



INTERIM RESULTS 2008



1. Anthony Habgood, Chairman: Welcome

2. Brian May, FD: Financial Results

3. Michael Roney, CEO: Business Review

4. Q&A

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Financial Summary

| | Growth % | |
|------------------------------------------|----------|-------------------|
| | Reported | Constant Exchange |
| Revenue | ↑ 14 | ↑ 10 |
| Operating profit* | ↑ 15 | ↑ 10 |
| Adjusted eps* | ↑ 14 | ↑ 9 |
| Dividend per share | ↑ 11 | |
| Return on operating capital | 60% | |
| Operating cash flow to operating profit* | 89% | |

| | Half year 2008 | Half year 2007 | Full year 2007 |
|------|-------------------|-------------------|-------------------|
| US\$ | 1.97 | 1.97 | 2.00 |
| € | 1.29 | 1.48 | 1.46 |

- Currency impact largely translation
- At current rates expect positive impact in 2008

| £m | June 08 | June 07 | Growth % | |
|-------------------|---------|---------|----------|-------------------|
| | | | Reported | Constant Exchange |
| Revenue | 1,964.2 | 1,725.6 | 14 | 10 |
| Operating profit* | 128.6 | 111.7 | 15 | 10 |
| Margin* | 6.5% | 6.5% | | |



Income Statement

| £m | June 08 | June 07 | Growth % | |
|----------------------------------|----------------------|---------------|----------|-------------------|
| | | | Reported | Constant Exchange |
| Operating profit* | 128.6 | 111.7 | 15 | 10 |
| Net finance cost | <u>(17.8)</u> | <u>(11.4)</u> | | |
| Profit before tax* | 110.8 | 100.3 | 10 | 5 |
| Effective tax rate (%) | 31.6 | 31.3 | | |
| Adjusted earnings per share* (p) | 23.7 | 20.7 | 14 | 9 |
| Dividend per share (p) | 6.45 | 5.8 | 11 | |

*Before intangible amortisation

| £m | June 08 | Dec 07 | June 07 |
|---------------------------------|----------------|----------------|----------------|
| Intangibles | 1,092.2 | 990.3 | 784.4 |
| Tangibles | 97.3 | 91.0 | 76.3 |
| Working capital | 342.6 | 313.8 | 315.9 |
| Other liabilities | <u>(271.6)</u> | <u>(238.1)</u> | <u>(212.3)</u> |
| | 1,260.5 | 1,157.0 | 964.3 |
| Pension deficit | (36.8) | (13.2) | (13.8) |
| Net debt | <u>(730.5)</u> | <u>(667.6)</u> | <u>(495.4)</u> |
| Equity | 493.2 | 476.2 | 455.1 |
| Net debt/EBITDA (x) | 2.49 | 2.46 | 1.96 |
| Return on operating capital (%) | 59.6 | 60.9 | 60.8 |

| £m | June 08 | June 07 |
|------------------------------------------|--------------|--------------------|
| Operating profit* | 128.6 | 111.7 |
| Depreciation | 9.3 | 7.4 |
| Working capital movement | (9.3) | (13.0) |
| Other | <u>(4.2)</u> | <u>(3.5)</u> |
| Cash flow from operations | 124.4 | 102.6 [†] |
| Net capital expenditure | <u>(9.8)</u> | <u>(8.5)</u> |
| Operating cash flow | 114.6 | 94.1 |
| Operating cash flow to operating profit* | 89% | 84% |

