



2020 HALF YEAR RESULTS

AUGUST 2020





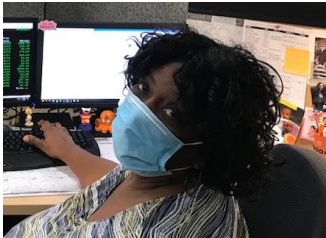
INTRODUCTION

FRANK VAN ZANTEN

CEO



THANK YOU TO OUR COLLEAGUES



OUR PEOPLE HAVE BEEN INSTRUMENTAL DURING THE PANDEMIC DELIVERING ESSENTIAL PRODUCTS TO FRONTLINE HEROES

ALL OF OUR DISTRIBUTION CENTRES REMAINED OPEN

OUR SOURCING TEAMS WENT ABOVE AND BEYOND TO SOURCE QUALITY PRODUCTS THAT WERE NEEDED

THANK YOU TO ALL OUR OUTSTANDING TEAMS ACROSS THE GLOBE

HIGHLIGHTS



PEOPLE SAFETY AND WELLBEING IS A PRIORITY

**STRONG AND RESILIENT PERFORMANCE
DURING A CHALLENGING PERIOD**

**DIVERSIFICATION OFFSETS
WEAKNESS IN SOME SECTORS**

**ADJUSTED OPERATING PROFIT* +13%[◇], WITH
MIX SUPPORTIVE TO MARGINS (+40BPS[◇])**

**STRONG CASH GENERATION;
NET DEBT / EBITDA 1.6x
(debt covenant basis)**

CUSTOMER VALUE PROPOSITION REINFORCED

**TRUSTED TO SOURCE IN-DEMAND
COVID-19 RELATED ITEMS**

ESSENTIAL SUPPLIER STATUS

**INTERIM 2020 DIVIDEND OF 15.8p, PLUS
35.8p 'FINAL 2019 DIVIDEND'[†]**

**REPAYMENT OF GOVERNMENT
ASSISTANCE**

**TWO ACQUISITIONS
ANNOUNCED**

* Alternative performance measure – see Appendix 2

◇ At constant exchange rates

† To be paid as an additional interim dividend for 2019 equivalent to the previously announced 2019 final dividend



FINANCIAL RESULTS: RICHARD HOWES CFO



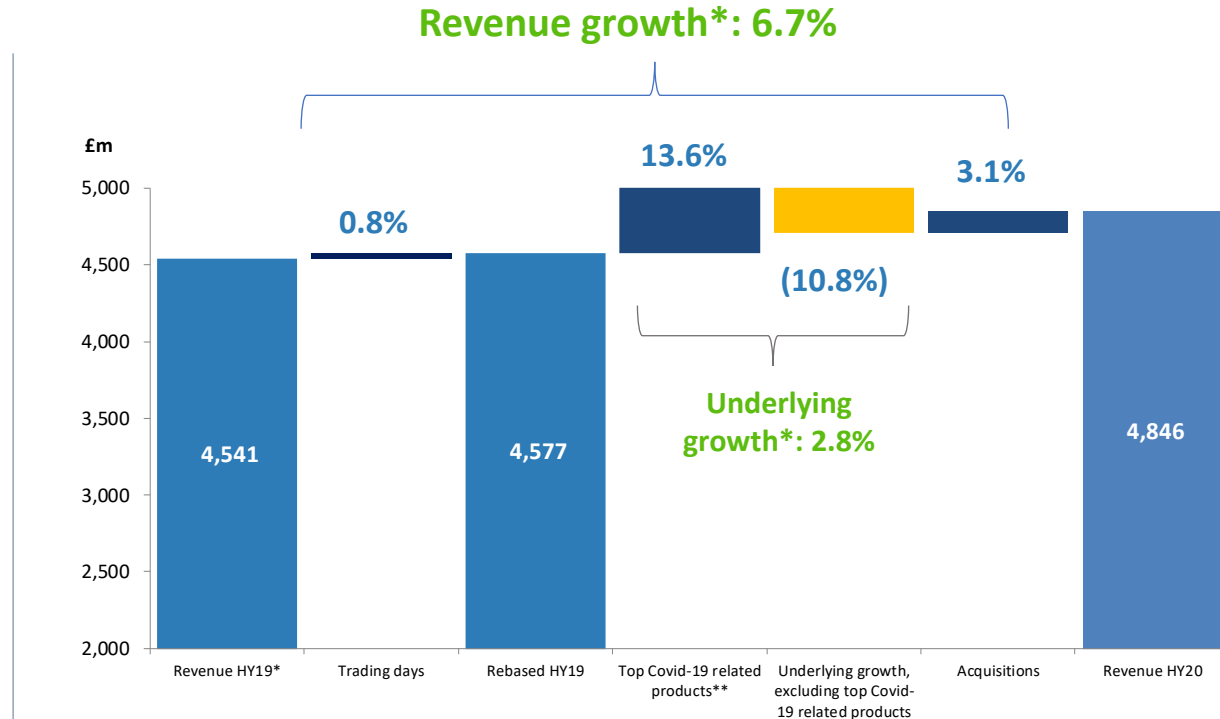
REVENUE GROWTH

Revenue growth*

6.7%

Underlying growth*

2.8%



* At 2020 constant exchange rates

** Top 8 Covid-19 related products are masks, sanitisers, gloves, disinfectants, coveralls, disposable wipers, face shields and eye protection. The total revenue from these products grew from c.£410m in H1 19 to c.£1,040m in H1 20, excluding the impact of acquisitions

