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MarketLine Company Report

## Aggreko plc

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#### AGGREKO PLC: COMPANY OVERVIEW

Aggreko is involved in providing power generation and temperature control equipment for hire. The company's temperature control solutions include modular cooling towers, air and water-based chillers, air conditioners, heat exchangers, electric heaters, and dehumidifiers. Aggreko serves various industries including construction, contracting, food and beverage, oil and gas, refining and shipping industries. The company operates in Americas, Asia, Europe, Australia and the Middle East. It is headquartered in Glasgow, the UK and employs around 3,850 people.

The company recorded revenues of £1,229.9 million (approximately \$1,901.8 million) in the fiscal year ended December 2010, an increase of 20.1% over 2009. The company's operating profit was £314.5 million (approximately \$486.3 million) in fiscal 2010, an increase of 20% over 2009. Its net profit was £213.1 million (approximately \$329.5 million) in fiscal 2010, an increase of 26.5% over 2009.

Table 1: Aggreko plc: Key Facts	
Head Office:	120 Bothwell Street
	Glasgow
	G2 7JS
Country:	United Kingdom
Fax:	44 141 225 5900
Phone:	44 141 225 5949
Web Address:	www.aggreko.com
Turnover (£m):	1,229
Employees:	3,850
Financial Year End:	December
Industry:	Industrial Equipment
Primary Stock Exchange (Ticker):	LSE (AGK)
SOURCE: MARKETLINE	

#### **AGGREKO PLC: BUSINESS DESCRIPTION**

Aggreko offers power generation and temperature control equipment at short notice, short term or for indeterminate time periods. The company serves companies across a range of industries, with over 148 locations and offices in more than 100 countries in Americas, Asia, Europe, Australia and the Middle East.

The company primarily operates through two business segments: local business and international power projects (IPP).

Aggreko's local business segment rents equipment to customers to respond to requirements for power and temperature control. The company's IPP segment installs and operates power plants and sells power, which it delivers using temporary power plants owned and operated by Aggreko.

The company's products and services include power generation rental, temperature control rental, moisture control, oil-free air rentals, risk management solutions, cooling tower services, event services, and process services.

Aggreko offers the following on hire: power generation solutions, including generators, gas generators, transformers, load banks, fuel tanks, electrical distribution equipment; and power equipment accessories such as cable ramps, quad box strings, cable T's, load share panels, and cable pins. The company's temperature control rental solutions include chillers, cooling towers, air conditioners, spot coolers, air handlers, heaters, heat exchangers, and temperature accessories. It also provides moisture control solutions such as dehumidification equipment to control humidity in the building for hire.

The company offers a range of rental oil-free air solutions including air compressors, desiccant and refrigerant-based air dryers, after coolers, manifolds, hoses, air receivers and other air accessories. Aggreko provides the following customized risk solutions: contingency and hurricane plans; disaster recovery, including temporary power, temperature control or dehumidifiers; and tailor-made insurance to deliver, install and operate applicable power or temperature control equipment within the agreed time window on location. Its cooling tower services reduce the risks involved with process cooling at facilities across North America. The rental cooling towers maximize the production during hot summer months, maintain production while performing cooling tower repair and maintenance, and reduce costly downtimes after disaster strikes.

Aggreko provides event services in specific areas such as television broadcasts, movie productions, sporting events, concert touring, and major corporate events. The company's process services include creating engineered solutions with the company's fleet of portable equipment. Its process services include onsite engineering studies, process design package (PDP), project management, and preparation of after-action report.

The company's interim power plants help to stabilize the local utilities power grid and provide additional energy to support local industry and communities, which suffer from insufficient power supplies.

Aggreko serves various industries including construction, contracting, events, facilities management, food and beverage, government services, manufacturing, mining, oil and gas, refining, petrochemical, shipping, telecommunications, utility power generation, and utilities distribution industries.

The company operates through its subsidiaries, which include the following: Aggreko Argentina, Aggreko France, Aggreko Deutschland, Aggreko Nederland, Aggreko (Singapore), Aggreko Energy Rental India, Aggreko Brasil Energia, Aggreko Belgium, Aggreko Barbados, Aggreko Finland and Aggreko Colombia, among others.

#### **AGGREKO PLC: HISTORY**

Aggreko was founded in the Netherlands in 1962.

The company expanded its operations in Scotland, the UK in 1973.

