

The difference is ESSENTIAL



**Bunzl Insight Series
North America**
29th June 2023

BUNZL NORTH AMERICA INSIGHT EVENT: PRESENTING TEAM



Highly experienced leadership



**Jim
McCool**

Chief Executive
Officer -
North America



**John
Murphy**

Managing Director -
Agriculture and
Mexico



**Bryon
London**

Managing Director -
Food Processor



**Dale
Stokes**

Managing Director -
Safety

78

**cumulative
years at Bunzl¹**

Deep knowledge
and experience

Entrepreneurial
mindset

Delivering
Bunzl's strategy
at the sector
level

1. Including time at companies prior
to acquisition by Bunzl

AGENDA



Part 1

North America OVERVIEW

Resilient,
diversified &
growing



Part 2

Value-added proposition built on EXPERTISE and INNOVATION

Delivering higher growth and returns in these businesses today through:

- Strong organic growth
- Double digit operating margins
- Strong exclusive own brands



Agriculture

Strong sustainability proposition

Food Processor

Continuous improvement creates innovative solutions

Safety

Leading portfolio of brands

Part 3

Strong ACQUISITION opportunity

Successful model
& attractive
growth outlook

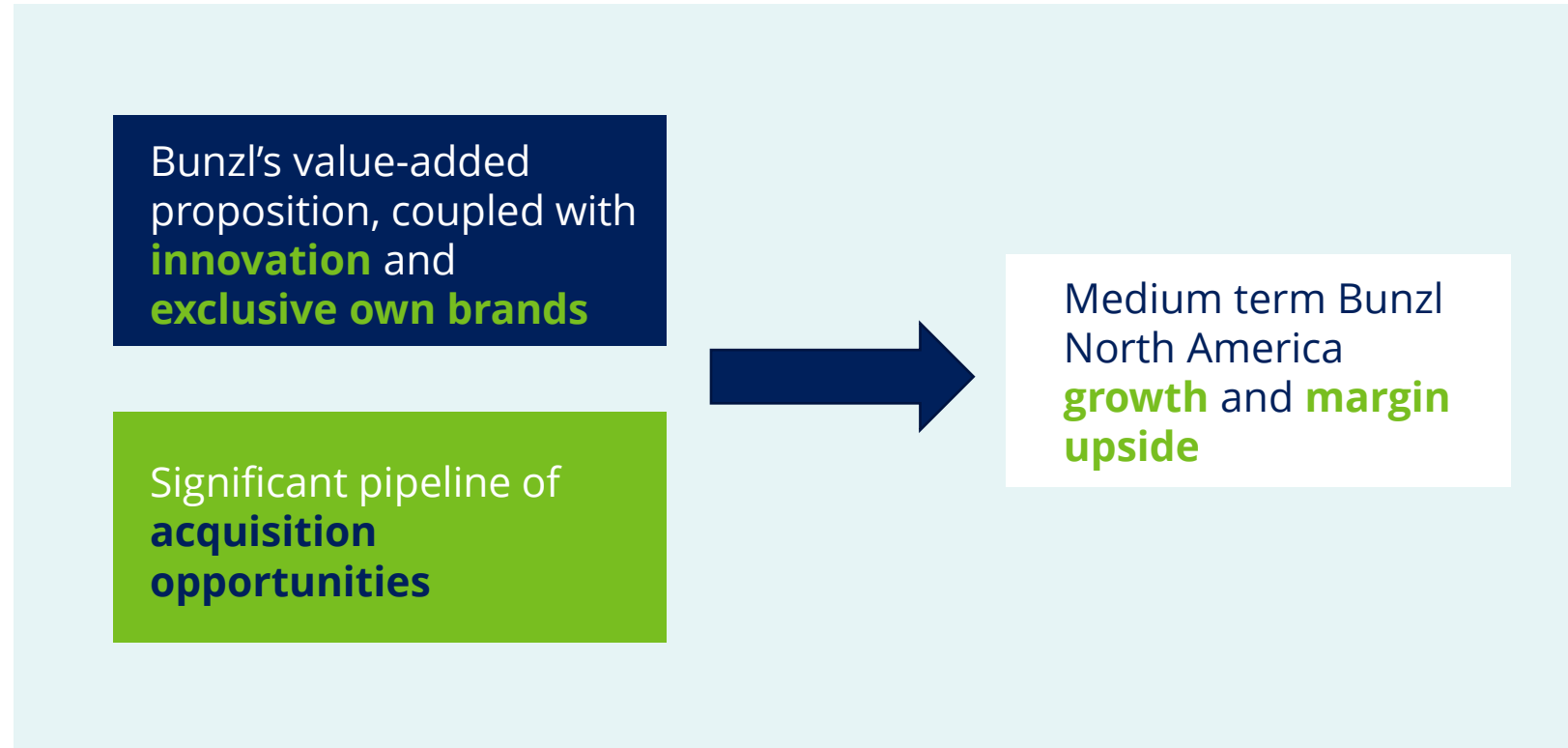


DELIVERING BUNZL'S GROWTH AND MARGIN OPPORTUNITIES



Significant opportunity for further growth in Bunzl North America

Bunzl's largest business area has exciting opportunities, supported by its higher margin, higher growth sectors



A woman with dark hair tied back, wearing a grey long-sleeved shirt and a bright green high-visibility safety vest, is smiling at the camera. She is sitting on a forklift in a warehouse setting. The background shows high industrial shelving units filled with cardboard boxes. An American flag is visible on the right side of the frame. The text "North America OVERVIEW" is overlaid on the image, with "OVERVIEW" in a green box.

North America OVERVIEW

BUNZL NORTH AMERICA TODAY

A specialist business with scale



Bunzl entered North America in 1981

- Early focus on grocery and foodservice

Over 110 acquisitions since 1981

- Enhancing our position and diversification beyond grocery and foodservice

c.60% of Group revenue today

- Leading platforms in safety, cleaning and hygiene, food processor and agriculture



Truly national presence in all **50 states**, Canada and Mexico



Operating from **>190** locations



>1,600 are sales experts and customer service specialists



With **49** operating companies



8,700 employees



Utilising **>10,000** supplier relationships globally

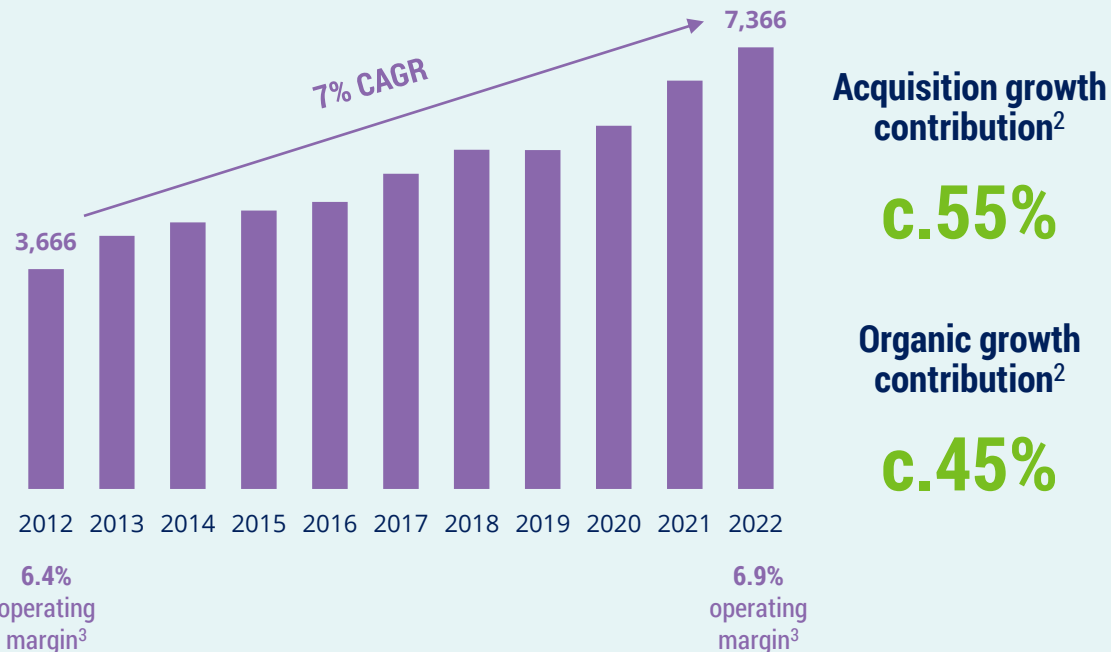
STRONG GROWTH IN BUNZL'S LARGEST BUSINESS AREA



Further revenue and margin growth opportunity remains

STRONG CONSISTENT GROWTH

Bunzl North America revenue (£m)¹



Revenue increase¹
since 2012

£3.7bn

Adjusted operating
profit³ CAGR (12-22)¹

8%

2022 operating
margin³

6.9%



Strong growth achieved through:

