Results for the year ended 31 March 2015

12 May 2015

Overview: A Year of Fixing

- Strong overall performance
- Middle East de-risked
- Strategic and Major account growth
- New backbone to Network complete
- New IT and MIS infrastructure
- Improved culture: Safety, Governance, Service, People

Sustainable Profit Growth Agenda

Fix

- Middle East
- Sales & Marketing
- Network optimisation
- IT & MIS systems
- Culture

Improve

- Core hire growth
- Asset utilisation
- Cost base

Transform

- Broader services
- Express network
- Core hire versus rehire

Financial Performance

Russell Down, Group Finance Director

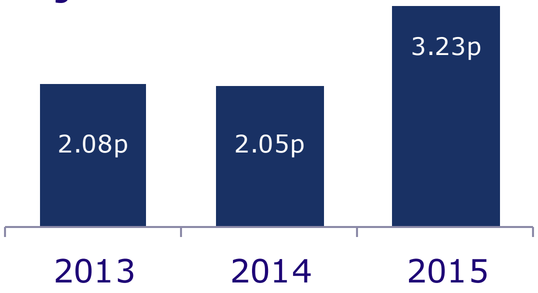
12 May 2015

Financial Highlights

Financial year ended 31 March	2015 £m	2014 £m	Change
Revenue*	375.0	349.7	7.2%
Gross profit*	217.1	214.6	1.2%
Gross margin %	57.9%	61.4%	
EBITDA*	72.7	68.7	5.8%
EBITDA* margin %	19.4%	19.6%	
EBITA*	26.4	22.1	19.5%
EBITA* margin %	7.0%	6.3%	
PBT*	21.9	14.6	50.0%
Adjusted earnings per share*	3.23p	2.05p	57.6%
Exceptional items	17.1	4.7	
ROCE (rolling 12 months)*	8.0%	7.0%	
Dividend per share	0.70p	0.61p	14.8%

- Revenue increased by 7.2%
- Fleet disposal revenue £13.7m (2014: £9.5m)
- Gross margins fell slightly due to increased Partnered Service revenue
- Corporate costs fell to £5.4m (2014: £6.3m)
- Adjusted EPS increased 57.6% to 3.23p
- ROCE excluding International 10.8% (2014: 9.5%)

Adjusted EPS*



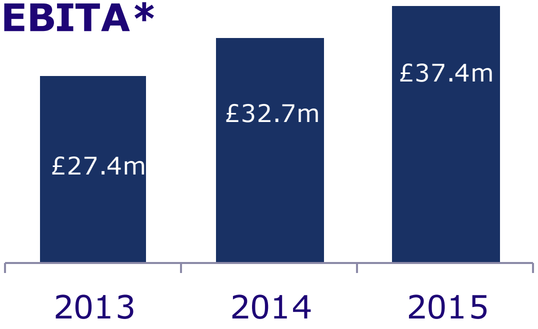
*Before amortisation and exceptional items

Segmental Analysis – UK & Ireland

Financial year ended 31 March	2015 £m	2014 £m	Change
Revenue	351.3	328.1	7.1%
Gross margin %	61.0%	63.1%	
EBITDA*	78.0	73.3	6.4%
EBITDA margin %*	22.2%	22.3%	
EBITA*	37.4	32.7	14.4%
EBITA margin %*	10.6%	10.0%	
NBV of property, plant & equipment	241.5	221.0	9.3%
Net capital expenditure	52.9	48.5	
Depreciation	40.6	40.6	
Average age of hire fleet (years)	4.0	4.1	

- Revenue increased by 7.1% including greater proportion from Partnered Services
- EBITA margin increased to 10.6% (2014 10.0%)
- NOP completed ahead of schedule; significant capex spend on depot network

EBITA*



*Before amortisation and exceptional items

Segmental Analysis – International

Financial year ended 31 March	2015 £m	2014 £m	Change
Revenue*	23.7	21.6	9.7%
EBITDA*	(0.5)	0.8	
EBITDA margin %*	(2.1%)	3.7%	
EBITA*	(5.6)	(4.3)	
EBITA margin %*	(23.6%)	(19.9%)	
NBV of property, plant & equipment	11.8	34.1	
Net capital expenditure	(8.6)	9.3	
Depreciation	5.1	5.1	
Average age of hire fleet (years)	1.9	2.4	

