Making it happen

First quarter results

12 September 2017

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The presentation contains forward looking statements which are necessarily subject to risks and uncertainties because they relate to future events. Our business and operations are subject to a variety of risks and uncertainties, many of which are beyond our control and, consequently, actual results may differ materially from those projected by any forward looking statements.

Some of the factors which may adversely impact some of these forward looking statements are discussed in the Principal Risks and Uncertainties section on pages 34-37 of the Group's Annual Report and Accounts for the year ended 30 April 2017 and in the unaudited results for the first quarter ended 31 July 2017 under "Current trading and outlook" and "Principal risks and uncertainties". Both these reports may be viewed on the Group's website at www.ashtead-group.com

This presentation contains supplemental non-GAAP financial and operating information which the Group believes provides valuable insight into the performance of the business. Whilst this information is considered as important, it should be viewed as supplemental to the Group's financial results prepared in accordance with International Financial Reporting Standards and not as a substitute for them.

HIGHLIGHTS

- A strong quarter with market leading growth in revenue and profitability
- A wide range of metrics continue to show improvement in an encouraging market environment
- Good progress in our medium-term strategic objectives with a range of key acquisitions and greenfields
- Strategic initiatives supported by a successful refinancing
- Both divisions are performing well with strong end markets
- Hurricanes Harvey and Irma are significant post Q1 events – too early to assess impact accurately

Suzanne Wood
Finance director

Q1 GROUP REVENUE AND PROFIT

	Q1		
(£m)	**2017**	**2016**	**Change[1]**
Revenue	**880**	**707**	**16%**
- of which rental	829	661	17%
Operating costs	(449)	(367)	15%
EBITDA	**431**	**340**	**18%**
Depreciation	(165)	(133)	15%
Operating profit	**266**	**207**	**20%**
Net interest	(28)	(23)	13%
Profit before amortisation and tax	**238**	**184**	**21%**
Earnings per share (p)	**31.5p**	**24.2p**	**21%**
Margins			
- *EBITDA*	*49%*	*48%*	
- *Operating profit*	*30%*	*29%*	

[1] At constant exchange rates
[2] The results in the table above are the Group's underlying results and are stated before intangible amortisation

Q1 SUNBELT REVENUE AND PROFIT

	Q1		
($m)	**2017**	**2016**	**Change**
Revenue	**983**	**853**	**15%**
- of which rental	932	800	16%
Operating costs	(480)	(424)	13%
EBITDA	**503**	**429**	**17%**
Depreciation	(183)	(160)	15%
Operating profit	**320**	**269**	**19%**
Margins			
- *EBITDA*	*51%*	*50%*	
- *Operating profit*	*33%*	*32%*	

Q1 A-PLANT REVENUE AND PROFIT

	Q1		
(£m)	**2017**	**2016**	**Change**
Revenue	**119**	**96**	**23%**
- of which rental	107	88	22%
Operating costs	(74)	(60)	24%
EBITDA	**45**	**36**	**23%**
Depreciation	(23)	(18)	18%
Operating profit	**22**	**18**	**28%**
Margins			
- *EBITDA*	*38%*	*38%*	
- *Operating profit*	*19%*	*18%*	

CASH FLOW

(£m)	LTM July 2017	LTM July 2016	Change[3]
EBITDA before exceptional items	1,595	1,235	14%
Cash conversion ratio[1]	*95%*	*94%*	
Cash inflow from operations[2]	**1,521**	**1,160**	**15%**
Replacement and non-rental capital expenditure	(513)	(572)	
Rental equipment and other disposal proceeds received	173	180	
Interest and tax paid	(163)	(84)	
Cash inflow before discretionary expenditure	**1,018**	**684**	
Growth capital expenditure	(601)	(661)	
Free cash flow	**417**	**23**	
Business acquisitions	(471)	(134)	
Dividends paid	(116)	(82)	
Purchase of own shares by the Company / ESOT	(42)	(35)	
Increase in net debt	**(212)**	**(228)**	

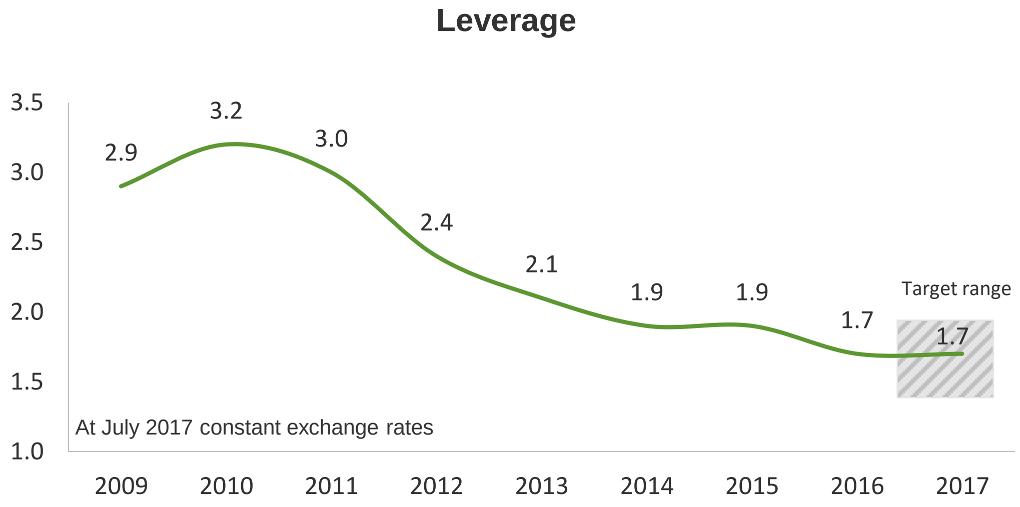
1 Cash inflow from operations as a percentage of EBITDA
2 Before fleet changes and exceptional items
3 At constant exchange rates

NET DEBT AND LEVERAGE

NET DEBT TO EBITDA IN THE MIDDLE OF OUR RANGE

(£m)	July 2017	2016
Net debt at 30 April	**2,528**	**2,002**
Translation impact	(40)	197
Opening debt at closing exchange rates	**2,488**	**2,199**
Change from cash flows	79	140
Debt acquired	-	8
Non-cash movements	2	1
Net debt at period end	**2,569**	**2,348**
Comprising:		
First lien senior secured bank debt	1,511	1,300
Second lien secured notes	1,060	1,054
Finance lease obligations	5	5
Cash in hand	(7)	(11)
	2,569	**2,348**
Net debt to EBITDA leverage[1] (x)	**1.7**	**1.7**

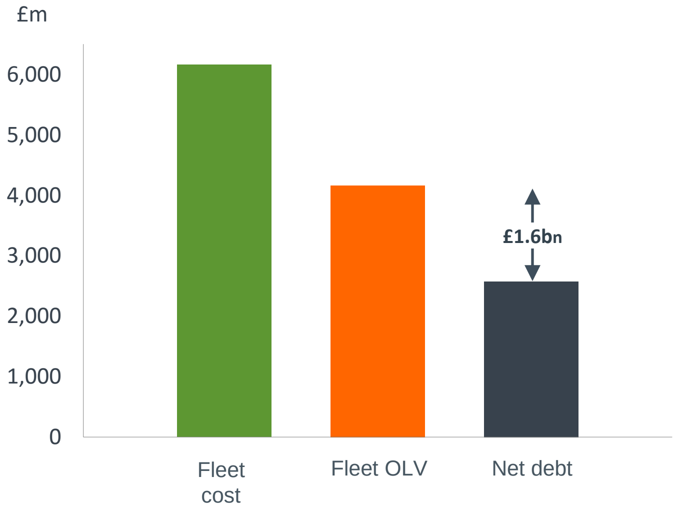
[1] At July 2017 constant exchange rates