- Strength of customer relationships
- Development of our enhanced value proposition
- Value-accretive M&A



Large runway of opportunities ahead (organic and acquisitions)



Margin reflective of sector mix

- Margin expected to increase further, alongside further expansion into higher margin sectors and own brand penetration

Notes

1. At 2022 exchange rates

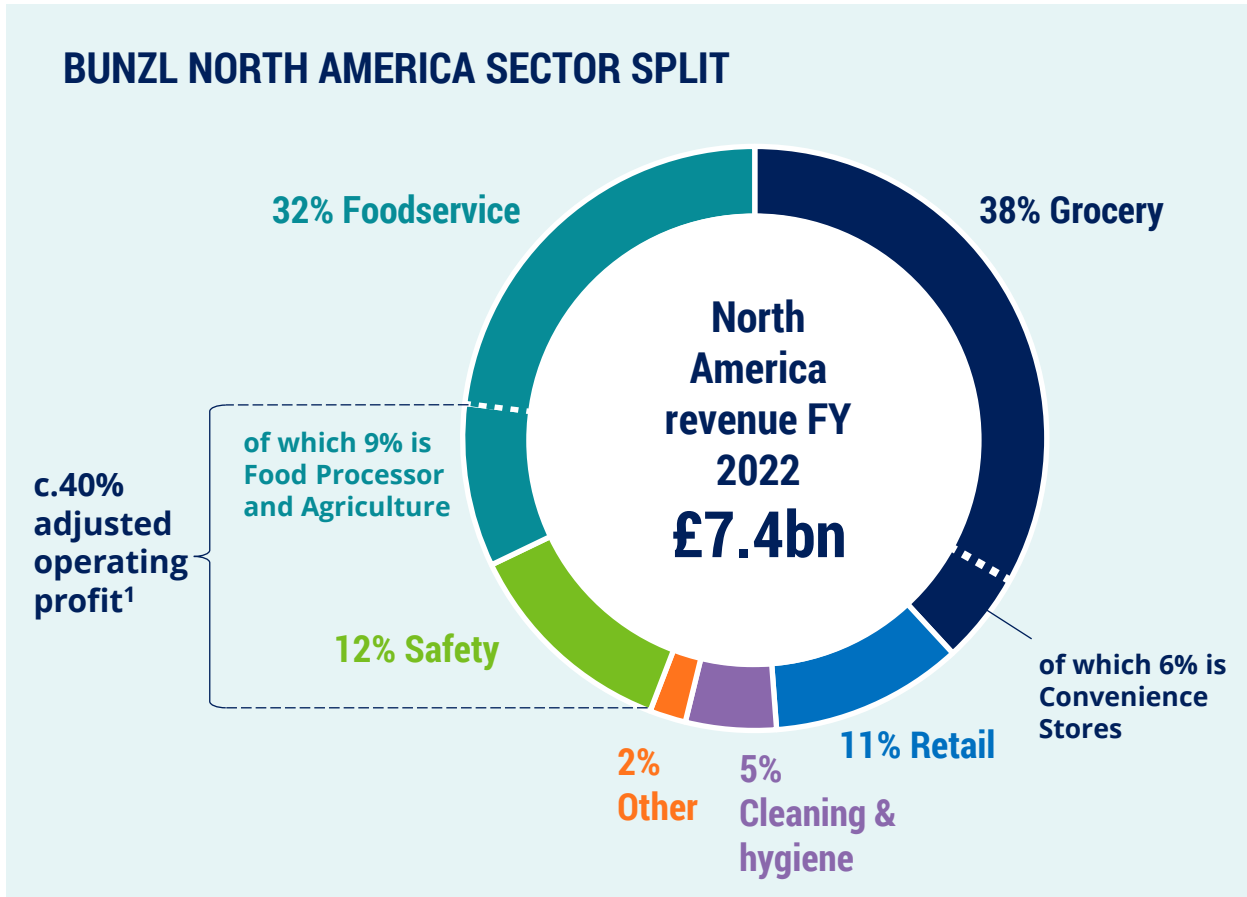
2. Average contribution to revenue growth over the last 10 years

3. Alternative performance measure – see Appendix 1

A DIVERSIFIED BUSINESS WITH ATTRACTIVE RETURNS



North America's mix of end market sectors drives resilience



Diverse sector mix today supports resilience

- Multiple end-market exposures with differing drivers of activity
- Diversity within sectors, across regions and markets

Fragmented customer base with low churn

- Top 3 customers <20% of revenue (weighted to #1)
- Customers #4 to #10 <10% of revenue
- Top 40 customers average partnership >20 years²

Operating margin¹ of 6.9% and strong return on average operating capital¹ of 45%

- Differing operating margins across businesses
 - Structurally higher inventory turns in certain sectors:
 - Double digit margin for safety, food processor and agriculture
 - Mid-single digit for remaining business, but faster turn
- Similar return on average operating capital of both sector groupings**

Growth opportunities ahead

- Significant opportunities to grow organically and through acquisitions

Note

1. In 2022 and an alternative performance measure – see Appendix 1
2. Includes pre-existing relationship periods for customers of acquired businesses prior to acquisition by Bunzl

STRONG VALUE PROPOSITION



Our value-added proposition gives us a competitive advantage, driving returns

	Key differentiators of our offering	The benefit it provides our customers, increasing stickiness	
	Strong exclusive own brand ranges	<ul style="list-style-type: none"> - Products meeting specific needs, co-developed with customers 	<p>The advantage of local relationships and expertise</p> <p>The efficiency of a national network</p> <p>The power of global resources</p>
	Data, analytics and digital tools	<ul style="list-style-type: none"> - Optimising performance 	
	Leading sustainability proposition	<ul style="list-style-type: none"> - Helps customers to navigate a rapidly changing landscape 	
	Tailored specialist support for customers locally	<ul style="list-style-type: none"> - We are an extension of their teams, with deep knowledge of their business - Responsive and agile service 	
	Flexible national footprint	<ul style="list-style-type: none"> - Strong service proposition - Supporting our key customers as they grow and expand 	
	Bunzl's global scale	<ul style="list-style-type: none"> - Greater investment in providing customer solutions 	
	Breadth of global supply chains	<ul style="list-style-type: none"> - Reliability of essential product availability - Assurance around ethical sourcing 	

STRONG EXCLUSIVE OWN BRAND PORTFOLIO



Growing own brand mix in Bunzl's portfolio supports proposition and margins

Own brands are margin enhancing

Support customer 'stickiness'

North America own brand penetration lower than Group penetration

- **Different solutions to meet specific customer needs:**
 - **Innovative exclusive own brands** - superior solutions that compete with global manufacturers and other brands
 - **Commodity branded products** - cost-effective alternatives
 - **Unbranded products** - meet a tailored need / cost-effective
- **Differing levels of penetration:**
 - **Safety businesses largely 100% penetration** – an exclusive portfolio of leading own brands
 - Some businesses have single digit penetration and **opportunity to increase**

Example own brands



PPE provider established over 50 years ago, currently offering over 5,000 SKUs



Established 90 years ago. Exceptionally strong position in welding PPE, with over 1,000 SKUs



Over 50 years experience specialising in top quality high visibility clothing



Established 1896, specialists in rubber footwear and clothing



Developed in Canada, and leveraged by our food processor business in the US



Portfolio of towels, tissues, napkins and bin liners, designed to provide the right combination of quality and value

