

Focused on delivering





WELCOME TO OUR 2025 ANNUAL REPORT

Millions of people around the world use a Bunzl product every day of their lives. We are the largest value-added distributor in the world in our market sectors. Our purpose is to deliver essential business solutions around the world and create long term sustainable value for our stakeholders.



Helping you find the information you need from our Annual Report, and beyond.

Throughout the report we'll point you to further reading and we've included QR codes to make it easy for you to access online content from our printed report.

For further information on any of our policies, please see below and on our website.

Climate transition plan (AR 2023)

Annual Report 2023 →

Modern Slavery

Bunzl Policy Hub →

Human rights

Bunzl Policy Hub →

Gender pay gap report

Bunzl Policy Hub →

Code of Conduct

Bunzl Policy Hub →



Going digital

As we move further and further into a digital world, help us to reach our carbon emissions target and create a more sustainable world by opting out of the printed edition of our report for next year.



Strategic report

- 2 A year in review
- 4 At a glance
- 6 Chairman's statement
- 8 Chief Executive's statement
- 14 Business model
- 16 Purpose-led strategy
- 21 Investment case
- 22 Business Area review
- 28 Financial review
- 35 Capital allocation
- 36 Key performance indicators
- 39 Our people
- 42 Sustainability
- 58 Taskforce on Climate Related Financial Disclosures (TCFD)
- 59 Non-financial and sustainability information statement
- 60 Section 172(1) statement
- 64 Principal risks and uncertainties
- 73 Viability statement

Directors' report

- 74 Chairman's introduction
 - 75 Corporate governance statement
 - 76 Board leadership and Company purpose
 - 78 Corporate governance report
 - 92 Nomination Committee report
 - 97 Audit Committee report
 - 107 Board Sustainability Committee report
 - 110 Directors' remuneration report
 - 133 Other statutory information
- #### Financial statements
- 136 Consolidated income statement
 - 136 Consolidated statement of comprehensive income
 - 137 Consolidated balance sheet
 - 138 Consolidated statement of changes in equity
 - 140 Consolidated cash flow statement
 - 141 Notes

- 178 Company balance sheet
- 179 Company statement of changes in equity
- 180 Notes to the Company financial statements
- 184 Statement of directors' responsibilities
- 185 Independent auditors' report to the members of Bunzl plc

Additional information

- 191 Shareholder information
- 198 SASB Reporting for Bunzl's sustainability metrics
- 200 ESG supporting information
- 212 Five year review



We believe the fundamentals of Bunzl's business model are robust and are confident in our ability to generate resilient, compounding growth over the medium-term, leveraging our scale advantage, entrepreneurial culture and ability to deploy strong cash generation to further consolidate our fragmented global markets.

CHIEF EXECUTIVE'S STATEMENT

Frank van Zanten outlines his plans to drive the business forward and focus on improving performance in specific areas of the business.

[Read more on page 8](#) →



FINANCIAL REVIEW

Richard Howes outlines our financial performance in 2025 and outlook for 2026.

[Read more on page 28](#) →

A YEAR IN REVIEW

Against a challenging macroeconomic backdrop, Bunzl has had a difficult 2025, which is reflected in the Group's financial performance. We continue to remain strongly focused on performance across the Group and enhancing our value-added services.

FINANCIAL PERFORMANCE HIGHLIGHTS

Revenue

£11,845m

(2024: £11,776m) +3.0%[†]
Change at actual exchange rates +0.6%

Adjusted operating profit*

£910.3m

(2024: £976.1m) (4.3)%[†]
Growth at actual exchange rates (6.7)%

Adjusted earnings per share*

179.3p

(2024: 194.3p) (5.2)%[†]
Growth at actual exchange rates (7.7)%

Cash conversion*

95%

(2024: 93%)

Committed acquisition spend

£132m

Adjusted net debt: EBITDA*

2.0x

(2024: 1.8x)

Operating profit

£735.3m

(2024: £799.3m)
Growth at actual exchange rates (8.0)%

Basic earnings per share

141.5p

(2024: 149.6p)
Change at actual exchange rates (5.4)%

Dividend per share

74.1p

(2024: 73.9p) +0.3%

Reconciliation of alternative performance measures to statutory measures for the year ended 31 December 2025

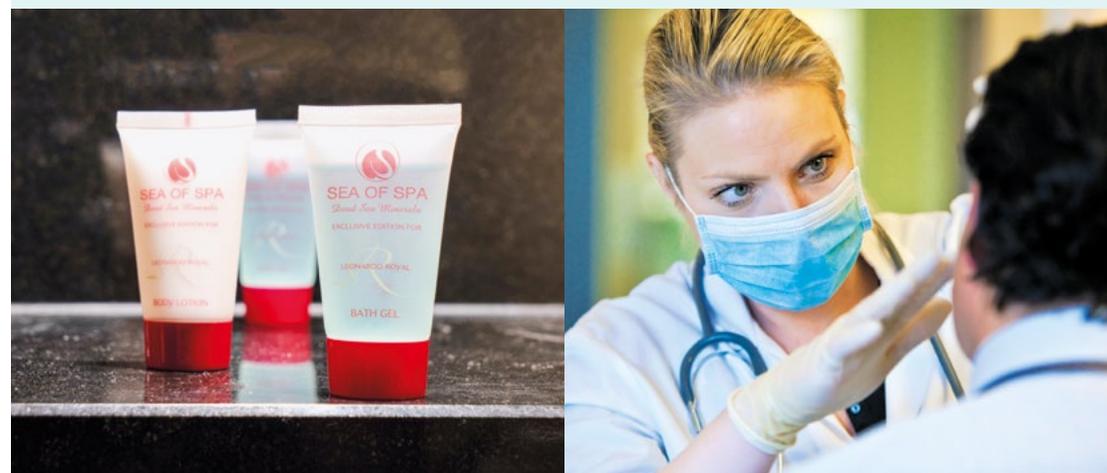
Year ended 31 December 2025	Alternative performance measures £m	Adjusting items		Disposal of businesses £m	Statutory measures £m	
		Amortisation excluding software £m	Acquisition related items £m			
Adjusted operating profit	910.3	(151.5)	(23.5)		735.3	Operating profit
Finance income	54.6				54.6	Finance income
Finance expense	(177.8)		(3.5)		(181.3)	Finance expense
Disposal of businesses	–			11.9	11.9	Disposal of businesses
Adjusted profit before income tax	787.1	(151.5)	(27.0)	11.9	620.5	Profit before income tax
Tax on adjusted profit	(204.6)	39.5	5.7	(1.3)	(160.7)	Income tax
Adjusted profit for the year	582.5	(112.0)	(21.3)	10.6	459.8	Profit for the year
Adjusted earnings per share	179.3p	(34.5)p	(6.6)p	3.3p	141.5p	Basic earnings per share

This review refers to alternative performance measures which exclude amortisation excluding software, acquisition related items, non-recurring pension scheme charges/credits and the profit or loss on disposal of businesses and any associated tax, where relevant. None of these items relate to the trading performance of the business. Accordingly, these items are not taken into account by management when assessing the results of the business and they are removed in calculating the profitability measures by which management assesses the performance of the Group. Further details of these alternative performance measures can be found in Note 3, pages 147 to 149.

Growth at constant exchange rates is calculated by comparing the 2025 results to the results for 2024 retranslated at the average exchange rates used for 2025.

* Alternative performance measure (see Note 3 to the consolidated financial statements on pages 147 to 149).

† At constant exchange rates.



A YEAR IN REVIEW continued

SUSTAINABILITY PERFORMANCE HIGHLIGHTS



RESPONSIBLE SUPPLY CHAINS

93%

of our spend in high risk regions from assessed and compliant suppliers (2024: 89%)

1,430

supplier assessments (2024: 1,175)



INVESTING IN A DIVERSE WORKFORCE

25%

senior leadership* roles filled by women (2024: 25%)

No change

compared to the same population in 2024

* Senior leadership defined as the c.540 leaders who receive share options as part of their remuneration



TAKING ACTION ON CLIMATE CHANGE

18%

reduction in absolute emissions since 2019 (2024: 18%)

28%

more carbon efficient since 2019 (2024: 26%)



PROVIDING SUSTAINABLE SOLUTIONS

87%

of Group revenue* attributable to non-packaging products and packaging products made from alternative materials that are well suited to a circular economy (2024: 86%)

* These figures do not include revenues from 2025 acquisitions



Read more on pages 50 to 52 →

AT A GLANCE

Supporting businesses globally with essential products and services

We provide a one-stop-shop, on-time and in-full specialist distribution service across 33 countries, supplying a broad range of internationally and responsibly sourced non-food products to a variety of market sectors.

OUR BUSINESS REGIONS 2025 REVENUE

NORTH AMERICA

CONTINENTAL EUROPE

UK AND IRELAND

REST OF WORLD



£6,276.7m



£2,442.0m



£1,883.6m



£1,243.1m

£11,845.4m

Group revenue

£910.3m

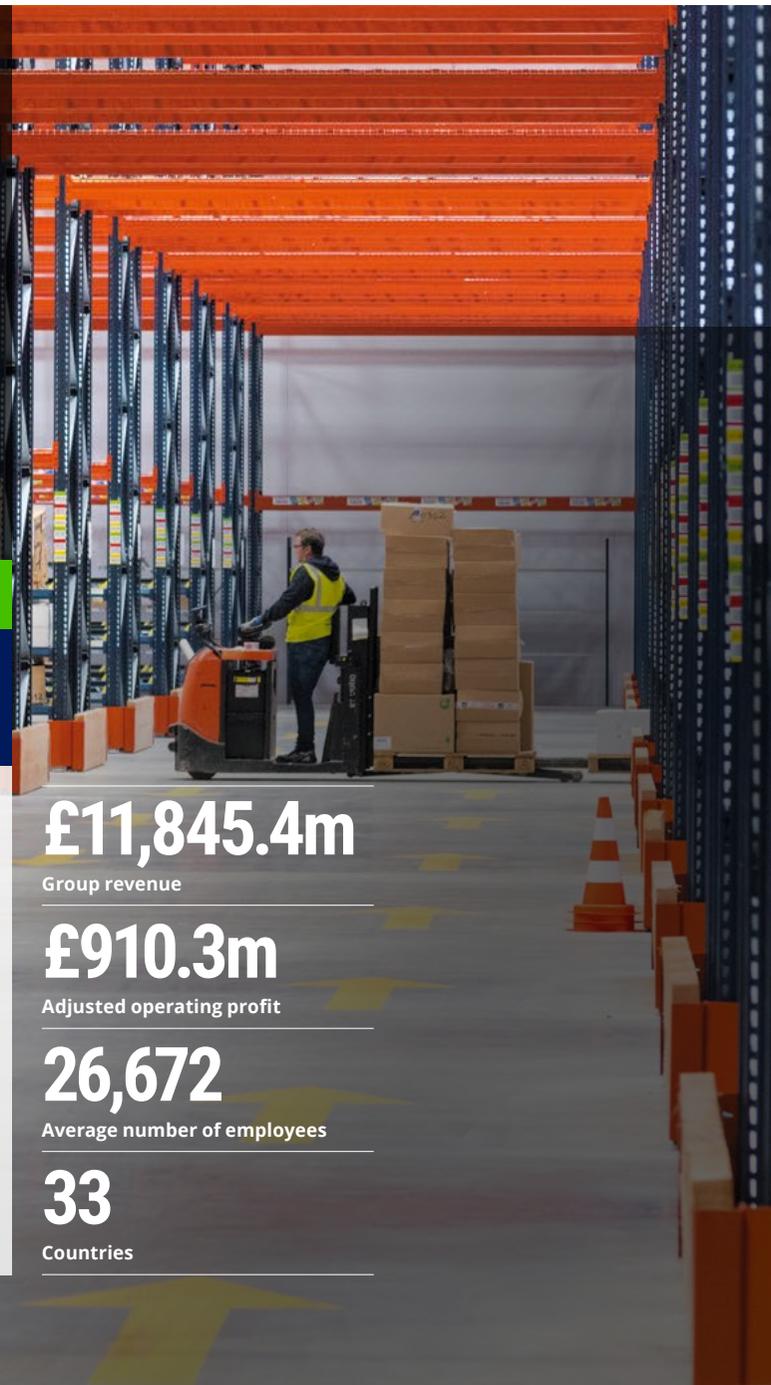
Adjusted operating profit

26,672

Average number of employees

33

Countries



AT A GLANCE continued

GROUP REVENUE IN 2025
£11.8bn

OUR MARKET SECTORS

SAFETY	HEALTHCARE	CLEANING & HYGIENE	GROCERY	FOODSERVICE	RETAIL
 <p>Personal protection and safety equipment, including gloves, boots, hard hats, ear and eye protection and other workwear, as well as cleaning & hygiene supplies and asset protection products to industrial, construction and e-commerce sectors.</p>	 <p>Healthcare consumables, including gloves, masks, swabs, gowns, bandages and other healthcare related equipment, as well as cleaning & hygiene products and healthcare devices to hospitals, care homes and other facilities serving the healthcare sector.</p>	 <p>Cleaning & hygiene materials, including chemicals and hygiene paper, to cleaning and facilities management companies and industrial and public sector customers.</p>	 <p>Goods-not-for-resale, including food packaging, films, labels, cleaning & hygiene supplies and personal protection equipment to grocery stores, supermarkets and convenience stores. A variety of product ranges to other end user markets.</p>	 <p>Non-food consumables, including food packaging, disposable tableware, guest amenities, catering equipment, agricultural supplies, cleaning & hygiene products and safety items, to hotels, restaurants, contract caterers, food processors, commercial growers and the leisure sector.</p>	 <p>Goods-not-for-resale, including packaging and other store supplies and a full range of cleaning & hygiene products, to retail customers, office supply companies and related e-commerce sales channels.</p>
<p>TRENDS</p> <ul style="list-style-type: none"> Increasing levels of safety standards and compliance Greater employee well-being focus Increasingly fashion conscious products broaden appeal 	<p>TRENDS</p> <ul style="list-style-type: none"> Increasing spend on healthcare Increasing focus on preventative healthcare Growth of care at home and ageing population 	<p>TRENDS</p> <ul style="list-style-type: none"> Enhanced cleaning protocols Technology to improve cleaning efficiency Support customers with innovative sustainable solutions 	<p>TRENDS</p> <ul style="list-style-type: none"> Willingness to outsource non-food essentials Sustainable packaging growth and transition to alternative products Omnichannel strategy supports broadening of products 	<p>TRENDS</p> <ul style="list-style-type: none"> Eating away from home Home delivery Sustainable packaging growth and transition to alternative products 	<p>TRENDS</p> <ul style="list-style-type: none"> Bricks and mortar retail under pressure Omnichannel strategy offsets this; online retail is a growth area Sustainable packaging growth and transition to alternative products
<p>REVENUE SPLIT OF TOTAL</p>  <p>15%</p>	<p>REVENUE SPLIT OF TOTAL</p>  <p>7%</p>	<p>REVENUE SPLIT OF TOTAL</p>  <p>11%</p>	<p>REVENUE SPLIT OF TOTAL (INCLUDES 'OTHER' SECTOR)</p>  <p>28%</p>	<p>REVENUE SPLIT OF TOTAL</p>  <p>31%</p>	<p>REVENUE SPLIT OF TOTAL</p>  <p>8%</p>

CHAIRMAN'S STATEMENT



Peter Ventress, Chairman



STRONG DELIVERY OVER THE LONG-TERM

+9%

adjusted earnings per share¹ compound annual growth rate since 2004

£3.1bn

returned via dividend and buyback since 2004

33 years

of consecutive annual dividend growth

“We are committed to improving performance and to re-establishing the Group’s historical resilience.”

Bunzl is proud of its long history of delivering consistent compounding growth; however, 2025 was a challenging year for the Group against a weak end market backdrop. The Board recognises that the Group’s operational performance and share price development did not meet expectations. Throughout the year, the Board has maintained rigorous oversight of the business, working closely with management to address the difficulties encountered, particularly in North America. Decisive actions have been taken, including targeted organisational and operational changes, to restore stability and strengthen execution. Progress is being continually monitored by the Board, and we remain firmly focused on safeguarding the long-term resilience of the business model and delivering sustainable value for shareholders.

In 2025, at constant exchange rates, Bunzl delivered revenue growth of 3.0% and an adjusted operating profit decline of 4.3%, despite a positive contribution from acquisitions. Bunzl’s performance was strongly impacted by execution issues in our largest business in North America, following a large organisational change, and alongside a difficult macroeconomic backdrop.

This was compounded further by global macroeconomic uncertainty, which negatively affected business and consumer sentiment and increased pressure on certain larger end markets. Throughout the year, the Group has been very focused on taking actions to improve performance against this backdrop and, encouragingly, the impact of these actions supported an improved performance in the second half compared to the first half, and the Group achieved the profit guidance it set out in April 2025. Whilst the macroeconomic outlook remains uncertain, I am pleased to see good momentum with business wins towards the end of the year and underlying revenue growth in the second half across the Group. Bunzl has strengthened focus on revenue growth and incremental operating cost opportunities and looking to 2026, expects both to support a continuation of underlying revenue growth and a more stable adjusted operating profit outlook.

Bolt-on acquisitions at attractive multiples, and subsequently strong returns, continue to be a focus for the Group, with significant opportunity remaining to consolidate highly fragmented markets. We completed eight acquisitions over

1. Alternative performance measure (see Note 3 to the consolidated financial statements on pages 147 to 149).

CHAIRMAN'S STATEMENT continued

the year, across seven countries and four core sectors, each of which supports Bunzl's strategic development. In 2025, acquisitions enabled us to enter the Chilean healthcare market and establish a physical footprint in Slovakia. After a strong year in 2024, 2025 was a slower year for total spend, with a committed spend of £132 million, reflective of the impact of the macroeconomic environment. Our pipeline remains active, with conversations ongoing with a number of attractive businesses, and we see an improving outlook for acquisitions in 2026.

The attractive fundamentals of the Bunzl business model remain unchanged, with strong customer retention, a value-added and service-led proposition, breadth and depth of supplier relationships, and consistently strong cash generation. Furthermore, the Group remains committed to delivering long-term compounding growth. I have great confidence that the entrepreneurialism of our people, supported by the diversification of our portfolio, and the fundamentally resilient nature of the Group, will continue to deliver long-term growth and shareholder value.

People and culture

Bunzl's most prized asset is its people whose entrepreneurial spirit, agility and dedication ensure the delivery of exceptional service to our customers as well as fuelling the innovation and operational excellence that underpin the Group's ongoing success. Following the expansion of the external 'Great Place to Work' survey to all businesses in 2024, the Group again sought accreditation in 2025 with 81% of operating companies achieving the certification, compared to 76% in 2024. The Group's Trust Index score of 71% was unchanged from 2024, remaining at a high level and demonstrating that our people continue to find Bunzl a fulfilling place to work and trust the company and its leadership, although business leaders across the Group are focused on building further on this base. Strong employee engagement is key to our proposition, as it supports our delivery of a high level of customer service.

Sustainability

Sustainability has become an essential part of how we support our customers. In 2025, we presented our differentiated sustainability value proposition to more than 300 existing large customers where we see significant potential for growth, as part of our efforts to demonstrate how our sustainability expertise and solutions can support their growth. With a strong focus across the Group on driving organic growth, this demonstrates how the Group is continuously developing its value-added offering to support this key objective. The business has won significant contracts in 2025, supported by Bunzl's sustainability offering. Furthermore, in 2025 we saw a 2 percentage point improvement in our carbon efficiency compared to 2024 and met the target we set out in 2021 for 90% of the Group's spend on products from high risk regions to be sourced from assessed and compliant suppliers.

Shareholder returns

The Board is recommending a final dividend of 53.9p, 0.2% higher than the prior year, resulting in a full year dividend of 74.1p. This represents a 0.3% increase in the total dividend compared to 2024 and is Bunzl's 33rd consecutive year of annual dividend growth, with a CAGR of 9% over this period. The Group's dividend cover reduced slightly to 2.4 times from 2.6 times, with the level of cover supportive of sustainable annual dividend growth. Furthermore, the Group completed a £200 million share buyback programme over the year.

The Group ended the year with adjusted net debt to EBITDA of 2.0 times, the lower end of our target range of 2.0 to 2.5 times. The Group remains very cash generative, and our capital allocation priorities are unchanged. We favour value-accretive bolt-on acquisitions, after investment in the business and our progressive dividend, supported by the attractive valuations and subsequent returns we can achieve. Since 2004, Bunzl has committed £6.2 billion in acquisitions to support a growth strategy that has delivered an annual adjusted earnings per share CAGR of c.9%,

and has also returned £3.1 billion to shareholders through dividends and share buybacks.

Governance

Lloyd Pitchford stepped down from the Board at the conclusion of Bunzl's Annual General Meeting ('AGM') on 23 April 2025. Lloyd's independent advice and wise counsel have been greatly appreciated, and he leaves the Board with the Company's gratitude and best wishes. Julia Wilson and Daniela Barone Soares were appointed as non-executive directors on 16 December 2024, with Julia succeeding Lloyd as Audit Committee Chair.

Peter Ventress
Chairman
2 March 2026

“Bolt-on acquisitions at attractive multiples are a priority for the Group, with significant opportunity remaining to consolidate highly fragmented markets. These smaller deals have been the core of our acquisition strategy historically, accounting for the majority of our spend and delivering strong returns.”

[Read more on page 19](#) →



CHIEF EXECUTIVE'S STATEMENT



Frank van Zanten, CEO

“2025 was a year that stood out for many reasons. With economic headwinds and internal challenges, we’re working hard to put the right measures in place.”



Overview

2025 was a challenging year for Bunzl, with execution issues in our largest business, Bunzl North America Distribution, (“Distribution”), related to a new organisational model, amplified by a challenging market backdrop. Globally, our businesses felt the impact of significant macroeconomic uncertainty and the pressure it put on business and consumer sentiment. Trading in our North America business area was further compounded by supply chain disruption related to tariffs, as well as the weighting to sectors such as foodservice and convenience stores that felt a more significant impact from the economic environment. Against this backdrop, we have strengthened our focus on organic revenue growth and incremental operating cost opportunities to support our performance.

Whilst underlying revenue returned to growth, increasing by 0.4% compared to 2024, and the pressure on revenue from deflation abated, our operating margin declined from 8.3% to 7.7%, driven by our Distribution business, and market-driven weakness in some of our other larger businesses. However, we saw a better performance in the second half of the year, with underlying revenue growth of 0.9% and a moderated decline in margin. Operating margin in the second half declined from 8.6% in the prior year period to 8.3%, compared to a decline from 8.0% to 7.0% in the first half. This reduced operating margin decline in the second half was

driven by margin growth in our UK & Ireland business, supported by strong Nisbets’ synergies, year-on-year stabilisation of the Continental Europe operating margin, and a moderation of the margin decline in our North America Distribution business. The moderation in margin decline across Distribution and Continental Europe was supported by decisive actions we have taken to improve performance in both business areas, including actions to re-establish local commercial agility in Distribution and to deliver new business wins. I am pleased that we have made progress, as demonstrated by the better-than-expected business wins and improved service levels in the second half of the year in North America.

The Group’s progress in the second half was partially limited by further demand weakness in other North America businesses, most notably our food processor and convenience store businesses, as well as our businesses in Mexico and Brazil. However, we continued to see good growth in Asia Pacific, and delivered a resilient performance in the Netherlands and Spain, two large European markets.

While markets remain uncertain, we expect to see continued underlying revenue growth and a more stable profit outlook in 2026, with this expected to be a foundation for future profit growth. Furthermore, we continue to see a significant consolidation opportunity which provides strong growth upside, and with the outlook for acquisitions already improving for 2026, I remain confident in Bunzl’s medium-term growth opportunity.

North America update

In North America, financial performance has been impacted by execution challenges related to an operating model change in our Distribution business, which primarily services grocery and foodservice customers. The difficult macroeconomic environment and its impact on end users in the foodservice sector amplified these issues.

CHIEF EXECUTIVE'S STATEMENT continued

2025 FINANCIAL HIGHLIGHTS

3.0%

revenue growth¹

7.7%

operating margin²

(4.3)%

adjusted operating profit² growth

2.0x

adjusted net debt to EBITDA²

£579m

free cash flow²

£132m

committed spend on acquisitions

1. At constant exchange rates
2. Alternative performance measure (see Note 3 on pages 147 to 149 of the Annual Report)

The Distribution business is a well-established and scale business, with market-leading positions in its chosen markets, and benefits from a national footprint and good infrastructure, as well as the strength and depth of its supply chain, efficient operations, high service levels and product expertise. In order to strengthen Distribution's platform for longer-term growth, we decided to move from a branch-based operations model with more than 40 general managers overseeing the entirety of their own operations locally, to a sales and operations model, which separates supply chain from sales activities. This change was made to enhance our service and focus on sales development, and was largely implemented by the start of 2024.

Whilst the Distribution business has seen good momentum with business wins with national customers and a significant increase in our underpenetrated own brand levels across both national and local customers since moving to the new model, the business was impacted by a loss of speed and agility servicing local customers, largely foodservice redistributors, due to greater centralisation of processes, which resulted in lost share of wallet with some customers. These issues were amplified by challenging end markets and resulting price pressure from customers, with the business seeing lower than anticipated volumes and own brand conversion. Separately, Distribution was also impacted by the loss of a higher margin product category related to a programme that is no longer available in an existing grocery customer's stores, early in the year. This, combined with higher operational costs in the first half, drove a significant decline in adjusted operating profit.

We took a series of decisive actions earlier in the year to improve performance, including: leadership changes to re-energise our local foodservice teams; cost saving actions which took effect from the second quarter; a re-empowerment of our local teams through greater control on pricing and inventory management; and an increased focus on preferred supplier engagement to reinforce that own brand products

are complementary to our extensive range of third party products, alongside further own brand launches.

In the second half of 2025, against a more challenging market, whilst we saw increased pressure outside of the Distribution business in other North America businesses, we delivered a moderation in the Distribution business's year-on-year operating margin decline. Our actions have led to: 1) more motivated teams; 2) improved execution of the new organisational model, with greater agility enabled for our local business; 3) significantly improved service levels and availability of inventory; and 4) growth in own brand penetration over the year as a whole, with further successful own brand launches, alongside strengthened branded supplier relationships and an increase in joint programmes targeting specific market opportunities. Overall, Distribution saw good success with new business wins towards the end of the year, supported by more robust sales pipeline management and the benefits that the new organisational model provides. The business that has been won includes both national grocery and foodservice customers, and represents new customer relationships, as well as wallet share gains. Looking to 2026 and beyond, the business continues to be committed to delivering benefits from the new organisational model, with a focus on growing revenue and delivering a strong proposition to both larger customers and local customers, and driving long-term profitable growth.

Continental Europe update

In the first half of 2025, our Continental Europe business area continued to be impacted by expected trends already seen in the second half of 2024. The operating environment remained challenging, with France and certain online businesses driving an operating margin decline year-on-year in the first half, offsetting better performance in some other businesses. Actions taken to improve performance were initiated in 2024 and included a strong focus on operating cost initiatives, sourcing opportunities and new business pipeline management. Over the year the

business area saw good momentum with larger new business wins and renewals, particularly supported by the strength of our sustainability offering, and well managed operating cost inflation, supported by cost actions taken in 2024. As a result, and alongside easier comparatives, we delivered a stabilisation of year-on-year adjusted operating profit and operating margin across Continental Europe in the second half of the year.

Operating performance

The commentary below is stated at constant exchange rates unless otherwise highlighted.

Revenue

Group revenue increased by 3.0% to £11,845.4 million, driven by acquisitions. Acquisition-related revenue growth of 3.3% was partially offset by a disposal impact of 0.4%, resulting in 2.9% net acquisition growth. Underlying revenue growth over the period was 0.4%, with moderate growth across Rest of the World and the UK & Ireland largely countered by a very slight decline in North America, and with both volumes and net inflation stable over the year. The Group benefited from a small level of net inflation towards the end of the year, driven by tariff-related price increases in North America, but continued to see deflation in our cleaning & hygiene businesses in France and the UK, despite some moderation through 2025. Underlying revenue growth improved over the year and was stronger in the second half, growing at 0.9% compared to a 0.2% decline in the first half, and was supported by new business wins and underlying growth across all business areas, as well as the small net impact from inflation. Revenue over the year also saw a negative impact from one less trading day of 0.3%. Organic revenue growth, which is not adjusted for the impact of the number of trading days in the year, was 0.1%.

