

A promotional image for Speedy Hire Plc. It features two men in high-visibility orange vests standing next to a large red generator. The generator has the Speedy logo and the number MA1675148 on it. The background is a red and white geometric design.

Introduction to Speedy

Why invest in Speedy Hire Plc



Agenda

Robust business with ability to grow revenue, expand margins and increase shareholder returns

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Speedy Hire overview

Speedy Hire at a glance

Speedy is the UK and Ireland's leading provider of tools, specialist equipment and services. We provide exceptional customer experience, accelerating collective success towards a sustainable future

Vision

To inspire and innovate the future of hire and accelerate sustainable growth



£440.6m revenue
£103.7m EBITDA



c.180 locations



£207.9m total net book value of assets

Mission

To be the most efficient and sustainable hire business in the UK and Ireland: digital and data driven, optimised through operational excellence and powered by our people



Over 300,000 itemised assets



3,375 colleagues



52% of revenue from ECO products

Values

Ambitious, Innovative, Inclusive, Safe, Together, and Trusted



Technology driven business



4 star rating on Trust Pilot



c.1,000 commercial vehicles

Our Executive Team

The Executive Team is an expert senior leadership team with industry and wider sector experience



Dan Evans
Chief Executive



Paul Rayner
Chief Financial Officer



Ellie Armour
Chief People Officer



Neil Hunt
General Counsel and
Company Secretary



Amelia Woodley
ESG Director



Andy Johnson
Group HSSEQ Director



Danny Johnson
Managing Director UK & Ireland



Mark Sunderland
Chief Information Officer



Paul Jackson
Chief Digital and
Transformation Officer

(Biographies available in appendices)

Our current business structure

Targeted revenue and margin growth by customer, product and channel

Customers and sectors



Product offer



Sales channels

(Inbound and outbound)



A man with a beard, wearing a dark blue Speedy t-shirt and white gloves, is sitting at a desk in a laboratory or office. He is smiling and looking at a computer monitor. He is using a mouse with his right hand and has his left hand on a keyboard. On the desk, there is a blue water bottle and a spiral notebook. In the background, there is a microscope and other laboratory equipment. The image has a red overlay and a white diagonal shape on the right side.

Velocity, our growth strategy

Our growth engines



Core hire products

Grow our market share with all customer segments across all geographies trading as a multi channel service offering



Specialist products and services

A focus on niche products and services with significant growth and margin opportunities



Trade and retail markets

Grow trade and retail customers, through conversion of sales into hire, e-commerce opportunities and market creation to a less focused area of hire

Velocity - Our five year strategy for growth

- Velocity is a five year transformation and growth strategy
- There are two defined stages to drive sustainable long-term growth:

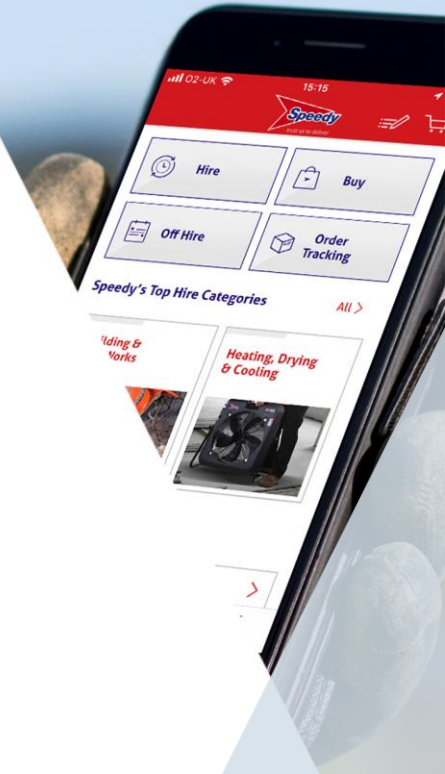
Enable growth

Deliver foundational improvements across technology and operational efficiency (years 1-3)

Deliver growth

Become the most efficient and sustainable UK hire business (years 1-5)

- Fully aligned to our vision 'To inspire and innovate the future of hire and accelerate sustainable growth'