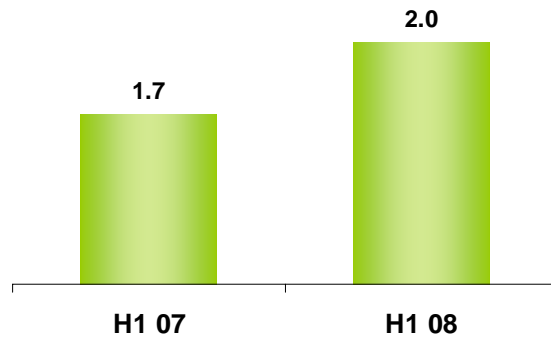
[†]Before special pension contribution

*Before intangible amortisation

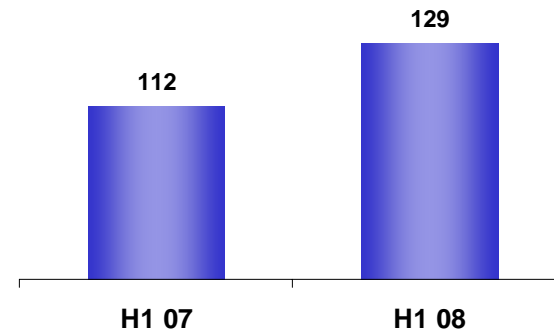
| £m | June 08 | June 07 |
|------------------------------|---------------|---------------|
| Operating cash flow | 114.6 | 94.1 |
| Interest | (21.1) | (12.3) |
| Tax | <u>(27.3)</u> | <u>(32.9)</u> |
| Free cash flow | 66.2 | 48.9 |
| Dividends | (18.6) | (17.6) |
| Acquisitions | (75.2) | (19.2) |
| Share buy back | – | (72.6) |
| Special pension contribution | – | (9.5) |
| Other | <u>1.2</u> | <u>3.7</u> |
| Net cash flow | (26.4) | (66.3) |

Continued Track Record of Growth

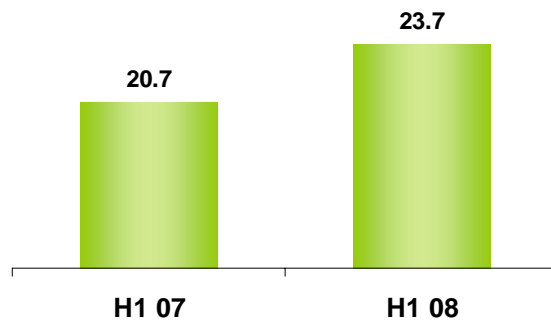
Revenue (£bn)



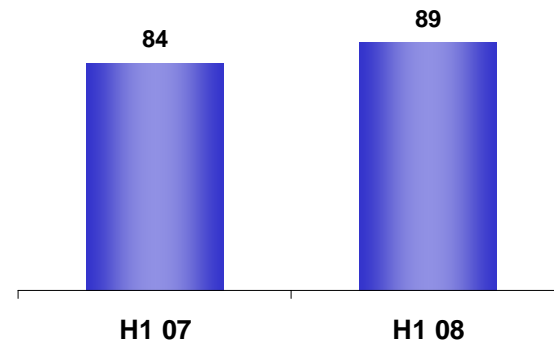
Operating profit* (£m)



Adjusted eps* (p)

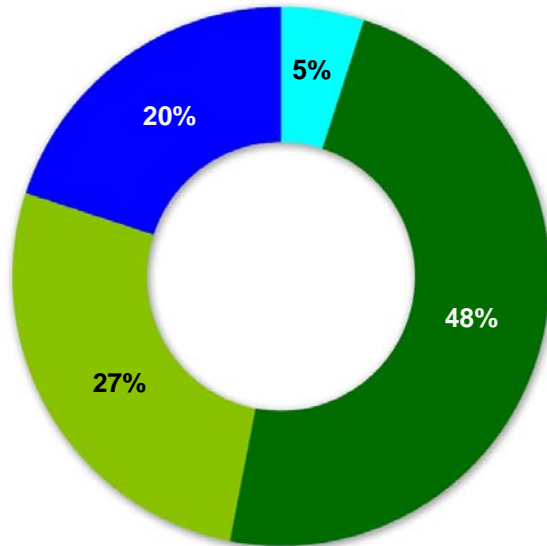


Operating cash conversion (%)