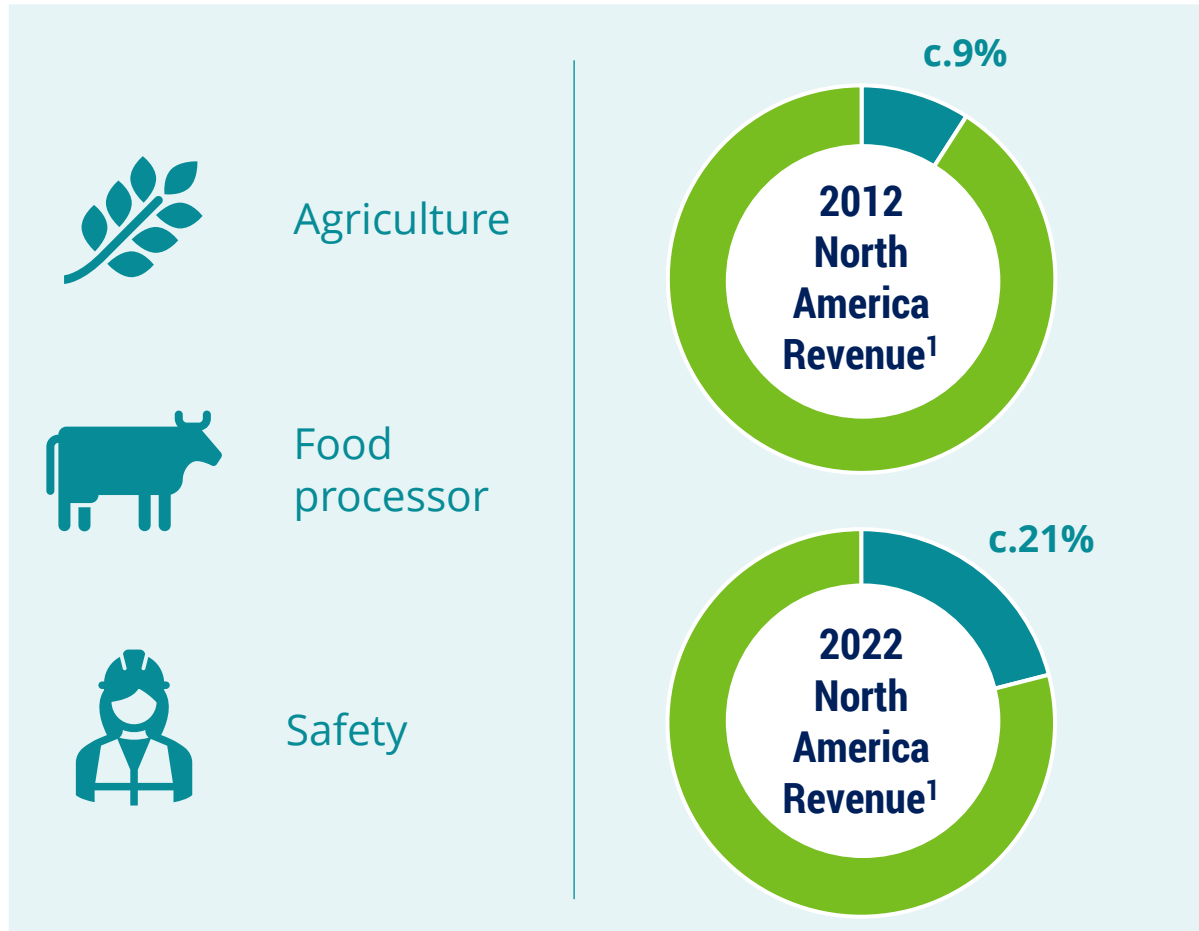


Delivering
VALUE-ADDED
solutions

DEVELOPMENT OF HIGHER MARGIN SECTORS SINCE 2012



Significant further potential within these sectors



Strong organic growth

c.7%

Organic revenue CAGR (2012-2022)¹

Very strong total revenue growth including acquisitions

c.16%

Revenue CAGR (2012-2022)¹

Higher margin businesses

c.14%

operating margin² combined

c.40%

of North America adjusted operating profit² (2022)

Exclusive own brands

c.50%

of product purchases are own brands

Notes

1. At 2022 exchange rates

2. Alternative performance measure – see Appendix 1

Part 2

Value-added proposition built on **EXPERTISE** and **INNOVATION**

Delivering higher growth and returns in these businesses today through:

- Strong organic growth
- Double digit operating margins
- Strong exclusive own brands

DEEP DIVE: AGRICULTURE

Strong sustainability proposition





AGRICULTURE DIVISION

Specialist businesses focused on the needs of food growers



Specialists in products for growers of fresh fruit and vegetables



c.£260 million¹ revenue in 2022



Double-digit organic revenue growth CAGR (since 2012)¹



Growth supported by our ability to expand our footprint to support customers' needs

Example products



Example customers



Locations



18 warehouses



Concentrated in **California, Florida, Michigan and Mexico**, where customers are located



Increasing shift to Mexico, supporting growers with their expansion



Note

1. At 2022 exchange rates



ESTABLISHED WITH AN ANCHOR ACQUISITION IN 2010

Acquisitions have supported the expansion of our coverage

HISTORIC EXPANSION - adding product ranges and geographic coverage

 2010	<ul style="list-style-type: none"> • Anchor acquisition, entering California and Mexico • Focused on clamshells and labelling
 2011	<ul style="list-style-type: none"> • Expanded into Washington state and Vancouver • Expanded rigid clamshell offering; built up corrugated boxes expertise
 2012	<ul style="list-style-type: none"> • Enhanced presence in California; expanded into Arizona • Focused on flexible sustainable packaging
 2018	<ul style="list-style-type: none"> • Added new geographies in Midwest, Northeast and Southeast • Wide range of SKUs to fragmented customer base
 2021	<ul style="list-style-type: none"> • Expanded coverage across Southeast of the USA

INTERGRO ACQUISITION RATIONALE

- Diversifying revenue stream with focus on pre-harvest products
- Cross-selling opportunity with existing customers (due to different product focus)
- Support sustainability innovation, as well as developing automation capabilities

BUNZL AGRICULTURE TODAY

- **Agile and entrepreneurial** family of specialist businesses
- Geographic expansion achieved through acquisitions and through organic expansion **following our most successful customers as they have grown**
- Ongoing diversification of product categories, adding **new revenue streams and synergy opportunities**



VERY STRONG ORGANIC GROWTH ACHIEVED




We have expanded alongside our customers; Mexico key to future growth

MEXICO A KEY FOCUS FOR THE BUSINESS

-  Mexico is increasingly a key growing region for global food production
-  **>75%** of fresh vegetables and **>50%** of fresh fruit consumed in the US today is grown in Mexico
-  Significant opportunity in current Mexico markets as well as potential Mexico markets
-  Acquisitions could support expansion



DOUBLE DIGIT ORGANIC GROWTH SINCE 2012

-  Value-added offering
-  Partnering with successful companies
-  Customers moving to Mexico; we have expanded alongside them