INCOME STATEMENT

Adjusted operating profit* growth[◇]

13.0%

Finance expense reflective of lower interest rates and lower average debt

£m	JUNE 2020	JUNE 2019	REPORTED	CONSTANT EXCHANGE
Revenue	4,846.3	4,528.4	7.0%	6.7%
Adjusted operating profit*	340.8	302.7	12.6%	13.0%
Operating margin*	7.0%	6.7%		
Adjusting items**	(61.4)	(63.7)		
Operating profit	279.4	239.0		
Net finance expense	(34.0)	(38.5)		
Profit before income tax	245.4	200.5		
Adjusted profit before income tax*	306.8	264.2	16.1%	16.6%

* Alternative performance measure – see Appendix 2

** See Appendix 3

◇ At constant exchange

INCOME STATEMENT (CONTINUED)

Adjusted earnings
per share* growth[◇]

16.4%

Additional interim
dividend equivalent
to 2019 final, and
interim dividend for
2020 announced

£m	JUNE 2020	JUNE 2019	REPORTED	CONSTANT EXCHANGE
Effective tax rate*	23.8%	23.8%		
Adjusted profit for the period*	233.8	201.3	16.1%	16.6%
Weighted average number of shares (m)	333.5	333.3		
Adjusted earnings per share*	70.1p	60.4p	16.1%	16.4%
Dividend per share	15.8p	15.5p	1.9%	
Plus: additional interim dividend (equivalent to final FY19 dividend)**	35.8p			
Reported tax rate	24.4%	22.6%		
Profit for the period	185.5	155.1		
Basic earnings per share	55.6p	46.5p		

* Alternative performance measure – see Appendix 2

** Equivalent to the final 2019 dividend which was announced in February 2020 but subsequently withdrawn

◇ At constant exchange rates

BALANCE SHEET

Net debt : EBITDA**

1.6x

Substantial capacity
for self-funded
acquisitions

3 acquisitions
completed in the
period (spend of
£78m); 2 acquisitions
announced today

£m	JUNE 2020	DECEMBER 2019
Intangibles	2,358.9	2,290.9
Right-of-use assets	440.5	432.9
Tangibles	122.5	118.3
Working capital	977.1	943.4
Other net liabilities	(277.7)	(278.2)
	3,621.3	3,507.3
Net pension deficit	(57.1)	(36.0)
Net debt excluding lease liabilities*	(1,177.2)	(1,247.0)
Lease liabilities	(488.7)	(480.0)
Equity	1,898.3	1,744.3
Net debt : EBITDA	1.9x	2.1x
Net debt : EBITDA on a debt covenant basis**	1.6x	1.9x
Return on average operating capital [◇]	39.7%	36.9%

* See Appendix 6

** At average exchange rates and on an IAS 17 basis, in accordance with Group's external debt covenants, which are unaffected by the adoption of IFRS 16

◇ Alternative performance measure (see Appendix 2)

CASH FLOW

Cash conversion*†

112%

Cash conversion
excluding net
upfront
payments*†

91%

£m	JUNE 2020	JUNE 2019
Operating cash flow*	367.0	278.4
Net interest excluding interest on lease liabilities	(30.1)	(30.8)
Tax	(68.6)	(60.8)
Free cash flow	268.3	186.8
Dividends	(51.7)	(50.7)
Acquisitions [◇]	(75.2)	(144.8)
Employee share schemes	2.0	(29.3)
Net cash inflow/(outflow)	143.4	(38.0)
Cash conversion *	112%	96%

* Alternative performance measure – see Appendix 2

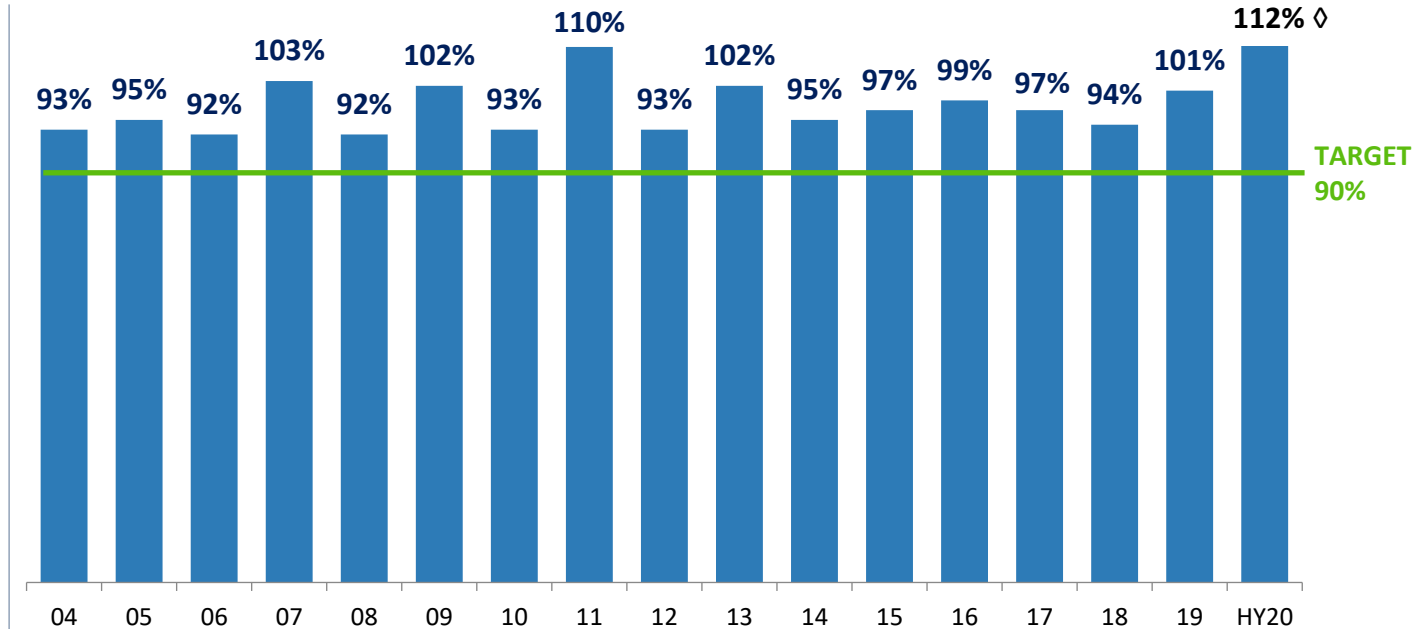
† Cash conversion for the half year was 112%, helped by a net £68m favourable impact of advanced payments from customers net of upfront payments to suppliers. Excluding these net advanced payments cash conversion was 91%