Our strategy - driving sustainable long-term growth

Stage 1. Enable growth: Deliver foundational improvements across technology and operational efficiency

Brand and customer

Clear brand strategy implementation and customer experience development

Technology and data

Technology and data led hire business committed to sustainability

Group-wide transformation programme

Innovative customer focused transformational programme powered by our people first strategy

Strategic Partner:



Cloud based secure platform

Modern and secure digital operating platform to enable growth and support enhancing our customer experience

Strategic Collaboration:



Our strategy - driving sustainable long-term growth

Stage 2. Deliver growth: *To be the most efficient and sustainable UK hire business*



Grow customer base;
national, regional, trade
and retail



Expand market share in
key target sectors*



Invest in cleaner energy
and efficient technology



Create best in class channel
and service delivery



Grow tailored Customer
Solutions business and
services model



Enhancing asset utilisation
and improving carbon
reduction

*Infrastructure, Residential Construction, Non-Residential, Construction Residential RMI, Support Services and Other RMI, Industrial Services.

A woman with long dark curly hair, wearing glasses, a black headband, a dark polo shirt, and a high-visibility orange and grey safety vest with the Speedy logo on the chest. She is smiling and looking towards the camera. The background is a blurred view of a Speedy store entrance with signs that say "Speedy" and "Customer Entrance". The entire image has a red overlay.

Executing our strategy

Transforming Speedy

We are building a digital and data led business to step change our efficiency and power our growth

We have mobilised a group-wide transformation programme to deliver the technical and operational changes required to establish our future platform



Strategic pillars

Foundational elements that will support everything we do to accelerate sustainable growth

People first

Aim to be a Top 100 employer

ESG

Our “Decade to deliver,” encouraging people to make hire their first choice

Digital experience

Easy to do business with

Modern workplace

Intuitive user systems with AI driven technology to automate process and enhance performance

People First

- Become recognised as a top 100 employer
- Place our people at the centre of everything we do

• Living our values:



Ambitious



Innovative



Inclusive



Safe



Together



Trusted

Our Colleague Value Proposition journey over 5 years

Culture

Embed Speedy values
Increasing our diversity

Attraction and Retention

Introducing flexible working

Further focus on health and wellbeing

Working environment: sense of belonging

Easy to work for

Further enhancing manager and colleague self service

Embedding our Speedy family spirit into our people policies

Compensation

Investing in basic salaries
Investing in pensions

Career

Retaining and developing talent through early and late careers

Introducing an Emerging Talent Development Board

Career line of sight



Financial growth metrics

5 year financial KPIs

Through-cycle financial targets framework



Revenue

Target revenue £650m



EBITDA

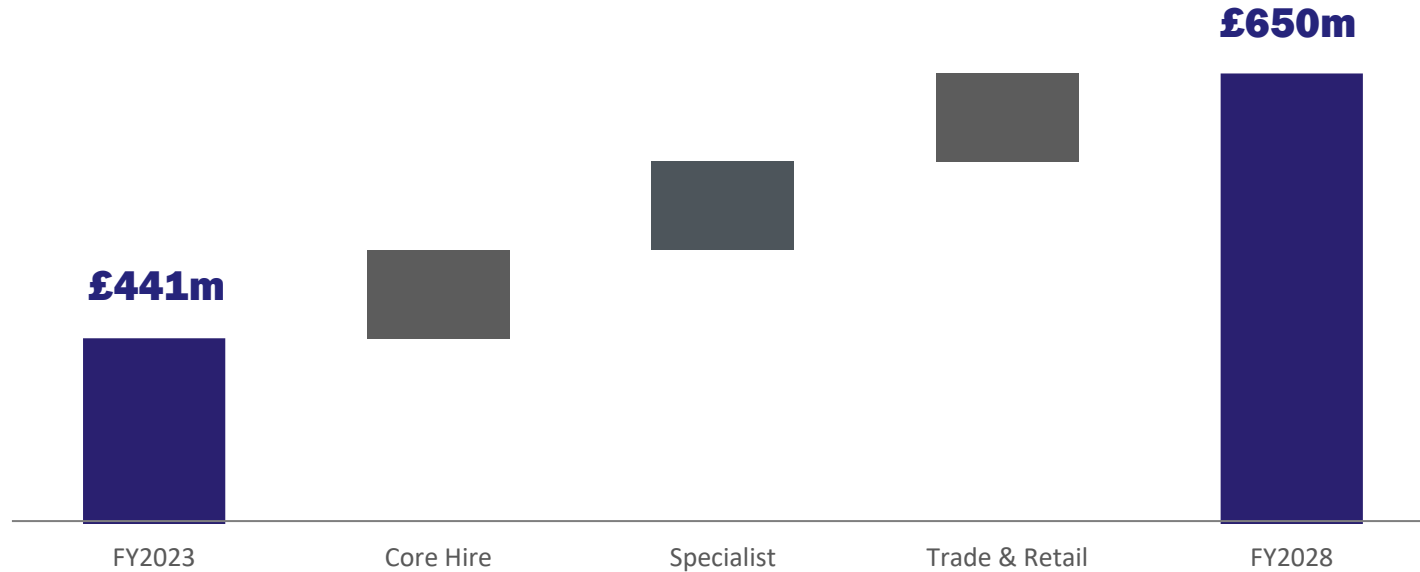
Grow EBITDA margins to 28%



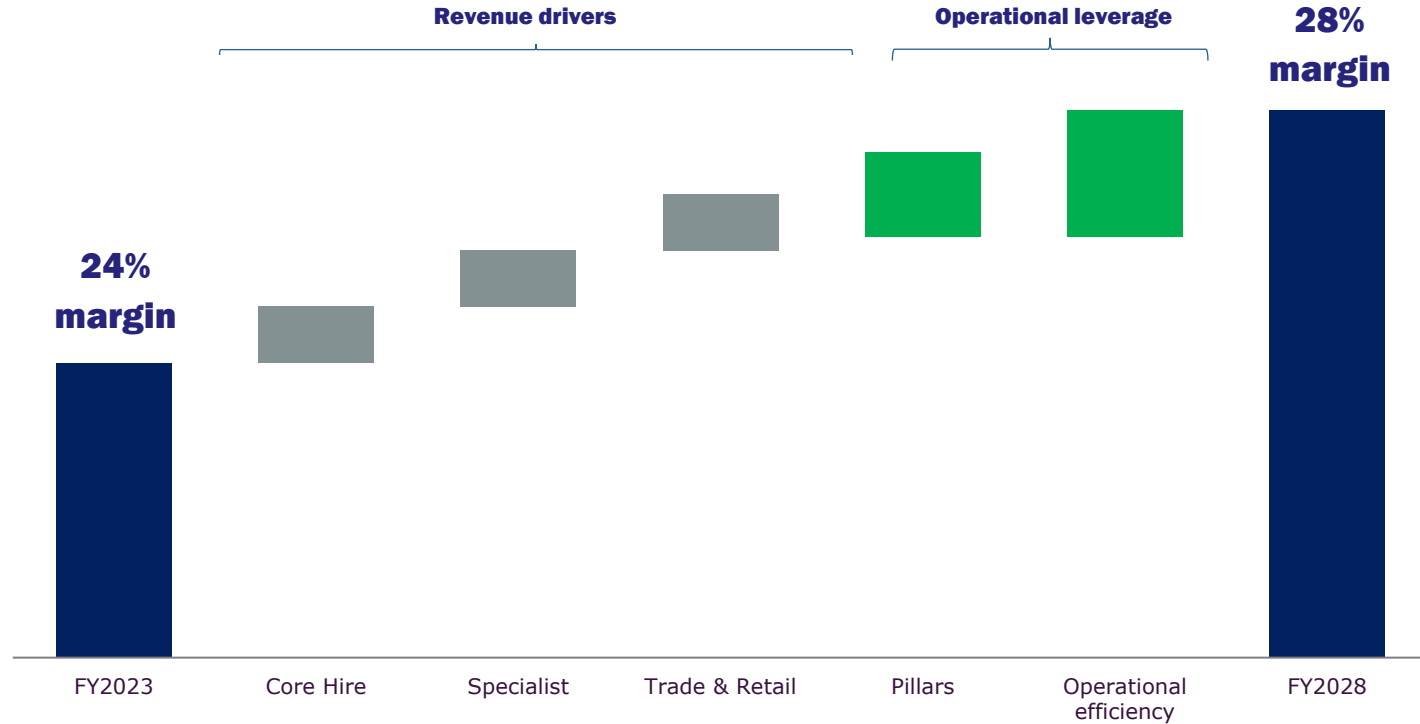
Leverage

Maintain sustainable leverage at
1.0 – 1.5x EBITDA

Speedy Hire revenue roadmap



Speedy Hire EBITDA roadmap



Improving margin

We will leverage data and AI to transform our business, driving profitability and creating a foundation for sustainable growth

Optimise infrastructure

Use of data and AI to link our fit for purpose service centre network to smart logistics and asset intelligence