In 1984, Aggreko became a wholly-owned subsidiary of the publicly traded Salvesen Group.

The company entered into the US power rental market in 1986 with the acquisition of Electric Rental Systems. In the following year, the company entered into the temperature control rental business, through the acquisition of Mobile Air and Pierce Industrial Air in the US.

In 1989, Aggreko entered the Asia Pacific region with the acquisition of Yeow Kong Electrical in Singapore. In the following year, the company opened its first permanent facility in the Middle East.

The company spun off from Salvesen group to become separately listed on the London Stock Exchange in 1997.

Aggreko established national and regional customer service centers for the US, the UK, and South and Central Europe in 2004.

In 2005, the company signed a contract with the Uganda Electricity Transmission Company, to install and operate a 50 megawatt temporary power plant in Kampala.

Aggreko signed an amendment to extend the existing 100MW temporary power contract with Kenya Generating Company Ltd for a further two years in 2006. In the same year, the company acquired the entire share capital of GE Energy Rentals Inc, GE Energy do Brasil Ltda and all the other trade and assets of the Energy Rentals business of GE.

In 2007, the company signed a 100 MW contract in Yemen for temporary power. In the same year, the company opened depot locations in Shanghai (China), Edmonton (Canada), and Padova (Italy).

Aggreko acquired Power Plus Rental and Sales (Power Plus), a provider of rental power in Alberta, Canada in 2008. In the same year, the company purchased the power rental business of Cummins India Ltd (CIL). Also in 2008, Aggreko disposed its European oil-free compressed air (OFA) rental business to Atlas Copco.

In 2009, the company opened its first service centre in Johannesburg, South Africa. In the same year, Aggreko established its first depot in India, located at Wagholi Village in Pune. Also in 2009, the company signed a contract with the Kenya Electricity Generating Company Ltd to supply all 140 MW.

Aggreko signed two contracts for the supply of 215 mega watt (MW) of temporary power in Panama and in the Sultanate of Oman in February 2010.

In March 2010, the company signed a contract with the national utility company of Cote d'Ivoire, to provide 70 MW of temporary power fuelled by natural gas to support the country's national grid for the next two years. In the following month, the company signed an agreement with the Bangladesh Power Development Board (BPDP) for the provision of 200MW of temporary power.

Aggreko appointed Ken Hanna to its Board of Directors in October 2010.

In December 2010, the company acquired Northland Power Services, a provider of power solutions for the oil and gas exploration and production market in the Rocky Mountain region of the US.

Aggreko entered into an agreement to acquire N. Z. Generator Hire Limited, a provider of temporary power solutions in New Zealand and the Pacific Islands in March 2011.

#### **AGGREKO PLC: HISTORY**

In April 2011, The Tokyo Electric Power Company Incorporated (TEPCO) signed a Letter of Intent with the company, to award Aggreko a contract for the rental of 200 MW of emergency power. The contract would be for 100 MW of gas-fired and 100 MW of diesel-fired generation.

Aggreko signed a contract with the Tanzania Electric Supply Company (TANESCO) to supply 100 MW of emergency power for twelve months in June 2011.