- Business restructured
- Egypt and Qatar closed; Oman sold
- Significant disposals/relocation of core hire assets (4,500)
- Oil and Gas business re-shaped

*Before amortisation and exceptional items

Balance Sheet

As at 31 March	2015 £m	2014 £m
Intangible assets	53.8	55.3
Property, plant and equipment	253.3	255.1
Inventory	9.5	11.8
Trade and other receivables	114.5	93.4
Cash	0.2	2.6
Borrowings	(105.5)	(87.0)
Trade and other payables	(80.9)	(78.0)
Tax	(8.1)	(11.4)
Provisions	(4.2)	(2.4)
Other	1.4	(0.1)
	234.0	239.3

- Hire fleet £212.3m (2014: £225.5m) following Middle East disposals
- Land and buildings NBV £27.8m (2014: £17.4m)
- Increase in Trade and Other receivables reflects shift to major and strategic clients with extended payment terms

Cash Flow

Financial year ended 31 March	2015 £m	2014 £m
Adjusted operating profit	26.4	22.1
Depreciation	46.3	46.6
EBITDA	72.7	68.7
Exceptional costs	(16.8)	(4.7)
P&L on disposal	(5.0)	(3.5)
Working capital	(10.4)	2.0
Provisions	1.8	0.6
Share-based payments	0.7	0.7
Purchase of hire fleet	(68.6)	(65.8)
Proceeds from sale of hire fleet	38.9	18.7
Cash generated from operations	13.3	16.7

- Exceptional costs relate to Network and Middle East
- Working capital movements principally relate to increase in Trade Receivables (£17.8m). Trade Payables reduced by £5.1m
- Increase in disposal proceeds due to Middle East restructuring

Net Debt Reconciliation

Financial year ended 31 March	2015 £m	2014 £m
Net debt 1 April	84.4	72.3
Cash from operations	(13.3)	(16.7)
Interest Paid	5.1	6.1
Tax Paid	5.2	5.8
Non-fleet capex	18.2	10.7
Investment in JV	1.0	2.3
Dividend	3.4	2.9
FX / Other	1.3	1.0
Net debt 31 March	105.3	84.4

- Reduction in interest paid reflects refinancing
- Non fleet capex increase due to acceleration of NOP
- Closing net debt £105.3m; available banking facilities £177.9m

KPIs

As at 31 March	2015	2014
PBT*	£21.9m	£14.6m
Debtor days – UK & Ireland	72.6	64.3
Net debt	£105.3m	£84.4m
Net debt: EBITDA	1.45	1.23
Shareholders' funds	£234.0m	£239.3m
ROCE (rolling 12 months)	8.0%	7.0%
ROCE (rolling 12 months) excluding International	10.8%	9.5%

* pre-amortisation and exceptional costs

Speedy

Business and Strategic Update

Mark Rogerson, Chief Executive Officer

12 May 2015

Fixed

Fix

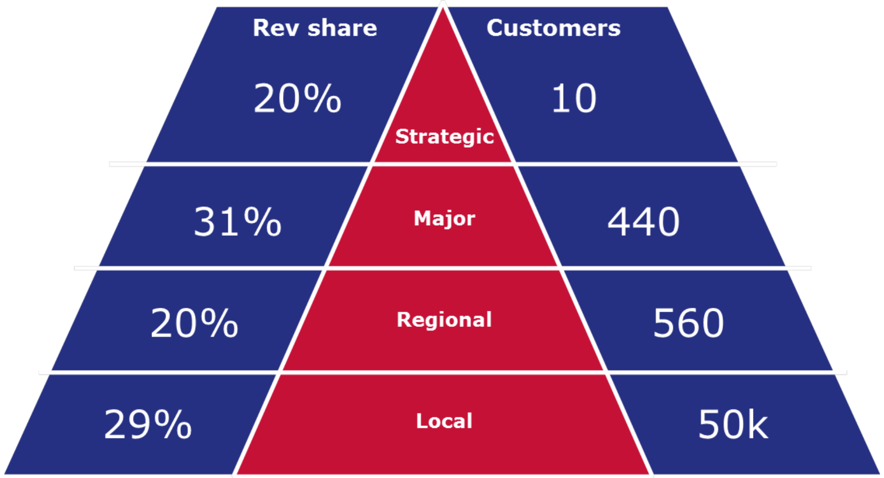
- Middle East
- Sales & Marketing
- Network optimisation
- IT & MIS systems
- Culture

