

Speedy Hire Plc

Delivering On A Consistent Strategy

Preliminary results for the year ended 31 March 2013



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This presentation contains supplemental non-GAAP financial and operating information that Speedy believes provides useful insight into the performance of the business.

Whilst this information is considered as important, it should be viewed as supplemental to Speedy's financial results prepared in accordance with International Financial Reporting Standards and not as a substitute for them.

Results presentation



Agenda

- **Financial Performance** – Lynn Krige, Group Finance Director
- **Delivering on a Consistent Strategy** – Steve Corcoran, Chief Executive
- **Question and Answer Session**

Lynn Krige, Group Finance Director

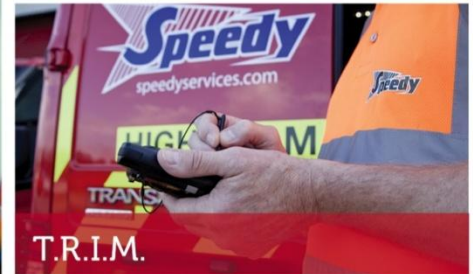
Financial Performance



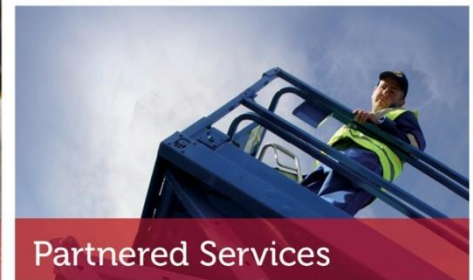
Hire



Training



T.R.I.M.



Partnered Services

Financial highlights



Financial year ended 31 March	2013 £m	2012** £m	Change
Revenue	340.4	326.4	up 4.3%
EBITDA*	73.5	62.6	up 17.4%
<i>EBITDA %</i>	<i>21.6%</i>	<i>19.2%</i>	
EBITA*	24.4	19.7	up 23.9%
<i>EBITA %</i>	<i>7.2%</i>	<i>6.0%</i>	
PBT*	16.8	12.4	up 35.5%
Adjusted earnings per share*	2.39p	1.72p	up 39.0%
Dividend per share	0.53p	0.46p	up 15.2%

* Pre amortisation and exceptional costs

** FY12 data excludes the disposed accommodation operations and is before exceptional items

Another year of continued progress

Financial position

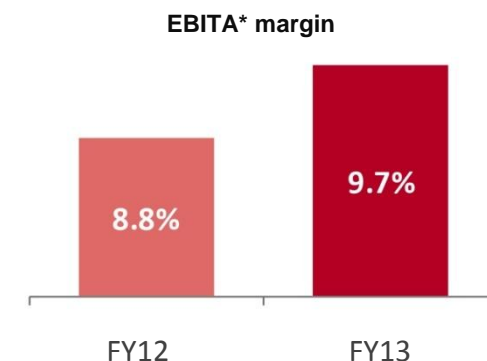
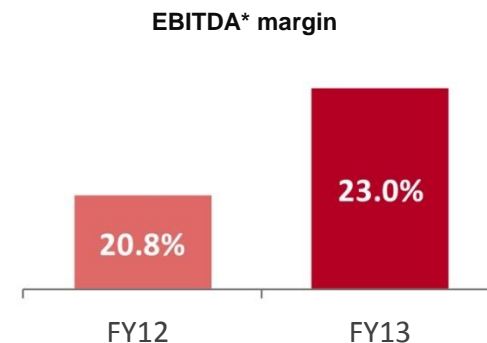


As at 31 March	2013 £m	2012 £m	Change
Property, plant & equipment	242.0	241.0	0.4%
Debtor days – UK & Ireland	61.3 days	65.3 days	4 days
Bad debt charge as a % of revenue	1.30%	1.70%	
Net debt	72.4	76.3	-5.1%
Gearing	30.6%	33.2%	
Net debt: EBITDA*	0.99x	1.21x	
Shareholders' funds	237.0	229.5	3.3%
Net asset value per share	45.8p	44.4p	3.2%
ROCE	7.9%	6.0%	

* Pre exceptional costs

Strong balance sheet – fit for the future

Financial year ended 31 March	2013 £m	2012** £m	Change
Revenue	321.4	315.3	1.9%
EBITDA*	73.8	65.7	12.3%
<i>EBITDA %</i>	<i>23.0%</i>	<i>20.8%</i>	
EBITA*	31.2	27.9	12.2%
<i>EBITA %</i>	<i>9.7%</i>	<i>8.8%</i>	
NBV of property, plant & equipment	183.3	185.8	1.3%
Net capital expenditure	33.8	41.6	19.0%
Depreciation	42.6	38.5	10.6%
Average age of hire fleet (years)	4.2	4.2	



* Pre amortisation and exceptional costs

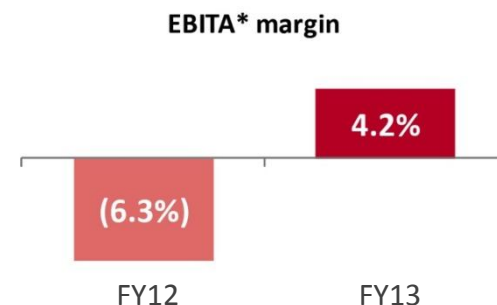
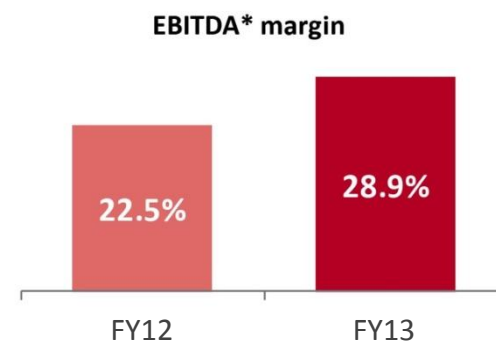
** FY12 data excludes the disposed accommodation operations