CHIEF EXECUTIVE'S STATEMENT continued**Profit and earnings**

Adjusted operating profit for the year was £910.3 million, a decline of 4.3% compared to 2024, and operating margin was 7.7% compared to 8.3% in 2024. This included a £7.8 million share-based payment credit due to the reversal of prior year charges related to awards made in 2023 and 2024, which have been impacted by the Group's performance in 2025. Excluding this one-off credit, adjusted operating profit was £902.5 million and operating margin was 7.6%, compared to 8.3% in 2024. Overall in 2025, operating margins were impacted by: 1) the margin decline seen in our Distribution business, resulting from execution changes against a difficult macroeconomic backdrop; 2) market challenges impacting other businesses in North America and in Brazil in particular; and 3) the impact on our French business in the first half of the year from deflation in our cleaning & hygiene businesses, reflective of a post Covid-19 normalisation of pricing, and a weak economy, alongside operating cost inflation and a relatively fixed cost base. The Group's operating margin decline in the second half of the year moderated from 8.6% in the prior year to 8.3%, compared to the decline from 8.0% to 7.0% in the first half at actual exchange rates.

This moderation in year-on-year decline in the second half was driven by: 1) margin expansion in the UK & Ireland, driven by good performance of the foodservice businesses and supported by strong Nisbets synergies, compared to the impact in the first half from consolidating a seasonally lower margin period of Nisbets, which was acquired in May 2024; 2) stabilisation of the Continental Europe margin, due to the benefit of actions taken and easier prior year comparatives; and 3) actions taken in North America Distribution which resulted in a more moderated margin decline in the second half. North America's margin moderation was offset by increased weakness in some other North America markets, whilst the Group was also impacted by continued market softness in Brazil which began in Q2.

The Group's operating margin performance was driven by a decline in the Group's underlying gross margin, although gross margin overall was unchanged over the year at 28.8% at actual exchange rates as a result of acquisitions. An increase in the operating costs to sales ratio from 20.5% to 21.1%, at actual exchange rates, is largely driven by acquisitions and reflective of their operating business models. Excluding acquisitions, the operating cost to sales ratio was stable, supported by cost initiatives, as well as the share-based payments credit. Operating cost inflation, overall, was at more typical levels over the year, with wage inflation across North America, UK & Ireland and Continental Europe being at normalised levels, which we expect to remain the case in 2026. Property cost inflation, linked to lease renewals, moderated from recent high levels, and fuel and freight inflation was also moderate and supported by the annualisation of prior year contract retendering in North America. We expect overall inflation to remain at these more typical levels in 2026, and the Group remains strongly focused on operational efficiency initiatives such as warehouse consolidations and relocations, as well as digital investments, that can offset inflation.

Reported operating profit was £735.3 million, 5.7% lower than the prior year (8.0% lower at actual exchange rates).

The adjusted net finance expense increased by £20.0 million to £123.2 million, driven by higher net debt during the period. We expect a net finance expense of around £125 million in 2026. The effective tax rate of 26.0% was higher than the 25.5% in 2024 primarily due to the absence of one-off benefits from UK group relief included in 2024. The effective tax rate in 2026 is expected to remain at 26.0%.

Adjusted profit for the year was £582.5 million, a decrease of 8.0%. Adjusted earnings per share were 179.3p, a decrease of 5.2%, and basic earnings per share were 141.5p, a decrease of 2.7%. Over the year the weighted average number of shares reduced by 2.9%, reflective of share

buybacks in 2024 and 2025, with the weighted number of ordinary shares in issue in 2025 being 324.6 million, compared to 334.4 million in 2024. The number of ordinary shares in issue, less the shares held in trust, on 31 December 2025 was 321.0 million.

Cash and returns

The Group's cash generation continues to be strong, with 95% cash conversion in 2025, ahead of our 90% target.

Compared to 2024, free cash flow decreased by 8.7% at actual exchange rates, to £578.5 million, due to a decrease in operating profit and an increase in net interest paid. The strength of our underlying free cash flow generation continues to enable our investment in the business, progressive dividends, self-funded value-accretive acquisitions and other capital allocation options. Adjusted net debt to EBITDA, which excludes lease liabilities and includes total deferred and contingent consideration, at 31 December 2025 was 2.0 times and compares to 1.8 times at 31 December 2024.

Returns were lower than last year, driven by the Group's operating margin decline, with return on average operating capital of 37.0% (43.2% at 31 December 2024), while return on invested capital was 13.0% (14.8% at 31 December 2024).

Strategy: Organic growth and operational efficiency

We remain committed to delivering growth through our compounding strategy which focuses on organic growth, operational efficiency and acquisitions.

We continue to provide our customers with innovative products and services, and to enhance our value-added proposition, for example, with our sustainability offering. Furthermore, we continue to complement our continual collaboration with our strategic third party branded supplier partners, with the further development of our own brand offering to provide unparalleled choice for our customers. The Group's own brand penetration increased to

DRIVING GROWTH

We are focused on driving Bunzl forward:

While markets remain uncertain, we expect some underlying revenue growth in 2026

We expect a more stable 2026 adjusted operating profit to be a foundation for future profit growth

There continues to be a significant consolidation opportunity, we have an active pipeline which provides strong growth upside

Bunzl has an attractive business model with scale, a differentiated offering and is highly cash generative

We remain confident in the medium-term growth opportunity

CHIEF EXECUTIVE'S STATEMENT continued

2025 ACQUISITIONS		
ACQUISITION	COMPLETION	DESCRIPTION
Inpakomed	March 2025	<ul style="list-style-type: none"> Dutch business specialising in sterile product packaging solutions for use in the medical and forensic markets Highly complementary to our existing business in the Netherlands Annualised revenue of £2.5 million in 2025
Quindesur	July 2025	<ul style="list-style-type: none"> Spanish distributor of foodservice and cleaning & hygiene products, with a strong focus in Southern Spain Complements our existing businesses and strengthens our regional presence Annualised revenue of £11.5 million in 2025
Hospitalia	July 2025	<ul style="list-style-type: none"> One of the largest healthcare distributors in Chile, distributes a wide range of healthcare products, including those used in a surgical setting, to both public and private hospitals Represents Bunzl's entry into the healthcare sector in Chile Annualised revenue of £21.2 million in 2025
Solupack	July 2025	<ul style="list-style-type: none"> Brazilian distributor of own brand packaging solutions to the food industry Enhances our customer offering alongside our existing businesses Annualised revenue of £17.9 million in 2025
Guantes Internacionales (Gisa)	August 2025	<ul style="list-style-type: none"> Leading own brand personal protective equipment distributor in Mexico, with a strong focus on gloves Strong cross-selling opportunities with our existing business in the US and Mexico Annualised revenue of £15.8 million in 2025
Caterline	September 2025	<ul style="list-style-type: none"> Distributor of commercial catering equipment in Ireland and Northern Ireland Complements Bunzl's existing catering business Annualised revenue of £5.6 million in 2025
Anta y Jesus	September 2025	<ul style="list-style-type: none"> Leading regional distributor of cleaning and hygiene products in the northwest of Spain Enhances Bunzl's cleaning & hygiene national offering and geographical footprint Annualised revenue of £4.7 million in 2025
Damito	October 2025	<ul style="list-style-type: none"> Distributor of cleaning & hygiene, personal protective equipment and packaging in Slovakia Establishes Bunzl's physical presence in Slovakia Annualised revenue of £13.1 million in 2025

CHIEF EXECUTIVE'S STATEMENT continued

c.30%, compared to c.28% in 2024, supported by the acquisition of Nisbets. We have increased the proportion of digital sales, which accounted for 76% of orders over the year, compared to 75% in 2024, which excluded acquisitions in 2024.

Pursuing operating efficiencies remains an important part of our strategy to reduce the impact of operating cost inflation. In 2025, we partially offset operating cost inflation through further optimisation of our warehouse footprint with the consolidation of 27 warehouses and the relocation of an additional 9. This included a large consolidation project in France, which will reduce warehouses in our largest business in France from 15 in 2024 to six in 2026, reducing operating costs but also enhancing service levels and speed for customers. It demonstrates the level of activity across the Group to drive operational efficiencies, and compares to 14 warehouse consolidations and 5 relocations in 2024, a more typical annual level for Bunzl. Furthermore, the business continues to look for opportunities to utilise technology to drive efficiency, such as through investments in warehouse automation.

Strategy: acquisitions and disposals

Over 2025, we acquired eight new businesses across seven countries and four sectors, which included our entry into Chilean healthcare, and established a physical presence in Slovakia, enhancing our offering in the region. After a record year in 2024, 2025 was a slower year for acquisition spend, with £132 million committed spend compared to an average over the last five years of c.£460 million. This reflected the impact of the uncertain macroeconomic environment on the timing of acquisitions, despite our active pipeline, as we have seen on some occasions in our history. Typically, M&A activity recovers quickly as uncertainty subsides and confidence improves, and we are having ongoing conversations with a number of attractive businesses. We see an improving outlook for acquisitions in 2026 and expect activity to be ahead of 2025 levels.

Bolt-on acquisitions, defined here as acquisitions with an enterprise value below £200 million, at attractive multiples, continue to be a focus for Bunzl, with their year one return on invested capital (defined as adjusted operating profit based on share of ownership to enterprise value)

typically well ahead of project Weighted Average Cost of Capital ('WACC'). Since 2020 we have spent an average of c.£300 million per annum on bolt-on deals, with an average committed spend of £25 million for each business.

The strength of the Group's cash conversion and balance sheet continues to enable the Group to self-fund further acquisitions, largely through cash generated in the year. Our pipeline remains active, and we see significant opportunities for continued acquisition growth in our existing markets, as well as potential to expand into new markets.

Bunzl continues to regularly review its portfolio of companies, and in January 2025 completed the disposal of our US R3 Safety business, Bunzl's only pure wholesale safety business in the US, which generated revenue of c.£50 million in 2024. Since 2022 the Group has disposed of four businesses with a total annual revenue of c.£250 million and a combined low to mid single digit operating margin. With a portfolio of around 150 operating companies, we continue to review the portfolio on an ongoing basis.

Capital allocation and shareholder returns

Our capital allocation priorities remain unchanged and focused on the following: 1) to invest in the business to support organic growth and operational efficiencies; 2) to pay a progressive dividend; 3) to self-fund value-accretive acquisitions; and 4) to distribute excess cash. After investment in the business and our progressive dividend, we favour value-accretive bolt-on acquisitions, supported by the valuations and subsequent returns we can achieve and have achieved historically, but we will actively review our priorities through the year. In the 21 years from 2004 to 2025, inclusive, Bunzl has committed £6.2 billion in acquisitions to support a growth strategy that has delivered an annual adjusted earnings per share CAGR between 2004 and 2025 of c.9%, and has returned £3.1 billion to shareholders through dividends and the 2024 and 2025 share buybacks.

In December 2024 Bunzl announced a £200 million share buyback programme for 2025, which commenced at the start of 2025 and was completed by October 2025.

Outlook

With uncertainties relating to the wider macroeconomic and geopolitical landscape expected to continue, the Group continues to expect moderate revenue growth in 2026, at constant exchange rates, driven by some underlying revenue growth and a small benefit from announced acquisitions. Group operating margin is expected to be slightly down year-on-year, compared to 7.6% in 2025 (operating margin prior to the share-based payment credit resulting from the reversal of prior year charges related to awards made in 2023 and 2024).

We expect 2026 revenue to be driven by slight volume growth, supported by actions taken and expected business wins in a challenging market context, alongside a broadly neutral selling price environment. We continue to expect operating cost growth to be driven by more typical levels of inflation and partially offset by cost initiatives, including the annualisation of Nisbets' synergies. We expect a more normalised split of adjusted operating profit between the first half and the second half in 2026. Overall, we expect a more stable adjusted operating profit outlook in 2026, and for this to be the foundation for future profit growth.

Frank van Zanten
Chief Executive Officer
2 March 2026

A SLOWER YEAR FOR ACQUISITIONS AFTER A STRONG 2024; DRIVEN BY MACROECONOMIC UNCERTAINTY

2025 activity impacted by macroeconomic uncertainty; not unusual for Bunzl to have some lower spend years.



- 2025: 8 acquisitions in 7 countries, across 4 sectors
- Attractive businesses with committed spend of £132m
- Follows good momentum in recent years; pipeline remains active
- Improving outlook for 2026

[Read more on page 19](#) →

CHIEF EXECUTIVE'S STATEMENT CONTINUED

Our leadership team

Leaders from across the Group meet regularly to review performance, discuss trends affecting our businesses and seek further opportunities for growth and competitive advantage.

Our Board of directors

[Read more on page 76](#) 

Executive Committee



Frank van Zanten
Chief Executive Officer



Richard Howes
Chief Financial Officer



Diana Breeze
Director of Group
Human Resources



Andrew Mooney
Director of Corporate
Development



Suzanne Jefferies
Group General Counsel

Senior leadership



Jim McCool
Chief Executive Officer,
North America



Alberto Grau
Managing Director,
Continental Europe



Dale Stokes
Managing Director,
UK & Ireland



Jonathan Taylor
Managing Director,
Latin America



Scott Mayne
Managing Director,
Asia Pacific



Mark Jordan
Group Chief
Information Officer



Laura Brinkworth-Bell
Group Company Secretary

BUSINESS MODEL

We provide essential, tailored business solutions globally

A ONE-STOP-SHOP

We provide our customers with essential items that are necessary for their businesses to operate. We reliably source, consolidate and deliver these items through customised solutions, providing both efficiency and value-added benefits.

WE SOURCE



- Sourcing experts and category specialists
- Global supplier relationships
- Own brand portfolio
- Innovative product sourcing, including those well suited to the circular economy
- Customer-specific products
- Competitive prices

WE CONSOLIDATE



- One-stop-shop for all products in a single delivery
- Customised digital solutions
- Integrated ordering systems
- Analytical support to improve efficiencies
- Carbon savings through consolidated deliveries

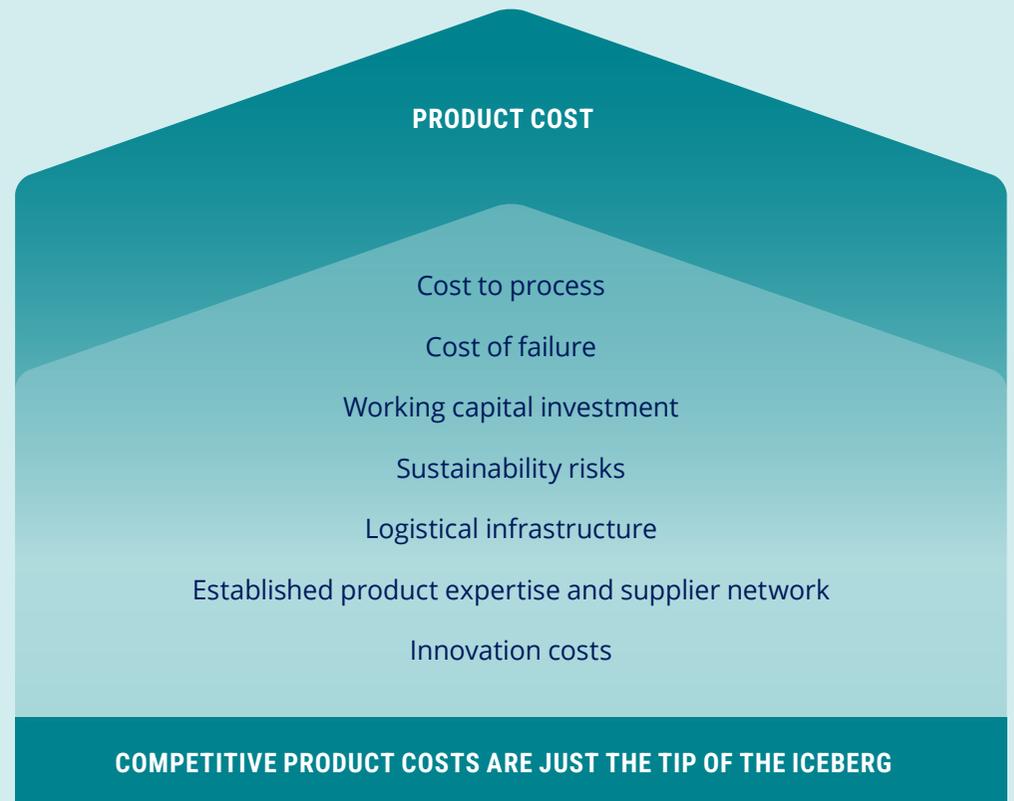
WE DELIVER



- On-time, in-full delivery; received just-in-time
- Multiple delivery options that include direct to site, cross dock or warehouse replenishment
- Extensive distribution network with regional and national coverage

OUR SERVICE AND VALUE PROPOSITION FOR OUR CUSTOMERS

By providing our customers with a broad range of essential items, readily available from stock, alongside specialist knowledge and expertise, we provide the reassurance our customers need for important items, which allows them to focus on their core businesses. The value of our service to our customers goes far beyond the cost of the products sourced.



BUSINESS MODEL continued

OUR SOURCES OF COMPETITIVE ADVANTAGE

Tailored solutions and value-added services

Adding value to our customers' operations, ensuring products sourced meet our customers' needs and they receive their orders on-time and in-full.

Decentralised model

Comprising around 150 operating companies, with a decentralised operational structure, Bunzl's management teams focus on their customers' needs in their local markets and create an energised entrepreneurial environment.

International scale

With operations in 33 countries, our extensive distribution networks mean we can deliver to customers on a local, regional, national and international basis. We can show agility locally while being able to share expertise and knowledge across the Group.

Acquisition track record

We have a strong track record of successfully integrating acquisitions, helping us to grow our geographic footprint while retaining the 'local' feel of our acquired businesses.

Own brand portfolio

We have a growing portfolio of own brand solutions that meet specific customer needs.

Our people

c.30% of our colleagues are sales experts or local customer service specialists who provide detailed advice to customers on all product and service-related matters.

Global and ethical sourcing

Working with suppliers to give our customers access to the best products and solutions, with the reassurance that they have been ethically sourced.

Sustainable and responsible solutions

Our depth of expert advice, own brand ranges and priority data help our customers navigate the complex transition to new products and solutions.

Digital capabilities

Our tailored digital solutions enhance the experience for our customers, supporting customer retention, while increasing the efficiency of our own operations.

Carbon efficient model

Our consolidation model achieves a reduced carbon footprint in comparison to competitors who process smaller, unconsolidated orders.

GENERATING VALUE FOR ALL OUR STAKEHOLDERS

Customers

76%

of customer orders processed digitally¹

Colleagues

81%

of our operating companies participating in 'Great Place to Work' survey achieved accreditation

25%

senior leadership roles² filled by women

Shareholders

£450m

2024 and 2025 completed share buybacks

33yrs

of consecutive annual dividend growth at 9% CAGR

Suppliers

44%

of suppliers³ by emissions currently have science-based targets in place

1,430

suppliers assessed in 2025

Environment

18%

reduction in absolute scope 1 and 2 carbon emissions since 2019

28%

more carbon efficient since 2019

Value creation for stakeholders [Read more on page 60](#) →

1. Senior leadership defined as the c.540 leaders who receive share options as part of their remuneration
2. Suppliers that are covered by our scope 3 supplier engagement target.

PURPOSE-LED STRATEGY

How we create long-term sustainable value

OUR PURPOSE

To deliver essential business solutions around the world and create long term sustainable value for the benefit of all our stakeholders.

DELIVERED THROUGH OUR VALUES



HUMILITY



RELIABILITY



RESPONSIVENESS



TRANSPARENCY



A COMPOUNDING STRATEGY THAT CONSISTENTLY DELIVERS

Our strategy is founded on the three core pillars of organic growth, operating model improvements and growth through acquisition, with a commitment that growth is sustainable and equitable. Our strategic priorities enable Bunzl to maintain and strengthen its competitive advantages.



1. Profitable organic growth

Use our competitive advantage to support the growth of our customers and to increase our market share.

[Read more on page 17](#) →



2. Operating model improvements

Daily focus on making our business more efficient.

[Read more on page 18](#) →



3. Acquisition growth

Use our strong balance sheet and excellent cash flow to consolidate our markets further.

[Read more on page 19](#) →

SUPPORTED BY INVESTMENTS IN SUSTAINABILITY AND DIGITAL

SUSTAINABILITY

Sustainability is a vital part of the equation. Our depth of expert advice, own brand ranges and proprietary data helps our customers navigate the complex transition to new products and solutions.



Responsible supply chains

c.97% of our purchasing spend today is either in low risk regions, or with assessed and compliant suppliers in high risk regions.



Investing in a diverse workforce

Encouraging more women into leadership roles and continuing to build a truly inclusive culture across Bunzl.



Taking action on climate change

Reduce carbon footprint and get to net zero by 2050 at the latest.



Providing tailored solutions

Significantly increasing the amount of recyclable, compostable or reusable packaging supplied to our customers to help them meet their targets.

Digital capabilities

Our tailored digital solutions enhance the experience for our customers, supporting customer retention, while increasing the efficiency of our own operations.

PURPOSE-LED STRATEGY continued



ORGANIC GROWTH

We are constantly driving organic growth, both by expanding and developing our business with existing customers and by gaining new business with additional customers.

THIS IS DRIVEN BY

- Activity in our markets

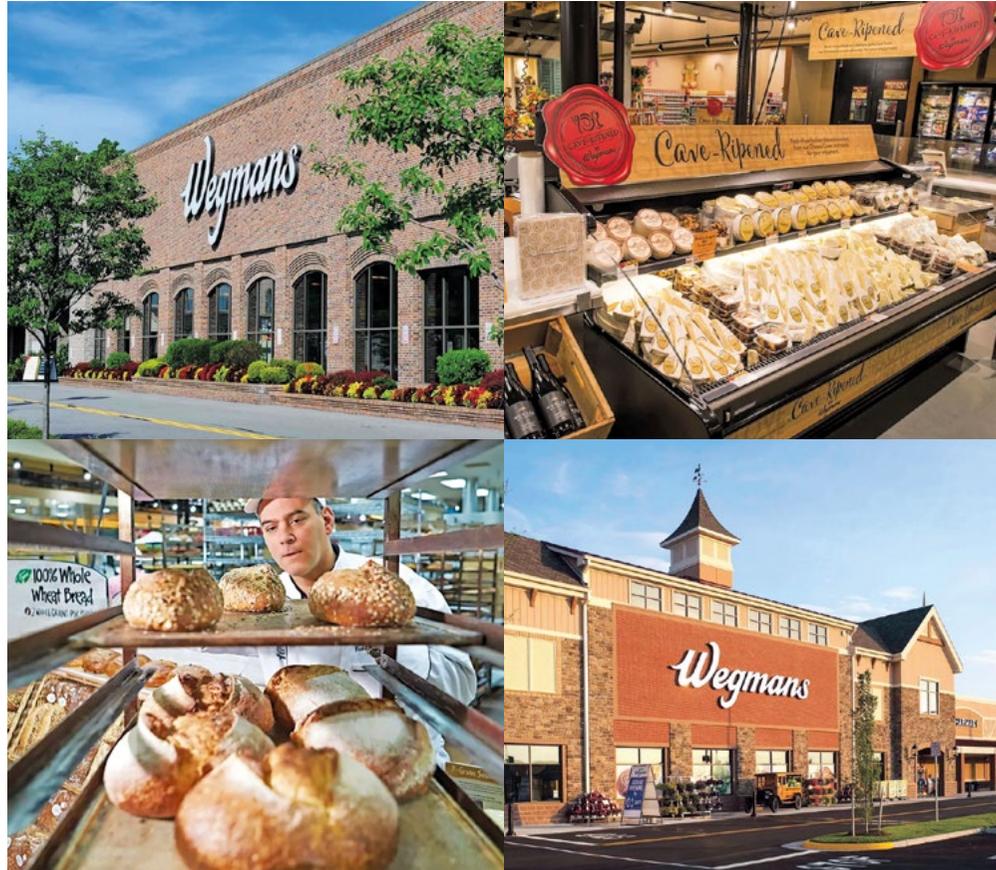
- Attractive end markets with structural growth

- Our commitment to continually enhance the value-added proposition we provide our customers

- Our investment in solutions that support our offering, such as sustainability, digital and own brands, and drive new business wins and wallet share growth

- Our support to the growth of our customers through the essential products and services which further fuels our own growth

- A net inflationary environment would support revenue growth in the medium-term



A strengthened focus on revenue: Wegmans case study

Our relationship with Wegmans dates back to the 1980s, and in the final quarter, we expanded our partnership significantly, moving from being one of two distributors to becoming the sole supplier of goods-not-for-resale. This materially increases our share of business with the grocer. This win was helped by:

- Our historical demonstration of reliability and commitment through national warehouse network
- Our own brand offering and innovation on new business lines
- Our single IT system; delivery of consolidated data reports
- Our sustainability expertise ahead of upcoming legislation
- Our ability and commitment to on-board large programmes with no disruption

This example highlights how our value-added proposition, supports profitable organic growth and strengthens long-term customer relationships.

114

The number Wegmans stores

c.350

Average store orders fulfilled per week

PURPOSE-LED STRATEGY continued



OPERATING MODEL IMPROVEMENTS

We continually strive to improve the quality of our operations and to make our businesses more efficient and sustainable.

We continue to focus on strategic initiatives that drive operational efficiencies:

Warehouse relocations and consolidations

Investments in IT systems, digital solutions and delivery, routing and energy efficiencies

Global purchasing synergies and inventory management

ONGOING PROGRAMMES OF INCREMENTAL IMPROVEMENTS ACROSS THE BUSINESS

Warehouse consolidations

Significant consolidation in France from 15 warehouses in 2024 to six in 2026

More efficient operating platform and improved and standardised service for our customers

Expect improved service levels with fill rates of 98% and delivery capability in 24 hours



Automation in Denmark

Ongoing project to extend our largest warehouse in the Nordics to increase capacity to support growth

Goods-to-person system combining shelves and pallets to automate up to 90% of the picking process

72 robots to move inventory shelves and pallets



Automation in Germany

Automation system implemented in a large German warehouse

Will automate up to 60% of our order lines using efficient tote-to-person system

Expected to drive additional capacity and increase productivity



36

Group-wide warehouse relocations and consolidations in 2025

PURPOSE-LED STRATEGY continued

 **ACQUISITION GROWTH**

We seek out businesses that satisfy key criteria, including having good financial returns, while at the same time providing opportunities to extract further value as part of the Bunzl Group.