◇ Including acquisition related items

CASH CONVERSION

Average cash conversion*

98%



* Alternative performance measure – see Appendix 2

◊ Cash conversion for the half year was 112%, helped by a net £68m favourable impact of advanced payments from customers net of upfront payments to suppliers. Excluding these net advanced payments cash conversion was 91%

DIVIDEND PER SHARE (p)

27 years

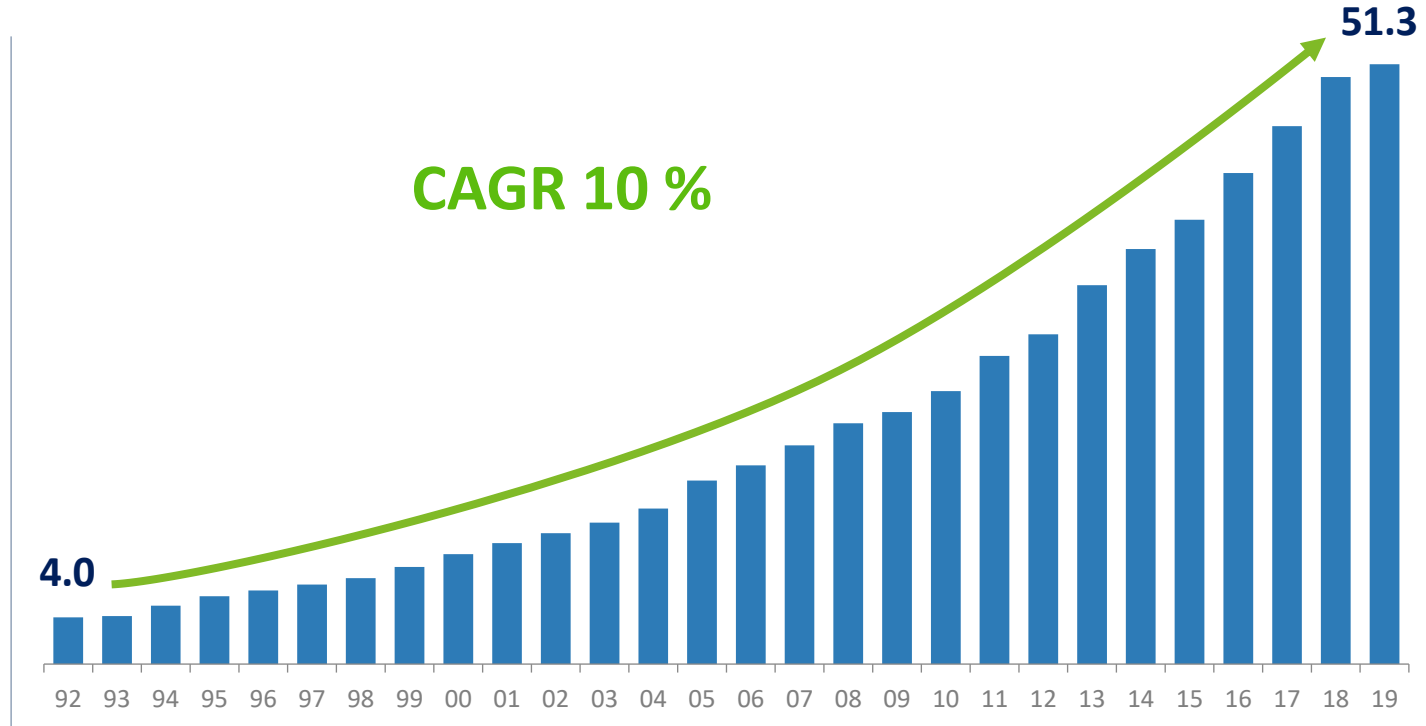
of consecutive
dividend increases

2019 'final dividend'*
(to be paid as an additional
interim dividend)

