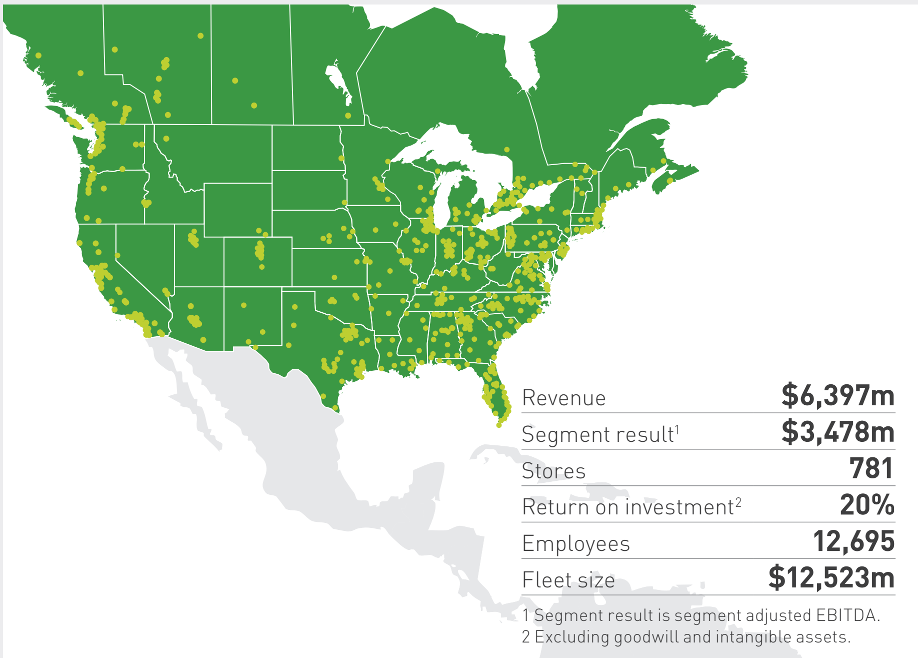
AN INTERNATIONAL NETWORK OF EQUIPMENT SOLUTIONS AND SERVICES

Ashtead is an international equipment rental company, trading under the Sunbelt Rentals brand, with national networks in North America and the UK. We rent a broad range of construction, industrial, general and specialty equipment across a wide variety of applications to a diverse customer base.

NORTH AMERICA – GENERAL TOOL

General equipment rental business operating across North America with 781 stores



Revenue	$6,397m
Segment result[1]	$3,478m
Stores	781
Return on investment[2]	20%
Employees	12,695
Fleet size	$12,523m

1 Segment result is segment adjusted EBITDA.
2 Excluding goodwill and intangible assets.

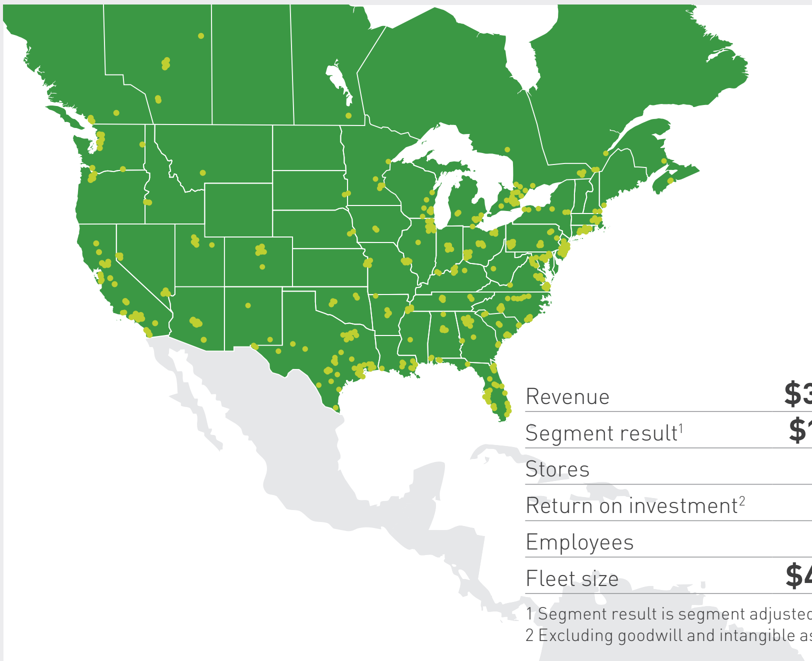
Fleet composition

1 Mobile elevating work platforms 40%
2 Forklifts 26%
3 Earth moving 18%
4 Other 16%

Source: Management information.

NORTH AMERICA – SPECIALTY

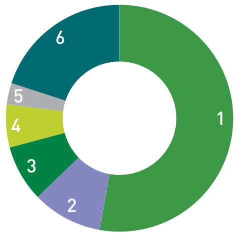
Specialty equipment rental business operating across North America with 588 stores



Revenue	$3,487m
Segment result[1]	$1,672m
Stores	588
Return on investment[2]	30%
Employees	6,444
Fleet size	$4,494m

1 Segment result is segment adjusted EBITDA.
2 Excluding goodwill and intangible assets.

Fleet composition

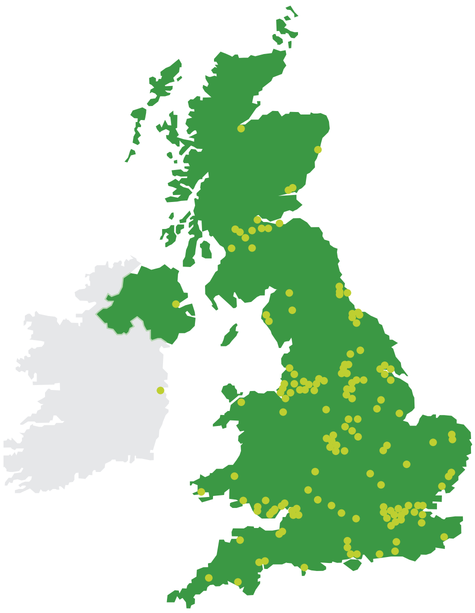


1 Power & HVAC 53%
2 Scaffold 10%
3 Pump 8%
4 Film & TV...........................6%
5 Climate Control 3%
6 Other.................................20%

Source: Management information.

UK

The largest equipment rental company in the UK with 191 stores



Revenue	$907m
Segment result[1]	$240m
Stores	191
Return on investment[2]	7%
Employees	4,326
Fleet size	$1,521m

1 Segment result is segment adjusted EBITDA.
2 Excluding goodwill and intangible assets.

Fleet composition

1 Accommodation 15%
2 Panels, fencing
and barriers..................... 10%
3 Mobile elevating
work platforms................ 10%
4 Earth moving 9%
5 Forklifts............................. 9%
6 Film & TV...........................8%
7 Other.................................39%

Source: Management information.

LOOKING TO THE FUTURE WITH CONFIDENCE

PAUL WALKER
Chair

Dear Shareholder,

I am pleased to report strong financial results despite challenging market conditions. The breadth of our products and the diverse markets we serve has ensured, notwithstanding the economic headwinds, that rental revenues have continued to grow. I am particularly pleased to report strong growth in our Specialty division, and we are seeing the benefits of being a major supplier of equipment to mega projects.

We have a highly engaged workforce who deliver outstanding service to our customers every day of the year. Our team members often go above and beyond in looking after our customer needs and this was no more evident than when colleagues supported customers and communities that were significantly impacted by natural disasters such as hurricane Helene and Milton as well as the Californian wildfires. So a huge thank you to all our team members who proudly represent Sunbelt.

Strategic progress

I am delighted to report good progress on the five actionable components of our 4.0 strategic plan which is discussed in more detail later in this Annual Report. We have continued to expand our North American footprint adding 48 greenfield sites this year and making four bolt-on acquisitions in North America. Greenfield sites established during Sunbelt 3.0 are now significant contributors to both revenue and profit and have helped progress our cluster approach to our end markets. We are also starting to see the value of our investment in our technology platforms which is helping to optimise our operational processes and can help to provide an even better customer experience.

Corporate matters

On 10 December 2024, the Board announced that it had evaluated the optimal listing location for the business and concluded that a US primary listing (retaining a secondary listing in the UK) was in the best interests of the business and stakeholders. In coming to that conclusion, the Board noted that the majority of our business activity, the leadership team and the majority of the employee base is in North America. The Board believes that attracting and retaining talent will best be served by a US listing as well as enhancing the Company's profile in North America.

On 13 May 2025, we sent to shareholders the Circular which proposes to establish Sunbelt Rentals Holdings, Inc. as the holding company of Ashtead Group and seeking shareholders' approval by way of a special resolution at an EGM. The EGM was held on 10 June 2025 and shareholders voted in favour of this special resolution. We expect the listing on the New York Stock Exchange to be completed in calendar Q1 2026.

A sustainable business model

Health and safety of our team members and the safety of the equipment that we rent to our customers is always our priority. Embedding safety into the daily lives of our team members has been helped by our long and successful programme called 'Engage for Life'. This has resulted in our safest year ever in terms of the total recordable incident rate to which we are all extremely proud.

Sustainability is a key component on our 4.0 strategic plan, reflecting our business model of providing rental equipment to our customers, rather than all our customers having to buy and then dispose of multiple sets of equipment, is inherently sustainable. We continue to make good progress as we expand our fleet of advanced, more sustainable equipment and explore alternative fuels, battery energy storage systems, and other ways to reduce our carbon emissions in line with our carbon intensity reduction targets.

STRATEGIC REPORT

As part of our broader sustainability objectives, we have rolled out additional community engagement initiatives, such as 'Sunbelt Gives', and we have improved the volunteering opportunities for team members. We have also worked to provide greater clarity in how jobs and career paths are structured and to simplify career progression, so that team members have greater visibility on how to progress in the organisation.

Board

This year saw the retirement of our chief financial officer, Michael Pratt, who has played a huge role in our success during his 21 years at Ashtead. We are all very grateful to him and wish him well for the future. I would like to welcome Alex Pease as our new chief financial officer. Alex joins us from Smurfit WestRock and is a former US Navy SEAL, joining our many veterans at Sunbelt. We can now say truly, we have veterans at every level of our business.

At our September 2025 AGM (Annual General Meeting) Lucinda Riches and Tanya Fratto who have been on the Board as non-executive directors since 2016 will retire from the Board having served their nine-year term. I would like to thank Lucinda and Tanya for the valuable service and wise counsel they have provided to Ashtead during their time on the Board.

I am delighted to welcome to the Board as non-executive directors, Jamie Singleton and Nando Cesarone who will join us on 1 August 2025. Jamie is the lead independent director and chair of the executive committee of Wesco International Inc. and has served on the board of Wesco since the company's initial public offering. Jamie has also been a board member of multiple public and private companies. Nando is Executive Vice President and President USA for United Parcel Service Inc. where he has had a variety of roles, including airline and engineering responsibilities. Nando is also a non-executive director of Airlines for America.

Balance sheet

Our balance sheet remains strong with net debt of $10.3bn (2024: $10.7bn) at 30 April 2025. During the year we extended our senior credit facility to $4.75bn which is committed until November 2029. Our net debt to EBITDA leverage was 1.6x at 30 April 2025 compared to 1.7x in the prior year (excluding IFRS 16), comfortably within our long-term range of 1 to 2 times.

Share buybacks

During the year we deployed $342m (2024: $78m) on share buybacks and we informed the market in December 2024 that we would continue to buy back shares over the next 18 months up to $1.5bn.

Dividends

This year, as noted in last year's letter to shareholders, we have rebalanced the split between the interim and final dividend to align with normal market practices.

We continue to have a progressive dividend policy which is designed to ensure sustainability through the economic cycle. In recognition of our strong operating performance and outlook for the Company, the Board is proposing a 3% increase in the full year dividend to 108.0¢. The final dividend will be paid, if approved at the AGM, on 10 September 2025 to shareholders on the register on 8 August 2025.

Outlook

We have a strong balance sheet and with a clear, proven go-to market strategy, an exceptional team leading our business coupled with the progress on Sunbelt 4.0 are confident that this provides a solid platform to advance our business and drive shareholder value.

PAUL WALKER
Chair, 16 June 2025

Highlights of the year

+4%
Rental revenue up 4%[1], Total revenue down 1%[1]

$2,401m
$2,401m of capital invested in the business (2024: $4,311m)

$2,557m
Group operating profit of $2,557m (2024: $2,654m)

$137m
$137m spent on bolt-on acquisitions (2024: $905m) and 48 greenfield locations opened in North America

$2,128m
Group adjusted pre-tax profit of $2,128m (2024: $2,230m)

$1,790m
$1,790m of free cash flow generation (2024: $216m)

369.5¢
Adjusted earnings per share of 369.5¢ (2024: 386.5¢)

1.6x
Net debt to adjusted EBITDA leverage[1,2] of 1.6 times (2024: 1.7 times)

346.5¢
Earnings per share of 346.5¢ (2024: 365.8¢)

108.0¢
Proposed final dividend of 72.0¢, making 108.0¢ for the full year (2024: 105.0¢)

1 At constant exchange rates.
2 Excluding the impact of IFRS 16.

01 ACTIONABLE COMPONENT

CUSTOMER

Elevate our obsession with customer service and their success throughout the organisation to a level unparalleled in the broader service sector.

2025 highlights

- Invested $1.9bn in rental assets for our customers
- Advanced our technology platforms to strengthen processes and service levels
- Full launch of VDOS 4.0, our next generation vehicle dispatch optimisation system, improving availability, utilisation, efficiency and user experience

PROGRESSING WITH SUNBELT 4.0

BRENDAN HORGAN
Chief executive

ALEX PEASE
Chief financial officer

This past year, we delivered another strong performance, setting new records for Group rental revenue and EBITDA. Planned lower used equipment sales, combined with a tougher environment in the local commercial construction sector, resulted in total revenue being slightly lower than the prior year. These headwinds were mitigated in part by good momentum from mega projects. These, coupled with our disaster response efforts, helped offset the challenges and keep us positioned for continued growth.

This year has been a year of laser focus on the delivery of our new strategic plan Sunbelt 4.0, and its five actionable components, with clear momentum also building from our Sunbelt 3.0 investments. We enjoyed a number of successes including strong growth especially among our top 200 North American customers. Our strategic account team and broader organisation have strengthened relationships, driving year-on-year rental revenue growth, with 42,000 new customers added in the year on top of the 118,000 accounts added during Sunbelt 3.0. This success stems from major project wins, cross-selling, and collaborative partnerships, benefitting both construction and non-construction markets. We have implemented a full rollout of VDOS 4.0, our next generation vehicle dispatch optimisation system. This reengineered platform enhances availability, utilisation, efficiency, and user experience, through a clearer path to saying yes to customers, with every branch and logistics operation now using the system. Another key achievement is the performance of the 401 locations added during Sunbelt 3.0. Collectively, these sites have grown rental revenues by 20% over the year while improving margins by over 200 basis points. Last year we added 61 new locations in North America, of which 48 were greenfield sites and 13 locations from four bolt-on acquisitions. These actions are a crucial step toward our broader Sunbelt 4.0 goal of leveraging our Sunbelt 3.0 investments and increasing margins by 3-5%, further improving customer satisfaction and streamlining operations to drive performance.

Safety is always our top priority and this year we achieved a Total Recordable Incident Rate of 0.65 and a Lost Time Rate of 0.1, both metrics representing record performance in frequency and severity of reported incidents which is the precise intent of our ground-breaking safety programme, Engage for Life. In January, we launched the Driver Profile, a proprietary system which deploys a risk-based approach to reducing our exposures on the road, to anyone in our organisation operating a Sunbelt Rentals vehicle. This is another example of not allowing complacency into our culture.

Group rental revenue increased 4% for the year, on a constant currency basis. This growth was delivered with strong margins, an adjusted EBITDA margin of 47% and an adjusted operating profit margin of 25%, delivering adjusted operating profit of $2,687m. As expected, the lower level of used equipment sales affected the absolute level of EBITDA and operating profit. After net financing costs of $559m, 3% higher than this time last year, adjusted pre-tax profit was 5% lower than last year at $2,128m. The higher interest expense reflects principally higher absolute debt levels. Adjusted earnings per share were 369.5¢ for the year.

Rental revenue in our North America General Tool business grew 1% over last year to a record $5,890m, which was on top of growth of 10% the previous year. Growth was driven by a combination of volume and rate improvement, demonstrating the power of our diversified business model as well as our disciplined execution. Lower gains on disposals and the higher depreciation charge on a larger fleet impacted operating profit, following the previous year when we took advantage of improving fleet deliveries and strong second-hand markets to catch up on deferred disposals.

Rental revenue in our North America Specialty business grew 8%, demonstrating the benefits of our strategy of growing our Specialty business and broadening our end markets. This growth came from organic growth (same-store and greenfield sites), driven by both volume growth and rate improvement. As with the General Tool business, lower gains on disposals and the higher depreciation charge on a larger fleet impacted operating profit.

Sunbelt 4.0 – continued delivery

	Progress
01 CUSTOMER	Continued progression of the industry, growing total addressable market (TAM)
	Strong rate discipline in core markets
02 GROWTH	Growth in market share; mega projects
03 PERFORMANCE	100% focus on 4.0 execution
04 SUSTAINABILITY	Building momentum with clear proof of success
	Amazing resilience, disciplined capital allocation and strong cash flow
05 INVESTMENT	Positioned to win

In line with our 4.0 strategy, the focus in the UK remains on delivering operational efficiency and long-term, sustainable returns in the business. UK rental revenue was 5% higher than a year ago at $778m. Rental only revenue growth has been driven by both rate and volume improvement. While we continue to make progress on rental rates, these need to progress further.

The Group is in a position of strength, with the operational flexibility and financial capacity to take advantage of the ongoing structural growth opportunities we see for the business and enhance returns to shareholders as we follow our Sunbelt 4.0 plan. The investments in and expansion of the business over Sunbelt 3.0 and into Sunbelt 4.0 are enabling us to take advantage of the diverse opportunities that we see while maintaining discipline and balance sheet strength that affords us considerable flexibility and optionality.

Our results, along with our ongoing investments, reflect confidence in our markets and the strength of our cash-generating growth model. Market conditions remain stable, and we anticipate long-term future growth. Our intention is to leverage our infrastructure as we look to improve operating performance.

We are well-placed for success in the short, medium and long-term, as we both drive and capitalise on the structural evolution of our industry. We are focused on the execution of our Sunbelt 4.0 strategy to deliver returns for all our stakeholders. With this momentum, a strong market position, and an optimistic outlook, we move forward with confidence. Sunbelt 4.0 serves as our path to sustained growth, enhanced resilience and stronger performance – delivering value for our customers, employees and investors alike.

In the strategic report

CAPITALISING ON MARKET OPPORTUNITIES

We are building market share through same-store growth, new greenfield investments, select bolt-on acquisitions and the expansion of our product offering.

page 10

CREATING SUSTAINABLE VALUE

Our equipment rental business model, and the management of that over the economic cycle, enable us to create long-term sustainable value.

page 16

IMPLEMENTING OUR STRATEGY

We focus on building market share, maintaining flexibility in our operations and finances, and delivering Availability, Reliability and Ease to our customer base.

page 22

MEASURING OUR PERFORMANCE

We had a year of strong market outperformance across the business, delivering for all our stakeholders.

page 30

MANAGING OUR RISKS

Our main risks relate to economic conditions, competition, cyber security, health and safety, people and culture, the environment and laws and regulations.

page 32

BEING A RESPONSIBLE BUSINESS

We report on responsible business through the Group Risk Committee. We focus on health and safety, our people, the environment, including climate change, community investment and ensuring the highest ethical standards across the Group.

page 52

OUR MARKETS

Our markets continue to grow and evolve as we expand our footprint and the services we provide and contribute to and benefit from structural progression. We continue to see a shift from ownership to rental, with rental increasingly essential for customer success where the larger, experienced rental companies are able to respond to a wide range of customer needs. As such, we are taking market share in what are larger and more diversified markets. Our business is far less cyclical than in the past because construction, while still an important part of our business, is much less so, relative to the other markets we serve as we have diversified our end markets. That means that our markets are more resilient than ever before, making the Group more resilient too. Our growth used to be a factor of fleet size. The bigger our fleet size, the more revenue we could generate. Now, as we and the industry have matured into business service providers, pricing progression will become fundamental to our operations as we add greater value to our customers through the services we provide. Together with our plan, these changes, which we believe are permanent, have created the foundations for our next chapter and the growth expected during our new strategic plan, Sunbelt 4.0.

The breadth and resilience of our markets

We serve increasingly broad and diverse end markets. Our markets continue to expand, in terms of geography, range of equipment provided and the applications for which our equipment is used. The graphic on the next page shows the diversity of end markets that use our equipment. This is often the same equipment, just used for a different purpose. A significant proportion of our fleet was developed originally for the construction industry but is now used in applications varying from Formula 1 racetracks to home decor. Our customers are equally diverse from major global companies to DIYers. For any of these markets, there is a huge range of equipment used.

Construction remains a core part of our end markets but accounts for less than 50% of total activity, and we see an increasing level of crossover between our General Tool and Specialty businesses on any typical construction site. Increasingly construction projects are bigger and longer, often being completed over several years. We now refer internally to projects worth over $400m as mega projects and these are an important part of our project portfolio. Mega projects last typically for around three years and we expect to see more of these coming online in the future.

Our non-construction markets are increasingly large and resilient and amongst other sectors include:

- maintenance, repair and operations, which is a highly stable end market characterised by recurring work needed, regardless of what may be happening in the wider economy;
- our entertainment and special events market is a large and stable end market with long-term growth prospects;
- emergency response and restoration is a key market for us and we are designated an essential service in North America and the UK in times of need, supporting government and the private sector in response to both day-to-day emergencies as well as major events, including hurricanes, tornadoes and other disasters. Natural disasters generate spikes in demand but day-to-day emergencies generate steady demand; and
- state and local government is our most stable end market, with expenditure typically determined in advance and sheltered from macroeconomic shifts.

Across these non-construction end-markets, there are ongoing opportunities for further rental penetration.

CONSTRUCTION

- Airports
- Highways and bridges
- Office buildings
- Data centres
- Schools and universities
- Shopping centres
- Residential
- Remodelling
- Manufacturing plants
- Green energy

Examples of major non-construction markets

MAINTENANCE, REPAIR AND OPERATIONS

- Office complexes
- Apartment complexes
- Data centres
- Shopping centres
- Golf course maintenance
- Industrial
- Entertainment and conference venues

ENTERTAINMENT AND SPECIAL EVENTS

- National events
- Concerts
- Sporting events
- Film and television production
- Theme parks
- Festivals
- Farmers' markets
- Local 5K runs
- Cycle races

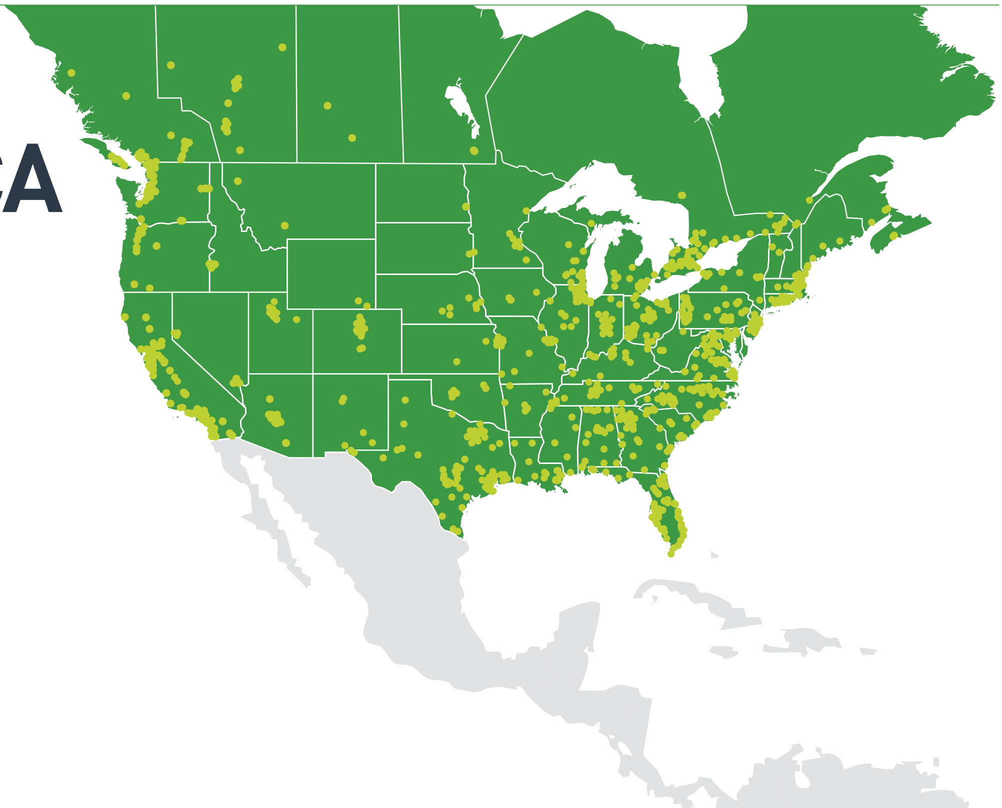
EMERGENCY RESPONSE AND RESTORATION

- Fire
- Hurricanes
- Flooding
- Tornadoes
- Winter storms
- Residential emergencies
- Health emergencies
- Alternative care facilities
- Points of distribution
- Healthcare testing facilities

STATE AND LOCAL GOVERNMENT

- Government
- Hospitals
- Parks and recreation departments
- Schools and universities
- Pavement/kerb repairs

NORTH AMERICA



We continuously assess market trends across North America, both in terms of the end markets we serve, but also on a regional, district and local level. In understanding market trends, we consider our local market knowledge, as well as market forecast data provided by third parties. We have set out below details of market data for the US and Canada, consistent with the basis of the forecast data provided by third parties.

The US

Dodge Construction Starts continue to show strength in our end markets. The outlook for construction growth continues to be underpinned by what we consider to be mega projects and infrastructure work, which continue to gain momentum. This is a portion of the market where we enjoy outsized share and continue to be positioned extraordinarily well as more of these large projects enter planning and start. Our cross-functional sellers and solutions experts are highly engaged with these contractors, our customers, and in many cases the owner or developer themselves. We are well positioned to bring our broad range of solutions and capabilities to bear on these not only large, but complex projects.

At the same time, the local commercial construction space is softer than it was in recent years as the prolonged higher interest rate environment has weighed on local and regional developers. This predominately impacts some of the small, mid and regional sized contractors, which are a powerful and important segment of our customer base. It may take some time for this segment to see a meaningful uptick. However, it will rebound, and when it does, we believe that it will do so quite strongly. When this happens, we are in a position of strength to benefit, with customer relationships, coverage of products, services and markets and capacity, which are all part of our long-held cluster market strategy.

Mega projects made up an increasing part of recent years' construction starts values, more than double what they represented in the past. Internally, we refer to projects with a value of over $400m as mega projects – these can include data centres, electric vehicle factories, battery plants and semi-conductor factories and we are active on many such projects and continue to win more. Mega project activity continues to be robust, particularly in the data centre space, with the total pipeline of mega projects projected to grow from what was c. $840bn in the FY23 – FY25 timeframe to more than $1.3 trillion in the FY26 – FY28 timeframe. Projects of this scale and sophistication require suppliers with relatable scale, but also expertise, experience, breadth of product and services and the financial strength to meet the needs of the customer. While the nature of the risks associated with mega projects (contractual and counterparty risk principally) are similar to the rest of our business, they are heightened due to the scale of the projects. These make up an increasing proportion of our fleet on rent today and this will continue as the increasing number of starts translates into put-in-place construction and hence, activity. The on-going strength of mega projects and broader non-construction markets helped offset the softer local non-residential construction activity last year.

Chart 02 shows the last four construction cycles. These have followed one of two patterns. From 1975 to 1982 and from 1982 to 1991 the initial recovery was very aggressive but the overall cycle was relatively short. In contrast from 1991 to 2011, and 2011-2020, the cycle was characterised by a more gradual recovery over a longer period of time.

The forecasts for the current cycle are more similar to the last two cycles, and we believe that we are entering a period of more moderate growth. While these forecasts are for growth through 2029, there could be bumps on the way due to inflation, the interest rate environment and other broader macroeconomic conditions. However, our business model is well equipped to deal with this environment as we are able to reduce our capital expenditure and generate significant free cash flow. In the event of a slowing economy, the impact will be mitigated to a degree by the opportunity from the structural shift from ownership to rental and our ability to increase market share.

