote Processing, c/o Broadridge, 51 Mercedes Way, Edgewood, NY 11717. Completed proxy cards must be received by Iron Mountain Incorporated on or before May 6, 2026.

TO VOTE, MARK BLOCKS BELOW IN BLUE OR BLACK INK AS FOLLOWS:

V85790-P41646

KEEP THIS PORTION FOR YOUR RECORDS
DETACH AND RETURN THIS PORTION ONLY

THIS PROXY CARD IS VALID ONLY WHEN SIGNED AND DATED.

IRON MOUNTAIN INCORPORATED

The Board of Directors recommends you vote FOR the following:

1. For the election of eleven (11) directors to the Iron Mountain Incorporated Board of Directors for a one-year term or until their successors are elected and qualified.

Nominees:

1a. Jennifer Allerton

1b. Pamela M. Arway

1c. Kent P. Dauten

1d. June Yee Felix

1e. Monte Ford

1f. Christie Kelly

1g. Robin L. Matlock

1h. William L. Meaney

1i. Walter C. Rakowich

1j. Theodore R. Samuels

1k. Doyle R. Simons

For Against Abstain

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The Board of Directors recommends you vote FOR proposals 2 and 3.

2. The approval of a non-binding, advisory resolution approving the compensation of our named executive officers as described in the Iron Mountain Incorporated Proxy Statement.

3. The ratification of the selection by the Audit Committee of Deloitte & Touche LLP as Iron Mountain Incorporated's independent registered public accounting firm for the year ending December 31, 2026.

NOTE: In their discretion, the proxies are authorized to vote upon such other business as may properly come before the Annual Meeting of Stockholders or any postponement or adjournment thereof.

For Against Abstain

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Please sign exactly as your name(s) appear(s) hereon. When signing as attorney, executor, administrator, or other fiduciary, please give full title as such. Joint owners should each sign personally. All holders must sign. If a corporation or partnership, please sign in full corporate or partnership name by authorized officer.

Signature [PLEASE SIGN WITHIN BOX] Date

Signature (Joint Owners) Date

Important Notice Regarding the Availability of Proxy Materials for the Annual Meeting:

The Notice and Proxy Statement and Annual Report are available at www.proxyvote.com

V85791-P41646

**IRON MOUNTAIN INCORPORATED
Annual Meeting of Stockholders
May 7, 2026 9:00 A.M. ET
This proxy is solicited by the Board of Directors**

The undersigned hereby appoints William L. Meaney and Michelle Altamura, and each of them, as proxies of the undersigned, each with the power to appoint his/her substitute, and hereby authorizes both of them, or either one if only one be present, to represent and vote, as designated on the reverse hereof, all of the shares of Common Stock, \$0.01 par value per share, of IRON MOUNTAIN INCORPORATED held of record by the undersigned or with respect to which the undersigned is entitled to vote or act at the Annual Meeting of Stockholders to be held on May 7, 2026 at 9:00 A.M., Eastern Time, virtually at www.virtualshareholdermeeting.com/IRM2026 and any adjournment or postponement thereof.

This proxy, when properly executed, will be voted in the manner directed herein. If no such direction is made, this proxy will be voted in accordance with the Board of Directors' recommendations. Additionally, the votes entitled to be cast by the undersigned will be cast in the discretion of the proxy holder on any other business as may properly come before the Annual Meeting.

Continued and to be signed on reverse side