35.8p

2020 interim dividend
per share

15.8p



* Equivalent to the final 2019 dividend which was announced in February 2020 but subsequently withdrawn and is now included in the total 2019 dividend of 51.3p in the chart above

FINANCIAL SUMMARY

Strong performance driven by demand for Covid-19 related products and Bunzl's sector mix and diversification

Strong cash conversion

Interim 2020 dividend announced, plus additional interim dividend equivalent to 2019 final dividend to be paid in 2020

Funding headroom provides substantial capacity for self-funded acquisitions

**ADJUSTED OPERATING PROFIT*
AND OPERATING
MARGIN* GROWTH[◇]** **£341m**
+13%; +40bps margin

CASH CONVERSION* **112%**

DIVIDEND **15.8p**
plus 35.8p
equivalent to final 2019 dividend

**NET DEBT :
EBITDA*** **1.6x**
on debt covenant basis

* Alternative performance measure – see Appendix 2

◇ At constant exchange rates



BUSINESS REVIEW: FRANK VAN ZANTEN CEO

- Operations review
- Prospects
- Navigating Covid-19
- Long-term strategic focus



TRUSTED PROVIDER OF COVID-19 RELATED PRODUCTS



Bunzl a key provider of own-brand imported Covid-19 related products

Top 8 Covid-19 related products* generated 22% of H1 revenue

Covid-19 related products*



c.£1.0bn of revenue in H1 20














- 2.5x prior year
- Sold across all sectors

* Top 8 Covid-19 related products are masks, sanitisers, gloves, disinfectants, coveralls, disposable wipers, face shields and eye protection. The total revenue from these products grew from c.£410m in H1 19 to c.£1,040m in H1 20, excluding the impact of acquisitions

DIVERSIFICATION BENEFITS BUNZL

Significant shift towards higher margin market sectors

Regional performance reflective of sector exposure

	Constant exchange growth over H1	H1 Revenue as % of Group total	Regional revenue exposure to sectors
 Healthcare  Safety  Cleaning & Hygiene	 £m: +29% y-o-y	 Increase from 32% to 37%	<ul style="list-style-type: none"> Rest of the World benefited (c.70% of mix) Continental Europe saw largest orders North America exposure relatively low
 Grocery  Other	 £m: +5% y-o-y	 Stable at 29%	<ul style="list-style-type: none"> Grocery exposure high for North America (c.40% of North America mix) Low exposure elsewhere; but strong H1 growth in UK & Ireland
 Foodservice  Retail	 £m: (9)% y-o-y	 Decrease from 39% to 34%	<ul style="list-style-type: none"> Large exposures materially impacted UK & Ireland and North America performance

NORTH AMERICA



£m	JUNE 2020	JUNE 2019	GROWTH	
			REPORTED	CONSTANT EXCHANGE
Revenue	2,728.4	2,634.5	3.6%	1.5%
Adjusted operating profit*	154.2	157.1	(1.8%)	(3.7%)
Operating margin*	5.7%	6.0%		
Return on operating capital* ^Δ	35.3%			

- Underlying revenue down 3.9% with adjusted operating profit* also down due to adverse effect of Covid-19 principally on businesses serving the retail and foodservice sectors with additional provisions for increased customer credit exposure
- Grocery performed well, with a favourable margin mix and a marginal increase in sales despite lower sales to our largest grocery customer
- Mixed results in redistribution with significant decline in foodservice more than offset by substantial increase in cleaning & hygiene
- Strong performance in safety and food processor due to underlying revenue growth and strong demand for Covid-19 related products but convenience store adversely impacted by Covid-19 related shutdowns
- Acquisition of Joshen Paper & Packaging in January performing in line with expectations

* Alternative performance measure – see Appendix 2

Δ ROACE presented on an IFRS 16 basis. The equivalent ratio on an IAS 17 basis is 44.1% and compares to 46.8% reported at June 2019. ROACE under IFRS 16 at June 2019 is not presented as it could not be calculated until 12 months had elapsed under the new standard which was adopted on 1 January 2019.

CONTINENTAL EUROPE



£m	JUNE 2020	JUNE 2019	GROWTH	
			REPORTED	CONSTANT EXCHANGE
Revenue	1,088.7	906.4	20.1%	20.0%
Adjusted operating profit*	123.9	91.1	36.0%	36.3%
Operating margin*	11.4%	10.1%		
Return on operating capital* ^Δ	53.7%			

- Substantial increases in revenue and adjusted operating profit* with strong underlying revenue growth of 18.9% driven by demand for Covid-19 related products
- Operating margin* up 130 basis points to 11.4% principally due to a mix change to higher margin sectors and own brand imported products
- The Netherlands up strongly aided by large government order for face masks and demand for other Covid-19 related products
- Strong performance in France despite slowdown in foodservice
- Turkey also up strongly due to increased sales of personal protection equipment, particularly gloves to hospitals, food processors and grocery stores

* Alternative performance measure – see Appendix 2

Δ ROACE presented on an IFRS 16 basis. The equivalent ratio on an IAS 17 basis is 72.9% and compares to 59.6% reported at June 2019. ROACE under IFRS 16 at June 2019 is not presented as it could not be calculated until 12 months had elapsed under the new standard which was adopted on 1 January 2019.

