4 March 2025

Unaudited results for the nine months and third quarter ended 31 January 2025

Performance[1]	Third quarter 2025 $m	2024 $m	Growth[2] %	Nine months 2025 $m	2024 $m	Growth[2] %
Revenue	2,568	2,658	-3%	8,262	8,231	- %
Rental revenue	2,381	2,356	1%	7,646	7,317	5%
Adjusted[3] EBITDA	1,177	1,168	1%	3,874	3,752	3%
Operating profit	550	591	-7%	2,034	2,093	-3%
Adjusted[3] profit before taxation	443	473	-6%	1,698	1,785	-5%
Profit before taxation	409	442	-7%	1,606	1,692	-5%
Adjusted[3] earnings per share	77.2¢	81.4¢	-5%	290.8¢	307.2¢	-5%
Earnings per share	70.9¢	76.1¢	-6%	274.6¢	291.4¢	-6%

Nine month highlights

- Group rental revenue up 5%[2]; revenue flat; US rental revenue up 4%; revenue flat
- Operating profit of $2,034m (2024: $2,093m), with $108m lower gains on disposal
- Adjusted[3] profit before taxation of $1,698m (2024: $1,785m)
- Adjusted[3] earnings per share of 290.8¢ (2024: 307.2¢)
- $2.1bn of capital invested in the business (2024: $3.5bn)
- Free cash inflow[1] of $858m (2024: outflow of $463m)
- Net debt to adjusted EBITDA leverage[2] of 1.7 times (2024: 1.9 times)
- We expect full year results in line with our previous expectations

[1] Throughout this announcement we refer to a number of alternative performance measures which provide additional useful information. The directors have adopted these to provide additional information on the underlying trends, performance and position of the Group. The alternative performance measures are not defined by IFRS and therefore may not be directly comparable with other companies' alternative performance measures but are defined and reconciled in the Glossary of Terms on page 29.
[2] Calculated at constant exchange rates applying current period exchange rates.
[3] Adjusted results are stated before amortisation and non-recurring costs associated with the move of the Group's primary listing to the US.

Ashtead's chief executive, Brendan Horgan, commented:

The business is focused on executing against the five actionable components of our Sunbelt 4.0 strategic growth plan: Customer; Growth; Performance; Sustainability and Investment. I want to thank all our team members for the hard work and professionalism they exhibit every day as we deliver on this strategy and our commitment to provide exceptional service to our customers, safely.

The Group delivered record nine month rental revenue and EBITDA, with growth of 5% and 3% respectively. In North America, the strength of mega projects and hurricane response efforts have more than offset the lower activity levels in local commercial construction markets. These local construction markets have been affected by the prolonged higher interest rate environment. However, underlying demand continues to be strong and we expect this segment to recover as interest rates stabilise. Adjusted profit before taxation was $1,698m (2024: $1,785m) with the difference, as expected, a result of lower used equipment sales resulting in gains on sale of $58m (2024: $165m).

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. In the period we invested $2.1bn in capital across existing locations and greenfields and $56m on three bolt-ons, adding a total of 54 new locations in North America.

We are 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. We expect full year results in line with our previous expectations and the Board looks to the future with confidence.

Contacts:

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Brendan Horgan and Alex Pease will hold a conference call for equity analysts to discuss the results and outlook at 12pm (7am EST) on Tuesday, 4 March 2025. The call will be webcast live via the Company's website at www.ashtead-group.com and a replay will be available via the website shortly after the call concludes. A copy of this announcement and the slide presentation used for the call are available for download on the Company's website. The usual conference call for bondholders will begin at 3pm (10am EST).

Analysts and bondholders have already been invited to participate in the analyst and bondholder calls but any eligible person not having received details should contact the Company's PR advisers, H/Advisors Maitland (Audrey Da Costa) at +44 (0)20 7379 5151.

Forward-looking statements

This announcement contains forward-looking statements. These have been made by the directors in good faith using information available up to the date on which they approved this report. The directors can give no assurance that these expectations will prove to be correct. Due to the inherent uncertainties, including both business and economic risk factors underlying such forward-looking statements, actual results may differ materially from those expressed or implied by these forward-looking statements. Except as required by law or regulation, the directors undertake no obligation to update any forward-looking statements whether as a result of new information, future events or otherwise.

Nine months' trading results

	Revenue		Adjusted EBITDA		Profit[1]	
	2025	2024	2025	2024	2025	2024
Canada in C$m	733.4	675.6	326.9	271.9	139.4	105.7
UK in £m	536.4	523.7	153.4	146.3	43.6	41.3
US	7,046.5	7,072.1	3,467.2	3,391.7	1,996.0	2,081.2
Canada in $m	529.6	501.3	236.0	201.8	100.7	78.4
UK in $m	686.3	657.8	196.2	183.7	55.7	51.9
Group central costs	-	-	(25.0)	(25.7)	(25.8)	(26.4)
	8,262.4	8,231.2	3,874.4	3,751.5	2,126.6	2,185.1
Financing costs					(428.3)	(400.3)
Adjusted profit before tax					**1,698.3**	**1,784.8**
Non-recurring costs					(5.8)	-
Amortisation					(86.5)	(92.3)
Profit before taxation					1,606.0	1,692.5
Taxation charge					(406.8)	(418.8)
Profit attributable to equity holders of the Company					1,199.2	1,273.7
Margins						
US			*49.2%*	*48.0%*	*28.3%*	*29.4%*
Canada			*44.6%*	*40.2%*	*19.0%*	*15.7%*
UK			*28.6%*	*27.9%*	*8.1%*	*7.9%*
Group			*46.9%*	*45.6%*	*25.7%*	*26.5%*

[1] Adjusted operating profit.

Group revenue was $8,262m (2024: $8,231m) in the nine months. This revenue and our focus on the cost base resulted in adjusted EBITDA increasing 3% to $3,874m (2024: $3,752m), but with lower used equipment sales and after higher depreciation and interest costs, adjusted operating profit decreased 3% to $2,127m (2024: $2,185m) and adjusted profit before tax was $1,698m (2024: $1,785m). 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 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.

In the US, rental only revenue of $5,203m (2024: $4,993m) was 4% higher than the prior year, driven by both volume and rate improvement. Organic growth (same-store and greenfields) was 3%, while bolt-ons since 1 May 2023 contributed 1% of rental only revenue growth. In the nine months, our General Tool business grew 1%, while our Specialty businesses grew 14%, demonstrating the benefits of our strategy of growing our Specialty businesses and broadening our end markets. Rental revenue increased 4% to $6,578m (2024: $6,337m). We estimate that hurricane response efforts contributed $90 – 100m to rental revenue in the period. This hurricane impact, in part, mitigated the weaker local commercial construction market. US total revenue, including new and used equipment, merchandise and consumable sales, was $7,047m (2024: $7,072m). As expected, this reflects a lower level of used equipment sales than last year when we took advantage of improving fleet deliveries and strong second-hand markets to catch up on deferred disposals.

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. This, combined with our focus on the cost base and lower scaffold erection and dismantling revenue, contributed to US rental revenue drop through to EBITDA of 71% for the period. This resulted in an EBITDA margin of 49.2% (2024: 48.0%). Lower used equipment sales and weaker second-hand values resulted in lower gains on sale. This, combined with higher depreciation on a larger fleet, contributed to segment profit decreasing by 4% to $1,996m (2024: $2,081m) with a margin of 28.3% (2024: 29.4%).

Canada's rental only revenue increased 16% to C$530m (2024: C$457m). Markets relating to the major part of the Canadian business are performing in a manner similar to the US with volume growth and rate improvement. In addition, following settlement of the Writers Guild of America and Screen Actors Guild strikes, activity in the Specialty Film & TV business has recovered, although it is below pre-strike levels, which is likely to be the new normal. Rental revenue increased 16% to C$662m (2024: C$573m), while total revenue was C$733m (2024: C$676m).

Our Canadian business continues to develop and invest to expand its network and broaden its markets. This, combined with the recovery in the Film & TV business, contributed to an EBITDA margin of 44.6% (2024: 40.2%) and a segment profit of C$139m (2024: C$106m) at a margin of 19.0% (2024: 15.7%).

The UK business generated rental only revenue of £357m, up 2% on the prior year (2024: £350m). Rental only revenue growth has been driven by both rate and volume improvement. Rental revenue increased 4% to £461m (2024: £441m), while total revenue increased 2% to £536m (2024: £524m).

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 an EBITDA margin of 28.6% (2024: 27.9%) and a segment profit of £44m (2024: £41m) at a margin of 8.1% (2024: 7.9%).

Overall, Group adjusted operating profit decreased to $2,127m (2024: $2,185m). After increased financing costs of $428m (2024: $400m), reflecting higher average debt levels, Group adjusted profit before tax was $1,698m (2024: $1,785m). After a tax charge of 25% (2024: 25%) of the adjusted pre-tax profit, adjusted earnings per share were 290.8¢ (2024: 307.2¢).

Statutory profit before tax was $1,606m (2024: $1,692m). This is after non-recurring costs of $6m (2024: $nil) associated with the move of the Group's primary listing to the US and amortisation of $86m (2024: $92m). Included within the total tax charge is a tax credit of $22m (2024: $23m) which relates to the amortisation of intangibles and non-recurring costs. As a result, basic earnings per share were 274.6¢ (2024: 291.4¢).