Improving quality of earnings drives margin growth

International



Financial year ended 31 March	2013 £m	2012 £m	Change
Revenue	19.0	11.1	71.2%
EBITDA*	5.5	2.5	120.0%
<i>EBITDA %</i>	28.9%	22.5%	
EBITA*	0.8	(0.7)	n/a
<i>EBITA %</i>	4.2%	(6.3%)	
NBV of property, plant & equipment	31.2	24.5	27.3%
Net capital expenditure	15.8	9.8	61.2%
Depreciation	4.7	3.2	46.9%
Average age of hire fleet (years)	1.8	2.3	n/a



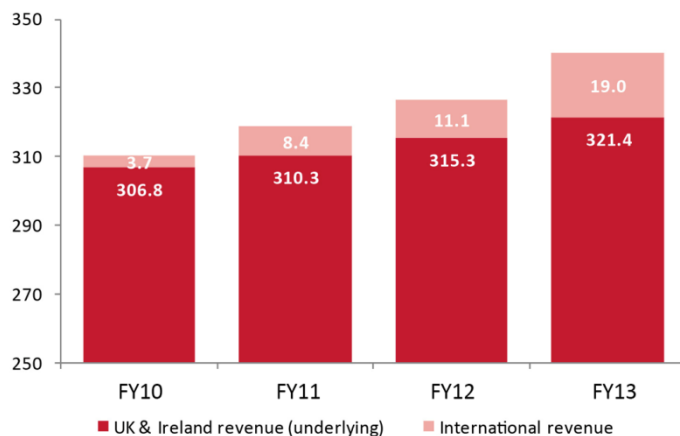
* Pre amortisation and exceptional costs