UK & IRELAND



£m	JUNE 2020	JUNE 2019	GROWTH	
			REPORTED	CONSTANT EXCHANGE
Revenue	626.1	602.5	3.9%	3.8%
Adjusted operating profit*	29.4	37.4	(21.4)%	(21.4)%
Operating margin*	4.7%	6.2%		
Return on operating capital* ^Δ	45.1%			

- Underlying revenue growth of 2.5% but adjusted operating profit* down significantly due to Covid-19 related shutdowns in foodservice and non-food retail with additional provisions for increased customer credit exposure
- Strong performances in safety, cleaning & hygiene and healthcare driven by demand for Covid-19 related products
- Strong growth in grocery with new customer and product category wins
- Mixed results in Ireland due to relative exposure to foodservice
- Acquisition of Bodyguard Workwear at the end of February

* Alternative performance measure – see Appendix 2

Δ ROACE presented on an IFRS 16 basis. The equivalent ratio on an IAS 17 basis is 94.9% and compares to 84.6% reported at June 2019. ROACE under IFRS 16 at June 2019 is not presented as it could not be calculated until 12 months had elapsed under the new standard which was adopted on 1 January 2019.

REST OF THE WORLD



£m	JUNE 2020	JUNE 2019	GROWTH	
			REPORTED	CONSTANT EXCHANGE
Revenue	403.1	385.0	4.7%	17.6%
Adjusted operating profit*	47.3	28.7	64.8%	90.0%
Operating margin*	11.7%	7.5%		
Return on operating capital* ^Δ	38.3%			

- Strong underlying revenue growth of 13.2% with substantial increase in adjusted operating profit* in both Latin America and Asia Pacific
- Profit increase due to strong demand for Covid-19 related products and relatively high proportions of safety and healthcare businesses but also a relatively weak performance in the first half of 2019
- Strong safety driven performances in Brazil, Mexico and Chile
- Currency devaluation driven price increases in key markets
- Operating margin* up from 7.5% to 11.7%

* Alternative performance measure – see Appendix 2

^Δ ROACE presented on an IFRS 16 basis. The equivalent ratio on an IAS 17 basis is 44.7% and compares to 29.7% reported at June 2019. ROACE under IFRS 16 at June 2019 is not presented as it could not be calculated until 12 months had elapsed under the new standard which was adopted on 1 January 2019.

PROSPECTS

CAUTIOUS ON THE SHORT-TERM OUTLOOK

Although difficult to assess with any certainty, Group revenue is expected to grow slightly over 2020*

- Covid-19 related orders expected to slow materially compared to Q2; limited repeat of large orders and reduced smaller orders
 - Resulting in limited H2 growth in Continental Europe and Rest of the World in particular
- Partial foodservice and retail recovery compared to Q2, but revenue to remain below historic levels
- Underlying weakness to persist in all other sectors, including in safety and healthcare, given the challenging macroeconomic backdrop

Significant H2 year-on-year margin reduction

- Reduced Covid-19 related sales, lower own-brand weighting and continued macroeconomic challenges globally

* Excluding the acquisitions announced today, and in constant currency

BUNZL MODEL REINFORCED

Bunzl opportunity remains attractive

- Customer proposition and strength of supply chain reinforced over a challenging period
- Resilient and consistent business model highlighted
- Proven compounding strategy
- Strong cash generation
- Continued dividend track record
- Potential acquisition upside – encouraging pipeline

NAVIGATING COVID-19

INHERENT RESILIENCE OF BUSINESS MODEL

**DIVERSIFIED SECTOR PORTFOLIO
ACROSS GEOGRAPHIES**

DEDICATED AND HARDWORKING COLLEAGUES



FINANCIAL STRENGTH OF THE BUSINESS AND GOOD FINANCIAL CONTROLS

DIGITAL INFRASTRUCTURE INVESTMENTS CAPABLE OF SUPPORTING ONLINE SHIFT



STRONG SUPPLY CHAIN A KEY ASSET

**LOCAL AGILITY AND RESPONSIVENESS
DRIVEN BY DECENTRALISATION**

CRITICAL SUPPLIER STATUS



CONTINUING TO INVEST FOR THE FUTURE

ACQUISITIONS RESUMED

IMPORTANCE OF SUSTAINABILITY AND DIGITAL



SUPPLY CHAIN OPERATIONS

Supply chain team in Asia is a key competitive advantage

Ability to source large quantities of quality-assured products despite unprecedented demand

SHANGHAI OFFICE A KEY ASSET

- Team of c.50 people:
 - Sourcing
 - Quality Assurance / Quality Control
 - Logistics
- Largely based in Shanghai, but also a presence in India and Vietnam
- Network of 1,300 suppliers
- >700 supplier audits conducted annually



KEY DIFFERENTIATOR IN COVID-19 ENVIRONMENT

- Sourced own-brand products for customers across the globe
- A preferred partner to suppliers given strong relations
 - c.450m masks (predominantly medical) sourced over March-June
- Provided Bunzl customers security on their urgent and often large orders
- Tested and approved products before placing orders; inspected orders before shipment
 - 220 inspections for Covid-19 related products over March-June
- Ensured all suppliers were audited for QMS and social accountability
- Supported suppliers to help them navigate the challenging environment (e.g. helped with new Export Technical documentation)

EXAMPLES OF PRODUCTS SOURCED



STOP THE SPREAD

CONVENIENT RETURN TO WORK PERSONAL HYGIENE KITS

ALL THAT'S REQUIRED TO **SANITISE A WORKSPACE**

Your Hygiene Kit Contains:

- PACK OF 5: Face mask
- PACK OF 5: Hand Sanitizer (bottle)
- PACK OF 5: Hand Sanitizer (spray)
- PACK OF 30: Wipes
- PACK OF 30: Surface Sanitizer (tube)
- PACK OF 30: Hand Moisturiser (tube)

PERSONAL HYGIENE KIT

For Safe Working Lives.