Transforming Sales and Marketing

Fix

- Middle East
- Sales & Marketing
- Network optimisation
- IT & MIS systems
- Culture

- Strategic / Major customer +18%
- Own City campaigns performing average +8.6%
- Significant contract wins:



Fix

- Middle East
- Sales & Marketing
- Network optimisation
- IT & MIS systems
- Culture

A New Network Infrastructure

- A new infrastructure to drive efficiency:
  - Asset utilisation and availability
  - Engineering Productivity
  - Logistics
- 1 NDC
- 8 MSCs
- 38 Superstores

Tamworth NDC

Normanton MSC

Delivering a best in class network for our customers and people

Key stats

Superstores
New Superstores opened

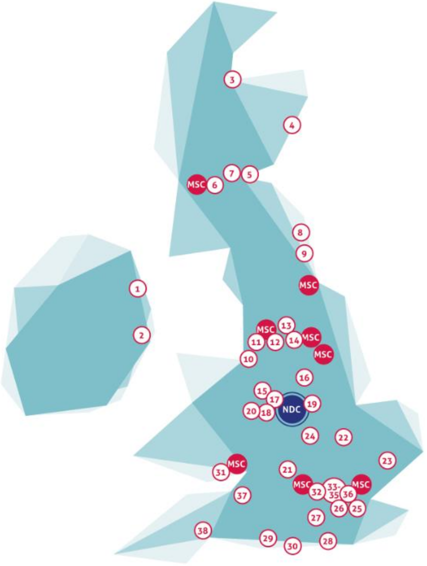
↑7 TOTAL 38

Multi Service Centres
New Multi Service Centres opened

↑5 TOTAL 8

National Distribution Centre
New National Distribution Centre opened

↑1




Speedy
Speedy
Main Entrance
Hire • Services • Sales
Training...
Leading the way

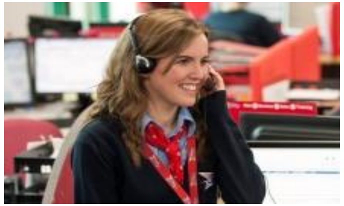
Fix

- ✔ Middle East
- ✔ Sales & Marketing
- ✔ Network optimisation
- ✔ IT & MIS systems
- ✔ Culture

IT & MIS

- System embedded
- Greater levels of asset data
- Improved management information
- A platform for greater efficiencies






Culture

- Safety and sustainability
- Corporate Governance
- Service Excellence
- Investing in people



Improve

Improve

- Core hire growth
- Asset utilisation
- Cost base

Improve: Grow Core Hire

Improve

- Core hire growth
- Asset utilisation
- Cost base

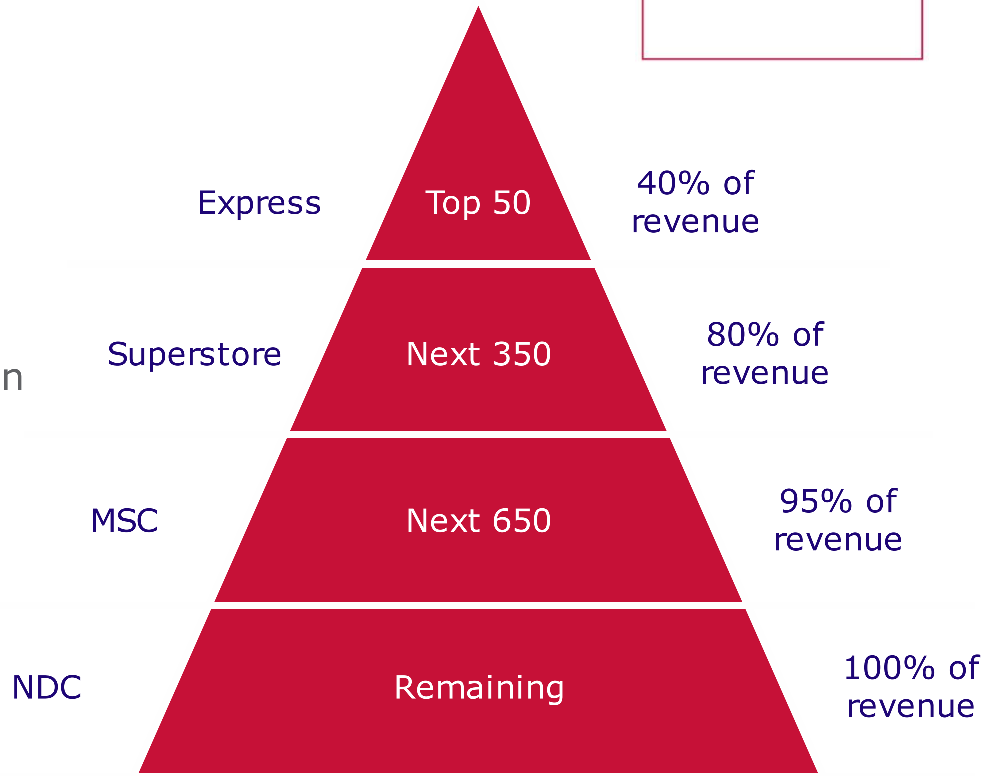
- Re-invigorated sales and marketing function
  - Structured to serve customer segments
  - Clarity of our value proposition
  - People and training
- Maximising our strategic relationships
  - Reversing account leakage
- Core versus re-hire mix
  - Visibility of demand
  - Capex allocation