Capital expenditure and acquisitions

Capital expenditure for the nine months was $2,141m gross and $1,741m net of disposal proceeds (2024: $3,509m gross and $2,848m net). As a result, the Group's rental fleet at 31 January 2025 at cost was $18bn and our average fleet age was 47 months (2024: 46 months) on an original cost basis.

We invested $56m (2024: $906m) in three bolt-on acquisitions during the nine months, as we continue to both expand our footprint and diversify our end markets. Further details are provided in Note 15.

Return on Investment

The Group return on investment was 15% (2024: 17%). In the US, return on investment (excluding goodwill and intangible assets) for the 12 months to 31 January 2025 was 20% (2024: 25%), while in Canada it was 12% (2024: 12%). The reduction in US 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: 6%). Return on investment excludes the impact of IFRS 16.

Cash flow and net debt

The Group generated free cash flow of $858m (2024: outflow of $463m) during the period, which is after capital expenditure payments of $2,434m (2024: $3,752m). During the period, we spent $88m on share buybacks.

Net debt at 31 January 2025 was $10,607m (2024: $11,166m). Excluding the effect of IFRS 16, net debt at 31 January 2025 was $7,860m (2024: $8,563m), while the ratio of net debt to adjusted EBITDA was 1.7 times (2024: 1.9 times) on a constant currency basis. The Group's target range for net debt to adjusted EBITDA is 1.0 to 2.0 times, excluding the impact of IFRS 16. Including the effect of IFRS 16, the ratio of net debt to adjusted EBITDA was 2.1 times (2024: 2.3 times) on a constant currency basis.

At 31 January 2025, availability under the senior secured debt facility was $3,174m with an additional $6,434m of suppressed availability – substantially above the $475m level at which the Group's entire debt package is covenant free.

The Group's debt facilities are committed for an average of six years at a weighted average cost of 5%.

Capital allocation

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).

Current trading and outlook

We are 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. We expect full year results in line with our previous expectations and the Board looks to the future with confidence.

	Previous guidance	Current guidance
Rental revenue[1]		
- Group	3 to 5%	3 to 5%
- US	2 to 4%	2 to 4%
- Canada	15 to 19%	9 to 13%
- UK	3 to 6%	3 to 6%
Capital expenditure (gross)[2]	\$2.5 – 2.7bn	\$2.5 – 2.7bn
Free cash flow[2]	c. \$1.4bn	c. \$1.4bn

[1] Represents change in year-over-year rental revenue at constant exchange rates
[2] Stated at C\$1=\$0.75 and £1=\$1.27

CONSOLIDATED INCOME STATEMENT
FOR THE THREE AND NINE MONTHS ENDED 31 JANUARY 2025

	Unaudited			
	Three months to 31 January		Nine months to 31 January	
	2025	2024	2025	2024
	$m	$m	$m	$m
Revenue				
Rental revenue	2,380.8	2,356.3	7,646.1	7,316.7
Sale of new equipment, merchandise and consumables	79.0	81.8	260.7	278.6
Sale of used rental equipment	108.1	219.7	355.6	635.9
	2,567.9	2,657.8	8,262.4	8,231.2
Operating costs				
Staff costs	(593.4)	(629.2)	(1,861.4)	(1,882.5)
Other operating costs	(718.1)	(693.5)	(2,234.6)	(2,126.8)
Used rental equipment sold	(85.7)	(166.9)	(297.8)	(470.4)
	(1,397.2)	(1,489.6)	(4,393.8)	(4,479.7)
EBITDA*	1,170.7	1,168.2	3,868.6	3,751.5
Depreciation	(592.3)	(546.6)	(1,747.8)	(1,566.4)
Amortisation of intangibles	(28.6)	(31.0)	(86.5)	(92.3)
Operating profit	549.8	590.6	2,034.3	2,092.8
Interest income	0.1	0.6	0.1	1.6
Interest expense	(140.9)	(149.2)	(428.4)	(401.9)
Profit on ordinary activities before taxation	409.0	442.0	1,606.0	1,692.5
Taxation	(99.3)	(109.7)	(406.8)	(418.8)
Profit attributable to equity holders of the Company	309.7	332.3	1,199.2	1,273.7
Basic earnings per share	70.9¢	76.1¢	274.6¢	291.4¢
Diluted earnings per share	70.9¢	75.6¢	273.8¢	289.8¢

* EBITDA is presented here as an alternative performance measure as it is commonly used by investors and lenders. This and other adjusted alternative performance measures are detailed in the Glossary of Terms on page 29.

All revenue and profit is generated from continuing operations.

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME
FOR THE THREE AND NINE MONTHS ENDED 31 JANUARY 2025

	Unaudited			
	Three months to 31 January		Nine months to 31 January	
	2025	2024	2025	2024
	$m	$m	$m	$m
Profit attributable to equity holders of the Company	309.7	332.3	1,199.2	1,273.7
Items that will not be reclassified subsequently to profit or loss:				
Movement on equity instruments held at fair value	-	-	(25.5)	-
Tax on movement on equity instruments held at fair value	-	-	2.7	-
	-	-	(22.8)	-
Items that may be reclassified subsequently to profit or loss:				
Foreign currency translation differences	(61.1)	63.0	(51.4)	22.8
Loss on cash flow hedge	0.1	0.1	0.2	0.2
	(61.0)	63.1	(51.2)	23.0
Total other comprehensive income for the period	(61.0)	63.1	(74.0)	23.0
Total comprehensive income for the period	248.7	395.4	1,125.2	1,296.7

CONSOLIDATED BALANCE SHEET AT 31 JANUARY 2025

	Unaudited 31 January 2025	Unaudited 31 January 2024	Audited 30 April 2024
	$m	$m	$m
Current assets			
Inventories	154.0	192.5	162.0
Trade and other receivables	1,956.7	2,007.2	1,850.2
Current tax asset	70.2	38.0	13.0
Cash and cash equivalents	25.8	22.4	20.8
	2,206.7	2,260.1	2,046.0
Non-current assets			
Property, plant and equipment			
- rental equipment	11,543.9	11,356.9	11,450.8
- other assets	1,915.0	1,721.2	1,797.7
	13,458.9	13,078.1	13,248.5
Right-of-use assets	2,475.2	2,402.7	2,425.6
Goodwill	3,216.1	3,263.4	3,211.5
Other intangible assets	394.2	538.9	485.9
Other non-current assets	181.5	171.4	189.3
Current tax asset	-	45.3	44.5
Net defined benefit pension plan asset	-	19.3	-
	19,725.9	19,519.1	19,605.3
Total assets	21,932.6	21,779.2	21,651.3
Current liabilities			
Trade and other payables	1,188.0	1,336.6	1,482.9
Current tax liability	7.7	12.8	10.1
Lease liabilities	288.6	268.4	273.8
Provisions	45.4	45.7	42.5
	1,529.7	1,663.5	1,809.3
Non-current liabilities			
Lease liabilities	2,496.4	2,373.9	2,406.8
Long-term borrowings	7,848.1	8,545.8	7,995.1
Provisions	77.7	70.5	75.4
Deferred tax liabilities	2,250.6	2,176.4	2,224.2
Other non-current liabilities	69.9	57.9	55.5
Net defined benefit pension plan liability	0.4	-	0.4
	12,743.1	13,224.5	12,757.4
Total liabilities	14,272.8	14,888.0	14,566.7
Equity			
Share capital	81.8	81.8	81.8
Share premium account	6.5	6.5	6.5
Capital redemption reserve	20.0	20.0	20.0
Own shares held by the Company	(912.1)	(801.2)	(818.7)
Own shares held by the ESOT	(35.0)	(43.5)	(43.5)
Cumulative foreign exchange translation differences	(314.9)	(223.1)	(263.5)
Retained reserves	8,813.5	7,850.7	8,102.0
Equity attributable to equity holders of the Company	7,659.8	6,891.2	7,084.6
Total liabilities and equity	21,932.6	21,779.2	21,651.3

Contingent consideration liabilities have been re-classified from current and non-current provisions to trade and other payables and other non-current liabilities in the January 2024 comparative period.

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY
FOR THE NINE MONTHS ENDED 31 JANUARY 2025