Contains:

- ✓ Multi-Purpose Wipes (50) 75% alc
- ✓ 50 Disposable Face Masks
- ✓ Hand Sanitizer Gel
- ✓ Surface Wipes
- ✓ Hand and Surface Sanitizer
- ✓ Hand Moisturiser

Code: BZPHKIT www.bunzl.com.au Hygiene kit



CRITICAL SUPPLIER STATUS

Critical supplier status across the regions we operate

- Supported customers to ensure continued deliveries of essential products
- Sourced new essential Covid-19 related products for customers
- Seconded employees to government task force in Europe
- Provided peace of mind to customers:
 - On-time and direct-to-site deliveries
 - Helped troubleshoot challenges
 - Assured quality products delivered
 - Trust in Bunzl, given level of significant prepayments necessary



LOCAL RESPONSIVENESS

Excellent responsiveness driven by entrepreneurialism and decentralisation

Multiple ways our businesses sought to address product demand and deliver on core customer service proposition



- Two businesses in the Netherlands seconded employees to the Dutch government PPE special task force
- Sourced significant levels of surgical masks and nitrile gloves through Bunzl Shanghai
- Placed Bunzl resource at factories to ensure quality and speed



- Bunzl’s UK catering businesses were contacted to help equip a conference center that was being converted into an isolation unit for repatriated UK citizens
- In less than 24 hours Bunzl delivered urgently needed catering items, including heavy catering equipment
- Worked in partnership with our customer to ensure the facility was ready in time



MAINTAINING FOCUS ON THE LONGER-TERM

Successful implementation of consistent strategy

Trusted partner in global sourcing

Acquisitions resumed

Ongoing investment into sustainability

Remain focused on developing Bunzl's unique business model for the future

UNIQUE, CUSTOMER FOCUSED BUSINESS MODEL

BALANCED BUSINESS PORTFOLIO

ATTRACTIVE CUSTOMER MARKETS

GLOBAL SOURCING

ORGANIC GROWTH

OPERATIONAL FOCUS

ACQUISITION STRATEGY & TRACK RECORD

OUR PEOPLE

STRONG FINANCIAL DISCIPLINE

SUSTAINABILITY REMAINS A KEY FOCUS

Sustainable products and solutions

Investing in and growing our sustainability team

Expert advice and insight

Unique position in supply chain

Bunzl is accelerating its sustainability agenda in support of customers

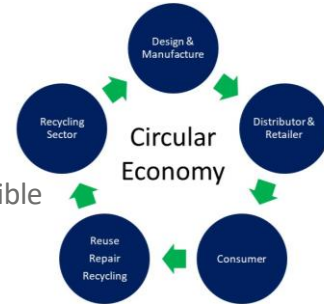
We believe sustainability is even more important in the post Covid-19 world

Our growing sustainability team is responsible for:

- Finding alternative materials for products
- Increasing our range of recyclable, reusable and renewable solutions
- Strengthening our own-label ranges to make sustainable products more accessible
- Introducing tools to assess the environmental and legislative impact of products
- Being an expert trusted advisor in sustainability to our customers

We recognise our responsibility to help the world transition to a circular economy

- We are working to ensure materials that are used circulate within the economy and not the environment
- We have supported a number of initiatives that focus on the responsible treatment of packaging products



Developing closed-loop systems



Building new infrastructure where it is needed most

ACQUISITION SNAPSHOT



Including these acquisitions, total YTD committed spend of £335m and annualised revenue of £483m

MCR

- Completion expected at the end of August
- Based in Memphis Tennessee with annual revenue of US\$248m
- Predominantly a North America business
- Sells into distributors operating in a number of end markets
- Well established company with strong own-brands
- Strong strategic fit with existing safety business

Abco Kovex

- Completion subject to clearance by the Irish competition authority
- A distributor of flexible packaging products in UK & Ireland
- Enhances our current product offering and present cross-selling opportunity
- Innovative company that is focused on sustainability
- Annual revenue of €23m

SUMMARY



STRONG FIRST HALF PERFORMANCE

**EXCELLENT CASH CONVERSION AND
STRONG BALANCE SHEET
SUPPORTS DIVIDEND
DECISIONS**

**CAUTIOUS ON H2 OUTLOOK GIVEN
UNCERTAINTIES**

**CONTINUE TO IMPLEMENT
CONSISTENT AND
SUCCESFUL STRATEGY**

**RESILIENCE OF BUSINESS MODEL
SUPPORTED BY SECTOR AND
GEOGRAPHIC DIVERSIFICATION**

**VALUE PROPOSITION TO
CUSTOMERS REINFORCED**

**SUSTAINABILITY AND DIGITAL
MOMENTUM MAINTAINED**

**RESUMPTION OF
ACQUISITION ACTIVITY**



APPENDICES



APPENDIX 1

EXCHANGE RATES

	HY 2020	HY 2019
<u>Average rate</u>		
US\$	1.26	1.29
Euro	1.14	1.15
Canadian\$	1.72	1.73
Brazilian real	6.18	4.97
Australian\$	1.92	1.83
<u>Closing rate</u>		
US\$	1.24	1.27
Euro	1.10	1.12
Canadian\$	1.68	1.66
Brazilian real	6.78	4.87
Australian\$	1.79	1.81