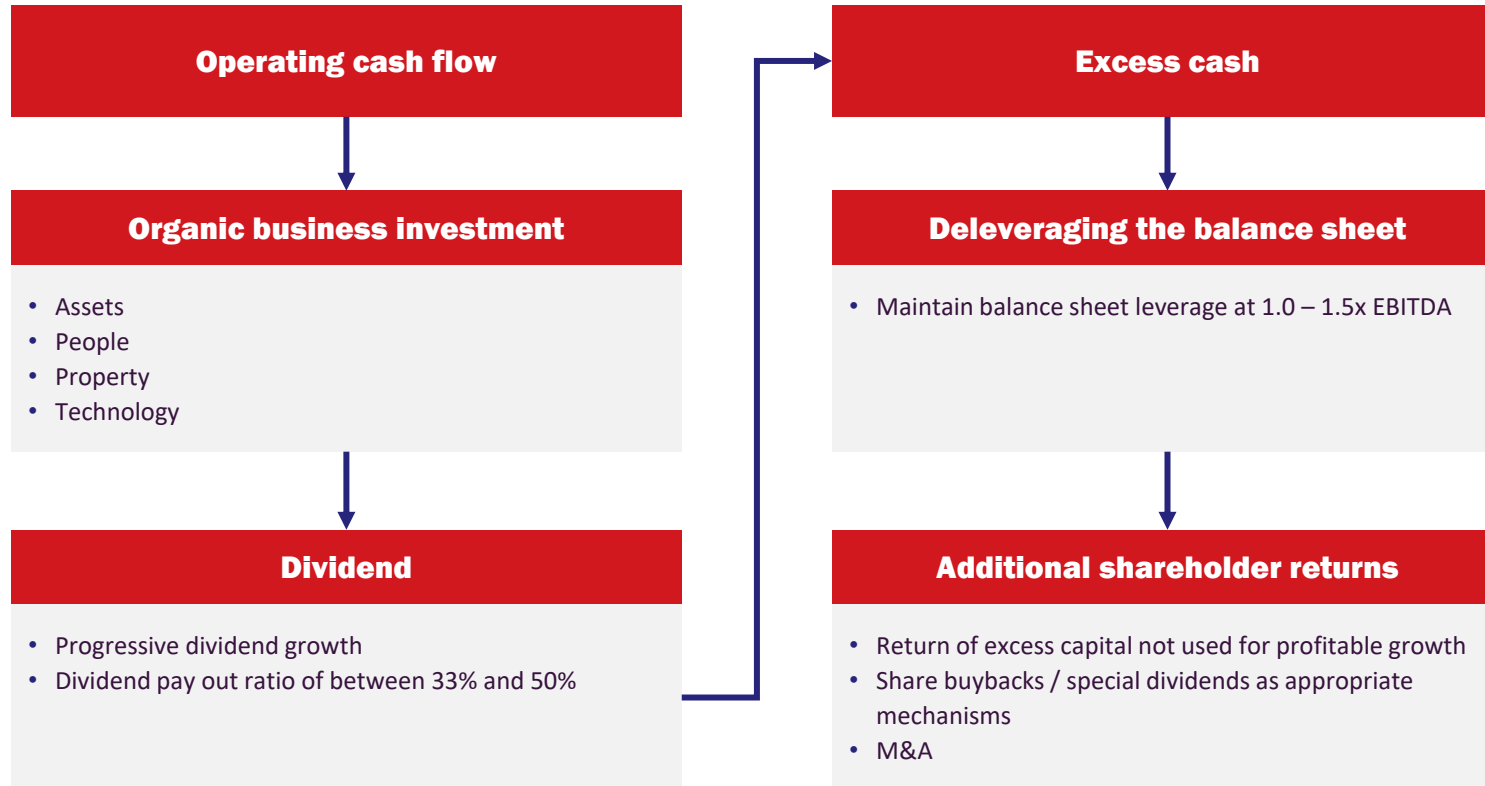
Optimise people and technology

Aligning our people and their skills to data, technology and processes