Secured contracts underpin long-term growth

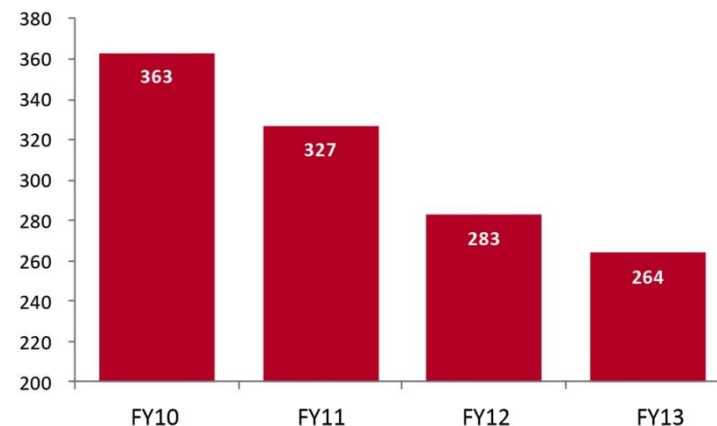
Our strategy in action



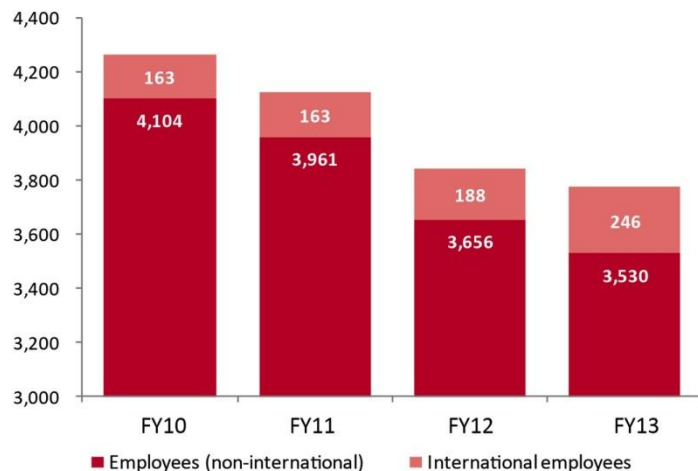
Revenue



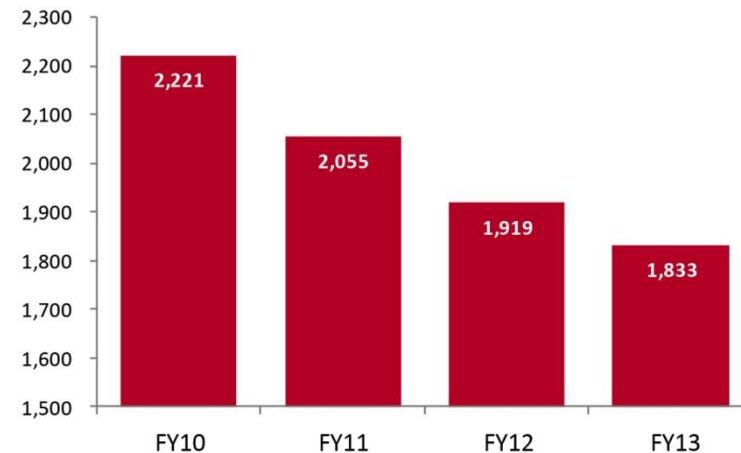
Number of depots



Number of employees

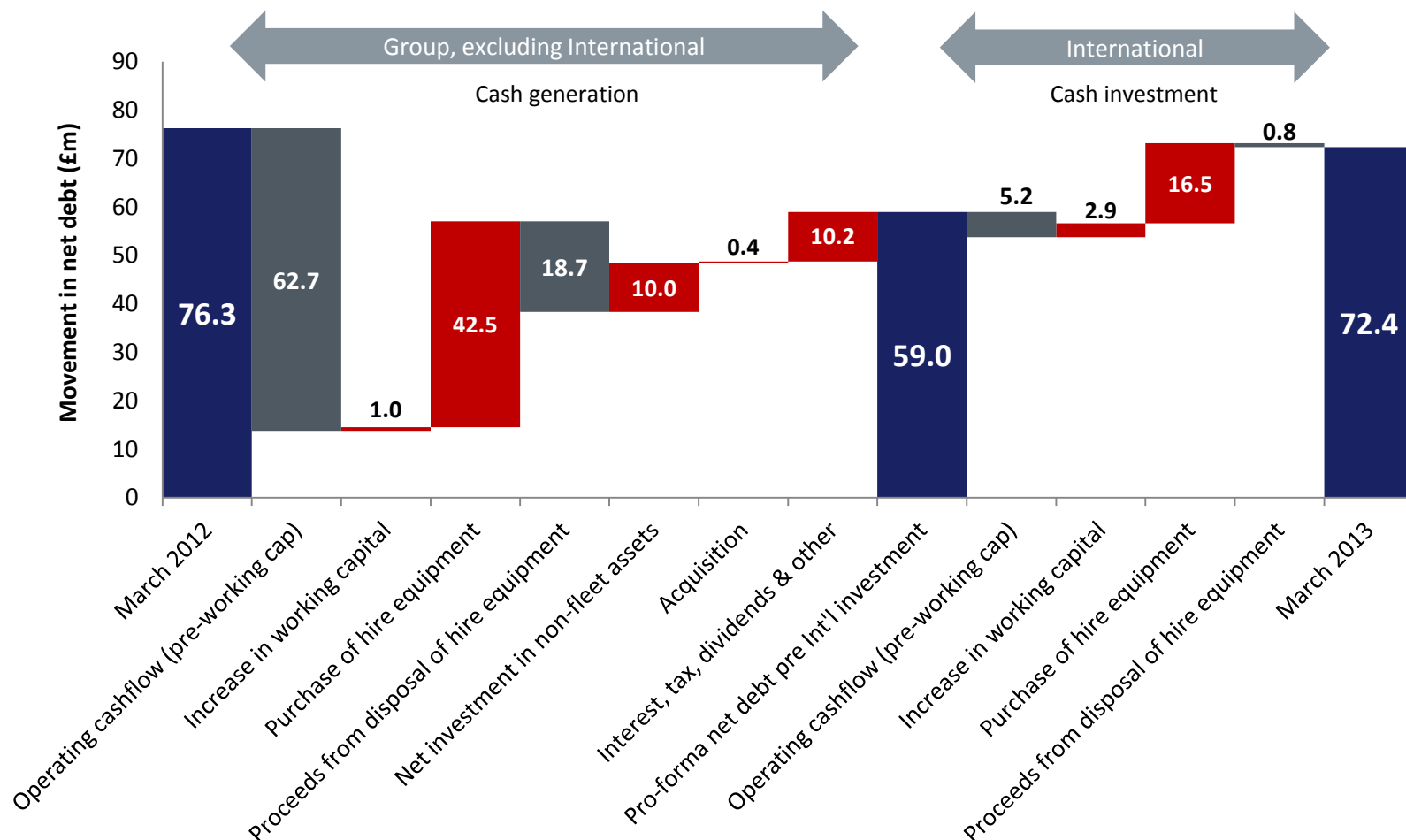


Number of vehicles



Proactive management action driving improvements in financial performance

Cash flow



On-going improvement in Group cash flow enabling self-funded investment

2013 in conclusion



- Focus on the right clients, sectors and contracts driving higher quality and longer term revenues
- Operational efficiencies drive increased operating margin
- £59.0m investment in hire fleet, fully funded from Group cash flow
- Strong balance sheet fit for the future
- On-going improvements in ROCE toward 10% target

Growing sustainable profit

Steve Corcoran, Chief Executive

Delivering on a Consistent Strategy



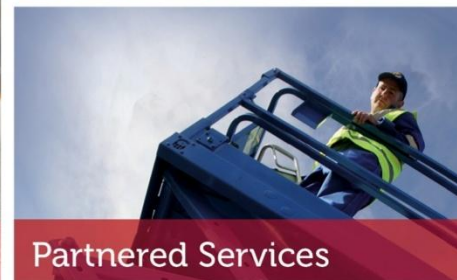
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T.R.I.M.



