



AGM

27 May 2021



Nigel Stein

Chairman

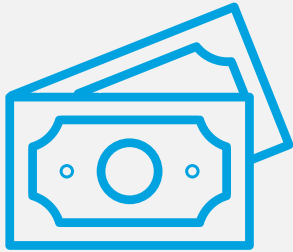


Duncan Tait

Group CEO

2020 highlights

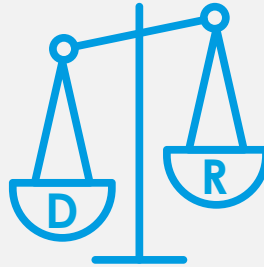
Decisive cost action + strengthened financial position



£90m cost-restructuring substantially complete

Effective cash-flow management

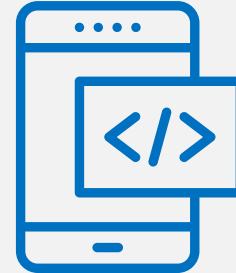
Further portfolio rebalancing



Added four new Distribution businesses

Disposal of non-strategic Retail assets

Advanced our technological progress



Omni-channel platform roll-out accelerated

Click & Collect deployed across several markets

2020 headline KPIs

Topline

Revenue

£6.8bn

(19)%

Organic sales growth

Profitability

Operating margin

2.4%
(2019: 4.0%)

£129m

PBT

Cash

Free Cash Flow

£177m

107%

FCF conversion

Shareholders

Underlying EPS

23.6p

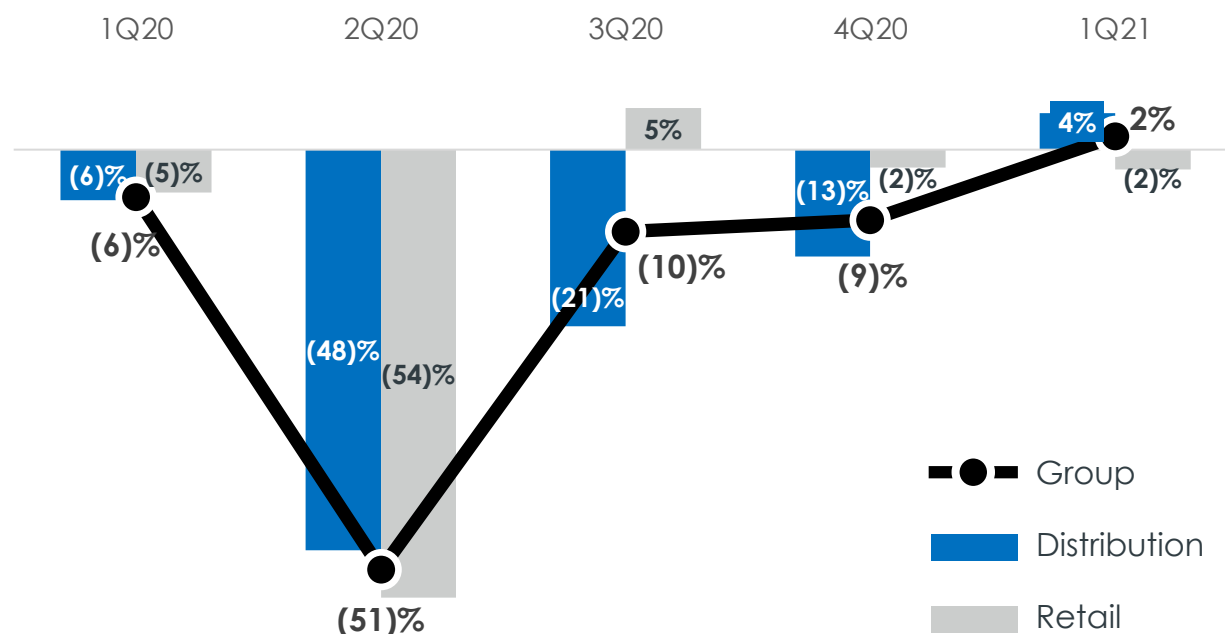
6.9p

DPS (proposed)