	Share capital $m	Share premium account $m	Capital redemption reserve $m	Own shares held by the Company $m	Own shares held by the ESOT $m	Cumulative foreign exchange translation differences $m	Retained reserves $m	Total $m
Unaudited								
At 1 May 2023	81.8	6.5	20.0	(740.9)	(38.8)	(245.9)	6,925.3	6,008.0
Profit for the period	-	-	-	-	-	-	1,273.7	1,273.7
Other comprehensive income:								
Foreign currency translation differences	-	-	-	-	-	22.8	-	22.8
Loss on cash flow hedge	-	-	-	-	-	-	0.2	0.2
Total comprehensive income for the period	-	-	-	-	-	22.8	1,273.9	1,296.7
Dividends paid	-	-	-	-	-	-	(368.3)	(368.3)
Own shares purchased by the ESOT	-	-	-	-	(29.9)	-	-	(29.9)
Own shares purchased by the Company	-	-	-	(60.3)	-	-	-	(60.3)
Share-based payments	-	-	-	-	25.2	-	12.3	37.5
Tax on share-based payments	-	-	-	-	-	-	7.5	7.5
At 31 January 2024	81.8	6.5	20.0	(801.2)	(43.5)	(223.1)	7,850.7	6,891.2
Profit for the period	-	-	-	-	-	-	324.7	324.7
Other comprehensive income:								
Foreign currency translation differences	-	-	-	-	-	(40.4)	-	(40.4)
Remeasurement of the defined benefit pension plan	-	-	-	-	-	-	(22.6)	(22.6)
Tax on defined benefit pension scheme	-	-	-	-	-	-	5.6	5.6
Total comprehensive income for the period	-	-	-	-	-	(40.4)	307.7	267.3
Dividends paid	-	-	-	-	-	-	(68.3)	(68.3)
Own shares purchased by the Company	-	-	-	(17.5)	-	-	-	(17.5)
Share-based payments	-	-	-	-	-	-	10.0	10.0
Tax on share-based payments	-	-	-	-	-	-	1.9	1.9
At 30 April 2024	81.8	6.5	20.0	(818.7)	(43.5)	(263.5)	8,102.0	7,084.6
Profit for the period	-	-	-	-	-	-	1,199.2	1,199.2
Other comprehensive income:								
Foreign currency translation differences	-	-	-	-	-	(51.4)	-	(51.4)
Loss on cash flow hedge	-	-	-	-	-	-	0.2	0.2
Movement on equity instruments held at fair value	-	-	-	-	-	-	(25.5)	(25.5)
Tax on movement on equity instruments held at fair value	-	-	-	-	-	-	2.7	2.7
Total comprehensive income for the period	-	-	-	-	-	(51.4)	1,176.6	1,125.2
Dividends paid	-	-	-	-	-	-	(389.8)	(389.8)
Own shares purchased by the ESOT	-	-	-	-	(85.3)	-	-	(85.3)
Own shares purchased by the Company	-	-	-	(93.4)	-	-	-	(93.4)
Share-based payments	-	-	-	-	93.8	-	(72.8)	21.0
Tax on share-based payments	-	-	-	-	-	-	(2.5)	(2.5)
At 31 January 2025	81.8	6.5	20.0	(912.1)	(35.0)	(314.9)	8,813.5	7,659.8

CONSOLIDATED CASH FLOW STATEMENT FOR THE NINE MONTHS ENDED 31 JANUARY 2025

	Unaudited 2025 $m	Unaudited 2024 $m
Cash flows from operating activities		
Cash generated from operations before changes in rental equipment	3,723.6	3,321.5
Payments for rental property, plant and equipment	(2,054.1)	(3,231.8)
Proceeds from disposal of rental property, plant and equipment	303.7	522.9
Cash generated from operations	1,973.2	612.6
Financing costs paid	(403.4)	(369.0)
Tax paid	(378.6)	(233.2)
Net cash generated from operating activities	1,191.2	10.4
Cash flows from investing activities		
Acquisition of businesses	(68.0)	(862.9)
Financial asset investments	-	(5.0)
Payments for non-rental property, plant and equipment	(379.4)	(520.2)
Proceeds from disposal of non-rental property, plant and equipment	44.9	47.3
Net cash used in investing activities	(402.5)	(1,340.8)
Cash flows from financing activities		
Drawdown of loans	979.5	3,480.4
Redemption of loans	(1,101.8)	(1,603.5)
Repayment of principal under lease liabilities	(100.1)	(96.3)
Dividends paid	(387.4)	(367.7)
Purchase of own shares by the ESOT	(85.2)	(29.9)
Purchase of own shares by the Company	(88.1)	(60.3)
Net cash (used in)/generated from financing activities	(783.1)	1,322.7
Increase/(decrease) in cash and cash equivalents	5.6	(7.7)
Opening cash and cash equivalents	20.8	29.9
Effect of exchange rate differences	(0.6)	0.2
Closing cash and cash equivalents	25.8	22.4

Reconciliation of net cash flows to net debt

	2025 $m	2024 $m
(Increase)/decrease in cash and cash equivalents in the period	(5.6)	7.7
(Decrease)/increase in debt through cash flow	(222.4)	1,780.6
Change in net debt from cash flows	(228.0)	1,788.3
Exchange differences	(47.7)	21.0
Debt acquired	18.7	154.5
Deferred costs of debt raising	7.4	3.9
New lease liabilities	202.0	238.5
(Decrease)/increase in net debt in the period	(47.6)	2,206.2
Net debt at 1 May	10,654.9	8,959.5
Net debt at 31 January	10,607.3	11,165.7

NOTES TO THE CONDENSED CONSOLIDATED INTERIM FINANCIAL STATEMENTS

1. General information

Ashtead Group plc ('the Company') is a company incorporated and domiciled in England and Wales and listed on the London Stock Exchange. The condensed consolidated interim financial statements as at, and for the nine months ended 31 January 2025, comprise the Company and its subsidiaries ('the Group') and are presented in US dollars.

The condensed consolidated interim financial statements for the nine months ended 31 January 2025 were approved by the directors on 3 March 2025.

The condensed consolidated interim financial statements do not constitute statutory accounts as defined in Section 434 of the Companies Act 2006. The statutory accounts for the year ended 30 April 2024 were approved by the directors on 17 June 2024 and have been mailed to shareholders and filed with the Registrar of Companies. The auditors' report on those accounts was unqualified, did not include a reference to any matter by way of emphasis and did not contain a statement under Section 498(2) or (3) of the Companies Act 2006.

Details of principal risks and uncertainties are given in the Review of Third Quarter, Balance Sheet and Cash Flow accompanying these condensed consolidated interim financial statements

2. Basis of preparation

The condensed consolidated interim financial statements for the nine months ended 31 January 2025 have been prepared in accordance with relevant UK-adopted International Accounting Standards ('IFRS'), including IAS 34, Interim Financial Reporting, the Disclosure Guidance and Transparency Rules sourcebook of the United Kingdom's Financial Conduct Authority and the accounting policies set out in the Group's Annual Report & Accounts for the year ended 30 April 2024.

In preparing the financial statements, the exchange rates used in respect of the pound sterling (£) and Canadian dollar (C$) are:

	Pound sterling		Canadian dollar	
	2025	2024	2025	2024
Average for the three months ended 31 January	1.26	1.26	0.70	0.74
Average for the nine months ended 31 January	1.28	1.26	0.72	0.74
At 30 April	-	1.25	-	0.73
At 31 January	1.24	1.27	0.69	0.75

The directors have adopted various alternative performance measures to provide additional useful information on the underlying trends, performance and position of the Group. The alternative performance measures are not defined by IFRS and therefore may not be directly comparable with other companies' alternative performance measures but are defined within the Glossary of Terms on page 29.

The condensed consolidated interim financial statements have been prepared on the going concern basis. The Group's internal budgets and forecasts of future performance, available financing facilities and facility headroom (see Note 12), provide a reasonable expectation that the Group has adequate resources to continue in operation for the foreseeable future and consequently the going concern basis continues to be appropriate in preparing the financial statements.

3. Segmental analysis

Three months to 31 January 2025 (unaudited)

	US	Canada	UK	Corporate items	Group
	$m	$m	$m	$m	$m
Revenue					
Rental revenue	2,060.4	142.2	178.2	-	2,380.8
Sale of new equipment, merchandise and consumables	54.4	7.0	17.6	-	79.0
Sale of used rental equipment	87.5	8.9	11.7	-	108.1
	2,202.3	158.1	207.5	-	2,567.9
Segment profit	564.2	19.3	8.6	(13.7)	578.4
Amortisation					(28.6)
Net financing costs					(140.8)
Profit before taxation					409.0
Taxation					(99.3)
Profit attributable to equity shareholders					309.7

Three months to 31 January 2024 (unaudited)

	US	Canada	UK	Corporate items	Group
	$m	$m	$m	$m	$m
Revenue					
Rental revenue	2,038.3	141.6	176.4	-	2,356.3
Sale of new equipment, merchandise and consumables	53.1	11.3	17.4	-	81.8
Sale of used rental equipment	188.6	16.9	14.2	-	219.7
	2,280.0	169.8	208.0	-	2,657.8
Segment profit	600.1	18.7	10.9	(8.1)	621.6
Amortisation					(31.0)
Net financing costs					(148.6)
Profit before taxation					442.0
Taxation					(109.7)
Profit attributable to equity shareholders					332.3

Nine months to 31 January 2025 (unaudited)

	US	Canada	UK	Corporate items	Group
	$m	$m	$m	$m	$m
Revenue					
Rental revenue	6,578.4	478.2	589.5	-	7,646.1
Sale of new equipment, merchandise and consumables	176.0	25.7	59.0	-	260.7
Sale of used rental equipment	292.1	25.7	37.8	-	355.6
	7,046.5	529.6	686.3	-	8,262.4
Segment profit	1,996.0	100.7	55.7	(31.6)	2,120.8
Amortisation					(86.5)
Net financing costs					(428.3)
Profit before taxation					1,606.0
Taxation					(406.8)
Profit attributable to equity shareholders					1,199.2

NOTES TO THE CONDENSED CONSOLIDATED INTERIM FINANCIAL STATEMENTS

3. Segmental analysis (continued)

Nine months to 31 January 2024 (unaudited)

	US	Canada	UK	Corporate items	Group
	$m	$m	$m	$m	$m
Revenue					
Rental revenue	6,337.5	425.2	554.0	-	7,316.7
Sale of new equipment, merchandise and consumables	185.1	37.1	56.4	-	278.6
Sale of used rental equipment	549.5	39.0	47.4	-	635.9
	7,072.1	501.3	657.8	-	8,231.2
Segment profit	2,081.2	78.4	51.9	(26.4)	2,185.1
Amortisation					(92.3)
Net financing costs					(400.3)
Profit before taxation					1,692.5
Taxation					(418.8)
Profit attributable to equity shareholders					1,273.7