Partnered Services

Our approach

A focus on the right clients and markets

$$+ \text{ the right proposition } + \text{ an effective cost base } + \text{ quality service } = \text{ sustainable profit }$$

Right Client & Market Focus	Right Proposition	Effective Cost Base	Quality Service
			
Revenue up 4.3%	Hire : Non Hire 72 : 28	Overheads* down 2%	Client Recommendations 96%

Growing sustainable profit:

Utilisation of UK Hire fleet up 2.5%

ROCE - up to 7.9% from 6.0%, on a 12 month rolling basis

EBITA - increased to £16.8m, from £12.4m; up 35.5%

** Excluding International*

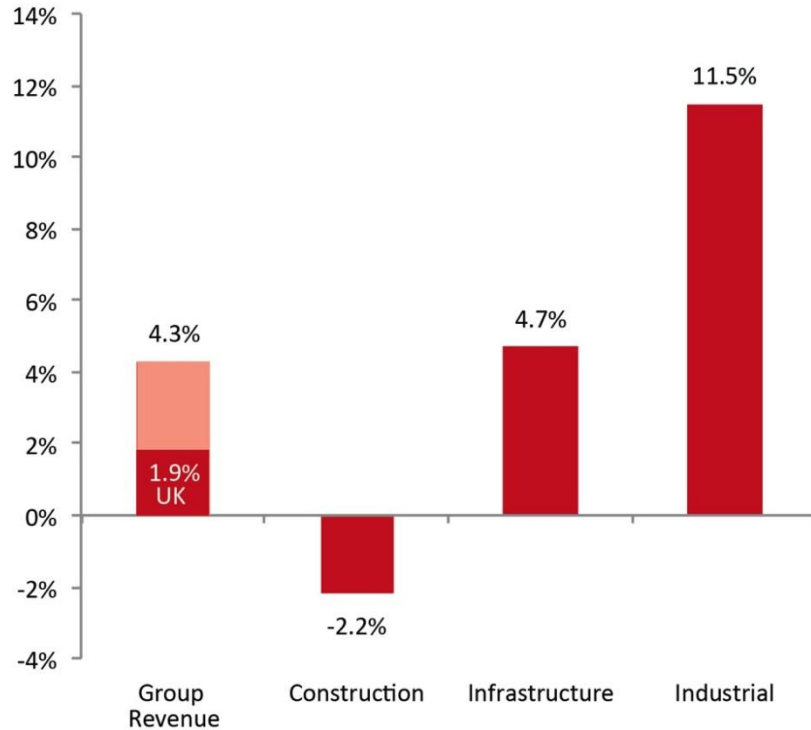
Delivering on a consistent strategy

Right clients, right markets



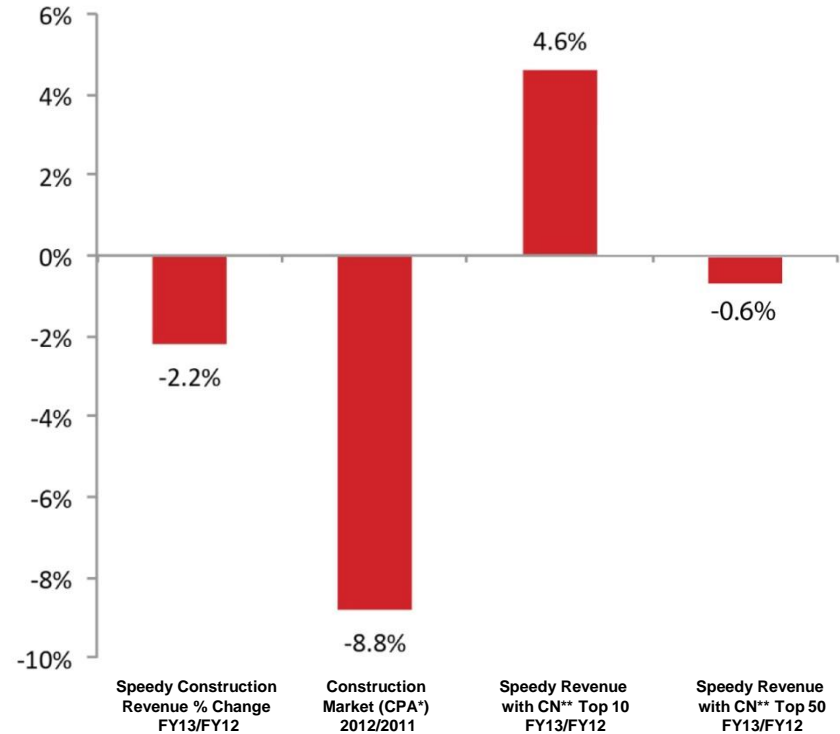
Speedy Revenue FY13 v FY12, Revenue % Change

Revenue Growth From Target Markets



Source: Management Information

UK Construction Revenue in Context



* Source: Construction Products Association (January 2013)