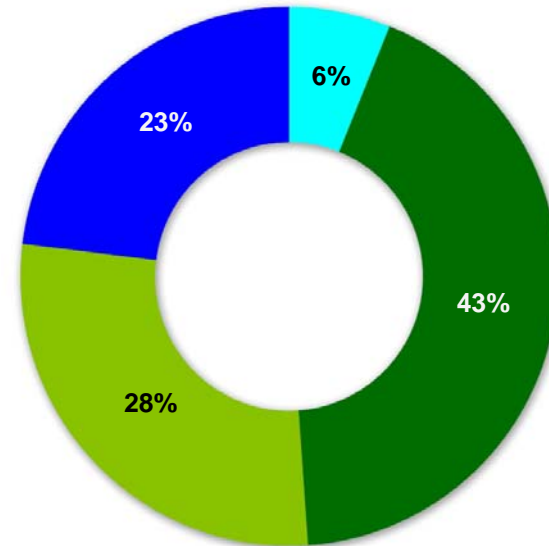


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Revenue



Operating profit*



■ North America ■ UK & Ireland ■ Continental Europe ■ Rest of the World

Diversified by geography

Healthcare



Grocery

Non-Food
Retail



Foodservice

Cleaning
& Safety



Other

c.75% revenue from resilient markets

| £m | June 08 | June 07 | Growth % | |
|-----------------------------|--------------|---------|----------|-------------------|
| | | | Reported | Constant Exchange |
| Revenue | 931.7 | 905.1 | 3 | 2 |
| Operating profit* | 58.6 | 58.5 | 0 | 0 |
| Margin* | 6.3% | 6.5% | | |
| Return on operating capital | 72.8% | 70.4% | | |

- **Steady organic revenue growth**
- **Margin declined principally due to increase in fuel costs**
- **Fuel surcharge introduced Q2**
- **Focus on operational efficiencies**
- **Growth in environmental initiatives**

| £m | June 08 | June 07 | Growth % | |
|-----------------------------|--------------|---------|----------|-------------------|
| | | | Reported | Constant Exchange |
| Revenue | 537.7 | 467.2 | 15 | 14 |
| Operating profit* | 37.8 | 32.1 | 18 | 17 |
| Margin* | 7.0% | 6.9% | | |
| Return on operating capital | 61.5% | 64.4% | | |

- **Strong growth in revenue and operating profit**
- **Account wins offset slower market growth in horeca**
- **Good growth in retail supplies**
- **Southern Syringe exceeded initial plan**
- **2007 acquisitions integrating well**
- **Increased fuel costs mitigated**

| £m | June 08 | June 07 | Growth % | |
|-----------------------------|--------------|---------|----------|-------------------|
| | | | Reported | Constant Exchange |
| Revenue | 401.5 | 291.4 | 38 | 20 |
| Operating profit* | 32.5 | 24.4 | 33 | 16 |
| Margin* | 8.1% | 8.4% | | |
| Return on operating capital | 48.5% | 49.7% | | |

- **Strong growth in revenue and operating profit**
- **Growth in national accounts in France Hygiène**
- **Substantial profit growth at France Sécurité**
- **King Benelux integrating well**
- **Acquisition of Worldpack**
- **Expansion in Spain**

| £m | June 08 | June 07 | Growth % | |
|-----------------------------|---------|---------|----------|-------------------|
| | | | Reported | Constant Exchange |
| Revenue | 93.3 | 61.9 | 51 | 32 |
| Operating profit* | 7.9 | 4.5 | 76 | 52 |
| Margin* | 8.5% | 7.3% | | |
| Return on operating capital | 55.7% | 48.8% | | |








- **Substantial increase in revenue and operating profit**

- **Australasia**

- Strong organic growth in largest business
- Acquisition of Salgo extends product offering
- Improvement in healthcare business

- **Brazil**

- Prot Cap trading ahead of plan

| Business | Acquired | Country | | Sector | Revenue |
|-----------------------|----------|----------------|---------------------------------------------------------------------------------------|--------------------|---------|
| Günter Guest Supplies | January | Germany |  | Horeca | €9m |
| Prot Cap | February | Brazil |  | Safety | R\$118m |
| Salgo | April | Australia |  | Horeca | A\$32m |
| Worldpack | June | Netherlands |  | Non-Food Retail | €19m |
| A&E Russell | July | United Kingdom |  | Safety | £21m |
| Hicosa | July | Spain |  | Cleaning & Hygiene | €6m |
| Marca | July | Spain |  | Safety | €21m |