	US	Canada	UK	Corporate items	Group
	$m	$m	$m	$m	$m
At 31 January 2025 (unaudited)					
Segment assets	18,481.3	1,837.1	1,512.1	6.1	21,836.6
Cash					25.8
Taxation assets					70.2
Total assets					21,932.6
At 30 April 2024 (audited)					
Segment assets	18,148.4	1,901.0	1,517.1	6.5	21,573.0
Cash					20.8
Taxation assets					57.5
Total assets					21,651.3

NOTES TO THE CONDENSED CONSOLIDATED INTERIM FINANCIAL STATEMENTS

4. Operating costs and other income

	Unaudited			
	Three months to 31 January		Nine months to 31 January	
	2025	2024	2025	2024
	$m	$m	$m	$m
Staff costs:				
Salaries	537.5	572.0	1,695.6	1,719.2
Social security costs	44.2	44.8	130.0	127.8
Other pension costs	11.7	12.4	35.8	35.5
	593.4	629.2	1,861.4	1,882.5
Other operating costs:				
Vehicle costs	161.4	154.0	542.8	498.6
Spares, consumables & external repairs	138.2	132.9	431.9	414.8
Facility costs	29.7	28.8	85.6	85.4
Other external charges	388.8	377.8	1,174.3	1,128.0
	718.1	693.5	2,234.6	2,126.8
Used rental equipment sold	85.7	166.9	297.8	470.4
Depreciation and amortisation:				
Depreciation of tangible assets	538.7	491.9	1,589.8	1,414.7
Depreciation of right-of-use assets	53.6	54.7	158.0	151.7
Amortisation of intangibles	28.6	31.0	86.5	92.3
	620.9	577.6	1,834.3	1,658.7
	2,018.1	2,067.2	6,228.1	6,138.4

5. Net financing costs

	Unaudited			
	Three months to 31 January		Nine months to 31 January	
	2025	2024	2025	2024
	$m	$m	$m	$m
Interest income:				
Net income on the defined benefit pension plan asset	-	0.3	-	0.7
Other interest	0.1	0.3	0.1	0.9
	0.1	0.6	0.1	1.6
Interest expense:				
Bank interest payable	29.8	55.1	98.5	137.1
Interest payable on senior notes	69.8	58.0	209.5	162.5
Interest payable on lease liabilities	37.5	33.2	109.2	94.3
Non-cash unwind of discount on liabilities	1.2	0.6	3.8	1.6
Amortisation of deferred debt raising costs	2.6	2.3	7.4	6.4
	140.9	149.2	428.4	401.9

6. Taxation

The tax charge for the period has been determined by applying the expected effective tax rates in each jurisdiction for the year as a whole, based on the tax rates in force as at 31 January 2025 of 25% in the US (2024: 25%), 26% in Canada (2024: 25%) and 25% in the UK (2024: 25%). This results in a blended effective rate for the Group as a whole of 25% (2024: 25%) for the period.

The tax charge of $407m (2024: $419m) on the profit before taxation of $1,606m (2024: $1,692m) can be explained as follows:

	Nine months to 31 January	
	2025	2024
	$m	$m
Current tax		
- current tax on income for the period	385.4	251.0
- adjustments to prior year	(5.6)	2.8
	379.8	253.8
Deferred tax		
- origination and reversal of temporary differences	27.0	181.8
- adjustments to prior year	-	(16.8)
	27.0	165.0
Tax charge	406.8	418.8
Comprising:		
- US	394.1	416.3
- Canada	11.5	3.5
- UK	1.2	(1.0)
	406.8	418.8

Following its state aid investigation, in April 2019 the European Commission announced its decision that the Group Financing Exemption in the UK controlled foreign company ('CFC') legislation constitutes state aid in some circumstances. In common with the UK Government and other UK-based international companies, the Group did not agree with the decision and lodged a formal appeal with the General Court of the European Union. The Group's appeal was stayed while the appeals put forward by the UK Government and ITV plc proceeded.

On 8 June 2022 the General Court of the European Union dismissed the appeals put forward by the UK Government and ITV plc. However, they appealed the decision to the Court of Justice of the European Union. The Court of Justice of the European Union held a hearing on the case in January 2024 and the Advocate-General's opinion was published in April 2024, proposing that the Court of Justice of the European Union set aside the judgement of the General Court and annul the decision made by the European Commission. On 19 September 2024, the Court of Justice of the European Union followed the recommendation of the Advocate-General's opinion and annulled the European Commission decision.

Despite the UK Government appealing the European Commission's decision, His Majesty's Revenue & Customs ('HMRC') was required to assess the tax liability which would arise if the decision was not appealed successfully. Accordingly, HMRC issued a charging notice stating that the tax liability due was £36m, including interest payable. The Group appealed the charging notice but had to settle the amount assessed on it, including interest, in line with HMRC requirements. As a result of the Court of Justice of the European Union decision to annul the European Commission decision, the Group has no liability in relation to this matter and the entire amount paid is recoverable from HMRC.

6. Taxation (continued)

The £36m ($44m at January 2025 exchange rates) paid has been recognised as a current asset on the balance sheet. It has been re-classified from non-current assets based on an expectation that amounts will be repaid by HMRC during the next 12 months.

7. Earnings per share

Basic and diluted earnings per share for the three and nine months ended 31 January 2025 have been calculated based on the profit for the relevant period and the weighted average number of ordinary shares in issue during that period (excluding shares held by the Company and the ESOT over which dividends have been waived). Diluted earnings per share is computed using the result for the relevant period and the diluted number of shares (ignoring any potential issue of ordinary shares which would be anti-dilutive). These are calculated as follows:

	Three months to 31 January		Nine months to 31 January	
	2025	2024	2025	2024
Profit for the financial period ($m)	309.7	332.3	1,199.2	1,273.7
Weighted average number of shares (m) - basic	436.5	436.8	436.7	437.1
- diluted	437.4	439.1	438.0	439.5
Basic earnings per share	70.9¢	76.1¢	274.6¢	291.4¢
Diluted earnings per share	70.9¢	75.6¢	273.8¢	289.8¢

A reconciliation to adjusted earnings per share is included in the Glossary of Terms on page 29.

8. Dividends

A final dividend in respect of the year ended 30 April 2024 of 89.25¢ (2024: 85.0¢) per share was paid to shareholders during the year resulting in a cash outflow of $387m (2024: $368m). The interim dividend in respect of the year ending 30 April 2025 of 36¢ (2024: 15.75¢) per share announced on 10 December was paid on 7 February 2025 to shareholders and cost $157m (2024: $68m).

NOTES TO THE CONDENSED CONSOLIDATED INTERIM FINANCIAL STATEMENTS

9. Property, plant and equipment

	2025		2024	
	Rental equipment	Total	Rental equipment	Total
Net book value	$m	$m	$m	$m
At 1 May	11,450.8	13,248.5	9,649.1	11,041.1
Exchange differences	(45.9)	(56.0)	21.1	24.7
Reclassifications	(8.2)	-	0.3	-
Additions	1,761.8	2,141.1	2,989.8	3,508.6
Acquisitions	27.5	29.5	383.6	407.7
Disposals	(281.5)	(314.4)	(472.5)	(489.3)
Depreciation	(1,360.6)	(1,589.8)	(1,214.5)	(1,414.7)
At 31 January	11,543.9	13,458.9	11,356.9	13,078.1

10. Right-of-use assets

	2025			2024		
Net book value	Property leases	Other leases	Total	Property leases	Other leases	Total
	$m	$m	$m	$m	$m	$m
At 1 May	2,390.5	35.1	2,425.6	2,184.8	21.2	2,206.0
Exchange differences	(14.2)	(0.2)	(14.4)	5.6	0.4	6.0
Additions	148.8	4.7	153.5	229.1	16.3	245.4
Acquisitions	18.6	-	18.6	99.2	-	99.2
Remeasurement	59.8	-	59.8	45.2	-	45.2
Disposals	(8.8)	(1.1)	(9.9)	(46.6)	(0.8)	(47.4)
Depreciation	(151.9)	(6.1)	(158.0)	(146.9)	(4.8)	(151.7)
At 31 January	2,442.8	32.4	2,475.2	2,370.4	32.3	2,402.7

11. Lease liabilities

	31 January 2025	30 April 2024
	$m	$m
Current	288.6	273.8
Non-current	2,496.4	2,406.8
	2,785.0	2,680.6

12. Borrowings

	31 January 2025	30 April 2024
	$m	$m
Non-current		
First priority senior secured bank debt	1,695.6	1,848.0
1.500% senior notes, due August 2026	548.5	547.8
4.375% senior notes, due August 2027	597.4	596.6
4.000% senior notes, due May 2028	596.7	596.0
4.250% senior notes, due November 2029	595.9	595.3
2.450% senior notes, due August 2031	745.1	744.6
5.500% senior notes, due August 2032	739.7	738.8
5.550% senior notes, due May 2033	743.8	743.4
5.950% senior notes, due October 2033	744.4	744.1
5.800% senior notes, due April 2034	841.0	840.5
	7,848.1	7,995.1

The senior secured bank debt is secured by way of fixed and floating charges over substantially all the Group's property, plant and equipment, inventory and trade receivables and is committed until November 2029. The senior notes are guaranteed by Ashtead Group plc and all its principal subsidiary undertakings.

Our debt facilities are committed for the long term, with an average maturity of six years and a weighted average interest cost (including non-cash amortisation of deferred debt raising costs) of 5%.