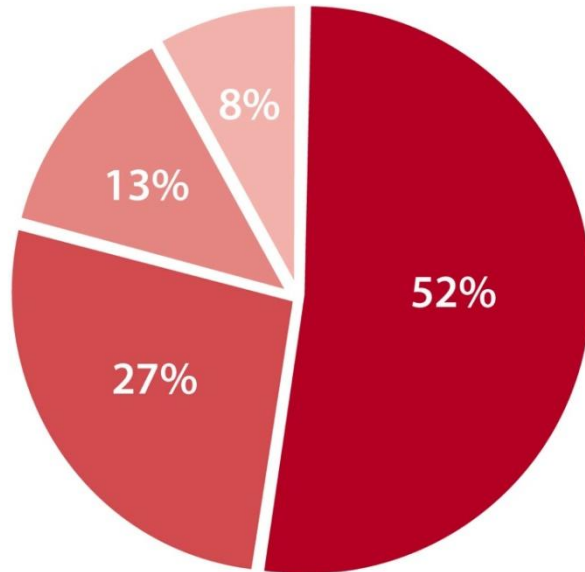
** Source: Construction News

Winning market share, with the right clients, in our target markets

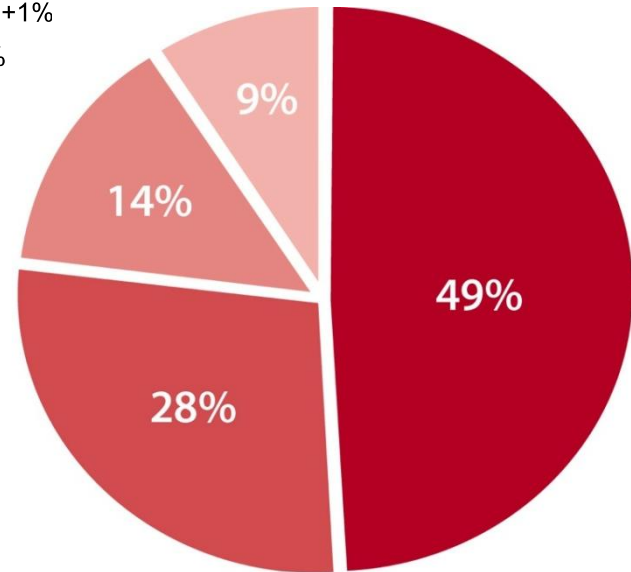
Managing revenue: clear market & client focus



FY12 Group Revenue Split



FY13 Group Revenue Split



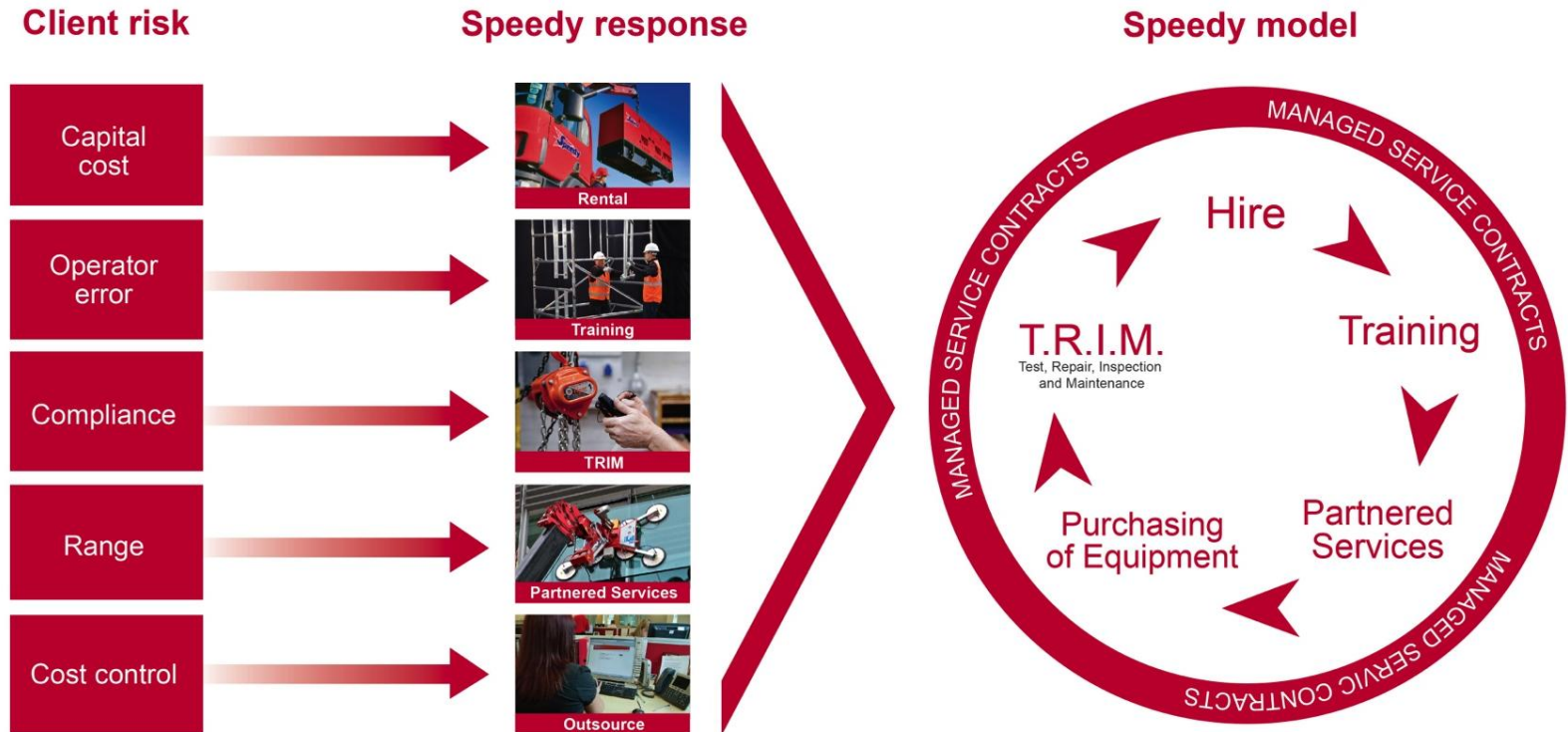
■ Construction -3%
■ Infrastructure +1%
■ Industrial +1%
■ Other +1%

- Growth in Infrastructure, Industrial and Other markets (primarily Events)
- Progressive drive into Infrastructure and Industrial since 2010
- Construction remains a key market at 49% - growth with the Top 10
- Non-Construction now accounts for 51% of Group revenue