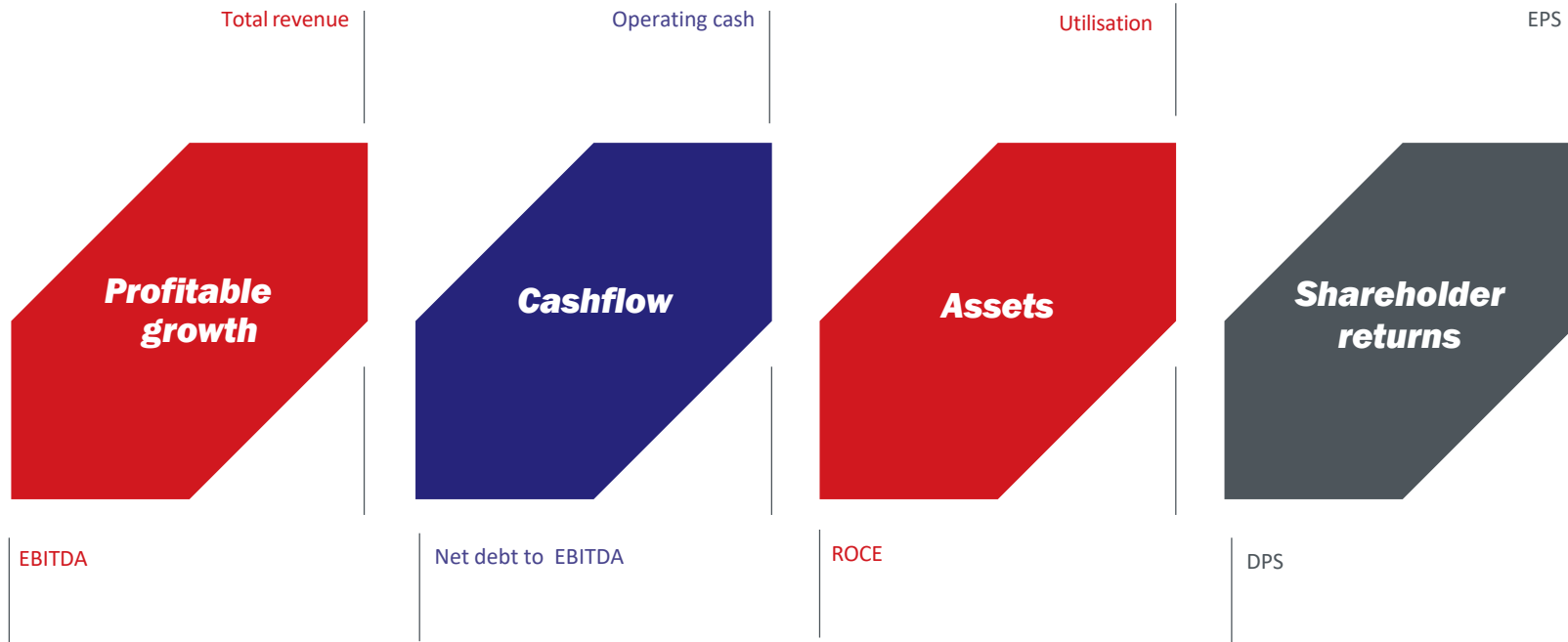
Optimise supply chain

Evolution of our procurement process' and capabilities, linked to data, AI and machine learning