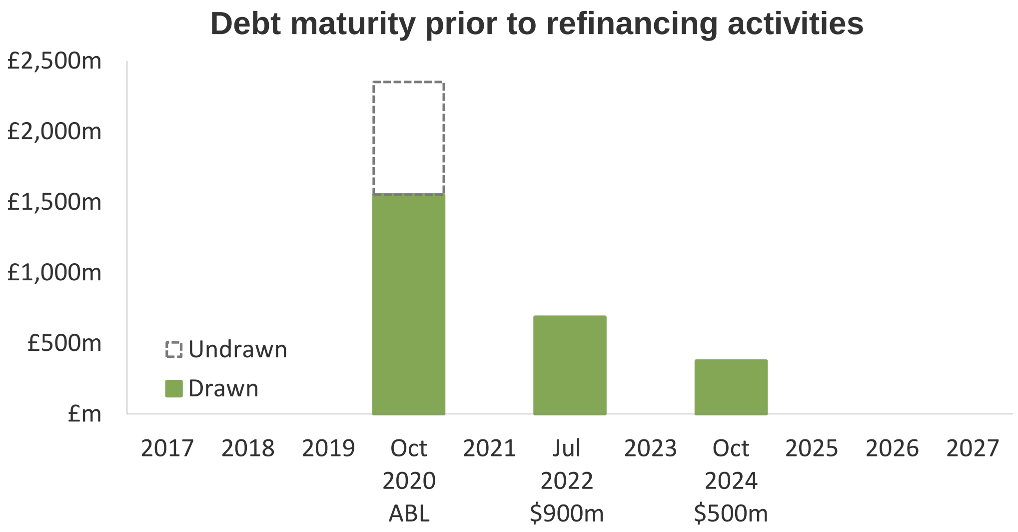
Interest

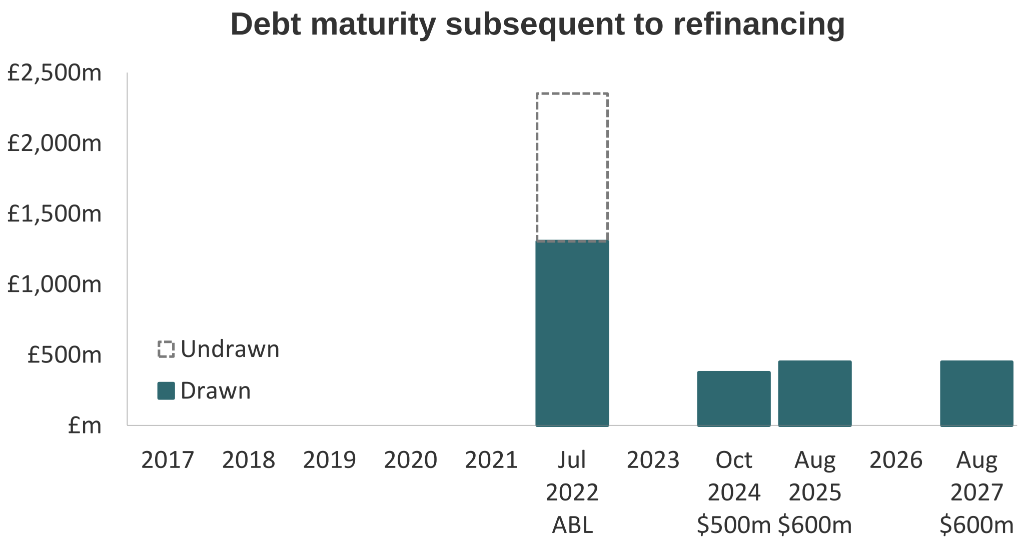
Floating rate: 59%

Fixed rate: 41%



ROBUST AND FLEXIBLE DEBT STRUCTURE





- Extended maturity of $3.1bn ABL facility to July 2022
- In August, refinanced $900m 6.5% notes due 2022
  - $600m 4.125% notes due 2025
  - $600m 4.375% notes due 2027
- Subsequent to refinancings, debt facilities committed for average of 7 years at lower cost (c. 40 bps)
- No amortisation
- No financial monitoring covenants whilst availability exceeds $310m (July 2017: $1,198m)

Geoff Drabble
Chief executive

GOOD SUNBELT REVENUE GROWTH
AT UPPER END OF ORIGINAL PLANS

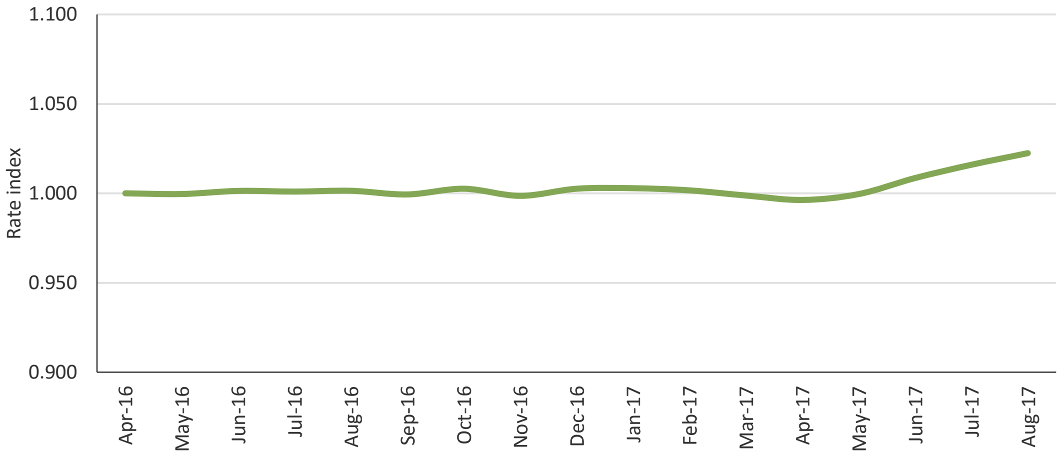
	2017/18 plan	3 months to July 2017
Same-store[1] organic growth	4 – 6%	6%
Greenfields	3 – 4%	4%
Organic growth	7 – 10%	10%
Bolt-ons	2 – 3%	5%
2017/18 growth outlook	9 – 13%	15%

Presented on a billing day basis
[1] Same-stores include those locations which were open as at 1 May 2016