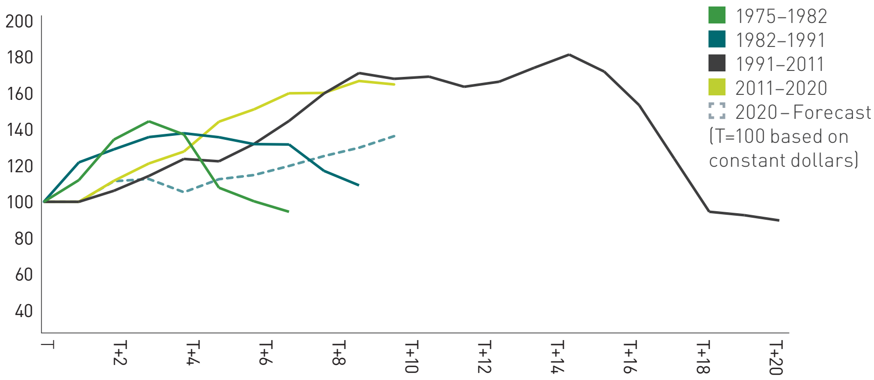
01 US market outlook

Industry rental revenue

2025	4%
2026	3%
2027	3%

Source: S&P Global Market Intelligence (May 2025)

02 Construction activity by cycle



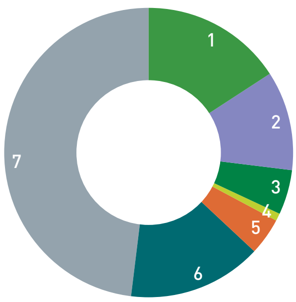
Source: Dodge Data & Analytics (May 2025)

Canada

Canada is a growing market for us. The overall rental market is less than a tenth of the size of the US. But in the same way that the US has experienced structural growth as more and more types of equipment are rented for different applications, we expect similar trends in Canada. We are seeing continued market growth in 2025 and S&P Global Market Intelligence predicts Canadian rental revenue to grow 3% in 2025, 5% in 2026 and 8% in 2027.

We anticipate growing more rapidly as we take market share and broaden our offering.

03 North America market share



1 United Rentals 16%
2 Sunbelt 11%
3 Herc Rentals (inc. H&E) 5%
4 Home Depot 1%
5 Top 6–10 .... 4%
6 Top 11–100 .... 15%
7 Others 48%

Source: Management estimate based on latest S&P Global Market Intelligence market size estimates

Market share

We continue to grow our market share in North America and even though we are the second largest equipment rental company, there remains plenty of room to grow as Chart 03 shows. Our major competitors are United Rentals and Herc Rentals and collectively we have approximately 30% market share. In North America, most of the remainder of the market is made up of small local independent rental shops. For example, in the US, c. 50% of the market is represented by rental companies with five or fewer locations.

Much of our market share gain comes from these small independents when we set up new stores or acquire them, and hence our runway remains long with ample opportunity for bolt-on investments. In our industry, size and expertise matters. Scale brings sophistication in areas like technology and other services, and this leads ultimately to further consolidation. The proportion of the market enjoyed by the larger players continues to increase and we have clearly been a major beneficiary of this trend.

This market share analysis is based on the latest American Rental Association ('ARA') definition of the rental market, which incorporates a broad range of equipment, much of which is used in non-construction across a wide range of end markets. These markets include the facility maintenance, repair and operation of the geographic markets we serve, characterised by square footage under roof. In the US there is more than 100bn square feet under roof with minimal rental penetration currently. Thus, we believe the size of the rental market is still understated and hence our, and everyone else's, market share is overstated. This only serves to increase the opportunities for growth.

We are confident that as the market continues to grow, our share will also increase. We continue to set ambitious targets with our longer-term market share target of 20%. The speed at which we increase our market share is in part a function of how quickly we can get new locations up and running. However, as noted above, our market share growth also comes from continuing to broaden both our end markets and the range of equipment we have available to rent in each location.

The combination of our business model, which you can read more about on page 16, the continued attractiveness of our markets and the long-term trend to rental, provides the perfect environment for us to achieve our goals. In addition, our market share gains accelerate as we make the most of our scale advantages.

As we increase our market share and grow our Specialty businesses, they become a greater proportion of the business mix across the cycle and accounted for c. 35% of North American revenue in 2024/25. The acquisitions we make are often to expand into a new specialty area or to develop an existing one and then we supplement them with greenfield openings.

Structural change

The rental market continues to undergo structural change. Rental penetration continues to deepen, with rental now core for customers rather than top-up, and those benefitting from this increased rental penetration are the larger, more experienced, more capable rental companies who can position themselves to be there as partners for this increasing customer base, delivering more complex solutions, and capitalising on this larger market. Our business is more resilient and less cyclical as a result of this structural change.

Rental still only makes up to around 55% to 60% of the North American market compared to around 75% in the UK. However, this is a broad average with penetration levels ranging from low single-digit percentages to high double-digit percentages. For example, floor scrubbers have a low rental penetration whereas the rental penetration for large aerial equipment is over 90%. We like specialty products because they are at the low end of this range, which provides greater scope for growth. We see the potential market penetration for rental equipment to be well over 60% in North America.

The drivers of this evolution include significant cost inflation in recent years associated with the replacement of equipment, technical changes to equipment requirements and health, safety and environmental issues which make rental more economical, easier and safer. Environmental regulations have driven further rental penetration through the reduction in fleet size by those customers who previously may have chosen to own some, if not all, of their larger equipment needs. Customers and smaller competitors with older fleets are faced with heavier replacement spend causing them to replace less and rent or, in the case of smaller competitors, reduce their fleet size. Furthermore, the difficulties of getting to grips with new technology and maintenance requirements have also caused more operators to decide to rent. Maintaining optimally serviced and therefore safe equipment can be a big outlay for a smaller operator. The diversity of our fleet helps us take advantage of this structural progression and we continue to expand the range of products we rent.

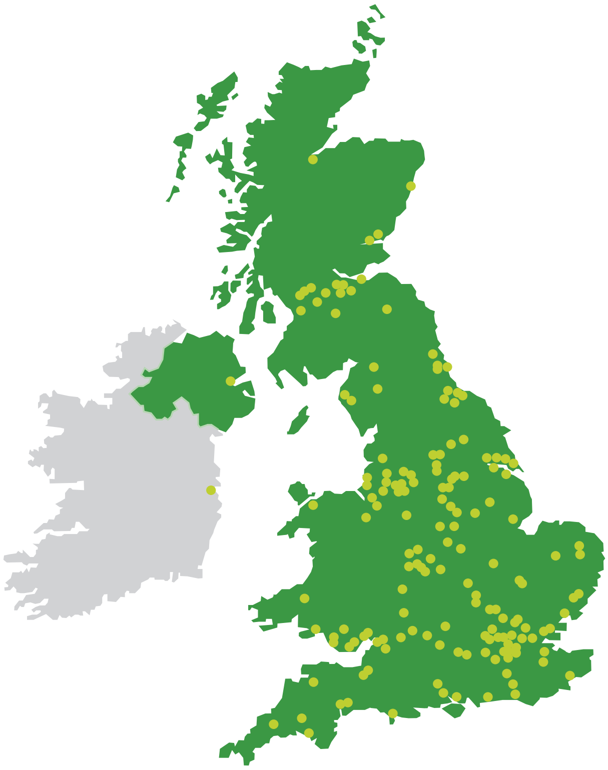
Our development and use of technology is also driving rental penetration. Our highly sophisticated proprietary customer management, inventory and delivery tracking systems all contribute to Availability, Reliability and Ease for our customers. Sustainability is also an important consideration. Renting from us can help customers with their own sustainability aspirations. They can use the most environmentally friendly equipment available, reduce their own direct and indirect carbon emissions during the operation and transportation of equipment and means that they are not responsible for the disposal of the equipment at the end of its life. We save customers money by teaching them to use the right product for the right job and using it in the most energy efficient manner possible.

VDOS LOGISTICS: OPTIMISING OUR CUSTOMER DELIVERY SYSTEMS

The Sunbelt 4.0 enhancements to our VDOS (Vehicle Dispatch Optimization System) logistics application are providing intelligent load building and route planning for delivery vehicles.

The system provides alerts to customers and dispatchers, so our customer knows when their equipment will arrive and we know when a driver will be back at the branch. The combination of these features reduces the cognitive load on the dispatcher and allows them to focus on managing their driver team. Updates to the VDOS mobile application include the addition of commercial vehicle routing, improvements to our photo capture programme, and the ability for our drivers to enter equipment return information directly into VDOS. This enables the contract to be automatically closed, eliminating the need for a paper pickup ticket process. The system also makes it easier for vehicles to always be fully loaded, further adding to the efficiency of our transport. Equipment set for return can be allocated automatically to the branch closest to them, rather than where it necessarily came from. Together, these improvements to our logistics platform drive improved driver/vehicle utilisation and increase delivery/pickup capacity while reducing miles driven and the hours required to provide outstanding service to our customers.

THE UK



Our UK business continues to progress despite local market challenges. We believe our ability to deliver complex solutions to our customers is unmatched in the UK market. This is no small accomplishment, being brought about by our unique cross-selling capabilities across our unmatched product and services portfolio. As a result, we have seen market share gains, particularly in infrastructure and industrial projects, as well as increasing progress into areas such as facility maintenance.

A consistent area of focus to improve our UK business has been on advancing rental rates through adding value to our customers by way of the services we provide, as well as improving operational efficiency. Although progress has been made, there is still work to be done. This is something the UK rental industry falls behind in and our position will be steadfast in making a demonstrable change in the face of the notable inflation our business and the industry has absorbed.

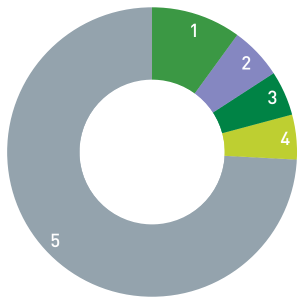
We continue to see significant opportunities in both construction and non-construction markets in the UK, as in North America. We will continue to invest responsibly in the UK market as we seek to increase market share and enhance returns.

Market share

We are the largest equipment rental company in the UK. There are a greater number of major players in the UK market and, as the largest, we have a 10% market share.

Chart 04 shows our key competitors and their share of the market. We believe we continue to be well-positioned in the market with our strong customer service, broad based fleet and a strong balance sheet. We have enhanced this market position through simplifying our go-to-market message and leveraging the cross-selling opportunities provided by our broad product offering and Specialty businesses.

04 UK market share



1 Sunbelt 10%
2 Speedy 6%
3 HSS 5%
4 VP 5%
5 Others 74%

Source: Management estimate based on latest S&P Global Market Intelligence market size estimates

05 UK construction industry forecasts

£m	2023 Actual	2024 Actual	2025 Estimate	2026 Forecast	% of total
Residential	74,909	75,167	77,427	81,325	36%
		0.3%	3.0%	5.0%	
Private commercial	55,493	56,413	56,919	58,275	26%
		1.7%	0.9%	2.4%	
Public and infrastructure	80,394	79,976	81,144	83,778	38%
		-0.5%	1.5%	3.2%	
Total	210,796	211,556	215,490	223,378	100%

Source: Construction Products Association (Spring 2025)

CREATING SUSTAINABLE VALUE ACROSS THE ECONOMIC CYCLE

We create value through the short-term rental of equipment that is used for a wide variety of applications and the provision of services and solutions to a diverse customer base through a broad platform across North America and the UK. Our rental fleet ranges from small hand-held tools to the largest construction equipment. We have a platform which enables our customers to rent what they want, when they want and where they want with ease.

What we do

We have a platform which enables our customers to rent what they want, when they want and where they want with ease.

BUY
We buy a broad range of equipment from leading manufacturers.

RENT
We rent it on a short-term basis to a broad range of customers.

SELL
We sell the older equipment in the second-hand market.

How we do it

Creating sustainable value across the economic cycle

1

DIFFERENTIATING OUR FLEET AND SERVICE

- Broad fleet mix
- Evolution of Specialty businesses
- Broad range of customers and applications
- Scale to meet size and range of requirement

See more on page 20

2

ENSURING OPERATIONAL EXCELLENCE

- Culture of health and safety
- Focused, service-driven approach
- Long-term partnerships with leading equipment suppliers
- Industry-leading application of technology

See more on page 20

3

INVESTING IN OUR PEOPLE

- Highly skilled team
- Devolved structure
- Maintaining significant staff continuity
- Strong focus on recruitment, training and incentive plans

See more on page 21

4

MAXIMISING OUR RETURN ON INVESTMENT

- Effective fleet management
- Optimisation of utilisation rates and returns
- Flexibility in local pricing structures
- Focus on higher-return equipment

See more on page 20

Creating value

How we share value with our stakeholders:

OUR PEOPLE
Investing in our people to provide opportunity for development and to ensure we take the very best care of our people.

See more on page 21

OUR CUSTOMERS
The provision of cost-effective rental solutions to a diverse customer base.

See more on page 20

OUR SUPPLIERS
Developing long-term relationships with suppliers.

See more on page 41

OUR COMMUNITIES
Enhancing the communities in which we operate, through employment, opportunity and community involvement.

See more on page 41

OUR INVESTORS
Generating sustainable returns for shareholders through the cycle.

See more on page 41

OUR ENVIRONMENT
Working to ensure we provide environmentally friendly solutions.

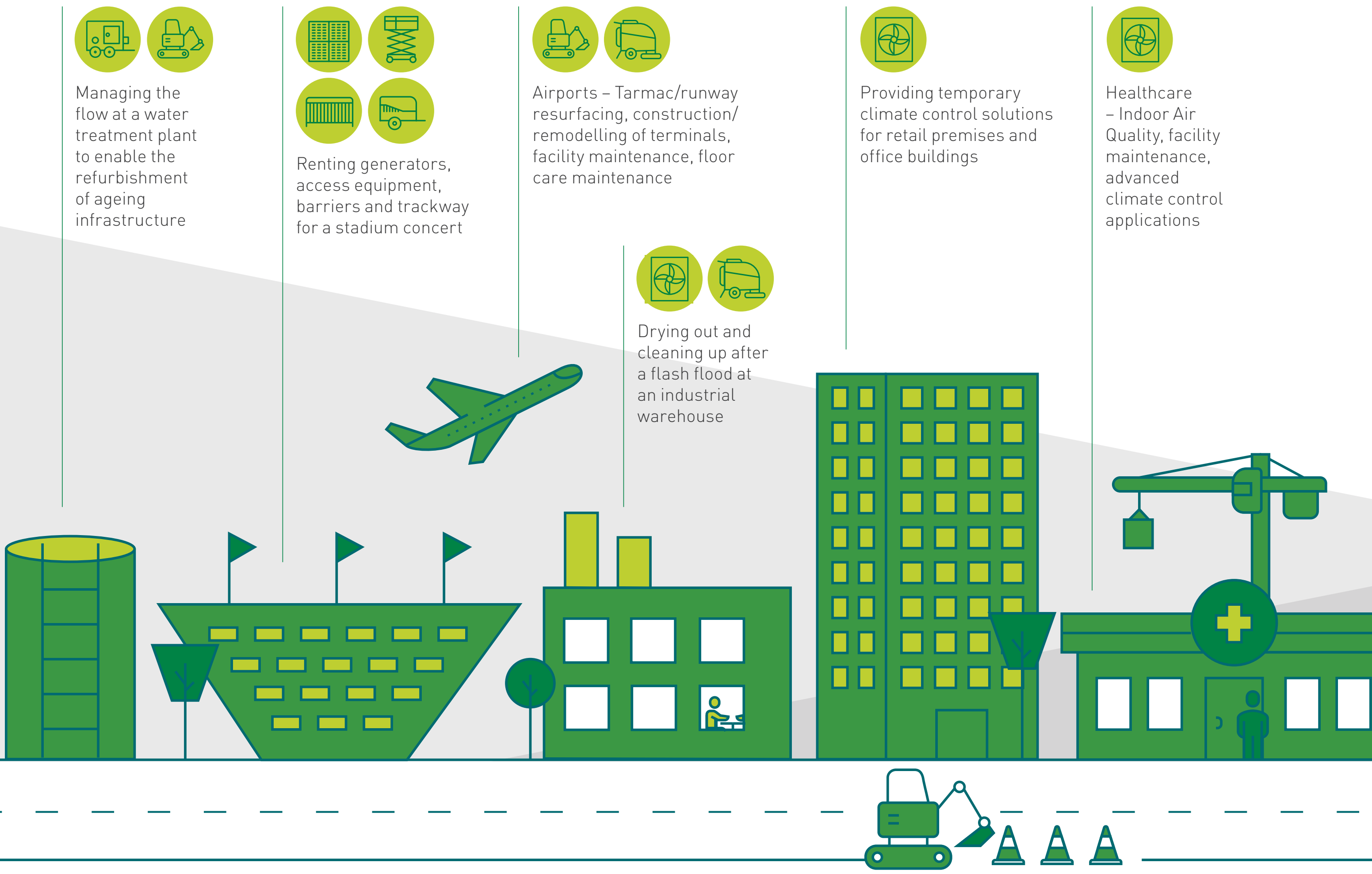
See more on page 52

WHAT WE DO IS SIMPLE. HOW WE DO IT IS NOT.

At its most basic, our model is simple – we purchase an asset, we rent it to customers through our platform and generate a revenue stream each year we own it (on average, seven years) and then we sell it in the second-hand market and receive a proportion of the original purchase price in disposal proceeds.

DIVERSE MARKETS AND APPLICATIONS ANYTOWN NORTH AMERICA

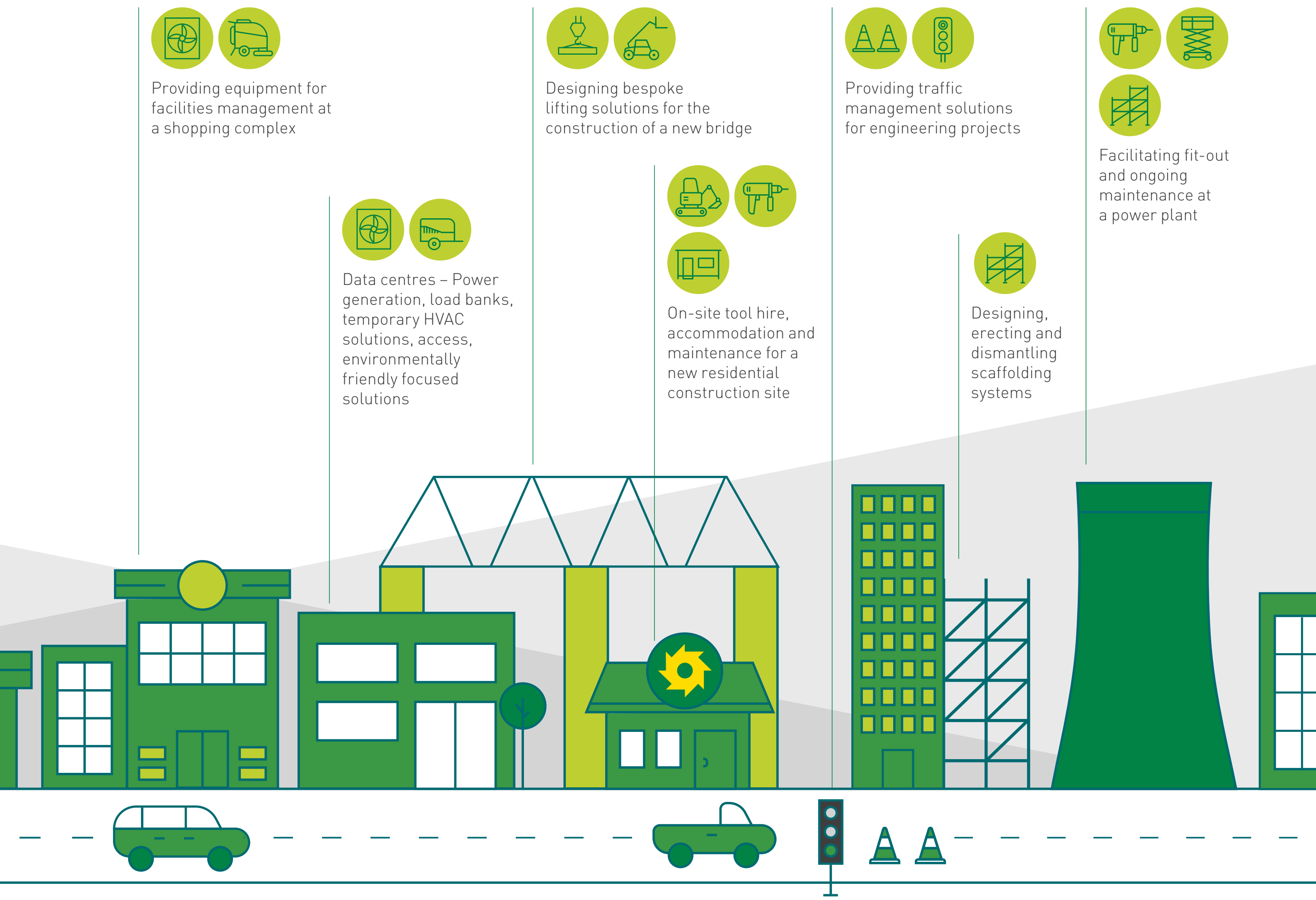
Our range of General Tool and Specialty equipment is applicable to broad and diverse end markets, with individual products having many different applications. As such, our equipment serves the needs of customers from construction to zoos, and from data centres to community events large and small.



Assuming we purchase an asset for $100, generate revenue of $60 each year (equivalent to 60% dollar utilisation) and receive 35% of the original purchase price as disposal proceeds, we generate a return of $455 on an initial outlay of $100 over a seven-year useful life. We incur costs in providing this service, principally employee, maintenance, property and transportation costs and fleet depreciation. However, this simple overview encompasses a significant number of moving parts, activities and expertise that powers the platform to ensure Availability, Reliability and Ease for our customers. Our ability to excel in these areas enables us to provide a rewarding career for our team members, generate strong margins and deliver long-term, sustainable shareholder value, while managing the risks inherent in our business (refer to pages 32 and 37).

Managing the cycle

We describe ourselves as being a late cycle business in that our biggest end market, non-residential construction, is usually one of the last parts of the economy to be affected by a change in economic conditions. This means that we usually have a good degree of visibility on when we are likely to be affected, as the signs will have been visible in other parts of the economy for some time. When we expect a slow-down in construction markets, we are able to plan accordingly, react in a timely manner and lower levels of capital expenditure. This then ensures we are better positioned and potentially stronger than our competitors to take advantage of market changes once we are out the other side. See content on our strategy on page 22.



Differentiating our fleet and service

The differentiation in our fleet and service means that we provide equipment to many different sectors. Construction continues to be our largest market but now represents less than 50% of our business in North America as we have deliberately reduced our reliance in this area through broadening our product offering and customer base.

We continue to develop our existing specialty areas, such as Power and HVAC, Climate Control, Scaffold Services, Flooring Solutions, Pump Solutions and Trench Safety, and seek to add to our Specialty lines of business. In total, our Specialty lines of business represent c. 35% of our North American rental revenue. Residential construction is a small proportion of our business as it is not a heavy user of equipment. In the UK, specialty areas represent c. 60% of our revenue.

Our customers range in size and scale from multinational businesses, through strong local contractors to individual do-it-yourselfers. Our diversified customer base includes construction, industrial and homeowner customers, service, repair and facility management businesses, emergency response organisations, event organisers, as well as government entities such as municipalities and specialist contractors. The nature of the business is such that it consists of a high number of low-value transactions. In the year to April 2025, in the US we dealt with approximately 800,000 customers, who generated average rental revenue of $10,300. However, this average reflects a broad and diverse customer base, which includes our smallest customers who transact with a single line of business, compared to our largest who transact across all of our services. We believe that we are well positioned to service our customers whatever their needs.

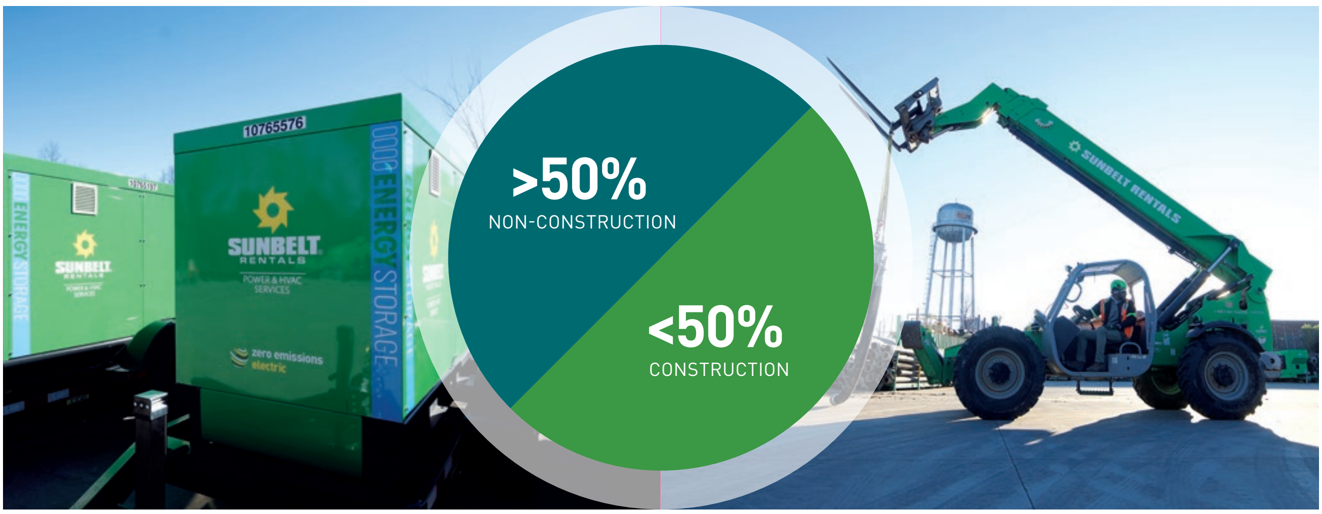
The individual components of our General Tool fleet are similar to our peers. However, this is complemented by our Specialty businesses offering a broad range of differentiated equipment. It is the breadth and depth of our fleet across our General Tool and Specialty businesses that differentiates us from our peers and provides the potential for higher returns. The size, age and mix of our rental fleet is driven by the needs of our customers, market conditions and overall demand. The equipment we provide to each customer is diverse and we are often involved in supplying various types of equipment over an extended period at each distinct stage of a project's development. Our equipment is also used in a wide range of other applications including industrial, events, repair and maintenance and facilities management.

Ensuring operational excellence

Our operating model is key to the way we deliver operational excellence:

- In North America, we achieve scale through a 'clustered market' approach of grouping large and small General Tool and Specialty rental locations in each market. We started this approach in the US, but have implemented a similar strategy in Canada as we have established our specialty service offering. Across North America, we seek to build fleet density around these clusters. This approach allows us to provide a comprehensive product offering and convenient service to our customers wherever their job sites may be within these markets. When combined with our purchasing power, this creates a virtuous circle of scale. You can find out more on our cluster/market density strategy on page 25.
- In the UK, our strategy is focused on having a store structure that allows us to offer a full range of General Tool and Specialty equipment on a nationwide basis. We are migrating to a regional operating centre model with a few, larger locations, which are able to address all the needs of our customers in their respective markets, combined with smaller, local locations, not dissimilar to a cluster approach. This approach reflects the nature of the customer base (more national accounts) and the smaller geography of the UK.
- Across our rental fleet, we generally carry equipment from one or two suppliers in each product range and limit the number of model types of each product. We believe that having a standardised fleet results in lower costs. This is because we obtain greater discounts by purchasing in bulk and reduce maintenance costs. We are also able to share spare parts between stores which helps minimise the risk of over-stocking. Furthermore, we can easily transfer fleet between locations which helps us achieve strong levels of fleet on rent, one of our key performance indicators ('KPIs').