Our approach to acquisitions consistently supports the Group's long-term growth:

Highly fragmented and large end markets; sizeable market share opportunities

Acquisitions are a good way to expand, given stickiness of customer relationships

Cash-generative model; acquisitions all self funded

Strong acquisition capabilities across the organisation; reduced acquisition integration execution risk

Read more about our acquisition strategy on the investor section of our website



CONSISTENTLY SUPPORTING THE GROUP'S LONG-TERM GROWTH

>230

acquisitions since 2004

Active pipeline

>1,300

Potential targets identified across customer end markets

BOLT ON ACQUISITIONS CORE TO STRATEGY

- 74 out of 77 announced acquisitions (2020-2025) were bolt-ons:
 - Average committed spend of c.£25 million since 2019
 - c.£300 million average annual spend since 2019
- Balance sheet and cash flow supportive of ongoing annual spend

Consistent valuations over time
Average of annual weighted multiples on bolt-ons¹; (EV/EBITA; initial stakes)³



Strong returns achieved across bolt-ons
Average year 2 ROIC² for bolt-ons¹ acquired over 2021-2023



Notes

1. Acquisitions with an EV lower than £200m
2. ROIC on this page is calculated based on the share of ownership acquired and the enterprise value related to the share of adjusted operating profit
3. Simple average of the annual multiples paid, with the annual multiples calculated on a weighted average basis each year on businesses by reference to multiples paid for initial stakes excluding performance-based payments (i.e. exclusive of consideration dependent on future earnings growth, in particular buyout of minorities); multiples based on calendar year earnings in the year of acquisition

SUPPORTING BUNZL'S DEVELOPMENT

Market expansion across core customer sectors (existing and new customers)

Product range development

Enhanced capabilities and scale

Focus on value-add distribution businesses has led to higher margin acquisitions



PURPOSE-LED STRATEGY continued

 **ACQUISITION GROWTH**

We have a highly successful acquisition model with a focused and disciplined selection process and strong expertise across the Group

WHY BUNZL IS AN ATTRACTIVE HOME FOR A BUSINESS

We support the development of the businesses we acquire, while preserving their commercial autonomy and growth focus

Aligned entrepreneurial mindset and culture

Synergies (e.g. purchasing, freight, selective cross-selling opportunities)

Leverage Bunzl scale, including Asia sourcing capabilities

Leverage Group investments and expertise (e.g. own brand, sustainability, digital)

Financial resources and acquisition expertise to support future expansion of business

Collaboration and best practice sharing across the Group

A HIGHLY SUCCESSFUL ACQUISITION MODEL

We have a multi-national central acquisition team, deployed globally and supported by strategic local partnerships



- Local origination complemented by central adviser relationships
- Multi-year relationships
- Business cases developed by local teams

- Central execution expertise
- Strict due diligence process
- Deal structuring
- All deals approved by executive committee/ Board

- Local responsibility
- Light integration (e.g. financial reporting and controls, people-related policies, code of conduct)
- Synergy realisation; working capital optimisation

280

businesses reviewed by the executive committee over the last five years

70

acquisitions approved of this 280

FOCUSED ACQUISITION PROCESS

We apply disciplined criteria to selecting the right businesses

Resilient and growing markets

Fragmented customer and supplier base; further market consolidation opportunity

Strong management team and customer relationships

Synergy opportunities and attractive financial returns (ROIC, ROACE)

Leading business if new sector or country

Goods not for resale; own brand potential

INVESTMENT CASE

A strong track record for delivering growth and returns to shareholders

BUNZL HAS A COMPOUNDING GROWTH STRATEGY THAT DELIVERS

1

A diversified, balanced and resilient business

We operate across a diverse and resilient range of end markets and geographies, with long-term relationships and a low concentrated customer and supplier base

33

Countries we operate across globally

2

Compounding growth strategy with a strong track record

We have a strong track record of growth in revenue, adjusted operating profit and adjusted earnings per share

c.9%

Adjusted earnings per share¹ CAGR since 2004

3

Significant opportunities for future growth

There are significant opportunities for growth in both new and existing markets and geographies through the consolidation of fragmented markets

237

Completed acquisitions since 2004

4

Sustainable and equitable growth

We are a proactive industry leader and partner, continuously integrating sustainability across our value chain and supporting our customers to meet their objectives

18%

Reduction in absolute emissions since 2019

5

Highly cash generative and strong financial discipline

Consistent strong cash conversion and our strong balance sheet supports our growth strategy and other opportunities for growth

90%

Cash conversion¹ target

6

Capital allocation visibility to enhance shareholder returns

We have clear capital allocation priorities to support organic growth and self-funded value accretive acquisitions to grow our business and generate enhanced shareholder returns

33

Years of consecutive annual dividend growth

1. Alternative performance measure (see Note 3 to the consolidated financial statements on pages 147 to 149).

BUSINESS AREA REVIEW

NORTH AMERICA



"Actions we have taken in our Distribution business have improved operational performance and I am encouraged by the new business we have won."

Jim McCool, Chief Executive Officer, North America

Revenue

£6,276.7m

(2024: £6,568.1m)



53% of revenue and 47% of adjusted operating profit^{1,2}

Growth at constant exchange¹

(1.2)%

(2024: (2.6)%)

Underlying growth¹

(0.3)%

(2024: (3.4)%)

Adjusted operating profit¹

£440.5m

(2024: £515.6m)

Growth at constant exchange¹

(11.5)%

(2024: 1.0%)

Operating margin¹

7.0%

(2024: 7.9%)

1. Alternative performance measure (see Note 3 to the consolidated financial statements on pages 147 to 149 in our Annual Report).

2. Based on adjusted operating profit and before corporate costs (see Note 4 to the consolidated financial statements on pages 150 to 151 in our Annual Report).

In North America, revenue declined by 1.2% to £6,276.7 million with underlying revenue declining by 0.3%. Within underlying revenue, volumes and selling prices were broadly stable, although pricing was a small positive in the second half, driven by tariffs. The 1.2% decline in constant currency revenue was driven by the disposal of R3 Safety, which generated revenue of c.£50 million in 2024. Adjusted operating profit decreased by 11.5%, to £440.5 million with operating margin at 7.0%, down from 7.9% in the prior year. This was driven by underlying margin deterioration in our Distribution business, with execution challenges related to a significant operating model change, alongside difficult end markets and resulting price pressure from customers. Whilst Distribution delivered a moderation of margin decline in the second half, supported by our actions and despite the economic backdrop, this was offset by weaker demand in some other businesses, including foodservice and grocery in Mexico, and food processor and convenience stores.

The division of Distribution which supports US grocers saw slight revenue growth, despite some modest deflation, supported by new business wins. However, operating margin and adjusted operating profit was impacted by the loss of a higher margin category from an ongoing customer early in the year, which supported a programme no longer available in our customer's stores, as well as the mix impact of lower margin new business. Convenience store revenues remained under pressure, impacted by declining customer footfall resulting from soft market conditions and a category loss.

The division of Distribution which services foodservice redistribution customers delivered stable revenue over the year, despite the market backdrop and issues related to its operating model change. After experiencing significant deflation in 2024 and into the start of 2025, pricing was broadly neutral in 2025, supported by tariff-related price increases in the second half. The team has continued their focus on regaining volumes previously lost from execution issues related to operating model changes. However, the

weak backdrop and resulting pressure from customers amplified execution challenges and drove a deterioration in adjusted operating profit.

Our food processor sector revenues increased moderately, with increased volumes and price inflation, although operating margins declined significantly as price increases could not fully offset tariff-related product cost increases given the price-sensitivity of customers. Our businesses serving the agriculture sector delivered stable revenue, but margin declined significantly, driven by increased customer pressure on margins and tariff disruptions.

Our cleaning & hygiene revenues were broadly stable, with flat volumes and a small amount of deflation.

Revenue in our retail supplies sector declined primarily from customer losses, store closures and new business materialising slower than expected. Operating profit also declined, although operating costs were well managed. The business continues to focus on enhancing returns, with strong success to date.

Revenue in our safety sector, excluding the impact of acquisitions and disposals, was slightly higher, supported by price inflation resulting from tariffs, partially offset by lower volumes in the face of an uncertain economic landscape in several end markets. Operating margin declined as a result of operating cost inflation and product mix.

Finally, our businesses in Canada grew moderately, driven by strong volumes, with a minor benefit from an acquisition. Operating margin was slightly lower, driven by higher operating costs.

BUSINESS AREA REVIEW continued

Bunzl North America Distribution overview: A market-leading, established and scale business

In North America, financial performance has been impacted by execution challenges related to an organisational model change largely implemented by the start of 2024 in our Distribution business, our largest business, which primarily services grocery and foodservice customers. This has been amplified by a weaker market.

BUNZL NORTH AMERICA DISTRIBUTION

#1 OF C.35 OPERATING COMPANIES IN NORTH AMERICA

- c.30% of Group revenue



PREDOMINANTLY GROCERY AND FOODSERVICE CUSTOMERS

- Large national distributor in these end markets
- Leading position in both markets



A KEY FOUNDATION OF THE GROUP'S HISTORICAL RESILIENCE

- Complementary end market drivers
- Attractive return on average operating capital, driven by strong asset turn



SCALE AND EXPERTISE SUPPORTS A STRONG CUSTOMER PROPOSITION...

National coverage with good infrastructure	Scale with suppliers; import capabilities	Efficient operations and low cost to serve	Category expertise and knowledge
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...WITH SALES TAILORED TO THE END CUSTOMER SEGMENTS

<p style="text-align: center;">GROCERY END CUSTOMERS</p> <ul style="list-style-type: none"> • Goods not for resale • Contracted product categories • Need reliability and consistency • Revenue weighted to national/regional customers 	<p style="text-align: center;">FOODSERVICE REDISTRIBUTORS</p> <ul style="list-style-type: none"> • Goods for resale • Partly uncontracted business • Need speed and availability • Revenue more mixed (local and national/regional customers)
--	--

C.2/3 OF REVENUE VIA NATIONAL/REGIONAL CUSTOMERS – C.1/3 VIA LOCAL CUSTOMERS

BUSINESS AREA REVIEW continued

North America Distribution: Update on actions supporting improved operational performance

Although the business has seen good momentum with business wins with national customers and a significant increase in our underpenetrated own brand levels, the business was impacted by resulting loss of agility servicing local customers following the change in organisational model. The Group took decisive action in the first half.

BUNZL NORTH AMERICAN DISTRIBUTION: ACTIONS

RE-ENGAGED AND MOTIVATED TEAMS



- **Management change** stabilised the business
- **Improved salesforce engagement** scores in our local business vs. 2024

CORE BUSINESS REQUIREMENTS RESTORED



- **Service levels** significantly improved; back to expected levels
- **Product availability** improved; **inventory stabilised**

IMPROVED MODEL EXECUTION



- Pricing for local customers and product availability moved back to the **local markets (improved agility and response times)**
- More **robust sales pipeline** management (improved visibility and accountability)
- **Strong cost savings achieved**

REFOCUS ON BRANDED SUPPLIERS, ALONGSIDE OWN BRAND DEVELOPMENT



- **Strengthen branded supplier relationships**, with increased joint programmes targeting specific market opportunities
- **Increased own brand penetration**; category launches well received

Q4 2025 NEW BUSINESS OVERALL WORTH >\$100M

- National accounts (both Grocery and Foodservice)
- New customers and wallet share gains
- Supported by new business wins

IMPROVED UNDERLYING REVENUE GROWTH IN H2, DESPITE INCREASED MARKET PRESSURE

MODERATION IN DISTRIBUTION'S YEAR-ON-YEAR OPERATING MARGIN DECLINE IN H2 VS H1

FUTURE PLANS: OUR FOCUS FOR 2026 AND BEYOND...

- Increased market share
- Effective sales and operations model to drive growth
- Coordinated approach with national / larger customers; empowered and agile approach with local customers
- Complementary own brand growth alongside preferred branded supplier growth with focus on margins
- Motivated teams empowered to make fast and local decisions

A STRONGER PLATFORM TO DRIVE LONG-TERM PROFITABLE GROWTH

BUSINESS AREA REVIEW continued

CONTINENTAL EUROPE



"We delivered a stabilisation of year-on-year adjusted operating profit and operating margin across Continental Europe in the second half of the year."

Alberto Grau, Managing Director, Continental Europe

Revenue

£2,442.0m

(2024: £2,377.1m)



21% of revenue and 22% of adjusted operating profit^{1,2}

Growth at constant exchange¹

2.5%

(2024: 4.1%)

Underlying growth¹

0.3%

(2024: (1.7%))

Adjusted operating profit¹

£204.7m

(2024: £210.8m)

Growth at constant exchange¹

(3.6)%

(2024: (3.1%))

Operating margin¹

8.4%

(2024: 8.9%)

1. Alternative performance measure (see Note 3 to the consolidated financial statements on page 147 to 149 in our Annual Report).

2. Based on adjusted operating profit and before corporate costs (see Note 4 to the consolidated financial statements on pages 150 to 151 in our Annual Report).

Revenue in Continental Europe grew by 2.5% to £2,442.0 million, driven by the benefit of acquisitions. Underlying revenue growth grew 0.3%, driven by slight net inflation. Adjusted operating profit decreased by 3.6% to £204.7 million, with a decline in operating margin from 8.9% to 8.4%. Although we saw resilient performances in the Netherlands and Spain, and a strong performance in Finland, as well as the benefit from acquisitions, the business area's performance was primarily impacted by the performance of France and certain online businesses in the first half of the year, against a challenging operating environment. Importantly, the business area's operating margin stabilised in the second half, driven by improved performance in both France and our online businesses, supported by actions taken and easier year-on-year comparatives, with the macroeconomic backdrop impacting performance from the second half of 2024. This improvement was partially offset by a weaker second half performance in Central and Eastern Europe.

In France, revenue in our cleaning & hygiene businesses declined with the ongoing, albeit slowing, impact of deflation and soft volumes in the first half of the year. Whilst action was taken to reduce operating costs, this did not fully offset the impact of lower sales and margin pressure, leading to margin contraction over the period. A project to consolidate smaller warehouses in our largest business is nearing completion and will deliver a more efficient operating platform with improved service levels to our customers. Revenue in our safety business, whilst flat for the year, increased in the second half, supported by new business wins. Revenue declined in our foodservice businesses with domestic and public sector customers due to a soft market.

Sales in Spain grew strongly, driven by acquisitions and supported by volume growth in our cleaning & hygiene and packaging businesses. This volume growth was supported by business wins, with both new and existing customers, and product range expansion in the packaging business. The region benefitted from the

continued success of its bolt-on acquisition strategy with the acquisitions of Anper in June 2024, Cermeron in August 2024, Quindesur in July 2025 and Anta in September 2025.

In the Netherlands, moderate growth alongside good margin management have driven moderate operating profit growth. We continue to make progress with digital tools to support the businesses, including the successful implementation of a Warehouse Management System and the development of an online marketplace solution in our grocery business.

In the Nordics, we have seen good sales and strong profit growth from both our Norwegian catering equipment business and our Finnish cleaning & hygiene business. In Norway we have benefitted from an increased amount of project business and public sector spend, while our Pamark business in Finland saw recent customer wins and margin management support growth. Denmark revenue declined moderately due to volume reduction in our foodservice and retail businesses with 2024 customer losses only partially offset with customer wins.

In Central and Eastern Europe, revenue is down moderately due to soft demand from industrial and retail customers, with competition for volumes also impacting our margin. Our business in Turkey was impacted by competitive margin pressure and a negative impact from hyperinflation.

Our online businesses have seen mixed results with good growth from our German cleaning & hygiene business whilst our Spanish healthcare and Dutch foodservice businesses suffered from reduced traffic and conversion of online marketing activities into revenue.

BUSINESS AREA REVIEW continued

UK & IRELAND



"Nisbets showed considerable improvement in performance during 2025, generating strong operating profit growth and greater than expected synergies."

Dale Stokes, Managing Director, UK & Ireland

Revenue

£1,883.6m

(2024: £1,625.8m)



16% of revenue and 16% of adjusted operating profit^{1,2}

Growth at constant exchange¹

15.9%

(2024: 19.3%)

Underlying growth¹

1.4%

(2024: (4.2)%)

Adjusted operating profit¹

£153.1m

(2024: £135.1m)

Growth at constant exchange¹

13.3%

(2024: 31.0%)

Operating margin¹

8.1%

(2024: 8.3%)

1. Alternative performance measure (see Note 3 to the consolidated financial statements on page 147 to 149 in our Annual Report).

2. Based on adjusted operating profit and before corporate costs (see Note 4 to the consolidated financial statements on pages 150 to 151 in our Annual Report).

In UK & Ireland, revenue increased by 15.9% to £1,883.6 million, driven by the full year impact of 2024 acquisitions, primarily Nisbets. Underlying revenue grew by 1.4%, driven by volume growth, despite the adverse demand impact the increases in employer's National Insurance rates had on key customer sectors earlier in the year.

Encouragingly, improved ordering from existing customers and the incremental gains from new account wins led to a good finish to 2025. The reduction in operating margins from 8.3% to 8.1% was driven by the impact of the consolidation of Nisbets in the first half of the year which, as a catering business, has a seasonally lower margin in the first half, and partially offset by underlying margin growth, driven by a good performance in our foodservice businesses. Margin growth in the second half of the year was strongly supported by synergies delivered through the acquisition of Nisbets, predominantly related to third-party logistics and procurement savings, and including benefits to other UK & Ireland businesses.

Our cleaning & hygiene and care businesses delivered revenue growth as a result of the acquisition of Arrow County, which was acquired in October 2024. The underlying businesses saw further deflation across some key product categories, although this eased over the year, and the most significant operating business within this sector continues to win new customers, driven by a strong sustainability centred value proposition. Although operating margins declined, reflective of selling-price deflation, pricing is expected to be less of a headwind in future periods.

The safety businesses experienced a decline in underlying revenue due to volume reductions with existing customers outweighing the positive contribution from contract wins through the course of the year. There has been further investment in new operationally efficient locations to deliver higher levels of service to customers, and our businesses are well placed to take advantage of recent government announcements relating to infrastructure projects. Our online

workwear business saw improved performance as the year progressed with a particularly strong finish to 2025.

Our grocery and non-food retail businesses saw a slight reduction in revenues, driven by lower volumes. Grocery profits were stable, despite a mixed customer picture and consumer sentiment remaining weak. Our non-food packaging business aimed primarily at luxury retailers showed growth despite a difficult global demand picture in its principal markets. Our other packaging businesses experienced lower revenues due to corrugate deflation and temporary issues faced by some leading customers, unrelated to Bunzl's service.

In 2025, our foodservice division delivered strong results, especially in the second half of the year. Sales growth came from the Nisbets and C&C acquisitions as well as solid performances in existing businesses. Robust increases in profit in our legacy operations were driven by revenue growth from pricing adjustments and new account wins, disciplined cost management and synergy benefits related to Nisbets. Nisbets showed improvement in performance during 2025, generating positive sales and operating profit growth in the second half. These results were supported by operational improvements, procurement savings and greater than anticipated synergy benefits.

Our businesses in Ireland experienced strong underlying sales growth helped by some significant customer wins in the retail and foodservice sector, which helped to more than offset the negative impact of product price deflation and challenging market conditions across many sectors. The Caterline business, which was acquired in September 2025, provided strong sales growth and synergy opportunities for the Ireland division.

BUSINESS AREA REVIEW continued

REST OF THE WORLD



Scott Mayne, Managing Director,
Asia Pacific



Jonathan Taylor, Managing Director,
Latin America

Revenue

£1,243.1m

(2024: £1,205.4m)



10% of revenue and
15% of adjusted
operating profit^{1,2}

Growth at constant exchange¹

9.1%

(2024: 17.1%)

Underlying growth¹

3.5%

(2024: 5.5%)

Adjusted operating profit¹

£145.3m

(2024: £146.2m)

Growth at constant exchange¹

5.4%

(2024: 32.3%)

Operating margin¹

11.7%

(2024: 12.1%)

1. Alternative performance measure (see Note 3 to the consolidated financial statements on page 147 to 149 in our Annual Report).

2. Based on adjusted operating profit and before corporate costs (see Note 4 to the consolidated financial statements on pages 150 to 151 in our Annual Report).

In Rest of the World, revenue increased by 9.1% to £1,243.1 million, driven by acquisitions, as well as underlying revenue growth of 3.5%. Adjusted operating profit grew by 5.4% to £145.3 million, with operating margin falling from 12.1% to 11.7%, driven by an operating margin reduction in Brazil. Asia Pacific delivered very strong revenue and profit growth, supported by both acquisitions and organic performance of existing businesses. Latin America achieved strong revenue growth, supported by acquisitions and underlying revenue growth, but operating margin was strongly impacted by Brazil, where currency-related cost increases could not be fully passed on to customers.

In Brazil, our safety businesses delivered modest, price-driven sales growth but operating margins were lower as strong currency-driven cost increases, which began in the second quarter of 2025, could not be fully passed on to customers due to weakening demand in the industrial markets. Our healthcare businesses also grew modestly driven by a greater number of attended surgeries, although the value per surgery fell, impacting margins. After a record year in 2024, our cleaning & hygiene businesses had a more difficult year as an increase in credit risk at some customers reduced sales and pressured operating margins. Finally, our foodservice business grew strongly with the acquisition of Solupack, a specialist own brand packaging solutions provider, while underlying sales were also up slightly albeit at lower margins. Over the course of the year Brazil moved from seeing strong inflation to slight deflation.

In Chile, our safety businesses saw strong growth in sales and operating profits, driven by robust demand in the mining sector and subdued cost inflation. Our foodservice business also saw good sales growth and higher gross margins despite strong competition in the wholesale market. In July 2025 we acquired Hospitalia, our first healthcare business in Chile which has had an encouraging start. Elsewhere, our Mexico safety business had a challenging year with flat sales and lower margins due to US tariffs impacting

business confidence. Our safety businesses in Peru and Colombia, on the other hand, experienced strong sales and profit growth as local manufacturing and mining industries proved more resilient.

In Asia Pacific our largest business Bunzl Australia and New Zealand delivered strong growth in the period. The healthcare sector in both aged care and hospitals was the main driver with continued new business wins and category expansion at existing customers. The hospitality sector showed growth in the second half while our specialist cleaning & hygiene businesses contributed solid results focusing on equipment repairs and servicing.

The Australian safety business saw a decline in sales, particularly consumable products in the mining and government sectors. There is increased focus on growing the service revenue and specialisation services.

Our MedTech business and specialist healthcare operations in Australia and New Zealand also delivered good results in both sales and margin despite lower-than-expected spend by government customers in this sector, supported by the acquisitions of Cubro Group and DBM Medical Group. Our continued focus on specialisation has allowed this business to grow with existing customers and target other distribution opportunities.

FINANCIAL REVIEW

“We’re committed to building on Bunzl’s historical consistent compounding success.”



Richard Howes, Chief Financial Officer

2025 FINANCIAL HIGHLIGHTS

Revenue

Up 0.6% at actual exchange rates

£11,845m

(2024: £11,776m) +3.0%†

Adjusted operating profit*

Down 6.7% at actual exchange rates

£910.3m

(2024: £976.1m) (4.3)%†

Operating profit

Down 8.0% at actual exchange rates

£735.3m

(2024: £799.3m) (5.7)%†

Adjusted earnings per share*

Down 7.7% at actual exchange rates

179.3p

(2024: 194.3p) (5.2)%†

Dividend per share

Long track record of dividend growth continues

74.1p

(2024: 73.9p) +0.3%

Cash conversion*

Continued strong cash conversion

95%

(2024: 93%)

Adjusted net debt to EBITDA*

2.0x

(2024: 1.8x)

Committed acquisition spend

£131.8m

(2024: £882.5m)

Share buyback

£200m

(2024: £250m)

† At constant exchange rates.

* Alternative performance measure (see Note 3 to the consolidated financial statements on pages 147 to 149).



FINANCIAL REVIEW continued

	2025 £m	2024 £m	Growth as reported	Growth at constant exchange
Financial results				
Revenue	11,845.4	11,776.4	0.6%	3.0%
Adjusted operating profit*	910.3	976.1	(6.7)%	(4.3)%
Adjusted profit before income tax*	787.1	872.9	(9.8)%	(7.4)%
Adjusted earnings per share*	179.3p	194.3p	(7.7)%	(5.2)%
Dividend for the year	74.1p	73.9p	0.3%	
Statutory results				
Operating profit	735.3	799.3	(8.0)%	(5.7)%
Profit before income tax	620.5	673.6	(7.9)%	(5.3)%
Basic earnings per share	141.5p	149.6p	(5.4)%	(2.7)%
Balance sheet and Cash flow				
Return on average operating capital %*	37.0%	43.2%		
Return on invested capital %*	13.0%	14.8%		
Cash conversion %*	95%	93%		

* Alternative performance measure (see Note 3 to the consolidated financial statements on pages 147 to 149).

As in previous years this review refers to a number of alternative performance measures which management uses to assess the performance of the Group. Details of the Group's alternative performance measures are set out in Note 3 to the consolidated financial statements on pages 147 to 149.

Currency translation

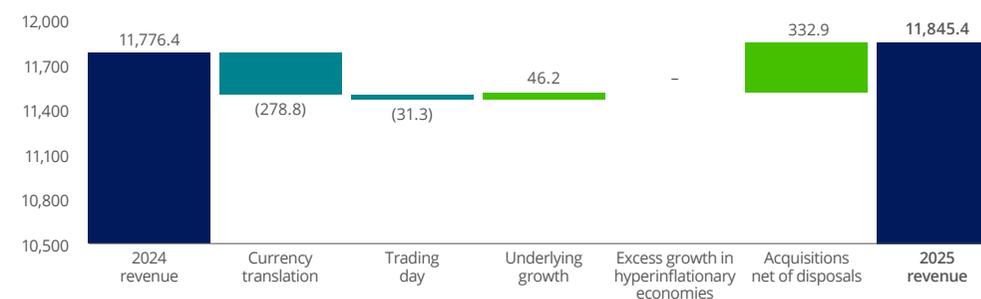
Currency translation has had an adverse impact on the Group's reported profits, decreasing the reported profit growth rates by between 2% and 3%. This adverse exchange impact to profit is primarily due to the strengthening of sterling against the US dollar, Canadian dollar, Brazilian real and Australian dollar.

Average exchange rates	2025	2024
US\$	1.32	1.28
Euro	1.17	1.18
Canadian\$	1.84	1.75
Brazilian real	7.36	6.89
Australian\$	2.04	1.94
Closing exchange rates		
US\$	1.35	1.25
Euro	1.15	1.21
Canadian\$	1.85	1.80
Brazilian real	7.38	7.74
Australian\$	2.02	2.02

Revenue

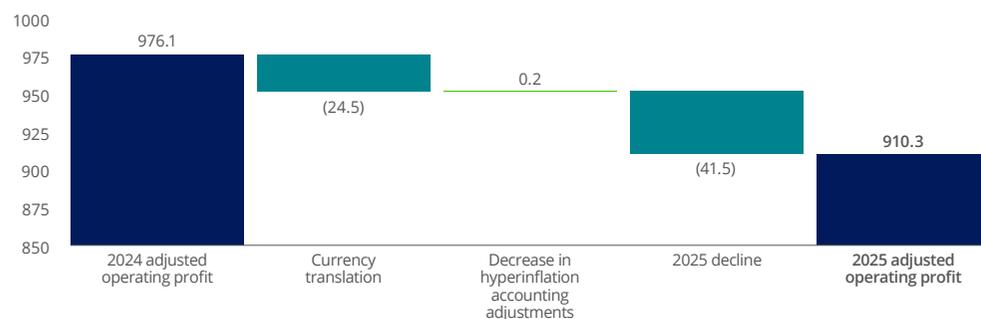
Revenue increased to £11,845.4 million (2024: £11,776.4 million), an increase of 0.6% at actual exchange rates. At constant exchange rates revenue increased 3.0% driven by acquisitions net of disposals adding 2.9%, and underlying growth of 0.4%, partly offset by one less trading day in 2025 compared to 2024 reducing revenue by 0.3%. Underlying revenue growth was supported by moderate growth across Rest of the World and the UK & Ireland largely countered by a very slight decline in North America, and with both volumes and net inflation stable over the year. We benefited from a small level of net Group inflation towards the end of the year, driven by tariff-related price increases in North America, but continued to see deflation in our cleaning & hygiene business in France and the UK despite some moderation through 2025. Underlying revenue growth improved over the year and was stronger in the second half, growing at 0.9% compared to a 0.2% decline in the first half of the year, despite tougher comparatives, and was supported by new business wins and underlying growth across all business areas.

Movement in revenue (£m)

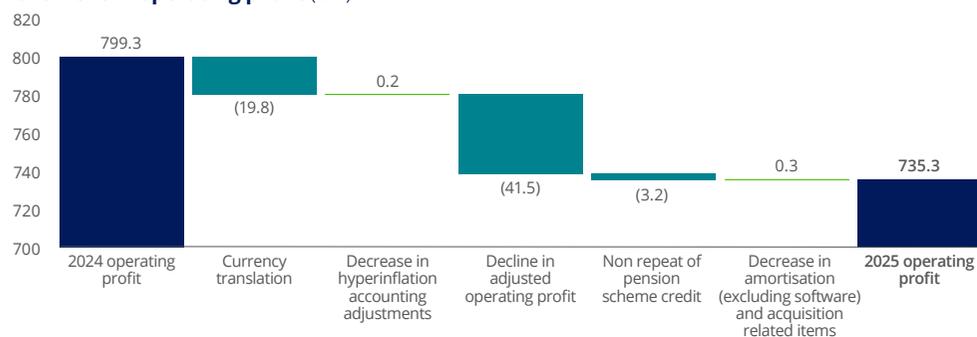


Operating profit

Adjusted operating profit was £910.3 million (2024: £976.1 million), a decrease of 4.3% at constant exchange rates and 6.7% at actual exchange rates. This included a £7.8 million share-based payment credit due to the reversal of prior year charges related to awards made in 2023 and 2024 which have been impacted by the Group's performance in 2025. At both constant and actual exchange rates operating margin decreased to 7.7% from 8.3% in 2024. The decline in operating margin to 7.7% was driven by execution issues in our largest operating business, Bunzl Distribution in North America, and market-driven weakness in some of our other business. Excluding the share-based payment credit noted above operating margin was 7.6%.

FINANCIAL REVIEW continued**Movement in adjusted operating profit (£m)**

Operating profit was £735.3 million (2024: £799.3 million), a decrease of 5.7% at constant exchange rates and 8.0% at actual exchange rates.