STRONG REVENUE GROWTH AND IMPROVING MARGINS

ENCOURAGING TRENDS ON RATE, PHYSICAL UTILISATION AND MARGINS

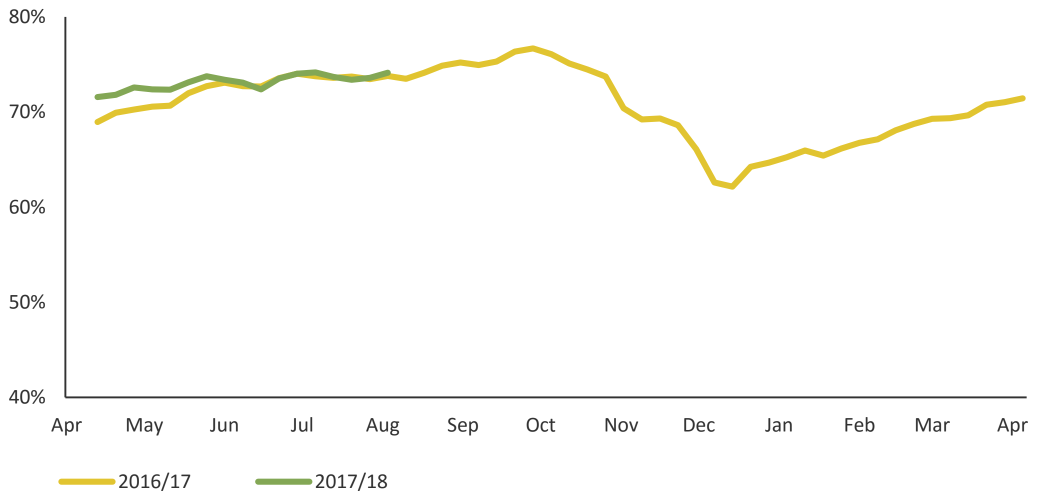
Improving rate trend



Mix impact still a factor year on year

	Q1-2018	Q1-2017
Day	10%	10%
Week	20%	21%
Month	70%	69%

Strong physical utilisation



Yield negative but improving margins

	Q1-2018	Q1-2017
Yield	-3%	-1%
EBITDA	51%	50%
EBITA	33%	32%
RoI	22%	23%

GOOD CONTRIBUTION FROM GREENFIELDS AND BOLT ONS
BUT SAME-STORE PERFORMANCE REMAINS STRONG AND THE KEY DRIVER

Q1

	Same-stores[1,2]	Greenfields[3]	Bolt-ons	Total[3]
Proportion of revenue	92%	4%	4%	100%
Fleet on rent – % change	+10%	nm	nm	+19%
Net yield	-3%	nm	nm	-3%
Physical utilisation – actual	73%	64%	72%	73%
Dollar utilisation	54%	41%	45%	53%
Drop-through	60%	53%	60%	58%

Presented on a billing day basis, excluding Canada
1 Same-stores include those locations which were open as at 1 May 2016
2 All central overheads included within same-stores
3 Excludes impact of large new high returning, low margin industrial scaffold job (3% drag on total drop-through)
nm – not meaningful

GOOD PROGRESS ON 2021 PLAN

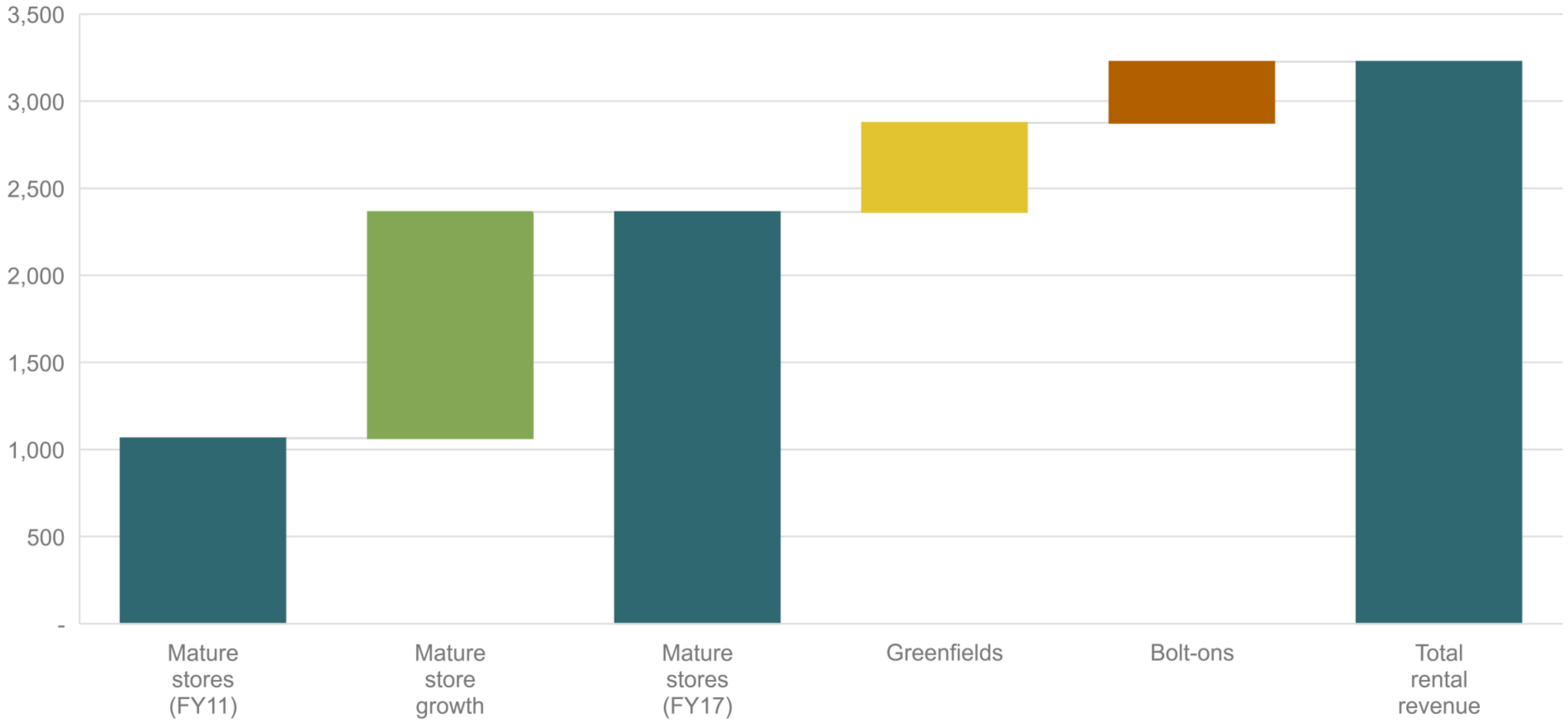
ACQUISITIONS AND GREENFIELDS

		Consideration
Q4-2016/17	Arsenal	$39m
	Pride	$277m
	Van’s Equipment	$25m
Q1-2017/18	Noble	$34m
	RGR	$58m
	MSP	$23m
	Green Acres	$5m
Q2-2017/18	CRS	C$287m

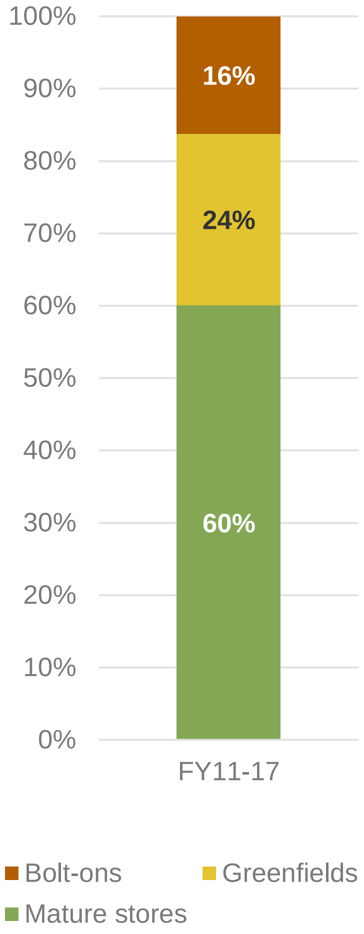
- 15 greenfield locations added in addition to the 5 bolt-on locations in the quarter
- Of the 20 stores added in North America, 10 were specialty
- CRS added an additional 30 stores in Canada just after the quarter end

RENTAL REVENUE
GROWTH FROM MATURE STORES, GREENFIELDS AND ACQUISITIONS FROM FY11

Total rental revenue[1] (2011-2017)