06 Business mix – North America



07 Rental penetration – the product range

- We purchase equipment from well-known manufacturers with strong reputations for product quality and reliability and maintain close relationships with them to ensure certainty of supply and good after-purchase service and support. We work with suppliers to provide early visibility of our equipment needs which enables them to plan their production schedules and ensures we receive the fleet when we need it.
- We are also focused on sustainability within our procurement strategy, working with our major equipment suppliers in developing and piloting new technologies. This focus is also expanding our supplier base, as we identify new technologies which respond to customer needs or which provide solutions to sustainability challenges.
- We aim to offer a full-service solution for our customers in all scenarios. Our Specialty product range includes equipment types such as pumps, power generation, heating, cooling, scaffolding, traffic management, temporary flooring, structures and fencing, trench shoring and lifting services, which involve providing service expertise as well as equipment.
- We look to build rental penetration through expanding the breadth and depth of equipment we rent. As well as our Specialty businesses, we are increasingly focused on developing the rental penetration of the smaller end of our product range. Chart 07 shows how the largest equipment in our fleet has high levels of rental penetration while the smaller, but often still costly to own, equipment has not traditionally been a large part of the rental mix.
- We invest heavily in technology, including the mobile applications required to deliver efficient customer service. Customers can track the equipment they have on rent, place new orders, request pickup or service or extend their contract, either from their desk or via a mobile app. Our sales reps have access to the same information, along with details of the location of our fleet and all other information required to serve the customer. Our order fulfilment system utilises automated workflows connected to and powering our point of sale and logistics systems to enable our sales reps to say 'yes' with confidence. Vehicle telematics help drive best in class driver performance and safety. Technology enables our business, and provides power to the platform and a significant advantage over our competitors. During Sunbelt 3.0 we developed a more advanced and integrated technology ecosystem across Sales, Logistics, Service, Connected and Frontline which we have been implementing enabling enhanced order capture, improved customer experience, operational efficiencies and market share gains.
- Our large and experienced sales force is encouraged to build and reinforce customer relationships and to concentrate on generating strong, whole-life returns from our rental fleet. Our sales force works closely with our customers to ensure we meet their needs. Through the application of technology, it is equipped with real-time access to fleet availability and pricing information enabling it to respond rapidly to the needs of a customer while optimising returns.
- We guarantee our service standards and promise our customers we will make it happen. We believe that our focus on customer service and the guarantees we offer help distinguish our businesses from competitors and assist us in delivering superior financial returns. Our responsiveness to customer needs is critical in a business where c. 60% of orders are placed for delivery within 24 hours. We have long-standing relationships with many of our customers. Our customer retention is high due to the scale and quality of our fleet, our speed of response and our customer service.
- Our local management teams are experienced and incentivised to produce excellent customer service, high quality standards and strong financial returns. We believe that the autonomy given to management teams to take decisions locally ensures that, despite our size, we retain the feel of a small, local business for our employees and our customers.

Investing in our people

Our people enable us to provide the exceptional customer service that keeps our customers coming back. Our exceptional staff and focus on service give us a huge competitive advantage in what we do. On pages 60 to 63 we discuss the importance of our team members and corporate culture in more detail. We aim to recruit good people and then invest in them throughout their careers.

RUNWAY FOR SUCCESS: SUNBELT 4.0

Having launched our strategic plan, Sunbelt 4.0, last year, our focus is now on the implementation of this plan, our next level of ambition with purpose. The continuing shift from ownership to rental and the increasingly essential nature of rental for customer success, mean the industry in which we excel continues to expand rapidly, providing the springboard for our next chapter of growth. Our size, experience and expertise mean that we will continue to get disproportionately larger in this growing and highly diversified market. Our history of strategic planning and execution has built a highly successful and robust business. Sunbelt 4.0 is designed to deliver further growth, resilience and performance.

Sunbelt 4.0

Positioned to execute and realise the benefits of ongoing structural change present within the rental industry

Strategic growth plan designed to deliver a period of strong performance through growth in volume, pricing, margin and return on investment

Ever-strengthening financial position through earnings growth, strong free cash flow, and low leverage, providing significant operational and capital allocation optionality for the benefit of all stakeholders

Over the course of decades, we have been both influencing and realising the structural change agents in our industry, the first being the ongoing shift from ownership to rental. Secondly, we can now say categorically that everything has changed in the eyes of our customers. Rental, and therefore Sunbelt, is essential to their success. Our business is now mainstream. Rental is the first option for our customers, rather than being the 'top-up' provision of the past. That is the platform for growth we saw coming together through our previous strategic plan. It is the industry-built foundation for our current plan, Sunbelt 4.0.

Traditionally ours was a highly cyclical business and we managed the cycles that impacted us to accommodate the changing nature of our business. We are significantly less cyclical now. Construction accounts for less than 50% of our total business, rather than being the majority. We are far more resilient to

Sunbelt 4.0 actionable components

01 CUSTOMER

Elevate our obsession with customer service and their success throughout the organisation to a level unparalleled in the broader service sector

02 GROWTH

Grow General Tool and Specialty through the ongoing structural progression in our business and industry and advance our clusters to deepen our presence and increase our total addressable markets

03 PERFORMANCE

Operate with more efficiency through scale, process, and technology to unlock margin progression

04 SUSTAINABILITY

Advance our position as a thriving, growing enterprise to deliver long-term sustainable value for our people, customers, communities and investors

05 INVESTMENT

Disciplined capital allocation driving profitable growth, strong cash generation and enhanced shareholder value

FOUNDATIONAL ELEMENTS

PEOPLE | PLATFORM | INNOVATION

market changes than ever before. We have a much larger addressable market given the diversification we have built throughout the business, because rental is now core in a multitude of areas.

The change in the role and importance of rental means that industry pricing is also evolving, and rental rate discipline and progression has been seen across the industry. It used to be that the bigger our fleet was, the more money we made. There was little variation in pricing available. We now see ourselves more as a business services company and envisage having pricing progression as our norm. We and the industry have demonstrated this over the last couple of years as, despite lower levels of physical utilisation and used equipment prices, rental rates have continued to progress. This marks a huge change for us and the industry and is part of our growth algorithm which did not exist in the past. When we have the scale we have in these market conditions, we expect to see increased margin performance, particularly when we combine these market conditions with confidence and excellence in execution.

Actionable components

At the heart of Sunbelt 4.0, we are guided by five actionable components, powered by three foundational elements. We have called the actionable components Customer, Growth, Performance, Sustainability and Investment, and these are the backbone of the Sunbelt 4.0 runway for success – the core components of the next level of our ambition with purpose.

Our Sunbelt 4.0 strategic priorities

STRATEGIC PRIORITY	KEY INITIATIVES	RELEVANT KPIs	RELATED RISKS
01 CUSTOMER	– Elevate our customer culture from centric to obsession – Growing the percentage of revenue from customers which rent from General Tool and three or more Specialty lines of business – Increase value of existing customers and adding new credit customers	– Return on investment – Fleet on rent – Dollar utilisation	– Economic conditions – Competition – People and culture
02 GROWTH	– Increase market density through investment in General Tool and Specialty businesses – Access latent capacity through existing location growth – Add greenfield stores to establish and deepen market presence, progressing our market clusters – Make rate progression a sustained contributor to growth	– Return on investment – Fleet on rent – Dollar utilisation – Adjusted EPS	– Economic conditions – Competition – People and culture
03 PERFORMANCE	– Leverage SG&A with increased scale – Increase maturity of existing store portfolio, in particular those added during Project 2021 and Sunbelt 3.0 – Deliver against operational excellence initiatives and embed industry leading technology platform developed during Sunbelt 3.0	– Return on investment – Fleet on rent – Dollar utilisation – EBITDA margins – Adjusted EPS	– Economic conditions – Competition – People and culture – Cyber security
04 SUSTAINABILITY	– Continue prioritisation of health and safety – Target Scope 1 and 2 Net Zero by 2050 target, supported by a tangible pathway – Unlock the sustainability potential in our people strategies – Advance an integrated community investment strategy enabled by technology	– Safety – Carbon intensity – Staff turnover	– Health and safety – Environmental – People and culture – Laws and regulations
05 INVESTMENT	– Target leverage range of 1.0 to 2.0 times net debt to EBITDA (excluding IFRS 16) – Dynamic capital allocation policy, prioritising organic growth investment in existing locations and greenfields – Returns to shareholders through progressive dividend policy and share buybacks – Free cash flow from operations will fund 100% of ambitious Sunbelt 4.0 organic growth plans, leaving significant flexibility and optionality to allocate capital in accordance with our long-term priorities	– Adjusted EPS – Return on Investment – Net debt and leverage	– Economic conditions – Competition

01 CUSTOMER

The first of our actionable components is to elevate our obsession with customer service and their success throughout the organisation to a level unparalleled in the broader business sector. Customers have always been the priority at Sunbelt but putting them front and centre in our new strategic plan elevates that further. As our business has changed, so too have our customers. They now rely on us to get their job done, safely, efficiently, without any hassle and often in the most sustainable way possible. We see it as our responsibility to enable their success.

Cross-selling the power of Sunbelt is an important part of the customer experience and a great source of our competitive advantage. We continue to grow our customer base, having added over 118,000 new credit customers in the US during Sunbelt 3.0. Meanwhile, those customers who rent from multiple lines of business also grew over the same period. In addition, the revenue generated by individual customers is also growing. Our focus on ensuring those customers enjoy the very best customer service and experience will enable us to capitalise on these factors in building the business further.

OUR SPECIALTY BUSINESSES

Our Specialty businesses focus on products with comparatively low rental penetration in predominantly non-construction markets. They are hugely important to our business and are core to our Sunbelt 4.0 strategy. Specialty products and services are often a natural add-on to our General Tool products and services. We are always looking for new rental opportunities and to expand the number of our Specialty lines of businesses which in North America include:

- Power and HVAC;
- Climate Control;
- Scaffold Services;
- Flooring Solutions;
- Pump Solutions;
- Trench Safety;
- Industrial Tool;
- Film & TV;
- Temporary Structures;
- Ground Protection;
- Temporary Fencing; and
- Temporary Walls.

Our Specialty businesses are true specialisms with in-house experts in each business line with in-depth product and application knowledge, who enable us to provide the very best level of service to our customers. Cross referrals between General Tool and Specialty are becoming more and more commonplace.

02 GROWTH

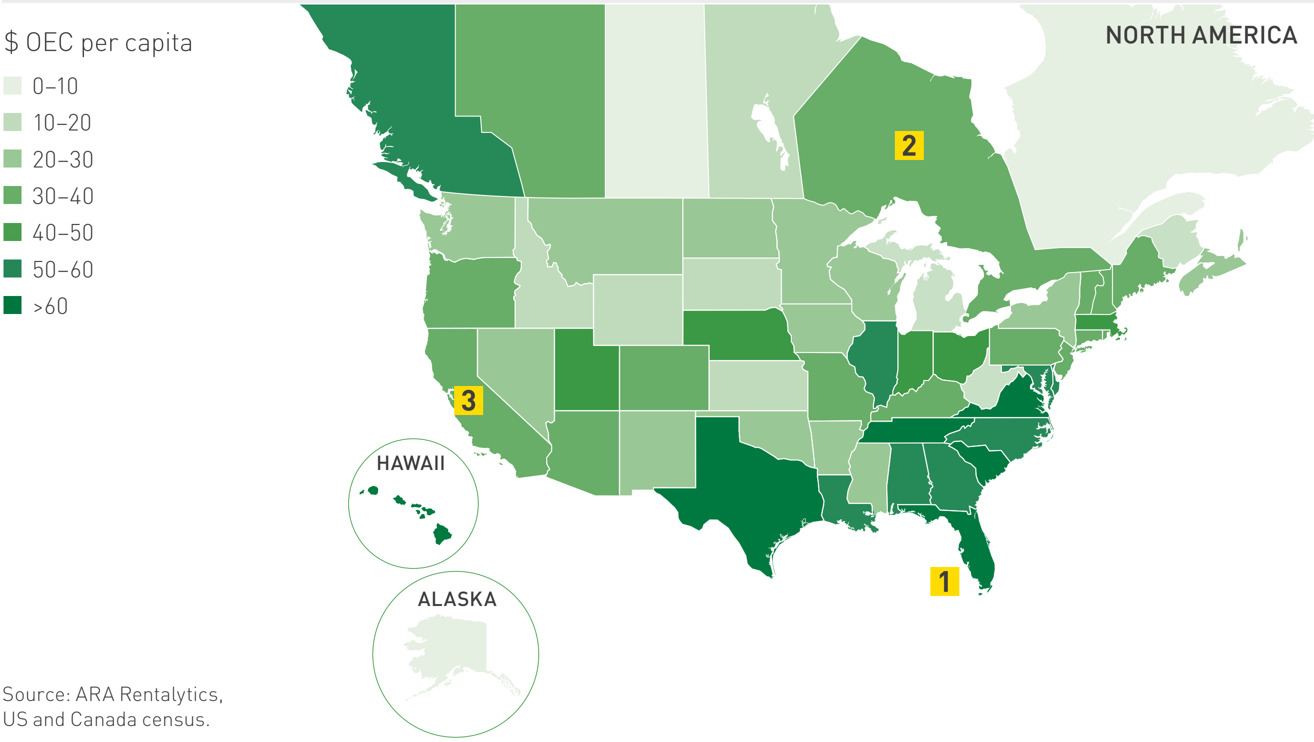
Our second actionable component is to grow our General Tool and Specialty businesses through the ongoing structural progression of our business and industry. We are evolving our cluster approach as we look to increase our fleet density. We believe that there is a clear opportunity to increase the fleet density in our markets through accessing the latent capacity in our existing locations, particularly those added through Sunbelt 3.0 and supplementing those through further greenfield locations. In this way, we aim to ensure that rental penetration increases in ever broadening markets as our market density grows. We aim to add 300-400 greenfield locations during Sunbelt 4.0.

To illustrate our opportunity, the fleet density map, Chart 08, shows fleet density (original equipment cost ('OEC') per capita) by state. Highlighting three markets, each of which we believe has opportunity for further growth:

1. **Florida:** $76 of OEC per capita with 103 locations and being the third largest US rental market
2. **Ontario:** $40 of OEC per capita with 63 locations and being the largest Canadian rental market
3. **California:** $34 of OEC per capita with 126 locations and being the largest US rental market

We would need a fleet size of $29bn to achieve the same level of fleet density throughout North America that we have in Florida.

08 Fleet density



Source: ARA Rentalytics, US and Canada census.

CONTINUING TO ADVANCE OUR CLUSTER APPROACH

Our cluster approach has been a very important aspect of our strategy and success at building the business to where we have the scale we have today. We are now focusing also on increasing our market density where we have clusters. Our greenfield sites are chosen to enhance our existing business and we believe that this approach continues to provide significant continuing opportunity for growth. We focus on building clusters of stores because, as they mature, they access a broader range of markets unrelated to construction leading to better margins and return on investment.

The size and composition of a cluster depends on the market size based on Designated Market Areas. We have defined clusters such that a top 25 market cluster in the US has more than 15 stores, a top 26-50 market cluster more than 10 stores and a top 51-100 market more than four stores. We also include the smaller 101-210 markets within our cluster analysis although our focus is predominantly on the top 100 markets in the US. Nevertheless, we have found that the smaller markets, while performing less well than others overall, often prove more resilient when times are less good. Our definition of a cluster in these markets is two or more stores. With the advanced technology we have in place, we can analyse local market data accurately. This allows us to find similarities between certain US and Canadian centres, and model our growth plans accordingly. The more customers get to know and trust us, the faster we are able to grow.

We focus on ensuring our clusters meet the multiple needs of local customers even if that means some stores may appear to perform less well than others. The interaction of the stores in a cluster is what gives us real competitive advantage. We find that having a blend of locations is highly desirable and we like to mix up the large equipment locations with smaller General Tool stores. The addition of Specialty stores serves to differentiate us from competitors in the area. This enables us to broaden and diversify our customer base and our end markets, as we extend our reach within a market. The value is in the mix of products and services we are able to provide in a concentrated environment.

	US				Canada		
Rental markets	Top 25	26–50	51–100	101–210	Top 5	6–10	11–55
Rental market %	56%	19%	16%	9%	49%	18%	33%
Cluster definition	>15	>10	>4	>1	>10	>7	>1
Clustered	21	12	26	29	4	2	9
Sunbelt 4.0 target	22 markets	15–17 markets	30–33 markets	39–48 markets	4–5 markets	3–5 markets	13–15 markets

03 PERFORMANCE

Our third actionable component is performance, unlocking the capacity to operate more efficiently through process, technology and scale, resulting in margin progression with growing revenues.

We see three areas of opportunity where we can drive performance:

1. firstly, we will leverage our central and field sales and support services, using the investments made during Sunbelt 3.0 as a platform for future growth. We believe that our central and field support functions have now reached the scale to drive Sunbelt 4.0 growth. The investments made over Sunbelt 3.0 provide the foundation to tackle the next chapter of growth without the same levels of incremental cost, contributing to margin improvement;

2. secondly, we will extract the full potential from our existing footprint and leverage our scale. We added c. 400 locations in North America during Sunbelt 3.0 which have ample room for revenue growth and margin progression. Capital investment targeted in these locations presents a significant opportunity; and

3. finally, we aim to achieve further performance advantage through market-based operational excellence programmes and harnessing the power of digitally enabled solutions. During Sunbelt 3.0, we launched and benefitted from dynamic pricing, order capture and eCommerce tools, but have been investing in a wide range of industry leading technologies which will take our technology platform to the next level. Asset telematics, logistics, field service and customer focused tools will provide further opportunities.

CONNECTED SOLUTIONS:
MANAGING OUR ASSETS IN THE MOST EFFECTIVE AND EFFICIENT WAY

Connected Solutions is the next generation of our telematics, which will soon be fully integrated within our reservation portal, as well as in the mobile service app, which our technicians use. The Connected Solutions portal offers proactive support where the health of our 300,000 connected assets is monitored through proactive alerts to help us identify any issue, allocate the right resources and optimise uptime. We can create a watch list of equipment by specific category, customer or for any eventuality, such as a big event, for example. The portal tracks all alerts on any piece of equipment, can prioritise them, so we deal with them in order of importance, and is able to visualise the equipment, where it is deployed and what is wrong with it. We can see exactly where equipment is located on a map within the system and its service status. Meanwhile, our Technician Resource Uptime Support Team (TRUST) offers field technicians real-time assistance with diagnostics and repairs. Our customers will also soon have access to this valuable data to benefit their own operations.

300k
connected assets in our portal

04 SUSTAINABILITY

Our fourth actionable component is sustainability, and this underpins everything we do. We will advance our position as a thriving, growing enterprise to deliver long-term sustainable value for our people, customers, communities and investors.

We intend to lead sustainability in our industry and set an updated target in the prior year of a 50% reduction in Scope 1 and 2 greenhouse gas intensity by 2034 (using the base year as 2024), on our journey to being Net Zero by 2050. We have four areas of focus within our sustainability actionable component; operations, customers, our people and communities, and we report on these in more detail in our Responsible business report on page 52.

Operations

- Committing to Scope 1 and 2 Net Zero by 2050 supported by a tangible pathway
- Reducing environmental impact and advancing sustainability through the value chain

Customers

- Driving the benefits of rental amplified by our scale
- Partnering and innovating to bring new products to the rental market

Our people

- Health and safety remaining our key priority
- Focus on attracting, developing and retaining top talent
- Fostering inclusion and belonging

Communities

- 1% of post-tax profit to community investment by 2028/29
- Advancing an integrated community investment strategy
- Scaling strategic sustainability and community partnerships

05 INVESTMENT

Our fifth and final actionable component is investment, by which we mean disciplined capital allocation to drive profitable growth, strong cash generation and enhanced shareholder value. We will continue to allocate capital within our clearly defined framework:

- organic growth investment in existing locations and greenfield sites;
- bolt-on acquisitions; and
- returns to shareholders – a progressive dividend policy and share buybacks to maintain our leverage within our target range.

Maintaining financial and operational flexibility enables us to flex our business and operational models through the economic cycle. This enables us to react quickly to both opportunities in the market and adverse changes. Having a strong balance sheet is fundamental to our success at all stages in the cycle.

We have been consistent in our commitment to both low leverage and a well invested fleet, and we benefit from the options this strategy has provided. The length and gradual nature of the last cycle enabled us to establish a smooth, well distributed fleet age. Traditionally, rental companies have only generated cash in a downturn when they reduce capital expenditure and age their fleet. In the upturn, they consume cash as they replace their fleets and then seek to grow. We have changed this dynamic through the cycle with our scale and strong margins. During Sunbelt 4.0, strong free cash flow will fund 100% of our organic growth plans, leaving significant capacity for bolt-ons and returns to shareholders.

Our capital allocation is underpinned by our target leverage range of 1.0 to 2.0 times net debt to EBITDA (excluding IFRS 16).

FOUNDATIONAL ELEMENTS

Underpinning our five actionable components are our foundational elements, which we believe are essential to the delivery of our strategy. These are our people, our platform and innovation. Our foundational elements are present in everything we do and core to the culture of our organisation, enabling us to deliver on our customer promise of Availability, Reliability and Ease. We believe that these foundational elements drive the success of our business, and as such, underpin our strategic plan.

PEOPLE | **PLATFORM** | **INNOVATION**

02 ACTIONABLE COMPONENT

GROWTH

Grow our General Tool and Specialty businesses through the ongoing structural progression in our business and industry and advance our clusters to deepen our presence and increase our total addressable markets.

2025 highlights

- Five new acquisitions, adding 13 locations in North America
- 48 new greenfield sites opened in North America (22 General Tool and 26 Specialty)
- 59 of the top 100 US markets and six of the top 10 Canadian markets are now clustered

MEASURING OUR PERFORMANCE

At Group level, we measure the performance of the business using a number of key performance indicators ('KPIs'). These help to ensure that we are delivering against our strategic priorities as set out on page 22. Several of these KPIs (adjusted EPS, return on investment, leverage and carbon intensity) influence the remuneration of our executive team (see page 97).

Certain KPIs are more appropriately measured for each of our operating businesses, whereas other KPIs are best measured for the Group as a whole.

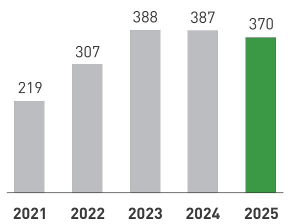
Key:

Key performance indicator linkages

1 Customer
2 Growth
3 Performance
4 Sustainability
5 Investment
R Linked to remuneration

Adjusted EPS (¢)

2 3 5 R



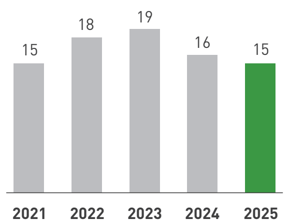
Calculation
Adjusted Group profit after taxation divided by the weighted average number of shares in issue (excluding shares held by the Company and the ESOT).

Target
As a cyclical business, adjusted EPS varies through the cycle.

2025 performance
Adjusted EPS was 369.5¢ per share in 2024/25.

Return on investment ('RoI') (%)

1 2 3 5 R



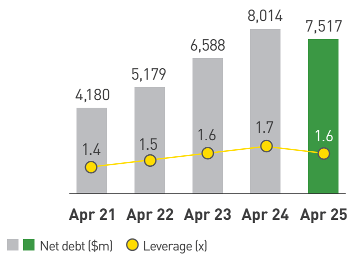
Calculation
Last 12-month ('LTM') adjusted operating profit divided by the LTM average of the sum of net tangible and intangible fixed assets, plus net working capital but excluding net debt and taxation. RoI is calculated excluding the impact of IFRS 16.

Target
Averaged across the economic cycle we look to deliver RoI well ahead of our cost of capital, as discussed in our strategic review.

2025 performance
Our RoI was 15% for the year ended 30 April 2025. The decrease in RoI compared with the prior year is predominantly due to the impact of a lower utilisation of a larger fleet.

Net debt and leverage at constant exchange rates

5 R



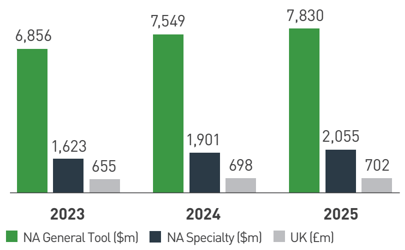
Calculation
Net debt is total debt less cash balances, as reported, and leverage is net debt divided by EBITDA, calculated at constant exchange rates (balance sheet rate). Both net debt and leverage exclude the impact of IFRS 16.

Target
We seek to maintain a conservative balance sheet structure with a target for net debt to EBITDA of 1.0 to 2.0 times (excluding IFRS 16).

2025 performance
Excluding lease liabilities arising under IFRS 16, net debt at 30 April 2025 was $7,517m and leverage was 1.6 times.

Fleet on rent ($m/£m)

1 2 3



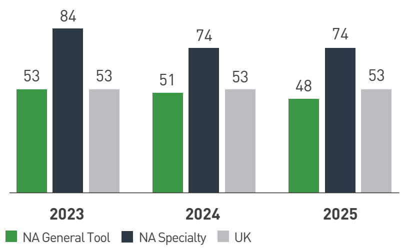
Calculation
Fleet on rent is measured as the daily average of the original cost of our itemised equipment on rent.

Target
To achieve growth rates in excess of the growth in our markets and that of our competitors.

2025 performance
In North America General Tool, fleet on rent increased 4% (rental revenue up 1%), in North America Specialty, fleet on rent increased by 8% (rental revenue up 8%), while in the UK it increased by 1% (rental revenue up 5%). The North American market increased by 7% and the UK market by 1%.

Dollar utilisation (%)

1 2 3



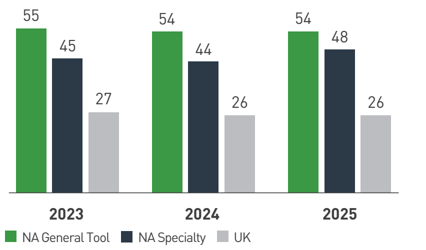
Calculation
Dollar utilisation is rental revenue divided by average fleet at original (or 'first') cost measured over a 12-month period.

Target
Improve dollar utilisation to drive improving returns in the business.

2025 performance
Dollar utilisation was 48% for North America General Tool, 74% for North America Specialty and 53% in the UK. The decrease in North America General Tool dollar utilisation is due to principally lower physical utilisation and fleet inflation.

EBITDA margins (%)

3



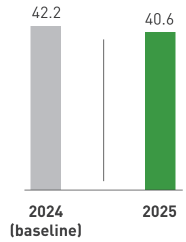
Calculation
Adjusted EBITDA as a percentage of total revenue.

Target
To improve or maintain EBITDA margins.

2025 performance
Adjusted EBITDA margins in 2024/25 were 54% in North America General Tool, 48% in North America Specialty and 26% in the UK.

GHG intensity (tCO_2e/$m)

4 R



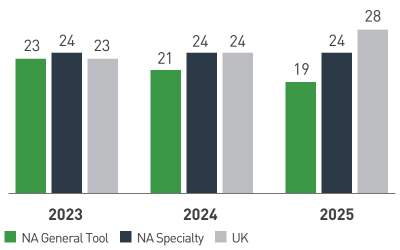
Calculation
GHG intensity is calculated as emissions per $m of revenue ($tCO_2e$/$m), calculated at constant exchange rates.

Target
To be Net Zero within our organisations (Scope 1 and 2) by 2050. In the short-term, we have a target of a 50% reduction in Scope 1 and 2 GHG intensity (from a baseline of 2024).

2025 performance
Our carbon emission intensity ratio was 40.6 (2024: 42.2).

Staff turnover (%)

4



Calculation
Staff turnover is calculated as the number of leavers in a year (excluding redundancies) divided by the average headcount during the year.

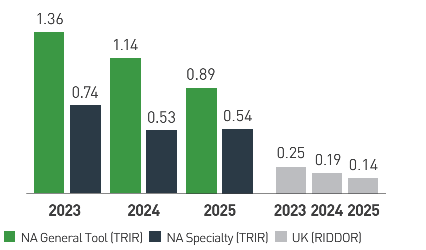
Target
Our aim is to keep employee turnover below historical levels to enable us to build on the skill base we have established and maintain and enhance the culture of the business.

2025 performance
Total employee turnover for North America General Tool was 19%, for North America Specialty it was 24% and in the UK it was 28%.

Employee turnover and the actions we are taking to reduce it are discussed on page 60.

Safety

4



Calculation
In North America, reportable incidents are reported in accordance with the OSHA (Occupational, Safety and Health Administration) framework as a Total Recordable Incident Rate ('TRIR'). In the UK, the RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) reportable rate is the number of major injuries or over seven-day injuries per 100,000 hours worked.

Target
Continued reduction in accident rates.

2025 performance
The TRIR was 0.89 for North America General Tool and 0.54 for North America Specialty. The RIDDOR reportable rate was 0.14 in the UK.

More detail is included in our Responsible business report on page 56.

MANAGING OUR RISK

The Group recognises the importance of identifying and managing financial and non-financial risks faced by the business. In response to this, it has developed a rigorous risk management framework designed to identify and assess the likelihood and consequences of risks and to manage the actions necessary to mitigate their impact, including those related to climate-related matters. Our risk identification processes seek to identify risks from both a top-down strategic perspective and a bottom-up business perspective. The Board has overall responsibility for risk management, setting of risk appetite and implementation of the risk management policy. This is designed to enable our employees to take advantage of attractive opportunities, yet to do so within the risk appetite set by the Board.