APPENDIX 2

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:

- **Adjusted operating profit** - Operating profit before customer relationships amortisation and acquisition related items (reconciled in Appendix 3)
- **Operating margin** - Adjusted operating profit as a percentage of revenue
- **Adjusted profit before income tax** - Profit before income tax, customer relationships amortisation and acquisition related items (reconciled in Appendix 4)
- **Adjusted profit for the period** - Profit for the period before customer relationships amortisation, acquisition related items and the associated tax (reconciled in Appendix 5)
- **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
- **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
- **Cash conversion** - Operating cash flow as a percentage of lease adjusted operating profit, being adjusted operating profit after adding back the depreciation of right-of-use assets and deducting the payment of lease liabilities
- **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 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 of businesses
- **Constant exchange rates** - Growth rates at constant exchange rates are calculated by retranslating the results for the period ended 30 June 2019 at the average rates for the period ended 30 June 2020 so that they can be compared without the distorting impact of changes caused by foreign exchange translation. The principal exchange rates used for 2020 and 2019 can be found in Appendix 1

APPENDIX 3

ADJUSTED OPERATING PROFIT ALTERNATIVE PERFORMANCE MEASURES

£m	JUNE 2020	JUNE 2019
Operating profit	279.4	239.0
<u>Adjusted for:</u>		
Customer relationships amortisation	48.8	54.4
Acquisition related items	12.6	9.3
Total adjusting items	61.4	63.7
Adjusted operating profit	340.8	302.7
Operating margin	7.0%	6.7%

APPENDIX 4

ADJUSTED PROFIT BEFORE INCOME TAX ALTERNATIVE PERFORMANCE MEASURES

£m	JUNE 2020	JUNE 2019
Profit before income tax	245.4	200.5
<u>Adjusted for:</u>		
Customer relationships amortisation	48.8	54.4
Acquisition related items	12.6	9.3
Adjusted profit before income tax	306.8	264.2

APPENDIX 5

ADJUSTED PROFIT FOR THE PERIOD

ALTERNATIVE PERFORMANCE MEASURES

£m	JUNE 2020	JUNE 2019
Profit for the period	185.5	155.1
<u>Adjusted for:</u>		
Customer relationships amortisation	48.8	54.4
Acquisition related items	12.6	9.3
Tax on adjusting items	(13.1)	(17.5)
Adjusted profit for the period	233.8	201.3
Adjusted earnings per share	70.1p	60.4p

APPENDIX 6

NET DEBT



£m	SIX MONTHS TO JUNE 2020	YEAR TO DECEMBER 2019	SIX MONTHS TO JUNE 2019
Opening net debt	(1,247.0)	(1,386.5)	(1,386.5)
Net cash inflow/(outflow)	143.4	99.1	(38.0)
Exchange	(73.6)	40.4	1.7
Closing net debt excluding lease liabilities	(1,177.2)	(1,247.0)	(1,422.8)
Lease liabilities	(488.7)	(480.0)	(504.4)
Closing net debt including lease liabilities	(1,665.9)	(1,727.0)	(1,927.2)

APPENDIX 7

CASH FLOW AND CASH CONVERSION

£m	JUNE 2020	JUNE 2019
Adjusted operating profit*	340.8	302.7
<u>Adjusted for:</u>		
Non-cash items**	93.1	80.6
Working capital movement	26.8	(15.4)
Cash flow from operations[◊]	460.7	367.9
Net capital expenditure	(14.3)	(14.4)
Payment of lease liabilities	(79.4)	(75.1)
Operating cash flow*[◊]	367.0	278.4
Adjusted operating profit*	340.8	302.7
Add back depreciation of right-of-use assets	66.8	62.9
Deduct payment of lease liabilities	(79.4)	(75.1)
Lease adjusted operating profit	328.2	290.5
Cash conversion* (operating cash flow as a % of lease adjusted operating profit)	112%	96%

* Alternative performance measure - see Appendix 2

** Non-cash items include depreciation of right-of-use assets (June 2020: £66.8m; June 2019: £62.9m)

◊ Before acquisition related items

APPENDIX 8

SUSTAINABLE PRODUCT SOLUTIONS

Proactively working with customers, suppliers and other stakeholders to promote and support a sustainable approach to single use plastics

SINGLE USE PLASTICS

- Essential food and beverage packaging for practical, safe and hygienic transit
- Actively promoting sustainable alternatives
- Unique position at the centre of the supply chain
- As a distributor (not a manufacturer) agile in adapting product offering
- Working with customers, suppliers and other stakeholders
- Opportunity for growth