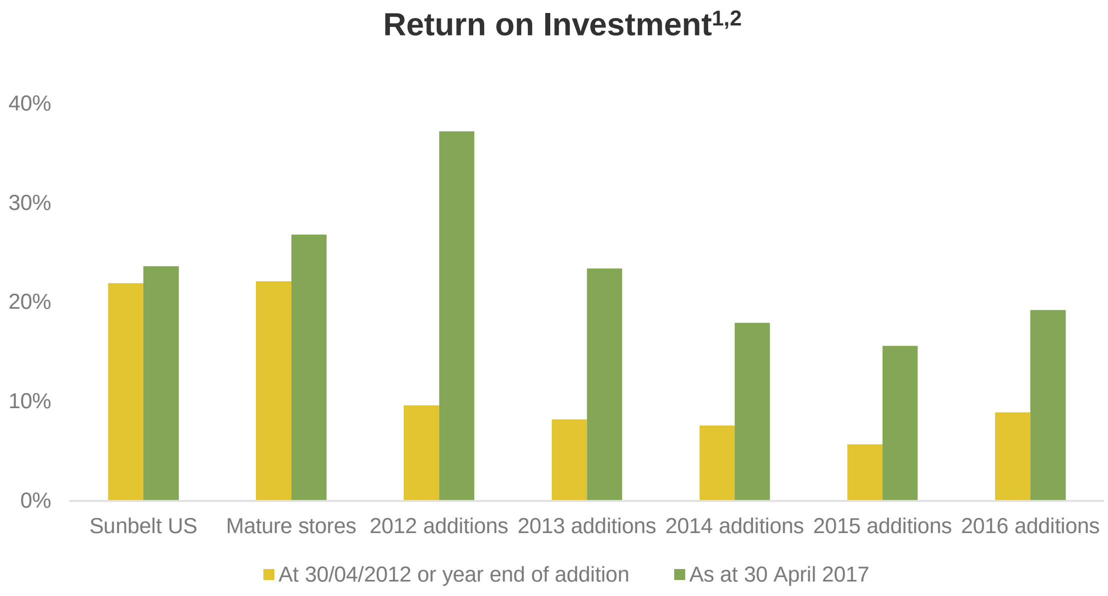
Source of total rental revenue growth

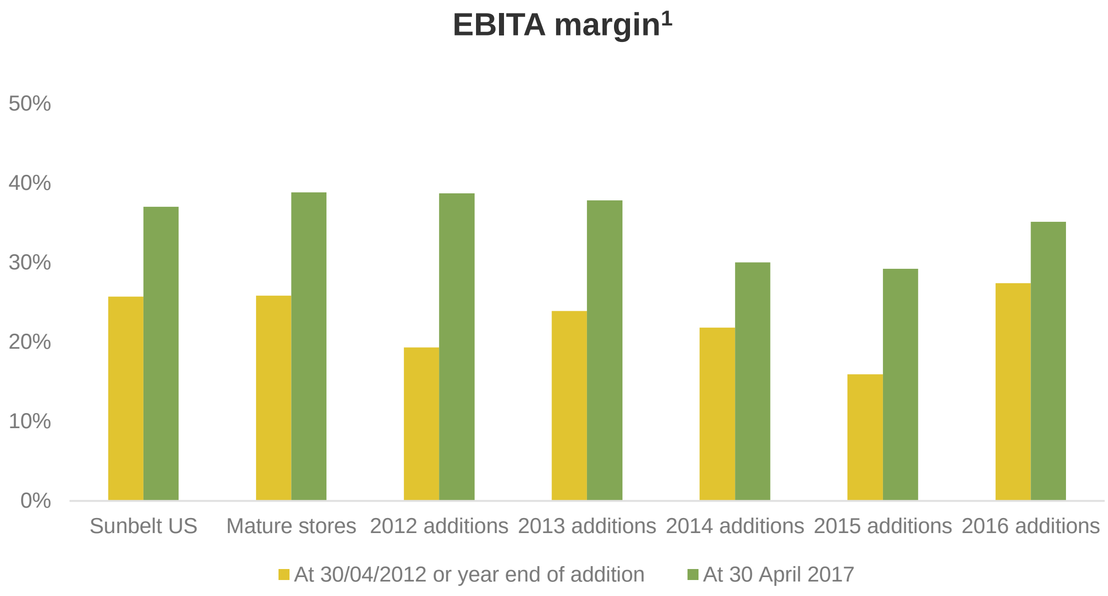


Presented excluding Canada

[1] Total rental revenue presented at profit centre level excluding central adjustments.