A more balanced portfolio of income

Right proposition - managing client risk

A service, not a supply model



Speedy is increasingly a services company, not just a hire company

Right proposition - a differentiated approach

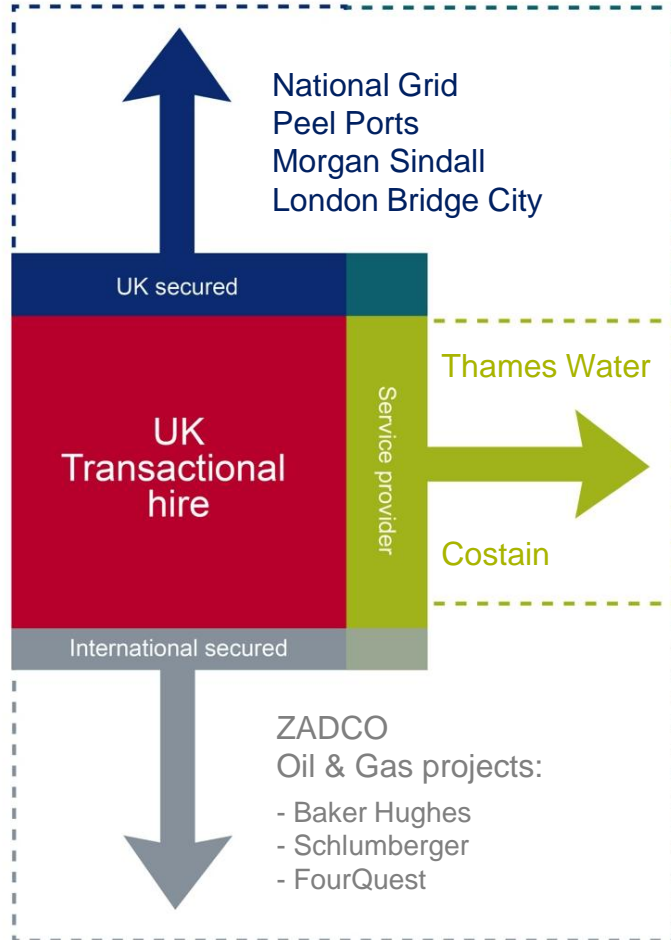


An Integrated Service proposition: optimising assets, reducing risk and enabling delivery

- **Service based:** built around the hired asset, not just hire supply
- **A flexible, evolving menu:** provides bespoke solutions to assist varying needs of clients
- **Partnership approach:** built on added value and whole life costing, not just on the hire rate
- **Greater control:** improved supply chain; quality standards and compliance management
- **Safe, sustainable and innovative** focus

Highly attractive to volume users and Infrastructure/Industrial clients

Sustainable growth - how we are achieving it



Growth from:

- Securing new and developing existing revenues in chosen markets
- 28% revenue is now from service based income
- Increasing presence in international oil & gas
- Maintaining market leadership



Built on owning relationships, not just owning assets

Managed services provider – case study



National Grid

- FTSE 100 company
- One of the largest investor-owned energy companies in the world
- Forecast spend of £22bn (2010-2015), reaching £31bn by 2021:
 - Electricity Transmission
 - Gas Transmission & Distribution

Our Contract

- Managed Services Provider, 3+1+1 years
- Minimum £6m p.a. (hire only)
- Tier One Service Provider - Asset Management
- Full MI, consolidated billing and dedicated contract management
- Partnered Services - back to back sub-contractor agreements

Next Steps

- Fully mobilise and support contract
- Undertake audit to manage National Grid's own fleet
- Identify additional added value for National Grid

Integrated services - end to end asset management, not just hire

Summary



- Actively driving return on capital in a challenged economy and a shrinking UK construction market:
 - Revenue up 4.3%
 - EBITA margin up 35.5%
 - UK Hire fleet utilisation up 2.5%
- The outlook for FY14 suggests the UK economy and construction activity will remain subdued
- However, we continue to diversify our end markets:
 - over 50% of our UK work is now non-construction based
 - on a run rate basis, over 7% of revenues are now based in international markets
- 28% of revenue is now non-capital service income, funding hire fleet investment
- Strong balance sheet, low gearing and strong cash generation:
 - net debt/EBITDA: <1x, net debt/net assets: <1/3
 - UK cash positive, funding international growth