Capital allocation priorities and policy



Financial metrics





Industry leading ESG and safety

Industry leading ESG

The Decade to Deliver - A Hire Revolution: Inspiring People to make Hire their First Choice

What we have achieved so far;

Accelerating Innovation

Continued investment in eco technologies to meet customer demand for Net Zero



Climate Solutions

First SBTi Net Zero by 2040 roadmap aligned to 1.5 °C in UK Hire



Including Everyone

Delivering on our People First strategy



Part of the Community

Delivering social value for our people and communities



Next steps;

Making hire even more sustainable through investment in eco technologies and refurbishing and retrofitting assets to become more circular

Net Zero and Nature Positive. 50% carbon reduction in Scope 1 and 2 by 2030 and Scope 3 by 42% by 2030 and Net Zero Carbon by 2040. Nature Positive by 2030

Top 100 employer – DEI, wellbeing, family friendly, talent, engagement, sustainable supply chains

Supporting Local - charities, community investment, volunteering, supporting local businesses (SME's) jobs – social value for people and communities

Our commitment to safety

People & communities

Collective Responsibility safety programme, delivering effective risk management and leading the way in raising safety standards across the industry

Reporting

RIDDOR Accident Frequency Rate of 0.12 (FY22: 0.35)

Lost time incidents down 41% on prior year


Industry leading accreditations

Innovation

EcoOnline

Workplace and fleet

New product strategies

 campaign led and devised by our people



Awards and accreditations

We work to leading industry standards to ensure best practice and are certified to over 20 separate ISO and industry accreditations



A+ Energy Performance Certificate (EPC): Achieved at our Innovation Centre in Milton Keynes which is now carbon negative, giving back energy to the grid.



Carbon Disclosure Programme Grade B Accreditation: For our ability to show real progress in operational practices and transparency in our environmental impact



ISS Prime: Ranked as an industry leader for sustainability



EcoVadis Silver: Ranked in the top 25% of companies for sustainability in recognition of the Company's work to reduce its environmental impact.



Construction News Awards: Shortlisted for the Supply Chain Excellence Award.



Youth Verified: Successful verification as a Youth Verified Business by Youth Group, the UK's largest community of young people.



RoSPA Gold: Achieved for the 9th year running.



Fleet News Awards: Highly Commended for the Wellbeing and Inclusivity in Fleet Award



Hire Awards of Excellence: Highly commended in the 'Best Sustainability & CSR Initiative'



Summary

Why invest in Speedy Hire

Ambitious

Ambitious, purpose-led Velocity strategy to accelerate profitable growth and become the UK's most efficient and sustainable Hire business

Optimised

A digital and data driven business, optimising our network, logistics and assets and powered by our people

Measured

Focused key metrics in place to measure strategic progress and priorities

ESG leading

Industry leading ESG programme designed to reach net zero by 2040

End markets

Supportive long-term end market fundamentals

Cash generative

Strong balance sheet and cash generation

Capital allocation

Clear capital allocation investment and dividend policy

Strong and resilient

Strong and resilient business with ability to develop revenue, grow EBITDA, expand margins and increase shareholder returns over the next five years

Appendices

Transforming Speedy - detail

We are building a digital and data led business to step change our efficiency and power our growth

We have mobilised a group-wide transformation programme to deliver the technical and operational changes required to establish our future platform

Digital-first customer channels – eliminating manual inefficiency supported by automation, tailored to meet our customer needs

Digitally and data driven...

Data and AI driving all decision making, optimising our assets, vehicles and operations to deliver cost-efficient excellent customer experiences

An optimised network enabling national coverage and market leading delivery and collection services

Our network

Our logistics

Our assets

Logistics expertise, system driven by to optimise our assets to provide fast, convenient and reliable customer experiences

Experts in our assets, with exclusive partnerships, leading the way in product innovation and sustainability for both ourselves and our customers

... powered by our people [and partners]

A commitment to deliver the required technical and organisational change through our established Transformation and Change Office

A People First strategy, focused on establishing Speedy as the employer of choice, with customer focused careers that are rewarding for individuals



Our Executive Team



Dan Evans
Chief Executive

Appointed to the Board as Chief Executive on 1 October 2022. Dan is also a member of the Sustainability Committee. Dan joined Speedy in December 2008 and has developed through the business undertaking a variety of roles including Regional Director, Contracts Director and Managing Director UK and Ireland, before his appointment as Chief Operating Officer in November 2019. Dan is also a board member of the Supply Chain Sustainability School.