#### **AGGREKO PLC: KEY EMPLOYEES**

Rupert Soames Group Chief Executive Officer Sill Caplan Finance Director F	Table 2: Aggreko plc: Key Employees				
Angus Cockburn Finance Director Executive Board 706,593 (GBP) George Walker President, North America Executive Board 676,629 (GBP) Bill Caplan Regional Director, Europe and the Middle East Kash Pandya Regional Director, International Regional Director, International Phillip Rogerson Chairman Non Executive Board David Hamill Director Non Executive Board Russell King Director Non Executive Board Russell King Director Non Executive Board Non Executive Board Russell King Director Non Executive Board Sen Hanna Director Non Executive Board Sen Hanna Director Non Executive Board Sen Hanna Director Sen Executive Board Sen Hanna Director Son'd President, National Sales and Marketing, North America David Taylor General Manager, Event Services Division, Northern Europe Selith Sanner Gulf Area General Manager, North America David Prince Senior Project Manager, Event Services Senior Management Manager, Senior Management Manager, North America David Prince Senior Project Manager, Event Services Senior Management Event Services Senior Management Senior Management Event Services Senior Management Manager, Senior Management Event Services Senior Management Senior Management Manager, Dentral Eastern Europe	Name	Job Title	Board	Compensation	
Beorge Walker President, North America Executive Board 676,629 (GBP)  Regional Director, Europe and the Middle East  Regional Director, Europe and the Middle East  Regional Director, International  Philip Rogerson Chairman Non Executive Board  Poavid Hamill Director Non Executive Board  Russell King Director Non Executive Board  Russell King Director Non Executive Board  Renerly Director Senior Management S	Rupert Soames		Executive Board	1,312,453 (GBP)	
Regional Director, Europe and the Middle East  Kash Pandya Regional Director, International  Chairman Regional Director, International  David Hamill Director Non Executive Board  Robert Macleod Director Non Executive Board  Russell King Director Non Executive Board  Russell King Director Non Executive Board  Recent Hanna Director Non Executive Board  Robert Macleod Director Non Executive Board  Robert Mana Director Senior Management  Senior Management Senior Management  Gordy Broussard Vice President, National Sales and Marketing, North America  David Taylor General Manager, Event Senior Management	Angus Cockburn	Finance Director	Executive Board	706,593 (GBP)	
Europe and the Middle East  Kash Pandya Regional Director, International Philip Rogerson Chairman Non Executive Board David Hamill Director Non Executive Board Russell King Director Non Executive Board Non Executive Board Russell King Director Non Executive Board Non Executive Board Non Executive Board Non Executive Board  Ken Hanna Director Non Executive Board Non Executive Board Vice President, National Sales and Marketing, North America David Taylor General Manager, Event Services Division, Northern Europe  Keith Sanner Gulf Area General Manager, North America David Prince Senior Project Manager, Event Services Senior Management Management Senior Management	George Walker	President, North America	Executive Board	676,629 (GBP)	
International  Chairman Chairman Non Executive Board  Director Non Executive Board  Robert Macleod Director Non Executive Board  Russell King Director Non Executive Board  Russell King Director Non Executive Board  Non Executive Board  Cen Hanna Director Non Executive Board  Cen Hanna Director Non Executive Board  Cen Hanna Director Senior Management and Company Secretary  Senior Management Serior Management	Bill Caplan	Europe and the Middle	Executive Board	500,795 (GBP)	
David Hamill Director Non Executive Board  Robert Macleod Director Non Executive Board  Russell King Director Non Executive Board  Ren Hanna Director Non Executive Board  Ren Hanna Director Non Executive Board  Peter Kennerley Director, Legal Affairs and Company Secretary  Board Senior Management  Serior Management Selior Management  Services Division, North America  David Taylor General Manager, Event Services Division, Northern Europe  Reith Sanner Gulf Area General Manager, Event Services Division  David Prince Senior Project Manager, Event Services Senior Management  Secorge Long Senior Project Manager, Event Services Senior Management  Senior Management	Kash Pandya		Executive Board	724,714 (GBP)	
Robert Macleod  Director  Russell King  Director  Non Executive Board  Senior Management  Senior Management  Serior Management  Event Services  Serior Management	Philip Rogerson	Chairman			
Russell King  Director  Non Executive Board  Ken Hanna  Director  Non Executive Board  Peter Kennerley  Director, Legal Affairs and Company Secretary  Senior Management  Sordy Broussard  Vice President, National Sales and Marketing, North America  David Taylor  General Manager, Event Services Division, Northern Europe  Keith Sanner  Gulf Area General Manager, Senior Management  David Prince  Senior Project Manager, Senior Management  Manager, Central  Eastern Europe	David Hamill	Director			
Board  Ken Hanna  Director  Non Executive Board  Peter Kennerley  Director, Legal Affairs and Company Secretary  Senior Management	Robert Macleod	Director			
Peter Kennerley  Director, Legal Affairs and Company Secretary  Gordy Broussard  Vice President, National Sales and Marketing, North America  David Taylor  General Manager, Event Services Division, Northern Europe  Keith Sanner  Gulf Area General Manager, Event Management  David Prince  Senior Project Manager, Senior Management  Services Division, North America  Senior Management	Russell King	Director			
and Company Secretary  Vice President, National Sales and Marketing, North America  David Taylor  General Manager, Event Services Division, Northern Europe  Geith Sanner  Gulf Area General Manager, Event Management  David Prince  Senior Project Manager, Senior Management  Event Services  Senior Management  Senior Management  Event Services	Ken Hanna	Director			
Sales and Marketing, North America  David Taylor  General Manager, Event Services Division, Northern Europe  Keith Sanner  Gulf Area General Manager, North America  David Prince  Senior Project Manager, Event Services  Senior Management	Peter Kennerley		Senior Management		
Services Division, Northern Europe  Geith Sanner Gulf Area General Manager, North America  David Prince Senior Project Manager, Event Services  Senior Project Manager, Event Services  Senior Management Senior Management Senior Management Senior Management Event Services  Andy Boyd Business Development Manager, Central Eastern Europe	Gordy Broussard	Sales and Marketing,	Senior Management		
Manager, North America  David Prince Senior Project Manager, Senior Management Event Services  Senior Project Manager, Senior Management Event Services  Andy Boyd Business Development Manager, Central Eastern Europe  Manager, North America  Senior Management Senior Management Management Manager, Central Eastern Europe	David Taylor	Services Division,	Senior Management		
Event Services  Seorge Long Senior Project Manager, Event Services  Senior Management Event Services  Senior Management Senior Management Manager, Central Eastern Europe	Keith Sanner		Senior Management		
Event Services  Andy Boyd  Business Development  Manager, Central  Eastern Europe  Senior Management  Management  Eastern Europe	David Prince		Senior Management		
Manager, Central Eastern Europe	George Long		Senior Management		
Darrell Brock Project Manager, Red Senior Management	Andy Boyd	Manager, Central	Senior Management		
	Darrell Brock	Project Manager, Red	Senior Management		