Strong period for acquisitions

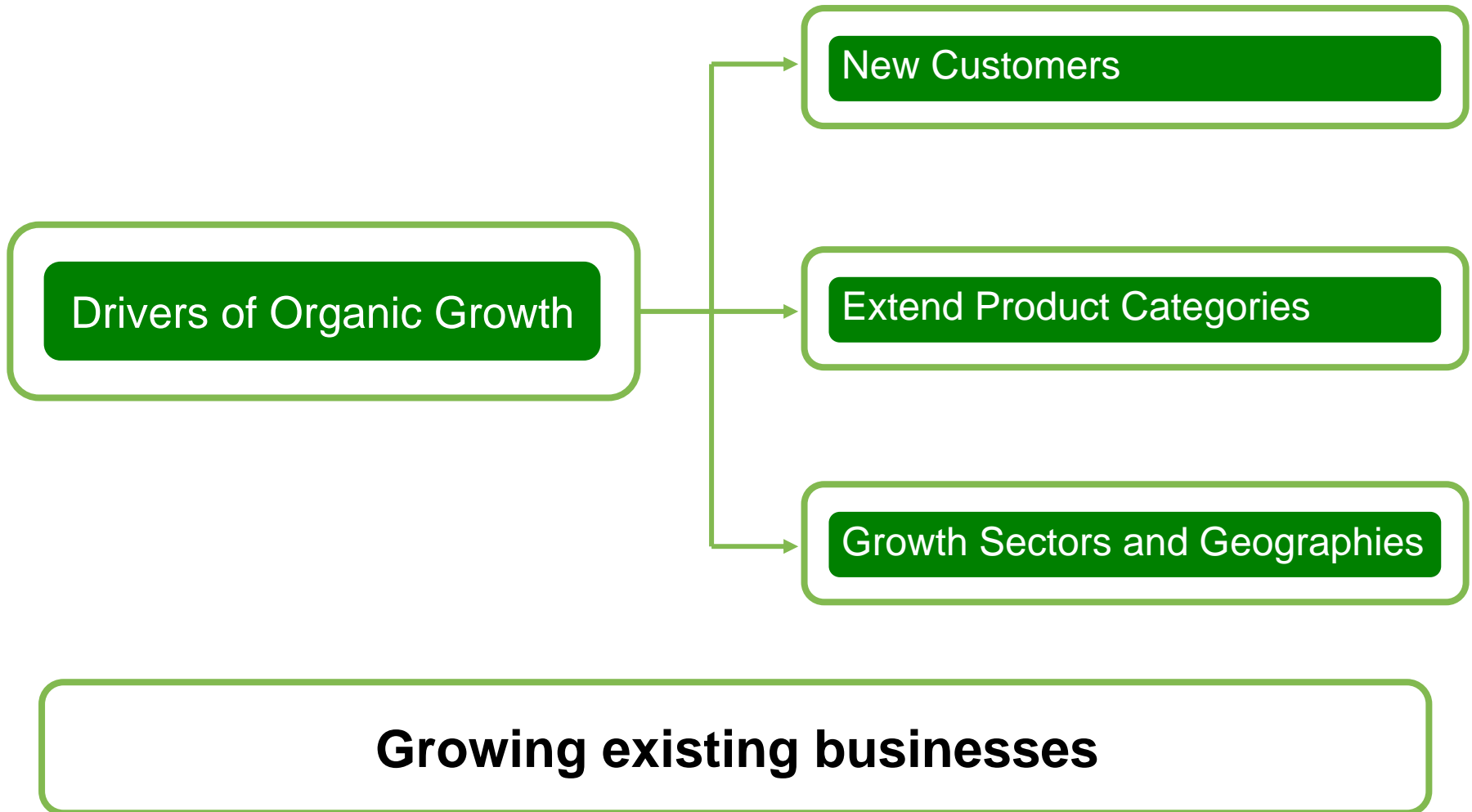
- Organic growth
- Acquisition growth
- Operating model efficiencies



