

Bunzl Overview

We are the largest value-added distributor in the world in our market sectors, with operations across the Americas, Europe, Asia Pacific and UK & Ireland. We supply our customers with essential goods-not-for-resale and services that they depend on to operate their businesses successfully.



Visit www.bunzl.com or email: investor@bunzl.com for more information

Highlights

Consistent compounding growth

31 years **c.10%**

of consecutive annual dividend increases at c.10% CAGR
adjusted EPS¹ CAGR since 2004

Highly cash generative

>95%

average cash conversion over the last 10 years

Increasing own brand penetration

c.25%

our portfolio of both low cost and innovative own brand solutions supports our customer proposition and retention

Consistently strong returns

46.1% **15.5%**

ROACE¹

ROIC¹

Highly cash generative

c.£600m

average annual free cash flow since 2019

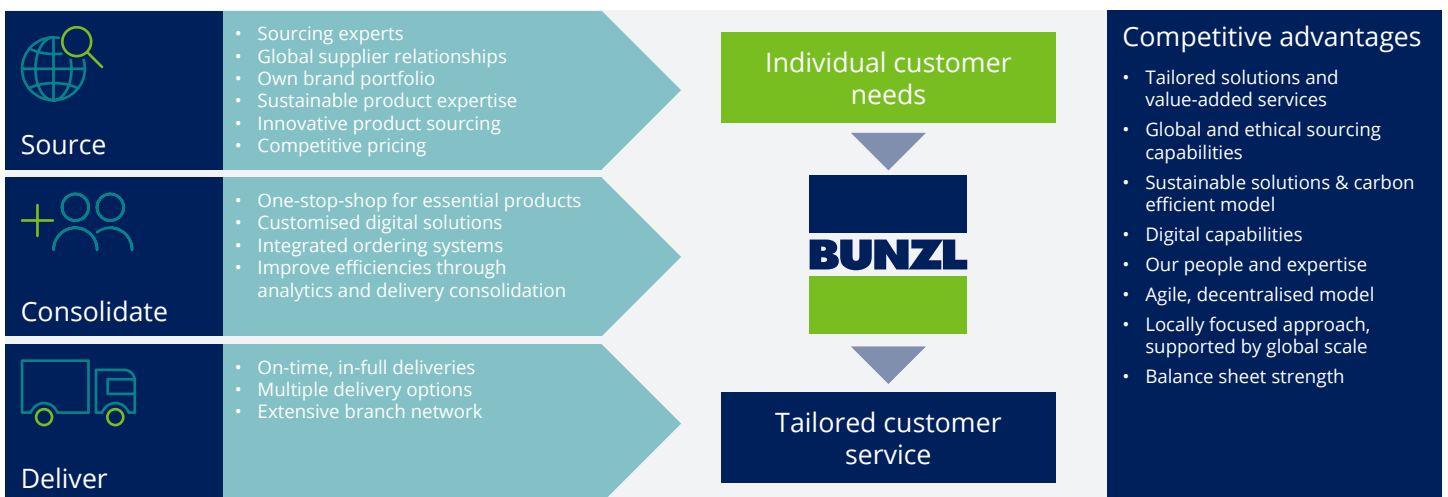
Investments in digital capabilities

72%

digital order volume and growing

Our business model

Providing tailored solutions, through a locally-led approach, utilising our global scale, resources and capabilities



Tailored solutions and value-added services save our customers more than just the cost of products



Our products tend to be low cost but critical items typically accounting for a very small proportion of customers' spend, but they are essential to their operations

Bunzl provides the expertise around these products, as well as cost savings and reliability

Our offering drives longstanding customer relationships with high retention:

>20 years

average length of partnerships with top 40 North America customers

Resilient and diverse portfolio across sectors and geographies



c.150

operating companies



33

presence in 33 countries



Low customer concentration by profit

Adjusted operating profit¹

North America

£528.0m

Continental Europe

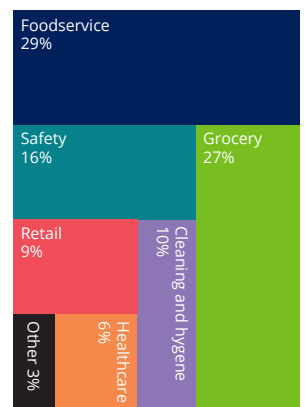
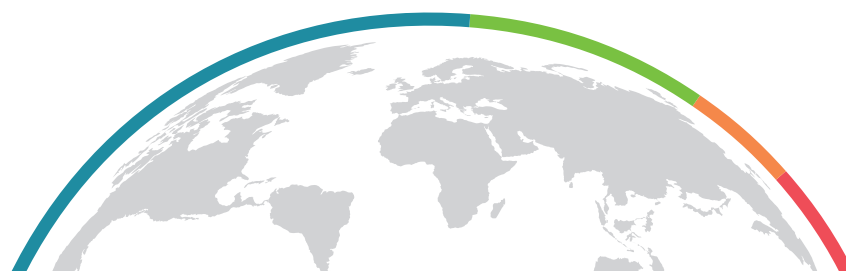
£224.7m