11%

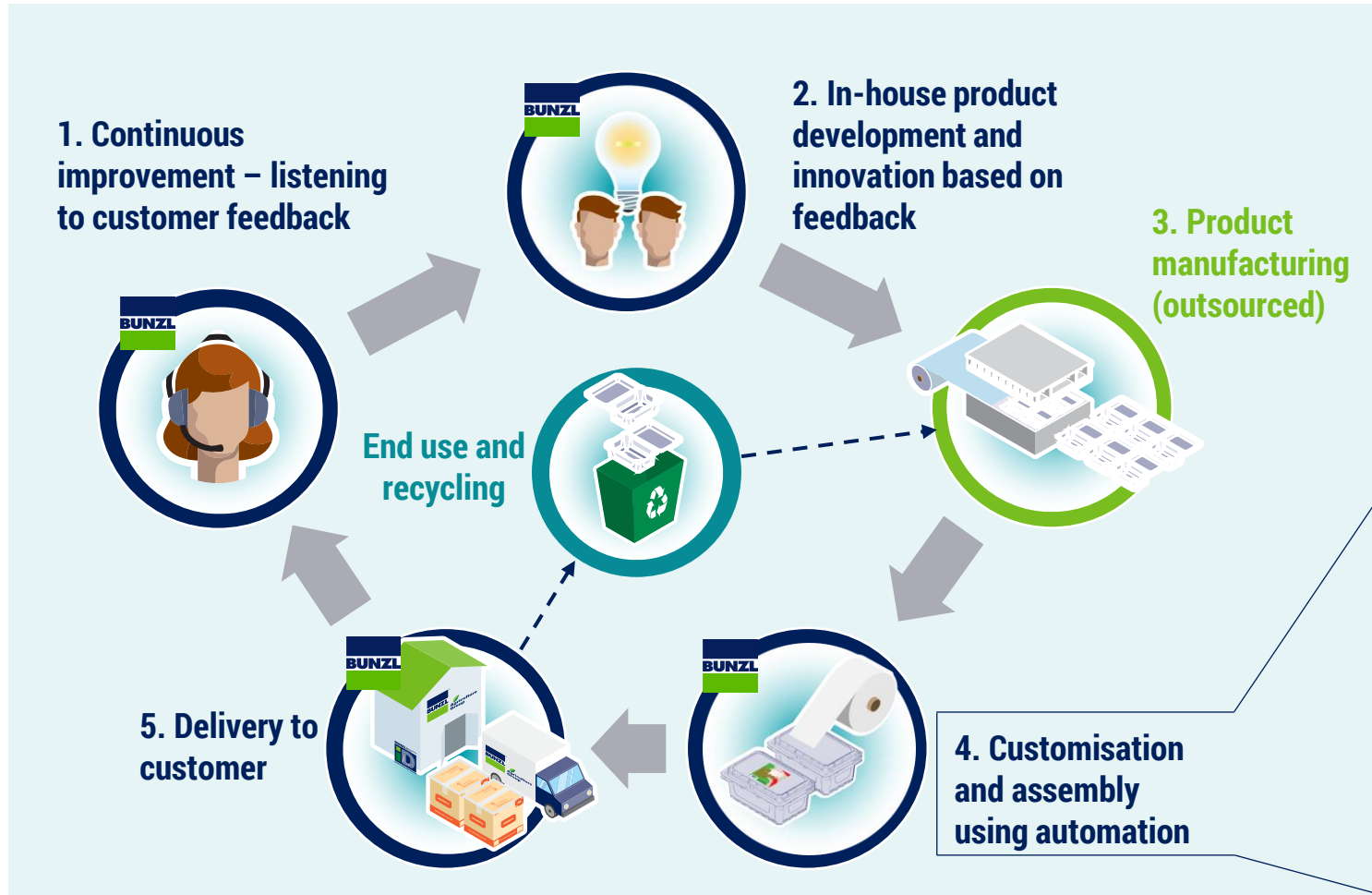
Organic revenue CAGR (12-22)

Approximately half of organic growth driven by expansion into Mexico



CONTINUOUS INNOVATION LIFECYCLE FOR PACKAGING

Working with customers to develop solutions in support of a more circular economy



- Ongoing continuous innovation allows greater proportion of rigid packaging to be recycled over time, supporting the transition to a more circular economy
- Legislation continues to drive this process – we are prepared for legislation to come into effect
- Almost every single agriculture customer goes through most steps for rigid packaging

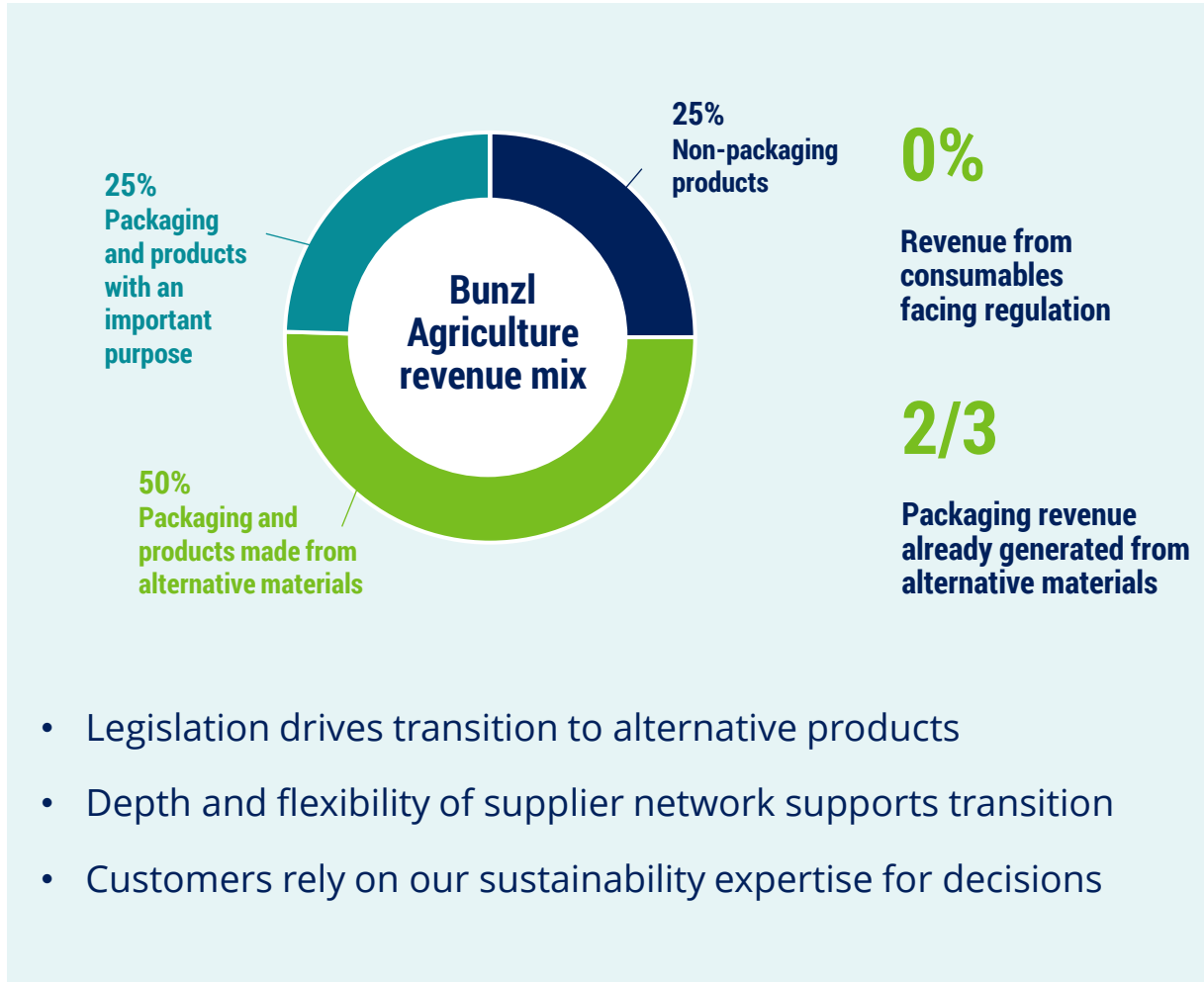
Value-added label customisation

- **Trace and Track Technologies** – using variable label printing capabilities allows individual clamshells to be tracked, monitoring efficiencies at every stage of lifecycle
- **Water soluble adhesive** – facilitates recycling, whilst remaining appropriate for wet fruit environment