#### **AGGREKO PLC: KEY EMPLOYEES**

	Bull Air Races	
Steven Bukoski	Project Manager, Process Services	Senior Management
Tim Heath	Southeast Area Sales Manager	Senior Management

SOURCE:MARKETLINE

#### **Rupert Soames**

Board: Executive Board

Job Title: Group Chief Executive Officer

Since: 2003

Age: 51

Mr. Soames has been the Group Chief Executive Officer at Aggreko since 2003. He served as the Chief Executive of the Banking and Securities Division at Misys. Prior to joining Misys, Mr. Soames worked at GEC for 15 years, serving at a number of their subsidiaries. At GEC, he was responsible for the UK, African and Asian operations of Avery Berkel for four years. Mr. Soames serves as a Director at Electrocomponents..

#### **Angus Cockburn**

Board: Executive Board

Job Title: Finance Director

Since: 2000

Age: 47

Mr. Cockburn has been the Finance Director at Aggreko since 2000. He is a Chartered Accountant. Mr. Cockburn served as the Managing Director at Pringle of Scotland, a division of Dawson International, having joined that company in 1997 from PepsiCo. At PepsiCo, he served five years in various positions, including the Regional Finance Director for Central Europe based in Budapest. Mr. Cockburn has worked at KPMG both in the UK and in the US. He serves as a Director at Howden Joinery Group (formerly known as Galiform). Mr. Cockburn served as the Chairman of the Group of Scottish Finance Directors. He holds an MBA degree from the IMD Business School in Switzerland.

#### George Walker

Board: Executive Board

Job Title: President, North America

Since: 2001

Age: 53

Mr. Walker has been the President of North America at Aggreko since 2001. He joined the company in 1987 as a Controller and served as a Vice President in 1988. Mr. Walker was appointed as an Executive Vice President at the company in 1997. He is a graduate of the University of Texas.

#### Bill Caplan

Board: Executive Board

Job Title: Regional Director, Europe and the Middle East

Age: 53

Mr. Caplan serves as the Regional Director of Europe and the Middle East at Aggreko. He joined the company's Board in 2008. Mr. Caplan previously served for 20 years in Europe, Asia, the Middle East, Africa and the US at United Parcel Service (UPS) and UPS Supply Chain Solutions. He serves as a Board Trustee and Director for Phoenix Futures, the UK-based charity. Mr. Caplan was educated in the US, obtaining an MBA degree from Harvard Business School.

#### Kash Pandya

Board: Executive Board

Job Title: Regional Director, International

Since: 2009

Age: 48

Mr. Pandya has been the Regional Director of International at Aggreko since 2009. He has also been a Director at the company since 2005. Mr. Pandya was previously the Chief Executive Officer at Johnston Group. Prior to that, he was the President of Europe, Asia and South America at APW, a manufacturer of specialist cabinets and enclosures for the telecoms and computer industries. From 1996 to 1999, Mr. Pandya worked at Caradon as a Director of European Operations of the Radiator Division.