GREENFIELDS AND ACQUISITIONS HAVE A GOOD TRACK RECORD OF IMPROVEMENT



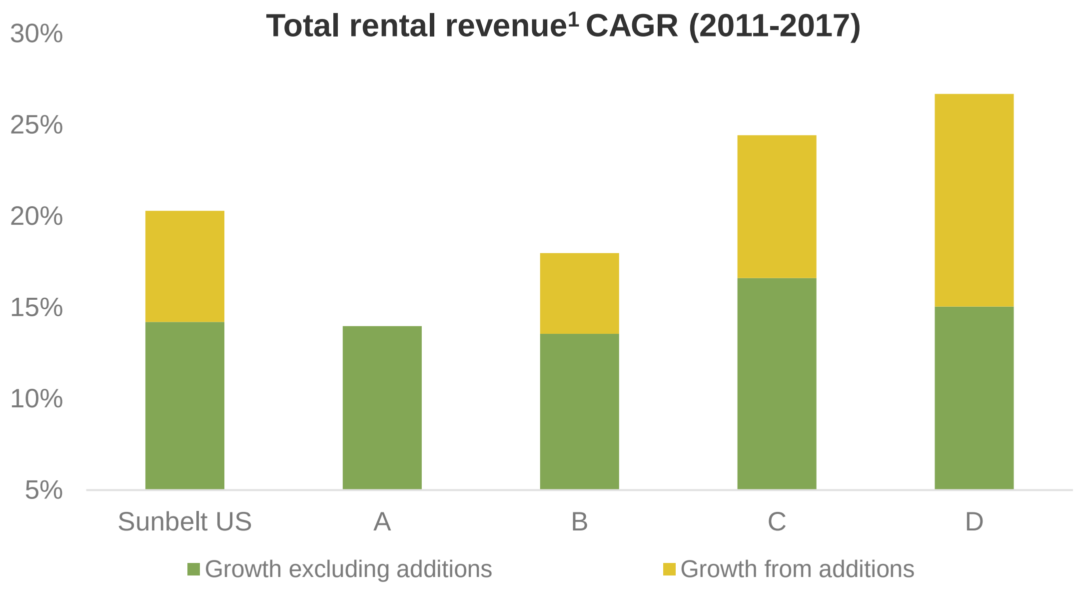


Presented excluding Canada

1 Calculated with reference to profit centre contribution, excluding central adjustments and overheads

2 Average investment excludes goodwill and intangible assets

GREENFIELDS AND ACQUISITIONS ALSO HAVE A “HALO EFFECT” ON OTHER LOCATIONS IN A DISTRICT AS WE BUILD OUT CLUSTERS

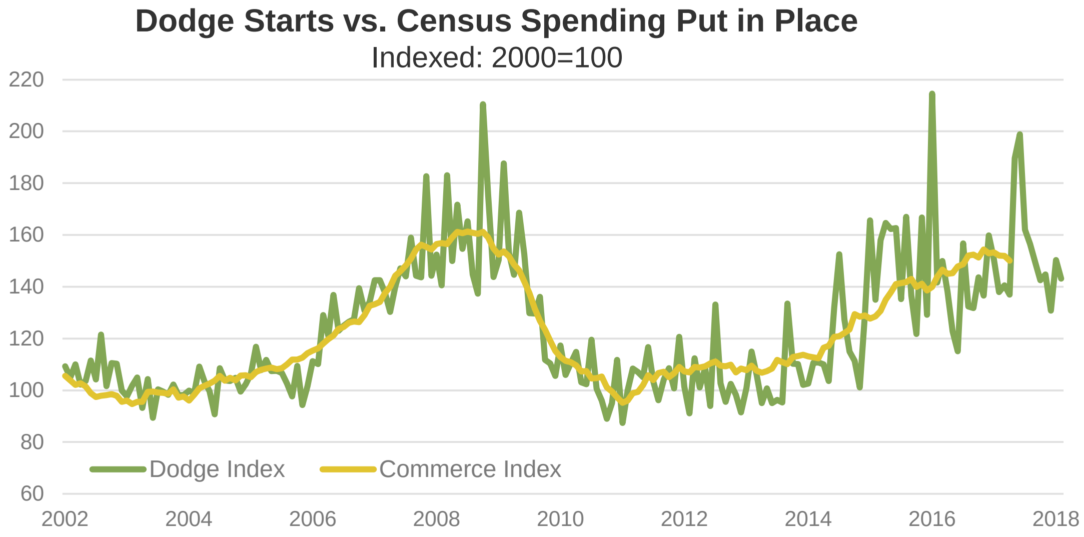


A Districts where no greenfield or bolt-on additions have been made
B Districts where only greenfield additions have been made
C Districts where only bolt-on additions have been made
D Districts where both greenfield and bolt-on additions have been made

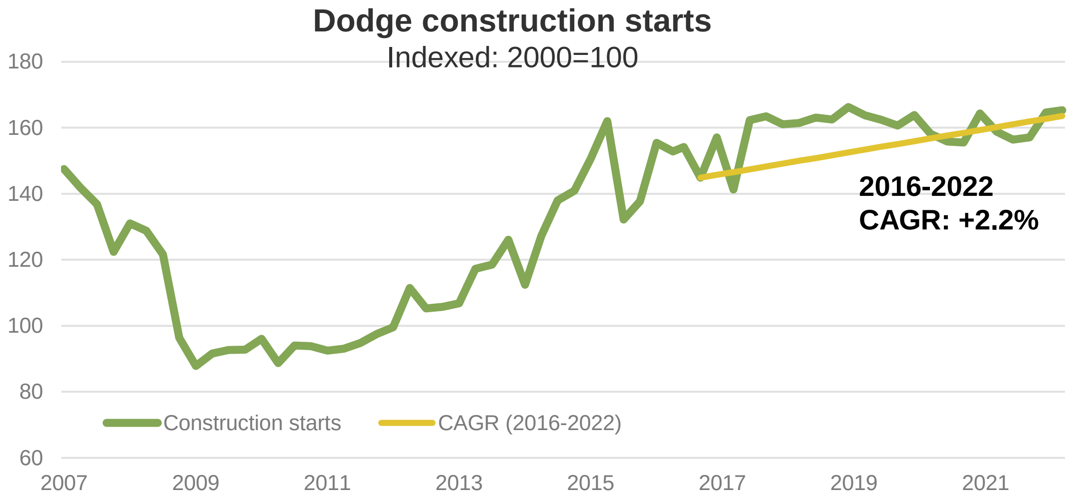
Presented excluding Canada
[1] Total rental revenue at a profit centre level excluding central adjustments

MARKET OUTLOOK – ENCOURAGING MEDIUM TERM FORECASTS

DODGE MOMENTUM INDEX VOLATILE AS ALWAYS BUT 7% HIGHER THAN LAST YEAR



Source: Dodge Data & Analytics (July 2017)

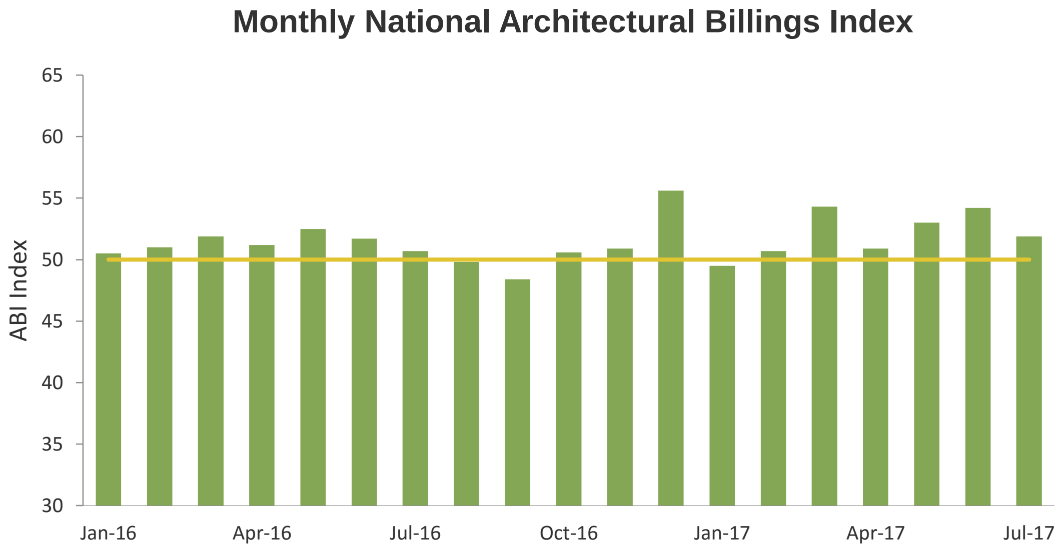


Source: Dodge Data & Analytics (July 2017)

Rental revenue forecasts

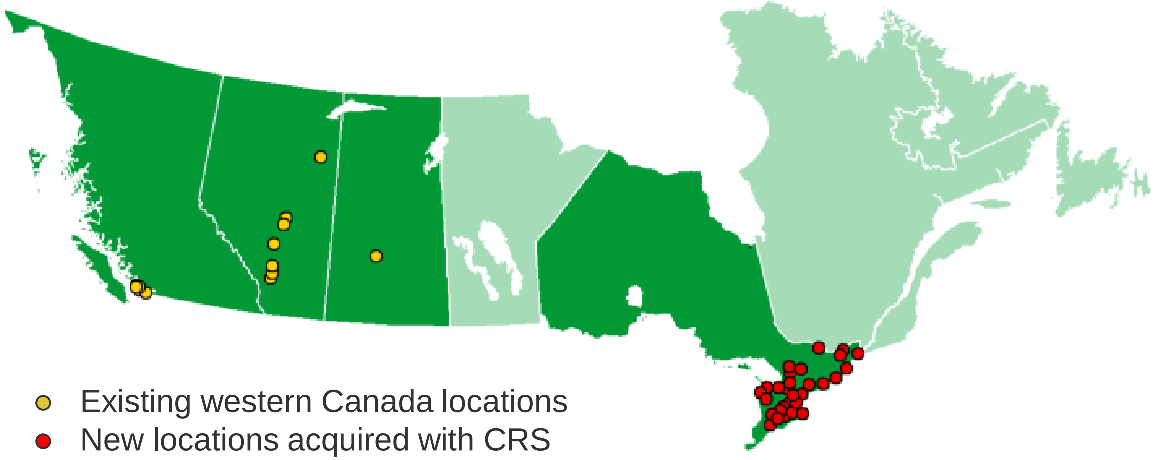
	2017	2018	2019	2020	2021
Industry rental revenue	+4%	+5%	+6%	+4%	+4%