The Group Risk Register is the core of the Group's risk management process. It contains an overall assessment of the risks faced by the Group together with the controls established to reduce those risks to an acceptable level and is maintained by the Group Risk Committee. The Group Risk Register is based on detailed risk registers maintained by Sunbelt in North America and the UK, which are reviewed and monitored through local risk committees. The operation and effectiveness of the local risk committees, which meet two to four times a year, continues to be enhanced.

The Group Risk Committee meets as required, but at least twice a year, with the objective of encouraging best risk management practice across the Group and a culture of regulatory compliance and ethical behaviour. The Committee is chaired by our chief financial officer and also includes:

- the Group's general counsel;
- the Group's chief accounting officer;
- the Sunbelt UK legal counsel; and
- the Group's company secretary.

The Group Risk Committee reports annually through the Audit Committee to the Board and, as part of this process, produces a Group Risk Register. The Board assesses on a regular basis whether the appropriate risks have been identified, including any emerging risks which may impact the Group, and that adequate assurance is obtained over those risks.

In addition, consideration is given to ensure that risks have been assessed appropriately in relation to risk rating. Our risk appetite is reflected in our rating of risks and ensures the appropriate focus is placed on the correct risks. The Board takes a view of the prospects of the business through the cycle and, given the inherent cyclicality in the business, tends to operate with a low risk appetite. Further detail on our risk management framework and priorities during the year is provided on pages 33 to 37.

The Group Risk Committee priorities this year included:

- assessment of the Group Risk Register, including identification and prioritisation of business risks;
- health and safety, together with continuous improvement through training and awareness;
- driver safety, training and compliance;
- focus on the continued development of our technology environment, including cyber security;
- assessment of the environmental and social impact of the Group, including emerging risks such as the use of artificial intelligence and climate change;
- our sustainability initiatives and how we are delivering against our environmental and social priorities;
- monitoring of compliance with laws and regulations; and
- performance standards audits.

Our priorities for next year focus on the principal areas of risk to the Group and are similar. In particular:

- continue our safety initiatives, Engage for Life: Amplified, focused on serious injury and fatality ('SIF') protocols and driver programmes;
- focus on the development of our technology environment in accordance with the Group's strategic plans, including a continued focus on cyber security;
- focus on our sustainability initiatives, delivering against our environmental and social priorities; and
- consideration of impact of the Group's intention to relist in the US.

Risk management framework

Group Risk Committee	Audit Committee	Board
– Reviews key and emerging risks on a regular basis with support from the businesses' risk committees which meet two to four times a year. – Receives in-depth presentations from the businesses' risk committees on key matters.	– Receives presentation from Group Risk Committee on the Group Risk Register on an annual basis. – Assesses effectiveness of risk management process.	– Overall responsibility for risk management framework and the definition of risk appetite. – Undertakes Board monitoring of significant risks throughout the year.

1 Risk identification

- Assessed both on a top-down and bottom-up basis.
- Risks considered most material to the business.
- Consideration of emerging risks.

2 Assessment of likelihood and impact

- Financial, operational, environmental and regulatory impacts considered.

3 Risk appetite determined

- Risk appetite assessed for individual risks in accordance with our overall Group risk appetite.

4 Mitigating controls implemented

- Mitigating controls identified, implemented and monitored to ensure risk is reduced to an acceptable level.

Group Risk Register

Group Risk Register summarises work of Group Risk Committee, changes in risks identified and details by significant risk material controls and monitoring activities completed.

Risk appetite determined

Risk appetite determined with reference to the Group's risk categories:

STRATEGIC	OPERATIONAL	FINANCIAL

PRINCIPAL RISKS

The Board has completed a robust assessment of the Group's emerging and principal risks. Set out below are the principal business risks identified that could impact the Group's business model, future performance, solvency or liquidity and information on how we mitigate them. Our risk profile evolves as we move through the economic cycle and commentary on how risks have changed is included below. The Committee has considered whether climate-related matters represent a principal risk for the Group. The Group believes that climate-related matters are addressed principally through our environmental risk and our commitment to reduce GHG intensity. On balance, the Committee believes that climate change and emerging technologies will increase the demand for rental and continue the shift from ownership to rental, rather than presenting a risk to our business model.

Key:

Link to strategic priority:

1 Customer
2 Growth
3 Performance
4 Sustainability
5 Investment

Change in risk in 2024/25:

↑ Increase in risk
→ Constant risk
↓ Decrease in risk

Economic conditions

→ 1 2 3 5

Potential impact

In the longer-term, there is a link between levels of economic activity and demand for our services. The most significant end market which affects our business is construction. The construction industry is cyclical and typically lags the general economic cycle by between 12 and 24 months.

The economic uncertainties resulting from the impact of pandemics is considered as part of this risk.

Mitigation

- Prudent management through the different phases of the cycle.
- Flexibility in the business model.
- Capital structure and debt facilities arranged in recognition of the cyclical nature of our market and able to withstand market shocks.

Change

Our business continues to be well positioned to benefit from supportive end markets. However, while market forecasts are predicting continued growth both in terms of starts and the rental market, supported by the emergence of 'mega projects', there remains some uncertainty and potential volatility in end market conditions, including arising from the uncertainty associated with tariffs. At all times, we remain cognisant of market dynamics and uncertainties to ensure that we take actions to ensure the Group is positioned to take advantage of opportunities.

Competition

→ 1 2 3 5

Potential impact

The already competitive market could become even more competitive and we could suffer increased competition from large national competitors or smaller regional or local companies resulting in reduced market share and lower revenue.

This could negatively affect rental rates and physical utilisation. Continuing industry consolidation could also have a similar effect.

Mitigation

- Create commercial advantage by providing the highest level of service, consistently and at a price which offers value.
- Differentiation of service.
- Enhance the barriers to entry to newcomers provided by our platform: industry-leading technology, experienced personnel and a broad network and equipment fleet.
- Regularly estimate and monitor our market share and track the performance of our competitors.

Change

Our markets continue to be competitive but the big continue to get bigger. We have an 11% market share in North America and a 10% market share in the UK.

Cyber security

→ 3

Potential impact

A cyber attack or serious uncured failure in our systems could result in us being unable to deliver service to our customers and/or the loss of data. In particular, we are heavily dependent on technology for the smooth running of our business given the large number of both units of equipment we rent and our customers. As a result, we could suffer reputational loss, revenue loss and financial penalties.

This is the most significant factor in our business continuity planning.

Mitigation

- Stringent policies surrounding security, user access, change control and the ability to download and install software.
- Testing of cyber security including red team exercises, system penetration testing and internal phishing and other training exercises undertaken.
- Use of antivirus and malware software, firewalls, email scanning and internet monitoring as an integral part of our security plan.
- Use of firewalls and encryption to protect systems and any connections to third parties.
- Use of multi-factor authentication.
- Continued focus on development of IT strategy taking advantage of cloud technology available.
- Separate near-live back-up data centres which are designed to be able to provide the necessary services in the event of a failure at a primary site.

Change

The Group remains vigilant with regards to cyber security, with a significant and ongoing investment in resource and tooling to maintain and where appropriate, enhance our posture. As part of these activities, we consider the risks arising from the continuing evolution of artificial intelligence tools. Nevertheless, cyber security remains a continually evolving area and a priority for the Group.

In relation to business continuity, our plans have been subject to continued review and update during the year and our disaster recovery plans are tested regularly.

Health and safety

→ 4

Potential impact

A failure to comply with laws and regulations governing health and safety and ensure the highest standards of health and safety across the Group could result in accidents which may result in injury to or fatality of an individual, claims against the Group and/or damage to our reputation.

Mitigation

- Maintain appropriate health and safety policies and procedures regarding the need to comply with laws and regulations and to reasonably guard our employees against the risk of injury.
- Induction and training programmes reinforce health and safety policies.
- Programmes to support our customers exercising their responsibility to their own workforces when using our equipment.
- Maintain appropriate insurance coverage.

Further details are provided on page 46.

Change

Health and safety remains a key focus area for the Group and an area of continuous improvement in order to consider what actions can be implemented to further reduce the risks within our business.

In terms of reportable incidents, the TRIR was 0.89 (2024: 1.14) in North America General Tool and 0.54 (2024: 0.53) in North America Specialty. The RIDDOR reportable rate was 0.14 (2024: 0.19) in the UK. Further details are provided in our Responsible business report.

People and culture

→ 1 2 3 4

Potential impact

Retaining and attracting good people is key to delivering superior performance and customer service and maintaining and enhancing our culture.

Excessive staff turnover is likely to impact on our ability to maintain the appropriate quality of service to our customers and would ultimately impact our financial performance adversely.

At a leadership level, succession planning is required to ensure the Group can continue to inspire the right culture, leadership and behaviours and meet its strategy objectives. Furthermore, it is important that our remuneration policies reflect the Group's North American focus and enable us to retain and enhance our strong leadership team.

Mitigation

- Provide well-structured and competitive reward and benefit packages that ensure our ability to attract and retain the employees we need.
- Ensure that our staff have the right working environment and equipment to enable them to do the best job possible and maximise their satisfaction at work.
- Invest in training and career development opportunities for our people to support them in their careers.
- Ensure succession plans are in place and reviewed regularly which meet the ongoing needs of the Group.

Change

Recruiting, retention and training continue to be key priorities for the business.

Our compensation and incentive programmes have continued to evolve to reflect market conditions, the economic environment and the results of our employee engagement surveys.

Inclusion programmes are established across the business to enhance our efforts to attract and retain the best people.

Environmental

→ 4

Potential impact

As part of Sunbelt 4.0, the Group has made a long-term commitment to reduce its Scope 1 and 2 carbon intensity by 50% by 2034, compared to a baseline of 2024, on a journey to Net Zero by 2050. Failure to achieve these goals could adversely impact the Group and its stakeholders.

In terms of the Group's assessment of the broader environmental impacts of our activities, we also consider the upstream and downstream impacts of our operations and note that a significant part of our Scope 3 emissions arises from our rental fleet, which today is reliant on diesel engines. Over time, 'greener' alternatives will become available as technology advances. If we do not remain at the forefront of technological advances, and invest in the latest equipment, our rental fleet could become obsolete.

In addition, we need to comply with the numerous laws governing environmental protection matters. These laws regulate such issues as wastewater, storm water, solid and hazardous wastes and materials, and air quality. Breaches potentially create hazards to our employees, damage to our reputation and expose the Group to, amongst other things, the cost of investigating and remediating contamination and also fines and penalties for non-compliance.

Mitigation

- Policies and procedures in place at all our stores regarding the need to adhere to local laws and regulations.
- Procurement policies reflect the need for the latest available emissions management and fuel efficiency tools in our fleet.
- Collaboration with key suppliers to develop and pilot new technologies.
- Lower carbon vehicle transition plan.
- Real estate and facility standards to reduce emissions from our operations.
- Monitoring and reporting of GHG emissions.

Change

The work of the Health, Safety and Environmental departments, and the Sustainability and operational audit teams, continue to assess environmental compliance.

Our 2023/24 Scope 1 and 2 GHG emissions have been independently validated by the Carbon Trust, and we will obtain assurance over our 2024/25 Scope 1 and 2 data prior to the publication of the Group's 2024/25 Sustainability Report.

In 2024/25 our Scope 1 and 2 GHG emission intensity ratios reduced to 40.6 (2024: 42.2). Further detail is provided on page 57.

Laws and regulations

→ 4

Potential impact

Breaches of laws or regulations governing the Group's activities could result in criminal prosecution, substantial claims and loss of reputation.

Mitigation

- Maintaining a legal function to oversee management of these risks and to achieve compliance with relevant legislation.
- Group-wide modern slavery, business ethics and ethical sourcing policies and whistle-blowing arrangements.
- Evolving policies and practices to take account of changes in legal obligations.
- Training and induction programmes ensure our staff receive appropriate training and briefing on the relevant policies.

Change

We monitor regulatory and legislative changes to ensure our policies and practices reflect them and we comply with relevant legislation.

Our whistle-blowing arrangements are well established, and the company secretary reports matters arising to the Audit Committee and the Board during the course of the year. Further details as to the Group's whistle-blowing arrangements are provided on page 65.

During the year 3,952 people in North America and 676 people in the UK underwent induction training. In addition, training programmes were undertaken in safety and business ethics.

EMERGING RISKS

In addition to the principal risks identified above, the Board considers what emerging risks may also impact the Group. In identifying emerging risks, the Board has considered both third-party risk analysis as well as internal views of emerging trends which may impact the business. As a result of this analysis, the Board specifically considered supply chain constraints, incremental climate-related matters (including future laws and regulations which may arise) and emerging technologies (including artificial intelligence, battery-led technologies and autonomous machines).

In relation to our supply chain, we work with industry-leading rental equipment manufacturers and have achieved significant competitive advantages, including cost savings, through our scale and working relationships. Across the Group, our top five suppliers now account for c. 60% of our rental capital expenditure and, in most cases, we are larger than our suppliers. There is a risk that our key suppliers are unable to supply the equipment required to meet our replacement and growth requirements in a timely manner. The Board believes that the Group has sufficient alternative sources of supply and inherent flexibility in its business model and a $19bn rental fleet, if a supplier is unable to deliver equipment as scheduled. However, it acknowledges that transitioning to a new principal supplier could cause short-term disruption to our procurement.

In relation to climate-related matters, the Board believes these are addressed principally through our environmental risk and our commitment to reduce our GHG intensity, but notes that this is a developing area and as such continues to monitor the ways in which climate change may affect the Group in the future, particularly in relation to the emergence of future laws and regulations which may impact the Group. On balance, the Board believes that the impact from climate change and emerging technologies will increase the demand for rental and continue the shift from ownership to rental, rather than presenting a risk to our business model.

Assessment of prospects and viability

The prospects of the Group are inherently linked to the environment in which we operate. While our principal market is construction, which is cyclical in nature, it represents less than 50% of our business. The balance is non-construction related activity, including, inter alia, industrial, events, maintenance and repair, emergency response and facilities management which, by their nature, are typically less cyclical.

Our markets in North America are undergoing structural change. Customers are increasingly choosing to rent equipment rather than own it and the fragmented markets are consolidating. The Group is well positioned to take advantage of these structural changes. The UK market is more mature and competitive than the market in North America, but Sunbelt UK is the largest rental company in that market and, with the Group's strong financial position, is well positioned to optimise market conditions.

Period of assessment

The Board discusses regularly the factors affecting the Group's prospects and the risks it faces in optimising the opportunity presented in its markets. The principal risks, which the Board concluded could affect the business are set out on the preceding pages. The Group's risks are ongoing in nature and therefore could crystallise at any time, rather than being linked to a specific timeframe. While the Board has no reason to believe the Group will not be viable over a longer period, the period over which the Board considers it possible to form a reasonable expectation as to the Group's longer-term viability, is the three-year period to 30 April 2028. This also aligns with the duration of the business plan prepared annually and reviewed by the Board. We believe this provides a reasonable degree of confidence over this longer-term outlook.

Assessment of viability

The Group prepares an annual budget and three-year business plan. This plan considers the Group's cash flows and is used to review its funding arrangements and available liquidity based on expected market conditions, capital expenditure plans, used equipment values and other factors that might affect liquidity. It also considers the ability of the Group to raise finance and deploy capital.

The nature of the Group's business is such that its cash flows are countercyclical. In times of improving markets, the Group invests in its rental fleet, both to replace existing fleet and grow the overall size of the fleet, which results in improving earnings but lower cash flow generation from operations in times of rapid growth. However, as the cycle matures and the rate of growth slows, the Group generates strong cash flow from operations. In more benign or declining markets, the Group invests less in its rental fleet and, as a result, generates significant cash flow from operations.

Recognising the impact of the economic cycle and the risk of an economic downturn on the business and its financing requirements, we undertake scenario planning based on the timing, severity and duration of any downturn and subsequent recovery. This scenario planning considers the impact of the cycle on revenue, margins, capital expenditure, cash flows, overall debt levels and leverage. In a scenario where revenue growth is lower than expected due to lower activity levels, the Group would reduce its growth capital expenditure and therefore expect to generate higher free cashflow. In a scenario where revenue declined, the Group would reduce its capital expenditure further, with no growth capital expenditure incurred and lower replacement capital expenditure requirements arising, while still disposing of the equipment which was at the end of its useful life, therefore ensuring the Group's fleet size was appropriate to market activity and continuing to generate disposal proceeds. In this scenario, the Group would expect to generate significant free cashflow. Furthermore, in a lower-growth environment, or in a declining market, the Group would reduce its cost base accordingly. As such, in either scenario, total levels of debt and the Group's leverage ratio would be expected to decrease over time. In addition, in the current year, we have also considered the potential impact of tariffs on the Group, both in terms of their direct impact on our business but also the potential broad economic impact.

The Group maintains a net debt to EBITDA leverage target range of 1.0 to 2.0 times (pre IFRS 16) and long debt maturities to mitigate financing risk. Certain senior notes mature during the viability assessment period and we believe the Group's financial profile and capital structure will enable the Group to refinance it and continue to access debt markets as required.

Based on this analysis, and the Board's regular monitoring and review of risk management and internal control systems, we do not believe there are any reasonably foreseeable events that could not be mitigated through the Group's ability to flex its capital expenditure plans and cost base, which would result in the Group not being able to meet its liabilities as they fall due. The nature of the business' other principal risks is such that, while they could affect the Group's ability to achieve its objectives, they are unlikely to prevent the Group from meeting its liabilities as they fall due.

Viability statement

Based on the foregoing, the Board has a reasonable expectation that the Group will be able to continue in operation and meet its liabilities as they fall due over the period to 30 April 2028.

03 ACTIONABLE COMPONENT

PERFORMANCE

Operate with greater efficiency through scale, process and technology to unlock margin progression.

2025 highlights

- Margin progression through leveraging SG&A and maturation of 401 location additions during Sunbelt 3.0
- Advancing technology platform, Connect 360, throughout organisation
- Installed almost 7,000 active telematics units in vehicles to help prevent unsafe behaviours and drive vehicle efficiency

STAKEHOLDER ENGAGEMENT

Engaging actively with our stakeholders is critical to the success of the Group and the Group engages regularly with stakeholders on a variety of topics relevant to the business.

A high degree of delegation of the engagement with stakeholders to the management teams within the Group exists in order to ensure the smooth operation of the Group on a day-to-day basis. As noted within our Corporate governance report, the role of the Board is to provide a framework under which the Group operates but under which the Group's businesses have freedom and decision-making authority to pursue business opportunities, underpinned by the culture of the Group. The directors believe that this is an important factor in the operation of the Group and the Group's overall success.

Authority for the operational management of the Group's businesses is therefore delegated to the chief executive, or further delegated by him to the senior management teams within the Group. This ensures effective day-to-day operation of the Group while maintaining effective governance.

At a board level, Board members are encouraged to engage with our stakeholders directly, for example through meeting with individual employees during site visits or through investor meetings, such as those to obtain remuneration policy feedback or through attendance at the Group's annual general meeting. In addition, the Board receives feedback from management as to stakeholder views. This occurs in a number of ways including through board reports, investor feedback reports from our brokers and employee survey reports.

In relation to the Group's overall engagement with stakeholders, the Group has identified the following groups as being fundamental to the success of the Group:

OUR PEOPLE

Definition
- Existing and prospective employees, including apprentices.

Why relevant?
Our employees want to work for a company which values them, provides ongoing development, treats them fairly and remunerates them appropriately. Investing in our people ensures we maintain our culture by having the right people and enables us to deliver on our strategic goals.

Nature of engagement
- Employee engagement apps
- Regular 'toolbox talks' and 'town hall' meetings
- Employee surveys
- National conferences, leadership team meetings and other employee events
- Regular communication on safety, with dedicated safety weeks
- Training programmes
- Apprentice programmes
- Employee relief programmes
- Employee resource groups

Further details are provided on pages 60 to 63.

Our response to engagement
- Employee reward and benefit structure which recognises the contribution our employees make to the success of the business
- Employee policies which ensure our people are treated fairly
- Ensuring safety remains a cornerstone of our culture
- Continued focus on diversity, equity and inclusion ('DEI') across the Group, with DEI taskforces in place in North America and the UK and employee resource groups to support our endeavours

Relevant KPIs
- Employee survey scores
- Safety metrics
- Employee retention metrics

OUR CUSTOMERS

Definition
- National and other managed accounts
- Small and mid-sized enterprises
- Individuals

Why relevant?
Our customers want to have confidence in the 'Availability, Reliability and Ease' of our offering as a reliable alternative to ownership.

Nature of engagement
- Account managers for major customers
- Customer feedback mechanism
- Store level staff with local customer relationships
- Customer centric technology to facilitate customer engagement
- Customer-focused websites

Our response to engagement
- Continued investment in fleet, including greener rental options where we are working with customers and suppliers to develop new technologies
- Investment in new market offerings to broaden our rental offering
- Continued investment in customer-focused technology solutions, including launch of new customer eCommerce websites and apps

Relevant KPIs
- Customer satisfaction scores
- Level of repeat business
- Customer spend
- Debtor days/days to credit

Board level engagement

CASE STUDY: PROPOSED RELISTING

OUR SUPPLIERS

Definition
- Major equipment suppliers
- Other equipment suppliers
- Service providers

Why relevant?
Partnering with our suppliers in a collaborative manner ensures that we have access to equipment when we need it and enables us to deliver new innovation to the market.

Nature of engagement
- Dedicated account managers for major suppliers
- Central procurement teams manage supplier relationships
- Collaboration to develop and pilot new technologies, including making targeted investments where appropriate to support the development of greener technology

Our response to engagement
- Regular meetings with key suppliers to assist in management of production cycles
- Policies in place in relation to working with our suppliers fairly
- Clear procurement terms agreed

Relevant KPIs
- Payment practices statistics

OUR COMMUNITIES

Definition
- Local communities to our operations
- Families of employees

Why relevant?
We want to make a positive contribution to the communities in which we operate. Establishing the right relationships with our communities also helps us to attract the best talent into our business. Supporting the families of our staff is just the right thing to do.

Nature of engagement
- Nationwide programmes in addition to local community initiatives entered into by individual depots
- Responding to community needs for emergency relief
- Charity partnerships which support our communities

Further details are provided on page 64.

Our response to engagement
- Community building activities
- Disaster response when required
- Financial support at time of crisis
- Provision of rental equipment

Relevant KPIs
- Charitable donations
- Employee time contributed to community initiatives

OUR INVESTORS

Definition
- Shareholders (institutional)
- Shareholders (private)
- Financial lending institutions

Why relevant?
Our investors want to understand how we are managing the business to generate sustainable returns through the cycle and to promote the long-term success of the Group.

Nature of engagement
- Investor conferences
- One-to-one meetings
- Site visits
- Capital markets events
- Annual Report and other communications
- Results presentations and bond holder calls
- Reporting to financial lending institutions
- Annual General Meeting
- Ashtead Group website including investor relations section

Further details are provided on pages 83 and 84.

Our response to engagement
- Communication of business model and strategic plan
- Application of stated capital allocation priorities
- Maintain compliance with stated financial objectives (e.g. leverage range, etc.)
- Manage business through the cycle

Relevant KPIs
- Returns to shareholders

Stakeholders most impacted:
- Our people
- Our investors

Consideration:
Our strategy has evolved and will continue to evolve to meet new opportunities. With consideration of the evolution of our strategy and to best benefit all our stakeholders, we have concluded that the US is now the best long-term primary listing venue for this business.

Given our operational focus and growth trajectory, this move is a natural progression. This decision has been a topic of Board discussion for some time, as our business has steadily shifted westward. Today, we are effectively a US company, with the majority of our operations, leadership, employees, revenue and future growth based there. Aligning our listing with this reality makes strategic sense. The transition is expected in the early part of 2026, following the shareholder approval obtained at the EGM in June 2025.

In reaching this decision, the Board considered several factors and potential benefits including:

- alignment of the primary listing location with the majority of the Group's business activity, leadership team and employee base;
- increased exposure to US investors through a primary US listing;
- enhanced overall liquidity in the Group's shares given access to deeper US capital markets;
- improved Group profile and go-to-market strategy through a Group rebranding as Sunbelt Rentals;
- simplifying share ownership for the wider employee base of the Group and expanded access to the recruitment and retention of top US talent; and
- optimised positioning of the Group for inclusion in premier US equity indices.

SECTION 172 STATEMENT

Statement by the Directors in performance of their statutory duty in accordance with s172(1) of the Companies Act 2006.

The Board of directors of Ashtead Group plc considers that it has, both individually and collectively, acted in good faith in a way which would most likely promote the success of the Company for the benefit of the members as a whole, and in doing so have had regard (amongst other matters) to factors (a) to (f) as set out in s172(1) of the Companies Act 2006 for the decisions taken during the year ended 30 April 2025. In making this statement, the directors have considered the following matters:

- **the likely consequences of any decision in the long-term:** the Board monitored progress against the Group's strategy, Sunbelt 4.0 during the year and concluded that it will support the long-term success of the Company. Shorter-term expectations in supporting that strategy are approved by the Board as part of the annual budgeting process, against which the performance of the Group is then monitored. Decisions taken during the year are made in the context of the Group's strategy in order to ensure that they are consistent with that strategy, take account of the Group's principal risks as described on pages 32 to 37 and are in line with the Group's capital allocation policy, which is designed to support long-term value generation for all stakeholders as detailed on page 27 and is reflected in the Board's assessment of viability as described on page 37;
- **the interests of the Company's employees:** our people are critical to the success of our business and a core component of our business model. We endeavour to recruit the best people, train them well and look after them so that they provide the best possible service for our customers and remain with us for the long-term. The Board has ultimate responsibility for ensuring the Group's decisions consider the interests of our employees. Further details and examples of our activities with employees are provided on page 40 of the Strategic report and pages 60 to 63 of the Responsible business report;
- **the need to foster the Company's business relationships with suppliers, customers and others:** managing the Company's relationships with suppliers and customers is critical in ensuring the Company delivers on its strategy. We dedicate account teams to our national customers to ensure that we maintain an ongoing dialogue while local customers are managed at a store level to enable us to respond at all levels of the organisation appropriately. The Board receives regular updates on our relationships with suppliers and customers, and has ultimate responsibility for approving investments made. Further details and examples of our activities with suppliers and customers are provided on pages 40 and 41 of the Strategic report;
- **the impact of the Company's operations on the community and the environment:** the Group seeks to have a positive impact on the communities in which it operates and minimise the environmental impact of our operations. Examples of our community initiatives and the environmental steps we take are provided in further detail on pages 57 to 59 of the Responsible business report and pages 66 to 73 of the Task Force on Climate-related Financial Disclosures;
- **the desirability of the Company maintaining a reputation for high standards of business conduct:** the Group regularly reviews and updates, where appropriate, its business conduct and ethics policies and ensures that these are communicated to employees, are readily available to employees, customers and suppliers and that appropriate training is undertaken by relevant employees on a regular basis to reinforce the Group's policies. The Group business ethics and conduct policy is formally reviewed and approved by the Board on an annual basis and available on the Group's website, while employee specific policies are provided in employee handbooks available to team members. Further details are provided on page 65 of the Responsible business report and on page 82 of the Corporate governance report; and
- **the need to act fairly as between members of the Company:** the Company always seeks to ensure that its communications are transparent and its actions are in accordance with the Group's stated strategic aims to promote the long-term success of the Company. On pages 83 and 84 within the Corporate governance report we detail how we engage with our shareholders, including both institutional investors and private investors.

FINANCIAL REVIEW

	Revenue		Segment EBITDA[1,2]		Profit[1,2]	
	2025 $m	2024 $m	**2025 $m**	2024 $m	**2025 $m**	2024 $m
North America General Tool	**6,397.0**	6,720.7	**3,477.7**	3,653.3	**2,093.4**	2,394.3
North America Specialty	**3,487.4**	3,250.4	**1,672.1**	1,438.4	**1,134.5**	968.4
UK	**907.3**	887.6	**239.7**	235.0	**68.6**	71.4
Central costs	**–**	–	**(367.8)**	(434.1)	**(609.5)**	(659.2)
	10,791.7	10,858.7	**5,021.7**	4,892.6	**2,687.0**	2,774.9
Financing costs					**(559.0)**	(544.5)
Adjusted profit before tax					**2,128.0**	2,230.4
Non-recurring costs					**(15.4)**	–
Amortisation					**(114.4)**	(120.9)
Profit before taxation					**1,998.2**	2,109.5
Taxation charge					**(487.7)**	(511.1)
Profit attributable to equity holders of the Company					**1,510.5**	1,598.4
Margins						
North America General Tool			**54.4%**	54.4%	**32.7%**	35.6%
North America Specialty			**47.9%**	44.3%	**32.5%**	29.8%
UK			**26.4%**	26.5%	**7.6%**	8.0%
Group			**46.5%**	45.1%	**24.9%**	25.6%

Throughout the Financial review, we use a number of alternative financial performance measures ('APMs') which the directors have adopted in order to provide additional useful information on the underlying trends, performance and position of the Group. Further details are provided in the Glossary of Terms on page 167.