Movement in operating profit (£m)

Amortisation excluding software, which includes amortisation on customer and supplier relationships, brands and technology, acquisition related items and the non-recurring pension scheme credit are excluded from the calculation of adjusted operating profit as they do not relate to the trading performance of the business. Accordingly, these items are not taken into account by management when assessing the results of the business and are removed in calculating adjusted operating profit and other alternative performance measures by which management assess the performance of the Group.

Net finance expense

The adjusted net finance expense for the year was £123.2 million, an increase of £21.5 million at constant exchange rates (up £20.0 million at actual exchange rates), mainly due to higher average debt during the year. Net finance expense for the year was £126.7 million including £3.5 million of interest on unwinding of discounting deferred consideration on acquisitions.

Disposal of businesses

The profit on disposal of business in 2025 of £11.9 million relates to the disposal of R3 Safety in North America, which completed on 31 January 2025. The profit on disposal reflects the cash consideration received of £17.6 million and recycling of historical foreign exchange gains of £5.6 million held in the translation reserve within equity offset by the net book value of assets disposed of £10.4 million and transaction costs and provisions of £0.9 million. The loss on disposal of business in 2024 of £20.3 million relates to the disposal of the Group's business in Argentina and a healthcare business in Germany, which completed on 14 March 2024 and 12 July 2024 respectively. There was no material impact from the disposal of these businesses on the Group's trading performance.

Profit before income tax

Adjusted profit before income tax was £787.1 million (2024: £872.9 million), down 7.4% at constant exchange rates (down 9.8% at actual exchange rates), due to the decline in adjusted operating profit and the increase in adjusted net finance expense. Profit before income tax was £620.5 million (2024: £673.6 million), a decrease of 5.3% at constant exchange rates (down 7.9% at actual exchange rates) due to the decline in operating profit and increase in net finance expenses, partly offset by the gain on disposal of businesses in 2025 compared to the losses on disposal of businesses in 2024.

Taxation

The Group's tax strategy is to comply with tax laws in all countries in which it operates and to balance its responsibilities for controlling the tax costs with its responsibilities to pay the appropriate level of tax where it does business. No companies are established in tax havens or other countries for tax purposes where the Group does not have an operational presence and the Group's de-centralised operational structure means that the level of intragroup trading transactions is very low. The Group does not use intragroup transfer prices to shift profit into low tax jurisdictions. The Group's tax strategy has been approved by the Board and tax risks are reviewed by the Audit Committee. In accordance with UK legislation, the strategy is published on the Bunzl plc website within the Corporate governance section.

The effective tax rate (being the tax rate on adjusted profit before income tax) for the year was 26.0% (2024: 25.5%) and the reported tax rate on statutory profit was 25.9% (2024: 25.6%). The effective tax rate for 2025 is higher than for 2024 primarily due to the absence of one-off benefits from UK group relief included in 2024. The Group's effective tax rate is expected to be 26.0% in 2026.

Earnings per share

Adjusted profit after tax attributable to the Company's equity holders was £581.9 million (2024: £649.9 million), down 8.0% and a decrease of £50.8 million at constant exchange rates (down 10.5% at actual exchange rates), due to a £62.8 million decrease in adjusted profit before income tax, partly offset by a £12.0 million decrease in the tax on adjusted profit before income tax at constant exchange rates. Adjusted profit after tax for the year bears a £6.6 million adverse impact from hyperinflation accounting adjustments (2024: £9.8 million adverse impact).

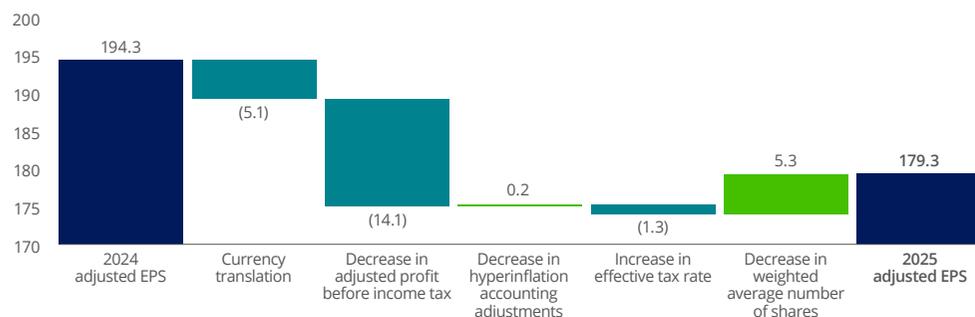
Profit after tax attributable to the Company's equity holders decreased to £459.2 million (2024: £500.4 million), down 5.6% and a decrease of £27.2 million at constant exchange rates (down 8.2% at actual exchange rates), due to a £34.6 million decrease in profit before income tax, partly offset by a £7.4 million decrease in the tax charge at constant exchange rates. Profit after tax for the year bears a £6.6 million adverse impact from hyperinflation accounting adjustments (2024: £9.8 million adverse impact).

FINANCIAL REVIEW continued

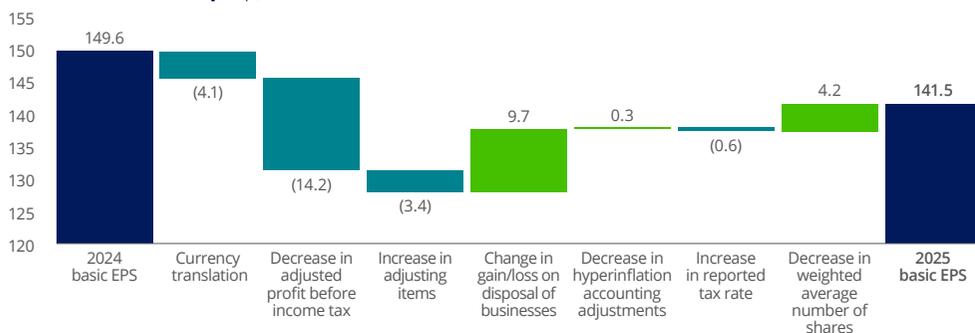
The weighted average number of shares in issue decreased to 324.6 million from 334.4 million in 2024 due to shares cancelled under the share buyback programme and share purchases into the employee benefit trust partly offset by employee share option exercises.

Adjusted earnings per share attributable to the Company's equity holders were 179.3p (2024: 194.3p), a decrease of 5.2% at constant exchange rates (down 7.7% at actual exchange rates). Basic earnings per share attributable to the Company's equity holders were 141.5p (2024: 149.6p), down 2.7% at constant exchange rates (down 5.4% at actual exchange rates).

Movement in adjusted eps (p)



Movement in basic eps (p)



Dividends

An analysis of dividends per share for the years to which they relate is shown below:

	2025	2024	Growth
Interim dividend (p)	20.2	20.1	0.5%
Final dividend (p)	53.9	53.8	0.2%
Total dividend (p)	74.1	73.9	0.3%
Dividend cover (times)	2.4	2.6	

The Company's practice is to pay a progressive dividend, delivering year-on-year increases. The Board is proposing a 2025 final dividend of 53.9p, an increase of 0.2% on the amount paid in relation to the 2024 final dividend. The 2025 total dividend of 74.1p is 0.3% higher than the 2024 total dividend.

Before approving any dividends, the Board considers the level of borrowings of the Group by reference to the ratio of net debt to EBITDA, the ability of the Group to continue to generate cash and the amount required to invest in the business, in particular into future acquisitions. The Group's long term track record of strong cash generation, coupled with the Group's substantial borrowing facilities, provides the Company with the financial flexibility to fund a growing dividend. After the further growth in 2025, Bunzl has sustained 33 years of consecutive annual dividend growth to shareholders.

The risks and constraints to maintaining a growing dividend are principally those linked to the Group's trading performance and liquidity, as described in the Principal risks and uncertainties on pages 64 to 72. The Group has substantial distributable reserves within Bunzl plc and there is a robust process of distributing profits generated by subsidiary undertakings up through the Group to Bunzl plc. At 31 December 2025 Bunzl plc had sufficient distributable reserves to cover more than six years of dividends at the levels of those delivered in 2025, which is expected to be approximately £240 million.

Acquisitions

The Group completed eight acquisitions during the year ended 31 December 2025, with a total committed spend of £131.8 million. The estimated annualised revenue and adjusted operating profit of the acquisitions completed during the year were £92 million and £16 million, respectively.

A summary of the effect of acquisitions is as follows:

	£m
Fair value of net assets acquired	53.3
Goodwill	50.9
Consideration	104.2
Satisfied by:	
cash consideration	95.6
deferred consideration	8.6
	104.2
Contingent payments relating to retention of former owners	17.4
Net cash acquired	(1.0)
Transaction costs and expenses	11.2
Total committed spend in respect of acquisitions completed in the current year	131.8

FINANCIAL REVIEW continued

The net cash outflow in the year in respect of acquisitions comprised:

	£m
Cash consideration	95.6
Net cash acquired	(1.0)
Deferred consideration payments	23.9
Net cash outflow on purchase of businesses	118.5
Cash outflow from acquisition related items*	43.4
Total cash outflow in respect of acquisitions	161.9

* Acquisition related items comprise £12.1 million of transaction costs and expenses paid and £31.3 million of payments relating to retention of former owners.

Cash flow

A summary of the cash flow for the year is shown below:

	2025 £m	2024 £m
Cash generated from operations [†]	1,136.1	1,133.4
Payment of lease liabilities	(232.7)	(216.7)
Net capital expenditure	(68.8)	(37.2)
Operating cash flow [†]	834.6	879.5
Net interest paid excluding interest on lease liabilities	(76.4)	(65.2)
Income tax paid	(179.7)	(180.5)
Free cash flow	578.5	633.8
Dividends paid	(242.2)	(228.6)
Net payments relating to employee share schemes	(40.0)	(14.3)
Net cash inflow before acquisitions, disposals and purchase of own shares	296.3	390.9
Purchase of own shares	(204.8)	(247.9)
Acquisitions [‡]	(161.9)	(678.2)
Disposals	17.0	2.9
Net cash outflow on net debt excluding lease liabilities	(53.4)	(532.3)

† Before acquisition related items.

‡ Including acquisition related items.

The Group's operating cash flow of £834.6 million was £44.9 million lower than in 2024 driven by an increase in net capital expenditure of £31.6 million as we invested in a number of projects particularly in North America, the UK, France and Denmark to improve operational efficiency, and a £16.0 million increase in payment of lease liabilities. The Group's free cash flow of £578.5 million was £55.3 million lower than in 2024, driven by the decrease in operating cash flow of £44.9 million and an increase of £11.2 million in net interest paid excluding interest on lease liabilities. The Group's free cash flow was used to finance dividend payments of £242.2 million in respect of 2024 (2024: £228.6 million in respect of 2023), purchase of own shares of £204.8 million (2024: £247.9 million) and net payments of £40.0 million (2024: net payments of £14.3 million) relating to employee share schemes, and partially finance an acquisition cash outflow of £161.9 million (2024: £678.2 million). Purchase of own shares of

£204.8 million comprises the £200 million 2025 share buyback programme, £3.3 million relating to outstanding payments from the 2024 share buyback programme, stamp duty of £1.3 million and transaction costs of £0.2 million. Cash conversion (being the ratio of operating cash flow as a percentage of lease adjusted operating profit) was 95% (2024: 93%).

	2025 £m	2024 £m
Operating cash flow	834.6	879.5
Adjusted operating profit	910.3	976.1
Add back depreciation of right-of-use assets	197.8	186.1
Deduct payment of lease liabilities	(232.7)	(216.7)
Lease adjusted operating profit	875.4	945.5
Cash conversion	95%	93%

Net debt

	2025 £m	2024 £m
Net debt excluding lease liabilities	(1,663.9)	(1,611.4)
Total deferred and contingent consideration – on and off balance sheet	(278.9)	(375.4)
Adjusted net debt	(1,942.8)	(1,986.8)
Lease liabilities	(742.5)	(754.1)
Adjusted net debt including lease liabilities	(2,685.3)	(2,740.9)
Adjusted net debt to EBITDA	2.0x	1.8x
Adjusted net debt including lease liabilities to EBITDA	2.2x	2.1x

Net debt excluding lease liabilities increased by £52.5 million during the year to £1,663.9 million (2024: £1,611.4 million), due to a net cash outflow of £53.4 million and a non-cash increase in debt of £7.8 million, partly offset by a £8.7 million decrease due to currency translation.

Adjusted net debt decreased by £44.0 million during the year to £1,942.8 million (2024: £1,986.8 million) due to a £96.5 million decrease in total deferred and contingent consideration, partly offset by the £52.5 million increase in net debt excluding lease liabilities.

FINANCIAL REVIEW continued

Balance sheet

Summary balance sheet at 31 December:

	2025 £m	2024 £m
Intangible assets	3,618.1	3,683.8
Right-of-use assets	682.1	697.6
Property, plant and equipment	231.1	213.3
Working capital	1,288.1	1,210.2
Net assets held for sale	–	10.0
Deferred consideration	(225.7)	(258.2)
Other net liabilities	(411.9)	(420.3)
Net pension surplus	17.4	19.8
Net debt excluding lease liabilities	(1,663.9)	(1,611.4)
Lease liabilities	(742.5)	(754.1)
Equity	2,792.8	2,790.7
Return on average operating capital	37.0%	43.2%
Return on invested capital	13.0%	14.8%

Return on average operating capital decreased to 37.0% from 43.2% in 2024 and Return on invested capital decreased to 13.0% compared to 14.8% in 2024 due to lower adjusted operating profit in the underlying businesses.

Intangible assets decreased by £65.7 million to £3,618.1 million due to an amortisation charge of £164.5 million, an impairment charge of £10.7 million, and a decrease from currency translation of £15.9 million, partly offset by intangible assets arising on acquisitions in the year of £104.3 million, a net increase from hyperinflation adjustments of £5.2 million and software additions of £15.9 million.

Right-of-use assets decreased by £15.5 million to £682.1 million due to a depreciation charge of £197.8 million and a decrease from currency translation of £9.5 million, partly offset by additional right-of-use assets from new leases during the year of £157.0 million, an increase from remeasurement adjustments of £29.6 million and an increase from acquisitions of £5.2 million.

Working capital increased from the prior year end by £77.9 million to £1,288.1 million mainly due to payment of commitments of £53.3 million under the share buyback programme recognised at 31 December 2024, an increase of £15.5 million from acquisitions and an underlying increase of £30.5 million as shown in the cash flow statement, partly offset by a decrease from currency translation of £20.7 million.

Deferred consideration decreased by £32.5 million to £225.7 million due to deferred consideration and retention payments of £43.8 million, a net credit from adjustments to previously estimated earn outs of £45.5 million, partly offset by charges relating to the retention of former owners of £40.9 million, £8.6 million of deferred consideration recognised on current year acquisitions, interest on unwinding of discounting of £3.5 million and an increase from currency translation of £3.8 million. Off balance sheet expected future payments, which are contingent on the continued retention of former owners of businesses acquired, decreased by £64.0 million to £53.2 million due to a £40.9 million decrease from

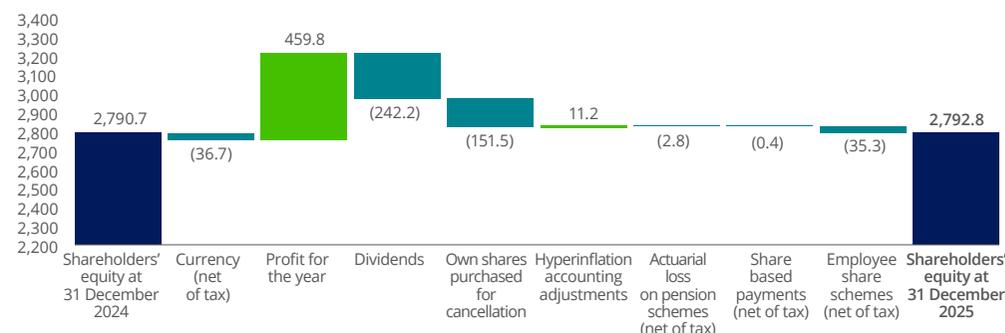
retention of former owners which was recognised on the balance sheet during the year, a reduction to previously estimated contingent consideration of £28.3 million and unwinding of discounting of £3.5 million, partly offset by £7.9 million of contingent consideration for current year acquisitions and an increase from foreign exchange of £0.8 million. Total deferred and contingent consideration both on and off balance sheet at 31 December 2025 was £278.9 million (2024: £375.4 million).

The Group's net pension surplus of £17.4 million at 31 December 2025 has decreased by £2.4 million from the net pension surplus of £19.8 million at 31 December 2024, largely due to actuarial losses of £3.7 million.

Within net debt excluding lease liabilities, cash and cash equivalents have decreased by £892.8 million and bank overdrafts have decreased by £775.3 million following a focus on reducing the gross balances within the Group's cash-pooling arrangement.

Shareholders' equity increased by £2.1 million during the year to £2,792.8 million. Own shares purchased for cancellation during the year of £151.5 million includes the £200 million 2025 share buyback programme which was completed during the year, £1.3 million of stamp duty and £0.2 million of transaction costs less £50.0 million committed at 31 December 2024.

Movement in shareholders' equity (£m)



Capital management

The Group's policy is to maintain a strong capital base to maintain investor, creditor and market confidence and to sustain future development of the business. The Group funds its operations through a mixture of shareholders' equity and bank and capital market borrowings. The Group's funding strategy is to maintain an investment grade credit rating. The Company's current credit ratings with Standard & Poor's are BBB+ (long term) and A-2 (short term). All borrowings are managed by a central treasury function and funds raised are lent onward to operating subsidiaries as required. The overall objective is to manage the funding to ensure the borrowings have a range of maturities, are competitively priced and meet the demands of the business over time. There were no changes to the Group's approach to capital management during the year and the Group is not subject to any externally imposed capital requirements.

FINANCIAL REVIEW continued

Treasury policies and controls

The Group has a centralised treasury department to control external borrowings and manage liquidity, interest rate, foreign currency and credit risks. Treasury policies have been approved by the Board and cover the nature of the exposure to be hedged, the types of financial instruments that may be employed and the criteria for investing and borrowing cash. The Group uses derivatives to manage its foreign currency and interest rate risks arising from underlying business activities. No transactions of a speculative nature are undertaken. The treasury department is subject to periodic independent review by the internal audit department. Underlying policy assumptions and activities are periodically reviewed by the Board. Controls over exposure changes and transaction authenticity are in place.

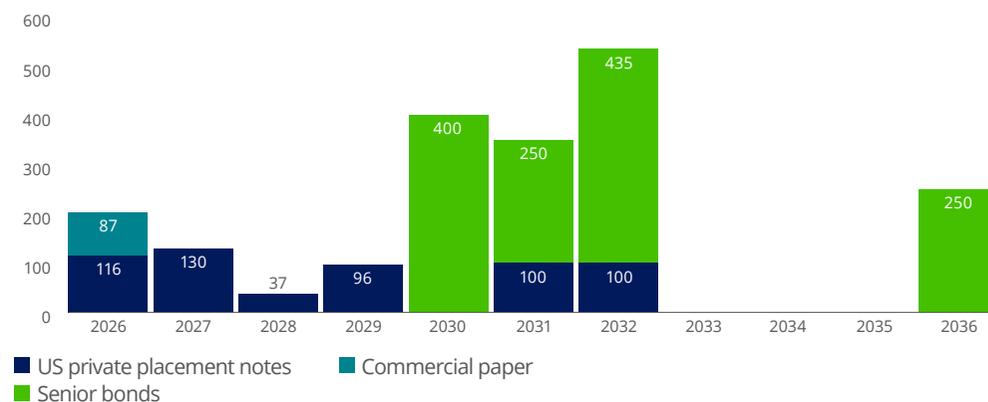
The Group continually monitors net debt and forecast cash flows to ensure that sufficient facilities are in place to meet the Group's requirements in the short, medium and long term and, in order to do so, arranges borrowings from a variety of sources. Additionally, compliance with the Group's biannual debt covenants is monitored on a monthly basis and formally tested at 30 June and 31 December. The principal financial covenant limits are net debt, calculated at average exchange rates, to EBITDA of no more than 3.5 times and interest cover of no less than 3.0 times, based on historical accounting standards. Sensitivity analyses using various scenarios are applied to forecasts to assess their impact on covenants and net debt. During the year ended 31 December 2025 all covenants were complied with, with Covenant net debt to EBITDA of 1.8 times as at 31 December 2025 (31 December 2024: 1.5 times), and based on current forecasts it is expected that such covenants will continue to be complied with for the foreseeable future. The US private placement notes ('USPPs') issued in March 2022 contain a clause whereby upon maturity of the previously issued USPPs, the latest maturity being in 2028, the principal financial covenants referred to above will no longer apply.

The Group has substantial funding available comprising multi-currency credit facilities from the Group's banks, USPPs and senior bonds. During 2025, the Group issued under the terms of its Euro Medium Term Note ('EMTN') programme a £250 million senior unsecured bond maturing in 2031 and a £250 million senior unsecured bond maturing in 2036. The bonds issued extend the maturity profile of the Group's debt portfolio. At 31 December 2025 the nominal value of senior bonds outstanding was £1,334.8 million (2024: £1,113.2 million) with maturities ranging from 2030 to 2036. At 31 December 2025 the nominal value of USPPs outstanding was £579.2 million (2024: £798.6 million) with maturities ranging from 2026 to 2032. At 31 December 2025 the available committed bank facilities totalled £1,250.0 million (2024: £933.5 million) of which none (2024: none) was drawn down. During 2025, the Group refinanced all of its existing committed bank facilities with a syndicated bank facility of £950 million and bilateral bank facilities of £300 million, with a maturity of 2030.

The Group has a €1 billion euro-commercial paper programme and a \$1 billion US commercial paper programme, under which it can issue short term notes. At 31 December 2025, the nominal value of commercial paper in issue was £87.0 million (2024: £144.6 million) with maturities of up to three months.

The Group expects to make repayments in the 18 month period from the date of these financial statements to 30 June 2027 of approximately £116.3 million relating to maturing USPPs.

Maturity profile by year (£m)



Further details of the Group's capital management and treasury policies and controls are set out in Note 18 to the consolidated financial statements on pages 162 to 167.

Going concern

The directors, having reassessed the principal risks and uncertainties, consider it appropriate to adopt the going concern basis of accounting in the preparation of the financial statements. In reaching this conclusion, the directors noted the Group's strong cash performance in the year, the substantial funding available to the Group as described above and the resilience of the Group to a severe but plausible downside scenario. Further details are set out in Note 1 to the consolidated financial statements on page 141.

Richard Howes
Chief Financial Officer
2 March 2026

CAPITAL ALLOCATION

Capital allocation and shareholder returns

Our capital allocation priorities remain unchanged and focused on the following: (1) to invest in the business to support organic growth and operational efficiencies; (2) to pay a progressive dividend; (3) to self-fund value-accretive acquisitions; and (4) to distribute excess cash. In the 21 years from 2004 to 2025, inclusive, Bunzl has committed £6.2 billion in acquisitions to support a growth strategy that has

delivered an annual adjusted earnings per share CAGR of c.9%, and has returned £3.1 billion to shareholders through dividends and the 2024 and 2025 share buybacks.

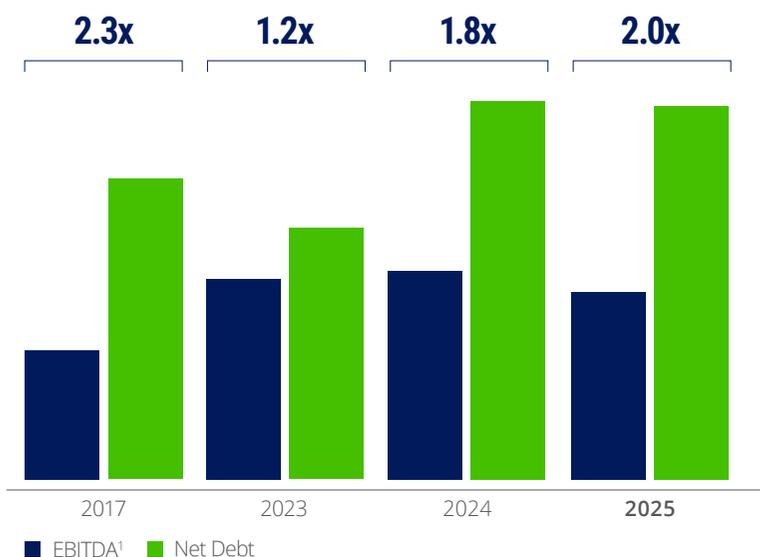
In December 2024 Bunzl announced a £200 million share buyback programme, which commenced at the start of 2025 and was completed by October 2025.

CAPITAL ALLOCATION POLICY: FOCUSED ON BOLT-ON ACQUISITIONS THAT GENERATE STRONG RETURNS

LEVERAGE IS WITHIN THE TARGET RANGE OF 2.0-2.5X

Adjusted net debt to EBITDA²

- Leverage^{1,2} within the target range of 2.0-2.5x remains appropriate
- Strong cash generation supports capital allocation opportunities
- Consistent capital allocation framework



CAPITAL ALLOCATION PRIORITIES UNCHANGED

Invest in the business

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

37%

ROACE¹

Pay a progressive dividend

- 33 consecutive years of annual dividend growth
- Dividend cover supports sustainable annual growth

£2.7bn

of dividend payments since 2004

Value-accretive acquisitions

- Continued focus on bolt-on acquisitions at attractive multiples which deliver a strong return; valuation discipline
- Track record of successfully selecting and integrating businesses; clear and established acquisition process
- Pipeline active

£6.2bn

of committed spend between 2004 and 2025

Distribution of excess cash

- Kept under regular review alongside level of excess cash and value-accretive acquisition pipeline

£450m

share buybacks 2024-2025

1. Alternative performance measures (see Note 3 on pages 147 to 149 of the Annual Report)
2. Adjusted net debt to EBITDA – includes deferred and contingent consideration to be paid

KEY PERFORMANCE INDICATORS

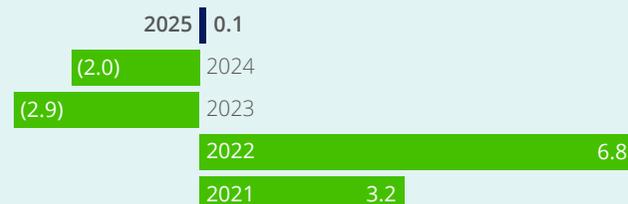
Measuring our strategic progress

We use the following key performance indicators ('KPIs') to measure our progress in delivering the successful implementation of our strategy and to monitor and drive performance.

These KPIs reflect our strategic priorities of developing the business through organic and acquisition-led growth and improving the efficiency of our operations as well as other financial and non-financial metrics.

PROFITABLE ORGANIC GROWTH

Organic revenue growth¹ (%)



Increase in revenue for the year excluding the impact of currency translation, acquisitions during the first 12 months of ownership and disposals.

Organic revenue growth of 0.1% was driven by growth in Rest of World and UK & Ireland, partially offset by a decline in North America.

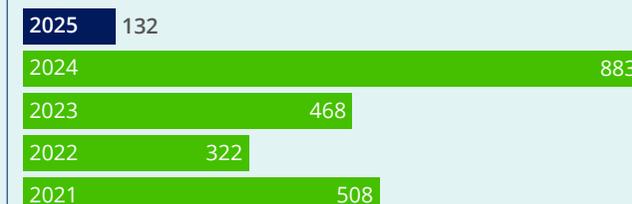
Reconciliation of revenue growth between 2024 and 2025 (£m)



Revenue up 0.6% at actual exchange rates, up 3.0% at constant exchange rates driven by a 2.9% benefit from acquisitions net of disposals and 0.4% underlying growth in 2025 compared to 2024. This was partially offset by a 0.3% decline from one less trading day.

ACQUISITION GROWTH

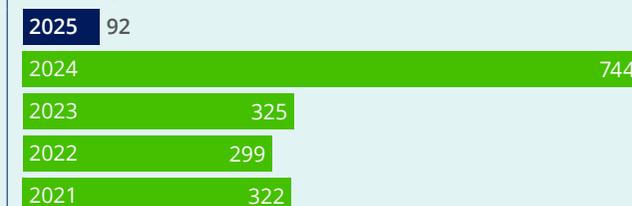
Acquisition spend (£m)



Consideration paid and payable, together with net debt/cash assumed, in respect of acquisitions agreed during the year.

Committed acquisition spend of £132 million across eight acquisitions.