Figures are stated pre-exceptionals

Quarterly revenue trend: underlying resilience

Organic revenue growth (yoy%)



How we've adapted



Implemented click & collect; offering physically distanced delivery service



Added online payment capability (for both vehicles and aftersales)



Accelerated roll-out of online platforms



Colleagues working in split teams



Strategic priorities

Strategic priorities: distribution is our beating heart

Distribution Excellence

Vehicle Lifecycle Services

People, Culture & Capabilities

Digital, Data & Analytics

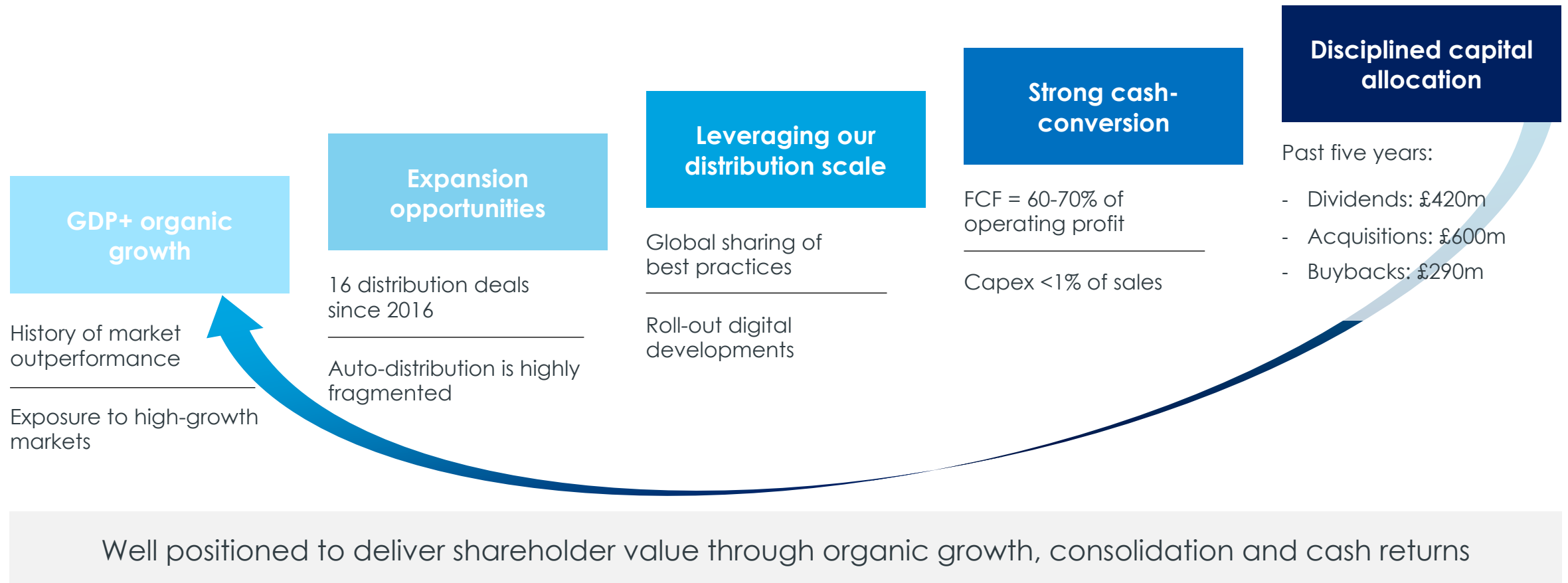
Efficient Scale Operations



**“Bringing Mobility to the world’s communities
- for today, for tomorrow and for the better”**

Investment proposition

Investment proposition: growth and cash returns





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Chairman



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Q&A



AGM resolutions