1 Segment performance is measured internally excluding central costs which support the business as a whole. Furthermore, the Group manages debt, including lease liabilities, centrally and therefore segment profit measures are presented before the application of lease accounting adjustments in accordance with IFRS 16 Leases but instead reflect the cash cost incurred in the period. The impact of lease accounting adjustments are included within the central costs line item above.
2 Segment results presented are adjusted EBITDA and adjusted operating profit.

Change in segment information

During the year, the Group has reassessed the basis of its segment information considering recent organisational changes. The Group operates under two primary geographic regions reflecting its North American activities and assets and its UK activities and assets. The North American business is further split operationally as General Tool and Specialty, reflecting the nature of its products and services and the management structure of the Group. As such, the Group has identified its reportable operating segments as North America General Tool, North America Specialty and UK, which we believe reflects better the basis upon which we review the performance of the business internally and aligns with the basis of our strategic growth plan, Sunbelt 4.0. Prior year comparative information has been restated to reflect these updated segments.

Our financial performance

North America General Tool

In the North American General Tool business, rental only revenue of $4,903m (2024: $4,852m) was 1% higher than the prior year, driven by both volume and rate improvement, demonstrating the benefits of our strategy of broadening our end markets. Organic performance (same-store and greenfields) was flat, while bolt-ons since 1 May 2023 contributed 1% of rental only revenue growth.

Rental revenue increased 1% to $5,890m (2024: $5,826m). We estimate that hurricane response efforts contributed $25 – 30m to General Tool rental revenue in the year. This hurricane impact, in part, mitigated the moderating local commercial construction market. North American General Tool total revenue, including new and used equipment, merchandise and consumable sales, was $6,397m (2024: $6,721m). As expected, this reflects a lower level of used equipment sales than last year ($338m; 2024: $720m), when we took advantage of improving fleet deliveries and strong second-hand markets to catch up on deferred disposals.

We continued to focus on the cost base which contributed to North America General Tool EBITDA of $3,478m (2024: $3,653m) and an EBITDA margin of 54.4% (2024: 54.4%). As anticipated, lower used equipment sales and second-hand values resulted in lower gains on sale. After higher depreciation on a larger fleet, this contributed to adjusted operating profit decreasing by 13% to $2,093m (2024: $2,394m) with a margin of 32.7% (2024: 35.6%).

North America Specialty

In the North American Specialty business, rental only revenue of $2,383m (2024: $2,154m) was 11% higher than the prior year, also driven by both volume and rate improvement, demonstrating the benefits of our strategy of growing our Specialty businesses. Organic growth (same-store and greenfields) was 10%, while bolt-ons since 1 May 2023 contributed 1% of rental only revenue growth. Rental revenue increased 8% to $3,313m (2024: $3,062m). We estimate that hurricane response efforts contributed $60 – 70m to Specialty rental revenue in the year. North American Specialty total revenue, including new and used equipment, merchandise and consumable sales, was $3,487m (2024: $3,250m).

This performance combined with our focus on the cost base, lower scaffold erection and dismantling revenue and recovery in the Film & TV business, contributed to North American Specialty EBITDA of $1,672m (2024: $1,438m) and an EBITDA margin of 47.9% (2024: 44.3%). After higher depreciation on a larger fleet, this contributed to adjusted operating profit increasing by 17% to $1,135m (2024: $968m) with a margin of 32.5% (2024: 29.8%).

UK

The UK business generated rental only revenue of $599m, up 2% on the prior year (2024: $586m). Rental only revenue growth has been driven by both rate and volume improvement. Rental revenue increased 5% to $778m (2024: $742m), while total revenue increased 2% to $907m (2024: $888m).

In the UK, the focus remains on delivering operational efficiency and long-term, sustainable returns in the business.

While we continue to improve rental rates, this remains an area of focus. The UK generated EBITDA of $240m (2024: $235m) at a margin of 26.4% (2024: 26.5%) and adjusted operating profit of $69m (2024: $71m) at a margin of 7.6% (2024: 8.0%).

Group

Group revenue was $10,792m (2024: $10,859m) during the year. This revenue and our focus on the cost base, but with lower used equipment sales, resulted in adjusted EBITDA increasing 3% to $5,022m (2024: $4,893m) and after higher depreciation and interest costs, adjusted operating profit decreased 3% to $2,687m (2024: $2,775m). The higher increase in the depreciation charge relative to revenue growth reflects lower utilisation of a larger fleet and the ongoing impact of life cycle fleet inflation, contributing to the decline in adjusted operating profit. In addition, increased financing costs due to higher average debt levels resulted in adjusted profit before tax being 5% lower than the comparative period.

Overall, including central costs, Group adjusted operating profit decreased to $2,687m (2024: $2,775m). We invested in the infrastructure of the business during Sunbelt 3.0 to support the growth of the business now and into the future. Our intention is to leverage this infrastructure during Sunbelt 4.0 as we look to improve operating performance. After increased net financing costs of $559m (2024: $545m), reflecting higher average debt levels, Group adjusted profit before tax was $2,128m (2024: $2,230m).

Statutory profit before tax was $1,998m (2024: $2,110m). This is after non-recurring costs of $15m (2024: $nil) associated with the move of the Group's primary listing to the US and amortisation of $114m (2024: $121m).

Taxation

Tax charge for the year

The tax charge for the year was $488m (2024: $511m), representing an effective rate of 24% (2024: 24%) of pre-tax profit of $1,998m (2024: $2,110m). The cash tax charge was also 24%.

Tax strategy and governance

The Group believes it has a corporate responsibility to act with integrity in all tax matters. It is the Group's policy to comply with all relevant tax laws, regulations and obligations including claiming available tax incentives and reliefs in the countries in which it operates. The Group's appetite for tax risk is considered to be cautious and this policy has remained unchanged for a number of years. This approach to taxation is reviewed and approved by the Board on a periodic basis.

While the Board retains ultimate responsibility for the tax affairs of the Group, we have a dedicated internal tax function which takes day-to-day responsibility for the Group's tax affairs. In addition, we seek regular professional advice to ensure that we remain in compliance with changes in tax legislation, disclosure requirements and best practice.

Tax risks are monitored on an ongoing basis and tax matters are reported to the Audit Committee as part of our routine reporting on a quarterly basis.

The Group is committed to having a transparent and constructive working relationship with all tax authorities, including seeking to obtain agreement from tax authorities prior to undertaking material transactions where there is a degree of uncertainty surrounding the appropriate tax treatment.

Legislative changes

We continue to monitor developments in the OECD's work on Base Erosion and Profit Shifting ('BEPS') to ensure continued compliance in an ever-changing environment. In December 2021, the OECD published a framework for the Pillar Two model rules which introduced a global minimum corporation tax rate of 15% for groups with global revenues of over €750m. We do not expect that the 15% global minimum tax rate will affect materially the amount of tax the Group pays, as corporation tax rates in the jurisdictions in which the Group operates exceed 15%. We continue to follow the guidance issued and other developments closely.

Total tax contribution

For the year ended 30 April 2025, total taxes paid by the Group were $1,936m, comprising taxes borne by the Group of $782m and taxes collected on behalf of tax authorities of $1,154m.

Taxes borne by the Group by type of tax

As a profitable group, a significant portion of the taxes borne by the Group relate to taxes paid on profits. The $425m net tax paid on profits (as shown in the consolidated cash flow statement for the year ended 30 April 2025) is lower than the $480m current tax charge for the year (as shown in Note 6 to the consolidated financial statements). This is partly because payments made during the year are generally based on estimates of the full-year tax liability in each jurisdiction, which can differ to the tax charge for the year calculated once the Group's results are known, but also because of the state aid repayment and credits receivable under the Inflation Reduction Act in relation to investment in green technology.

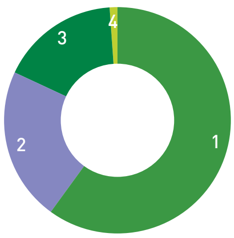
Given the Group's large number of employees, significant employer social security contribution payments are made during the year. Product taxes include taxes incurred on the purchase and ongoing ownership of the Group's rental fleet and other operational expenditure. The Group also paid property taxes and business rates in relation to the extensive network of stores from which it operates.

Taxes collected of $1,154m comprise $642m of net sales taxes on the products and services we provide to customers and $512m in relation to taxes and social security contributions withheld on behalf of our employees.

Taxes by jurisdiction

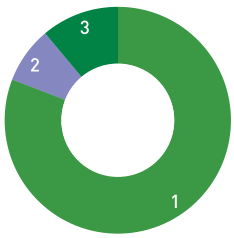
The Group's operations are based in the locations and jurisdictions necessary to best serve our customers and the Group pays tax in accordance with relevant tax laws and regulations in those jurisdictions. As with the split of the Group's revenue, the majority of taxes borne and collected have been paid in the US.

Taxes borne by the Group by type of tax



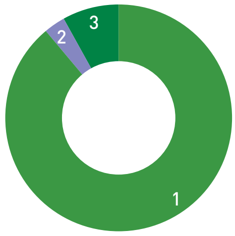
Type of tax		
1 Profit	$466m	60%
2 People	$176m	22%
3 Product	$131m	17%
4 Property	$9m	1%
	$782m	100%

Taxes collected on behalf of tax authorities by jurisdiction



1 US	81%
2 Canada	8%
3 UK	11%

Taxes borne by the Group by jurisdiction



1 US	89%
2 Canada	3%
3 UK	8%

Earnings per share

Adjusted earnings per share were 369.5¢ (2024: 386.5¢) while basic earnings per share were 346.5¢ (2024: 365.8¢). Details of the calculation of basic earnings per share are included in Note 7 to the financial statements while details of the calculation of adjusted earnings per share are included in the Glossary of Terms on page 167.

Return on investment

The Group return on investment was 15% (2024: 16%). For North America General Tool, return on investment (excluding goodwill and intangible assets) in the 12 months to 30 April 2025 was 20% (2024: 25%), while for North America Specialty it was 30% (2024: 27%). The reduction in North America General Tool return on investment reflects principally the impact of lower utilisation of a larger fleet. In the UK, return on investment (excluding goodwill and intangible assets) was 7% (2024: 7%). Return on investment excludes the impact of IFRS 16.

01 Taxes borne by the Group by jurisdiction

$m	Revenue	Tax collected		Tax borne	
US	86%	936	81%	697	89%
Canada	6%	87	8%	26	3%
UK	8%	131	11%	59	8%
	100%	1,154	100%	782	100%

Balance sheet

Property, plant and equipment

Capital expenditure in the year totalled $2,401m (2024: $4,311m) with $1,946m invested in the rental fleet (2024: $3,624m). Expenditure on rental equipment was 81% of total capital expenditure with the balance relating to the delivery vehicle fleet, property improvements and IT equipment. Capital expenditure by division is shown in Table 02 below.

In the North American General Tool business, $485m of rental equipment capital expenditure was spent on growth while $909m was invested in replacement of existing fleet, while in the North American Specialty business, $127m of rental equipment capital expenditure was spent on growth while $286m was invested in replacement of existing fleet. The growth proportion is estimated based on the assumption that replacement capital expenditure in any period is equal to the original cost of equipment sold. In a period of inflation, this understates replacement capital expenditure and overstates growth capital expenditure. Life cycle inflation is c. 20%.

The average age of the Group's serialised rental equipment, which constitutes the substantial majority of our fleet, at 30 April 2025 was 49 months (2024: 45 months) on an original cost basis. The North America General Tool fleet had an average age of 48 months (2024: 44 months), the North America Specialty fleet had an average age of 53 months (2024: 48 months) and the UK fleet had an average age of 54 months (2024: 50 months).

Dollar utilisation was 48% for North America General Tool (2024: 51%), 74% for North America Specialty (2024: 74%) and 53% for the UK (2024: 53%). The decrease in North America General Tool dollar utilisation is due principally to lower physical utilisation and fleet inflation.

Trade receivables

Receivable days at 30 April 2025 were 47 days (2024: 50 days). The bad debt charge for the last 12 months ended 30 April 2025 as a percentage of total turnover was 0.3% (2024: 0.8%). Trade receivables at 30 April 2025 of $1,481m (2024: $1,528m) are stated net of allowances for bad debts and credit notes of $102m (2024: $141m), with the provision representing 6% (2024: 8%) of gross receivables.

Trade and other payables

Group payable days were 64 days at 30 April 2025 (2024: 60 days) with capital expenditure related payables totalling $225m (2024: $512m). Payment periods for purchases other than rental equipment vary between seven and 60 days and for rental equipment between 30 and 120 days.

Provisions

Provisions of $163m (2024: $118m) relate predominantly to the provision for uninsured risk. The Group's business exposes it to the risk of claims for personal injury, death or property damage resulting from the use of the equipment it rents and from injuries caused in motor vehicle accidents in which its vehicles are involved. The Group carries insurance covering a wide range of potential claims at levels it believes are sufficient to cover existing and future claims.

Our US liability insurance programmes provide that we can recover our liability related to each and every valid claim in excess of an agreed excess amount of $2m in relation to workers' compensation, $5m in relation to general liability and $4m in relation to motor vehicle claims. In the UK our self-insured excess per claim is much lower than in the US and is typically £50,000 to £100,000 per claim. Our liability insurance coverage is limited to a maximum of £175m.

Pensions

The Group operates a number of pension plans for the benefit of employees, for which the overall charge included in the financial statements was $48m (2024: $48m). Amongst these, the Group has one defined benefit pension plan which was closed to new members in 2001, closed to future benefit accrual in

02 Capital expenditure

	2025			2024
	Replacement	Growth	Total	Total
North America General Tool	**909.3**	**485.2**	**1,394.5**	2,490.3
North America Specialty	**285.7**	**127.4**	**413.1**	915.1
UK	**128.1**	**10.2**	**138.3**	218.6
Total rental equipment	**1,323.1**	**622.8**	**1,945.9**	3,624.0
Delivery vehicles, property improvements & IT equipment			**455.6**	686.7
Total additions			**2,401.5**	4,310.7

03 Fleet and utilisation

	Rental fleet at original cost			LTM rental revenue	LTM dollar utilisation
	30 April 2025	30 April 2024	LTM average		
North America General Tool	**12,523**	11,940	12,350	5,889	48%
North America Specialty	**4,494**	4,391	4,501	3,313	74%
UK	**1,521**	1,414	1,470	778	53%
	18,538	17,745	18,321	9,980	

October 2020 and in respect of which the Group completed a 'buy-in' with the purchase of a bulk annuity policy in March 2024. All our ongoing pension plans are defined contribution plans.

The Group's defined benefit pension plan, measured in accordance with the accounting standard IAS 19, Employee Benefits, was $0.5m in deficit at 30 April 2025 (2024: $0.4m). The most recent triennial actuarial valuation was carried out as at 30 April 2022 by a qualified independent actuary and showed a funding surplus of £11m ($15m at April 2025 exchange rate).

Contingent liabilities

The Group is subject to periodic legal claims in the ordinary course of its business, none of which is expected to have a material impact on the Group's financial position. We continue to monitor this on an ongoing basis.

Cash flow

Cash inflow from operations before non-recurring costs and the net investment in the rental fleet was $4,954m (2024: $4,541m). The conversion ratio for the period was 99% (2024: 93%).

Total payments for capital expenditure (rental equipment and other PPE) during the year were $2,707m (2024: $4,445m). Disposal proceeds received totalled $523m (2024: $879m), giving net payments for capital expenditure of $2,184m in the year (2024: $3,566m). Financing costs paid totalled $555m (2024: $513m) while tax payments (net) were $425m (2024: $246m). Financing costs paid typically differ from the charge in the income statement due to the timing of interest payments in the period and non-cash interest charges.

Accordingly, the Group generated free cash flow of $1,790m (2024: $216m) and, after non-recurring costs of $10m (2024: $nil), acquisition and investment related expenditure of $147m (2024: $889m), a cash flow of $1,632m (2024: outflow of $672m), before returns to shareholders.

Capital structure and allocation

The Group's capital structure is kept under regular review. Our operations are financed by a combination of debt and equity. We seek to minimise the cost of capital while recognising the constraints of the debt and equity markets. At 30 April 2025 our average cost of capital was approximately 10%.

The Group remains disciplined in its approach to allocation of capital with the overriding objective being to enhance shareholder value.

Our capital allocation framework remains unchanged and prioritises:

- organic fleet growth;
  - same-stores;
  - greenfields;
- bolt-on acquisitions; and
- a progressive dividend with consideration to both profitability and cash generation that is sustainable through the cycle.

Additionally, we consider further returns to shareholders. In this regard, we assess continuously our medium-term plans which take account of investment in the business, growth prospects, cash generation, net debt and leverage. As we execute on Sunbelt 4.0, we expect a number of years of strong earnings and free cash flow generation. Given this outlook, we have the opportunity to enhance returns to shareholders, while maintaining leverage towards the middle of our target range of 1.0 to 2.0 times net debt to adjusted EBITDA (excluding the IFRS 16).

We spent $342m (2024: $78m) under the buyback programme of up to $1.5bn announced in December 2024.

04 Cash flow

	Year to 30 April	
	2025 $m	2024 $m
Adjusted EBITDA	**5,021.7**	4,892.6
Cash inflow from operations before non-recurring costs and changes in rental equipment	**4,953.5**	4,541.0
Cash conversion ratio*	**98.6%**	92.8%
Rental capital expenditure	**(2,251.2)**	(3,759.2)
Payments for non-rental capital expenditure	**(455.6)**	(685.6)
Rental equipment disposal proceeds	**461.7**	831.7
Other property, plant and equipment disposal proceeds	**61.2**	47.5
Tax paid (net)	**(424.8)**	(245.8)
Financing costs	**(554.9)**	(513.1)
Free cash flow	**1,789.9**	216.5
Non-recurring costs	**(10.4)**	–
Business acquisitions	**(147.4)**	(875.6)
Business disposals	**–**	1.9
Financial asset investments	**–**	(15.0)
Total cash generated/(absorbed)	**1,632.1**	(672.2)
Dividends	**(544.2)**	(436.1)
Purchase of own shares by the ESOT	**(85.5)**	(29.9)
Purchase of own shares by the Company	**(341.9)**	(78.4)
Decrease/(increase) in net debt due to cash flow	**660.5**	(1,216.6)

* Cash inflow from operations before non-recurring costs and changes in rental equipment as a percentage of adjusted EBITDA.

Dividends

The Company has a progressive dividend policy, which considers both profitability and cash generation, and results in a dividend that is sustainable across the cycle. Our intention has always been to increase the dividend as profits increase and be able to maintain it when profits decline. This, combined with the Board's decision to rebalance the split between the interim and the final dividend, to broadly one third interim, two thirds final, results in the Board recommending a final dividend of 72.0¢ per share (2024: 89.25¢) making 108.0¢ for the year (2024: 105.0¢), an increase of 3%. If approved at the forthcoming Annual General Meeting, the final dividend will be paid on 10 September 2025 to shareholders on the register on 8 August 2025.

In determining the level of dividend in any year, the Board considers a number of factors that influence the proposed dividend as detailed above. Ashtead Group plc, the parent company of the Group, is a non-trading investment holding company which derives its distributable reserves from dividends paid by subsidiary companies which are planned on a regular basis to maintain a suitable level of distributable reserves at the parent company.

Net debt

Chart 05 shows how net debt (excluding IFRS 16) and leverage (excluding IFRS 16), measured at constant April 2025 exchange rates, has changed over the cycle.

In greater detail, closing net debt (including IFRS 16) at 30 April 2025 is set out in Table 06 on page 49.

Net debt at 30 April 2025 was $10,331m with the decrease since 30 April 2024 reflecting the cash inflow set out above, partially offset by additional lease commitments as we continue our greenfield and bolt-on expansion. The Group's adjusted EBITDA for the year ended 30 April 2025 was $5,022m. Excluding the impact of IFRS 16, the ratio of net debt to adjusted EBITDA was 1.6 times (2024: 1.7 times) on a constant currency and a reported basis as at 30 April 2025. Including the impact of IFRS 16, the ratio of net debt to adjusted EBITDA was 2.1 times (2024: 2.2 times) as at 30 April 2025.

Our debt package is well structured for our business across the economic cycle. We retain substantial headroom on facilities which are committed for the long-term, with an average of six years remaining at 30 April 2025. The weighted average interest cost of these facilities (including non-cash amortisation of deferred debt raising costs) is 5%.

Debt facilities

The Group's principal debt facilities are discussed below.

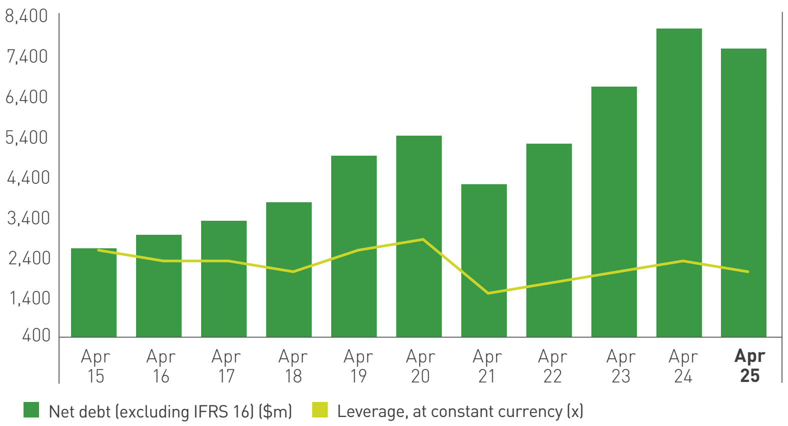
First priority senior secured credit facility

At 30 April 2025, $4.75bn was committed by our senior lenders under the asset-based senior secured revolving credit facility ('ABL facility') until November 2029. The amount utilised was $1,351m (including letters of credit totalling $5m). The ABL facility is secured by a first priority interest in substantially all of the Group's assets. Pricing for the $4.75bn revolving credit facility is based on average availability according to a grid, varying from the applicable interest rate plus 125bp to 137.5bp. The applicable interest rate is based on SOFR for US dollar loans, CORRA for Canadian dollar loans and SONIA for sterling loans. At 30 April 2025, the borrowing rate was the applicable interest rate plus 125bp.

The only financial performance covenant under the asset-based first priority senior bank facility is a fixed charge ratio (comprising LTM EBITDA before exceptional items less LTM net capital expenditure paid in cash over the sum of scheduled debt repayments plus cash interest, cash tax payments and dividends paid in the last 12 months) which must be equal to or greater than 1.0 times.

This covenant does not, however, apply when availability (the difference between the borrowing base and facility utilisation) exceeds $475m. At 30 April 2025, the fixed charge ratio exceeded the covenant requirement. At 30 April 2025, availability under the senior secured debt facility was $3,616m with an additional $6,194m of suppressed availability meaning that the covenant was not measured at 30 April 2025 and is unlikely to be measured in forthcoming quarters.

05 Net debt and leverage



Senior notes
At 30 April 2025 the Group, through its wholly owned subsidiary Ashtead Capital, Inc., had nine series of senior notes outstanding. The $550m 1.500% notes are due on 12 August 2026, the $600m 4.375% notes are due on 15 August 2027, the $600m 4.000% notes are due on 1 May 2028, the $600m 4.250% notes are due on 1 November 2029, the $750m 2.450% notes are due on 12 August 2031, the $750m 5.500% notes are due on 11 August 2032, the $750m 5.550% notes are due on 30 May 2033, the $750m 5.950% senior notes mature on 15 October 2033 and the $850m 5.800% senior notes mature on 15 April 2034.

Minimum contracted debt commitments

Table 07 below summarises the maturity of the Group's borrowings at 30 April 2025 by year of expiry.

Except for the Group's $5m of standby letters of credit issued at 30 April 2025 relating to the Group's insurance programmes and $7m of performance bonds granted by Sunbelt, we have no material commitments that we could be obligated to pay in the future which are not included in the Group's consolidated balance sheet.

Current trading and outlook

Our business operates from a position of significant strength and demonstrates consistent resilience regardless of the market conditions. We generate strong cash flow regardless of the market cycle and we are disciplined in deploying capital to both fuel growth and reward shareholders. We are growing in our core markets as well as emerging adjacencies, we are increasing our addressable market, and we are diversifying our business mix.

06 Net debt

	2025 $m	2024 $m
First priority senior secured bank debt	**1,345.7**	1,848.0
1.500% senior notes, due 2026	**548.7**	547.8
4.375% senior notes, due 2027	**597.6**	596.6
4.000% senior notes, due 2028	**597.0**	596.0
4.250% senior notes, due 2029	**596.1**	595.3
2.450% senior notes, due 2031	**745.3**	744.6
5.500% senior notes, due 2032	**739.9**	738.8
5.550% senior notes, due 2033	**744.0**	743.4
5.950% senior notes, due 2033	**744.6**	744.1
5.800% senior notes, due 2034	**841.2**	840.5
Total external borrowings	**7,500.1**	7,995.1
Lease liabilities	**2,852.1**	2,680.6
Total gross debt	**10,352.2**	10,675.7
Cash and cash equivalents	**(21.0)**	(20.8)
Total net debt	**10,331.2**	10,654.9

07 Minimum contracted debt commitments

	2026 $m	2027 $m	2028 $m	2029 $m	2030 $m	Thereafter $m	Total $m
Bank and other debt	–	–	–	–	1,345.7	–	1,345.7
1.500% senior notes	–	550.0	–	–	–	–	550.0
4.375% senior notes	–	–	600.0	–	–	–	600.0
4.000% senior notes	–	–	–	600.0	–	–	600.0
4.250% senior notes	–	–	–	–	600.0	–	600.0
2.450% senior notes	–	–	–	–	–	750.0	750.0
5.500% senior notes	–	–	–	–	–	750.0	750.0
5.550% senior notes	–	–	–	–	–	750.0	750.0
5.950% senior notes	–	–	–	–	–	750.0	750.0
5.800% senior notes	–	–	–	–	–	850.0	850.0
	–	550.0	600.0	600.0	1,945.7	3,850.0	7,545.7
Deferred costs of raising finance	–	(0.9)	(2.4)	(3.0)	(3.9)	(23.0)	(33.2)
Discount on issue of debt	–	(0.3)	–	–	–	(12.1)	(12.4)
Cash at bank and in hand	(21.0)	–	–	–	–	–	(21.0)
Net borrowings	(21.0)	548.8	597.6	597.0	1,941.8	3,814.9	7,479.1

04 ACTIONABLE COMPONENT

SUSTAINABILITY

Advance our position as a thriving, growing enterprise to deliver long-term sustainable values for our people, customers, communities and investors.

2025 highlights

- Laying foundations for enhanced community involvement through signature partnerships, local giving and disaster relief efforts
- Rollout of company matching, 'Dollars for Doers' and 'Pounds for Purpose' volunteerism programmes
- Launch of Driver Profile to further increase driver safety and reduce any vehicle incidents

SUSTAINABILITY THROUGH THE POWER OF RENTAL

Sustainability remains a priority for the Group and is embedded within our core strategic actionable components. We have always prioritised our people and their safety, while providing our customers with a reliable alternative to ownership, supporting the communities we serve across our store network, limiting the environmental impact of our operations and ensuring a strong governance framework. We are committed to delivering long-term sustainable success of the Group for the benefit of all our stakeholders. Our latest strategic plan, Sunbelt 4.0, solidifies the focus on sustainability across the Group.

Sustainability under Sunbelt 4.0 is about advancing our customer centric approach, while strengthening our operational focus targeted to Sunbelt's key impacts and opportunities. The best way to engage our people on the value of sustainability is by connecting it to the organisational principle of customer obsession. We are strengthening our sustainability focus across four core areas:

Operations: when it comes to our direct operational impacts, we continue to focus on opportunities to reduce our direct carbon footprint (Scope 1 and 2) and our management of waste and water;

Customers: rental is inherently a sustainable business model, but through providing the linkage between customers and original equipment manufacturers ('OEMs'), we can drive sustainable practices through the value chain. Specifically, by leveraging our platform, expert teams and unmatched partnerships with OEMs, we help to accelerate the transition to lower carbon solutions;

People: health and safety remains our key priority, and we are committed to continually improving our safety performance, both in how we operate and the equipment and services we provide our customers. Our people strategy under Sunbelt 4.0 is centred around attracting, developing and retaining our team members while enhancing our inclusive culture; and

Communities: we strive to drive greater impact by investing more in our community and finding new ways to connect with our customers on shared values. Our community investment areas of focus include supporting our veterans, youth support and empowerment, improving health and well-being and supporting communities to recover and rebuild after disasters.