#### **Philip Rogerson**

Board: Non Executive Board

Job Title: Director

Since: 2007

Age: 63

Mr. Rogerson has been the Chairman at Aggreko since 2002. He joined the company's Board in 1997. Mr. Rogerson has also been the Chairman at Bunzl since March 2010. He served as the Deputy Chairman at BG (formerly known as British Gas) until 1998, having been a Director since 1992. Mr. Rogerson retired as the Chairman at Northgate in 2009 and as a Director at Davis Service Group in February 2010.

#### **David Hamill**

Board: Non Executive Board

Job Title: Director

Since: 2007

Age: 53

Mr. Hamill has been a Director at Aggreko since 2007. He served as a Director, the Chairman and Chief Executive at ICI Paints, which was acquired by Akzo Nobel in 2008. In 2009, Mr. Hamill was appointed as a

Senior Advisor at Bain Capital.p.

#### **Robert Macleod**

Board: Non Executive Board

Job Title: Director

Since: 2007

Age: 46

Mr. MacLeod has been a Director at Aggreko since 2007. He is a Chartered Accountant. Mr. MacLeod serves as the Group Finance Director at Johnson Matthey. From 2004 to 2009, he was the Group Finance Director at WS Atkins. Mr. McLeod joined the Atkins Group as the Group Financial Controller in 2003, having previously served in various senior financial roles at Enterprise Oil. He is a graduate of Cambridge University.

#### **Russell King**

Board: Non Executive Board

Job Title: Director

Since: 2009

Age: 53

Mr. King has been a Director at Aggreko since 2009. He was appointed as a Director at Spectris in October 2010. Mr. King is a Senior Advisor to RBC Capital Markets and the Founder at Sorrett Advisors. He was the Chief Strategy Officer at Anglo American until 2009, having joined Anglo American as Group Head of Human Resources of Business Development and Sustainable Development in 2001. Previously, Mr. King served over 20 years at ICI, with experience in its fertilizer, petrochemical and paint businesses..

#### Ken Hanna

Board: Non Executive Board

Job Title: Director

Since: 2010

Age: 57

Mr. Hanna has been a Director at Aggreko since October 2010. He also serves as the Chairman at Inchcape and a Director at Tesco. Mr. Hanna is the Chairman at Shooting Star/CHASE, a South West London charity. He was the Chief Financial Officer at Cadbury until 2009. Mr. King has also held positions as Operating Partner in Compass Partners, a European Private Equity firm, as Group Chief Executive at Dalgety, and as Group Finance Director at United Distillers and at Avis Europe. He is a Fellow of the Institute of Chartered Accountants.

#### **Peter Kennerley**

**Board: Senior Management** 

Job Title: Director, Legal Affairs and Company Secretary

Since: 2008

Age: 54

Mr. Kennerley has been the Director of Legal Affairs and Company Secretary at Aggreko since 2008. He served as the Company Secretary and General Counsel at Scottish & Newcastle. Prior to that, Mr. Kennerley was a Partner at Simmons & Simmons specializing in corporate law. He also served two years as the Secretary to the Takeover Panel.

#### **Gordy Broussard**

Board: Senior Management

Job Title: Vice President, National Sales and Marketing, North America

#### **David Taylor**

Board: Senior Management

Job Title: General Manager, Event Services Division, Northern Europe

#### **Keith Sanner**

**Board: Senior Management** 

Job Title: Gulf Area General Manager, North America

#### **David Prince**

Board: Senior Management

Job Title: Senior Project Manager, Event Services

#### **George Long**

**Board: Senior Management** 

Job Title: Senior Event Manager, Event Services, North America

#### **Andy Boyd**

**Board: Senior Management** 

Job Title: Business Development Manager, Central Eastern Europe

#### **Darrell Brock**

Board: Senior Management

Job Title: Project Manager, Red Bull Air Races

#### Steven Bukoski

Board: Senior Management

Job Title: Project Manager, Process Services

#### Tim Heath

Board: Senior Management

Job Title: Southeast Area Sales Manager

#### AGGREKO PLC: MAJOR PRODUCTS AND SERVICES

Aggreko is a UK-based supplier of power generation and temperature control equipment. The company's key products and services include the following:

Products:

Power rental generation solutions:

Generators

Gas generators

Transformers

Load banks

Fuel tanks

Electrical distribution equipment:

Circuit protection

Load panels or centers

Panel boards

Switchboards

Transfer switches

Power equipment accessories:

Cable ramps

Quad box strings

Cable T's

Load share panels

Cable pins

Temperature control rental equipment:

Chillers

Cooling towers

Air conditioners

Spot coolers

Air handlers

Heaters

Heat exchangers

Temperature accessories

Moisture control solutions:

Dehumidification equipment

Oil-Free air solutions:

Air compressors

Air-dryers

After coolers

Air accessories

Risk management solutions:

Storm shield hurricane protection solutions

Services:

Cooling tower services:

Supplemental cooling

#### **AGGREKO PLC: MAJOR PRODUCTS AND SERVICES**

Thermal discharge Repair and replacement Emergency cooling Additional equipment

Event services: Power supply and distribution Temperature control for events

Process services:
Onsite engineering studies
Process design package (PDP)
Project management
After-action report

#### **AGGREKO PLC: TOP COMPETITORS**

The following companies are the major competitors of Aggreko plc

#### **Table 3: Aggreko plc: Top Competitors**

Andrews Sykes Group PLC

Ashtead Group PLC

Caterpillar, Inc.

United Rentals, Inc.

VP Plc

SOURCE: MARKETLINE

#### **AGGREKO PLC: COMPANY VIEW**

A statement by Philip G Rogerson, the Chairman at Aggreko is given below. The statement has been taken from the company's 2010 annual report.

#### Introduction

I am pleased to report that Aggreko has delivered another strong set of results. Reported revenue in 2010 grew by 20% to £1,230 million (2009: £1,024 million) and trading profit1 grew by 23% to £312 million (2009: £252 million). Trading margin2 increased to 25.4% (2009: 24.7%), while profit before tax increased by 25% to £304 million (2009: £244 million) and earnings per share increased by 27% to 79.37 pence (2009: 62.67 pence). Return on average capital employed improved by 3.4pp to 32.4%.

Amongst our businesses, International Power Projects grew revenue in constant currency and excluding passthrough fuel3 by 8%, and recorded the highest level of order intake in its history. Our Local business saw revenue grow by 24% on a constant currency basis over 2009, helped by three major sporting events (the Vancouver Winter Olympics, FIFA World Cup and the Asian Games). Excluding revenues from these events, and in constant currency, Local business revenues grew by 11%.

#### Strategy

Aggreko's strategy has remained broadly unchanged since it was developed in 2003. Our goal is to deliver attractive and growing returns to shareholders, excellent service to customers and rewarding careers to our employees by being the leading global provider of temporary power and temperature control. We focus on growing our business organically, supported by fleet investment and geographic expansion, but we will also make acquisitions where they can add value. We continued to invest heavily in the business in 2010, with fleet capital expenditure increasing by £105 million to £254 million, which is 1.7 times depreciation. In addition, on 3 December 2010 we completed the acquisition of Northland Power Services, a leading provider of power solutions for the oil and gas exploration and production market in the Rocky Mountains region of North America, for a maximum consideration of £16.7 million; and on 7 March 2011 we announced an agreement to acquire N.Z. Generator Hire Limited in New Zealand for £12.7 million.

In March 2010 we reported on the result of our biennial strategy update. In this update we reiterated our belief that the business could deliver, on average, double-digit revenue and earnings growth over the period 2007-2012, with fleet capital expenditure expected to be around £1 billion over the same period. I am pleased to report that we are ahead of plan, having delivered compound annual growth over the first three years, in constant currency, of 13% in revenue and 20% in operating profit. Fleet capital expenditure over the period has averaged £220 million per annum - which is slightly above our original forecast; in 2011 we expect to invest around £320 million, due to an increase in the rate of investment in our gas fleet and in the expansion of our Local business service centre network. We believe that our strategies for both the Local and International Power Projects businesses are working well, and that our aspiration of delivering double-digit revenue and earnings growth on average over the five years to 2012 remains achievable, although, as we have repeatedly said, there may be peaks and troughs along the way.

#### Funding

The business delivered a strong cash performance in the year. Net cash inflow from operations during the year increased by 9% to £468 million (2009: £431 million). This funded capital expenditure of £269 million, which was £108 million higher than in 2009. The strong cashflow resulted in a reduction of net debt during the year of £43 million, to stand at £132 million at 31 December 2010.

