

ACCELERATING OUR AMBITION

Transforming Inchcape to accelerate our growth through Distribution Excellence and Vehicle Lifecycle Services

We have developed two strategic pillars to leverage these growth opportunities: Distribution Excellence and Vehicle Lifecycle Services

OUR GROWTH DRIVERS:

<p>DISTRIBUTION EXCELLENCE</p> 	<p>VEHICLE LIFECYCLE SERVICES</p> 
---	---

OUR ENABLERS:

<p>Culture and Capabilities</p> 	<p>Digital, Data & Analytics</p> 	<p>Efficient Scale Operations</p> 
<p>Culture and people, underpinned by our Responsible Business plan, 'Driving What Matters', more details on which are on pages 33 to 39.</p>	<p>Digital and data analytics expertise and technology stack, supporting our performance for our mobility partners.</p>	<p>Core capabilities, product and service offerings, and market presence to expand and grow. Scaled and diversified operations, with global processes and systems, which are tailored for local delivery and performance.</p>
<p>Responsible Business</p>		

OUR STRATEGIC PILLARS ARE DESIGNED TO ACCESS SIGNIFICANT GROWTH OPPORTUNITIES

As our world, our industry and our business continues to go through unprecedented change, Inchcape has a significant growth opportunity by:

<p>Existing markets</p> <p>Generating more value from existing markets and mobility partners</p>	+	<p>New markets</p> <p>Expanding into new markets with new and existing mobility partners</p>	+	<p>Diversification</p> <p>Broadening into new areas</p>	=	<p>Long-term growth</p> <p>Being the leading independent global automotive distributor</p>
---	---	---	---	--	---	---

DISTRIBUTION EXCELLENCE

As the world’s leading independent automotive distributor, Inchcape operates for mobility partners in smaller, more complex, and harder to reach markets, which tend to be higher growth with low motorisation rates. Inchcape has significantly expanded its footprint in these markets in recent years, but there is still a huge opportunity to capture more market share. Our current position is 2% market share of our total addressable markets.

This opportunity will be achieved by Inchcape by continuing to deliver Distribution Excellence for its mobility partners by driving market share gains. This will be achieved by:

- organic growth: through new distribution contracts from mobility partners and by Inchcape’s investment in its digital and data capabilities; and
- targeted acquisitions: by utilising Inchcape’s strong financial position to develop its geographic footprint and mobility partner portfolio.

Our Distribution Excellence approach connects the products of our mobility partners with consumers, supported by insights from our data analytics platform, by providing our capabilities across the following value chain:



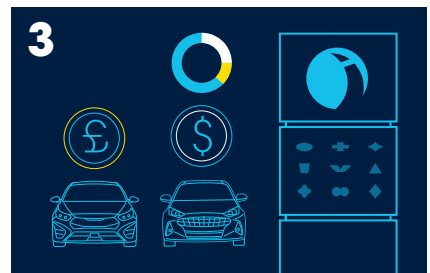
PRODUCT PLANNING

Using our local market expertise to inform certification and vehicle ordering decisions, around elements including model types and specification.



LOGISTICS

Delivering vehicles and parts in our markets.



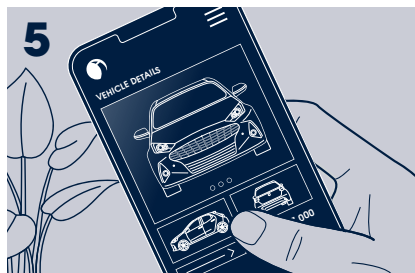
BRAND AND MARKETING

Brand proposition development, brand positioning, price setting, and marketing, aimed at maximising market share for our partners.



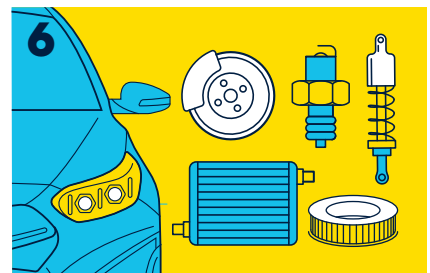
CHANNEL MANAGEMENT

Developing the optimal channels to reach consumers and businesses covering network management, digital, and omni-channel, including the selection and management of independent third party dealers, where appropriate.



DIGITAL RETAIL

Bringing our omni-channel platform to customers to deliver world-class, digital-first experiences for consumers through DXP, our Digital Experience Platform.



AFTERMARKET SERVICES

In particular, the distribution of vehicle parts.

VEHICLE LIFECYCLE SERVICES (VLS)

There is substantial untapped value, and potential profit pools, in the second and third phases of a vehicle’s lifecycle. Inchcape is accessing this opportunity by leveraging our existing assets, relationships, and expertise.

VLS will drive enhancements to our core Distribution business and initiatives through capabilities which include our Digital Parts Platform, a used car channel for our independent dealers, further finance and insurance programmes and warranty management.

