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 of consecutive annual dividend increases at c.10% CAGR

c.10% adjusted EPS[1] 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% ROACE[1]

15.5% ROIC[1]

c.£600m average annual free cash flow since 2019

Investments in digital capabilities

c.72% digital order volume and growing

Our business model

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

Source
- Sourcing experts
- Global supplier relationships
- Own brand portfolio
- Sustainable product expertise
- Innovative product sourcing
- Competitive pricing

Consolidate
- One-stop-shop for essential products
- Customised digital solutions
- Integrated ordering systems
- Improve efficiencies through analytics and delivery consolidation

Deliver
- On-time, in-full deliveries
- Multiple delivery options
- Extensive branch network

Individual customer needs → BUNZL → Tailored customer service

Competitive advantages
- Tailored solutions and value-added services
- Global and ethical sourcing capabilities
- Sustainable solutions & carbon efficient model
- Digital capabilities
- Our people and expertise
- Agile, decentralised model
- Locally focused approach, supported by global scale
- Balance sheet strength

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

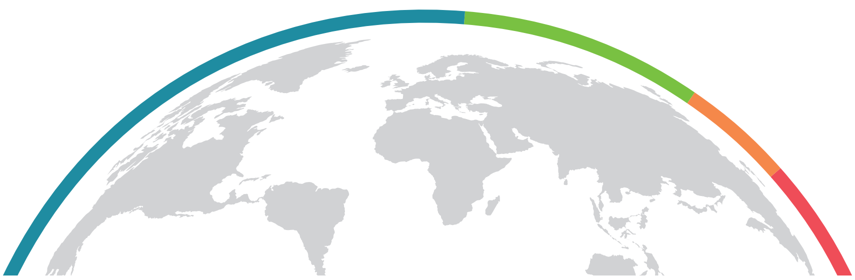
c.150 operating companies

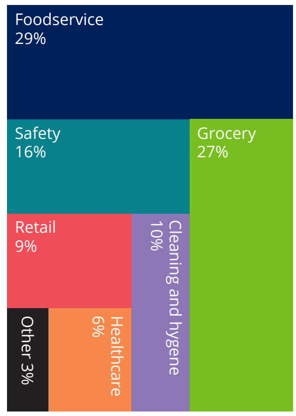
32 presence in 32 countries

Low customer concentration by profit

Adjusted operating profit[1]

North America	Continental Europe	UK & Ireland	Rest of the world
£528.0m	£224.7m	£103.4m	£119.6m





1. Alternative performance measure

Highly cash generative model

Total free cash flow[1] since 2019

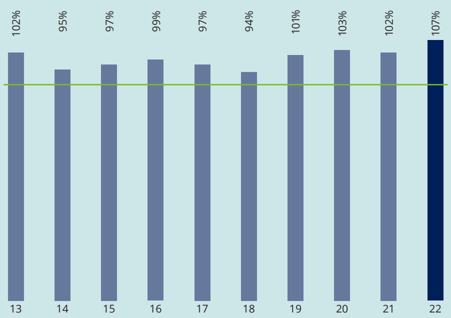
£2.9bn[2]

Net Debt to EBITDA[1]:

1.2x[3]

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

Cash conversion[1] 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

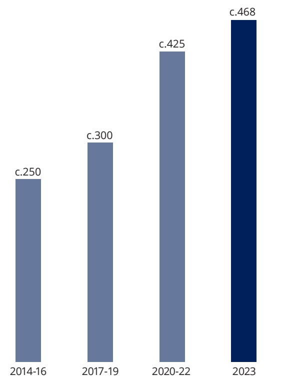
self-funded, committed acquisition spend since 2004

Delivering consistently strong returns

c.2/3

of revenue growth from acquisitions[4]

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



Disciplined approach to acquisitions

Key acquisition parameters:

- B2B
- Goods-not-for-sale
- Consolidated product offering
- Resilient and growing markets
- Fragmented customer base
- Small % of total customer spend
- Attractive financial returns
- Strong management team

Value extracted through:

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

Sustainability capabilities an advantage

Data and Tools

We have a deep understanding of our customer 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

Supported by own brand ranges which provide faster and more affordable alternatives

Disciplined approach to capital allocation

1. Invest in the business

- Low risk, high-return investments remains our priority
- Asset light business model

2. Pay a progressive dividend

- 31 consecutive years of annual dividend growth
- Increasing in 2024 and 2025 as cover continues to normalise

3. Value-accretive acquisitions

- Acquisitions in our target 6-8x EV/EBITA range highly accretive
- Record level of committed spend in 2024 YTD; active pipeline

4. Distribution of excess cash

- Committed to return to adjusted net debt to EBITDA target
- range of 2.0-2.5x[3] by end of 2027
- Initial £250m share buyback programme launched
- Underpinned by strong cash generation and low leverage

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. Adjusted net debt to EBITDA - includes deferred and contingent consideration expected to be paid