Source: IHS Markit (July 2017)



Source: American Institute of Architects

SUNBELT CANADA



Total market size

($bn)	US	UK	Canada
Market size	49.3	7.5	5.1

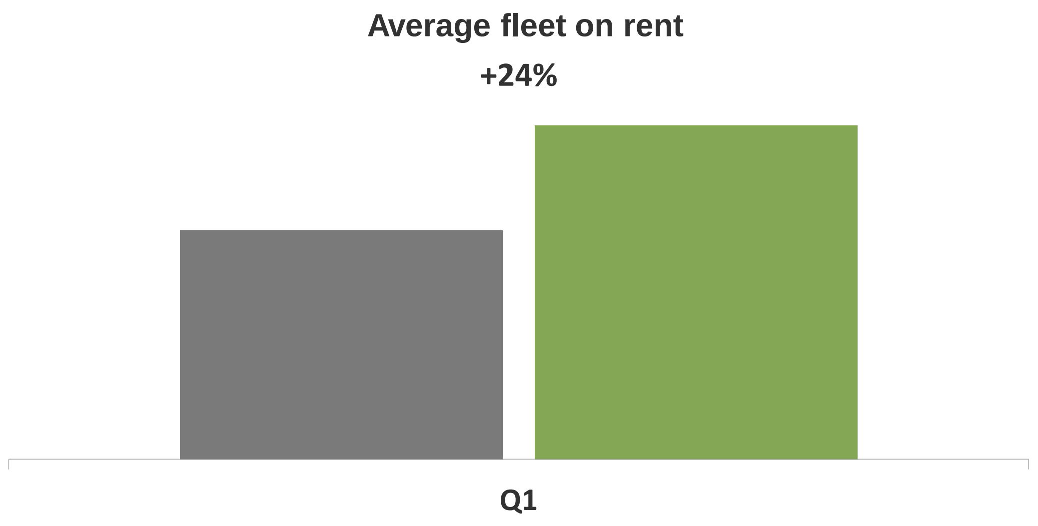
Source: IHS Markit / ARA (July 2017) and IHS Markit / European Rental Association (2016)

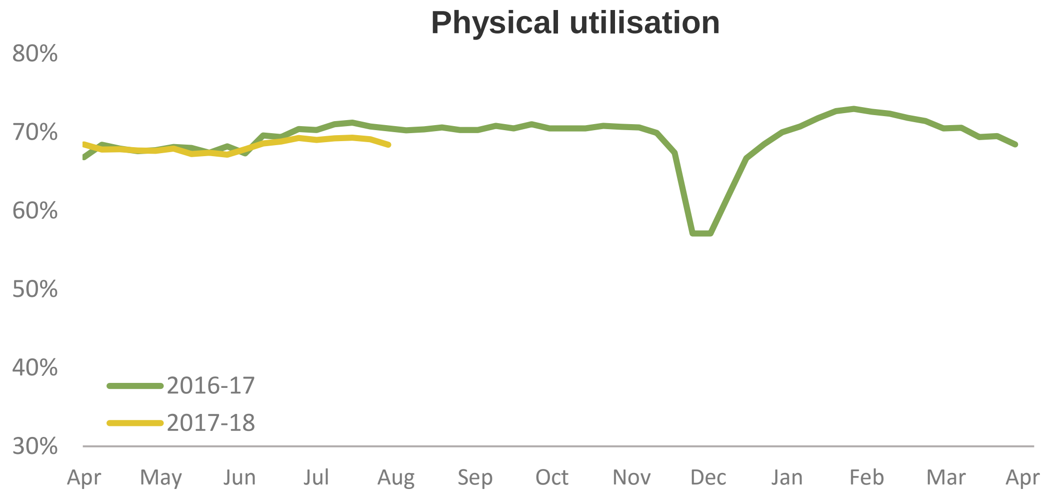
(C$m)	OEC	Locations
Western Canada	167	19
Ontario	165	30
	332	49

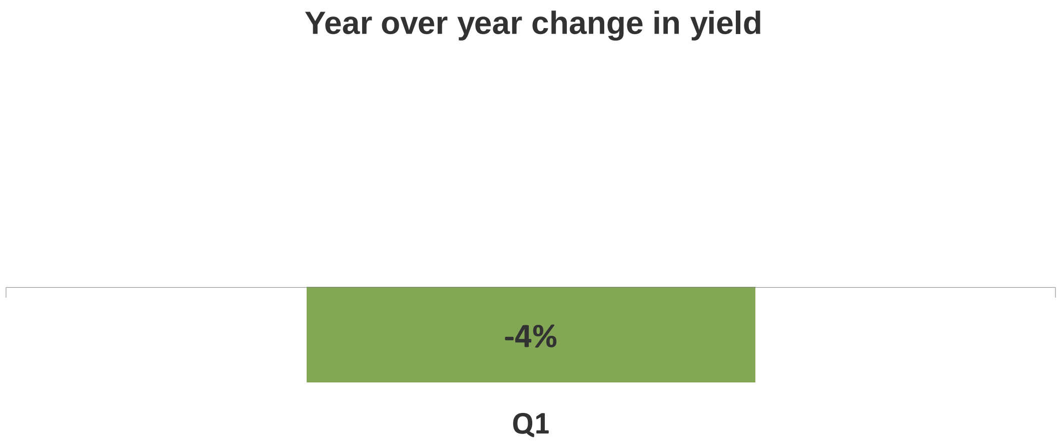
Canada excluding CRS

(C$m)	Q1-2018	Q1-2017	% growth
Rental revenue	18	15	23%
EBITDA	9	6	48%
EBITA	4	2	125%

A-PLANT REVENUE DRIVERS
GROWTH CONTINUES BACKED BY FLEET INVESTMENT







Margin improvement

	Q1-2018	Q1-2017
EBITDA	38%	38%
EBITA	19%	18%

SUMMARY

- An encouraging start to the year:
  - Strong volume growth
  - Improving rate environment
  - Improving margins
  - Strong cash generation
- Encouraging markets also support our medium-term plans
- Continued progress on our 2021 plans with a number of strategic acquisitions and greenfields
- A successful refinancing has provided us with a low cost, long-term platform for further responsible growth
- Both divisions are performing well with strong end markets
- It is too early to assess the short-term impact of Harvey and Irma. We will provide an update at Q2.
- Looking forward the impact will be to underpin and potentially enhance the market assumptions in our 2021 plan
- Accordingly, the Board continues to look to the medium term with confidence

Appendices

DIVISIONAL PERFORMANCE – Q1

	Revenue			EBITDA			Profit		
	2017	2016	Change[1]	2017	2016	Change[1]	2017	2016	Change[1]
Sunbelt ($m)	983	853	15%	503	429	17%	320	269	19%
Sunbelt (£m)	761	611	25%	390	307	27%	248	192	29%
A-Plant	119	96	23%	45	36	23%	22	18	28%
Group central costs	-	-	-	(4)	(3)	4%	(4)	(3)	4%
	880	707	24%	431	340	27%	266	207	29%
Net financing costs							(28)	(23)	22%
Profit before amortisation and tax							238	184	30%
Exceptionals and amortisation							(9)	(6)	68%
Profit before taxation							229	178	29%
Taxation							(79)	(61)	30%
Profit after taxation							150	117	28%
Margins									
- Sunbelt				*51%*	*50%*		*33%*	*32%*	
- A-Plant				*38%*	*38%*		*19%*	*18%*	
- Group				*49%*	*48%*		*30%*	*29%*	