Annualised revenue from acquisitions (£m)



Estimated revenue which would have been contributed by acquisitions agreed during the year if such acquisitions had been completed at the beginning of the relevant year (see Note 9 on pages 154 to 157).

1. Alternative performance measure (see Note 3 to the consolidated financial statements on pages 147 to 149 of the Annual Report).

KEY PERFORMANCE INDICATORS continued

OPERATING MODEL IMPROVEMENTS

Operating margin¹ (%)

2025	7.7
2024	8.3
2023	8.0
2022	7.4
2021	7.3

Ratio of adjusted operating profit¹ to revenue.

Operating margin of 7.7% compared to 8.3% in 2024.

Excluding the impact of acquisitions during the first 12 months of ownership, the 2025 operating margin was 7.6%, down from 8.3% in 2024 (restated at constant exchange rates).

Return on average operating capital¹ (%)

2025	37.0
2024	43.2
2023	46.1
2022	43.0
2021	43.3

Ratio of adjusted operating profit¹ to the average of the month end operating capital employed (being property, plant and equipment, software, right-of-use assets, inventories and trade and other receivables less trade and other payables).

Return on average operating capital decreased to 37.0% from 43.2% in 2024 due to lower adjusted operating profit in the underlying businesses.

FINANCIAL

Adjusted earnings per share¹ (p)

2025	179.3
2024	194.3
2023	191.1
2022	184.3
2021	162.5

Adjusted profit for the year¹ attributable to the Company's equity holders divided by the weighted average number of ordinary shares in issue (see Note 8 on page 154).

At constant exchange rates, adjusted earnings per share was down 5.2% driven by a 4.3% decrease in adjusted operating profit¹.

Return on invested capital¹ (%)

2025	13.0
2024	14.8
2023	15.5
2022	15.0
2021	15.1

Ratio of adjusted operating profit¹ to the average of the month end invested capital (being equity after adding back net debt, net defined benefit pension scheme liabilities, cumulative amortisation excluding software, acquisition related items and amounts written off goodwill, net of the associated tax).

ROIC at 13.0% due to lower adjusted operating profit in the underlying businesses.

Cash conversion¹ (%)

2025	95
2024	93
2023	96
2022	107
2021	102

Operating cash flow¹ as a percentage of lease adjusted operating profit¹ (see Consolidated cash flow statement on page 140).

Another strong year of cash generation with cash conversion of 95% in 2025.

1. Alternative performance measure (see Note 3 to the consolidated financial statements on pages 147 to 149 of the Annual Report).

KEY PERFORMANCE INDICATORS continued

NON-FINANCIAL KPIs													
OUR COMMITMENTS		PERFORMANCE		WHAT'S NEXT									
Responsible supply chain													
90%	of our spend on products from all high risk regions will be sourced from assessed and compliant suppliers by 2025.	93%	of our spend in high risk regions was sourced from assessed and compliant suppliers.		Use the results of our new supply chain risk assessment to design how our responsible sourcing programme will be structured once our current KPI has been achieved.								
		c.97%	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 .										
Investing in a diverse workforce													
Encouraging more women into leadership roles through focused and targeted activities and continuing to build a truly inclusive culture across Bunzl.		25% (2024: 25%)	women in our senior leadership population ²	Continue with our current development, mentoring and sponsorship activities to prepare female colleagues for leadership roles. Ensure that all high-potential females have a development plan in place.									
Taking action on climate change													
Scope 1 and 2	Scope 3	Net zero by 2050 at the latest.	18% reduction in absolute emissions since 2019.	28% improvement in carbon efficiency since 2019.	44% suppliers⁴ by emissions have science-based carbon reduction targets in place.								
50%	80%		Absolute carbon emissions (tonnes CO ₂ e)	Emission intensity (tonnes CO ₂ e per £m revenue)	We will continue to work with our key suppliers to deliver our new science-based scope 3 emissions target using a combination of methods for our engagement, including face-to-face meetings, webinars and supplier engagement events.								
more carbon efficient (equivalent to a 27.5% absolute reduction) by 2030 (against a 2019 baseline).	of suppliers by emissions will have science-based targets by 2027.		<table border="1"> <tr> <td>2025</td> <td>116,402³</td> </tr> <tr> <td>2019</td> <td>141,320⁵</td> </tr> </table>	2025	116,402 ³	2019	141,320 ⁵	<table border="1"> <tr> <td>2025</td> <td>9.9³</td> </tr> <tr> <td>2019</td> <td>13.8⁵</td> </tr> </table>	2025	9.9 ³	2019	13.8 ⁵	
2025	116,402 ³												
2019	141,320 ⁵												
2025	9.9 ³												
2019	13.8 ⁵												
Providing tailored solutions													
Significantly increasing the amount of recyclable, compostable or reusable packaging supplied to our customers to help them meet their targets.		58%	of packaging made from alternative materials in 2025	Continuing to engage our key customers in the retail, grocery and foodservice sectors on our sustainability value proposition, supporting them to meet their targets and the requirements of new legislation.									
		87%	of Group revenue attributable to non-packaging products or packaging products better suited to a circular economy ⁶ .										
		1%	of revenue generated from consumables facing regulation.										

1. Includes freight, duties and FX related costs.

2. Senior leadership group defined as the c.540 leaders that receive share awards as part of their remuneration. Since 2016, the number of women in our senior leadership group has more than doubled.

3. Subject to limited assurance performed by our independent auditor. See the assurance statement, which is available on our website, www.bunzl.com.

4. Suppliers that are covered by our scope 3 supplier engagement target.

5. Emissions in our baseline year have been recalculated to reflect the impact of acquisitions. Emissions intensity has been recalculated using revenue at constant currency. The process has been agreed with the SBTi.

6. Excluding revenue from 2025 acquisitions.

OUR PEOPLE

A culture built on Trust, Unlimited Potential and Collective Strength



Diana Breeze, Director of Group Human Resources

“Our Great Place to Work results, the launch of our Unlimited Potential brand, and the strength of collaboration across our businesses all demonstrate how we are empowering our people to grow, innovate and succeed together at Bunzl.”

People are central to our business and this year has been no exception. We have made great progress by strengthening our internal culture, investing in talent and supporting well-being to ensure that we remain a great place to work and a trusted partner for our customers.

GREAT PLACE TO WORK SURVEY



Great Place to Work

In 2025 we carried out our second annual global Great Place to Work survey and despite it being a challenging year, we achieved very good results, proving that our strong culture can remain resilient when tested. Whilst we made sure to stop and celebrate these achievements, we remain focused on our commitment to continuous improvement.

The Great Place to Work survey measures the level of trust that employees have in their company and its leadership through 5 key pillars of trust:

OUR 5 KEY PILLARS OF TRUST

Credibility	Integrity, communication and competencies
Respect	Support, collaboration and consideration
Pride	In your job, team and company
Camaraderie	Feeling of welcoming and belonging
Fairness	Equality, impartiality and justice



Results are measured by two key metrics:

1. Trust Index

The average number of positive responses to the survey questions.



(no change from 2024)

2. Overall Perception

Positive answers to the question 'Taking everything into account, I would say this is a great place to work'.



(no change from 2024)

81%
of operating companies who took part were certified as a Great Place to Work (+5pts from 2024)

82%
Participation rate (+1pt from 2024)

72%
Credibility
(+1pt from 2024)

70%
Respect
(+1pt from 2024)

72%
Pride
(no change from 2024*)
* 2024 score restated as 72%

75%
Camaraderie
(+1pt from 2024)

70%
Fairness
(+1pt from 2024)

OUR TOP RESULTS

89%
This is a physically safe place to work

90%
People here are treated fairly regardless of their race

92%
People here are treated fairly regardless of their sexual orientation

88%
People here are treated fairly regardless of their gender

REGIONAL RESULTS

NORTH AMERICA	CONTINENTAL EUROPE	UK & IRELAND	LATIN AMERICA	ASIA PACIFIC
Trust Index 73%	Trust Index 70%	Trust Index 69%	Trust Index 73%	Trust Index 74%
Overall Perception 76%	Overall Perception 70%	Overall Perception 68%	Overall Perception 76%	Overall Perception 76%

OUR PEOPLE continued

Unlimited Potential

Following a review of our previous We Believe employer brand, in 2025 we launched a bold new employer brand – Unlimited Potential – capturing the real career opportunity, entrepreneurial spirit and global mobility that define life at Bunzl.

The new brand builds on the Company's long standing culture of growth and aims to move Bunzl beyond 'the biggest brand you've never heard of' with one clear promise – at Bunzl, the potential for growth is truly unlimited.

The phrase, originally one of the most popular lines from the We Believe campaign, now becomes the core brand promise.

Learn more about the launch below in the Q&A panel on the right.



OUR UNLIMITED POTENTIAL EMPLOYEE BRAND REFLECTS:

Fast, flexible career progression in a flat, entrepreneurial structure	Opportunities across industries, roles and countries
A business built on growth, both through acquisitions and through people	Authentic employee experiences

Q&A

WITH DIANA BREEZE, DIRECTOR OF GROUP HUMAN RESOURCES

Q: WHAT DOES UNLIMITED POTENTIAL STAND FOR?

It is Bunzl's promise of growth opportunity and authentic employee experiences. It reflects both personal and organisational development, emphasising that careers at Bunzl can progress quickly thanks to its flat, flexible structure and global reach. In a competitive talent market, it sets us apart as having a defined employee value proposition.

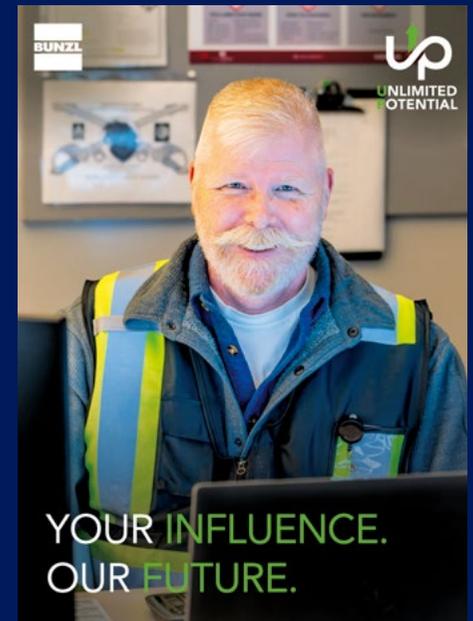
Q: HOW WAS UNLIMITED POTENTIAL LAUNCHED?

It was initially launched at Bunzl's Global Leadership Conference in May 2025, supported by a suite of creative assets developed in collaboration with the Bunzl North America Marketing team. Access to these assets across all regions is designed

to make adoption easy. Senior leaders are actively embedding the brand into recruitment and engagement activities, and operating companies are linking their websites to the updated Group website to help prospective colleagues understand the scale and opportunity of Bunzl. Early feedback has been very positive, with leaders noting that the simplicity and inclusiveness of the brand resonates more effectively and is easily adaptable.

Q: HOW DOES UNLIMITED POTENTIAL ALIGN WITH OUR BUSINESS STRATEGY?

The brand mirrors Bunzl's business model: a global organisation with a strong acquisition pipeline, presence across multiple industries, and emphasis on internal promotion. This structure creates real opportunities for employees to move across roles, sectors, and geographies, making the promise of Unlimited Potential authentic and achievable.



OUR PEOPLE continued

The power of collaboration across a decentralised organisation

At Bunzl, decentralisation is one of our greatest strengths. Each business operates close to its customers, with the agility and entrepreneurial mindset needed to deliver tailored solutions. What makes us stand out, however, is the way we combine this local ownership with a strong culture of collaboration.

Across our businesses, teams regularly share insights, innovations, and proven practices that help us solve challenges faster and raise performance collectively. Whether through cross business forums, operational networks, or informal peer to peer connections, we learn from one another to continually improve.

This unique blend of local expertise and Group wide knowledge exchange allows us to stay competitive, unlock new opportunities, and deliver more value for customers every day. Read below about some of the ways we have achieved this in 2025.

Leadership Conference – empowering growth

Bunzl's Global Leadership Conference brought senior leaders together for four intensive days of collaboration, learning and strategic alignment. With a strong focus on people, customers, sustainability and technology, delegates explored new ways to strengthen performance across the Group. Sessions highlighted leadership development, emerging customer needs, and the commercial value of sustainability and AI. Workshops on profitable growth, innovation and acquisitions reinforced the importance of disciplined execution. The event fostered meaningful connections, energising leaders with fresh ideas and a renewed commitment to delivering long-term growth and strengthening Bunzl's competitive edge.

Bunzl's Global Safety Forum – collaboration creating commercial value

Bunzl's Global Safety Forum has become a strategic engine for commercial growth, bringing together more than 120 leaders from over 25 countries for a focused day of collaboration ahead of the A+A 2025 Düsseldorf trade fair. By aligning global expertise, the Forum accelerates the exchange of best practice and enables rapid adoption of proven initiatives across markets, strengthening Bunzl's competitive position.

The event plays a crucial role in integrating newly acquired businesses, helping them quickly connect with Bunzl's global safety network and adopt successful operating models. Presentations on sustainability, innovation and own brand development support faster go to market execution, while strategic initiatives – such as the launch of GLO Brands BV and the rollout of Adidas professional safety footwear – showcase opportunities for commercial expansion.

Through strengthened supplier relationships and global peer networks, the Forum enhances market insight, drives innovation and supports Bunzl's position as a leading partner in workplace safety.



Bunzl Continental Europe procurement sounding board – turning scale into commercial synergy

Bunzl Continental Europe's Procurement Sounding Board ('PSB') is enabling decentralised businesses to unlock shared value by aligning spend across the region. Bringing together nine senior leaders, the PSB accelerates decision making, identifies synergies and strengthens commercial leverage – particularly in scalable categories where supplier consolidation and volume aggregation drive immediate gains. Since launching, it has already approved six synergy initiatives for 2026. As Damien de Pompignan, BCE Purchasing Director notes, 'Speed is one of our greatest strengths—the PSB allows us to align quickly and move into execution.' The PSB is also shaping a unified procurement culture through shared tools and training.

SUSTAINABILITY



Q&A

WITH JAMES PITCHER
GROUP HEAD OF SUSTAINABILITY

“Our approach to sustainability is hard to match. If we keep making compliance simple and continue to provide the right solutions, I’m confident it will be a driver of growth for Bunzl.”

Why this conversation matters

One of the strengths of Bunzl’s decentralised model is that we see the full range of trends and approaches customers are taking across the world. Our local sustainability teams are intentionally close to local customers and understand the issues that matter in each market. That means we can respond quickly and tailor solutions to local needs, whether that’s responding to regulatory changes, cost pressures or sustainability priorities.

This year our customers across the Group have asked us to help them navigate new complex regulations, identify compliant product materials, provide high quality data and support them to meet their targets. To dive deeper into how we have focused on customer engagement this year, our Group Head of Sustainability, James Pitcher, shares his perspectives on the trends shaping our markets and how Bunzl is supporting customers every day.



Q: WHAT ARE CUSTOMERS CURRENTLY FOCUSING ON?

In some areas, like North America, customers are balancing sustainability with cost and operational requirements. Their commitment to the subject is real, but our approach has to be practical. We’re focused on helping them to anticipate regulatory changes and provide compliant products. That means clearer data on product attributes, faster transition to compliant alternatives and offering guidance that reduces any risk before it becomes costly.

We do have some very invested customers in North America particularly in regions where sustainability legislation and consumer sentiment is high (for example, Canada) and less engaged customers in our other regions (for example, Europe), but these are exceptions rather than general trends.

In UK & Ireland, Europe, Australia and New Zealand, sustainability is part of everyday business. Most customers expect lower impact materials, better recyclability and solutions that support circularity. Many see sustainability as a brand differentiator and want credible options to support this ambition.

Q: HOW WOULD YOU DESCRIBE CUSTOMER SENTIMENT TOWARD SUSTAINABILITY?

There has been a noticeable shift. A few years ago, sustainability targets were front and centre to many businesses marketing strategies, driven by investor pressure and consumer expectations. Today, customers can be less vocal about those targets and recent trends like geopolitical uncertainty, supply chain disruption and cost inflation have pushed some businesses to delay or scale back their ambitions.

But this doesn’t mean sustainability has dropped off the agenda, it’s just framed differently. Instead of ‘doing the right thing’ or solely responding to consumer demand, many businesses now see the subject as a driver of efficiency and risk management. Meeting the

SUSTAINABILITY continued

requirements of legislation, avoiding future fees, supply chain stability and staying ahead of future regulatory changes are all big motivators. In short, I feel sustainability has moved from being a brand statement to being a practical business strategy.

Q: WHERE IS LEGISLATION HAVING THE BIGGEST IMPACT?

Sustainability legislation keeps coming and it continues to shape what customers need from us. A few recent examples; in North America, Extended Producer Responsibility ('EPR') is a new compliance issue. States are moving at different speeds and with different rules, so customers face complexity in reporting, timelines and fees. Per- and Polyfluoroalkyl Substances ('PFAS') restrictions and Expanded Polystyrene ('EPS') bans are also accelerating, especially in our foodservice and grocery markets.

In Europe, the new EU Deforestation Regulations ('EUDR') require end to end traceability and due diligence for relevant commodities (for example, wood) covered by the law including geolocation data and risk assessments to prove these products are deforestation free. In Australia, new modern slavery reporting rules mean customers need detailed information from our ethical auditing work, data they've never had to request before.

Q: WHAT ROLE DOES BUNZL PLAY IN HELPING CUSTOMERS NAVIGATE THESE MEASURES?

We take the complexity out of compliance. Customers want to meet the requirements of new regulations without adding cost or disrupting operations. As we work with a wide range of suppliers and aren't tied to one material, we can give independent advice and help customers move quickly when legislation changes. Our expert teams explain what the rules mean, check how they affect customers' products and offer practical, compliant alternatives that will work every day.

Our scale is another advantage. We see what works in different markets and share insights on how similar organisations are responding in different regions. We also provide detailed packaging data; weight, material type and carbon footprint information. Lastly, unlike a consultancy, we don't just advise, we supply the products customers need, including competitively priced own brand options to make any transition easier.

Q: WHERE DO YOU SEE THE BIGGEST OPPORTUNITIES AHEAD?

The biggest immediate opportunity is helping customers meet the requirements of new legislation with the data, advice and compliant solutions they need. In addition, helping them meet their targets and improve their operational efficiency is still central to what we do and it's something customers really value.

We have a unique offer in this market, and our approach to sustainability is hard to match. If we keep making compliance simple and continue to provide the right solutions, I'm confident it will continue to be a driver of growth for Bunzl.



"At TRG, sustainability is our most important goal, and Bunzl has supported us from the start. Bunzl own this area and we have lent heavily on them to support our journey towards being carbon neutral by 2040."

Rob Beale
Group Procurement Director
The Restaurant Group
(see case study on page 55)



SUSTAINABILITY continued

Delivering a differentiated sustainability offer

In 2025, extreme weather events, evolving environmental and social responsibility expectations and regulations, plus increased scrutiny of corporate supply chains continued to shape the sustainability landscape. These global pressures reinforce the need for businesses to build resilient operating models that support their customers' requirements while improving transparency and reducing emissions across value chains.

These issues and the responses they require remain central to Bunzl's strategy and purpose. Our scale and position at the centre of the distribution system means we see how sustainability challenges unfold long before they reach a customer's shop floor or kitchen. Working across a wide range of sectors and product categories provides us with early insight into material restrictions, complex compliance obligations and changes in customer expectations. Our role is to manage this complexity on behalf of our customers with a focus on keeping their operations running smoothly, which is why meaningful, practical engagement remains so important to our approach.

Sustainability has become an essential part of how we support our customers over the last six years and we have shaped this year's report to reflect that more clearly. In 2025, we took the details of our differentiated sustainability value proposition to more than 300 existing and

potential customers as part of our efforts to strengthen how our sustainability expertise and solutions can support growth. In those conversations, one message has been consistent; customers need sustainability expertise and product solutions that are practical, developed with commercial considerations in mind and tailored to the challenges they face in their own operations.

These discussions have shaped not only the solutions we delivered to customers this year, but also the way this report is presented. As with our customer engagement, this sustainability update begins with what we call the Bunzl essentials and ends with our ability to supply tailored solutions, supported by data, expertise and industry insights.

OUR SUSTAINABILITY VALUE PROPOSITION

Our tailored service-led model

Sourcing experts and category specialists	Own brand and customer specific products	Competitive pricing
One-stop-shop for all products in single delivery	Digital and integrated ordering solutions	Analytical support to improve efficiencies
On-time, in-full delivery	Multiple delivery options	Extensive distribution network

Sustainability 'essentials' that local competitors can't match

Responsible sourcing Our industry leading ethical auditing	Value-added sustainability services for customers
Taking action on climate change Our externally accredited carbon targets	<ul style="list-style-type: none"> A consultancy style service Provided at no added cost for strategic partners Expert teams from our customers' market sectors Data for reporting and compliance Proprietary tools for insights and analysis
Providing tailored solutions Our material agnostic independent advice	

Tangible value for customers

- Advice and data tailored to their business
- The right products and materials for the applications they and their customers need
- Own brand provides a competitive route to more sustainable materials
- Responsibly sourced products that protect customer reputation
- Remain compliant with existing or future product-related legislation
- Alignment with customers' climate and decarbonisation objectives

SUSTAINABILITY continued

The material issues that shape how we support customers

We have completed several materiality assessments over the last few years and these show that the issues our stakeholders care about most have remained consistent, with climate change and the transition to more sustainable product solutions continuing to stand out as high priority areas.

Our engagement work during 2025 has given us valuable insights into how customer expectations are changing and where new pressures are beginning to surface. Many customers are now responding to new sustainability-related legislation, for example; the EPR schemes in several US States, PFAS restrictions in the UK & Ireland, mandatory supply chain due diligence law in Europe and material recyclability expectations in Asia Pacific.

These regulations are driving an increase in the level of support customers need from us, particularly around accessing transparent, credible data and interpreting new and complex requirements. Customers also want to understand how these measures will affect their

day to day operations and the product ranges they buy from us, and we have been working closely with them to identify lower impact and compliant alternatives that perform reliably in real world conditions. Our expert teams, supported by our sustainability value proposition, are well placed to guide customers through these decisions and have been providing clear, practical advice to help our key partners navigate this rapidly evolving landscape.

LEGISLATION IMPACTING CUSTOMERS ACROSS THE GROUP

LEGISLATIVE MEASURE ¹	FOCUS AREAS	MARKETS IMPACTED	CHALLENGES FOR CUSTOMERS	SUPPORT THEY RECEIVE FROM BUNZL
EPR for packaging	Data reporting and modulated fees charged based on the materials in use	EU, UK, Canada, Australia, New Zealand, several US states ² , parts of Latin America ³	Packaging redesign requirements and high compliance costs for less recyclable materials	<ul style="list-style-type: none"> • Providing audit-grade packaging composition and weight data • Dedicated customer reporting tools • Sourcing PFAS free foodservice and packaging alternatives • Helping customers standardise products that meet requirements across geographies • Support transition to lower risk materials, certified alternatives and products with lower compliance costs • Work with suppliers to improve availability of origin and compliance data • Provide compliant alternatives to single use plastics (paper, fibre based, reusable and compostable products) • Assist with removal or substitution of products that can no longer carry environmental or recyclability claims
PFAS restrictions in food packaging	Restrictions on chemicals applied to packaging products	EU, UK, Canada, Australia, several US states ²	Product reformulation and substitution costs	
EU Deforestation Regulations	Deforestation free supply chains	EU	Increased due diligence and traceability requirements	
Packaging & Packaging Waste Regulation ('PPWR')	Recyclability, waste reduction, substances of concern	EU	Introduction of recycled content thresholds, restrictions on certain packaging formats and substances, increased costs for non compliant materials	
Single use plastics restrictions and marketing guidelines	Single use plastic bans, recyclability and environmental claims	EU, UK, Canada, Australia, New Zealand, several US states ² , parts of Latin America ³	Withdrawal of restricted single use items, high substitution costs, increased scrutiny and regulation of recyclability and environmental labelling and claims	

1. Examples only, not an exhaustive list.

2. 'Several US states' reflects established and emerging state level regimes (e.g. in California, Washington, New York, Minnesota).

3. 'Parts of Latin America' reflects national EPR and single use plastics requirements in countries such as Chile and Brazil, which are developing at different rates.

SUSTAINABILITY continued

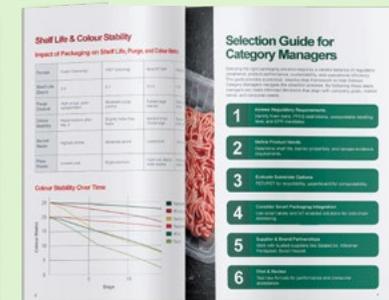
While regulatory change is a major driver of demand, customers continue to show strong interest in other sustainability subjects. Responsible sourcing remains a key focus, with many customers seeking reassurance that their supply chains are free from modern slavery issues and that suppliers are aligned with high ethical standards. A proactive approach to tackling climate change is also a priority, as customers look for partners who can help them reduce emissions across their value chains, measure the carbon footprint of products and improve their operational efficiency.

These themes continue to feature strongly in our conversations with customers and reinforce why they remain central to our approach and long term investment. The table on the next page shows the material issues that we have high influence or operational control over and their position in our value chain.

Supporting long term packaging decisions with global category expertise

In 2025, a major Canadian grocery retailer engaged Bunzl to help them navigate accelerating regulatory change, rising sustainability expectations, and evolving consumer demands in the meat packaging category. Their goal was to understand global trends, compare packaging formats and prepare their protein packaging programme for the next decade. Bunzl brought together a global team to share insights on regulation, regional retailer's responses, different packaging formats, substrate transitions already made in the industry and emerging product innovations.

We delivered a comprehensive meat packaging guide covering global regulatory drivers, the different sustainability mandates across regions, packaging format and substrate comparisons, product performance and operational considerations. We also delivered a strategy presentation that set out specific opportunities for substrate transition (e.g. recycled Polyethylene terephthalate ('rPET') trays, mono material Modified Atmosphere Packaging ('MAP'), fibre based options, etc.) and clear recommendations for how to sequence, pilot and accelerate without disrupting operations. The work gave the retailer a single point of reference for their decision making and a practical roadmap for when they move towards alternative products. It has since been used as a model for similar category reviews with other grocery customers.



SUSTAINABILITY continued

MATERIAL TOPIC	+/-	WHY THIS IS MATERIAL	TIMEFRAME	IMPACT/ FINANCIAL MATERIALITY	VALUE CHAIN STAGE	SDG ALIGNMENT	OUR ACTIONS
Responsible sourcing 	+	By setting clear targets and applying industry leading ethical assessments and audits, Bunzl can improve working conditions across its supply chain.	S M L	Impact Financial	Upstream		See pages 48-49
	-	Given its broad supplier network, Bunzl faces a risk of procuring goods or services linked to human rights violations, including child labour and exploitation of marginalised communities.	S M L	Impact			
Investing in our workforce 	+	Bunzl aims to increase engagement and retention of skilled talents within the Company through training and development programmes, while creating and maintaining a diverse and inclusive workforce.	M L	Impact Financial	Own operations	 	See pages 39-41
	-	Inadequate training may hinder talent attraction and retention, weak safety management could increase workplace injuries, and limited Board diversity may damage investor perceptions of inclusion.	S M L	Impact Financial			
Taking action on climate change 	+	Bunzl aims to reduce product emissions by working with suppliers on science-based targets and investing in energy efficiency and renewables across its operations.	M L	Impact Financial	Upstream Own operations Downstream		See pages 50-52
	-	Value chain decarbonisation may be constrained by suppliers' unwillingness or inability to adopt low carbon practices or commit to Science Based Targets initiative ('SBTi') aligned goals.	S M L	Impact Financial			
Providing tailored solutions 	+	As a distributor, Bunzl is well positioned to support customers in achieving their material targets and legislative requirements, capturing the related increase in demand for more sustainable materials.	S M L	Impact Financial	Upstream Own operations Downstream		See pages 53-55
	-	Rising demand for circular economy products and stricter regulation present risks if Bunzl cannot support customers in transitioning their products.	S M L	Impact Financial			
Business conduct 	+	Clear, Group wide policies and standards, including anti-bribery and a code of conduct, support ethical business practices and reduce compliance and reputational risks.	S M L	Impact	Upstream Own operations Downstream		See page 57
	-	Bunzl's growing presence and sourcing in emerging markets may raise bribery and corruption risks, with potential regulatory, legal and reputational consequences.	S M L	Impact			

S Short term M Medium term L Long term

SUSTAINABILITY continued

Responsible sourcing at Bunzl – our industry leading ethical auditing programme

Why this is important

The way companies manage ethical and social risks within their supply chains is under increasing scrutiny. Regulators, customers and investors now expect businesses to demonstrate effective oversight of labour standards and sourcing practices, supported by clear processes and evidence of action when issues arise. This shift reflects the transition from voluntary, disclosure based expectations towards more formal due diligence and accountability requirements across many markets.