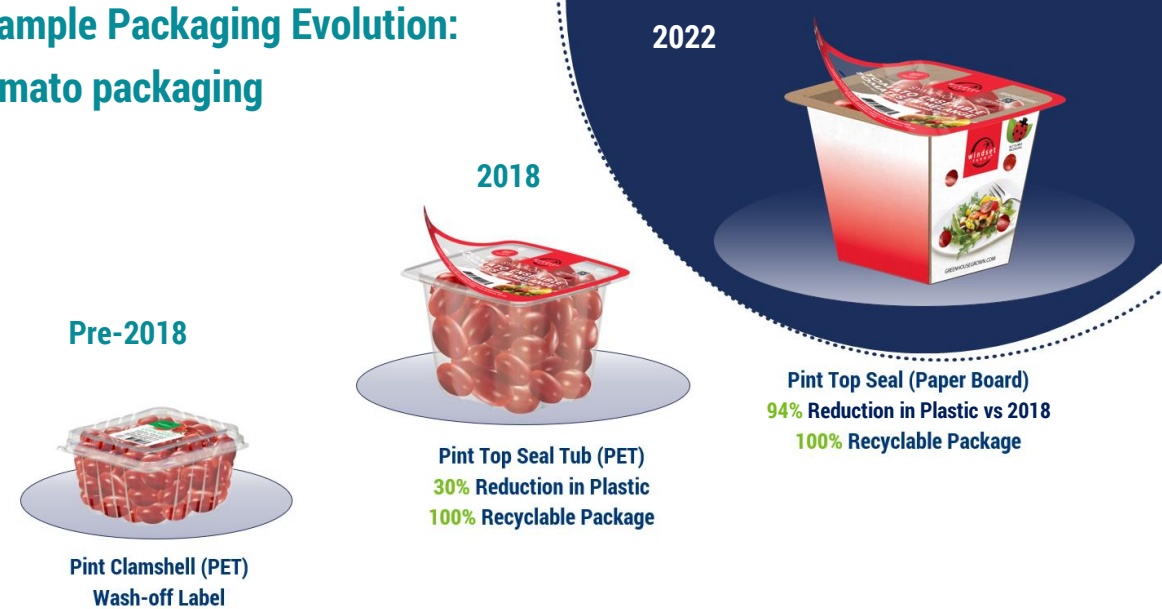


SUSTAINABLE OFFERINGS ARE A DIFFERENTIATOR

Ongoing opportunity to continually innovate product lines and drive value



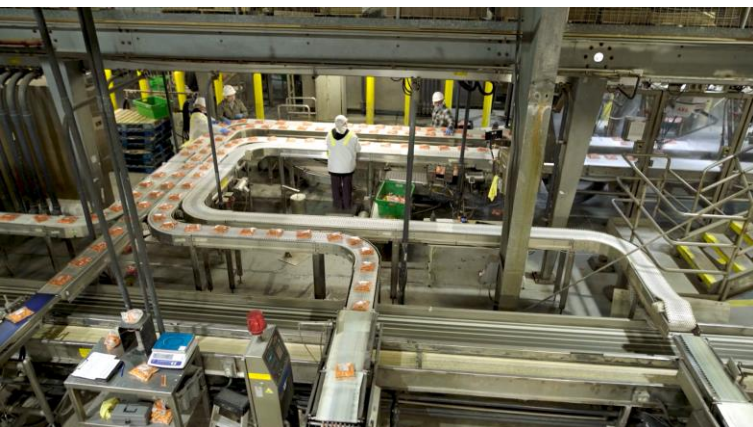
Example Packaging Evolution: Tomato packaging



- Continuous innovation and product improvement are key competitive advantages
- Dedicated innovation centres, supported by regional sustainability experts
- Flexible supplier relationships supports agility



BOLTHOUSE FARMS: CUSTOMER TESTIMONIAL



DELIVERING VALUE FOR OUR CUSTOMERS

Supplying flexible packaging and product labels to North America's leading carrot producer

Length of partnership with Bunzl

15 years

Share of North America carrot market

>40%

"The relationship with Bunzl is a partnership more so than a relationship"

"To be able to have Bunzl to call on to solve the other parts of the business, not only does it help you sleep at night but it allows you to free up time to really work on stuff that can add more value to the business."

Part 2

Value-added proposition built on **EXPERTISE** and **INNOVATION**

Delivering higher growth and returns in these businesses today through:

- Strong organic growth
- Double digit operating margins
- Strong exclusive own brands

DEEP DIVE: FOOD PROCESSOR

Continuous improvement creates innovative solutions





BUNZL PROCESSOR DIVISION

Strong organic growth delivered through Bunzl's industry-specific expertise



Specialists in products for protein plants, bakeries, and produce processors



c.£390 million¹ revenue in 2022



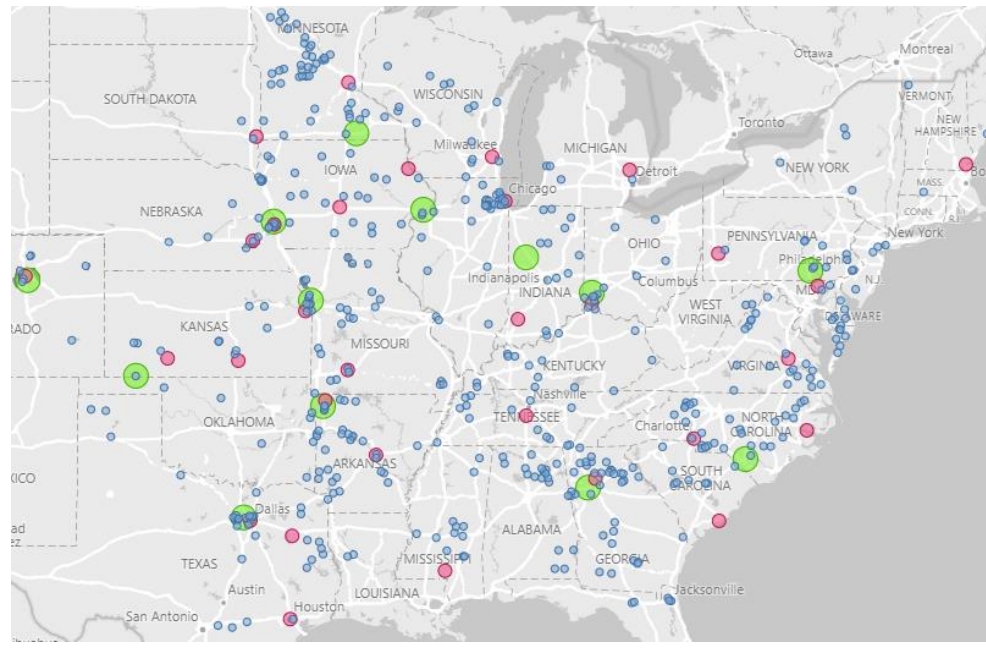
Strong organic adjusted operating profit² CAGR since 2012¹ – limited additional acquisition benefit over the period



Excellent return on operating capital



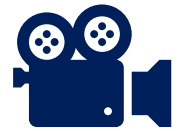
15 warehouses³ focused on customer locations



● Bunzl Processor Division warehouses ● Bunzl field sales rep ● Customer ship-to locations

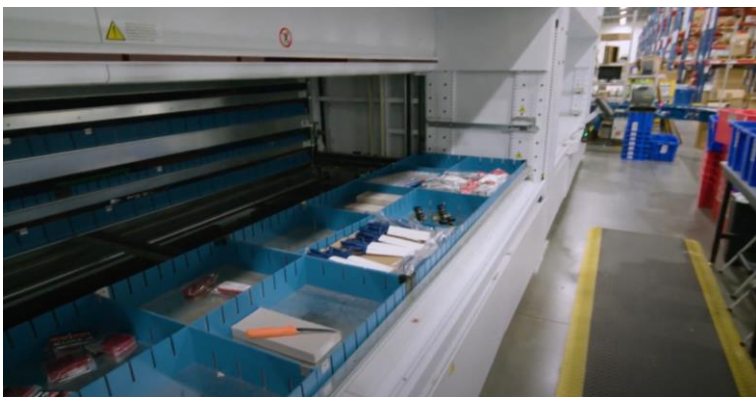
Notes

- 1. At 2022 exchange rates
- 2. Alternative performance measure – see Appendix 1
- 3. Two warehouses on West Coast not shown, where we have a lower customer concentration, and opportunity to expand



THE DISTRIBUTOR OF CHOICE

Servicing food companies that are feeding the nation





THE DISTRIBUTOR OF CHOICE

Servicing food companies that are feeding the nation



- Our scale and ability to innovate means we can supply products that other suppliers cannot

c.33,000
SKUs in stock

- Innovative, unique products designed exclusively for food processors

>5,000
SKUs since 2022

- Our customers have a high level of trust in us

>20 years average length of
top 10 customer relationships

- Our footprint means we can service nearly every single customer with a one day or the same day lead time

>97%
domestic customers serviced
within 24 hours



EXPERTISE THAT DRIVES VALUE AND SUPPORTS RETURNS

Acting as extensions of customers' teams, understanding their unique challenges

Expertise is at the core of our business

- Expertise goes beyond simply sourcing products
- Our people have manufacturer-level knowledge
- Customers see us as consultants adding value

Our specialists focus on:

- Animal species
- Safety
- Product categories
- Product usage
- Ergonomics

Which helps our customers:

- Maintain a zero-error environment
- Drive efficiency
- Adhere to compliance
- Improve product quality
- Improve sustainability

c.50%
Of employees are
dedicated specialists

8.5 years
Average length of
employee tenure

12
Average number of
site visits per
customer per year –
flexible to customer
needs

Supported by data-driven decision making

With data and analytics, we help customers:

- Improve standards and compliance
- Check utilisation and efficiency
- Minimise stock risk on critical items – cost of error is very large for these customers
- Optimise spend on product ranges





EXAMPLE OWN BRAND SOLUTIONS

Reflective of our deep understanding of our customers' needs

Inox Pro: Boning Knife innovation

Food processor industry problem:

- Boning knives typically last 10-12 days
 - High-volume item
 - Highly repetitive task for employees

Bunzl own brand solution:

- Lasts c.15% longer than competitors
- More ergonomic design improves employee welfare
- Uses more sustainable recycled steel

Results:

Doubled
sales from
2021-2022

#2
cutlery line for our
business; fastest
growing cutlery line



Edge Master: Beef and Bacon slicing blades

Food processor industry problem:

- Original equipment manufacturer (OEM) blades are excessively expensive while aftermarket blades are inconsistent

Bunzl own brand solution:

- Cost savings vs OEM blades while performance is equal; outperforming other replacements
- Packaging improves user safety while offering increased efficiency in transportation and storage – more sustainable

Results:

2 of our top 3 customers have moved to this alternative





SUPERIOR INDUSTRY SPECIFIC OWN BRAND SOLUTIONS

Innovative solutions to meet customer needs and solve industry challenges

c.1,400

Own brand SKUs

10x

Profit contribution in 2022 from own brands vs. 2015

2-4

Product lines (multiple SKUs) launched per year on average

Industry-dynamics focus our innovation

- High level of food safety and humane compliance – innovation can support adherence to requirements
 - Errors can have serious consequences – very high cost of failure
 - Products that can support correct procedure are preferred
- Branded products not always optimal for a food processor plant which needs to remain sanitary – e.g. grooves in products
- Hygiene requirements subject clothing to intense cleaning processes
- Practical solutions can have a large impact

We create products that drive value

- Products with specifications that improve on the alternatives, and at compelling price points

Supported by Group's Global Importing Office

- Supplier opportunities and efficiencies
- Quality control
- Ethical audits of suppliers

Outcomes for Bunzl Processor Division

- ✓ Drives organic growth – market share growth
- ✓ Enhances Bunzl's margins
- ✓ Increases customer 'stickiness'



THIS PROPOSITION HAS DRIVEN STRONG ORGANIC GROWTH

Our continuous improvement drives greater wallet share and customer wins

Our continuous improvement model drives growth and returns

- **Demonstrate value immediately**, either solving specific customer challenges, or reducing their costs
- Present customers with **innovative own brand solutions**
- Targeted **annual cost reductions** for customers through efficiencies and product substitutions



- **Differentiated service and own brand offering drives increased wallet share** through category expansion

Case Study: Tyson Foods



Material contract expansion given:

- Demonstrated reliability
- Dedication to and expertise in cost reduction
- Rationalisation of SKUs and consolidation of deliveries
- Value provided through own brand solutions

Compelling proposition has delivered strong results

7%

**organic revenue
CAGR (12-22)**

**Largely driven by
wallet share gains**

Significant future growth opportunities



Significant
wallet share
opportunities



New **customer**
wins



Entry into **new industrial food environments** -
Supported by acquisition opportunities

Part 2

Value-added proposition built on **EXPERTISE** and **INNOVATION**

Delivering higher growth and returns in these businesses today through:

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- Double digit operating margins
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DEEP DIVE: SAFETY

Leading portfolio of brands





SAFETY DIVISION

A business with differentiated brands supported by a reliable supply chain



Exclusive own brand innovative safety products including PPE and asset protection



Over 40 leading brands selling c.47,000 products



c.£870 million¹ revenue in 2022



High double-digit revenue and adjusted operating profit² CAGR since 2014, driven by acquisitions

Notes

- 1. At 2022 exchange rates
- 2. Alternative performance measure – see Appendix 1

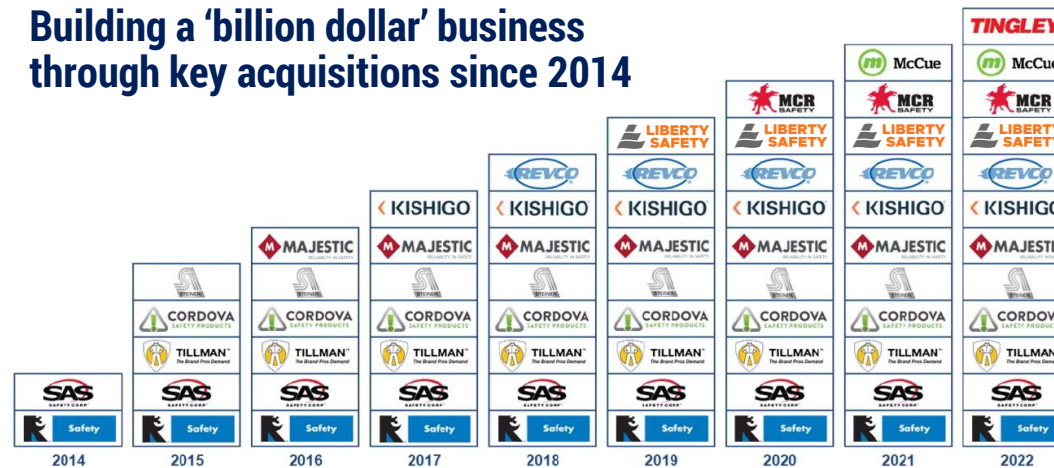


Full spectrum of value and premium positioning



Particular strength in the industrial sector

Building a 'billion dollar' business through key acquisitions since 2014



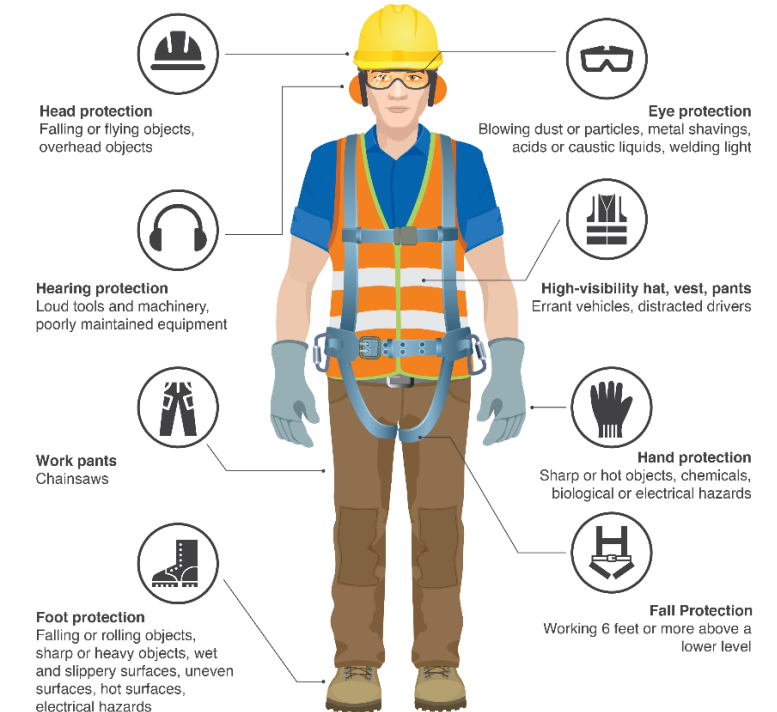
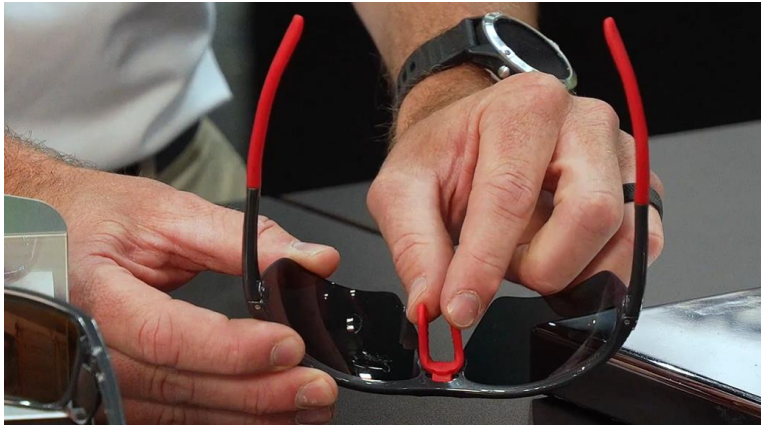
12%
North America revenue (2022)