This Responsible business report works alongside the Group's more detailed disclosures within the Sustainability report, to provide information for stakeholders on our activities on sustainability. We expect this year's Sustainability report to be published in the autumn of 2025.

Material topics

As part of our risk management process, we assess regularly the most material matters to the Group, including those related to sustainability, and assess their potential impact on our business and the generation of long-term value. Following a formal materiality assessment completed in 2020, we have reviewed our material topics on an annual basis, taking into account any new emerging risks and opportunities. We have prioritised our material topics based on their potential impact on our business operations and importance to our stakeholders, structuring our considerations around our four key sustainability areas: operations; customers; people; and communities.

To evolve our approach, we are undertaking a double materiality assessment. This assessment considers the Group's impact on the environment and society, as well as the potential

OUR COMMITMENT TO THE UNGC AND SDGs

The Group's activities are also consistent with the intent of the United Nations Sustainable Development Goals ('SDGs'). To date we have identified eight goals to which we believe we can make the most contribution through our focus on recruitment and training, inclusion, the development of our products and management of our operations. Further details are provided in our Sustainability report.

Evidencing our commitment to both the principles of the United Nations Global Compact ('UNGC') and the 17 SDGs, the Group is a signatory to the UNGC. Our commitment requires us to uphold the UNGC's Ten Principles on human rights, labour, environment and anti-corruption, and incorporate those into the core of our strategy, company culture, and daily operations.

financial impact of sustainability-related topics for our business. This assessment will offer a more comprehensive view of material topics from multiple perspectives and provide deeper insight into where sustainability issues intersect with our wider supply chain. We believe this holistic process will strengthen our resilience and enhance the value of our sustainability values and expect to summarise the outcome of this process in our 2025 Sustainability report.

How we monitor our work

A robust approach to corporate governance is the foundation for delivering our strategy and ensuring our growth is achieved in a way that is both responsible and sustainable. Strong leadership, company culture, risk management and transparency are all elements that are essential to our business performance and its sustainability. We have identified and monitor several metrics to evaluate and measure our performance. Included in this report are metrics on health and safety incident rates, employee engagement, staff turnover and GHG intensity.

The Group's Board of directors is responsible for monitoring the progress we make against our strategic sustainability objectives and the targets we have set. The Board is assisted in this function by the Group Risk Committee which is chaired by our chief financial officer. For further information on the Group Risk Committee, its members and priorities in current and forthcoming years, please see pages 32 to 37.

Current material topics

Topics		Business impact		
		Low	Medium	High
HEALTH AND SAFETY	Operations, Customers, Our people			✓
CLIMATE ACTION	Operations, Customers			✓
WASTE AND WATER	Operations	✓		
SUSTAINABLE VALUE CHAINS	Operations, Customers			✓
TALENT ATTRACTION AND RETENTION	Our people			✓
TALENT DEVELOPMENT	Our people			✓
INCLUSION	Our people		✓	
COMMUNITY ENGAGEMENT	Communities		✓	
CHARITABLE GIVING	Communities	✓		
VETERAN ENGAGEMENT	Communities, Our people		✓	
CORPORATE BEHAVIOUR	Operations, Our people			✓

Key:

Linkage to sustainability strategy core areas:

- Operations
- Customers
- Our people
- Communities

Health and Safety

Our success is built on a culture that places health and safety at its core. We are committed to improving continually our safety performance, both in how we operate and the equipment and services we provide for customers. This year we achieved our safest year yet in terms of Total Recordable Incident Rate (TRIR). We believe that being known for excellence in health and safety provides us with a significant competitive advantage.

Health and safety is fundamental to our operations and a primary business goal. It is a line of responsibility that begins with management and extends to all stores across the Group. The Group acknowledges its responsibility to provide and maintain a suitable, safe and healthy working environment, safe systems and safe methods of work to employees, contractors and customers.

The Group is committed to the following basic principles across all of our operations:

- strict adherence to occupational health and safety ('OHS') legislation: the Group's Health, Safety and Environmental specialists, and our operational audit teams, continually assess the Group's regulatory compliance with relevant OHS legislation and best-in-class practices;
- continuous identification and assessment of occupational risks and adoption of measures to control and mitigate them;
- establishment of quantitative and qualitative targets and close monitoring of TRIR, as well as other leading and lagging indicators relevant to the Group's operations;
- continuous provision of information and training to personnel, business partners and customers to ensure competency, equipment quality and safe working practices; and
- the maintenance and update of suitable emergency preparedness plans.

We target safety improvement through health and safety programmes and encouraging employees to always keep their own safety, and that of their teammates, in mind. Our safety training for employees, managers and leaders reinforces the importance of a safety-first mindset and we pay particular attention to near misses as a way of continuing to understand and focus on safety risks. All incidents and near misses are investigated and responded to swiftly.

Safety initiatives

We seek to engage our team members in their safety and well-being every day. We encourage staff to take responsibility for their own safety and have core safety processes across all our stores. These include:

- regular training on the safe use of relevant equipment for their role, including company-wide weekly safety training videos which offer a more effective way to continuously engage staff compared to lengthy, one-time safety presentations;
- the near miss programme, which provides insights into our exposures across our business;
- the pre-task planning programme (Take 10 Programme), which requires everyone to take at least 10 seconds to think through the job they are about to do using a pre-task planning checklist. Examples of tasks where this is applied are loading/unloading, wash bay work, checking equipment in and technicians repairing or conducting routine maintenance on the equipment;

ENGAGE FOR LIFE

Our Engage for Life programme forms the backbone of our health and safety work and is built on three pillars: culture, community and commitment. We are building a culture that eliminates serious injuries or fatalities ('SIFs'), aligns best practices, and ensures we all have the right skills to complete work safely. An important component of Engage for Life is that we demonstrate our dedication to the well-being of our team members, their families and communities, while supporting and encouraging team members' safety development. This is an area where we will always strive to do more, and we are committed to embedding the whole ethos of Engage for Life ever deeper within our culture.

At the heart of our Engage for Life programme lies a new initiative: the Principles for Life. Launched alongside our latest growth strategy, Sunbelt 4.0, these principles target six critical areas where we can have the greatest impact in reducing health and safety incidence. Each principle offers practical guidance for reducing incidents in high-risk areas. This programme will be important for continual reduction in our TRIR.

- introduction of critical control checks as a foundational element of our safety protocols. These checks involve the systematic identification and verification of critical controls essential for preventing incidents and minimising hazards;
- the Green Guide to Engage for Life, a guide which aims to help our team members understand exposures and key actions required. It provides practical steps on emergency preparedness, transportation safety and injury management. The environmental aspects of the guide include consideration of water usage, waste, chemical storage and environmental permits, and they help our team members to consider the environmental impact of our activities and how it overlaps with health and safety;
- Ready2Go, a company-wide quarterly initiative to declutter, clean and organise our stores in a way that best supports safety, efficiency and workflow; and
- annual safety weeks designed to increase awareness of the importance of safety across the business. Safety Week serves as a platform for promoting collaboration and knowledge sharing among team members, stakeholders and industry partners reinforcing our collective commitment to prioritising safety as a core organisational value.

Our senior leadership teams have weekly safety meetings to provide focus towards developing solutions that can be replicated across the Group. Since we launched our Engage for Life focus on safety, we have worked with DEKRA, a global leader in quality and safety, to further enhance our leadership in this area, helping our operational leaders embed safety, risk and exposure principles in everything we do. DEKRA continues to help us equip our leaders with the tools needed to drive change in all our locations, so that we can achieve the goal of proactive intervention and prevention of incidents before they escalate.

Driver safety programmes

We deliver to customers across all 50 states in the US, eight provinces in Canada and across the UK. Covering this distance means safety on the road for our drivers and other road users is paramount. While we have one of the safest fleets in the equipment rental industry, we continue to focus on safety through our commercial vehicle training programmes and defensive driving courses so we can target ways in which we can further reduce our incident rate.

We make use of technology in our driver safety programme, such as onboard telematics to help us prevent unsafe behaviours on the road and dash cameras enabling real-time feedback on behaviours which could lead to vehicle incidents (e.g., lane departures, critical distance or in-cab behaviours). Together, this is known as our Road Intelligence Transportation Assistant ('RITA'). To date, over 98% of our vehicle fleet in North America is equipped with telematics and c. 93% are equipped with cameras with ambitions for our entire fleet to be technology enabled. RITA also enables recognition of positive actions, can assist with exoneration in the event of an incident and can assist with customer safety. Onboard technologies can also provide incremental benefits through reduced fuel use, enhanced engine and vehicle maintenance and route optimisation.

CASE STUDY:
SUPPORTING THE CALIFORNIA WILDFIRE RESPONSE: SAFETY, LEADERSHIP AND RESILIENCE

During the catastrophic wildfires in Southern California in 2025, widespread utility failures left entire communities without power. Our utility customers engaged us to deploy generators, ensuring critical power restoration for affected residents. We have a long-standing partnership with utility providers for disaster response efforts like this and we work closely across our network to deliver rapid and reliable power restoration solutions in times of crisis. Operating in high-risk environments, where conditions shift rapidly due to evolving fire activity, demands a high level of adaptability and vigilance to ensure safety remains our top priority.

To manage these challenges, we conducted daily safety stand-up meetings with our customers, field teams, and leadership on the ground in Southern California. These meetings provided a structured forum to assess emerging risks, implement mitigation strategies, and ensure seamless coordination among all stakeholders. This included doing our vital Power-up and Take-10 safety exercises. What truly sets us apart in situations like this is our leadership approach – leading from the front, not just from an office. Our leaders were out in the field, working alongside crews to ensure safe, efficient and effective disaster response.

To further accelerate our driver safety programme, this year we launched our new system of Driver Profiles – a robust risk assessment tool that uses five data sources: driver's licence records, telematics events, RITA behaviours, preventable collisions and Department of Transportation (DOT) records, to create safety scores for team members. The goal of the Driver Safety Profile programme is to assess driving behaviours and provide training and support to our drivers and reduce on-road risk.

How we monitor performance

This year, we again had our safest year yet in terms of Total Recordable Incident Rate (TRIR). We monitor and analyse health and safety incidents and 'near misses', investigating and analysing root causes to help identify recurrent issues and risks, and implement preventative controls. The importance of health and safety is reflected in the fact that the number of reportable accidents is one of our group-wide KPIs (see page 31).

We continue to develop and improve our incident management system, including the introduction of Driver Profiles above, which enables us to manage incidents while allowing us to investigate, analyse root causes and track corrective/preventative actions. The tracking and reporting of 'near misses' is an area we are improving continually as the lessons learnt are as instructive or often more so than from actual incidents.

Reportable incidents are measured differently in North America and the UK due to different regulatory frameworks. In the US and Canada, reportable accidents are reported in accordance with OSHA (Occupational Safety and Health Administration), referenced as a Total Recordable Incident Rate ('TRIR') whereas in the UK, reportable accidents are reported in accordance with RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations). Under the different definitions, more incidents are generally identified in North America as being reportable than in the UK.

To compare performance between our main operating countries we measure incidents using TRIR, as shown in Table 01. All safety and health reporting is made through our online reporting system.

We remain committed to reducing these rates as much as possible and continue to see progress across the businesses.

In addition to monitoring reportable incidents, we have developed a set of performance predictors. These are a set of six leading indicators that monitor each month's activities supporting our safety culture and performance. The leading indicators are mostly centred on engagement and include topics such as safety meeting attendance, safety committee participation and defensive driving programmes. These are recorded in our online safety reporting system.

Working on safety with our customers and suppliers

Being a responsible business means sharing and promoting our safety culture with our customers and suppliers whenever possible. We have the highest safety expectations for all our equipment suppliers. Our near miss reporting programme mentioned above is an important tool we use to feedback and collaborate with suppliers and OEMs based on what we find. For example, if we identify any heightened risk in a particular asset, we work with the OEMs to fix and repair or to innovate their equipment. Being at the intersection of customers and suppliers, we can influence and innovate both ways. For our customers, we have dedicated equipment trainers and we offer customised training programmes to meet their needs. We work with customers' safety teams to develop customised training courses, sometimes for a specific jobsite and participate in training days for major customers, demonstrating safe use of equipment and running training seminars. This is in addition to the routine safety briefings that accompany equipment rental. We offer dedicated full-time safety trainers for our customers in 126 markets across North America and have 33 training centres in the UK.

In the UK we are increasing the number of sustainability-related health and safety customer courses for example domestic and commercial electric vehicle charging installation and site environmental awareness training courses. This reflects the strong link between health and safety and advances in low-carbon technology and regulation. We see this as an area of added value and a way to enhance safety with those we work with and across our sector more widely.

01 Recordable accidents

	2025		2024	
	TRIR	**RIDDOR**	TRIR	RIDDOR
North America General Tool	0.89	n/a	1.14	n/a
North America Specialty	0.54	n/a	0.53	n/a
North America	**0.65**	**n/a**	**0.76**	**n/a**
UK	**0.61**	**0.14**	**0.80**	**0.19**

Our customer training covers a broad range of topics including:

Operator training

- Mobile elevating work platforms, boom lifts and scissor lifts
- Forklifts, warehouse and telehandler rough terrain
- Earth moving equipment, loaders, excavators, backhoes
- Fall protection
  - Authorised User
  - Competent Person

Train the trainer

- Mobile elevating work platforms
- Forklifts
- Earth moving equipment
- Fall protection

Scaffolding

- Scaffolding (Supported & Suspended)
  - Competent Person
  - User Awareness
- Trench Safety
  - Confined Space Awareness
  - Competent Person Excavation
  - Evacuation Awareness
- Customised courses available

Climate action

Advancing sustainability through the power of rental

Protecting the environment is not just the right thing to do; we believe rental has a significant part to play in the transition to a low carbon economy and as such sustainability is a key element of our business strategy. The environmental benefits of renting equipment rather than ownership accrue when many customers rent one piece of well-maintained and safe equipment only when they need it, as opposed to multiple customers purchasing that same piece of equipment, using it a few times, and then disposing of it.

Through our scale, processes and technology, we believe that we are better equipped to reduce the greenhouse gas ('GHG') impact of equipment ownership, operations and disposals than equipment operators. Our scale and market reach enable us to achieve a high utilisation rate for each piece of equipment, reducing the overall number of assets required to be manufactured. Our large inventory of rental assets means that our customers can use the right equipment for the right job. Furthermore, they can be given training to operate those machines in the most efficient way possible, minimising fuel consumption and carbon emissions during operation and, by positioning our assets where they are required, reducing transportation requirements. Furthermore, our rigorous maintenance programmes ensure all equipment performs at optimal capacity, maximising efficiency, extending its useful life and minimising environmental impact.

Finally, our investment in technology including battery electric vehicle fleets and telematics, combined with our geographic reach, enable us to reduce transportation emissions by maximising load capacity and route optimisation.

Our commitments and progress

We have made a commitment to be Net Zero within our operations (Scope 1 and 2 emissions) by 2050. We have a tangible pathway to enable us to reach this goal. In the short-term, we have a target of a 50% reduction in Scope 1 and 2 GHG intensity (from a baseline of 2024), and we were progressing in line with our short-term target at April 2025.

We are focused on expanding electric and hybrid solutions applicable to light, medium and heavy-duty fleet, leveraging clustered markets to optimise deliveries and reduce miles driven and increasingly using renewable diesel, renewable electricity and expanding our LED lighting programme.

We know that our Net Zero pathway relies on innovation, advancements and refinements in technology and infrastructure. As such our Net Zero roadmap is dynamic and designed to be flexible as both known and unknown factors develop. Accordingly, we have structured our targets to align with the deployment of available technologies. We review our Net Zero road map and progress bi-annually.

Scope 1 and 2 greenhouse gas emissions

The Group's direct energy consumption arises predominantly from the diesel and petrol used in our vehicle fleet, the gas consumption in our facilities and our purchased electricity.

Our Scope 1 (fuel combustion and operation of facilities) and Scope 2 (purchased electricity) GHG emissions are reported in Table 02 on page 58, together with details of the energy consumption used to calculate those emissions.

In order to calculate the GHG emissions and total energy consumption in mWh, we have used a 'market-based method' in accordance with the GHG Protocol Corporate Accounting and Reporting Standard (revised edition), together with emission factors from the UK Government's GHG Conversion Factors for Company Reporting 2024, the latest available emission factors from the US Environmental Protection Agency and the Environment and Climate Change Canada. In addition:

- in North America, due to the size of our operation and range of fuel and electricity providers, we collect data from the significant vendors and then use this to estimate emissions attributable to the balance. In addition, we are required to estimate electricity usage between the most recent meter reading and the year-end date. As such, for the year-end 30 April 2025, approximately 10% of the North American emissions balance was estimated; and
- in the UK, we collect data from all Scope 1 and 2 suppliers and hence, there is no estimation involved. However, we estimate an amount for invoices not yet received and as such, for the year ended 30 April 2025, 1% of the UK emission balance was estimated.

NET ZERO BY 2050

In the current year, our total Scope 2 emissions resulting from our US operations have been reduced by the sourcing of electricity in certain locations from renewable sources which are REC (renewable energy certificate) backed (38% of our US consumption). We will continue to explore the options available to us to extend the sourcing of purchased electricity from renewable sources where market regulation allows. In the UK, we source electricity from renewable sources which are REGO (renewal energy guarantees of origin) backed except for a small number of locations where energy is sourced by a third party, accounting for approximately 18% of UK consumption.

Our level of GHG emissions vary with our activity levels which are in part reflected in our revenue levels. Accordingly, we have concluded that the most appropriate intensity ratio for Ashtead is on a rental revenue basis. This reflects progress made by the Group without the potential for volatility in the level of used equipment sales, which are included in total revenue.

tCO_2e/\$m	2025	2024
GHG intensity ratio – emissions per \$m of rental revenue	**40.6**	42.2

On a constant currency basis (using this year's exchange rates) our intensity ratio has reduced 3.6% from 42.2 to 40.6.

Over 80% of our Scope 1 and 2 GHG emissions come from our vehicle fleet. Tackling emissions from our vehicle fleet is therefore a key area of focus for us and we are doing this in three ways:

– using the vehicles we have in the most efficient way possible using onboard telematics;
– where available, using renewable diesel as a transitional fuel source, particularly in the transition period as alternative technologies are developed; and
– incorporating lower-carbon options into our vehicle fleet. For example, we are working with our manufacturers to test a range of EVs for the business across our sales, service and delivery fleet.

Scope 3 value chain emissions

Our Scope 3 emissions for 2023/24 were disclosed in our 2024 Sustainability report based on GHG Protocol and the European Rental Association's sector-specific guidance. Our Scope 3 emissions for 2024/25 will be reported in our 2025 Sustainability report. Most of our Scope 3 emissions arise through our customers' use of our equipment on their sites and projects (category 13), emissions from the use of sold rental equipment subsequent to our ownership (category 11), all of which are required to be accounted for in the year of disposal, and the embedded carbon in our supply chain (category 2). Consequently, they are based on broad assumptions across a huge number of assets which are inherently difficult to validate, including annual hours of use, average fuel consumption, average engine load factor and, for category 11, the total lifetime hours of use of assets after our ownership. Accordingly, our Scope 3 emissions will always be subject to an application of significant judgement and hence a high degree of estimation uncertainty.

As we look to the future, we recognise that our Scope 3 emissions are likely to increase in the short- to medium-term as we grow. Future reductions in our Scope 3 emissions will be dependent upon the development of technological solutions to allow for current equipment to be replaced by equipment with low- or zero-carbon emissions, the availability of renewable diesel, and the adoption of these options by customers. Nevertheless, during Sunbelt 4.0, we continue to engage with our rental equipment suppliers, understanding their commitments to reducing their own emissions, which over time can positively impact our Scope 3 emissions.

02 Greenhouse gas emissions

		2025		2024	
		UK	Total	UK	Total
Scope 1	tCO_2e/year[1]	**30,188**	**380,445**	31,000	371,404
Scope 2	tCO_2e/year[1]	**568**	**25,088**	748	34,544
Total	tCO_2e/year[1]	**30,756**	**405,533**	31,748	405,948
Biogenic Emissions[2]	tCO_2e/year[1]	**–**	**1,207**	–	–
Energy consumption used to calculate emissions	mWh	**132,545**	**1,685,926**	145,344	1,646,300

1 tCO_2e/year defined as tonnes of CO_2 equivalent per year.
2 Biogenic emissions arise from the use of renewable diesel at select locations in California. In line with the GHG Protocol, CO_2 emissions generated from biogenic sources are reported separately from Scope 1 and 2 emissions, while CH_4 and N_2O biogenic emissions are reported within Scope 1.

Waste and water

Waste

Reducing waste going to landfill, increasing recycling and reducing water use are all important to our sustainability efforts. Our business model necessarily promotes less waste overall going to landfill because we are renting the same piece of equipment to many customers and maintaining it to such an extent that it has a long product life.

A key part of our efforts to reduce waste is to refurbish equipment rather than disposing of it. Several of our suppliers have dedicated facilities to refurbish our equipment, where original equipment gets stripped down, new components are added, and the equipment is returned to service. Reconditioned machines that are maintained and serviced to a high standard can extend an asset lifespan by up to 50% and save embedded carbon because of decreased steel extraction and waste generation.

Reducing packaging is also key. In the UK, we're working with suppliers to streamline packaging processes. For example, some assets were being packaged twice – initially by OEMs and then repackaged and rebranded by suppliers before arriving at our stores.

Through our North American waste workstream programme, local branches are working with waste contractors to identify opportunities to improve efficiencies, decrease cost, increase recycling diversion rates and improve data collection. Our waste tonnage data will be disclosed in our 2025 Sustainability report.

Water

We are not a water-intensive business with most of our water usage arising from washing our equipment. Nevertheless, we recognise the value in measuring our consumption and seeking to reduce water consumption across our operations.

Our approach to water stewardship is to focus our efforts where water is scarce. We have used the World Resources Institute's Aqueduct tool to map where we are operating in areas of water stress or high-water stress. Across the Group, c. 30% of our stores are in areas of water stress or high-water stress, principally in California and the southwest and central states of the US. This provides a blueprint for where we are targeting water-saving initiatives by introducing technology to help reduce water use in these areas.

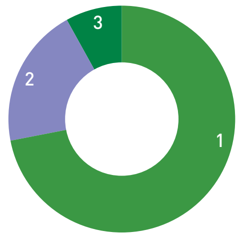
Water saving initiatives available to us include the use of closed loop wash systems where we reuse water many times over, as well as water recovery systems where we capture water run-off for use within wash-bays.

Sustainable value chains

We have hundreds of thousands of rental customers and are a major buyer of equipment from large manufacturers. We work with suppliers and customers to build sustainable value chains for the equipment we rent out. We are in a strong position to understand customer demand for low- or zero-carbon equipment and to appreciate the everyday demands made of equipment. This enables us to inform and support manufacturers in their product development to meet equipment requirements as well as end user sustainability goals. At the same time, our desire to invest in new low- or zero-carbon technology demonstrates to manufacturers there is existing demand for their new products. By bringing new products to a wide audience of customers in the rental market, we help develop acceptance of new equipment and help drive further demand. By leveraging low-carbon assets to support large and small customers, we enable them to meet their sustainability goals.

As well as maintaining one of the most modern fleets of rental equipment in the industry, we have invested heavily in one of the widest ranges of equipment on the market, including electric and low- or zero-emission models. Every year we invest millions of dollars in new rental fleet which produces less carbon, less particulate matter and needs less maintenance and servicing than our existing and replaced fleet.

03 Group fleet composition



1 Fossil fuel....... 72%
2 Electric....... 20%
3 Other, including non-powered....... 8%

Chart 03 shows the composition of our rental fleet today. While it will take time for a greater proportion of our fleet to transition from diesel power to more low-carbon options, approximately 20% of our rental fleet is already powered by alternatives to traditional diesel power, including battery, electric and hybrid options. The large majority of our diesel-powered fleet also meets the most stringent North American and European emissions standards and we have one of the most modern fleets of rental equipment in the industry. We are investing in next generation, low- and zero-emission technology including battery, electric, solar and hybrid options where the use cases and customer demand are strongest.

Our investment in innovation is a key driver in addressing Scope 3 emissions. We work closely with manufacturers to help them design, develop, trial and bring to market innovative, environmentally sustainable equipment, including electric versions of the most widely used pieces of rental equipment, often getting earlier access to sustainable products than others. We are also testing and providing feedback on emerging technologies including solar power, batteries, water purification systems and hydrogen technologies.

Talent attraction and retention

Our people are our priority. They give us an enormous competitive advantage, provide superior service to our customers, and exemplify our exceptional culture. Recruiting and retaining the best talent is critical for supporting our growth plans under Sunbelt 4.0.

Our people strategy is focused on accurate recruitment which means finding the right people for the right openings and accurately communicating to candidates what the job entails alongside the benefits of working for Sunbelt. Once through the door, our investments in safety and well-being, personal and professional growth, compensation and reward structure and inclusion are important retention enablers.

There continues to be a shortage of skilled trade workers, with more skilled trade workers retiring than entering the workforce. We work hard to both find and train talented employees, and ensure they stay with us. In the US, we have our Technician Co-op Programme whereby trade school students who are one year or less from graduation are placed in one of our stores for 20 to 30 hours per week as part of their programme. They learn key aspects of the rental industry, our culture, safety and our equipment and the core skills they will need as technicians if hired after graduation. This year our summer intern programme saw 37 university students learning and contributing innovative ideas to various projects and initiatives across the organisation. In the UK, a key component of recruitment at a junior level are our formal apprenticeship programmes. Our apprentice programmes take between one and three years to complete and usually include outside training and a formal NVQ qualification, in addition to on-the-job training. We have six apprentice streams – plant maintenance, customer service, driver, electro technical, mechanical engineering and civil engineering.

To help us attract top talent efficiently, we developed our Sonny recruitment chatbot which provides instant support and personalised assistance to candidates, while freeing up valuable time for recruiters. Sonny can effortlessly handle over 500 questions, seamlessly switch languages and intelligently match candidates to suitable positions based on skills and location. Acting as a virtual recruiting assistant, Sonny can also schedule phone screens for recruiters, ensuring a smooth and efficient recruitment journey. We also developed a new talent selection tool kit including screening and interview guides, best practices for candidate evaluation and communication and compensation. This highly structured talent selection process improves the candidate experience and helps managers conduct better interviews and make better hiring decisions.

We are also committed to supporting veterans and aspire to be an employer of choice for people leaving the military. Approximately 9% of our workforce in North America and 4% of our workforce in the UK are military veterans and this is a number we are aiming to grow. Our goal is to enable veterans to find a fulfilling workplace at Sunbelt where they can enrich our culture and contribute to achieving our goals. The skills gained during active service match well with the skills we are looking for in positions across our business, from our skilled trades to leadership roles.

We have developed a robust programme for recruiting and retaining veteran employees and we actively recruit members of the armed forces through job fairs, strategic partnerships and programmes such as the US Chamber of Commerce's Hiring Our Heroes programme and partnering with the US Department of Defense, where we are an official Skillbridge provider. We were honoured to be recognised as a 2025 Military Friendly Employer for the fifth year in a row and to be awarded the VETS Index Employer Award for our commitment to recruiting, hiring, retaining, developing and supporting veterans and the military-connected community.

Our commitment to employing military service leavers and veterans is the same in the UK as in the US and our businesses work together on veteran recruitment strategy, pooling our collective experience and resources. We have an official network of veteran ambassadors across North America and the UK to support existing veteran staff and help attract more team members.

VETS Indexes 3 STAR EMPLOYER 2025

MILITARY FRIENDLY 2025 GOLD EMPLOYER

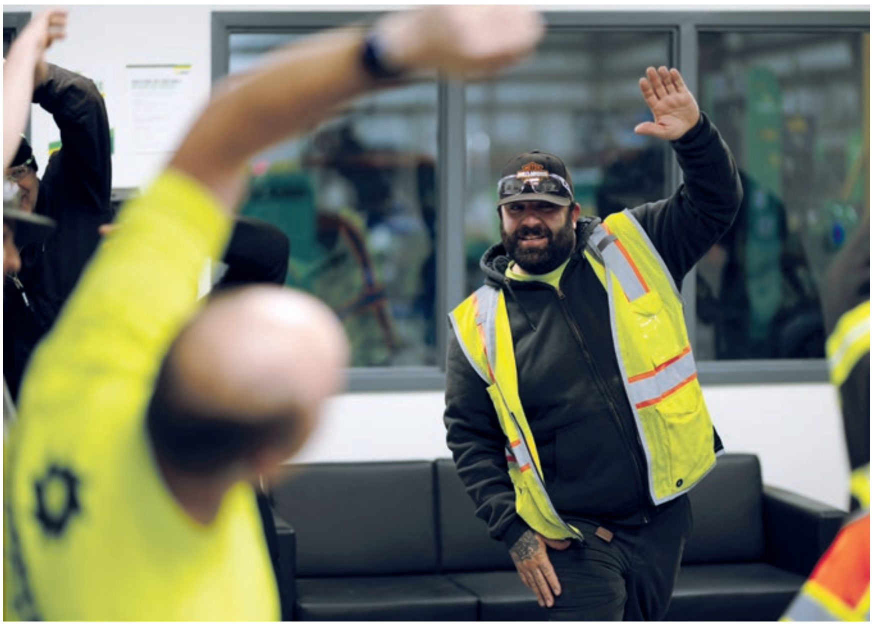
Pay and benefits

Pay and benefits are one of the most significant factors in attracting and retaining the best people.