[1] As reported

DIVISIONAL PERFORMANCE – LTM

	Revenue			EBITDA			Profit		
	2017	2016	Change[1]	2017	2016	Change[1]	2017	2016	Change[1]
Sunbelt ($m)	3,713	3,309	12%	1,843	1,622	14%	1,139	1,024	11%
Sunbelt (£m)	2,919	2,263	29%	1,449	1,110	31%	896	701	28%
A-Plant	441	371	19%	161	139	16%	76	68	13%
Group central costs	-	-	-	(15)	(14)	8%	(15)	(14)	8%
	3,360	2,634	28%	1,595	1,235	29%	957	755	27%
Net financing costs							(109)	(87)	27%
Profit before amortisation and tax							848	668	27%
Exceptionals and amortisation							(32)	(29)	11%
Profit before taxation							816	639	28%
Taxation							(282)	(216)	31%
Profit after taxation							534	423	26%
Margins									
- *Sunbelt*				*50%*	*49%*		*31%*	*31%*	
- *A-Plant*				*37%*	*37%*		*17%*	*18%*	
- *Group*				*47%*	*47%*		*28%*	*29%*	

[1] As reported

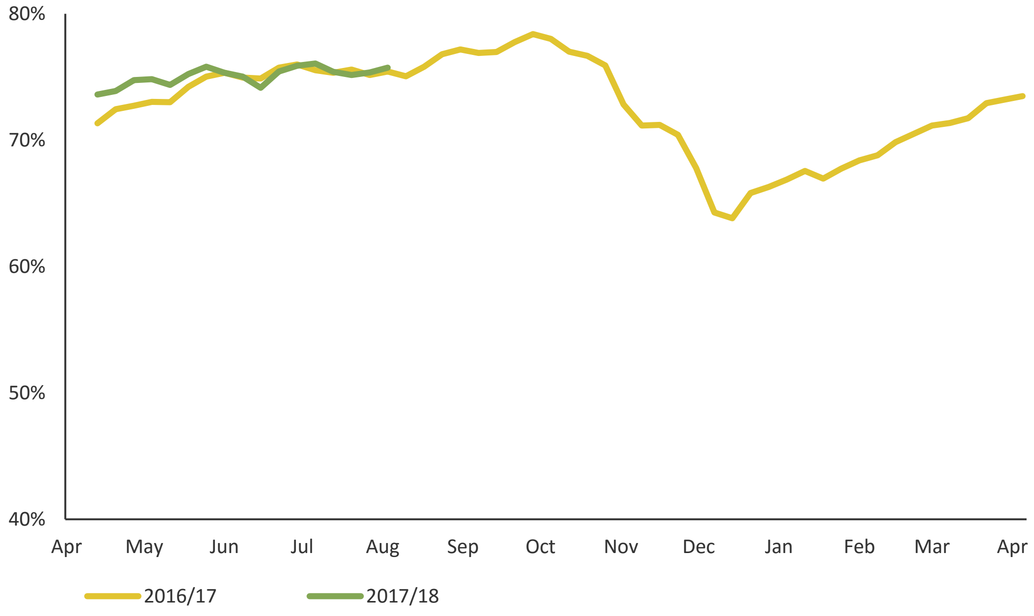
SUNBELT – US REVENUE DRIVERS

Q1

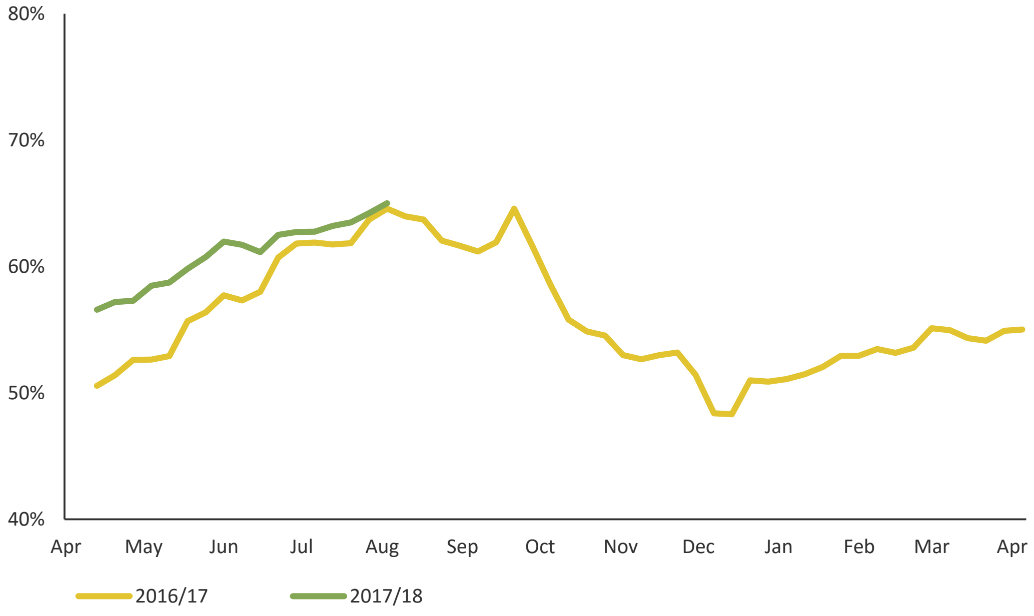
	General Tool	Specialty	Total
% of business	80%	20%	100%
Rental revenue growth	+15%	+13%	+15%
Fleet on rent	+20%	+15%	+19%
Yield	-4%	-1%	-3%
Year-on-year physical utilisation	+1%	+6%	+1%

Presented on a billing day basis, excluding Canada

General Tool



Specialty (inc. Oil & Gas)