There is one financial performance covenant under the first priority senior credit facility. That is the fixed charge ratio (comprising EBITDA before exceptional items less 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 twelve months) which, must be equal to, or greater than, 1.0. This covenant does not apply when availability exceeds $475m. At 31 January 2025, availability under the senior secured bank facility was $3,174m ($2,771m at 30 April 2024), with an additional $6,434m of suppressed availability, meaning that the covenant did not apply at 31 January 2025 and is unlikely to apply in forthcoming quarters.

Fair value of financial instruments

Financial assets and liabilities are measured in accordance with the fair value hierarchy and assessed as Level 1, 2 or 3 based on the following criteria:

- Level 1: fair value measurement based on quoted prices (unadjusted) in active markets for identical assets or liabilities;
- Level 2: fair value measurements derived from inputs other than quoted prices that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices); and
- Level 3: fair value measurements derived from valuation techniques that include inputs for the asset or liability that are not based on observable market data.

Fair value of derivative financial instruments

At 31 January 2025, the Group had no derivative financial instruments. The embedded prepayment options included within the senior notes are either closely related to the host debt contract or immaterial and hence, are not accounted for separately. These loan notes are carried at amortised cost.

12. Borrowings (continued)

Fair value of non-derivative financial assets and liabilities

The table below provides a comparison, by category of the carrying amounts and the fair values of the Group's non-derivative financial assets and liabilities.

		At 31 January 2025		At 30 April 2024	
		Book value $m	Fair value $m	Book value $m	Fair value $m
Long-term borrowings					
- first priority senior secured bank debt	Level 1	1,695.6	1,695.6	1,848.0	1,848.0
- 1.500% senior notes	Level 1	550.0	521.6	550.0	498.1
- 4.375% senior notes	Level 1	600.0	589.7	600.0	571.5
- 4.000% senior notes	Level 1	600.0	579.5	600.0	559.9
- 4.250% senior notes	Level 1	600.0	570.7	600.0	549.9
- 2.450% senior notes	Level 1	750.0	629.2	750.0	596.5
- 5.500% senior notes	Level 1	750.0	743.7	750.0	719.9
- 5.550% senior notes	Level 1	750.0	741.0	750.0	719.2
- 5.950% senior notes	Level 1	750.0	761.1	750.0	739.7
- 5.800% senior notes	Level 1	850.0	852.7	850.0	828.3
Total long-term borrowings		7,895.6	7,684.8	8,048.0	7,631.0
Discount on issue of debt		(12.8)	-	(14.0)	-
Deferred costs of raising finance		(34.7)	-	(38.9)	-
		7,848.1	7,684.8	7,995.1	7,631.0
Other financial instruments[1]					
Contingent consideration	Level 3	19.3	19.3	31.4	31.4
Financial asset investments	Level 3	31.5	31.5	57.0	57.0
Cash and cash equivalents	Level 1	25.8	25.8	20.8	20.8

[1] The Group's trade and other receivables and trade and other payables, excluding contingent consideration, are not shown in the table above. The carrying amounts of these financial assets and liabilities approximate their fair values.

Contingent consideration is a Level 3 financial liability. Future anticipated payments to vendors in respect of contingent consideration are initially recorded at fair value which is the present value of the expected cash outflows of the obligations. The obligations are dependent upon the future financial performance of the businesses acquired. The fair value is estimated based on internal financial projections prepared in relation to the acquisition with the contingent consideration discounted to present value using a discount rate in line with the Group's cost of debt. The movement since 30 April 2024 can be attributed to $12m of payments (see Note 14) and $5m released, offset by $1m of discount unwind and $4m of additions through business acquisitions (see Note 15).

Financial asset investments are measured at fair value and are Level 3 financial assets. These assets are measured at fair value through other comprehensive income. Their fair values are estimated based on the latest transaction price and any subsequent investment-specific adjustments. During the period, one of the Group's investments failed to secure additional funding and commenced Chapter 7 bankruptcy proceedings in August 2024. As a result, the Group has estimated the fair value of its investment as $nil and consequently recognised a movement in the fair value of the equity investment of $25m through other comprehensive income.

NOTES TO THE CONDENSED CONSOLIDATED INTERIM FINANCIAL STATEMENTS

13. Share capital

Ordinary shares of 10p each:

	31 January 2025 Number	30 April 2024 Number	31 January 2025 $m	30 April 2024 $m
Issued and fully paid	451,354,833	451,354,833	81.8	81.8

During the period, the Company purchased 1.5m ordinary shares at a total cost of $93m (£75m) under the Group's share buyback programme announced by the Company in December 2024, which are held in treasury. At 31 January 2025, 15.5m (April 2024: 14.1m) shares were held by the Company ($912m; April 2024: $819m) and a further 0.5m (April 2024: 0.9m) shares were held by the Company's Employee Share Ownership Trust ($35m; April 2024: $43m).

14. Notes to the cash flow statement

a) Cash flow from operating activities

	Nine months to 31 January	
	2025 $m	2024 $m
Operating profit	2,034.3	2,092.8
Depreciation	1,747.8	1,566.4
Amortisation	86.5	92.3
EBITDA	3,868.6	3,751.5
Profit on disposal of rental equipment	(57.8)	(165.5)
Profit on disposal of other property, plant and equipment	(13.2)	(14.5)
Decrease/(increase) in inventories	4.9	(6.3)
Increase in trade and other receivables	(93.6)	(227.7)
Decrease in trade and other payables	(5.8)	(53.1)
Exchange differences	(0.5)	(0.4)
Other non-cash movement	21.0	37.5
Cash generated from operations before changes in rental equipment	3,723.6	3,321.5

b) Analysis of net debt

Net debt consists of total borrowings and lease liabilities less cash and cash equivalents. Borrowings exclude accrued interest. Non-US dollar denominated balances are translated to US dollars at rates of exchange ruling at the balance sheet date.

			Non-cash movements				
	1 May 2024 $m	Cash flow $m	Exchange movement $m	Debt acquired $m	New lease liabilities $m	Other movements $m	31 January 2025 $m
Long-term borrowings	7,995.1	(122.3)	(32.2)	0.1	-	7.4	7,848.1
Lease liabilities	2,680.6	(100.1)	(16.1)	18.6	202.0	-	2,785.0
Total liabilities from financing activities	10,675.7	(222.4)	(48.3)	18.7	202.0	7.4	10,633.1
Cash and cash equivalents	(20.8)	(5.6)	0.6	-	-	-	(25.8)
Net debt	10,654.9	(228.0)	(47.7)	18.7	202.0	7.4	10,607.3

NOTES TO THE CONDENSED CONSOLIDATED INTERIM FINANCIAL STATEMENTS

14. Notes to the cash flow statement (continued)

	1 May 2023	Cash flow	Non-cash movements: Exchange movement	Debt acquired	New lease liabilities	Other movements	31 January 2024
	$m	$m	$m	$m	$m	$m	$m
Long-term borrowings	6,595.1	1,876.9	14.6	55.3	-	3.9	8,545.8
Lease liabilities	2,394.3	(96.3)	6.6	99.2	238.5	-	2,642.3
Total liabilities from financing activities	8,989.4	1,780.6	21.2	154.5	238.5	3.9	11,188.1
Cash and cash equivalents	(29.9)	7.7	(0.2)	-	-	-	(22.4)
Net debt	8,959.5	1,788.3	21.0	154.5	238.5	3.9	11,165.7

Details of the Group's cash and debt are given in Notes 11 and 12 and the Review of Third Quarter, Balance Sheet and Cash Flow accompanying these condensed consolidated interim financial statements.

c) Acquisitions

	Nine months to 31 January 2025	2024
	$m	$m
Cash consideration paid:		
- acquisitions in the period	56.4	842.1
- contingent consideration	11.6	20.8
	68.0	862.9

During the period, three businesses were acquired with cash paid of $56m (2024: $842m), after taking account of net cash acquired of $2m (2024: $6m). Further details are provided in Note 15.

Contingent consideration of $12m (2024: $21m) was paid relating to prior year acquisitions.

15. Acquisitions

The Group undertakes bolt-on acquisitions to complement its organic growth strategy. During the period, the following acquisitions were completed:

i) On 21 May 2024, Sunbelt US acquired the business and assets of RentalMax, LLC (‘RentalMax’). RentalMax is a general tool business operating in Illinois.

ii) On 25 June 2024, Sunbelt Canada acquired the business and assets of Wave Equipment Ltd. (‘Wave’). Wave is a general tool business operating in Ontario.

iii) On 3 December 2024, Sunbelt UK acquired the entire share capital of JLLive Ltd, JLLighting Limited and DigiSet Limited (together ‘JL’). JL is a specialty business.

The following table sets out the fair value of the identifiable assets and liabilities acquired by the Group. The fair values have been determined provisionally at the balance sheet date.

	Fair value to the Group $m
Net assets acquired	
Trade and other receivables	3.1
Property, plant and equipment	
- rental equipment	27.5
- other assets	2.0
Right-of-use assets	18.6
Deferred tax	(0.3)
Creditors	(2.4)
Debt	(0.1)
Lease liabilities	(18.6)
Intangible assets	0.1
	29.9
Consideration:	
- cash paid and due to be paid (net of cash acquired)	56.0
- contingent consideration	4.1
	60.1
Goodwill	30.2

The goodwill arising can be attributed to the key management personnel and workforce of the acquired businesses, the benefits through advancing our clusters and leveraging cross-selling opportunities, and to the synergies and other benefits the Group expects to derive from the acquisitions. The synergies and other benefits include elimination of duplicate costs, improving utilisation of the acquired rental fleet, using the Group’s financial strength to invest in the acquired business and drive improved returns through a semi-fixed cost base and the application of the Group’s proprietary software to optimise revenue opportunities. $24m of the goodwill is expected to be deductible for income tax purposes.