In 2025, human rights violations remain a significant global concern. The most recent global estimates suggest that around 50 million people worldwide are living in modern slavery situations, including approximately 28 million in forced labour conditions. Our recent risk assessment identified that weaker regulatory oversight, labour protections and transparency requirements in higher risk sourcing locations can expose workers in manufacturing environments to increased ethical risks. This reinforces the need for robust auditing and remediation measures to manage these suppliers effectively.

Why this matters to our customers

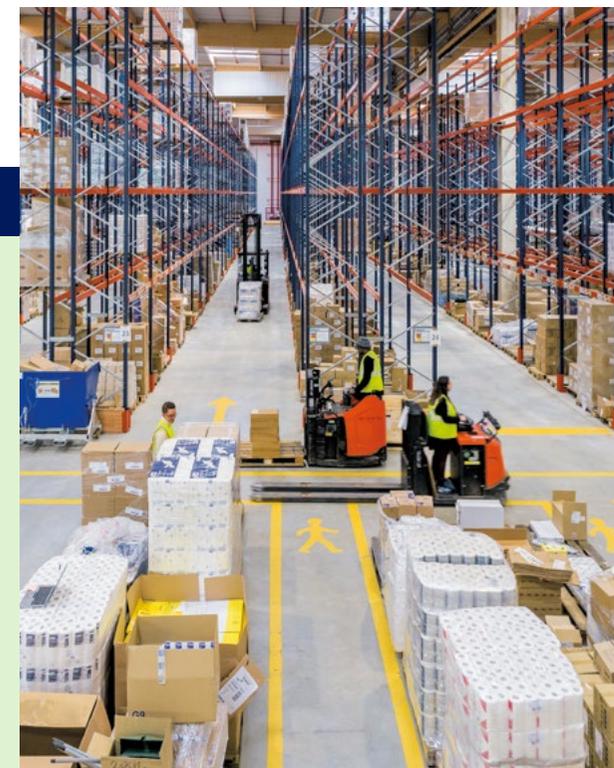
Many of Bunzl's customers operate in sectors exposed to high levels of public and regulatory scrutiny, including large retail, grocery, foodservice and facilities management businesses serving thousands of consumers each day. The products they source and place on the market form an important part of their brand proposition and any ethical issues within their supply chains can result in significant reputational risks.

When meeting with customers we highlight how Bunzl's responsible sourcing approach provides them with an additional layer of assurance. Our risk-based assessment and audit programme are designed to identify, prioritise and address ethical risks within relevant parts of the supply chain, particularly in higher risk countries and product categories. This enables customers to source products with greater confidence, knowing that ethical risks are actively monitored and addressed through direct engagement and remediation where required.

There has been a noticeable increase in customer interest in this area, reflecting how they are responding to new reporting requirements, increased stakeholder scrutiny and closer general attention to supply chain practices. Against this backdrop, Bunzl's well established responsible sourcing programme differentiates our offering within the distribution industry. The maturity of our approach positions us well to support customers in meeting their governance and sustainability obligations, a capability customers consistently recognise in their feedback to us.

Building trust with insights on our ethical auditing work

One of our major mining customers, with an annual spend of over AU\$10 million, wanted better visibility of sustainability risks across their supply chain. We completed a detailed self assessment questionnaire and mapped their supply chain to give a clear and structured review of our supply chain, covering areas such as our sourcing practices, supplier engagement activity, risk management processes and governance. As part of this engagement, we also delivered a comprehensive supply chain and ethical sourcing presentation covering our modern slavery commitments, supplier auditing work and remediation activity. This strengthened trust and gave the customer greater confidence in our ability to support their Environmental, Social and Governance ('ESG') goals.



A major US retailer's procurement team asked for a full overview of our responsible sourcing work and greater visibility of our supplier remediation activity. We delivered a detailed presentation covering our sourcing standards, audit programme, risk assessment processes and approach to corrective actions. The customer also requested to be notified and involved in any future remediation efforts, working in partnership with us. This engagement deepened their confidence in how we manage ethical and supply chain risks to support and protect their well-known reputation.



SUSTAINABILITY continued

Our progress to date and next steps

Over the past decade, we have completed more than 7,000 supplier assessments, using the risk-based approach to assessment and auditing that we have applied across our supply chain for more than 16 years. In 2025, we increased the proportion of high risk spend covered by our programme to more than 90%, achieving the target we set in 2021.

Most of Bunzl's procurement spend is with suppliers based in lower risk countries, with a smaller proportion sourced from higher risk locations, including China, Pakistan, Vietnam and Malaysia. In addition to our long-established auditing work in Asia, we continue to expand the coverage of our programme in other high risk sourcing locations, such as Mexico, Brazil and Turkey.

The achievement of our high risk spend target means c.97% of Bunzl's total purchasing spend is in low risk regions or with assessed and compliant suppliers in high risk regions.

Following the achievement of our target, we have used the findings from our recent supply chain risk assessment to shape how our ethical auditing programme will operate in 2026 and beyond. Although the assessment looked at a wide range of ESG topics, it confirmed that modern slavery and health & safety remain the most significant risks in our supply chain, particularly in higher risk countries. These insights are guiding how we update our policies and audits, prioritise supplier assessments and audits and improve our remediation activities. The full details of our updated programme will be set out in our 2025 Modern Slavery Act Statement, which is published in May.

93% of our spend in high risk regions is with assessed and compliant suppliers, achieving the target we first set in 2021

SINCE 2021	
5,311	supplier assessments
437	suppliers underwent remediation efforts to bring them up to the required standards
89%	corrective action rate for suppliers requiring remediation
IN 2025	
1,430	suppliers were assessed
98	suppliers required remediation
78	have completed their action plans to date with 16 still in progress
4	suppliers have been terminated where they failed to address various issues or make enough progress to meet our standards



SUSTAINABILITY continued

Taking action on climate change – our externally accredited reduction targets

Why this is important

Climate change continues to influence how supply chains in the distribution industry operate, as extreme weather events become more frequent and new climate-related policy is introduced. More frequent extreme weather events can disrupt the production, transportation and availability of goods, while some governments are strengthening climate policy and raising expectations around emissions disclosure and action. At the same time, investors, customers and other stakeholders are looking for clearer evidence of how companies understand and manage climate-related risks.

As climate impacts and external expectations continue to rise, there is increasing focus on businesses' ability to provide consistent data,

take practical actions to reduce emissions and develop credible plans for the future. Our approach is focused on reducing our emissions (both direct and indirect), strengthening the resilience of our operating companies, responding to legislative requirements and ensuring we are well placed to support our customers as expectations evolve.

Why this matters to our customers

Our engagement has shown that approaches to climate action vary widely across Bunzl's customer base, reflecting differences in geography, market sector and the regulatory environments in which they operate. Some customers have well developed targets and detailed reporting requirements, while others are at an earlier stage in their climate journey.

In some cases, customers are linking purchasing decisions directly to climate performance, requesting credible emissions data and improvement plans, or even carbon footprint information at individual product level.

A number of our customers are now linking their procurement decisions to climate performance, scoring suppliers on the targets they have and their ability to provide credible data in their Request for Proposal ('RFP') activities. In the UK, climate improvement plans have become a prerequisite to win and retain government tenders (typically >£5 million per year) and suppliers are required to publish a Carbon Reduction Plan and commit to Net Zero by 2050. Across Europe, Green Public Procurement ('GPP') activities are growing, with sustainability playing a bigger role in how public contracts are awarded. In countries such as the Netherlands and France, tenders for distribution and service contracts increasingly favour lower emission delivery methods and stronger overall environmental performance alongside contract cost.

Our customers also expect us to act within our supply chains to reduce the emissions embedded in the products and services they receive from us and to explore opportunities to improve the operational efficiency of their deliveries. These expectations include considering how existing products can be substituted with lower carbon alternatives, working with suppliers to set carbon reduction targets, optimising ordering patterns and deliveries to reduce emissions, and providing data to support customer reporting. Our well established approach to managing climate impacts and risks helps customers meet their environmental objectives and is increasingly recognised as a valuable part of our offering.

Reducing the emissions associated with our deliveries

As part of our sustainability partnership with a major hotel customer in Australia, we identified practical opportunities to reduce the carbon emissions associated with their contract. By analysing order frequency and delivery patterns, we found significant potential to improve efficiency and cut transport related emissions. We recommended increasing the Minimum Order Value ('MOV') and introducing set delivery days to support order consolidation. They adopted a revised MOV of AU\$550, which is expected to reduce monthly order frequency by around 20%, equivalent to



c.200 fewer deliveries and a c.50% reduction in delivery related emissions. This supported the successful renewal of their agreement with Bunzl Australia and New Zealand and builds on our wider sustainability support with single use plastic regulations and modern slavery risk management.

A new tool to provide customers with product impact data

We are piloting a new lifecycle assessment tool across five of our businesses to meet growing customer demand for carbon footprint information on Goods Not For Resale ('GNFR') products in the UK & Ireland, Continental Europe and Asia Pacific. The tool uses automated, activity-based modelling to provide product level impact data, including carbon, water and waste. It gives us consistent, science-based results and helps us respond quickly to customer requests for more detailed information on the carbon impact of products. By integrating this capability into our offer, we are strengthening our value proposition and ensuring customers have reliable, comparable footprint data to support their reporting and decision making; see page 55.



SUSTAINABILITY continued

Bunzl's emissions breakdown



Purchased goods and services

84%

Upstream transport

5%

Operations and workforce

3%

Downstream transport

1%

Product emissions

1%

End-of-life

6%

Our targets

Our performance

SCOPE 1 & 2

27.5% absolute reduction (50% more carbon efficient) by 2030

18%

absolute reduction since 2019 (28% more carbon efficient)

SCOPE 3

80% of suppliers by emissions have science-based targets by 2027

44%

of suppliers by emissions have science-based targets

OUR IMMEDIATE FOCUS AREAS

NET ZERO

Net zero emissions including scope 3 by 2050

ON TRACK

Our progress to date and next steps

We recognise the role that large organisations must play in responding to climate change and over recent years we have focused on translating this responsibility into action across the Group. Our businesses have continued to implement practical initiatives to manage carbon emissions within our operations and supply chain alongside our regular assessments of longer term climate risks and opportunities.

Our business areas all have individual carbon reduction roadmaps that are aligned to our scope 1 and 2 targets that reflect the differences in our operations, facilities and infrastructure in each location. These roadmaps have all been progressing well. Compared to 2019, our carbon efficiency has improved by 28%, with our absolute emissions reduced by 18%. In 2025, our absolute emissions increased by 0.6% compared to 2024, reflecting the impact of recent acquisitions. Excluding the impact of acquisitions, our emissions decreased by 3.1%, demonstrating the continued progress our businesses have made.

In 2025, the reductions in emissions (excluding acquisitions) were driven by a continued focus on operational efficiency, renewable energy procurement and the use of lower carbon fuels and technologies across our sites and vehicle fleet.

Emissions associated with the operation of our commercial fleet make up approximately 51% of our total scope 1 and 2 emissions. In 2025, we significantly expanded the use of Hydrotreated Vegetable Oil ('HVO'), a renewable, low carbon biofuel that provides a sustainable alternative to fossil diesel. HVO is now in use at 18 sites across the Group, representing 6% of the diesel consumption of our commercial vehicle fleet.

While we have transitioned part of our smaller commercial vehicles to electric alternatives, the transition of larger commercial vehicles remains challenging due to vehicle availability, payload constraints and infrastructure requirements. We continue to monitor developments in the market and trial suitable solutions where feasible.

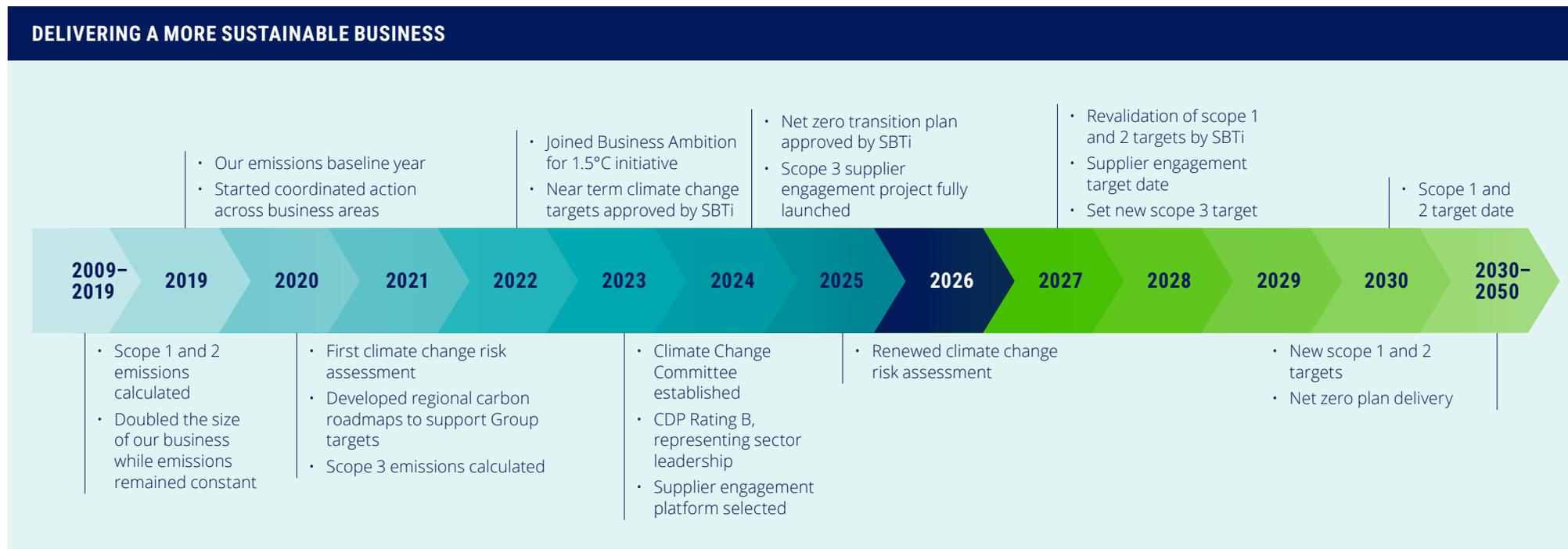
Electricity related emissions reduced by 6%, driven by efficiency improvements and a further increase in the procurement of renewable electricity across the Group, which rose from 28% to 31% during the year. An update of the carbon emission factors of electricity also contributed to this reduction.

We continued to equip our sites with solar panels. In 2025, the amount of electricity generated by rooftop solar installations nearly doubled. Self-generated electricity accounted for 1.9% of our total electricity consumption.

These reductions were partially offset by an overall increase in electricity consumption, linked to the continued uptake of electric and hybrid vehicles and the electrification of heating processes at site level. Electricity used for onsite electric vehicle charging accounted for approximately 2.5% of total electricity consumption in 2025. We continue to see rapid growth in the use of fully electric passenger vehicles across the Group, particularly in the UK & Ireland and Continental Europe.

Our short term scope 1 and 2 roadmaps continue to focus on technologies and solutions that are currently available and can be deployed at scale across our decentralised operating model. In parallel, we continue to trial emerging technologies across the Group to support our longer term decarbonisation ambitions. As new solutions become viable, we will review and update our roadmaps to ensure our activities remain ambitious and aligned with our science-based targets. A summary of our key initiatives and progress since our baseline year is provided in the table on page 207. We also continue to report on our climate change performance through our annual response to the Carbon Disclosure Project ('CDP'). In 2025, we achieved a CDP rating of B, reflecting continued improvements in our governance, data quality and disclosure.

SUSTAINABILITY continued



The products we supply account for around 84% of our total emissions and to address these emissions, we have set an ambition for 80% of suppliers by emissions to have compliant science-based targets by the end of 2027. This target was approved by the SBTi in 2022 and we launched our supplier engagement programme the following year.

Since launching our engagement programme, over 550 suppliers have been onboarded onto our software platform and we are using a combination of climate change surveys and public disclosures to track their progress. At year end, 44% of suppliers by emissions have compliant targets, an increase of 11% when compared to 2024. We are pleased with the progress that has been made in our supply chain and applaud the organisations who have set new targets. We have also used our surveys to understand whether suppliers who do not currently have targets plan

to set them before our deadline. If the suppliers who have said they will set targets follow through on their commitment, our coverage would increase to c.75%.

To date around c.60 suppliers who have registered on our platform and answered our survey have told us they do not plan to set any carbon reduction targets. The vast majority of these are based in countries where climate policy, government action and investor and consumer demand for climate action is much less consistent. Some also operate in higher emission product categories (for example, carbon intensive raw materials used in the production of disposable gloves, plastic bags and certain foodservice products). Other smaller, lower-margin suppliers find the science-based target requirements too challenging and lack the resources, reliable data or prior experience to make sufficient progress.

Reaching our scope 3 engagement target will be challenging but we will continue to make every effort to achieve our 2027 ambition. With differing investor and consumer expectations across the regions where our suppliers operate, political and regulatory differences, and factors outside our control, there is a risk we may not reach the target. We are still committed to our programme and believe that having a clear goal moves us closer to our target than having no goal at all. Over the next two years we will continue to engage directly with suppliers, work through their challenges with them, explain the business case for taking action and look at sensible ways to encourage progress. During 2025, we continued to engage our procurement teams across our decentralised organisation and held supplier engagement events in Canada and Vietnam.

Our net zero transition plan was developed in line with the SBTi's Net Zero Standard and was formally validated by the SBTi in 2024. Progress towards net zero will require sustained action across our own operations, increased levels of collaboration across the value chain and broader alignment at a global level. Coordinated political action, supportive policy frameworks and consistent regulation will be critical to enable the pace and scale of change we need. Net zero is an important milestone for us, but our customers care most about the immediate steps we are taking in our operations and supply chain and that is where we continue to focus our efforts.

For more information on our climate change risk assessment work, net zero transition plan and decarbonisation levers, please see pages 202 to 206 in the ESG Supporting Information section.

SUSTAINABILITY continued

Providing tailored solutions – our material agnostic position

Why this is important

Governments around the world are tightening packaging regulations, changing materials in use, setting new reporting requirements and introducing labelling restrictions. New legislation is being introduced at pace and with different requirements in different markets this creates a complex environment for businesses to navigate. These policies are designed to reduce waste, improve recycling rates and move towards more circular systems, but global circularity is still falling and recycling infrastructure remains fragmented.

At the same time, wider environmental pressures are increasing, with rising waste volumes, limited recycling capacity and slow infrastructure development meaning many countries are struggling to close the loop on packaging. Producers are being asked to use more recycled content, to design for recyclability and cut the overall impact of the materials they choose, even though the supply of recycled material is often tight and collection systems vary by region. These challenges are prompting a shift towards materials that align well to existing recycling infrastructure and away from materials that are harder to treat or recover. As expectations continue to rise, businesses need reliable information and flexible options to keep pace with these changes.

Why this matters to our customers

Against this backdrop, customers are reassessing the packaging and products they use. They want options that comply with local legislation but still work well in their operations and at the right cost. Many of these options are more recyclable, but no single material fits every need and customer requirements can change quickly as legislation develops.

Packaging rules are evolving at pace, and many customers are now responsible for producing accurate data, reporting it correctly and paying the fees associated with the materials they use. In North America, seven states have introduced EPR programmes with different definitions, timelines and reporting formats, which means businesses must track the packaging they place on the market and report materials and weights to the state approved Producer Responsibility Organization ('PRO'). As customers increasingly expect this data from their suppliers to meet their own compliance obligations, this new legislation represents a significant challenge for distributors who are not used to capturing information at this level of detail. When data is missing or incomplete, decisions are delayed and compliance risks increase. Smaller grocers and restaurant chains often face greater financial exposure because their operating margins are tighter, while larger brands can more readily absorb the added cost.

At the same time, material bans and restrictions continue to be introduced in our other markets and impact what can be used in the foodservice and grocery sectors. Governments in the UK & Ireland, Continental Europe, Canada, Australia and New Zealand are tightening rules on single use products, labelling, recyclability, chemical

composition and recycled content, so knowing exactly which materials are in use and in what quantities, now matters for legal compliance, cost planning and product availability across all regions.

Customers also need to make packaging decisions that will not create problems later on. Introducing lightweight plastic materials may reduce fees but these could compromise brand goals or future regulatory compliance. This growing data and decision making complexity means some companies can delay making changes, waiting until rules are finalised, which reduces the amount of time they have to act, increasing procurement risk and raising the likelihood of regulatory penalties or costly rework.

The practical takeaway is clear; customers need credible packaging data, decision making supported by expert advice and the flexibility to adjust the products they use as requirements evolve market by market. Without this, they could face higher costs, operational disruption and the risk of falling behind competitors who move sooner. Fortunately, Bunzl has the data, expertise and practical solutions to help customers navigate this complexity and much of our engagement work this year has focused on supporting them through these challenges while also broadening their understanding of the full range of services we provide.

Helping customers to navigate new packaging regulations

The Bunzl North America Sustainability team hosted an EPR for packaging producers' event in Chicago. Thirteen customers from eight companies attended, alongside Bunzl leaders. The programme included three conference sessions and a dedicated presentation on Bunzl's value proposition and how we support customers to navigate EPR and wider sustainable product legislation. A potential new agricultural customer has subsequently expressed interest in working with Bunzl on sustainable product alternatives, citing our proactive approach and expertise. In addition, an alliance of foodservice distributors invited Bunzl to join its EPR advisory council following the event.

As part of a joint sustainability roadmap detailing opportunities to improve packaging for a large grocery retailer, Bunzl Retail Supplies ('BRS') identified the potential to re-engineer some of their products to reduce weight while maintaining product performance.



This reduced the retailers' EPR fees and BRS are now working with their supply chain to explore opportunities to further reduce plastic content across the range which will improve recyclability and offer additional EPR fee mitigation. This is one initiative of many and BRS continues to collaborate with customers and suppliers to identify improvements that increase sustainability and offer commercial benefits.

SUSTAINABILITY continued

Our progress to date and next steps

In 2025, our businesses continued to support customers in transitioning to packaging products made from alternative materials and these solutions accounted for c.58% of total packaging sales across the Group. The Group continues to have very limited exposure c.1% to single use plastic consumables facing regulation, where some volume reduction is expected. Overall, a high proportion of Group revenue c.87% is generated from non-packaging products or from packaging made from alternative materials.

Bunzl's ability to offer a wide range of solutions, backed by clear data and practical advice, helps customers facing increasing regulatory and operational pressures and respond to them with confidence. We have identified these changes early, recognised the pressure they would place on businesses in our market sectors and developed regional engagement plans to show how we can help, while also highlighting the broader sustainability work we are doing across the Group. Our proactive engagement with 331 existing and potential customers in 2025 was designed to achieve four objectives:

- 1** To increase stickiness by reminding long standing large accounts of the sustainability support and benefits they receive from Bunzl (our value add)
- 2** To grow share of wallet with existing customers, moving spend away from less prepared or less sustainable competitors
- 3** To target and win new customers with public sustainability commitments or in regions with stronger regulations, especially large accounts not currently served by Bunzl
- 4** To use sustainability as a strategic entry point to secure meetings and showcase the wider capabilities of Bunzl in partnership with our sales teams

We begin each meeting by introducing the broader business of Bunzl, as many customers work with a single operating company and are not fully aware of the wider Group, the breadth of our offer, or how we support organisations like theirs across multiple countries and regions. We use this to demonstrate the value of Bunzl's scale and experience and how it translates into local support.

In 2025, this approach helped a customer who works with one of our operating companies in Continental Europe to understand our wider capabilities. We met with them to discuss our sustainability value proposition and used the conversation to showcase the breadth of the Bunzl offer across different categories and countries. This led to an invitation to take part in a new Request for Proposal ('RFP'), which we went on to win, securing c.€2 million in new business.

We then outline Bunzl's sustainability strategy, including the materiality work used to identify the issues our customers have told us matter the most. In a distribution sector where much is similar, we show how Bunzl differentiates itself through value-added sustainability services that go beyond standard product supply activities and are not widely offered by competitors.

A core part of this discussion is what we refer to as the Bunzl essentials; the sustainability capabilities that are distinctive for a business of our scale and position in the sector. These include our industry leading responsible sourcing programme, externally accredited climate change targets and a material agnostic position supported by sustainable own brand solutions designed to help customers respond to regulation in a more cost-effective way.

We then describe our sustainability value proposition, showing how we provide the data our customers need, the industry expertise to cut through complexity and the practical product solutions that help meet targets or manage legislative impact. This is supported by relevant case studies and insights from other markets

where Bunzl operating companies have helped address challenges for similar customers.

Meetings conclude with an open discussion about the customer's challenges, priorities and ambitions. Where customers are responding to legislation or working to deliver sustainability targets, this leads to practical conversations and agreed next steps, with work carried out after the meeting to provide insights and options. These may include alternative products and materials that meet legislative requirements, ways to reduce compliance costs and changes to ordering patterns to drive down emissions. These actions support customers' objectives while also driving commercial value for our businesses. Examples from our engagement in 2025 are shown throughout this section and on page 55.

In addition to continuing our customer engagement in 2026, there will be a greater focus on supporting sales teams so they are more aware of Bunzl's sustainability offer, understand how it can help customers and know who to contact internally for additional support when needed. Sales teams are not expected to become sustainability experts. The aim is to help them start relevant conversations with customers, generate leads and build interest that can then be supported by our specialist teams.

Only 1% of revenue generated from consumables facing regulation



* These figures do not include revenue from 2025 acquisitions (see Note 9 to the consolidated financial statements on page 156).

Packaging refers to packaging and other products within the foodservice, grocery and retail sectors which are facing legislation or consumer pressure. We continue to exercise judgement to allocate the sales in 2025 to non-packaging products and the four packaging categories shown, which are taken at a point in time in the context of rapidly changing legislation and changes in products. Consumer demand for packaging and products made from alternative materials continues to drive our commitment to lead the transition to products and solutions that support a low carbon and more circular economy. More information on our packaging categories, and limitations with respect to the product data and related disclosures, are set out in the ESG Supporting Information section on page 200.

SUSTAINABILITY continued

HOW OUR SUSTAINABILITY ENGAGEMENT AND VALUE PROPOSITION DRIVES CUSTOMER RETENTION AND LONG TERM GROWTH



1 A large retail customer serving buyers for the restaurant sector purchased more than 400,000 cases of Bunzl's own brand EcoSystems products, totalling over \$15 million in sales.

EcoSystems stood out for its wide range across several categories, consistent appearance and designs developed with emerging sustainability legislation in mind. In addition, the branded and coded inner packs within each case support small quantity sales, aligning well with the purchasing patterns of this retailer's customers.

2 Guardsman Safety Solutions secured a competitive tender to supply PPE to GIST with sustainability a key aspect of the decision making process.

Guardsman differentiated its offer by designing bespoke workwear made entirely from recycled content, replacing the customer's previous non-recycled range. Since the new £1 million contract began, further initiatives include a successful PPE laundering and recycling pilot, and trial of a new Klever Xchange XD cutting knife that will not only protect the worker but also reduce the number of single use knives used at sites.

3 Bunzl Catering Supplies ('BCS') secured a six year extension to its long standing partnership with The Restaurant Group ('TRG').

Building on a decade as Wagamama's principal supplier, the renewed agreement reflects consistently high service standards, operational resilience and a shared ambition across the partnership. As part of the extended contract, Bunzl is working closely with TRG, in particular the Wagamama brand, to support their sustainability objectives, including lifecycle assessments on selected high volume products.

4 We strengthened our partnership with HMSHost supporting their transition to more sustainable packaging, providing proactive guidance on evolving regulations and Life Cycle Assessments ('LCA') to inform product choices, which contributed to a 20% sales increase across the Netherlands and Germany.

A key milestone was achieving 100% electric deliveries at Schiphol Airport through certified transport partners, significantly reducing logistics related emissions. Tailored innovations and close collaboration enabled HMSHost to meet its sustainability goals while maintaining compliance across markets.

5 Bunzl continued to expand its multi-country partnership with ISS, one of our most strategically significant customers with contracts in Spain, Belgium, the Netherlands, Norway and now Finland.