Our financial position continues to be very strong with net debt to EBITDA (Earnings before Interest Tax Depreciation & Amortisation) of 0.3 times (2009: 0.4 times) at 31 December 2010 compared to our bank

#### AGGREKO PLC: COMPANY VIEW

covenant of 3 times. Interest cover, measured on an EBITDA basis, is at 47.1 times (2009: 22.8 times), far ahead of our covenant of 4 times. Towards the end of 2010, we refinanced £459 million of bank facilities, putting in place new facilities with maturities of 3 and 5 years. In addition, since the year end, we have for the first time raised funding in the US private placement market, securing US\$275 million (£177 million), with maturities ranging between 7 and 10 years and with the same financial covenants as our banking facilities. Drawdown of these funds will take place in mid March 2011.

#### Dividend

In view of the strong performance of the business, and as announced at the time of the Interim results, the Board is recommending a 50% increase in the dividend for the year as a whole; this will comprise a final dividend of 12.35 pence per ordinary share which, when added to the interim dividend of 6.55 pence, gives a total for the year of 18.90 pence (2009: 12.60 pence). At this level, the dividend would be covered 4.20 times. Subject to approval by shareholders, the final dividend will be paid on 19 May 2011 to ordinary shareholders on the register as at 15 April 2011, with an ex-dividend date of 13 April 2011.

#### Return to shareholders

The Board has carried out a review of the Group's balance sheet structure, and I am pleased to say that, in addition to the 50% increase in the dividend referred to above, we plan to make a return of capital to shareholders.

The review of the balance sheet structure concluded that our strong trading performance and confidence in the outlook allows us to increase the returns which the Group makes to its shareholders, while sustaining investment in the long-term growth of the business. The Board believes gearing of around 1 times net debt to EBITDA, which is close to the average level the Group has had since demerger, is an appropriate level for the business. Absent some particularly large demand on our resources (such as a major acquisition or investment in a new product line), such a level will allow us to support our strategic priority of investing as fast as we prudently can in the organic growth of the business, while at the same time continuing to grow the ordinary dividend appropriately.

The current level of net debt to EBITDA is 0.3 times, and we plan to move back to a level of around 1 times net debt to EBITDA over the next two to three years. Subject to shareholder approval, we propose to start this process with an initial return to ordinary shareholders of approximately £150 million, to be effected by way of a return of value of around 55 pence in respect of each existing ordinary share in issue at the relevant record date (which is likely to be in early July 2011). The return will be made by way of a B share scheme, which will give shareholders some choice as to when, and in what form, they receive their proceeds from the return of value. Notably, it should allow most individual UK taxpayers to receive the return in the form of a capital receipt, if they so wish. The B share scheme will be accompanied by a share consolidation designed to maintain comparability of share price and return per share of the ordinary shares before and after the creation of the B shares.

A circular will be sent to shareholders setting out the details of these proposals in early May 2011.

#### **Employees**

On behalf of the Board, I wish to express my sincere thanks to all our colleagues across the Group for their commitment and support throughout another very busy year.

#### **Ethics Committee**

Integrity and honesty in all our business dealings are central to Aggreko's reputation and long term success. For many years the Group has had a clear and robust ethics policy, and strong related procedures; the Board has now taken the further step of establishing a committee chaired by myself along with David Hamill and Ken Hanna whose principal tasks are to advise the Board on the development of strategy and policy on ethical matters, and to oversee Aggreko's policies and procedures for the identification, assessment, management and reporting of ethical risk. The Ethics Committee had its first meeting in February 2011 and I look forward to including a full report on its activities in our 2011 Annual Report.

#### **AGGREKO PLC: COMPANY VIEW**

#### Board changes

Nigel Northridge retired as a Director on 31 August 2010. Nigel joined the Board in February 2002, and we have benefitted enormously from his advice and experience. David Hamill has now succeeded him as Senior Independent Director, and Russell King as Chairman of the Remuneration Committee.

On 21 October 2010 we were delighted to announce the appointment of Ken Hanna as a Non-executive Director. Ken is Chairman of Inchcape plc and a Non-executive Director of Tesco plc. A Chartered Accountant, during his career he has worked in a number of general management and financial roles, including Chief Financial Officer of Cadbury plc from 2004 to 2009. His significant international experience and financial expertise will add further strength to the Board.