The gross value and the fair value of trade receivables at acquisition was $3m.

Due to the operational integration of acquired businesses post-acquisition, in particular due to the merger of some stores, the movement of rental equipment between stores and investment in the rental fleet, it is not practical to report the revenue and profit of the acquired businesses post-acquisition. The revenue and operating profit of these acquisitions from 1 May 2024 to their date of acquisition was not material.

REVIEW OF THIRD QUARTER, BALANCE SHEET AND CASH FLOW

Third quarter

	Revenue		Adjusted EBITDA		Profit[1]	
	2025	2024	2025	2024	2025	2024
Canada in C$m	225.4	229.4	91.6	81.4	28.1	25.3
UK in £m	165.3	165.0	44.0	44.1	7.1	8.6
US	2,202.3	2,280.0	1,065.1	1,060.3	564.2	600.1
Canada in $m	158.1	169.8	63.9	60.3	19.3	18.7
UK in $m	207.5	208.0	55.1	55.6	8.6	10.9
Group central costs	-	-	(7.6)	(8.0)	(7.9)	(8.1)
	2,567.9	2,657.8	1,176.5	1,168.2	584.2	621.6
Financing costs					(140.8)	(148.6)
Adjusted profit before tax					**443.4**	**473.0**
Non-recurring costs					(5.8)	-
Amortisation					(28.6)	(31.0)
Profit before taxation					409.0	442.0
Margins as reported						
US			*48.4%*	*46.5%*	*25.6%*	*26.3%*
Canada			*40.7%*	*35.5%*	*12.5%*	*11.0%*
UK			*26.6%*	*26.7%*	*4.3%*	*5.2%*
Group			*45.8%*	*44.0%*	*22.8%*	*23.4%*

[1] Adjusted operating profit.

Group revenue for the quarter decreased 3% to $2,568m (2024: $2,658m) reflecting lower sales of used equipment. Adjusted profit before tax for the quarter decreased to $443m (2024: $473m).

US rental only revenue in the quarter was 1% higher than a year ago. This consisted of our General Tool business which was 2% lower than last year while our Specialty businesses were 10% higher than a year ago.

Canada's rental only revenue increased 6% to C$156m (2024: C$147m), while total revenue was C$225m (2024: C$229m). Following settlement of the Writers Guild of America and Screen Actors Guild strikes, activity in the Specialty Film & TV business has recovered, although it is below pre-strike levels, which is likely to be the new normal.

The UK generated rental only revenue in the quarter of £109m (2024: £111m), 2% lower than the prior year. Total revenue was £165m (2024: £165m).

Group adjusted operating profit decreased 6% to $584m (2024: $622m). After financing costs of $141m (2024: $149m), Group adjusted profit before tax was $443m (2024: $473m). After non-recurring costs of $6m (2024: Nil) and amortisation of $29m (2024: $31m), statutory profit before taxation was $409m (2024: $442m).

Balance sheet

Property, plant and equipment

Capital expenditure in the nine months totalled $2,141m (2024: $3,509m) with $1,762m invested in the rental fleet (2024: $2,990m). Expenditure on rental equipment was 82% of total capital expenditure with the balance relating to the delivery vehicle fleet, property improvements and IT equipment. Capital expenditure by division was:

	2025			2024
	Replacement	Growth	Total	Total
Canada in C$m	90.5	125.4	215.9	245.2
UK in £m	75.6	20.9	96.5	142.2
US	812.2	670.2	1,482.4	2,629.2
Canada in $m	65.3	90.6	155.9	182.0
UK in $m	96.8	26.7	123.5	178.6
Total rental equipment	974.3	787.5	1,761.8	2,989.8
Delivery vehicles, property improvements & IT equipment			379.3	518.8
Total additions			2,141.1	3,508.6

In the US, $670m of rental equipment capital expenditure was spent on growth while $812m 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 31 January 2025 was 47 months (2024: 46 months) on an original cost basis. The US fleet had an average age of 47 months (2024: 45 months), the Canadian fleet had an average age of 52 months (2024: 52 months) and the UK fleet had an average age of 52 months (2024: 50 months).

	Rental fleet at original cost			LTM rental	LTM dollar
	31 January 2025	30 April 2024	LTM average	revenue	utilisation
Canada in C$m	1,883	1,751	1,806	855	47%
UK in £m	1,151	1,130	1,145	610	53%
US	15,747	15,057	15,369	8,562	56%
Canada in $m	1,300	1,274	1,310	620	47%
UK in $m	1,431	1,414	1,460	778	53%
	18,478	17,745	18,139	9,960	

Dollar utilisation was 56% in the US (2024: 58%), 47% for Canada (2024: 48%) and 53% for the UK (2024: 52%). The decrease in US and Canadian dollar utilisation is due to principally lower physical utilisation and fleet inflation.

Trade receivables

Receivable days at 31 January 2025 were 52 days (2024: 53 days). The bad debt charge for the last twelve months ended 31 January 2025 as a percentage of total turnover was 0.8% (2024: 0.5%). Trade receivables at 31 January 2025 of $1,601m (2024: $1,671m) are stated net of allowances for bad debts and credit notes of $149m (2024: $119m), with the provision representing 9% (2024: 7%) of gross receivables.

Trade and other payables

Group payable days were 49 days at 31 January 2025 (2024: 46 days) with capital expenditure related payables totalling $226m (2024: $399m). Payment periods for purchases other than rental equipment vary between seven and 60 days and for rental equipment between 30 and 120 days.

Cash flow and net debt

	Nine months to 31 January 2025 $m	Nine months to 31 January 2024 $m	LTM to 31 January 2025 $m	Year to 30 April 2024 $m
Adjusted EBITDA	3,874.4	3,751.5	5,015.5	4,892.6
Cash inflow from operations before non-recurring costs and changes in rental equipment	3,725.0	3,321.5	4,944.5	4,541.0
*Cash conversion ratio**	*96.1%*	*88.5%*	*98.6%*	*92.8%*
Replacement rental capital expenditure	(1,244.6)	(1,692.1)	(1,673.5)	(2,121.0)
Payments for non-rental capital expenditure	(379.4)	(520.2)	(544.8)	(685.6)
Rental equipment disposal proceeds	303.7	522.9	612.5	831.7
Other property, plant and equipment disposal proceeds	44.9	47.3	45.1	47.5
Tax paid	(378.6)	(233.2)	(391.2)	(245.8)
Financing costs	(403.4)	(369.0)	(547.5)	(513.1)
Cash inflow before growth capex and non-recurring costs	**1,667.6**	**1,077.2**	**2,445.1**	**1,854.7**
Growth rental capital expenditure	(809.5)	(1,539.7)	(908.0)	(1,638.2)
Free cash flow	**858.1**	**(462.5)**	**1,537.1**	**216.5**
Non-recurring costs	(1.4)	-	(1.4)	-
Business acquisitions	(68.0)	(862.9)	(80.7)	(875.6)
Business disposals	-	-	1.9	1.9
Financial asset investments	-	(5.0)	(10.0)	(15.0)
Total cash generated/(absorbed)	**788.7**	**(1,330.4)**	**1,446.9**	**(672.2)**
Dividends	(387.4)	(367.7)	(455.8)	(436.1)
Purchase of own shares by the ESOT	(85.2)	(29.9)	(85.2)	(29.9)
Purchase of own shares by the Company	(88.1)	(60.3)	(106.2)	(78.4)
Decrease/(increase) in net debt due to cash flow	**228.0**	**(1,788.3)**	**799.7**	**(1,216.6)**

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

Cash inflow from operations before non-recurring costs and the net investment in the rental fleet was $3,725m (2024: $3,321m). The conversion ratio for the period was 96% (2024: 89%).

Total payments for capital expenditure (rental equipment and other PPE) in the nine months were $2,434m (2024: $3,752m). Disposal proceeds received totalled $349m (2024: $570m), giving net payments for capital expenditure of $2,085m in the period (2024: $3,182m). Financing costs paid totalled $403m (2024: $369m) while tax payments were $379m (2024: $233m). 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 period saw free cash flow of $858m (2024: outflow of $463m) and, after non-recurring costs of $1m (2024: $nil), acquisition and investment related expenditure of $68m (2024: $868m), a cash flow of $789m (2024: outflow of $1,330m), before returns to shareholders.

Net debt

	31 January		30 April
	2025	2024	2024
	$m	$m	$m
First priority senior secured bank debt	1,695.6	2,400.4	1,848.0
1.500% senior notes, due 2026	548.5	547.5	547.8
4.375% senior notes, due 2027	597.4	596.4	596.6
4.000% senior notes, due 2028	596.7	595.8	596.0
4.250% senior notes, due 2029	595.9	595.1	595.3
2.450% senior notes, due 2031	745.1	744.4	744.6
5.500% senior notes, due 2032	739.7	738.6	738.8
5.550% senior notes, due 2033	743.8	743.3	743.4
5.950% senior notes, due 2033	744.4	744.0	744.1
5.800% senior notes, due 2034	841.0	840.3	840.5
Total external borrowings	7,848.1	8,545.8	7,995.1
Lease liabilities	2,785.0	2,642.3	2,680.6
Total gross debt	10,633.1	11,188.1	10,675.7
Cash and cash equivalents	(25.8)	(22.4)	(20.8)
Total net debt	10,607.3	11,165.7	10,654.9

Net debt at 31 January 2025 was $10,607m 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 twelve months ended 31 January 2025 was $5,015m. Excluding the impact of IFRS 16, the ratio of net debt to adjusted EBITDA was 1.7 times (2024: 1.9 times) on a constant currency and a reported basis as at 31 January 2025. Including the impact of IFRS 16, the ratio of net debt to adjusted EBITDA was 2.1 times (2024: 2.3 times) as at 31 January 2025.