Paul Rayner
Chief Financial Officer

On 1 July 2023, Paul was appointed to the Plc Board as Chief Financial Officer having previously been an Interim from November 2022. Paul is a Fellow of The Institute of Chartered Accountants and Fellow of the Institute of Directors. He has over 25 years' experience in senior financial roles, including interim and permanent roles respectively on the main boards of FTSE-listed companies, Avon Protection PLC and Chemring Group PLC.



Ellie Armour
Chief People Officer

Appointed to the Speedy Executive Team in October 2021, coming from one of the largest engineering companies in Europe, SPIE. Over 30 years HR experience covering hospitality, retail, logistics, facilities management, and engineering. Started out as an HR administrator and developed through a variety of HR roles. First appointment to a divisional HRD role in 2007 with DHL Supply Chain Logistics. Since joining Speedy, Ellie has brought together a function that is fully integrated into the business, developing our people and, driving our People First ways of working.



Neil Hunt
General Counsel and
Company Secretary

Neil joined Speedy and its executive board in 2017 as General Counsel and Company secretary. Neil is a qualified solicitor with over 30 years experience of corporate and commercial matters. Before joining Speedy he was General Counsel and Company Secretary at Hyder Consulting, Chief Compliance Officer for the Arcadis Group and had senior legal positions with United Utilities and Welsh Water after starting his career in private practice.

Our Executive Team



Amelia Woodley

ESG Director

Amelia joined Speedy as ESG Director in April 2021 and was subsequently appointed to the Executive Team in April 2023. Amelia is an award winning sustainability leader with over 20 years experience spearheading sustainability visions strategies across multi-billion pound infrastructure, rail and construction projects and PLC's. Amelia is Chair of the Speedy ESG Committee and is also a member of the Sustainability Committee. Outside of Speedy Amelia is a board member for the All Party Parliamentary Group (APPG) ESG board and member of the IEMA Sustainable Finance Steering Group.



Andy Johnson

Group HSSEQ Director

Appointed to the Executive Team in April 2023. Andy joined Speedy in November 2006 as a Health and Safety Manager and has developed through the business undertaking a variety of roles including Environmental Manager, Head of Environment and Quality, Director of SHEQ in our Middle East business. Andy also gained 5 years experience in the warehousing, transport and logistics industries, before returning to Speedy to take up the role of HSSEQ Director in 2020. Andy is also an active member of the HAE, as well as co-chairing Communities and Wellbeing committees in Speedy.



Danny Johnson

Managing Director UK & Ireland

Appointed to the Executive Team in January 2023 as Managing Director UK & Ireland. Having joined Speedy in December 2001, Danny has undertaken a variety of roles within the business including Sales Director, Regional Director and Managing Director, before his appointment to the Executive Team leading UK & Ireland Operations. With his extensive knowledge of the business, Danny is also Chair of the Operations Committee.



Mark Sunderland

Chief Information Officer

Mark joined Speedy as CIO in April 2015 joining the Executive Team later that year. Mark oversaw the stabilisation of the technology following the ERP upgrade in 2014, improved Speedy's use of technology and data developed the relationship with Peak AI. He also led the successful implementation of Dynamics 365 in 2021. Prior to joining Speedy Mark worked for Enterprise PLC for twenty years, latterly on the Executive team as CIO, in which time the business grew from c.£8m pa to c.£1.25Bn per annum prior to the sale to Ferrovial in 2013.



Paul Jackson

Chief Digital and Transformation Officer

Paul joined Speedy in May 2022 from IKEA where he was Chief Digital Officer for the UK&I business. He spent the first 10 years of his career as a Management Consultant within Accenture's Financial Services practice. He then moved into Retail leading Argos' digital and data transformation before moving to Sainsburys heading up their group wide CRM and Targeted Marketing capability. Paul has a Master's degree in Engineering from the University of Cambridge.



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