PRODUCTS THAT CUSTOMERS CAN RELY ON

End-user demand driven by our product innovation, quality and reliability

WIDE VARIETY OF INNOVATIVE PRODUCTS AND SOLUTIONS FOR HEAD-TO-TOE PROTECTION



ADDITIONAL PROTECTION EQUIPMENT



Face protection
Larger particles or fragments, splashes and sprays of liquids, wood chips



Respirator
Harmful dust, fumes, gases, smoke, or vapors



Long sleeves
Hot tar, other substances

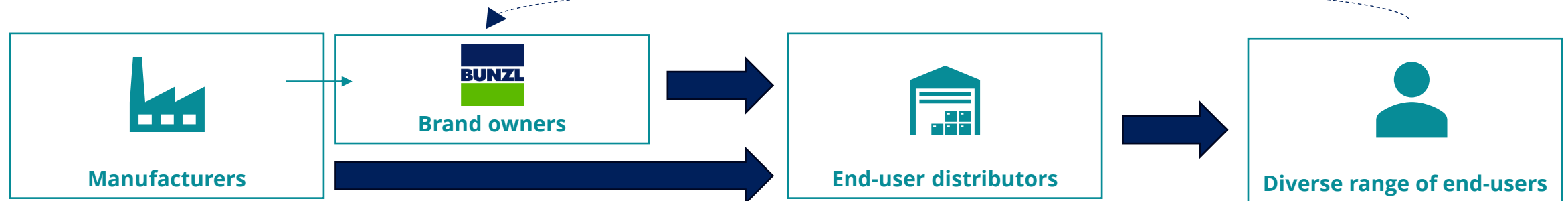


Coveralls
All types of body hazards

DIFFERENTIATED BRANDS WITH STRONG MARKET POSITIONS

Portfolio of well-known leading and aspirational brands

EXCLUSIVE OWN-BRAND FOCUSED DIVISION



- Bunzl Safety sits **higher up in the value chain**
- We **design products, own IP**, and have licenses for leading proprietary fabrics
- Our products are known for **high compliance, quality, reliability**
- We **outsource** to third-party manufacturers
- **High degree of flexibility** with contracted suppliers

- We **remain connected to end-users** to drive innovation opportunities
- We have strong pull and push strategies in place – **end user demand** for our products drives sales

STRUCTURAL DRIVERS AND OPPORTUNITIES

Well-positioned to benefit from future sector growth

NORTH AMERICA PPE MARKET¹ BY END USER SEGMENT



■ Manufacturing
■ Healthcare
■ Construction
■ Oil & Gas
■ Chemicals
■ Mining
■ Pharmaceuticals
■ Food
■ Transportation
■ Others

- **Strong organic growth** forecast for safety end markets
- **Limited cyclicality** in higher PPE consumption end markets, such as infrastructure construction and utilities, which are more attractive for Bunzl

Note

1. Market Size at manufacturer level, Grand View Research, May 2023

MARKET DRIVERS

Increasing levels of safety standards and compliance

- Increasing PPE legal standards
- Bunzl participation in consultations to set national standards
- Increased government investment in enforcing standards

Employee wellbeing focus

- Trend towards providing higher price point items that bring comfort and functionality over and above base compliance need

Potential increased spending through Infrastructure Investment and Jobs Act

- Estimated \$1.2tn investment into construction projects, including infrastructure projects with high-PPE consumption

BUNZL SAFETY COMPETITIVE ADVANTAGES

Differentiated offering drives organic growth across diverse product ranges and end markets



Trusted brands and innovative new product developments

- **Brand trust:** established over long periods of time – some of our brands are up to 125 years old
- Established **reputation for innovative product development** at both value & premium positioning



Ethical sourcing and supply chain management capabilities

- **Balanced risk** with supply across multiple Asian markets and Mexico
- **Purchasing synergies** achieved through Bunzl's global scale
- Our Global Importing Office provides **compliance and customer confidence**



Digital investments

- Leveraging investment, **enabled through Bunzl's scale**, in key technologies such as product information management (PIM)



Global safety network

- Collaboration with our 57 Bunzl Safety businesses in 26 countries facilitates **knowledge and best practice sharing**

ACQUISITION OPPORTUNITIES

Significant number of opportunities for expansion in North America

SUCCESS OF HISTORIC ACQUISITIONS

13

acquisitions since 2012

Largely focused on
Head-to-toe PPE

Recent expansion into
asset safety adjacency

c.8x











EV/EBITA multiples
(trailing) paid on
acquisition 2012-
2019



c.5x

Implied EV/EBITA
multiples paid on 2022
earnings for
acquisitions 2012-2019

ACQUISITION OPPORTUNITY

		Market size ¹	Growth opportunity	Adjacency opportunities
Hand protection 		\$7.7bn	+++	Asset safety 
Clothing 		\$5.5bn	++++	
Respiratory 		\$3.6bn	+++++	Traffic safety 
Footwear 		\$2.9bn	+++++	
Head & face 		\$1.7bn	+++++	Smart tech PPE 
Fall protection 		\$0.8bn	+++++	
Hearing protection 		\$0.5bn	+++++	

Note

1. Market Size at manufacturer level, Grand View Research, May 2023



Driving **ACQUISITION** growth

BUILDING A SCALE PLATFORM IN NORTH AMERICA

Consolidating our markets through acquisitions



- **Significant opportunities for further acquisition growth**
 - Excellent existing operating platform for further bolt on acquisitions
 - Very strong balance sheet and ongoing cash flow
 - Active pipeline of opportunities
 - Experienced management teams
- **Group's strong cash flow and balance sheet support this expansion**
 - Average cash conversion of 98% since 2004
 - Net debt:EBITDA¹ 1.2x at the end of 2022
- **Long term continued compounding growth opportunity**

£1.7bn

**committed spend on acquisitions
in North America since 2004**

>50

**acquisitions in North
America since 2004**



Notes

1. Alternative performance measure. On a covenant basis - at average exchange rates and based on historical accounting standards, in accordance with Group's external debt covenants. Recent acquisition structures result in deferred consideration to be paid, subject to future earnings achieved by the businesses. This liability is not included within net debt

HISTORIC SUCCESS DRIVEN BY DISCIPLINE



Combining product innovation and Bunzl's scale and support for strong growth

DESTINY PACKAGING – ACQUIRED 2012

BACKGROUND AND RATIONALE

- Category and capability expansion in Agriculture, following anchor acquisition of Cool Pak in 2010
- Destiny is a leader in the design, sourcing and distribution of flexible packaging solutions, primarily focused on the West Coast of the US

SUCCESS

- Strong margins and well-managed inventories produce return on average operating capital of >100%
- Working closely with customers with a continuous improvement approach that leads to enhanced product freshness
- Leading a shift towards more recyclable plastics, aligning with both customers and retailers alike
- Collaboration with Cool Pak on sourcing shift into Mexico

c.9%

Adjusted operating profit¹ CAGR since 2014

Notes

1. Alternative performance measure

TILLMAN (2015), STEINER (2015), REVCO (2018)

BACKGROUND AND RATIONALE

- **Tillman** – leading hand protection brand in the welding market (anchor acquisition)
- **Steiner** – leader in screens and other accessories to the welding market (category expansion)
- **Revco** – strong hand protection and clothing brand in the welding market (scale and category expansion)