#### Outlook for 2011

The current instability in some countries in the Middle East and Africa makes the task of predicting the outcome for the year more than normally difficult; our global scale and diversification of risk exposures will be helpful as we manage through this period of uncertainty. We currently anticipate that for the year as a whole trading profit in 2011 will be at a similar level to 2010. Allowing for currency movements and the £87 million of major events revenue in 2010 which will not recur in 2011, this would represent underlying growth of around 15%. We expect both International Power Projects and our Local businesses to deliver good growth on an underlying basis in 2011, and to support this, fleet capital investment is expected to increase by 26% to a record £320 million.

In International Power Projects, the business will benefit from the strong order-intake seen in 2010, and the order book is now some 60% higher than the prior year as a consequence of signing several large multi-year contracts. The off-hire rate has fallen sharply in recent months, and the business started the year with nearly 14% more capacity on rent than at the beginning of 2010; as a consequence we expect the business to deliver strong growth in 2011.

Amongst the Local businesses, we are expecting all of our businesses to deliver underlying growth. In North America, we expect the recovery seen in the second half of 2010 to continue into 2011. In Europe and the Middle East, we also expect to see growth in 2011, albeit at more modest levels than North America. In Aggreko International's Local business, we are continuing our programme of geographic expansion, and expect to open several new service centres during the year; we expect this business to deliver strong underlying revenue growth in 2011.

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#### AGGREKO PLC: LOCATIONS AND SUBSIDIARIES

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#### Table 4: Aggreko plc: Locations and Subsidiaries

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#### Aggreko Inc.

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USA

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Queensland 4106

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SOURCE: MARKETLINE

#### **APPENDIX**

#### Contact Us

We hope that the data and analysis in this profile will help you make informed and imaginative business decisions. If you have further requirements feedback please contact us at <a href="mailto:assistme@marketline.com">assistme@marketline.com</a>.

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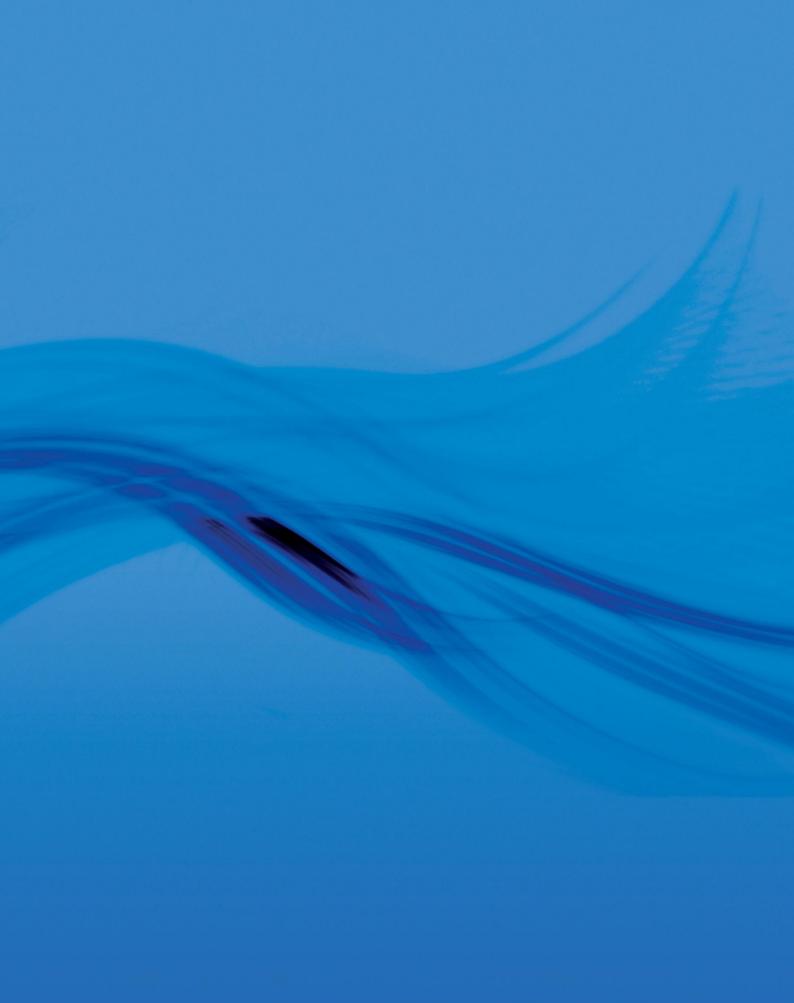
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