UK & Ireland

£103.4m

Rest of the world

£119.6m



1. Alternative performance measure

Highly cash generative model

Total free cash flow¹ since 2019

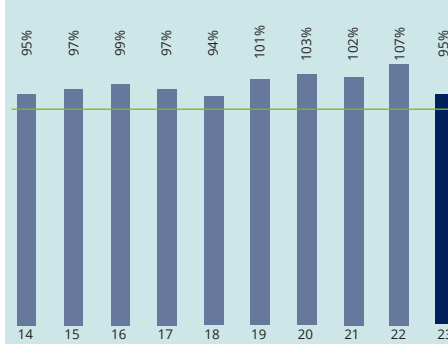
£2.9bn²

Net Debt to EBITDA¹:

1.1x³

substantial capacity to fund acquisitions and to consider other potential capital allocation options

Cash conversion¹ over the last 10 years



Example essential products



Our compounding strategy

Profitable organic growth

Driven by activity in our markets

- Value-added proposition supports GDP+ growth
- Focus on attractive end markets with structural growth
- Innovative services and products drive new business wins and increased wallet share
- Net inflationary environment potentially a medium-term support

Operating model improvements

Daily focus on making our business more efficient

- Warehouse relocations and consolidations
- IT systems and digital solutions
- Delivery, routing and energy efficiencies
- Global purchasing synergies and inventory management

Acquisition growth

Fragmented industry and strong track record

- Fragmented markets offer consolidation opportunities
- Strong potential in end markets
- Disciplined capital allocation and portfolio optimisation
- Strong balance sheet with significant financial headroom

Supported by investments in:

- Digital
- Sustainability
- People
- Own brand

Successful acquisition track record

>200

announced acquisitions since 2004

>£5bn

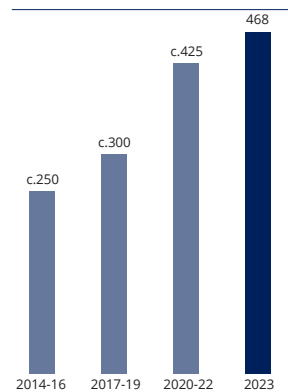
self-funded, committed acquisition spend since 2004

Delivering consistently strong returns

c.2/3

of revenue growth from acquisitions⁴

2023 committed spend (£m) vs 3-year average – level increasing



Disciplined acquisition approach with an active pipeline of opportunities

Key acquisition parameters:

- B2B
- Goods-not-for-resale
- Consolidated product offering ('one-stop-shop')
- Resilient and growing markets
- Fragmented customer base
- Further market consolidation and synergies
- Small % of total customer spend
- Opportunity for 'own label' products
- Attractive financial returns (ROIC, ROACE)
- Strong management team

Growth through

ANCHOR

acquisitions into new geographies and sectors

BOLT-ON

acquisitions into existing geographies and sectors; enables extension of product range and market consolidation

Value extracted through

- Purchasing synergies
- Back-office integration
- Product range extension
- Sourcing and own brands
- Digital tools

Our sustainability value proposition enhances our competitive advantage

Data and tools

We have a deep understanding of our customer sectors, their operations and regional challenges, as well as access to detailed packaging data and proprietary tools

Knowledge and expertise

Using our data and tools, our expert teams can provide customer-specific advice and regular updates on new legislation and trends

Alternative products and tailored solutions

We are uniquely positioned to supply the solutions our customers need to meet their targets, comply with legislation and improve their sustainability credentials, including through our own brand ranges which provide faster and more affordable routes to transition

Global and ethical sourcing capabilities

Supplier resilience and breadth

>10,000

suppliers globally

Low supplier concentration

c.35%

of total purchases made through our top 40 suppliers

High level of domestic sourcing

c.75%

of total purchases sourced domestically

Ethical supply chain

c.96%

of our purchasing spend today is either in low-risk regions, with assessed or compliant suppliers in high risk regions, or on other non-product related costs

1. Alternative performance measure

2. At actual exchange rates

3. On a covenant basis - at average exchange rates and based on historical accounting standards, in accordance with Group's external debt covenants

4. Based on a long term 10-year average growth rate, at constant exchange rates

Unless otherwise stated, all financial data relates to the year ended 31 December 2023, and all figures are at constant exchange rates.

Disclaimer: This document has been prepared from previously published information and is for informational purposes only. It is not intended to contain any new material or non-public information relating to Bunzl plc, does not constitute an offer of or invitation to acquire securities and should not be used as a basis for any investment decision.