SUCCESS

- Leveraging broader Bunzl US Safety segment network to co-locate East and West Coast distribution centres
- Leverage Bunzl global sourcing and logistics to ensure ethical sourcing and reduce inbound and outbound logistics costs

c.8%

Average adjusted operating profit¹ CAGR post-acquisition

SIGNIFICANT OPPORTUNITY FOR FURTHER EXPANSION

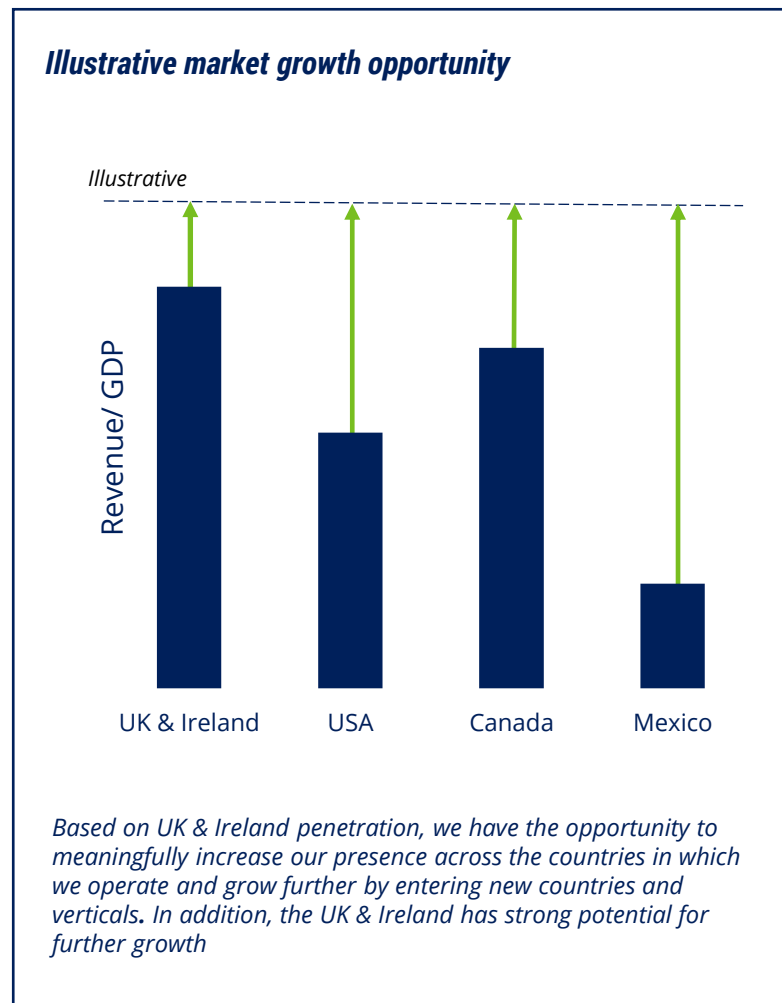
Opportunity to significantly increase revenues across North America



Significant opportunities in North America

- Increase share in existing markets
- Enter new adjacent categories
- Expand in Mexico, in both agriculture and other sectors
- Focus on higher margin businesses

SECTOR	MARKET OPPORTUNITY	COMMENTARY
SAFETY	+++++	Strong opportunities across PPE and new adjacent safety verticals
AGRICULTURE	+++++	Particular focus on Mexico and broadening product range expertise
CLEANING & HYGEINE	++++	Focus on end user businesses in Canada and Mexico
FOOD PROCESSOR	+++	Some niche opportunities to complement a focus on gaining share from customers organically
HEALTHCARE	+++	Opportunity in specialist and niche healthcare distribution
GROCERY	++	A focus on further strengthening the existing business
FOODSERVICE	++	A focus on further strengthening the existing business
RETAIL	+	Not actively pursuing bricks and mortar retail; potential opportunities in e-commerce



Targeting acquisition opportunities

- 🎯 Regular and monitored contact driven by sector MDs
- 🎯 >300 companies with combined revenue >\$14bn
- 🎯 Includes targets with medium-term lead-time
- 🎯 Additional potential targets beyond this active list
- 🎯 Remaining disciplined in our approach and execution

The background of the slide is a photograph of a long, well-lit aisle in a warehouse. The aisle is formed by tall, blue metal shelving units on both sides. The shelves are filled with various goods, including cardboard boxes, green boxes, and blue boxes. The perspective is from the end of the aisle, looking down its length. The floor is a light-colored concrete. The lighting is bright and even, highlighting the organized structure of the warehouse.

Concluding remarks

VALUE-ADDED PROPOSITIONS THAT DRIVE RETURNS



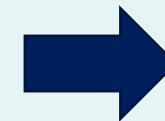
Significant opportunity for further growth

Bunzl's value-added proposition, coupled with **innovation** and **exclusive own brands**

- ✓ We are **experts** at what we do, serving as an **extension of our customers' teams**
- ✓ **Innovation**, including sustainability, is a competitive advantage
- ✓ We have higher margin **own brand** penetration opportunities
- ✓ Our **secure global supply chain** strength enhances our offering
- ✓ **Organic growth** is driven by wallet share growth and geographic expansion

Significant pipeline of acquisition **opportunities**

- ✓ Acquisitions have **supported expansion** into higher margin, higher growth sectors
- ✓ Value-accretive **acquisition success**
- ✓ **Significant opportunities** to consolidate our markets further, expand our footprint and develop our product category expertise



Medium term Bunzl North America **growth** and **margin upside**

**The
difference
is ESSENTIAL**

Q&A

A photograph of two men in a warehouse or loading dock. One man, wearing a blue long-sleeved shirt with yellow reflective stripes, is leaning over and looking at a document held by another man in a grey t-shirt. They are standing in front of the open back of a red truck. The truck's interior is filled with cardboard boxes and a pallet. In the background, another white truck with the BUNZL logo and the text "your fit" is visible. A green banner with the word "Appendix" in white text is overlaid on the bottom right of the image.

Appendix

APPENDIX 1



Alternative performance measures

This presentation includes various performance measures defined under International Financial Reporting Standards ('IFRS') as well as a number of alternative performance measures. The principal alternative performance measures used in this presentation are:

Underlying revenue growth - Revenue excluding the incremental impact of acquisitions and disposals compared to revenue in prior years at constant exchange, adjusted for differences in trading days between years and adjusted to exclude growth in excess of 26% per annum in hyperinflationary economies

Adjusted operating profit - Operating profit before customer relationships and brands amortisation, acquisition related items, non-recurring pension scheme charges and profit or loss on disposal of businesses

Operating margin - Adjusted operating profit as a percentage of revenue

Adjusted profit before income tax - Profit before income tax, customer relationships and brands amortisation, acquisition related items, non-recurring pension scheme charges and profit or loss on disposal of businesses

Adjusted profit for the period - Profit for the period before customer relationships and brands amortisation, acquisition related items, non-recurring pension scheme charges, profit or loss on disposal of businesses and the associated tax

Effective tax rate - Tax on adjusted profit before income tax as a percentage of adjusted profit before income tax

Adjusted earnings per share - Adjusted profit for the period divided by the weighted average number of ordinary shares in issue

Adjusted diluted earnings per share - Adjusted profit for the period divided by the diluted weighted average number of ordinary shares

Operating cash flow - Cash generated from operations before acquisition related items after deducting purchases of property, plant and equipment and software and adding back the proceeds from the sale of property, plant and equipment and software and deducting the payment of lease liabilities

Free cash flow - Operating cash flow after deducting payments for income tax and net interest excluding interest on lease liabilities

Lease adjusted operating profit - Adjusted operating profit after adding back the depreciation of right-of-use assets and deducting the payment of lease liabilities

Cash conversion - Operating cash flow as a percentage of lease adjusted operating profit

Working capital - Inventories and trade and other receivables less trade and other payables, excluding non-operating related receivables, non-operating related payables (including those relating to acquisition payments) and dividends payable

Return on average operating capital - The ratio of adjusted operating profit to the average of the month end operating capital employed (being property, plant and equipment, right-of-use assets, software, inventories and trade and other receivables less trade and other payables)

Return on invested capital - The ratio of adjusted operating profit to the average of the month end invested capital (being equity after adding back net debt, lease liabilities, net defined benefit pension scheme liabilities, cumulative customer relationships and brands amortisation, acquisition related items and amounts written off goodwill, net of the associated tax)

EBITDA - Adjusted operating profit on a historical GAAP basis, before depreciation of property, plant and equipment and software amortisation and after adjustments as permitted by the Group's debt covenants, principally to exclude share option charges and to annualise for the effect of acquisitions and disposal of businesses

Net debt excluding lease liabilities - Net debt excluding the carrying value of lease liabilities

Constant exchange rates - Growth rates at constant exchange rates are calculated by retranslating the results for the prior periods at the average exchange rates for the current period so that they can be compared without the distorting impact of changes caused by foreign exchange translation