APPENDIX 9

ACQUISITION GROWTH



165
acquisitions*

c. £300m
average spend in
last 5 years

	04	05	06	07	08	09	10	11	12	13	14	15	16	17	18	19	20 YTD*
Number of acquisitions	7	7	9	8	7	2	9	10	13	11	17	22	14	15	6	3	5
Committed acquisition spend (£m)	302	129	162	197	123	6	126	185	277	295	211	327	184	616	183	124	335 ^o
Annualised acquisition revenue (£m)	430	270	386	225	151	27	154	204	518	281	223	324	201	621	148	97	483

* Including 2 acquisitions announced today

^o For the 2 acquisitions announced today committed acquisition spend includes only cash free/debt free consideration

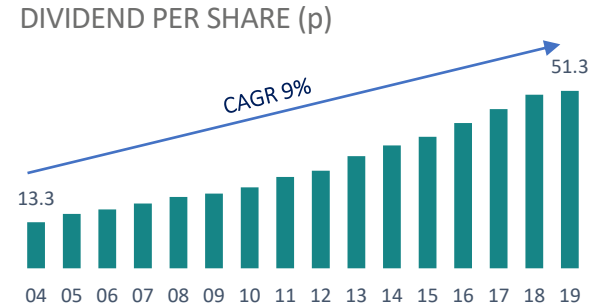
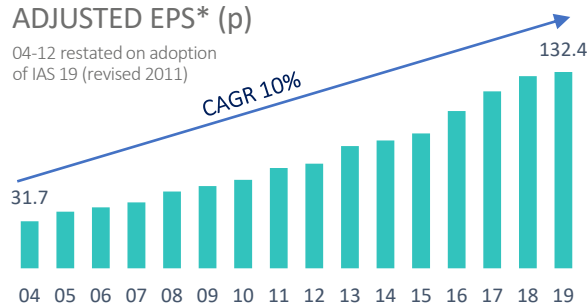
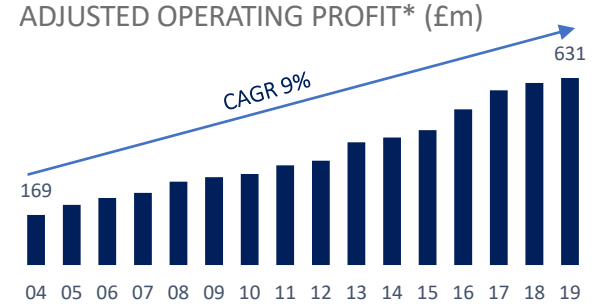
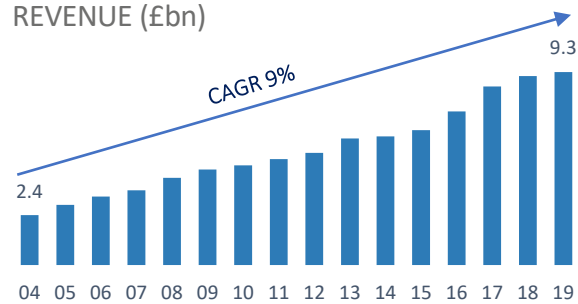
FINANCIAL TRACK RECORD 2004 - 2019



Proven long term compounding growth strategy

CAGR

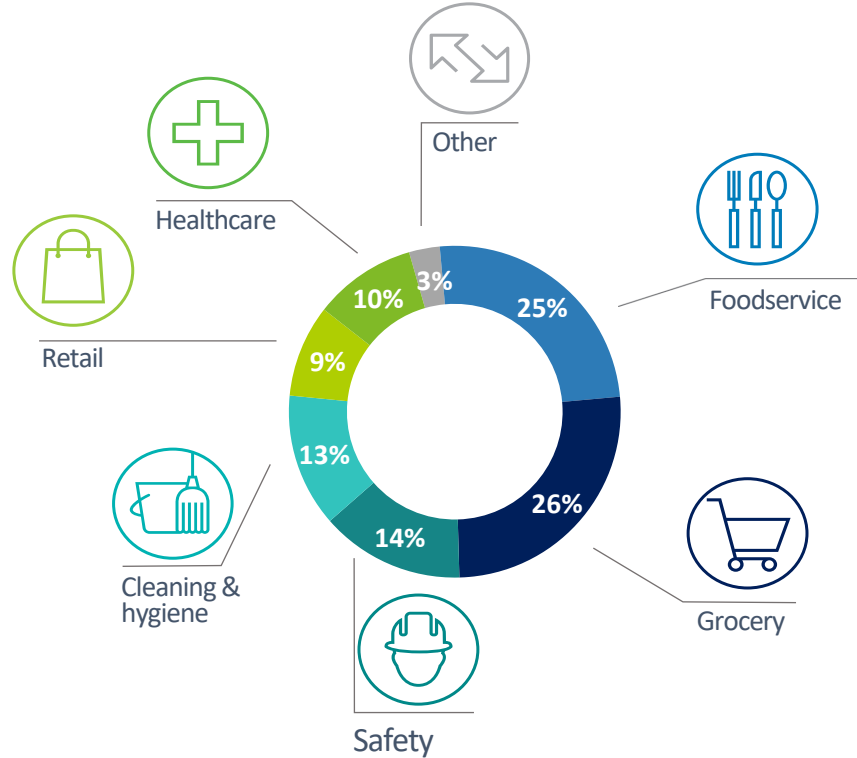
c. 9 - 10%



* Alternative performance measure and on a IAS 17 basis – see Appendix 2

H1 REVENUE BY CUSTOMER MARKETS

Diversified customer exposure



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