Benefits for Customers

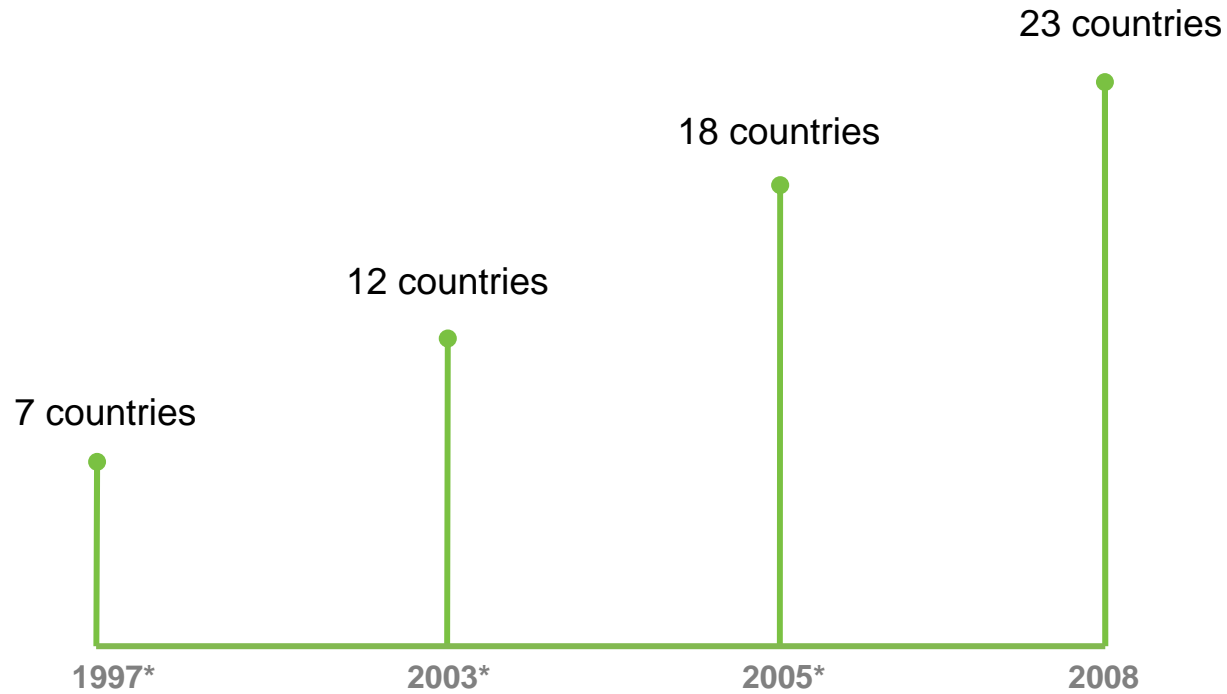
- **One stop shop**
- **One point of contact**
- **One invoice**
- **Globally sourced products**
- **Management information**
- **Lower working capital**
- **Flexible delivery schedule**

One stop shop for non-food consumables





Acquisition Growth Model



Expanding geographically

* Continuing operations

“Bolt-on” acquisitions

- Günter Guest Supplies
- Salgo



Salgo

“Anchor” acquisitions

- Prot Cap, Brazil (new country)
- Marca, Spain (new sector)



Consolidating & extending



Operating Model Efficiencies



Focusing on efficiencies in every aspect of the business



IT systems as a source of competitive advantage

- Radio frequency scanning roll-out
- Vehicle routing system



Cost control

Improving and refining our operating model

- Strong growth in revenue, operating profit and eps
- High return on operating capital and strong cash flow
- Stable organic revenue growth in North America with return on operating capital at 72.8%
- Strong overall growth in Europe and Rest of the World
- Acquisition expenditure £118m year to date

North
America

- Expect similar levels of organic revenue growth

UK &
Ireland

- Continued improvement in Southern Syringe
- Ongoing integration of 2007 acquisitions

Continental
Europe

- Positive impact from recent acquisitions

Rest of
the World

- Strong growth expected

Despite increasingly difficult economic conditions, we expect Bunzl to continue to develop positively



YOUR QUESTIONS