We successfully renewed our contract in Spain and secured a major new tender in Finland. A critical differentiator in both wins was Bunzl's ability to provide LCA data for all sourced products, an increasingly essential requirement in competitive bids. By delivering robust sustainability insights, we enabled ISS to make more informed procurement decisions.

6 We supported a key customer in the services and facilities management sector, to shift their workwear range from traditional soft plastic packaging to a paper based alternative.

We also provided sustainability reporting that quantified the reduction in soft plastic achieved. This gave their category team clear, data driven visibility of packaging impacts and helped them communicate tangible outcomes internally. This transparency differentiated us from other suppliers and strengthened the relationship with sales rising by around 50% as a result.

SUSTAINABILITY continued

Investing in a diverse workforce

There are clear and compelling reasons for our operating companies to continue to focus on improving the inclusivity of their teams. Inclusive teams are shown to be more innovative and adaptable and a broader range of perspectives supports better decision making which will help our businesses to grow and remain competitive.

Our Great Place to Work survey results show how an inclusive culture also supports employee engagement and satisfaction (see page 39), which in turn helps to reduce turnover and attract talent. In addition, as our customers and investors place increasing importance on ESG considerations, businesses that prioritise inclusion and belonging are more likely to build trust and long term relationships.

We recognise that establishing common objectives across a decentralised and diversified Group such as Bunzl is challenging. However, we

believe that measurable progress starts with the creation of an inclusive culture in which our c.27,000 colleagues feel a sense of belonging and are able to contribute fully at work.

As shown on pages 40 and 41, we are committed to focusing our employment procedures and practices around maximising the potential of each individual. We believe this is best achieved by developing our employees' talents, while recognising their different cultures, perspectives and experiences. The creation of an inclusive culture goes beyond simply treating people fairly.

By accepting and embracing their diversity, and removing any perceived or real barriers to engagement, we will create a positive working environment for all employees and grow the skills and capabilities we need.

Gender representation in our leadership teams remains a key focus for our operating companies and during the year, we were pleased to maintain 25% women in these positions, exceeding our minimum target of 20%. In 2025 we continued a number of activities designed to strengthen the pipeline of female talent and improve engagement, including:

- continuing development, mentoring and sponsorship activities to prepare female colleagues for leadership roles, while ensuring that identified high potential female employees have development plans in place;
- continuing to use insights from the Great Place to Work survey to inform action plans aimed at improving female employee engagement; and
- continuing to expand the Inspiring Women in Bunzl networks and other regional and local female focused resource groups.

We have also continued to identify opportunities at regional and local level to improve our employer value proposition, reputation as an inclusive employer and encourage minority group participation. These activities included holding regional listening groups to ensure that under represented voices continue to be heard by our senior leadership team; supporting the expansion of the reverse mentoring programme launched in 2024; and using insights from the Great Place to Work survey to inform actions for under represented groups more broadly. We also continue to ensure that there is at least one Director from a minority ethnic background on the Board.

In 2026 we will continue to focus on building a truly inclusive culture by further enhancing the ways in which we provide a voice for our colleagues, irrespective of demographic or background. In addition to annual scrutiny of, and action planning on, the Great Place to Work results, we will look to provide more ongoing channels of communication. These may include broadening our employee resource groups and creating more regular listening forums.

PROGRESS IN DIVERSITY, EQUITY AND INCLUSION

OUR COMMITMENT

Continue to closely monitor the representation of women in senior roles (Board and Executive Committee) and endeavour to improve the number of women at the levels below the leadership team.

We will ensure that Bunzl has an inclusive culture where everyone, irrespective of background, can thrive and build their careers.

GENDER DIVERSITY



1. Gender diversity at Group-level

WOMEN IN LEADERSHIP



2. Senior leadership group defined as the c.540 leaders that receive share awards as part of their remuneration

TOTAL WORKFORCE AGE PROFILE

	2024	2025
Under 30	19%	➔ 19%
30-39	25%	➔ 25%
40-54	36%	➔ 36%
Over 55	20%	➔ 20%

⬆ Increase ⬇ Decrease ➔ No change

SUSTAINABILITY continued

Governance

Our governance structure supports effective delivery of our sustainability strategy, strengthens decision making and helps Bunzl respond to evolving expectations from customers, regulators and stakeholders

Over the last six years we have developed a robust governance framework that gives clear oversight of the environmental and social topics most relevant to our business. It enables the tracking of trends, risks and opportunities and helps ensure our commitments are delivered consistently across our decentralised operations.

Now in its fourth year, the Board Sustainability Committee provides strategic oversight of Bunzl's sustainability opportunities and risks, further strengthening the Board's understanding of this important area. The Committee met three times in 2025 and assessed progress against our annual sustainability KPIs at each meeting. It also reviewed a number of key projects delivered over the past 12–18 months, including our supply chain risk assessment project, customer engagement plans and climate change roadmaps. Updates on major projects, emerging trends and legislative changes will continue to be brought to the Committee throughout 2026.

Our Group Sustainability Committee, chaired by the CEO and attended by members of the Executive team, provides cross functional leadership and ensures that Bunzl maintains an ambitious sustainability programme. The Committee meets quarterly to set targets, monitor performance and support the work of the sustainability teams across our business areas. In 2025, it reviewed progress against our targets, received regular updates on key projects and considered the implications of new reporting requirements.

The Environment & Climate Change Committee oversees the implementation of our regional carbon roadmaps and meets four times a year with representation from all business areas. During 2025, the Committee reviewed progress against our environmental objectives and monitored initiatives to reduce scope 1 and 2 emissions across the Group, including renewable energy procurement, alternative fuels and the transition of commercial vehicles (see page 51 for further detail).

The Supply Chain Committee is responsible for strengthening processes that identify opportunities and mitigate risks across our global supply chain, ensuring compliance with regulatory requirements as a minimum. In 2025, the Committee worked to redesign our ethical auditing programme, manage the collection of data required to calculate scope 3 emissions and monitored the progress of our supplier engagement programme.

The Health & Safety Committee evaluates the key health & safety risks across the Group and develops, reviews and monitors relevant policies, standards and controls. During 2025, the Committee oversaw the delivery of a safety culture survey across a selected number of sites. The findings provided insights into the range and maturity of safety cultures across the Group and identified opportunities for further enhancement. In addition, the Committee oversaw the development of a Group-wide safety training matrix and a training compliance monitoring programme. These initiatives support the Group's accident reduction programme.

OUR SUSTAINABILITY GOVERNANCE STRUCTURE



TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

TCFD INDEX

The Taskforce on Climate-related Financial Disclosures ('TCFD') has developed a climate-related financial risk disclosure framework for companies to provide information to investors, lenders, insurers and other stakeholders.

We value open, honest, and continuous communication to ensure our business decisions reflect and benefit all of our stakeholders.

Maintaining two-way relationships with our key stakeholder groups, enables us to understand their views and objectives. With this understanding, the Board is able to factor the potential impact of decisions on each stakeholder group into the Company's strategic decision making and consider their needs and interests in line with section 172 of the Companies Act 2006.

TOPIC	DISCLOSURE SUMMARY	DISCLOSURE	BUNZL RESPONSE
Governance	Disclose the organisation's governance around climate-related risks and opportunities.	a) Describe the Board's oversight of climate-related risks and opportunities.	Sustainability report: page 57 Governance report: pages 85–86, 88, 93, 107–108
		b) Describe management's role in assessing and managing climate-related risks and opportunities.	Sustainability report: page 57 Governance report: pages 85 and 86, 88, 93, 107–108 ESG supporting information: pages 202–207
Strategy	Disclose the actual and potential impacts of climate-related risks and opportunities on the organisation's businesses, strategy and financial planning.	a) Describe the climate-related risks and opportunities the organisation has identified over the short, medium and long term.	Principal risks: page 72 ESG supporting information: page 202–207
		b) Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning.	Sustainability report: page 50 Principal risks: page 72 ESG supporting information: pages 202–207
		c) Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios including a 2°C or lower temperature scenario.	ESG supporting information: pages 202–207
Risk management	Disclose how the organisation identifies, assesses and manages climate-related risks.	a) Describe the organisation's processes for identifying and assessing climate-related risks.	Principal risks: pages 64–68, 72 ESG supporting information: pages 202–207
		b) Describe the organisation's processes for managing climate-related risks.	Sustainability report: page 50 Principal risks: pages 64–68, 72 ESG supporting information: pages 202–207
		c) Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organisation's overall risk management.	Principal risks: pages 64–68, 72 ESG supporting information: pages 202–207
Metrics and targets	Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities.	a) Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process.	Key performance indicators: page 38 Sustainability report: pages 51–52 ESG supporting information: pages 208–209
		b) Disclose scope 1, scope 2, and, if appropriate, scope 3 greenhouse gas ('GHG') emissions and the related risks.	Key performance indicators: page 38 Sustainability report: pages 51–52 ESG supporting information: pages 208–209
		c) Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets.	Key performance indicators: page 38 Sustainability report: pages 51–52 ESG supporting information: pages 208–209

NON-FINANCIAL AND SUSTAINABILITY INFORMATION STATEMENT

NFSIS

In accordance with sections 414CA and 414CB of the Companies Act 2006, including the amendments made by the Companies (Strategic Report) (Climate-related Financial Disclosure) Regulations 2022, the adjacent information sets out how we comply with each reporting requirement and where further information can be found.

A description of our business model can be found on pages 14 and 15.

Where principal risks have been identified in relation to any of the matters listed, these can be found on pages 64 to 72.

Our non-financial key performance indicators are set out on page 38.

Find out more in our policy hub on our website: www.bunzl.com

REPORTING REQUIREMENT	DESCRIPTION	RELEVANT POLICIES AND STANDARDS	FURTHER INFORMATION
Social matters	Developing responsible supply chains	Our Supplier Code of Conduct, Global Supply Chain Solutions team and partnership with supply chain assurance expert, LRQA, are some of the measures we take to ensure that products are sourced responsibly and that adequate standards are maintained throughout our supply chains.	Read more on pages 48–49
	Promoting a healthy corporate culture	Our values underly the way we conduct our business and ensure that all of our colleagues are working towards the common goal of creating long term sustainable value for the benefit of all stakeholders.	Read more on page 79
	Business standards of behaviour	Our Business Code of Conduct and Code of Conduct Policy ensure that all business is conducted according to rigorous ethical, professional and legal standards.	Read more on page 210
Employees	Encouraging employees to raise matters of concern	Where employees have concerns relating to failures to adhere to standards, they can report such concerns on a confidential and anonymous basis using our 'Speak Up' Policy.	Read more on page 210
	Investing in our people and a diverse workforce	Our updated Inclusion & Belonging Policy was reviewed and approved in 2025 and ensures that employees are treated fairly and equally and that diversity is embraced. We also offer extensive learning and development opportunities to equip employees with the skills and experience they need to succeed and grow in their roles.	Read more on pages 39–41, 56
	Providing our employees with a safe working environment	The Bunzl Health & Safety Policy ensures that high standards of health & safety are maintained throughout the business. Incidents are monitored and reported to the Board periodically, which enables the Board to take action when necessary.	Read more on page 210
Human rights, anti-corruption and anti-bribery	Prevention of bribery, corruption and fraud	Our Anti-Bribery and Corruption Policy outlines the behaviour and principles required of employees to prevent any form of bribery or corruption. Additionally, we have a Fraud Policy in place, we conduct a rigorous Fraud Risk Assessment annually and the Board regularly receives and considers whistleblowing updates.	Read more on page 90
	Promoting ethical supply chains	Our Supplier Code of Conduct defines the principles and standards that we expect suppliers to understand and adhere to. This is supported by our industry-leading sourcing and auditing operation in Shanghai, which works in partnership with suppliers in high risk regions to ensure the highest standards of product quality and respect for human rights in our supply chain.	Read more on pages 48–49
	Approach to human rights and modern slavery	Approved by the Board this year, our Modern Slavery Statement sets out the steps that we take to ensure, as far as possible, that slavery and human trafficking do not exist in our supply chain or any part of our business.	Read more on page 48
Environmental matters	Taking action on climate change	We are supporting the recommendations made by the Task Force on Climate-related Financial Disclosures. Our near-term emission reduction targets were approved by the SBTi in 2022. Our net zero transition plan was developed in line with the SBTi's Net Zero Standard and was validated by the SBTi in 2024.	Read more on page 50–52
	Reducing our impact on the environment	Our Environment Policy promotes the efficient use of resources and energy in our supply chain and ensures a Group wide commitment to continual improvement and compliance with environmental legislation and regulations.	Read more on pages 50–55
	Providing sustainable solutions	Our material footprint tools help customers understand the carbon impact of the products they source, helping us to work with them to find sustainable solutions that are better suited to a more circular economy.	Read more on pages 53–55
	Environmental risks and opportunities	Our sustainability governance structure enables the Company to identify, assess and manage climate-related risks and opportunities, analyse the resilience of our business model and strategy, set targets to manage climate-related risks and to disclose against the TCFD recommendations and the Companies (Strategic Report) (Climate-related Financial Disclosure) Regulations 2022.	Read more on pages 57, 202–207

SECTION 172(1) STATEMENT

Considering the interests of all our stakeholders to create sustainable value

Regular engagement with our stakeholders is vital for achieving sustainable long term success.

We value open, honest, and continuous communication to ensure our business decisions reflect and benefit all of our stakeholders.

Maintaining reciprocal, two-way relationships with our principal stakeholder groups as identified on pages 61 to 63, enables us to understand their perspectives and objectives. With this insight, the Board incorporates the potential impact of decisions on each stakeholder group into the Company's strategic decision making and, in accordance with section 172(1) of the Companies Act 2006, considers their needs and interests.

Stakeholder engagement is undertaken through a variety of channels, with key examples set out on the pages that follow.

These channels are subject to continual review, and the Board is satisfied that they remained effective throughout 2025.

Engagement primarily occurs at the operational level and is reported to the Board regularly by senior management. The Board engages directly when appropriate and on material matters.

In its deliberations, the Board must on occasion balance the competing interests of different stakeholder groups. In such circumstances, the Board always aims to ensure that those affected are treated fairly.



SECTION 172(1)

The Board of directors of Bunzl plc promotes the success of the Company for the benefit of its members as a whole, having sufficient regard to:

The likely consequences of any decision in the long term

- Acquisitions: page 19
- Company purpose: page 16
- Our business model: pages 14 to 15
- Our strategy: pages 16 to 20
- Shareholder returns: page 2
- Capital allocation: page 35

The Company maintaining a reputation for high standards of business conduct

- Audit Committee report: pages 97 to 106
- Culture and values: page 79
- Non-financial and sustainability information statement: page 59
- Whistleblowing: page 210
- Fraud policy: page 39

The impact of the Company's operations on the community and the environment

- Carbon emissions: pages 208 to 209
- Community investment: page 212
- Non-financial and sustainability information statement: page 59
- Sustainability: pages 42 to 57
- TCFD disclosures: page 58

The need to foster the Company's business relationships with suppliers, customers and others

See our 'Policy hub' at www.bunzl.com to access:

- Bunzl Anti-Bribery and Corruption Policy
- Business Code of Conduct Policy
- Bunzl Ethical Sourcing Policy
- Modern Slavery Statement
- Supplier Code of Conduct

The interests of the Company's employees

- Diversity, equity and inclusion: page 56
- Employment policies: page 134
- Employee engagement statement: page 82
- Our people: pages 39 to 41

The need to act fairly as between members of the Company

- Shareholder engagement: pages 81 to 82
- The Company's Annual General Meeting ('AGM'): page 133
- Investor roadshows: page 62
- Bunzl insight series – spotlight on acquisitions

SECTION 172(1) STATEMENT continued

CUSTOMERS 

76%

of customer orders processed digitally

c.30%

own brand penetration

Relevance to strategy

Customers are central to Bunzl's purpose of providing essential business solutions around the world, and Bunzl's strategy is established to achieve this purpose while creating long term value for the benefit of stakeholders as a whole. A key tenet of our strategy is organic growth; expanding by developing our business with current customers and gaining new business with additional customers.

Concerns and interests

- Customised digital solutions
- Sustainable product expertise, support and sourcing
- Transitioning products to alternative materials
- Innovative product solutions
- Competitive prices
- On-time and in-full delivery
- Access to customer service and sales
- Enhanced operational efficiency

How we engage

Our customer relationships are akin to partnerships. We maintain frequent two-way dialogue with customers to enhance our understanding of their business needs and ambitions, which enables us to provide them with a truly tailored service. By running dedicated innovation sessions with large customers, proactively seeking feedback and having discussions about customer insights at Board level, we are able to place the needs of customers at the heart of our business and adapt our strategy accordingly.

Outcomes of engagement

Engagement in 2025 has shown again that sustainability is of great importance to our customers. As such, we continue to develop our sustainability offering and our engagement mechanisms with customers to ensure that our sustainability solutions are tailored to their needs. The outcomes of this programme have also informed the Board's sustainability agenda, which has led to an exciting new exercise to bring sustainability into frontline sales, to further establish sustainability as a priority at all levels of the business.

Case study: driving social value through innovation: Purposeful Providers Programme

Bunzl Cleaning & Hygiene Supplies' Purposeful Providers Programme (the 'PPP') is a supplier initiative in the UK that embeds social and sustainable value into the Company's supply chain.

Launched two years ago, the PPP partners with mission-driven social enterprises and highlights their products to Bunzl's customers. By integrating these suppliers into our procurement network, Bunzl amplifies their impact and demonstrates how business can be a force for good on the journey towards an inclusive, sustainable



future. The PPP even encourages Bunzl's own branches and teams to channel some internal spending to social enterprise vendors, ensuring that ethical purchasing starts at home. This approach creates measurable social value as everyday business purchases support enterprises with clear social or environmental missions.

Through the PPP, Bunzl's customers can easily incorporate social value driven products into their own operations, effectively scaling up community impact and sustainability gains across the supply chain. Every client order of a PPP highlighted product contributes to causes such as reforestation, waste reduction or employment for those in need, without any extra effort by the customer.

The PPP represents a strategic innovation in supply chain management, through which Bunzl leverages its global scale and purchasing power to accelerate the growth of social enterprises, enabling both the Company and its customers to deliver social and environmental value through everyday business.



SECTION 172(1) STATEMENT continued

EMPLOYEES



c.27,000

employees

71%

trust index score in our Great Place to Work survey

Relevance to strategy

Bunzl has c.27,000 employees worldwide. Bunzl's employees represent our biggest opportunity and are the focus of the business. Recruiting, retaining and developing the best talent is key to Bunzl's strategy as it shapes our culture and ensures that every person pulls in the same direction to achieve Bunzl's purpose.

Concerns and interests

- Fair remuneration
- Sharing in the Company's success
- Fair policies and practices
- Talent development and career progression
- A safe and inclusive working environment
- Good communications
- Having a positive impact on the community and the environment

How we engage

The Board carried out direct engagement with employees during 2025 through mechanisms such as site visits, meetings with young talent groups and CEO and non-executive director listening sessions (see more on these in the box to the right).

Particular highlights from 2025 include site visits at the Irudek facilities in Spain and at Nisbets in Bristol, United Kingdom.

In addition, indirect engagement took place through regular team briefings and Board consideration of our 2025 Great Place to Work survey.

Outcomes of engagement

Site visits conducted by both the Board and the CEO provided an opportunity to engage directly with Bunzl employees at all levels in their place of work, allowing for meaningful engagement



CEO listening sessions

In 2025, the CEO, alongside the Director of Group HR, held a fifth annual listening session with female employees and employees from ethnically diverse backgrounds from across the Group. Bunzl's CEO listening sessions enable direct engagement between the CEO and employees, which is used to review progress against the Company's diversity objectives, inform future Board decisions and gain further insight into the results of the Great Place to Work survey.

Key themes identified from employee feedback during the session include role models and inclusive leadership, frontline and early-stage leadership development and progress, communication and development support.

in a setting that provides greater context to the wider operations of the business.

Engagement carried out by the CEO contributes to his understanding of the views of the wider workforce, which he subsequently utilises when working with the Board.

The outcome of Bunzl's 2025 Great Place to Work survey is detailed on page 39.

NED listening sessions

To gain insight into the 2025 employee experience, six of our non-executive directors participated in listening sessions, speaking directly with employees from the Asia Pacific, Continental Europe, Latin America, North America and UK & Ireland business areas. These sessions facilitated direct engagement between the non-executive directors and Bunzl employees across all levels of the Group, on topics such as employee training and communications across businesses. This direct engagement by non-executive directors with employees allows for more constructive discussion at Board level, and, where relevant, helps the Board to further inform its decisions.

Both the CEO and NED listening sessions remain instrumental methods of engagement with the workforce and provide Board members with a breadth of views from across the business, which in turn prompts more informed and considered decision making from the highest level.

Further information on the themes identified from both sessions, including outcomes of these discussions, can be found on page 81.

SHAREHOLDERS



Relevance to strategy

Maintaining shareholder support by building meaningful relationships is key to Bunzl's strategy, as our shareholders influence the long term direction and governance framework of the Company. Frequent dialogue keeps the Company informed as to the concerns and interests of our investors and allows the Company to respond, grow and perform better.

Concerns and interests

- Financial performance
- Shareholder returns
- Capital allocation
- Resilience
- Environmental, social and governance matters
- Executive remuneration
- Strategic priorities
- Leadership and succession planning

How we engage

Over 2025, a number of meetings took place between investors and Board members, including the Senior Independent Director. Bunzl engages in dialogue with major shareholders throughout the year at regular meetings and investor roadshows, the outcomes of which are reported to the Board. More broadly, Bunzl updates shareholders on trading performance six times a year and encourages attendance at the AGM.

Outcomes of engagement

The Board ensures there are mechanisms in place to facilitate shareholder engagement and, over 2025, this engagement provided a wealth of constructive feedback which the Board used to help steer management and formulate Company strategy.

To read more about engagement between the Board and shareholders, as well as the outcomes of shareholder engagement, see pages 81 and 82.

SECTION 172(1) STATEMENT continued

SUPPLIERS



1,430

suppliers were assessed in 2025

44%

of suppliers* by emissions currently have science-based targets in place

* Suppliers that are covered by our scope 3 supplier engagement target.

Relevance to strategy

Building strong and trusted partnerships with suppliers is fundamental to our business model. Our suppliers are our partners, and collaboration enables Bunzl to maintain resilient supply chains, drive ambitious business solutions and provide customers with access to products that meet their individual needs, with the reassurance that they have been ethically sourced.

Purposeful Providers Programme: Serious Tissue

Serious Tissue is a standout partner in the PPP, supplying 100% recycled toilet tissue with a powerful environmental mission to combat deforestation. For every sale, Serious Tissue funds the planting of trees, directly contributing to global reforestation efforts. Their commitment to sustainability and circular economy principles exemplifies how everyday products can drive meaningful environmental impact.

Concerns and interests

- Ethical supply chains
- Reliable partnerships
- On-time payment
- Mutual trust
- Improving environmental impacts

How we engage

Engagement with suppliers takes place primarily at operational level, with management providing frequent updates on our supplier engagement programme to the Board Sustainability Committee, which subsequently reports to the Board. One area of continued focus in 2025 was engaging suppliers on the requirement to set science-based emissions targets by 2027. In addition, we operate a rigorous supplier onboarding and audit operation in line with Bunzl's Supplier Code of Conduct and compliance with this is monitored by our Global Supply Chain Solutions and business area teams. For more information on our responsible sourcing process, see pages 48 to 49.

Outcomes of engagement

We continue to work with our suppliers to achieve our scope 3 emissions target and 44% of our suppliers* by emissions currently have science-based targets in place, aligned to the Science Based Targets initiative ('SBTi'). To read about our work to build a low carbon supplier network, see pages 50 to 52. Further outcomes of engagement with Bunzl's suppliers and the results of supplier audits undertaken during the year can be found on pages 48 to 49.



ENVIRONMENT & COMMUNITY



28%

more carbon efficient since 2019

c.£1.3 million

donated to charitable causes during 2025

Relevance to strategy

Sustainability is core to Bunzl's strategy and long term success. Our culture of continuous improvement drives the determination to set and meet ambitious climate-related targets. Bunzl's decentralised business relies on local suppliers, recruiting local talent and championing local businesses. Giving back to the community is core to Bunzl's values and the Company participated in a range of community initiatives throughout the year.

Concerns and interests

- Ambitious climate targets
- Science-backed commitments
- Clear roadmap to net zero
- Ethical supply chains
- Local support
- Community investment
- Cost of living crisis



How we engage

Supported by the Board Sustainability Committee, the Board defines the Company's sustainability strategy and oversees its implementation by way of updates from management. The Company maintains dialogue with environmental agencies and educates customers, employees and suppliers on sustainable practices in line with best practice and local laws. To benefit the wider community, Bunzl supports the communities where our employees live and work and encourages fundraising activities which are championed by our businesses and their employees locally.

Outcomes of engagement

During 2025, we made strong progress in mapping our material ESG themes to our value chain. To read more, see our material issues overview on page 47. To support our community, we worked with long-standing charity partners on environmental projects and Bunzl donated a total of c.£1.3 million to charitable causes during 2025. More information detailing our charitable contributions and initiatives during the year can be found on page 212.

PRINCIPAL RISKS AND UNCERTAINTIES

A robust approach to risk management

Bunzl operates in six core market sectors in 33 countries which exposes it to risks and uncertainties. The Group sees the management of risk, both positive and negative, as critical to achieving its strategic objectives.

RISK ASSESSMENT

1 Risk identification

- The businesses, business area, the Executive Committee and the Board consider, identify and document risks in a consistent way within the categories of strategic, operational and financial risks.
- This includes current risks as well as emerging risks which also need to be assessed and carefully monitored.

2 Inherent risk assessment

- The inherent impact and probability of risks are evaluated before considering the effect of any mitigating activities:
 - impact is assessed based on a defined range of business continuity, health & safety, environmental, regulatory, reputational and financial criteria; and
 - probability is assessed as remote, unlikely, possible or probable.

3 Risk response and residual risk assessment

- The relevant mitigating activities and controls are evaluated for each risk.
- The residual risk is assessed assuming that the mitigating actions and internal controls operate as intended in an effective way.
- If necessary, to bring the residual risk within Bunzl's risk appetite, enhancements to risk mitigation activities and controls are considered until the residual risk is reduced to an acceptable level.



PRINCIPAL RISKS AND UNCERTAINTIES continued**Risk management process**

To deliver the Group's strategic objectives successfully, and provide value for shareholders and other stakeholders, it is critical that Bunzl maintains an effective process for the management of risk. The Company has a risk management policy which ensures that a consistent process is followed by every business and business area as well as the Executive Committee and ultimately the Board, firstly to assess and then subsequently to manage both current and emerging risks. These interrelated aspects of the Group's risk management policy are explained below*. Additional details are also provided on the key risk management activities undertaken during 2025.

RISK MANAGEMENT**The Board**

Establishes the nature and extent of risk the Group is willing to accept (its 'risk appetite') in pursuit of Bunzl's strategic objectives. Bunzl's risk appetite is the degree to which the Group is prepared to accept risk in pursuit of its objectives. The appetite for risk varies depending on the category of risk being considered (business continuity, health & safety, environment, regulatory, reputation and financial) and is not constant. It varies depending on external factors (such as economic conditions or other changes in circumstances beyond Bunzl's control) as well as internal factors (such as resource constraints or any changes in priorities or strategic direction). When making decisions, including approving or establishing policies, the Board is effectively considering whether the Group is taking too much risk or insufficient risk as compared to Bunzl's inherent risk appetite.

Performs a robust assessment of the Group's risks through a biannual review of the Group's risk register, focusing on the evolving risk landscape, emerging risks and those risks considered to be significant by management and the Executive Committee.

Continuously monitors and oversees the Group's risk management and internal controls processes and procedures.

The Audit Committee

Reviews the process for the management of risk, including the risk assessment and risk response, and its effectiveness.

Directs and oversees internal audit's activities and reviews the results of assurance over controls and risk mitigation activities.

Executive Committee

Holds regular meetings with business area management to discuss strategic, operational and financial issues and ensures policies and procedures are in place to identify and manage the principal risks affecting each of the Group's businesses. Business area management present risk assessments to the Executive Committee annually, focusing on the key risks in their region, processes they have in place to identify risk and any areas of heightened concern or any emerging risks for the future.

Considers the evolving risk landscape, including reviewing the results of the risk assessment process and assessing the sufficiency of risk mitigation activities for current risks as well as the threats and opportunities from emerging risks.