Improve: Asset Optimisation

Improve
- Core hire growth
- Asset utilisation
- Cost base

- Asset Breadth and Depth
- Asset holding strategy
- Asset availability

➤ Asset Utilisation



Improve: Cost Base Efficiencies

Improve

- Core hire growth
- Asset utilisation
- Cost base

- Asset management
  - Depreciation costs
  - Disposal strategy
- Engineering function
  - Becoming industrialised
  - Lean processes
  - Consolidated repairs and spares
- Logistics
  - Scientific approach to fulfilment
  - Consolidated logistics function
- Cost base
  - Leaner central functions
  - Tighter controls

Transform

Transform

- Broader services
- Express network
- Core hire versus rehire

Opportunity

Our Market

- Market still in recovery
- Estimated 3% growth 2015-2017
- Major projects:
  - HS2 / HS3: £45bn
  - Network Rail (CP5): £38bn
  - Crossrail: £15bn

Our Sector

- UK rental market worth c.£6bn p.a.
- Speedy has largest market share
- Top 10 competitors have c.35%

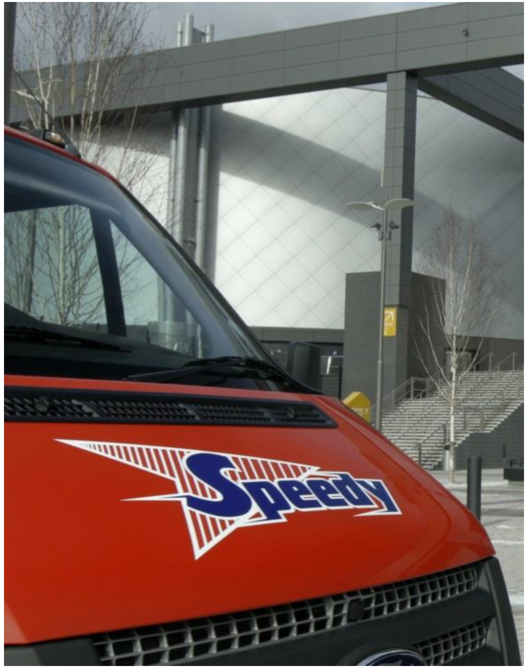
Transform: Customer Demand

- Broader Services
  - Logistics
  - Security
  - Welfare
  - Health and safety
- Express Strategy
  - Re-evaluation of 150+ Express network
- Cost
- Convenience
- Connectivity
- Core Hire Capability
  - Demand visibility
  - Rebalance between core and rehire

Summary

Focus on delivering sustainable profit growth

- Fixed legacy issues
- Clear strategy to improve and transform
- Results ahead of market expectations
- Confidence in future



Questions

Appendix

Asset Based Credit Facility & Headroom

31 March 2015

	Book value	Borrowing Base	Utilised	Unutilised	Total Facility
	UK & Ireland receivables and plant & machinery	UK & Ireland 85% of eligible receivables, plant & machinery			
Totals	£295.2m	£177.9m	£115.5m	£62.4m	£180m