Principal risks and uncertainties

Risks and uncertainties in achieving the Group's objectives for the remainder of the financial year, together with assumptions, estimates, judgements and critical accounting policies used in preparing financial information remain broadly unchanged from those detailed in the 2024 Annual Report and Accounts on pages 36 to 41.

The principal risks and uncertainties facing the Group are:

- economic conditions - 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.

- competition - 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.

- cyber security - 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.

- health and safety - 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.

- people and culture - 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 strategic 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.

- environmental - 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.

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

Further details, including actions taken to mitigate these risks, are provided within the 2024 Annual Report & Accounts.

Our business is subject to significant fluctuations in performance from quarter to quarter as a result of seasonal effects. Commercial construction activity tends to increase in the summer and during extended periods of mild weather and to decrease in the winter and during extended periods of inclement weather. Furthermore, due to the incidence of public holidays in the US, Canada and the UK, there are more billing days in the first half of our financial year than the second half leading to our revenue normally being higher in the first half. On a quarterly basis, the second quarter is typically our strongest quarter, followed by the first and then the third and fourth quarters.

In addition, the current trading and outlook section of the interim statement provides commentary on market and economic conditions for the remainder of the year.

OPERATING STATISTICS

	Number of rental stores			Staff numbers		
	31 January		30 April	31 January		30 April
	2025	2024	2024	2025	2024	2024
US	1,224	1,181	1,186	18,518	20,250	19,245
Canada	140	136	135	2,210	2,408	2,306
UK	191	191	190	4,407	4,337	4,384
Corporate office	-	-	-	29	23	23
Group	1,555	1,508	1,511	25,164	27,018	25,958

GLOSSARY OF TERMS

The glossary of terms below sets out definitions of terms used throughout this announcement. Included are a number of alternative 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. The directors use these measures, which are common across the industry, for planning and reporting purposes. These measures are also used in discussions with the investment analyst community and credit rating agencies. The APMs are not defined by IFRS and therefore may not be directly comparable with other companies' APMs and should not be considered superior to or a substitute for IFRS measures.

<table>
<tr><th>Term</th><th>Closest equivalent statutory measure</th><th>Definition and purpose</th></tr>
<tr><td>Adjusted EBITDA</td><td>Operating profit</td><td>Adjusted EBITDA is operating profit before depreciation, amortisation and non-recurring costs associated with the move of the Group's primary listing to the US.
<table>
<tr><th></th><th>Third quarter</th><th></th><th>Nine months</th><th></th></tr>
<tr><th></th><th>2025
$m</th><th>2024
$m</th><th>2025
$m</th><th>2024
$m</th></tr>
<tr><td>Operating profit</td><td>549.8</td><td>590.6</td><td>2,034.3</td><td>2,092.8</td></tr>
<tr><td>Depreciation</td><td>592.3</td><td>546.6</td><td>1,747.8</td><td>1,566.4</td></tr>
<tr><td>Amortisation</td><td>28.6</td><td>31.0</td><td>86.5</td><td>92.3</td></tr>
<tr><td>EBITDA</td><td>1,170.7</td><td>1,168.2</td><td>3,868.6</td><td>3,751.5</td></tr>
<tr><td>Non-recurring costs associated with relisting:</td><td></td><td></td><td></td><td></td></tr>
<tr><td>- Staff costs</td><td>1.8</td><td>-</td><td>1.8</td><td>-</td></tr>
<tr><td>- Other operating costs</td><td>4.0</td><td>-</td><td>4.0</td><td>-</td></tr>
<tr><td>Adjusted EBITDA</td><td>1,176.5</td><td>1,168.2</td><td>3,874.4</td><td>3,751.5</td></tr>
</table></td></tr>
<tr><td>Adjusted operating profit</td><td>Operating profit</td><td>Adjusted operating profit is operating profit before amortisation and non-recurring costs associated with the move of the Group's primary listing to the US.
<table>
<tr><th></th><th>Third quarter</th><th></th><th>Nine months</th><th></th></tr>
<tr><th></th><th>2025
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<tr><td>Amortisation</td><td>28.6</td><td>31.0</td><td>86.5</td><td>92.3</td></tr>
<tr><td>Non-recurring costs associated with relisting:</td><td></td><td></td><td></td><td></td></tr>
<tr><td>- Staff costs</td><td>1.8</td><td>-</td><td>1.8</td><td>-</td></tr>
<tr><td>- Other operating costs</td><td>4.0</td><td>-</td><td>4.0</td><td>-</td></tr>
<tr><td>Adjusted operating profit</td><td>584.2</td><td>621.6</td><td>2,126.6</td><td>2,185.1</td></tr>
</table></td></tr>
<tr><td>Adjusted profit before tax</td><td>Profit before tax</td><td>Adjusted profit before tax is profit before tax, amortisation and non-recurring costs associated with the move of the Group's primary listing to the US.
<table>
<tr><th></th><th>Third quarter</th><th></th><th>Nine months</th><th></th></tr>
<tr><th></th><th>2025
$m</th><th>2024
$m</th><th>2025
$m</th><th>2024
$m</th></tr>
<tr><td>Profit before tax</td><td>409.0</td><td>442.0</td><td>1,606.0</td><td>1,692.5</td></tr>
<tr><td>Amortisation</td><td>28.6</td><td>31.0</td><td>86.5</td><td>92.3</td></tr>
<tr><td>Non-recurring costs associated with relisting:</td><td></td><td></td><td></td><td></td></tr>
<tr><td>- Staff costs</td><td>1.8</td><td>-</td><td>1.8</td><td>-</td></tr>
<tr><td>- Other operating costs</td><td>4.0</td><td>-</td><td>4.0</td><td>-</td></tr>
<tr><td>Adjusted profit before tax</td><td>443.4</td><td>473.0</td><td>1,698.3</td><td>1,784.8</td></tr>
</table></td></tr>
</table>

<table>
<tr><th>Term</th><th>Closest equivalent statutory measure</th><th>Definition and purpose</th></tr>
<tr><td>Adjusted profit after tax</td><td>Profit after tax</td><td>Adjusted profit after tax is profit after tax before amortisation and non-recurring costs associated with the move of the Group’s primary listing to the US.
<table>
<tr><th></th><th>Third quarter</th><th></th><th>Nine months</th><th></th></tr>
<tr><th></th><th>2025
$m</th><th>2024
$m</th><th>2025
$m</th><th>2024
$m</th></tr>
<tr><td>Profit after tax</td><td>309.7</td><td>332.3</td><td>1,199.2</td><td>1,273.7</td></tr>
<tr><td>Amortisation</td><td>28.6</td><td>31.0</td><td>86.5</td><td>92.3</td></tr>
<tr><td>Non-recurring costs associated with relisting:</td><td></td><td></td><td></td><td></td></tr>
<tr><td>- Staff costs</td><td>1.8</td><td>-</td><td>1.8</td><td>-</td></tr>
<tr><td>- Other operating costs</td><td>4.0</td><td>-</td><td>4.0</td><td>-</td></tr>
<tr><td>Tax on adjusting items</td><td>(7.3)</td><td>(7.7)</td><td>(21.7)</td><td>(23.1)</td></tr>
<tr><td>Adjusted profit after tax</td><td>336.8</td><td>355.6</td><td>1,269.8</td><td>1,342.9</td></tr>
</table></td></tr>
<tr><td>Adjusted earnings per share</td><td>Earnings per share</td><td>Adjusted earnings per share is earnings per share before amortisation of acquired intangibles and non-recurring costs associated with the move to a US primary listing.
<table>
<tr><th></th><th>Third quarter</th><th></th><th>Nine months</th><th></th></tr>
<tr><th></th><th>2025
$m</th><th>2024
$m</th><th>2025
$m</th><th>2024
$m</th></tr>
<tr><td>Earnings per share (basic)</td><td>70.9¢</td><td>76.1¢</td><td>274.6¢</td><td>291.4¢</td></tr>
<tr><td>Amortisation</td><td>6.6¢</td><td>7.1¢</td><td>19.8¢</td><td>21.1¢</td></tr>
<tr><td>Non-recurring costs associated with relisting:</td><td></td><td></td><td></td><td></td></tr>
<tr><td>- Staff costs</td><td>0.4¢</td><td>-</td><td>0.4¢</td><td>-</td></tr>
<tr><td>- Other operating costs</td><td>0.9¢</td><td>-</td><td>0.9¢</td><td>-</td></tr>
<tr><td>Tax on adjusting items</td><td>(1.6¢)</td><td>(1.8¢)</td><td>(4.9¢)</td><td>(5.3¢)</td></tr>
<tr><td>Adjusted earnings per share (basic)</td><td>77.2¢</td><td>81.4¢</td><td>290.8¢</td><td>307.2¢</td></tr>
</table></td></tr>
<tr><td>Drop through</td><td>None</td><td>Calculated as the change in rental revenue which converts into adjusted EBITDA (excluding gains from sale of new equipment, merchandise and consumables and used equipment).
<table>
<tr><th></th><th>2025
$m</th><th>2024
$m</th><th>Change</th></tr>
<tr><td>US</td><td></td><td></td><td></td></tr>
<tr><td>Rental revenue</td><td>6,578</td><td>6,337</td><td>241</td></tr>
<tr><td>Adjusted EBITDA</td><td>3,467</td><td>3,392</td><td></td></tr>
<tr><td>Gains</td><td>(116)</td><td>(213)</td><td></td></tr>
<tr><td>Adjusted EBITDA excluding gains</td><td>3,351</td><td>3,179</td><td>172</td></tr>
<tr><td>Drop through</td><td></td><td></td><td>71%</td></tr>
</table>
This measure is utilised by the Group to demonstrate the change in profitability generated by the Group as a result of the change in rental revenue in the period.</td></tr>
<tr><td>Free cash flow</td><td>Net cash generated from operating activities</td><td>Free cash flow is net cash generated from operating activities adjusted for non-recurring costs less non-rental net property, plant and equipment expenditure. Non-rental net property, plant and equipment expenditure comprises payments for non-rental capital expenditure less disposal proceeds received in relation to non-rental asset disposals.
<table>
<tr><th></th><th>2025
$m</th><th>2024
$m</th></tr>
<tr><td>Net cash generated from operating activities</td><td>1,191</td><td>10</td></tr>
<tr><td>Non-recurring costs</td><td>1</td><td>-</td></tr>
<tr><td>Payments for non-rental property, plant and equipment</td><td>(379)</td><td>(520)</td></tr>
<tr><td>Proceeds from disposal of non-rental property, plant and equipment</td><td>45</td><td>47</td></tr>
<tr><td>Free cash flow</td><td>858</td><td>(463)</td></tr>
</table>
This measure shows the cash retained by the Group prior to non-recurring costs, discretionary expenditure on acquisitions and returns to shareholders.</td></tr>
</table>