Business area management

The Group's decentralised management structure allows for the establishment of clear ownership of risk identification and management at the business area level within the framework of Bunzl's risk management policy.

Business management

Businesses, with the support of business area management, implement and monitor the effectiveness of controls, policies and procedures designed to manage risk.

* The 'Risk management and internal control' section of the Corporate governance report on pages 90 to 91 includes further information on the specific procedures designed to identify, manage and mitigate risks which could have a material impact on the Group's business, financial condition or results of operations and for monitoring the Company's risk management and internal control systems.



PRINCIPAL RISKS AND UNCERTAINTIES continued

Principal risks and uncertainties

The Group operates in six core market sectors in 33 countries which exposes it to risks and uncertainties, many of which are not fully within the Group's control. The risks summarised below represent the principal risks and uncertainties faced by the Group, being those which are material to the development, performance, position or future prospects of the Group, and the steps taken to mitigate such risks. However, these risks do not comprise all of the risks that the Group may face and accordingly this summary is not intended to be exhaustive.

In addition, the Group's financial performance is partially dependent on general global economic conditions, the deterioration of which could have an adverse effect on the Group's business and results of operations.

Although not considered by the Board to be a specific principal risk in its own right, many of the risks referred to below could themselves be impacted by the economic environment prevailing in the Group's markets from time to time.

The risks are presented by category of risk (Strategic, Operational and Financial) and are not presented in order of probability or impact. The relevant component of the Group's strategy that each risk impacts is also noted:

-  Organic growth
-  Acquisition growth
-  Operating model improvements
-  Sustainability



New principal risk

Following the impact in 2025 associated with the change programme in the Group's largest business in North America, the Group has included an additional principal risk relating to major change programme execution. The business primarily services foodservice and grocery customers and its operating performance during the course of a major change programme has materially impacted the Group's results in 2025. Subsequently, a series of actions were taken to improve performance (i.e. leadership changes to focus on commercial agility and operational excellence, empowering the local management and delivering margin benefits through further own brand launches, in addition to accelerating cost saving initiatives).

Monitoring risks

The Board reviews each risk and assesses the gross impact, applying the hypothetical assumption that there are no mitigating controls in place, the net impact after mitigating controls and the probability to set the Group's mitigation priorities. The register of principal risks and uncertainties was updated during the year following review by the Executive Committee and approval by the Board.

Emerging risks

The Board closely monitors all emerging risks that have the potential to increase in significance and affect the performance of the Group and its ability to meet its strategic objectives. This knowledge-sharing and horizon-scanning seeks to identify potential risks and emerging trends, looking through various risk lenses and over a future time horizon. In addition to the principal risks faced by the Group, there are risks which are more uncertain in nature and difficult to assess or that have the potential to develop and increase in severity over time.

One such risk is geopolitical instability; with operations in 33 countries, the increasing complexity of international relations and economics necessitates that Bunzl regularly reviews and updates its strategy to mitigate potential impact and uncertainty from geopolitical developments. The effects of global conflicts; shifting political ideologies, possibly leading to changes in legislation and regulation; and relations between countries are all monitored through Bunzl's emerging risk process and are considered during principal risk assessments to drive any coordinated responses that may be required. Failure to supply and deliver the required volumes could adversely impact revenue, profit, and customer relationships. The Board will continue to monitor this risk and the impact on operations and any other uncertainties that may impact Bunzl's operations.

The directors confirm that they have carried out a robust assessment of the principal and emerging risks facing the Group, including those that would threaten its business model, future performance, solvency or liquidity.

PRINCIPAL RISKS AND UNCERTAINTIES continued

PRINCIPAL RISKS FACING THE GROUP	DESCRIPTION OF RISK AND HOW IT MIGHT AFFECT THE GROUP'S PROSPECTS	HOW THE RISK IS MANAGED	DEVELOPMENTS IN 2025
STRATEGIC RISKS			
<p>1. Competitive pressures Revenue and profits are reduced as the Group loses a customer or lowers prices due to competitive pressures</p> <p>Risk owner: CEO and business area heads</p> <p>Change to risk level: →</p> <p>Included in viability statement: Yes</p> 	<ul style="list-style-type: none"> The Group operates in highly competitive markets and faces price competition from international, national, regional and local companies in the countries and markets in which it operates. Unforeseen changes in the competitive landscape could also occur, such as an existing competitor or new market entrant introducing disruptive technologies or changes in routes to market. Customers, especially large or growing customers, could exert pressure on the Group's selling prices, thereby reducing its margins, switch to a competitor or ultimately choose to deal directly with suppliers. Any of these competitive pressures could lead to a loss of market share and a reduction in the Group's revenue and profits. 	<ul style="list-style-type: none"> The Group's geographic and market sector diversification allow it to withstand shifts in demand, while this global scale across many markets also enables the Group to provide the broadest possible range of customer specific solutions to suit their exacting needs. The Group maintains high service levels and close contact with its customers to ensure that their needs are being met satisfactorily. This includes continuing to invest in e-commerce and digital platforms to further enhance its service offering to customers. The Group maintains strong relationships with a variety of different suppliers, thereby enabling the Group to offer a broad range of products to its customers, including own brand products, in a consolidated one-stop-shop offering at competitive prices. The Group has a layered governance structure that includes strategic planning and budget reviews, retrospective commercial analysis, digital KPI reporting, forecasting, and regular CFO updates to the Board ensuring early identification and effective response to the flagged risks. 	<ul style="list-style-type: none"> Execution challenges related to a change in the operating model of our largest operating company, Bunzl North America Distribution, alongside a challenging macroeconomic environment resulted in wallet share loss within its foodservice customer base. The business has been focused on actions to improve performance and has seen business wins in the second half of 2025. Continental Europe has strengthened its focus on new business pipeline management and delivery of incremental cost savings against a challenging macroeconomic backdrop. The Group continued to invest in technology to streamline customers' experience. The Group continued to develop its sustainable product assortment, supported by own brand ranges, and tools to assist customers in meeting their sustainability goals.
<p>2. Financial collapse of either a large customer and/or a significant number of small customers Revenue and profits are reduced as the Group loses customers</p> <p>Risk owner: CEO and business area heads</p> <p>Change to risk level: →</p> <p>Included in viability statement: Yes</p> 	<ul style="list-style-type: none"> An unexpected insolvency of either a large customer or a significant number of small customers could lead to a sudden reduction in revenue and profits, including the cost of impairing any irrecoverable receivables balances, as well as operating margin erosion due to under-used capacity. The Group's revenue and profits may be affected as well as receivables and inventory (if customer specific inventory is held). 	<ul style="list-style-type: none"> The Group monitors significant developments in relationships with key customers, including credit checks and limits set for each customer. Delegation of authority limits mean that there is oversight of all material customer contracts at business area and local level. 	<ul style="list-style-type: none"> In 2025, the Group did not encounter material insolvencies of either a large customer or a significant number of smaller customers. However, this remains a significant risk given the potential for global economic downturn. In 2025, provisions relating to the Group's credit exposure from customers remained broadly unchanged.

PRINCIPAL RISKS AND UNCERTAINTIES continued

PRINCIPAL RISKS FACING THE GROUP	DESCRIPTION OF RISK AND HOW IT MIGHT AFFECT THE GROUP'S PROSPECTS	HOW THE RISK IS MANAGED	DEVELOPMENTS IN 2025
STRATEGIC RISKS			
<p>3. Product cost deflation Revenue and profits are reduced due to the Group's need to pass on cost price reductions</p> <p>Risk owner: CEO and business area heads</p> <p>Change to risk level: →</p> <p>Included in viability statement: Yes</p> 	<ul style="list-style-type: none"> In the event of a reduction in the cost of products bought by the Group, due to suppliers passing on lower commodity prices (such as plastic or paper) or other price reductions, lower trade tariffs and/or foreign currency fluctuations, coupled with actions of competitors or customers, indexed or cost plus contracts may require the Group to pass on such cost reductions to customers, resulting in a reduction in the Group's revenue and profits. Operating profits may also be lower due to the above factors if operating costs are not reduced commensurate with the reduction in revenue. 	<ul style="list-style-type: none"> The Group uses its considerable experience in sourcing and selling products to manage prices during periods of deflation in order to minimise the impact on profits. Focus on the Group's own brand products, together with the reinforcement of the Group's service and product offering to customers, helps to minimise the impact of price deflation. The Group continually looks at ways to improve productivity and implement other efficiency measures to manage and, where possible, reduce its operating costs. 	<ul style="list-style-type: none"> The pricing impact was broadly stable across the Group over 2025, although some businesses continued to be impacted by deflation, such as our cleaning & hygiene businesses in France, reflective of a post Covid-19 normalisation of pricing, and a weak economy.
<p>4. Cost inflation Profits are reduced due to the Group's inability to pass on product or operating cost increases</p> <p>Risk owner: CEO and business area heads</p> <p>Change to risk level: →</p> <p>Included in viability statement: Yes</p> 	<ul style="list-style-type: none"> Significant or unexpected cost increases by suppliers, due to the pass through of higher commodity prices (such as plastic or paper) or other price increases, higher trade tariffs and/or foreign currency fluctuations, could adversely impact profits if the Group is unable to pass on such product cost increases to customers. Operating profits may also be lower due to the above factors if selling prices are not increased commensurate with the increases in operating costs. 	<ul style="list-style-type: none"> The Group sources its products from a number of different suppliers based in different countries so that it is not dependent on any one source of supply for any particular product, or overly exposed to a particular country changing trade tariffs, and can purchase products at the most competitive prices. The majority of the Group's transactions are carried out in the functional currencies of the Group's operations, but for foreign currency transactions some forward purchasing of foreign currencies is used to reduce the impact of short term currency volatility. The Group will, where possible, pass on price increases from its suppliers to its customers. The Group continually looks at ways to improve productivity and implement other efficiency measures to manage and, where possible, reduce its operating costs. 	<ul style="list-style-type: none"> The Group experienced significant product cost inflation in recent years. Selling prices to customers were continually evaluated to ensure that profitability levels were at least maintained. Overall, the Group was very successful in passing on product cost inflation. The Group's ongoing focus on own brand product development is an important tool for discussions with customers about price increases. Operating cost inflation, overall, was more typical over the year, with wage inflation across the US, UK & Ireland and Continental Europe being at normalised levels, which we expect to remain the case in 2026. Property cost inflation, linked to lease renewals, moderated from recent high levels and fuel and freight inflation was moderate and supported by the annualisation of prior year contract retendering in North America. Operating cost growth was partially supported by cost actions taken, such as restructuring projects and warehouse consolidations and relocations.

PRINCIPAL RISKS AND UNCERTAINTIES continued

PRINCIPAL RISKS FACING THE GROUP	DESCRIPTION OF RISK AND HOW IT MIGHT AFFECT THE GROUP'S PROSPECTS	HOW THE RISK IS MANAGED	DEVELOPMENTS IN 2025
STRATEGIC RISKS			
<p>5. Inability to make further acquisitions Profit growth is reduced from the Group's inability to acquire new companies</p> <p>Risk owner: CEO and business area heads</p> <p>Change to risk level: →</p> <p>Included in viability statement: Yes</p> 	<ul style="list-style-type: none"> Acquisitions are a key component of the Group's growth strategy and one of the key sources of the Group's competitive advantage, having completed 237 acquisitions since 2004. Insufficient acquisition opportunities, through a lack of availability of suitable companies to acquire or an unwillingness of business owners to sell their companies to Bunzl, could adversely impact future profit growth. 	<ul style="list-style-type: none"> The Group maintains a large acquisition database which continues to grow with targets identified by managers of current Bunzl businesses, research undertaken by the Group's dedicated and experienced in-house corporate development team and information received from banking and corporate finance contacts. The Group has a strong track record of successfully making acquisitions. At the same time, the Group maintains a decentralised management structure which facilitates a strong entrepreneurial culture and encourages former owners to remain within the Group after acquisition, which in turn encourages other companies to consider selling to Bunzl. 	<ul style="list-style-type: none"> The acquisition pipeline is closely monitored with continued research of any available opportunities for investment. During 2025, the Group's committed acquisition spend was £132 million and the pipeline remains active.
<p>6. Unsuccessful acquisition Profits are reduced, including by an impairment charge, due to an unsuccessful acquisition or acquisition integration</p> <p>Risk owner: CEO and business area heads</p> <p>Change to risk level: →</p> <p>Included in viability statement: Yes</p> 	<ul style="list-style-type: none"> Inadequate pre-acquisition due diligence related to a target company and its market, or an economic decline shortly after an acquisition, could lead to the Group paying more for a company than its fair value. Furthermore, the loss of key people or customers, exaggerated by inadequate post-acquisition integration of the business, could in turn result in underperformance of the acquired company compared to pre-acquisition expectations which could lead to lower profits as well as a need to record an impairment charge against any associated intangible assets. 	<ul style="list-style-type: none"> The Group has established processes and procedures for detailed pre-acquisition due diligence related to acquisition targets and the post-acquisition integration thereof. The Group's acquisition strategy is to focus on those businesses which operate in sectors where it has or can develop competitive advantage and which have good growth opportunities. The Group endeavours to maximise the performance of its acquisitions through the recruitment and retention of high quality and appropriately incentivised management combined with effective strategic planning, investment in resources and infrastructure and regular reviews of performance by both business area and Group management. Defined delegation of authority limits provide robust oversight of all acquisition thresholds and associated requirements. 	<ul style="list-style-type: none"> The acquisition pipeline is reviewed by the Executive Committee, and for any new significant acquisitions that are proposed, the Board reviews the potential acquisition in detail. The CEO and CFO review the performance of all acquisitions with business area management teams on a quarterly basis. Internal Audit reviews acquisitions on average within 18 months of the sale. The Board reviews performance of recent acquisitions annually. In 2025, the Board reviewed the principal acquisitions made in 2023 and noted that in aggregate they outperformed acquisition case expectations.

PRINCIPAL RISKS AND UNCERTAINTIES continued

PRINCIPAL RISKS FACING THE GROUP	DESCRIPTION OF RISK AND HOW IT MIGHT AFFECT THE GROUP'S PROSPECTS	HOW THE RISK IS MANAGED	DEVELOPMENTS IN 2025
STRATEGIC RISKS			
<p>7. Sustainability driven market changes Revenue and profits are reduced due to the Group's inability to offer sustainable products in response to changes in legislation, consumer preferences or the competitive environment</p> <p>Risk owner: CEO and business area heads</p> <p>Change to risk level: →</p> <p>Included in viability statement: Yes</p> 	<ul style="list-style-type: none"> • New legislation introduced outside Europe and the UK in countries where Bunzl operates mirrors (and in some cases goes further than) the legislation previously introduced in Europe and the UK. The scope of new legislation tends to cover a wider range of products than that previously introduced. Legislation related to packaging still remains extremely fragmented across different regions. • The introduction of Extended Producer Responsibility 'EPR' is a new consideration for the Group and our customers. EPR is being introduced in the UK, EU, Australia, Canada and seven US States (extending to 18). EPR is legislation that aims to make all organisations in a value chain responsible for the cost of the collection, management, and recycling of packaging. It applies modulation fees based on packaging recyclability where non-recyclable materials will incur extremely high compliance costs. • Consumer sentiment and customer targets are likely to lead to a reduction in demand for single use plastic-based products that the Group sells, while simultaneously increasing demand for renewable, recyclable, or reusable alternatives. • The Group's revenue and profits could be reduced if it is unable to offer packaging and products made from alternative materials that will replace products that cannot be sold due to legislation, or products where demand is lower due to changes in consumer preferences, for example a move to more reusable packaging. 	<ul style="list-style-type: none"> • Bunzl is well-positioned to support its customers with the legislative complexity due to its material agnostic position and network strength allowing it to deliver the right products across large multi-site customer operations. • Bunzl's scale and unique position at the centre of the supply chain, supported by expert sustainability managers, gives the Group an opportunity to provide customers with advice about alternative products which are recyclable, compostable, biodegradable or reusable. • EPR will incentivise customers to specify more recyclable products to avoid high modulation fees. This should further drive transition to alternative products that are well suited to the circular economy. • The Group has access to an extensive supply chain of product and packaging manufacturers who are innovating the range of products they produce to satisfy the increased focus on sustainability. This means the Group can offer the broadest possible range of products whether in response to legislative changes, consumer preference driven changes or a desire to offer market-leading products to the Group's customers. • The Group has access to the proprietary data on the packaging and products our customers need. That coupled with the Group's detailed product knowledge and data on customer product usage, ensures that the Group is well-positioned to be able to support its customers in shaping and achieving their sustainability strategies. 	<ul style="list-style-type: none"> • The majority of the Group's businesses in the retail, foodservice and grocery sectors now employ material footprint tools that explain how legislation will impact the products and packaging a customer uses, while promoting the alternatives we have in our ranges. • There has been a degree of price sensitivity in our customer sectors driven by general inflationary trends and the higher cost of products made from alternative materials is a concern for customers. These trends have the potential to slow transition, but the introduction of new legislation with high compliance costs (e.g. EPR) will likely cause organisations to accelerate their replacement of non-recyclable/less recyclable products. • The introduction of new EPR rules place higher financial and operational obligations on businesses for the end-of-life management of packaging, creating strong incentives to move away from non-recyclable or hard-to-recycle materials. As compliance costs rise and reporting requirements become more stringent, customers are increasingly prioritising solutions that minimise liability under EPR frameworks. This shift is re-focusing attention on our alternative material ranges (including own brand) and reinforcing the importance of proactive engagement through our sustainability tools and advisory services. • The Group has continued to strengthen its expert sustainability teams who train customers on incoming legislation, hold customer forums where they showcase the latest products and support customers to report effectively against their goals. Our teams have engaged over 300 key customers this year to reinforce our sustainability value proposition and demonstrate how we can help with their objectives. • The Group continued to expand and introduce new ranges of own brand products made from alternative materials.

PRINCIPAL RISKS AND UNCERTAINTIES continued

PRINCIPAL RISKS FACING THE GROUP	DESCRIPTION OF RISK AND HOW IT MIGHT AFFECT THE GROUP'S PROSPECTS	HOW THE RISK IS MANAGED	DEVELOPMENTS IN 2025
OPERATIONAL RISKS			
<p>8. Cyber security failure Revenue and profits are reduced as the Group is unable to operate and serve its customers' needs due to being impacted by a cyber-attack</p> <p>Risk owner: CIO</p> <p>Change to risk level: →</p> <p>Included in viability statement: Yes</p> 	<ul style="list-style-type: none"> The frequency, sophistication and impact of cyber-attacks on businesses are rising at the same time as Bunzl is increasing its connectivity with third parties and its digital footprint through acquisition and investment in e-commerce platforms, AI initiatives, and efficiency enhancing IT systems. Weak cyber defences, both now and in the future, through a failure to keep up with increasing cyber risks and insufficient IT disaster recovery planning and testing, could increase the likelihood and severity of a cyber-attack leading to business disruption, data loss, reputational damage and loss of customers and/or a fine under applicable data protection legislation. 	<ul style="list-style-type: none"> Concurrent with the Group's IT investments, the Group is continuing to improve information security policies and controls to improve its ability to govern, monitor, prevent, detect and respond to cyber threats. There is a global Information Security Programme which applies a risk-based framework of mandatory and enhanced controls tailored to each business. There is a central team for strategy and governance, supported by embedded Information Security professionals across business areas aligned to the Bunzl operating model. Cyber security awareness campaigns have been deployed across all regions to enhance the knowledge of Bunzl personnel and their resilience to phishing attacks. IT disaster recovery and incident management plans, which would be implemented in the event of any such failure, are in place and periodically tested. 	<ul style="list-style-type: none"> The Group continued to improve cyber security and data privacy governance, architecture, and controls, along with increasing awareness of both cyber security and data privacy across the Group. We continue to invest in modern cyber security technologies that address current and emerging threats while improving operational processes and procedures. The Group focused on improving cyber security controls, acquisition due diligence, and enhancing the security posture of recently acquired companies.
<p>9. Major change programme execution Revenue and profits are reduced due to unsuccessful execution of a major change programme</p> <p>Risk owner: CEO and business area heads</p> <p>Change to risk level: New risk</p> <p>Included in viability statement: Yes</p> 	<ul style="list-style-type: none"> If a major change programme is not delivered in line with expectations, a business unit or group of business units may suffer service interruptions, cost overruns, or efficiency losses. This can adversely affect customer and supplier confidence and Group profitability, especially if the issue occurs in a material business. Bunzl has a limited number of individual businesses that are material at the Group level. 	<ul style="list-style-type: none"> All major change initiatives are regularly reviewed by the business area heads in conjunction with the Group CEO. Steering committees are established to monitor progress of major change programmes. Business area reviews, including people with relevant experience from across the Group, provide the first line of defence. 	<ul style="list-style-type: none"> During 2025, this risk was elevated and added as a new principal risk, reflecting the issues associated with the change programme in the Group's largest business in North America, which primarily services foodservice and grocery customers. In the Group's largest business in North America, a series of actions were taken to improve performance (e.g. leadership changes to focus on commercial agility and operational excellence, empowering the local management and delivering margin benefits through further own brand launches, in addition to accelerating cost saving initiatives).

PRINCIPAL RISKS AND UNCERTAINTIES continued

PRINCIPAL RISKS FACING THE GROUP	DESCRIPTION OF RISK AND HOW IT MIGHT AFFECT THE GROUP'S PROSPECTS	HOW THE RISK IS MANAGED	DEVELOPMENTS IN 2025
FINANCIAL RISKS			
<p>10. Availability of funding Insufficient liquidity in financial markets leading to insolvency</p> <p>Risk owner: CFO</p> <p>Change to risk level: →</p> <p>Included in viability statement: Yes</p> 	<ul style="list-style-type: none"> Insufficient liquidity in financial markets could lead to banks and institutions being unwilling to lend to the Group, resulting in the Group being unable to obtain necessary funds when required to repay maturing borrowings, thereby reducing the cash available to meet its trading obligations, make acquisitions and pay dividends. 	<ul style="list-style-type: none"> The Group arranges a mixture of borrowings from different sources. The Group continually monitors net debt and forecast cash flows to ensure that it will be able to meet its financial obligations as they fall due and that sufficient facilities are in place to meet the Group's requirements in the short, medium and long term. 	<ul style="list-style-type: none"> During 2025, the Group refinanced c.£930 million of bilateral revolving credit facilities with £1,250 million of new revolving credit facilities maturing in 2030 (comprising a £950 million syndicated facility and £300 million of bilateral facilities). The Group also launched a US commercial paper programme alongside its existing euro-commercial paper programme which diversifies short term funding sources. The Group refinanced c.£470 million of maturing long term debt with two £250 million Eurobonds in the capital markets, with maturities in 2031 and 2036.
<p>11. Climate change Change in temperature and climate conditions that causes business disruption and economic loss for the Group</p> <p>Risk owner: CEO and business area heads</p> <p>Change to risk level: →</p> <p>Included in viability statement: Yes</p> 	<ul style="list-style-type: none"> Certain markets and regions are affected by extreme weather (e.g. suppliers and customers in areas impacted by wildfires and flooding) which could impact our commercial strategy. Failing to align with our customers' sustainability ambitions could lead to reputational damage and loss of sales. The Group may face increased indirect costs from carbon intensive products where carbon prices increase and no suitable substitute materials exist. 	<ul style="list-style-type: none"> Bunzl's supply chain flexibility and lack of fixed manufacturing assets provide operational resilience to the physical impacts of climate change. Our established business continuity planning has helped to ensure continued service to customers in case of weather-related disruptions, such as hurricanes in North America and the wildfires in Australia. Setting emissions reduction targets and tracking progress through our Climate Change Committee to decarbonise our operations and those of the supply chain helps to ensure our activities meet or exceed customer expectations. The ability to pass through any increased costs of products in our supply chain (for example, due to carbon pricing mechanisms) to our customers. Bunzl assesses and monitors the impact of climate change on GDP at the global level, including the impact of carbon pricing on total supply chain carbon dioxide emissions, and the trajectory of the reduction of carbon emissions over time based on data from the Network for Greening the Financial System 'NGFS'. 	<ul style="list-style-type: none"> In 2024, we undertook a comprehensive review and enhancement of our climate risk assessment, encompassing both our operations and supply chain. After a thorough analysis of climate models from the NGFS, IEA, and IPCC, we selected the NGFS model (Phase 4) for its versatility in evaluating both transition and physical risks. We adopted three distinct scenarios (Orderly (net zero by 2050), Disorderly (delayed transition), and Hot House World (current policies)) to represent a range of potential climate trajectories and their respective impacts on Bunzl. Additionally, we updated our financial impact assessment, which has led us to the conclusion that there was no material change to our risk level. In 2025, we considered the output of the comprehensive exercise completed in the prior year and concluded that there was no change to our risk assessment, which is expressed as a percentage of PBITA and is therefore not impacted by changes in absolute PBITA forecasts.

VIABILITY STATEMENT

Assessment of the prospects of the Company and its viability statement

In accordance with provision 31 of the Corporate Governance Code, the directors set out below how they have assessed the prospects of the Company, over what period the prospects have been assessed and the Company's formal viability statement.

The context for and period over which the prospects of the Company have been assessed

To consider the prospects of the Company and determine an appropriate time frame for the purpose of making a statement on the Company's longer term viability, the directors have taken into account various factors including the nature of the Company's business, its business model and strategy and the existing planning periods.

In particular:

- Bunzl has a geographically balanced and diversified business portfolio operating in 33 countries;
- the Company operates across six core, fragmented market sectors, many of which are growing and resilient to challenging economic conditions; and
- the business model and strategy minimise the volatility of the Company's results, enabling Bunzl to deliver consistently good results with high returns on capital and cash conversion.

With regard to the time frame specifically, the directors considered the above factors as well as the Group's strategic planning process. Comprehensive budgets are prepared annually by the business areas and approved by the Board. Strategic plans focusing on two years beyond the forecast for the current year are also prepared annually and reviewed by the Board. While the directors have no reason to believe the Company will not be viable over a longer period, given the inherent uncertainty involved, the period over which the directors consider it possible to form a reasonable expectation as to the Group's longer term viability is the three year period to 31 December 2028.

How the prospects of the Company and its longer term viability have been assessed

In making a viability statement, the directors are required to consider the Company's ability to meet its liabilities as they fall due, taking into account the Company's current position and principal risks. The Company has significant financial resources including committed and uncommitted banking facilities, US private placement notes and senior bonds, further details of which are set out in Note 18 to the consolidated financial statements. As a result, the directors believe that the Company is well placed to manage its business risks successfully.

The resilience of the Group to a range of possible scenarios, in particular the impact on key financial ratios and its ongoing compliance with financial covenants, was factored into the directors' considerations through two severe but plausible downside scenarios against the Group's current base case financial projections. The base case financial projections start with the Group's 2026 Budget and look ahead over the three year assessment period to include an expected level of organic growth and acquisition activity. These two severe but plausible downside scenarios included the following:

- the impact of the crystallisation of the principal risks to the Group's organic growth resulting in a 15% reduction in adjusted operating profit and a drop to 80% in the cash conversion;
- the impact of the crystallisation of the principal risks to the Group's organic growth as above, together with the impact of the crystallisation of the principal risks to the Group's acquisition growth (15% p.a. decline in the post-acquisition PBITA performance of acquisitions made in 2026, 2027 and 2028), without mitigating actions.

In addition, the Group has carried out reverse stress tests against the base case financial projections to determine the conditions that would result in a breach of financial covenants. In order for a breach of covenants to occur during the three year assessment period the Group would need to experience a reduction in EBITDA of over 40% compared to the base case or an increase in net debt of over 195%.

In all scenarios it has been assumed, based on past experience and all current indicators, that the Company will be able to refinance its banking facilities and US private placement notes as and when they mature. In the two severe but plausible downside scenarios it was found that the Group was resilient and in particular it remained in compliance with the relevant financial covenants. The conditions required to create the reverse stress tests were so severe that they were considered to be implausible.

The directors consider that the severe but plausible downside scenarios based assessment of the Company's prospects, building on the results of the robust assessment of the principal risks to the business and the financial implications of them materialising, confirms the resilience of the Group to severe but plausible downside scenarios and provides a reasonable basis on which to conclude on its longer term viability.

Confirmation of longer term viability

In accordance with the provisions of the Corporate Governance Code, the directors have taken account of the Group's current position and principal risks and uncertainties referred to above in assessing the prospects of the Company and they have a reasonable expectation that the Company will be able to continue in operation and meet its liabilities as they fall due over the three year period to 31 December 2028.