Our employees' pay and benefits are made up of competitive fixed pay and a range of benefits and incentive programmes to motivate employees and support our business' success. In North America we have adopted a Leading Wage approach to ensure all employees are paid an hourly rate more than the state and federal recommended rates and at a level which is competitive to the market. Sunbelt UK is an accredited Living Wage Employer. We recognise the strong link between financial well-being and employee engagement, including mental health and well-being. We closely monitor industry pay, and benchmark our salaries, to ensure a competitive package is offered to attract, retain and appropriately reward our employees.

In addition, we provide a comprehensive package of benefits ensuring they represent affordable and smart choices for employees. Each benefit offering has been designed to work with another, providing a financial safety net that serves those employees in need, as well as providing us all with a proper sense of security. In the US we offer robust and comprehensive medical coverage and have limited increases in member contribution rates despite the increasing costs of healthcare. By continuing to promote wellness, we intend to maintain a fair and balanced health plan that is considered one of the best in our industry. Our retirement plans are well received with a 94% enrolment rate in our US 401(k) plan, 100% enrolment rate in Canada and 92% of UK employees participating in the pension plan.

We recognise that mental health is another vital part of overall well-being, and as such we have an employee assistance helpline which offers free confidential support and advice to those in need. We also have other benefits to promote good health amongst our employees. In the UK we have a flexible holiday arrangement enabling employees to purchase additional holiday entitlement or sell unused or unwanted holiday back to the company, giving the employee more flexibility and choice in how they use their contractual benefits. We offer paid parental leave group-wide and in the US, employees can use pre-tax money to contribute to health-related purchases and dependent care expenses – including the cost of childcare, babysitters and after school programmes.



Employee engagement and well-being

Getting ongoing feedback on how our staff are feeling and then making any changes necessary, is crucial to maintaining a happy and fulfilled workforce. We pride ourselves on having a strong culture, with a strong sense of purpose amongst our team members who take their responsibilities to assist customers and communities seriously. There is also a strong sense of pride in a job well done, such as when we are helping people get back to normal after a natural disaster. We conduct regular employee surveys in North America and the UK, which have received excellent levels of response. We have been delighted with the results so far, which show a high degree of employee engagement and satisfaction but highlight areas where we can improve.

In North America, our latest Express Yourself Survey received a 75% participation rate with an 88% engagement score. In the UK, participation in the latest survey was 71% with an 82% engagement rating. Responses to the surveys are overwhelmingly positive. We analyse the results and identify areas for improvement, developing action plans down to a local level and report to the Board on progress. Since the launch of the Express Yourself Survey, we have put in place a number of employee initiatives as a result of this feedback and enhanced our employee communication activities to allow better two-way engagement with our team members. We have seen an increase in employee engagement scores year-on-year highlighting the effectiveness of measures taken.

Going forward, we are looking to supplement our annual engagement surveys with more frequent, targeted pulse surveys. These will allow us to focus on key areas of improvement and assess the impact of our initiatives both across the Company and within different team member demographics. We see this as an opportunity to make a more incremental impact on our people, our culture and our overall engagements scores.

When our staff are on top form, they provide the best service to our customers. We promote employee well-being on a daily basis. We recognise the link between mental health and well-being, flexible working and managing work related stress. We offer remote or hybrid work opportunities in some cases and locations and where the role allows for it. In some roles, remote work opportunities may not be possible (for instance drivers and technicians), but flexibility is still possible through proactive shift management.

We take action to minimise work related stress including supporting our team in recognising stress triggers and managing workloads. We are also there to help when employees find themselves in difficulties. We have mental health support initiatives across the Group and employees can get help quickly via an app or through our employee assistance programme as needed. For example, in the UK our 'Let's Talk Mental Health' programme included an initiative which saw volunteers completing a two-day professional Mental Health First Aider course (MHFA England) and becoming mental health ambassadors within the business.

In North America, the Sunbelt Rentals Employee Relief Fund was created to support employees who are facing financial hardships after a natural disaster or other life-changing events. The fund was established initially to help the victims of Hurricane Charley in 2004 and is now a part of our long-term strategy to assist team members through catastrophic financial hardship. Any employee is eligible to receive relief from this fund for the benefit of themselves or their immediate family members living in their household.

Workforce turnover

Our sector generally suffers from high turnover rates, especially in some of our skilled trades, such as drivers and mechanics. Our voluntary staff turnover is 14% in North America General Tool (total staff turnover is 19%), 17% in North America Specialty (total staff turnover is 24%) and 19% in the UK (total staff turnover is 28%). Our analysis shows that around two-thirds of turnover happens within the first two years of an employee starting to work for us. As a result, we continue to focus on improving our recruitment process, which means finding the right employees for the right openings. We prioritise our employee onboarding to ensure new recruits get the support and guidance they need from the very beginning of their career with us. Beyond two years, employee turnover drops drastically.

Talent development

Developing our people is crucial to our success. The commitment and skills of our workforce contribute directly to how well we do. Whatever level an employee is at in the business, we aim to train them to improve their skills and give them opportunities for career development through clearly defined, but flexible career pathways. To keep the best talent in the business, we need to match our people's career ambitions by providing a clear route for progress and development. We offer a wide range of technical, sales, management and leadership training to all employees.

For our largest group of employees, skilled trades, we have two main approaches to develop talent: career pathing and career progression. Career pathing is about providing employees with a clear promotion pathway within the business. For example, for a driver or technician to become a store manager, we have a career pathway with associated training courses that provide the skills needed for the next step on that particular career pathway. With this option, a team member can see the skills they need to develop and demonstrate to progress in their career towards a management role.

For those that want to progress within their specific job area, we offer career progression. For example, technicians can achieve four skill levels, with each level requiring progressively more in-depth and expert skill and knowledge. To pass from one level to the next, the team member has to pass an evaluation that shows their skills match the next step on the ladder.

For frontline leaders in our store network and other leaders in central operations, we offer a range of leadership or senior leadership training. These courses ensure our leaders are equipped with the skills to deliver on our business strategy. These include inclusive leadership, coaching, performance and financial management, training skills and customer experience.

Our career development and training initiatives include:

- technician apprenticeship and training programmes;
- paid apprenticeships for trade school students approaching graduation;
- sales training;
- Manager In Training programme;
- intern programmes both in stores and at the support office;
- a leadership curriculum for all store managers;
- an Executive Leadership Development programme;
- women in leadership development apprenticeship programme (UK); and
- coaching skills training for store managers to enable better coaching and mentoring of staff.

To assess the effectiveness of our people development programmes, we have implemented a robust performance management process. Our cyclical performance management process applies to all employees and provides a standardised framework to help team members with skill development and career growth. Regular feedback and evaluations enable team members to track their progress, identify areas for improvement, and receive recognition for their achievements. We understand that an employee's ambition and priorities can change over time for example to balance family life, caring responsibilities or health issues. Our career progression and career pathing pathway enable flexibility and tailoring to balance these needs. We make every reasonable effort to give disabled applicants and existing employees becoming disabled, opportunities for work, training and career development in keeping with their aptitudes and abilities.

Our North American ERGs

WISE Women: Inspired. Supported. Empowered. at Sunbelt Rentals

SERVE Sunbelt Empowering and Recognizing Veterans & Extended Families at Sunbelt Rentals

PROUD Promoting Respect, Openness, Unity & Dialogue at Sunbelt Rentals

BOLD Black Originators Leading and Doing at Sunbelt Rentals

JUNTOS (Together) at Sunbelt Rentals

Our UK ERGs

Parents & Caregivers

Pride

Roots

Gender Equality

Inclusion

Creating an inclusive work environment where everyone can thrive is crucial to our business and culture. We work to ensure an inclusive workplace, which provides equal opportunities for all a priority for the Group. We do not discriminate based on a protected status, such as sex, colour, race, religion, native origin or age.

Despite working in a traditionally white male-dominated sector, we want to make our workforce reflect the communities which we work in and recruit from. Our focus on inclusion has been a key element of our sustainability journey. We have nine employee resource groups (ERGs) between North America and the UK, and their mission is to help advance an inclusive culture that empowers individuals and provides equitable opportunity for team members and the communities we serve. We recognise that fostering an inclusive environment leads to a better work culture that supports employee mental health.

In the US we are required by law to monitor ethnicity in our workforce and we maintain a diverse workforce with c. 31% of the US workforce identifying themselves as being non-white. We also gather diversity data as part of the recruitment process in the UK and seek to monitor our diversity, although the information held is less complete than data in North America where information has been gathered over a longer period. We are committed to providing opportunities for people across our organisation regardless of gender, ethnicity or other characteristic.

Our goal is to respect our collective experiences and unique perspectives from across the Group.

Workforce by gender

We are focused on the gender composition of our workforce but recognise our workforce reflects the nature of our business, the industry in which we operate and the markets we serve, with just 13% of the Group's workforce being female. A significant proportion of our workforce are mechanics, technicians and drivers, virtually all of whom have been male historically. Therefore, while across our workforce we seek to promote an increasing presence of women in the business, and we have seen success in some areas of our business such as within professional functions, sales and customer service, we recognise that some roles will continue to attract fewer women.

While our industry has traditionally had many more men than women, we do have women at all levels of the Group, from the Board to store level. We have highly skilled women on our Board, within senior management teams and as store managers and sales executives, and we are committed to growing this number of talented women throughout the business.

We continue to prioritise recruiting the best people for every role and are working to make it easier for more highly qualified women to join and remain with the organisation. We believe that in doing so, we will move towards achieving a greater level of female representation across the Group at all levels starting from the grassroots of our organisation.

Ashtead pays men and women the same salary for the same role with the actual remuneration being based on skills, experience and performance.

However, as a result of our mix of employees and the roles they undertake, the average pay of men and women differs across the business. Summarised in Table 05 is the amount by which average pay for men exceeds that for women.

04 Workforce by gender

Number of employees	Male	Female	Female %
Board directors	**4**	**4**	**50%**
Senior management	**25**	**7**	**22%**
All staff	**21,891**	**3,157**	**13%**
By segment			
North America General Tool	**11,706**	**989**	**8%**
North America Specialty	**5,886**	**558**	**9%**
UK	**3,547**	**779**	**18%**
Corporate	**752**	**831**	**52%**
By region			
US	**16,447**	**2,063**	**11%**
Canada	**1,881**	**303**	**14%**
UK	**3,563**	**791**	**18%**

Data presented as at 30 April 2025

05 Pay gap

	Pay gap
US	**3%**
Canada	**4%**
UK	**1%**

Community engagement

Community engagement and investment is an important area of focus for us in Sunbelt 4.0. With over 1,500 stores, we have a strong presence in many local communities. We strive to have a positive impact in these communities through job creation, charity support, volunteering and responding to emergencies. Working with local and national charities is important to us, but the value we can bring to communities is broader than just supporting charitable causes. When we open new stores, we bring opportunities through recruitment, economic activity and a new avenue for local support into these communities. Both through the service we provide and the goods and services we procure, we help entrepreneurs and small businesses grow and, together with our customers, we help build thriving communities. Our stores are active in their local communities supporting causes relevant to their people.

Supporting communities in times of need

In the event of natural disasters or other emergency situations, we are often called in as a first responder. We provide equipment and power to restore services and support clean-up operations, with the aim of getting communities up and running again as fast as possible. In North America, we have an emergency response team ('ERT') which activates in response to weather-related disasters, such as hurricanes and tornadoes, fires, floods and snowstorms, or other everyday emergency situations where communities need rapid support. Every emergency situation is different and members of the ERT are experts in their field and are able to respond with the right quantity and type of resources for the situation at hand. Involvement in the ERT by our employees is voluntary and all are ready to deploy at a moment's notice in the event of an emergency.

This year we were particularly active during and after the California wildfires and hurricanes Helene and Milton. Each of these had a devastating impact on the local community and we were there to help support customers, communities and our own team members who were affected.

Charitable giving

We have always had a volunteering allowance for staff, but under Sunbelt 4.0, we are seeking to enhance the employee uptake of volunteering opportunities and improve co-ordination of volunteering activities to have the greatest impact in our communities. We are doing this through a programme for team members to give back to the charities of their choice, elevated by company matching. With our 'Dollars for Doers' and 'Pounds for Purpose' programmes, team members can earn money for the organisations for which they volunteer. These work alongside our local giving programmes, through which local teams support local causes that are meaningful to them.

Our community investment is made in several ways. Firstly, we will continue to work closely with our designated signature charitable partners: the Gary Sinise Foundation, Habitat for Humanity, who we also now work with in Canada, and the Leukaemia & Lymphoma Society. Last year we also partnered with GiGi's playhouse, a network of achievement centres for individuals with Downs Syndrome. These partnerships align with causes which are important to us and provide opportunities for long-term relationships where we can make a difference.

We also continue to work with other designated charitable partners. In the US, we work with the American Red Cross and its affiliates such as the Second Harvest Food Bank. In addition to financial donations made to the American Red Cross, we often send equipment and support to disaster-affected areas within the US. In the UK, we also work regularly with several charities, such as: Apex Scotland, where we help give people with criminal convictions the necessary skills to improve their lives; Forests with Impact, an innovative social enterprise creating employability opportunities by establishing commercial tree nurseries in prisons; and Beacon Skills Academy, which provides skills for life, employability and work experience programmes.

We are committed to making it as easy and accessible as possible for our people and partners to support local communities and charities. We have invested in a single streamlined platform to manage donations, grant applications and sponsorship payments across our community engagement activities. This platform will help us confirm that all activity meets the appropriate charitable standards and will deliver real-time data, reporting and insights – making it a highly effective and efficient tool to manage and track our community engagement activities.

Veteran engagement

A big part of our community impact comes through supporting veterans and the military-connected community. The mission of our Veterans programme is to implement innovative and valuable solutions to improve the short-term and long-term well-being of teammates and their families. Creating a community through which colleagues can connect over their shared experiences is one of the cornerstones of Sunbelt's veteran retention efforts.

CASE STUDY: DISASTER RECOVERY

Through our community engagement efforts, we support communities to recover and rebuild after natural disasters through charitable donations and volunteerism. We work with partners like the American Red Cross, Team Rubicon and Operation BBQ to identify support needed in communities impacted by these events. In the current year, through these partnerships, we provided support towards immediate relief efforts and long-term recovery following hurricanes Helene and Milton, including food, shelters, long-term recovery planning and financial assistance. In addition, Sunbelt volunteers participated in clean-up activities in Asheville, North Carolina – where the storm devastated the community. Our team members rolled up their sleeves and worked hard to remove thousands of pounds of debris from the riverbank.

Furthermore, our team members stepped up by donating and taking advantage of the Sunbelt Gives Matching Gift program where Sunbelt doubled team member donations to the American Red Cross through the month of January to amplify their impact.

We are in the tenth year of our partnership with the Gary Sinise Foundation, which works to honour America's defenders, military veterans, first responders, their families and those in need. Last year we contributed over $2m to the Foundation through monetary and in-kind donations. In addition to our partnership with the Gary Sinise Foundation, our SERVE employee resource group works with specific charitable organisations. This year, we continued our partnership with Wreaths Across America and Wreaths Across Canada to reinforce our commitment to our veteran community. In the UK, we work with Walking with the Wounded, who support armed forces veterans in many ways, including finding sustainable employment. We also have volunteering opportunities for team members through our partnership with Camp Southern Ground, which works with veterans and young people on summer camp.

Corporate behaviour

We have the same governance processes for sustainability as for any other aspect of the business. How these function and how we have performed is disclosed with the Corporate governance report on page 82.

Business ethics

Our commitment to the highest ethical standards means that the Group Risk Committee works to ensure these are communicated and upheld throughout the business. We believe in the rights of individuals and take our responsibilities to all our employees seriously and those who may be affected by our activities. The Group's modern slavery and human trafficking policy, business ethics and conduct policy and ethical sourcing policy are available on the Group's website. These policies inform our way of doing business and are embedded in our operations. They are also communicated directly to employees through dedicated communication and training programmes.

Senior employees across the Group receive regular business ethics training to ensure they are aware of their obligations and responsibilities with regard to competing fairly, the UK Bribery Act and money laundering and, in the US, the Foreign Corrupt Practices Act. This takes place every two years in North America with 2024/25 being a year of training, while in the UK, it is undertaken annually. Completion of training is monitored and reported to the Group Risk Committee. Anti-corruption and bribery policies are maintained and reviewed on a regular basis with relevant guidance incorporated into our employee handbooks and available on our intranet pages.

Building a responsible business means considering environmental impact, human rights, and modern slavery across the entire value chain. Our commitment to these values extends to how we engage with suppliers. For more details on our approach, including our due diligence process, please refer to the Governance section on page 76.

Human rights and modern slavery

At Ashtead we believe in the rights of individuals and take our responsibilities seriously to all our employees and those who may be affected by our activities. Our human rights policy is guided by the principles contained within the United Nations Universal Declaration of Human Rights and the International Labour Organisation's Declaration on Fundamental Principles and Rights at Work. We have group-wide policies in place, all of which protect our employees as they go about their work which relate to our business and our suppliers. These policies form part of our way of doing business and are embedded in our operations. Our ethical sourcing policy addresses matters such as child and forced labour, freedom of association, working conditions, pay and hours, discrimination and harsh or inhumane treatment.

Modern slavery is an abuse of human rights and we have a separate human rights policy that commits the Group to ensuring there is no modern slavery or known breaches of human rights in our business or our supply chain. The policy applies to all employees across the Group and our subcontractors, and we expect similar commitments from our suppliers. Any suspicion that our policy is being breached or at risk of being breached can be reported through our anonymous whistle-blowing lines in North America and the UK.

In relation to our supply chain, while the Group sources goods and services from a wide range of suppliers, the Group predominately works with a small number of major equipment suppliers, of which the majority are based in North America and Europe. The Group's main suppliers relate to its rental equipment and have strong reputations for product quality and reliability. Outside of the Group's expenditure on equipment, its key expenditure relates to its workforce and goods and services procured locally to its stores.

In the UK, we have entered into a partnership with the Slave-Free Alliance to help us keep up-to-date with the constantly evolving risks associated with modern slavery and to help the Group strengthen further actions taken in relation to modern slavery risks.

Whistle-blowing

Our confidential, third party operated whistle-blowing service is available to all employees and third parties to raise any concerns that they may have about alleged unethical or illegal behaviour, or potential breaches of our ethical policies.

All whistle-blowing matters are investigated and outcomes are reported to the Board together with any action taken. Our approach is one of non-retaliation and we confirm that no employee will suffer any detriment from raising genuine concerns about ethical conduct.

Public affairs

The Group's policy is to prohibit donations of a political nature and hence no political donations have been made during the year (2024: none). In addition, the Group does not participate in political lobbying activities, either directly or through intermediaries.

During the Group's normal activities and its participation in the rental industry, the Group is a member of trade associations that do in some cases conduct lobbying campaigns with standardisation or regulatory authorities. The most significant of these trade associations are the American Rental Association ('ARA') in North America and the European Rental Association ('ERA') in the UK. Our total membership fees paid to the ARA, ERA and other trade associations in 2024/25 was $191,990, including a non tax-exempt portion of $20,419.

Cyber security

As the world continues to move online, at least in the short- to medium-term, awareness, monitoring and adaptability to cyber security issues is ever more crucial for us. We are prioritising the monitoring of any potential cyber security vulnerabilities and working to ensure business continuity under all potential scenarios. This year we held our sixth annual cyber security month. While securing hardware is an important facet of information security, protecting the data on our assets is critical to our success. We have encrypted email for all team members and our Information Security SharePoint site is also available for all team members. For more on cyber security, see page 35.

TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

The Task Force on Climate-related Financial Disclosures ('TCFD') provides a disclosure framework for companies to explain how they are responding to the risks and opportunities arising from climate change. UK Listing Rules require premium listed companies to make disclosures consistent with the recommendations of the TCFD and, where they have not complied, provide an explanation including details of the steps being taken to ensure future compliance. Responding to the risks and opportunities arising from climate change is an integral part of our business and is embedded throughout the Group and discussed throughout this Annual Report. We set out below our climate-related financial disclosures consistent with the TCFD recommendations across all four pillars and 11 recommendations, including guidance provided in the TCFD Annexes and the requirements of Listing Rule 9.8.6R, except in the area of metrics and targets, details of which are set out below.

These disclosures also address the requirements set out under the Companies (Strategic Report) (Climate-related Financial Disclosure) Regulations 2022.

Metrics and targets:
The Group's disclosures are not fully consistent with the recommended disclosures relating to metrics and targets.

Scope 3 emissions are a material component of the Group's carbon footprint, with the most significant components arising from category 2 (capital goods), category 11 (use of sold products) and category 13 (downstream leased assets). We disclosed our Scope 3 emissions for the first time in our 2023 Sustainability report and continue to do so. However as commented on page 58, our quantification of Scope 3 emissions for 2024/25 is ongoing and hence we have not disclosed Scope 3 emissions for 2024/25 as required by recommended disclosure (b) within this Annual Report. Instead, as in previous years, our Scope 3 emissions for 2024/25 will be disclosed in the Group's 2025 Sustainability report.

Developments in the current year

We continue to evolve the Group's sustainability disclosures through the Group's Annual Report and Accounts and the supplementary disclosures provided in our Sustainability report to provide increased insight into our material sustainability topics, including in relation to the potential impact of climate change on the Group.

Developments in the current year include disclosure of the Group's Scope 3 emissions for 2023/24 in accordance with the GHG Protocol and the European Rental Association's ('ERA's') recently issued sector-specific guidance. We participated in the industry-wide initiative led by the ERA to develop guidance tailored to the rental industry's unique value chain. We will update our Scope 3 disclosures in the Group's 2025 Sustainability report.

Governance

The Group's Board of directors is responsible for setting the Group's strategy, taking into account all relevant risks and opportunities, including those related to climate matters. The Group's rigorous risk management framework is designed to identify and assess the likelihood and consequences of risks and to manage the actions necessary to mitigate their impact, including those related to climate-related matters, and is detailed on pages 36 and 37.

The Group launched its latest strategic growth plan, Sunbelt 4.0, in April 2024 which enhanced our focus on climate-related considerations as part of the 'Sustainability' actionable component, including a commitment to reduce our Scope 1 and 2 GHG intensity by 50% by 2034 (from a baseline of 2024) on a journey to Net Zero by 2050. Further details as to how climate-related considerations are incorporated into the strategy are on page 27 and in our Responsible business report on page 57. The Board receives updates at each Board meeting as to the Group's progress against our strategic goals, with a formal strategic review undertaken on an annual basis. In addition, sustainability metrics have been embedded in the Group's remuneration arrangements as part of the annual Long-Term Incentive Plan award criteria. This is overseen by the Remuneration Committee, as detailed on page 96.

The Board of directors is assisted in monitoring the success of our sustainability initiatives through the work of the Group Risk Committee, which monitors the progress we make against our strategic sustainability objectives and the targets we have set. The Group Risk Committee is chaired by our chief financial officer and reports formally to the Audit Committee on an annual basis.

One of the principal risks and opportunities faced by the business relates to environmental matters, including those contributing to climate change. On a day-to-day basis, the Group's response to climate-related risks and opportunities is led by Brendan Horgan, the Group's chief executive, who has over 25 years' experience in the rental industry through which he has developed an in-depth knowledge and understanding of current and emerging technologies as they apply to our business, including their environmental impact. Activities include overseeing the Group's work with suppliers and customers on developing and bringing more environmentally friendly equipment options to market as discussed in more detail on page 59, directing the business in relation to reducing emissions through direct operations and approving associated capital expenditure plans.

Our actions across each of these areas are embedded within our operational activities across the business, supported by the Group's SVP of Sustainability and dedicated specialists in North America and the UK. The Group's sustainability working group, which includes representation from the Group's core sustainability team as well as from across the business, monitors progress of our sustainability-related initiatives and performance against the targets we have set for ourselves. This includes developing a clear and dynamic strategy to support the Group's transition to a low-carbon economy.

These primary roles and responsibilities for the assessment and management of climate-related risks can be summarised as follows:

	Frequency of review	Roles and responsibilities	Areas of focus in 2024/25
The Board	Regularly, as required, formally on a bi-annual basis.	– Oversight of risks and opportunities and how these are reflected in the Group's strategy – Assessment of the Group's risks related to climate and actions taken to mitigate – Approval of the Group's budget, including fleet and other capital expenditure plans necessary to progress sustainability priorities	– Review of Group strategy and progress against actionable components of Sunbelt 4.0, including our Net Zero commitment – Review of the Group's key performance indicators and progress against the sustainability targets established by the Group – Review and approval of TCFD and other sustainability-related disclosures – Approval of the Group's budget
Remuneration Committee	As required.	– Assessment of remuneration policies and targets to ensure that they appropriately incorporate sustainability elements	– Review of performance against existing sustainability-related targets
Nomination Committee	As required.	– Ensuring the Board composition reflects the skills and experience required, including those related to climate-related matters	– Continued consideration of board composition
Audit Committee	Formal annual review of Group risk register with periodic detailed reviews of specific risks. Formally reports to the Board after each Board meeting.	– Oversight of the Group's corporate financial reporting, including sustainability related disclosures – Oversees risk management processing, including oversight of the work of the Group Risk Committee – Oversight of the Group's assurance framework, including in relation to sustainability metrics and reporting	– Review of TCFD and other sustainability related disclosures – Consideration of the impact of climate-related matters in the Group's financial reporting
Risk Committee	Bi-annual review of key and emerging risks. Reports annually through the Audit Committee to the Board.	– Responsible for oversight of the Group's approach to risk management, including review of the identification and management of significant risks, including those related to climate matters – Local Risk Committees in North America and the UK include sustainability experts and report on local sustainability issues to the Group Risk Committee	– Consideration of the impact of climate-related matters on the Group's risk landscape

Management teams involved day-to-day in managing climate-related matters include:

- **sustainability working group:** ongoing development, implementation and monitoring of company-wide net zero strategies and initiatives including oversight over data gathering and reporting process. Areas of work include continuous assessment and updated modelling to support the Group's carbon reduction plans;
- **environmental specialists:** supporting broader management teams in the development of strategies to deliver the Group's sustainability priorities, and considering transition plans to support a low-carbon economy. In addition, supporting operational activities to respond to new and emerging legislation relating to carbon reduction;
- **fleet management:** engagement with our key fleet suppliers in the development and bringing to market of new technologies, as well as promoting new alternative technologies across the business;
- **customer engagement:** working with customers to deliver low- or zero-carbon solutions;
- **vehicle procurement:** developing vehicle procurement plans which reflect transition to low- or zero-carbon solutions, including the use of alternative fuels and battery or other power sources;
- **property and utilities:** assessment of property standards and implementation of energy improvement programmes (e.g. LED retrofit programme) and management of energy procurement; and
- **finance:** supporting the measurement and reporting of climate-related matters, including assessment of risks and opportunities and consideration of the impact on accounting matters.

Strategy

Climate-related risks and opportunities

The Group's rigorous risk management framework is designed to identify and assess the likelihood and consequences of risks and to manage the actions necessary to mitigate their impact, including those related to climate-related matters, and is detailed on pages 36 and 37. We do not consider the risk arising from climate-change to represent a separate principal risk for the Group as it is intrinsically linked to the Group's other principal risks and the day-to-day management of the Group.

As part of the Group's risk management process, the Group reviews its material issues on an annual basis, including consideration of any emerging risks, further details of which are provided on page 37. The results of our material issues assessment are detailed on pages 52 and 53 within our Responsible business report. We are currently undertaking a double materiality assessment which will provide an updated view of material topics from multiple perspectives. We have aligned climate-related matters including fleet electrification and GHG emission reporting, within 'the operations' area but importantly the Group believes climate-related matters represent significant opportunities as well as posing certain risks for the Group. The Group believes that its market position and financial strength brings it significant competitive advantage in responding to these risks and maximising the opportunities. Specifically, the Group has identified opportunities arising from the development of new products, solutions and services which support the transition to a lower-carbon economy, the shift in customer preference from ownership to rental and the overall benefits to the environment as a whole which arise from sharing assets over their life cycle, described in more detail on page 57 within the Responsible business report. The transition to a lower-carbon economy also poses certain risks to the Group including an increase in capital expenditure for low- or zero-emission technologies and an increase in operating expense associated with transportation cost and staff cost as a result of rising energy prices and long-term heat stress, respectively.