On track to deliver our EBITA and ROCE margins of 10% by December 2014

Questions and answers

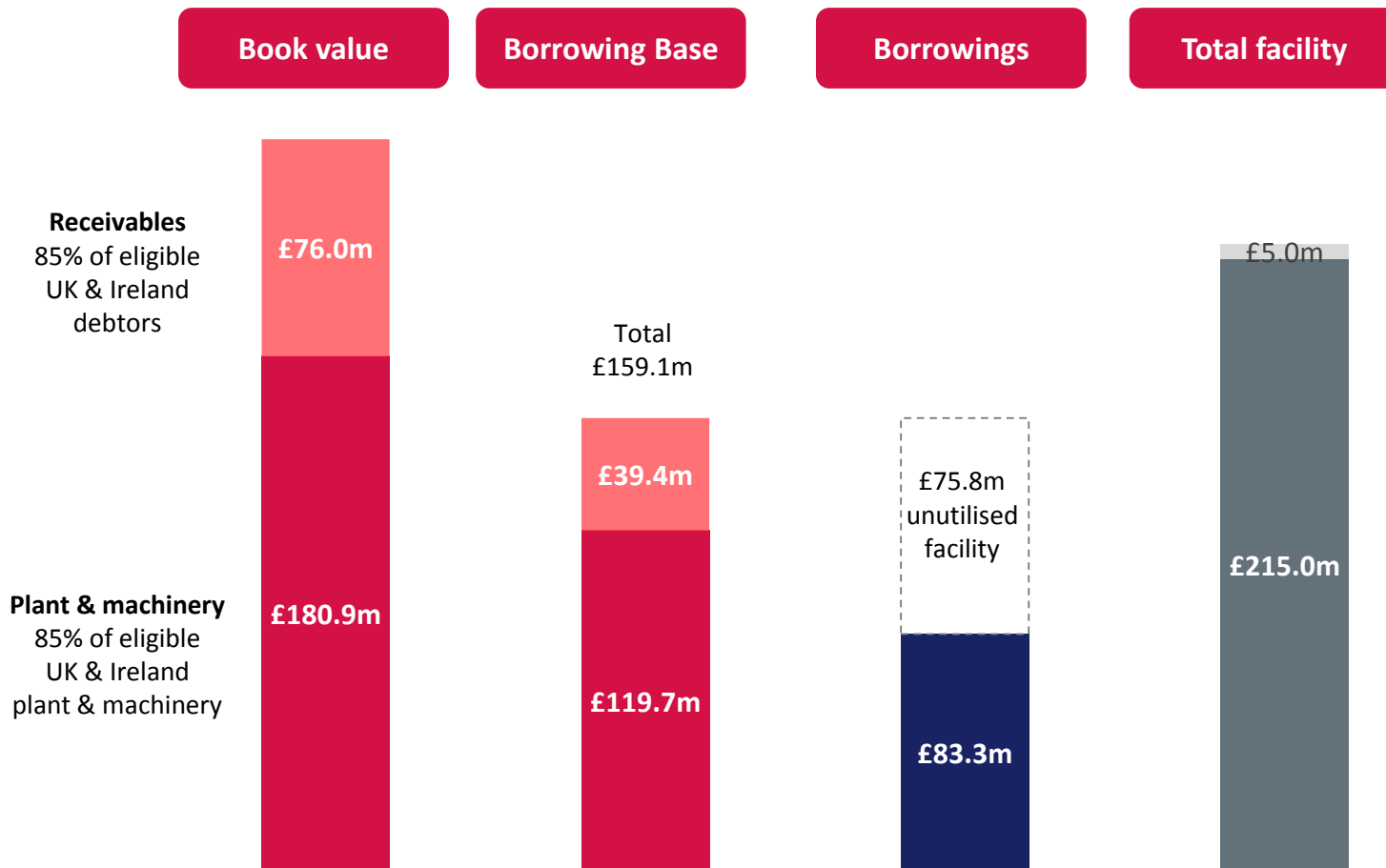


Appendices



Debt structure & headroom

31 March 2013

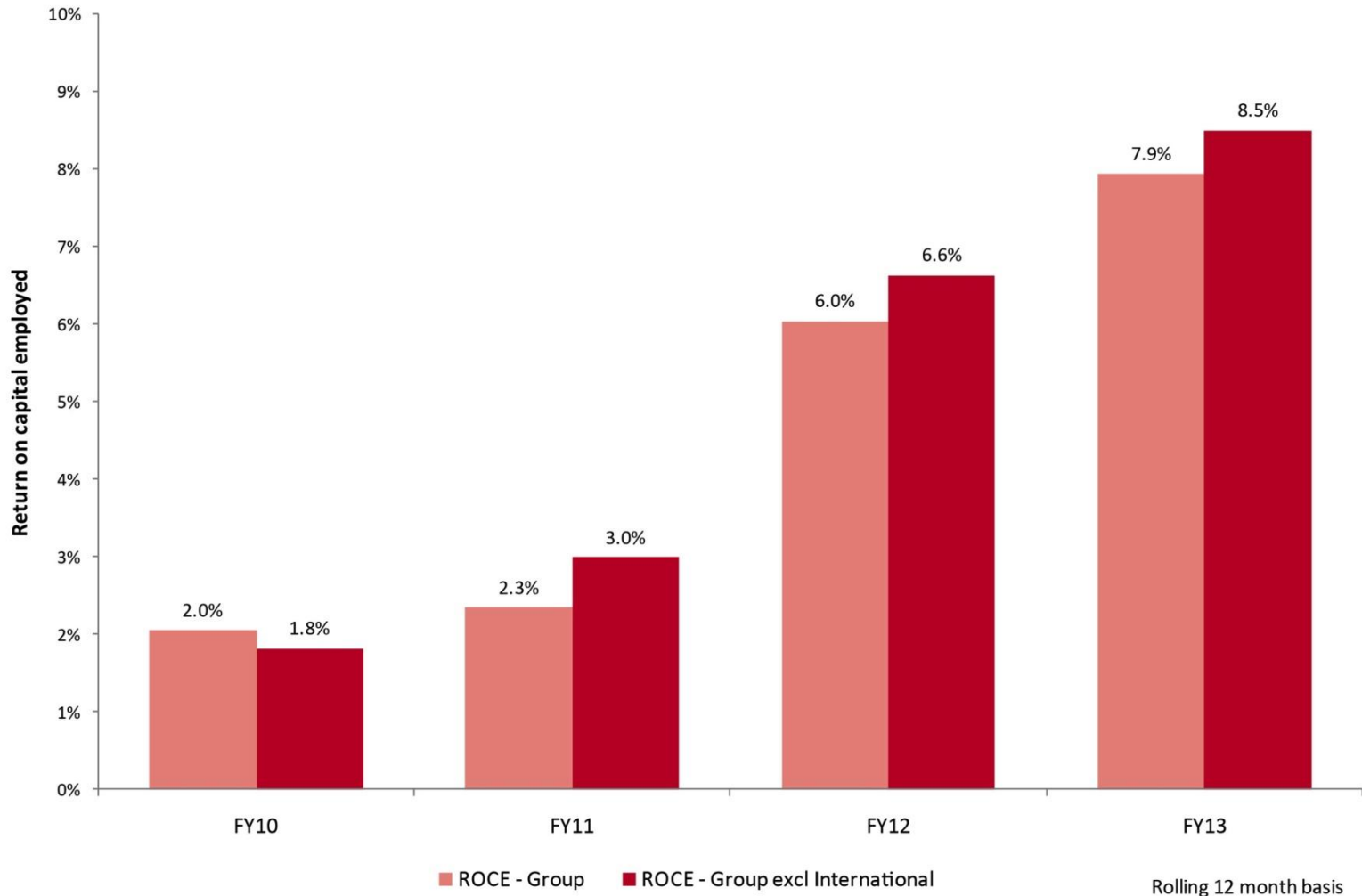


Covenants

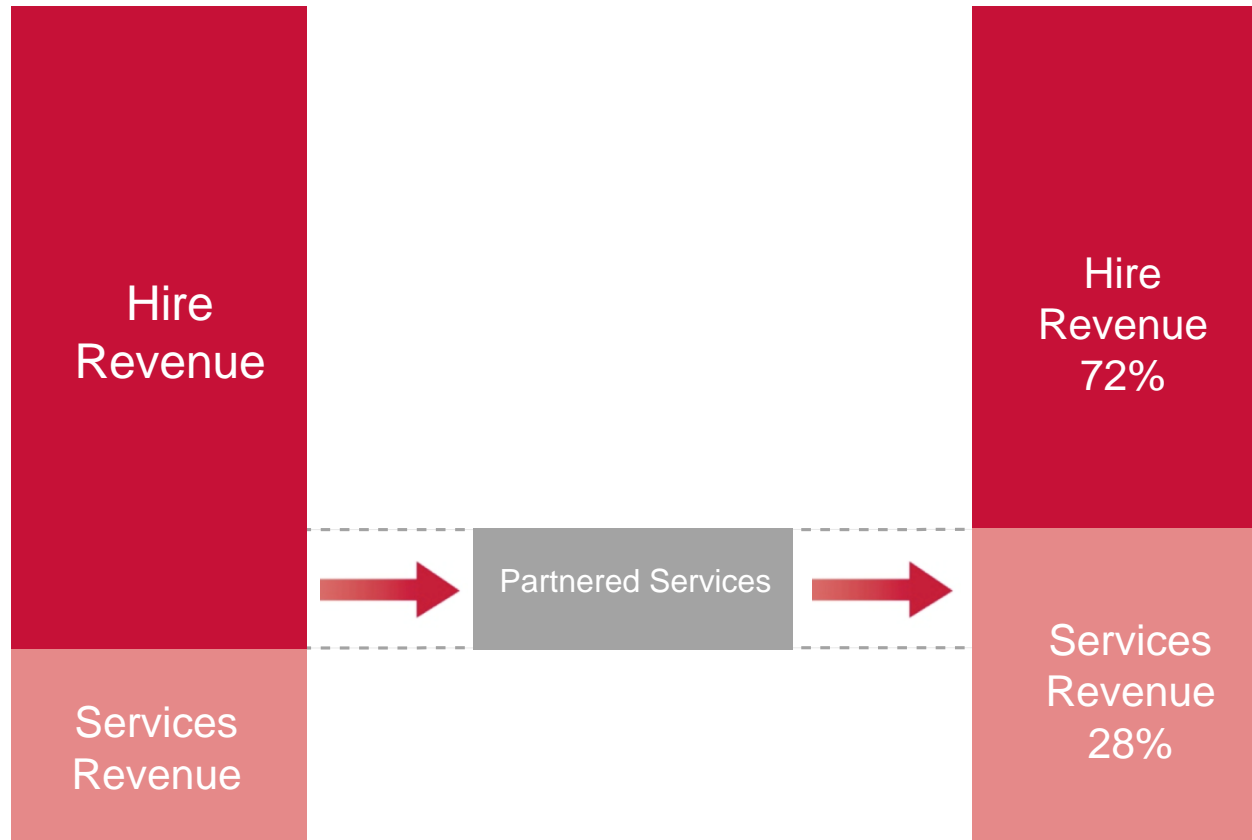


	Covenant threshold	Position at 31 Mar 13	Methodology
Leverage	Not greater than 2.25x	1.0x	Total Net Debt to EBITDA
Fixed Charge Cover	Not less than 2.1x	3.2x	<p>EBITDAR to Rent Adjusted Finance Charges ("RAFR")</p> <p>Where:</p> <p>EBITDAR is EBITDA before operating lease charges</p> <p>RAFR is net finance charges plus operating lease charges</p>
Debt Service Cover	If availability is less than £22m, not less than 1.0x	Not relevant	<p>Capex Adjusted EBITDA to Debt Service</p> <p>Where:</p> <p>Capex Adjusted EBITDA is EBITDA less net capital expenditure less dividends</p> <p>Debt Service is net finance charges plus scheduled debt repayments</p>

Return on capital employed



Service: Hire %



UK & Ireland Fleet Utilisation



Variance – FY13/12