<table>
<tr><th>Term</th><th>Closest equivalent statutory measure</th><th>Definition and purpose</th></tr>
<tr><td>Growth at constant exchange rates</td><td>None</td><td>Calculated by applying the current period exchange rate to the comparative period result. The relevant foreign currency exchange rates are provided within Note 2, Basis of preparation, to the financial statements. This measure is used as a means of eliminating the effects of foreign exchange rate movements on the period-on-period changes in reported results.
<table>
<tr><th></th><th>2025
$m</th><th>2024
$m</th><th>%</th></tr>
<tr><td>Rental revenue</td><td></td><td></td><td></td></tr>
<tr><td>As reported</td><td>7,646</td><td>7,317</td><td>5%</td></tr>
<tr><td>Retranslation effect</td><td>-</td><td>(1)</td><td></td></tr>
<tr><td>At constant currency</td><td>7,646</td><td>7,316</td><td>5%</td></tr>
<tr><td>Adjusted profit before tax</td><td></td><td></td><td></td></tr>
<tr><td>As reported</td><td>1,698</td><td>1,785</td><td>-5%</td></tr>
<tr><td>Retranslation effect</td><td>-</td><td>(1)</td><td></td></tr>
<tr><td>At constant currency</td><td>1,698</td><td>1,784</td><td>-5%</td></tr>
</table>
</td></tr>
<tr><td>Leverage</td><td>None</td><td>Leverage calculated at constant exchange rates uses the period end exchange rate for the relevant period and is determined as net debt divided by last 12-month (‘LTM’) adjusted EBITDA.
<table>
<tr><th></th><th colspan="2">2025</th><th colspan="2">2024</th></tr>
<tr><th></th><th>Excluding IFRS 16</th><th>Including IFRS 16</th><th>Excluding IFRS 16</th><th>Including IFRS 16</th></tr>
<tr><td>Net debt ($m)</td><td></td><td></td><td></td><td></td></tr>
<tr><td>As reported and
at constant currency</td><td>7,860</td><td>10,607</td><td>8,563</td><td>11,166</td></tr>
<tr><td>Adjusted EBITDA ($m)</td><td></td><td></td><td></td><td></td></tr>
<tr><td>As reported</td><td>4,744</td><td>5,015</td><td>4,578</td><td>4,825</td></tr>
<tr><td>Retranslation effect</td><td>(19)</td><td>(20)</td><td>6</td><td>7</td></tr>
<tr><td>At constant currency</td><td>4,725</td><td>4,995</td><td>4,584</td><td>4,832</td></tr>
<tr><td>Leverage</td><td></td><td></td><td></td><td></td></tr>
<tr><td>As reported</td><td>1.7</td><td>2.1</td><td>1.9</td><td>2.3</td></tr>
<tr><td>At constant currency</td><td>1.7</td><td>2.1</td><td>1.9</td><td>2.3</td></tr>
</table>
This measure is used to provide an indication of the strength of the Group’s balance sheet and is widely used by investors and credit rating agencies. It also forms part of the remuneration targets of the Group and has been identified as one of the Group’s key performance indicators.</td></tr>
</table>

<table>
<tr><th>Term</th><th>Closest equivalent statutory measure</th><th>Definition and purpose</th></tr>
<tr><td>Return on Investment (‘RoI’)</td><td>None</td><td>
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 tax.
RoI is calculated excluding the impact of IFRS 16.
RoI is used by management to help inform capital allocation decisions within the business and has been identified as one of the Group’s key performance indicators. It also forms part of the remuneration targets of the Group.
A reconciliation of Group RoI is provided below:
<table>
<tr><th></th><th>2025
$m</th><th>2024
$m</th></tr>
<tr><td>Adjusted operating profit</td><td>2,716</td><td>2,790</td></tr>
<tr><td>IFRS 16 impact</td><td>(69)</td><td>(56)</td></tr>
<tr><td>Adjusted operating profit (excluding IFRS 16)</td><td>2,647</td><td>2,734</td></tr>
<tr><td>Average net assets</td><td>17,955</td><td>15,924</td></tr>
<tr><td>Return on investment</td><td>15%</td><td>17%</td></tr>
</table>
RoI for the businesses is calculated in the same way, but excludes goodwill and intangible assets:
<table>
<tr><th></th><th>US
$m</th><th>Canada
C$m</th><th>UK
£m</th></tr>
<tr><td>Adjusted operating profit</td><td>2,548</td><td>171</td><td>60</td></tr>
<tr><td>IFRS 16 impact</td><td>(59)</td><td>(13)</td><td>(1)</td></tr>
<tr><td>Adjusted operating profit (excluding IFRS 16)</td><td>2,489</td><td>158</td><td>59</td></tr>
<tr><td>Average net assets, excluding goodwill and intangibles</td><td>12,302</td><td>1,363</td><td>824</td></tr>
<tr><td>Return on investment</td><td>20%</td><td>12%</td><td>7%</td></tr>
</table>
</td></tr>
</table>

Other terms used within this announcement include:

- **Adjusted:** adjusted results are results stated before non-recurring costs associated with the move of the Group’s primary listing to the US and the amortisation of acquired intangibles. A reconciliation is shown above.

- **Availability:** represents the headroom on a given date under the terms of our $4.75bn asset-backed senior bank facility, taking account of current borrowings.

- **Capital expenditure:** represents additions to rental equipment and other property, plant and equipment (excluding assets acquired through a business combination).

- **Cash conversion ratio:** represents cash flow from operations before changes in rental equipment as a percentage of EBITDA. Details are provided within the Review of Third Quarter, Balance Sheet and Cash Flow section.

- **Dollar utilisation:** dollar utilisation is trailing 12-month rental revenue divided by average fleet size at original (or ‘first’) cost measured over a 12-month period. Dollar utilisation has been identified as one of the Group’s key performance indicators. Details are shown within the Review of Third Quarter, Balance Sheet and Cash Flow section.

- **EBITDA and EBITDA margin:** EBITDA is earnings before interest, tax, depreciation and amortisation. A reconciliation of EBITDA to profit before tax is shown on the income statement. EBITDA margin is calculated as EBITDA divided by revenue. Progression in EBITDA margin is an important indicator of the Group’s performance and this has been identified as one of the Group’s key performance indicators.

- **Fleet age:** original cost weighted age of serialised rental assets. Serialised rental assets constitute the substantial majority of our fleet.

- **Fleet on rent:** quantity measured at original cost of our rental fleet on rent. Fleet on rent has been identified as one of the Group’s key performance indicators.

- **Net debt:** net debt is total borrowings (bank, bonds) and lease liabilities less cash balances, as reported. This measure is used to provide an indication of the Group's overall level of indebtedness and is widely used by investors and credit rating agencies. An analysis of net debt is provided in Note 14.

- **Operating profit and operating profit margin:** Operating profit is earnings before interest and tax. A reconciliation of operating profit to profit before tax is shown on the income statement. Operating profit margin is calculated as operating profit divided by revenue. Progression in operating profit margin is an important indicator of the Group's performance.

- **Organic:** organic measures comprise all locations, excluding locations arising from a bolt-on acquisition completed after the start of the comparative financial period.

- **Rental only revenue:** rental revenue excluding loss damage waiver, environmental fees, erection and dismantling revenue and revenue from rental equipment delivery and collection.

- **Same-store:** same-stores are those locations which were open at the start of the comparative financial period.

- **Segment profit:** operating profit before amortisation by segment.

- **Suppressed availability:** represents the amount on a given date that the asset base exceeds the facility size under the terms of our $4.75bn asset-backed senior bank facility.