GROUP FLEET PLAN FOR 2017/18

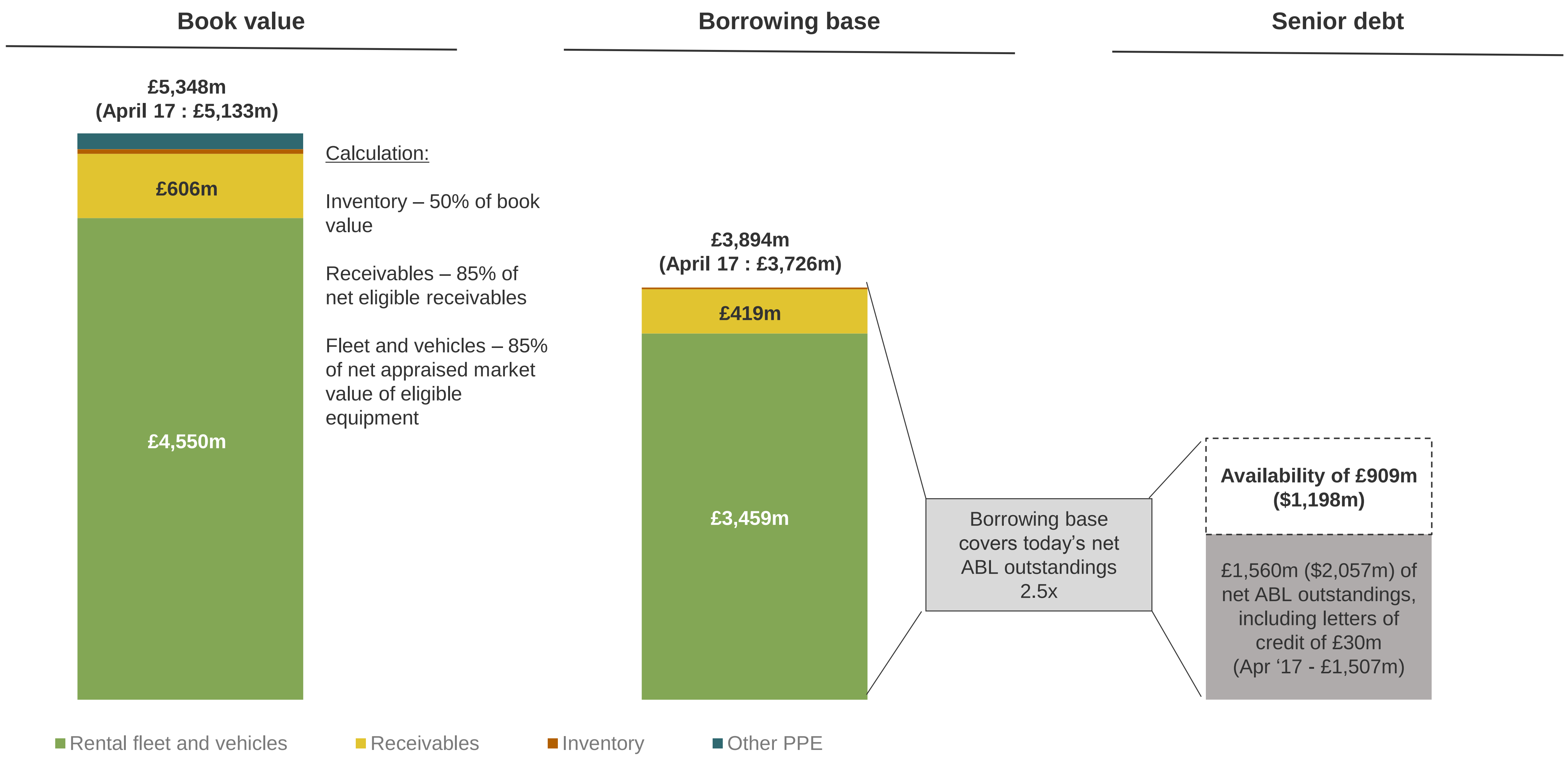
		2017	2018 Outlook[1]	Q1 2018
Sunbelt ($m)				
- rental fleet	- replacement	403	300 – 350	56
	- growth	657	600 – 850	324
- non-rental fleet		111	100	35
		1,171	1,000 – 1,300	415
A-Plant (£m)				
- rental fleet	- replacement	74	50 – 60	9
	- growth	90	40 – 50	44
- non-rental fleet		16	15	9
		181	105 – 125	62
Group (£m)				
Capital outlook (gross)		1,086	905 – 1,165	377
Disposal proceeds		(169)	(110 – 140)	(23)
Capex outlook (net)		917	795 – 1,025	354

[1] Outlook at £1 = $1.25

CASH FLOW FUNDS ORGANIC FLEET GROWTH HEALTHY EBITDA MARGINS ENSURE SIGNIFICANT TOP LINE CASH GENERATION THROUGH THE CYCLE

(£m)	LTM July 2017	2017	2016	2015	2014	2013	2012	2011	2010	2009	2008	2007	2006	2005
EBITDA before exceptional items	**1,595**	**1,504**	**1,178**	**908**	**685**	**519**	**381**	**284**	**255**	**356**	**364**	**310**	**225**	**170**
EBITDA margin	47%	47%	46%	45%	42%	38%	34%	30%	30%	30%	33%	35%	35%	32%
Cash inflow from operations before fleet changes and exceptionals	**1,521**	**1,444**	**1,071**	**841**	**646**	**501**	**365**	**280**	**266**	**374**	**356**	**319**	**215**	**165**
Cash conversion ratio	95%	96%	91%	93%	94%	97%	96%	99%	104%	104%	94%	97%	96%	97%
Replacement capital expenditure	(513)	(527)	(562)	(349)	(335)	(329)	(272)	(203)	(43)	(236)	(231)	(245)	(167)	(101)
Disposal proceeds	173	161	180	103	102	96	90	60	31	92	93	78	50	36
Interest and tax	(163)	(151)	(85)	(95)	(56)	(48)	(57)	(71)	(54)	(64)	(83)	(69)	(41)	(31)
Cash flow before discretionary items	**1,018**	**927**	**604**	**500**	**357**	**220**	**126**	**66**	**200**	**166**	**135**	**83**	**57**	**69**
Growth capital expenditure	(601)	(608)	(672)	(588)	(406)	(254)	(135)	-	-	-	(120)	(63)	(63)	(10)
M&A	(471)	(421)	(68)	(242)	(103)	(34)	(22)	(35)	(1)	89	(6)	(327)	(44)	1
Exceptional costs	-	-	-	-	(2)	(16)	(3)	(12)	(8)	(9)	(10)	(69)	(20)	(6)
Cash flow available to equity holders	**(54)**	**(102)**	**(136)**	**(330)**	**(154)**	**(84)**	**(35)**	**19**	**191**	**246**	**(1)**	**(376)**	**(70)**	**54**
Dividends paid	(116)	(116)	(82)	(61)	(41)	(20)	(15)	(15)	(13)	(13)	(10)	(7)	(2)	-
Share issues/returns	(42)	(55)	(12)	(21)	(23)	(10)	(4)	-	-	(16)	(24)	144	69	-
	(212)	**(273)**	**(230)**	**(412)**	**(218)**	**(114)**	**(53)**	**4**	**178**	**217**	**(35)**	**(239)**	**(3)**	**54**

$1,198M OF AVAILABILITY AT 31 JULY 2017



- Borrowing base reflects July 2016 asset values

DEBT AND COVENANTS

Debt

Facility	Interest rate	Maturity
$3.1bn first lien revolver	LIBOR + 125-175 bps	July 2022
$500m second lien notes	5.625%	October 2024
$600m second lien notes	4.125%	August 2025
$600m second lien notes	4.375%	August 2027
Capital leases	~7%	Various

Ratings

	S&P	Moody's
Corporate family	BB+	Ba1
Second lien	BBB-	Ba2

Availability

- Covenants are not measured if availability is greater than $310 million

Fixed charge coverage covenant

- EBITDA less net cash capex to interest paid, tax paid, dividends paid and debt amortisation must equal or exceed 1.0x
- Greater than 1.0x at July 2017

CYCLICAL CASH GENERATION

CASH POSITIVE AS GROWTH MODERATES – HIGHLY GENERATIVE DURING DOWNTURN

	2011	2012	2013	2014	2015	2016	2017	Moderate growth	Cyclical downturn
Cash flow from operations	280	365	501	646	841	1,071	1,444	Growing	Decreasing but remains positive
Capital expenditure	225	476	580	741	1,063	1,240	1,086	Moderating	Significantly reduced
Sunbelt average fleet growth	-	+9%	+16%	+21%	+29%	+24%	+18%	Low (<15%)	Flat to declining
Free cash flow	54	(13)	(50)	(51)	(88)	(68)	319	Positive	Highly positive
Leverage (absent significant M&A)	2.9x	2.3x	1.9x	1.8x	1.8x	1.7x	1.7x	1.5x – 2.0x	Initial increase, subsequent decline
Dividend	3.0p	3.5p	7.5p	11.5p	15.25p	22.5p	27.5p	Increasing	Maintained