The Group considers the range of climate-related risks and opportunities over the short, medium and long-term. In assessing these time horizons, the Group has defined the following time horizons:

- short-term – over the next three years: this timeframe coincides with our annual budgeting and planning time horizon;
- medium-term – three to five years: ongoing market and technology developments, but with uncertainty related to pace of change. Slowly increasing adoption of low-carbon solutions, specifically by larger customers. Uncertainty around increased availability of alternative fuels due to feedstock availability and potential changes to legislative incentives, especially in the US; and
- long-term – beyond five years: while we believe there is far greater uncertainty, but in addition to those risks and opportunities arising in the short- to medium-term, there is potential for technological advancement in battery technology, alternative power sources, alternative fuels and commercial production enabling a more rapid move towards a lower-carbon environment.

Each risk and opportunity considered, regardless of the applicable time horizon, is factored into the Group's strategic planning on an ongoing basis. As commented above, given the nature in which these risks and opportunities are intrinsically linked to the Group's day-to-day operations, they form part of our financial planning and budgeting processes, instead of being assessed as a standalone matter. For example, the costs associated with the purchase of battery powered rental fleet, or the property upgrades as part of the LED retrofit programme and solar installations, form part of the Group's capital expenditure plans.

Physical risk (medium and long-term)

Overall, we believe that the climate-related risks relevant to the Group are those associated primarily with transition risks rather than physical (acute and chronic) risks, brought about by extreme weather events or changing weather patterns. Physical risks are mitigated by the diverse nature of the Group's operations. The Group operates from over 1,500 stores across the US (where we are present in all 50 states), Canada (where we are present in eight provinces) and the UK. Our largest store has c. $130m of rental fleet at cost (c. 1% of the Group's fleet) while c. 98% of our locations have less than $50m of rental fleet at cost, the majority of which is out on rent at any particular time. As a result, no one store is material to the Group such that a natural disaster or other physical risk would have a significant impact on the Group's ability to operate.

Acute physical risks

Acute physical risks are physical risks arising from an increased severity of extreme weather events in the future, such as hurricanes or tornadoes. Our business growth model considers adaptation to a changing climate, which we believe presents both challenges and opportunities. In the event of natural disasters or other emergency situations, we are often called upon as a first responder. We provide equipment and power to restore services and support clean-up operations and our highly experienced Emergency Response Team are equipped to get communities back on their feet quickly.

Furthermore, while we believe the direct impact of physical risks on the Group are mitigated by its diverse operations, they could have a more significant impact on the Group's supply chain. If a supplier was disrupted due to an acute weather event, it may affect our ability to acquire new fleet. However, we have inherent flexibility within the Group's business model with a rental fleet of c. $19bn (original equipment cost) and could continue to operate although it may affect our ability to grow as planned. In this scenario, we would delay equipment disposals in the short-term.

Chronic physical risks

Chronic physical risks are physical risks arising from long-term changes in climate, such as rising mean temperatures or rising sea levels. In relation to temperature increases, in the medium- to long-term, increased temperatures may give rise to general heat stress concerns across the communities in which we operate, resulting in a decrease in possible labour working time for those team members which are based in the field – predominantly our technicians within our store network. While there are actions we would take, the unmitigated impact on our business may be an increase in labour costs as a result of lower labour productivity, as well as the need to invest further in employee health and well-being programmes.

We have also considered the impact of water scarcity and temperature increases on our business. We are not a water intensive business but do utilise water for cleaning and maintenance activities and are mindful of our water consumption, in particular in water stressed areas. Our impact is mitigated by our water saving initiatives in place, further details of which are provided on page 59.

Policy and legal risk (short, medium and long-term)
Legal compliance covers matters such as wastewater, storm water, solid and hazardous wastes and materials, and air quality. Breaches potentially create litigation for the Group which may result in fines and penalties for non-compliance. The Group's Health and Safety and Environmental Compliance departments and our operational audit teams continually assess the Group's regulatory environmental compliance. These audits have a built-in corrective action process to ensure any identified non-compliance is addressed in a timely manner.

The Group monitors current and emerging regulation to ensure our policies and practices remain appropriate. Specific examples of current regulation which impacts the Group relate to ensuring our rental and vehicle fleet is compliant with engine emission standards such as the Californian Air Emissions Standards or the London Ultra-low Emission Zone requirements. We believe that regulation will increase over time and the potential for government-imposed restrictions on greenhouse gas emissions, through carbon taxes and import carbon pricing mechanisms, could lead to higher operating and capital costs for the Group in the future. However, these costs are associated with the use of an asset, whether it is owned or rented, and so we expect these costs to be borne by the user of the asset and hence, in the case of rental, be reflected in rental rates.

Technology risk (short, medium and long-term)
A significant proportion of our fleet today contains a diesel engine, further details of which are provided on page 59. While we will seek to replace these assets with assets using alternative fuel sources as they become available, this will take time. Indeed, there are a lack of alternative assets available today and limited manufacturing capacity and so we expect any transition to happen gradually and to incur higher costs in the short- to medium-term. Compared to internal combustion engines ('ICE'), we have experienced a 10% premium for light weight battery electric vehicles ('BEVs'), 213% premium for medium duty BEVs and 100% premium for heavy duty BEVs. Over time, we expect the cost of greener technology to reduce, but the rate of this decline and the inflection point at which ICE prices exceed those of EVs will depend on battery technology development in addition to the level of policy ambition, timing and coordination.

We will seek to manage this transition in the same manner as we managed the transition from Tier 0 to Tier 4/5 diesel engines from 1994 to 2018. On average, we own assets for seven to eight years and therefore expect the full transition of our fleet will only occur over the longer-term as projected in our net zero road map.

We believe the shift to low- or zero-emission technologies will also increase the cost of rental assets. As an example, we have experienced costs which are three times greater for a battery version of a diesel machine in early phase of production. However, over time, we expect the cost of greener technology to reduce as production volumes increase and reach commercial levels.

We are working closely with suppliers and customers to develop new technology, including investment in partners to assist in the development of battery, solar and other technology. We also believe the development of R99/HVO or other lower carbon alternative fuels may provide an additional fuel source to complement use of diesel fuel in certain locations, particularly in the transition period as alternative technologies are developed.

Our strategy is to ensure we have a sustainable business over the long-term. This is an integral part of Sunbelt 4.0. Through our 'Sustainability' component, we are looking to drive environmental efficiencies in our transportation fleet and the facilities we operate. The costs of this transition are included in our financial plans. This is underpinned by the foundational elements 'Platform' and 'Innovation' which deliver a leading technology platform, capturing the benefits of scale and enhancing customer service.

Market risk (medium- to long-term)
Emerging market developments are monitored, using both third party risk analysis, as well as internal views of emerging trends. Specifically, these market factors include changing customer requirements as a result of the environmental standards to which they operate to support their own low-carbon objectives.

Furthermore, we believe that market risk arises from potential changes in the cost of transportation and logistics associated with changes in energy prices and availability of alternative energy sources. Changes in fossil fuel prices over the medium-term may impact the pace of global investment in green technology and renewable energy. Overall energy demand Is projected to increase significantly due to Artificial Intelligence and other technological advancements, resulting in potential rises in energy prices, which could impact our transportation and other energy costs. Our net zero model which we developed in support of our net zero commitment is dynamic and designed to be adapted as key known and unknown factors develop – for example, the financial impacts arising as electric power displaces petroleum fuel and evolving projections around pace, scale and cost of low-carbon technology and infrastructure.

To optimise costs and performance, we are working closely with fleet specialists to improve the efficiency of our current fossil-fuel rental and transportation fleet through:

- transport route optimisation and equipment loading, reducing miles travelled to deliver the same amount of fleet, resulting in lower costs and carbon emissions; and
- increased asset utilisation, through use of enhanced telematics to maximise asset uptime, reducing the number of assets required for a certain activity level.

Reputation risk (short, medium and long-term)
Breaches of environmental regulation potentially create hazards to our employees, damage to our reputation and expose the Group to, among other things, the cost of investigation and remediating contamination and also fines and penalties for non-compliance.

Failure to meet the Group's climate-related commitments, or breach of environmental regulation, could result in loss of revenue or financial penalty. In relation to the Group's Scope 1 and 2 GHG intensity reduction targets which form part of the Group's Sunbelt 4.0 actionable components, the associated costs are reflected within our financial performance and plans.

Management of the impact of these climate-related transition risks and opportunities forms part of the day-to-day operational activities of the Group and our financial planning reflects the financial impacts and investments anticipated with examples of their activities provided in the Responsible business report on pages 57 to 59.

Opportunities (short, medium and long-term)

While we believe physical risks brought about by extreme weather events or changing weather patterns are mitigated by the diverse nature of the Group's operations, our products are in high demand to respond to the consequences of events such as hurricanes, wildfires and flooding. Increased frequency of extreme weather events brought about by climate change will result in increased demand for our products and services.

As environmental regulations surrounding GHG emissions and waste tighten over the medium- to long-term, this will promote a shift from ownership to rental. The rental sector supports many of the principles of a circular economy. These include shared use, efficient and reduced use of resources, high levels of maintenance and repair, and ensuring further use or recycling of equipment at the end of its useful life. At the end of its service life with us, our equipment has many years of use remaining and, as such, we sell it in the secondary market. This results in:

- lower emissions generated in the manufacturing phase and fewer natural resources being utilised;
- lower emissions through transportation of equipment, as relevant equipment is located locally to job sites;
- more efficient use of assets as the optimal asset can be used for a customer's job with assets maintained to a higher standard; and
- consequently, fewer assets reaching end of life and requiring disposal.

Increasingly, we are providing lower carbon solutions using existing technologies as customers seek to reduce their carbon footprint. As an example, we are able to reduce emissions by using battery storage technology combined with diesel generators so that the generator operates at optimum efficiency for a shorter period of time and hence, uses less fuel. This combination of equipment also provides the benefit of lower noise pollution.

The increasing level and pace of regulatory requirements make it more complicated and expensive for customers to maintain compliance. Emerging technology is more complicated, requires a different skill set to maintain, and is more expensive, at least initially, than existing technology. As such, it will be more efficient for customers to rent rather than buy a new asset, providing an additional impetus to the shift from ownership to rental. This will contribute to a larger rental market, from which we are well positioned to benefit.

Resilience of the Group's strategy

The Group has a business model that is both resilient and adaptable to change. Furthermore, it benefits from a distributed operating structure such that it is not reliant on any particular location. The Group's strategy seeks to take advantage of these benefits of the business model, while recognising the risks inherent in the business and the environment in which we operate, whether that be economic factors, competitor actions, cyber threats or environmental considerations such as climate change. We discuss our thinking on climate-related matters on a regular basis assessing how changes may affect the business and how the business would respond. While we consider a wide range of scenarios, we have outlined our thinking below under three climate scenarios: an increase in average temperatures by 1.5°C, 2°C and over 3°C.

Scenario analysis

In evolving our analysis of the potential impact of alternative climate-related scenarios on the Group, the Group has considered certain risks and opportunities as identified above. We used the Group's net zero road map as a foundation for our analysis but have overlayed alternative climate scenarios to test the resilience of our strategy. In line with TCFD recommendations, our analysis considered three plausible climate scenarios:

- current policies (>3°C rise in temperatures by 2100, aligning with RCP 8.5 pathway) – this scenario considers our resilience in an environment with high global warming and physical climate change;
- delayed transition (<2°C rise in temperatures by 2100, aligning with RCP 4.5 pathway) – this scenario considers our resilience in an environment where delayed transition means that rapid policy change is required in the longer-term to mitigate the extent of global warming and physical climate change; and
- net zero (1.5°C rise in temperatures by 2100, aligning with RCP 2.6 pathway) – this scenario considers our resilience in an environment where policy change is implemented immediately and therefore global temperature rises are contained.

For transition risks, we have used the Network for Greening the Financial System (NGFS) as a basis for our scenario analysis, while for physical risks, we used the Intergovernmental Panel on Climate Change Representative Concentration Pathways (RCPs) and research from the International Labour Organization database.

Climate-related risks and opportunities have been evaluated based on our assessment of their likelihood as well as based on our assessment of the potential impact on our business operations, including the financial impact in relation to capital expenditure, operating expenditure or revenue. However, we highlight that in relation to operational and financial impacts, we expect the Group to be able to implement a range of mitigating actions against the impact of the risks identified. Specifically, as commented above, we expect the transition to low-carbon assets to be undertaken in an orderly manner and, as these risks are reflective of broad societal impacts, we expect to be able to increase rental rates and delivery charges to reflect the increase in the cost of assets and higher transportation costs.

Nevertheless, we recognise the inherent uncertainty in assessing these scenarios, including the likelihood of risks, the potential for emerging opportunities and technology, and our ability to capitalise on them fully. We therefore consider this uncertainty when assessing our strategic resilience to these climate-related risks and opportunities. We have quantified the potential operational and financial impact using illustrative financial data together with available third party data relevant to the risks and opportunities considered. However, in general, the financial impacts on the Group are mitigated by the breadth and nature of the Group's products and the fact that our rental product range adapts to meet the requirements of our end markets in the ordinary course of business. Furthermore, as we have defined short-term as being over the next three years, we believe that the potential impact over that time horizon is very low in all scenarios.

Illustration of our scenario analysis relating to risks and opportunities:

Type of risk or opportunity	Description of risk or opportunity	Potential operational and financial impact		Potential mitigating actions
Physical risk				
Chronic risk – impact of heat stress	Heat stress may significantly impact worker health, safety, and productivity, potentially leading to higher costs associated with increased staffing requirements and medical coverage.	Approximately 25% of our workforce are field-based technicians, and it is this workforce which we believe would be most impacted by heat stress. The International Labour Organisation has estimated there will be a 1% greater loss of worker productivity in the US by 2030 in a 1.5°C scenario. Given the sector's high exposure to outdoor work and rising temperatures, productivity losses could increase exponentially under higher warming scenarios. If we were to assume a 1% increase in labour costs for technicians in the US, the incremental cost to the Group today would be approximately $4m per annum.		Over the medium- to long-term, we believe that we would seek to recover incremental costs arising in our business due to heat stress through rental rate, although recognise that it may not be possible to fully cover these costs. Nevertheless, we expect the impact to be low.
		1.5°C	In a 1.5°C scenario, there would be no incremental costs to the Group.	
		<2°C	In a <2°C scenario, while there would be some impact in the long-term, we do not believe that this is significant and estimate that it would represent the mid-point between the 1.5°C and the >3°C scenario.	
		>3°C	In a >3°C scenario, in the long-term, incremental costs could arise due to lost labour productivity as well as increased energy costs associated with cooling and staff medical costs. In addition, we may need to upgrade our locations to provide enhanced facilities for team members. Nevertheless, based on the analysis above, we do not believe that this would be significant.	
Transition risks				
Technology risk – transition to low-carbon assets	Transitioning to a low-carbon economy will require significant capital investment in our rental and transportation fleet.	Our current rental fleet has an original equipment cost of c. $19bn with a seven- to eight-year replacement cycle. Thus, on average, we replace $2.4bn per year (using eight years) of which c. 70% ($1.7bn) is reliant on fossil fuels. If we were to assume the cost of a lower-carbon asset to be c. 25% greater than its diesel equivalent, the incremental cost would be $415m, with a resultant higher depreciation charge arising over the life of the asset. It should be noted that this is an illustrative figure only. This cost is embedded within our capital expenditure plans going forward and will not be a discrete one-off item of capital expenditure. Furthermore, it is unlikely that any individual year would see an immediate shift away from diesel assets but instead will be a more progressive transition.		Given the long-term nature of our assets, we believe that the transition of our rental and non-rental fleet will be undertaken in an orderly fashion. Furthermore, we would expect rental rates to increase to reflect the changing asset cost base, and therefore to have a limited net financial impact on the Group. Based on the incremental capital expenditure figure we have identified, we would estimate incremental annual rental revenue of $250m (based on an assumption of 60% dollar utilisation), or $2.0bn over an asset's life (assuming an eight-year life).
		1.5°C	In a 1.5°C scenario, in the short-term we believe the impact would be insignificant as while the cost of alternative assets today is higher than their diesel equivalents, there is a lack of production capacity which limits transition. In the medium- to longer-term, we expect the cost of lower-carbon assets to reduce as technology develops and production capacity shifts to facilitate their manufacture.	
		<2°C	In a <2°C scenario, we expect transition to low-carbon assets to be slower and therefore any incremental costs arising to be incurred over a longer period of time when compared to a 1.5°C scenario.	
		>3°C	In a >3°C scenario, transition to alternative asset types would be limited and therefore no incremental cost to the business.	

Type of risk or opportunity	Description of risk or opportunity	Potential operational and financial impact		Potential mitigating actions
Market risk – impact on transportation cost	Increased cost of transportation and logistics associated with the cost of energy.	Based on the cost of fuel and transportation services purchased by the Group today, a 1% change in the cost due to the adoption of alternative fuel types where feasible, the incremental cost or saving to the Group would be $6m.		In the medium-term, alternative fuels (where available) are likely to result in a premium for substitute fuels, but we believe that as a range of low-carbon solutions emerge over the long-term, this will normalise. Nevertheless, we expect to continue to recover all our transportation costs through delivery charges.
		1.5°C	In a 1.5°C scenario, we would expect incremental transportation costs to rise in the medium-term while production volumes of alternative fuels remain limited. In the longer-term, we would expect these to moderate as alternative technologies become available.	
		<2°C	In a <2°C scenario, we would expect some impact to the Group, but that this would be less than that arising from the 1.5°C scenario.	
		>3°C	In a >3°C scenario, there would be no incremental costs to the Group as the transition to alternative fuels and technologies is not implemented. We note that this scenario is not in line with the Group's net zero pathway.	
Transition opportunity				
Market opportunity – change in customer behaviour	The shift to a low- or zero-carbon economy will promote a shift from ownership to rental. This could see an expansion in our customer base in the medium- to long-term.	We believe that it is difficult to quantify the market opportunity due to changes in customer behaviour as it is embedded within the ongoing trend of a shift to rental. Today, rental makes up approximately 55% of the US market but that the transition to lower-carbon assets will accelerate the shift from ownership to rental. The North American rental market is estimated as $84bn[1], and therefore a 1% increase in rental penetration would increase the size of the rental market by $1.5bn – with a 11% market share in North America, would equate to c. $170m of incremental rental revenue.		Not applicable.
		1.5°C <2°C >3°C	It is difficult to analyse the opportunity from a shift in customer behaviour across different climate scenarios. However, we believe that the transition to lower-carbon assets provides a further incentive for customers to rent rather than own.	

1 S&P Global Market Intelligence (May 2025) – market size estimate for 2024

In a 2°C or less scenario, we believe that the risks and opportunities faced by the Group will be related principally to transition risks (e.g., the application of policy or regulatory initiatives including increased pricing of GHG emissions, changes in technology and changes in customer preferences). In this scenario, as we, our suppliers and our customers look to reduce GHG emissions, we are likely to face increasing costs whether that be through increased cost of our rental fleet, or the cost associated with the pricing of GHG emissions. While we believe these factors will crystallise over the medium- to longer-term as new technologies develop, we are working with our suppliers and other parties to advance these technologies. In the near- to medium-term, the availability of new technology will be constrained by production capacity, and we would expect to transition our rental fleet to the latest technology gradually as we replace c. 15% of our rental fleet every year. We believe that increased costs and complexity will provide additional impetus to the shift from ownership to rental, increasing our addressable market. We expect rental and transportation rates to reflect the increased cost of rental and transportation equipment, enabling us to maintain similar levels of dollar utilisation and therefore returns. We expect to continue to dispose of old rental fleet in the used equipment market, replacing other organisations' older, less environmentally friendly equipment.

In a 3°C and over scenario, in addition to the transition risks discussed above we would expect to see an increase in physical risks (e.g., increased instances of extreme weather events, rising mean temperatures and rising sea levels). As discussed above, the diversified nature of the Group's operations means that no location is material to the Group, mitigating the immediate impact of physical risks on our operations and enabling us to plan for the longer-term. We recognise the impact heat stress may have on our people and infrastructure and this will be a key consideration in our people and growth strategy.

In any scenario, the speed of the transition of assets will be constrained by the availability of new technologies and manufacturing capacity. Given our partnership with key suppliers and our regular replacement cycle, we expect to be able to transition our fleet more quickly than many other organisations. These discussions and considerations are factored into our routine financial planning activities – for example, through our capital allocation decisions.

In considering the impact of the above risks and opportunities on the Group's financial statements for 2024/25, we do not believe that there are any specific adjustments required. Specifically, the Group has considered if there is any potential impact on rental asset lives and residual values. The Group assesses asset lives and residual values on an annual basis to determine that the Group's estimates remain appropriate. In doing so, the Group has considered the impact of transition to alternative technologies on its existing rental fleet, or the introduction of legislation in relation to emissions. However, as we note above under the 'technology' risk, we believe that any transition in technologies will be gradual and therefore asset lives and residual values remain appropriate.

Risk management

The process for identifying, assessing and managing climate-related risks is the same as for all the risks faced by the Group and is described on pages 32 to 37, including our description of the Group's overall risk management framework on page 33 and our assessment in relation to emerging risks on page 37.

As discussed above, our response to these risks and our actions are embedded within our operational activities, supported by dedicated specialists in North America and the UK. Our sustainability working group, with oversight from the Group's risk committee, monitors progress of our sustainability related initiatives and performance against the targets we have set ourselves.

The Board has overall responsibility for risk management, setting risk appetite and implementation of the risk management policy – this includes responsibility for climate-related risks and actions taken to manage those risks where relevant. This approach is designed to enable the Group to take advantage of attractive opportunities, yet to do so within the risk appetite of the Board, mindful of risks which have been identified and any emerging risks which may impact the Group. The Group's Risk Committee monitors the actions taken across the Group to manage the Group's Risk and ensure that adequate assurance is obtained over them. In addition, the Group's Risk Committee ensures that risks have been appropriately assessed in relation to risk rating.

The Board recognises that climate-related risks present significant new and emerging risks to organisations and therefore are mindful of the need to continuously consider developments in this area, both in terms of new risks which have emerged as well as the change in their relative significance. Included within the Group's considerations is the impact of existing and emerging regulatory requirements on the Group, such as potential future limits on emissions, further details of which we have detailed within the strategy section above.

Metrics and targets

Our KPI associated with environmental risk is that of GHG intensity for our Scope 1 and 2 GHG emissions. We have set a target to reduce our Scope 1 and 2 GHG intensity by 50% by 2034 (compared to a base year of 2023/24) and to be Scope 1 and 2 Net Zero by 2050. Details as to how we plan to achieve these commitments, our performance in the current year and progress over the prior years can be found on pages 57 and 58 within our Responsible business report.

Our GHG intensity reduction targets are incorporated into our annual Long-Term Incentive Plan. Further details are set out in our Remuneration report on page 108.

Greenhouse gas (GHG) emissions

Our Scope 1 and 2 GHG emissions are disclosed on pages 57 and 58 of this report and have been determined in line with the GHG Protocol methodology. Unlike many organisations, the nature of the Group's operations is that the majority of our Scope 1 and 2 emissions arise from Scope 1 emissions, relating to the transportation and delivery of our rental fleet to customers.

Our Scope 3 GHG emissions are disclosed in the Group's Sustainability report. The most significant components of our Scope 3 emissions relate to our customers' use of our assets during the rental period, the use of sold product (principally the use of used equipment after our ownership) and the embedded carbon in our supply chain. This is discussed in more detail within the Responsible business report on page 59.

Measuring Scope 3 emissions involves a significant application of judgement, in particular in relation to the use of sold assets when we dispose of rental assets to the used equipment market and end of life treatment of these assets. Accordingly, our Scope 3 emissions will always be subject to a significant degree of estimation uncertainty.

Other metrics

We have considered what other metrics and targets may be relevant to the Group. In doing so, we have considered internal areas of focus, the risks and opportunities analysis summarised above and external reporting frameworks, such as the Industrial Machinery & Goods SASB standard applicable to the Group, which we report against within the Group's Sustainability report. In addition to the metrics provided within this report, we report on water consumption within the Group's Sustainability report. However, as part of our ongoing focus on the environmental impact of the Group more broadly, we are in the process of developing metrics and targets to monitor and measure our impact in other areas which are less material to the Group. These include the diversion rate of waste from landfill. While we have several programmes in place to manage waste across the business and have reliable data in the UK relating to waste diversion given the legislative environment, we have undertaken a waste mapping exercise in North America to understand our waste composition in more detail. We are working with our waste management suppliers and our locations to increase our diversion rate of waste from landfill. This will enable us to better track our progress in the future.

Details as to our work in these areas is discussed on page 59.

05 ACTIONABLE COMPONENT

INVESTMENT

Disciplined capital allocation driving profitable growth, strong cash generation and enhanced shareholder value.

2025 highlights

- New share buyback program of up to $1.5 billion over 18 months
- Net debt to EBITDA ratio (excluding IFRS 16) maintained at 1.6 times, comfortably within our long-term range of 1 to 2 times
- Amended and extended $4.75bn senior credit facility, which matures in November 2029

NON-FINANCIAL AND SUSTAINABILITY INFORMATION STATEMENT

The non-financial and sustainability reporting regulations in section 414CA and 414CB of the Companies Act 2006 require the disclosure of specific information relating to environmental matters, the Company's employees, social matters, respect for human rights and anti-corruption and anti-bribery matters, a summary of which is set out below.

Environmental matters

We seek to minimise the environmental impact of everything we do. In addition, our commitment to improving energy performance is intended to reduce our impact on the environment and could deliver significant cost savings over time.

Further details of our policies, including disclosure of carbon emission and energy usage data, is provided on pages 57 to 59. A summary of our climate-related financial disclosure approach is included in our TCFD statement on pages 66 to 73, which includes details on governance, strategy (including responding to the risks and opportunities arising from climate change), risk management and measuring performance.

Related principal risks: see 'environmental' risk on page 36.

Employees

Our employee policies are designed to ensure that we recruit the best people, train them well and look after them so that they provide the best possible service for our customers, suppliers and communities. Furthermore, health and safety policies are core to our operations and we maintain and continuously seek to enhance our health and safety programmes to minimise any risk to our people.

Specific policies provide equal opportunities to all of our staff and ensure that we maintain an inclusive culture. Employee policies are available to all employees through the employee handbooks and on our employee intranet.

Further details of our policies, including details on our safety programmes, training and recruitment activities, is provided on pages 54 to 56 and pages 60 to 63.

Related principal risks: see 'people and culture' risk on page 35.

Social matters

Playing a big role in our local communities is of crucial importance to our business. As we expand our market share, particularly in North America, we have ever more impact and influence over the communities where we hire staff and make an economic contribution. Our responsibility to those communities increases likewise. The Group has policies to support employee volunteering for programmes which positively impact our communities.

Further details of our contribution to society and the communities in which we operate is provided on page 64.

Related principal risks: while social matters are not considered a principal risk to the Group, we believe there is an important link between social matters and the risk identified in relation to our people and culture as outlined on page 35.

Human rights

We believe in the rights of individuals and take our responsibilities seriously to all our employees and those who may be affected by our activities and, last year, adopted a formal human rights policy. While we do not manage human rights matters separately, we continue to assess potential risks and do not believe they raise particular issues for the business.

Further details of our policies are provided on page 65. Our human rights policy, business ethics and conduct policy, modern slavery and human trafficking policy and modern slavery and human trafficking statement are available on our website.

Related principal risks: see 'laws and regulations' risk on page 36.

Anti-corruption and anti-bribery

Anti-corruption and bribery policies are maintained and reviewed on a regular basis with relevant guidance included in employee handbooks and available on our employee intranet. These policies include matters relating to money laundering and anti-competitive behaviour.

Further details of our policies, including details on training required to be undertaken by our employees, is provided on page 62.

Related principal risks: see 'laws and regulations' risk on page 36.

In addition, information required in relation to the Group's business model, principal risks, including those which relate to the matters above, and key performance indicators are provided on pages 16 to 21 and pages 30 to 37 of the Annual Report.

APPROVAL OF THE STRATEGIC REPORT

The Strategic report set out on pages 1 to 76 was approved by the Board on 16 June 2025 and has been signed on its behalf by:

Brendan Horgan
Chief executive
16 June 2025

Alex Pease
Chief financial officer
16 June 2025