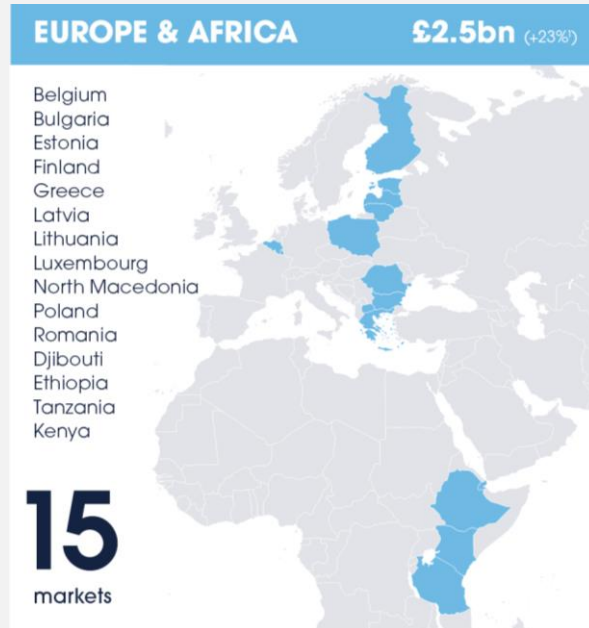


# INVESTOR PRESENTATION

March 2024

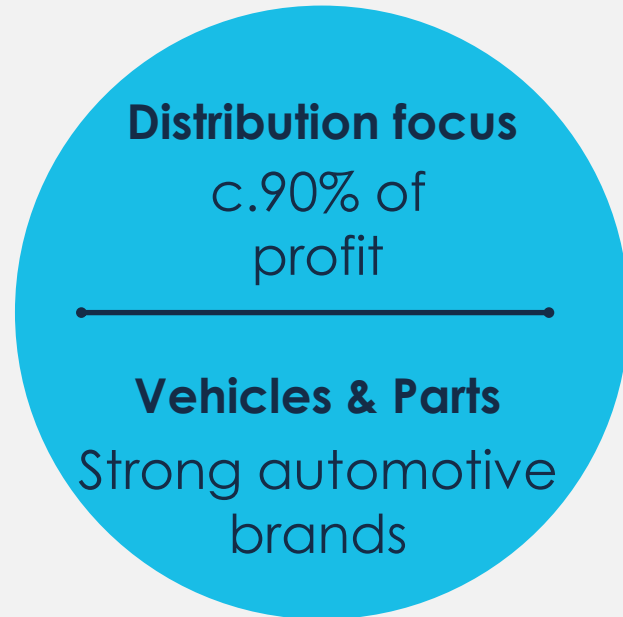


# Representing over 60 brands across 40 markets



# Inchcape: Group overview

## Our business



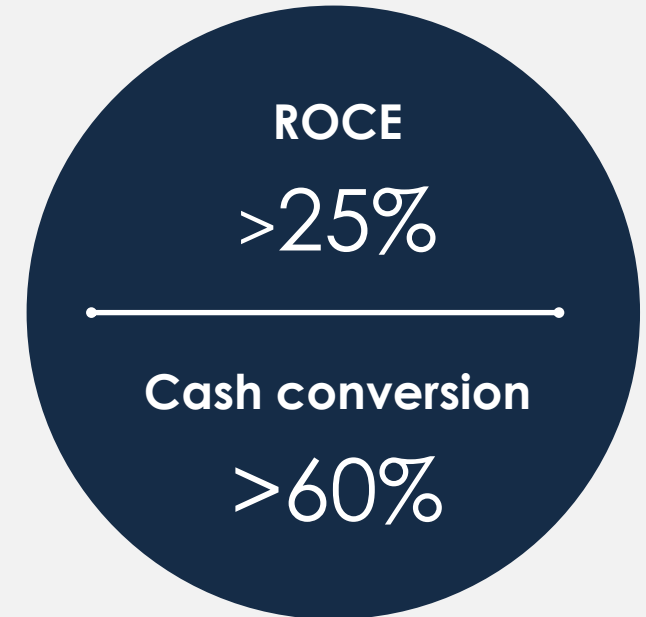
Leading global automotive distributor  
Long-term relationships with global OEMs

## Our differentiators



Specialist in higher growth markets  
Leveraging technological capability

## Our financials



Strong financial position (M&A firepower)  
Attractive capital allocation framework

# FY 2023: A strong financial and operating performance

## FINANCIALS:

**£11.4bn**

Revenue

2022: £8.1bn

**£502m**

PBT

2022: £373m

**84.8p**

EPS

2022: 72.0p

## CASH & RETURNS:

**£498m**

FCF

2022: £380m

**26%**

ROCE

2022: 41%

**33.9p**

DPS

2022: 28.8p

## OUR PEOPLE:

**28%**

Women in Senior Leadership positions

2022: 22%

## PLANET:

**31%**

reduction in Scope 1 and 2 GHG emissions

2030 target: 46% reduction versus 2019-baseline

**2.4%**

BEV's sold

2022: 2.5%

## CUSTOMERS:

**702**

Reputation.com score

2022: 671

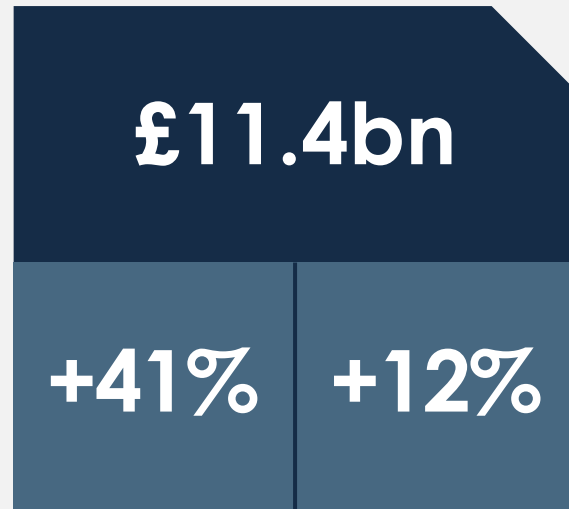
Figures are stated before adjusting items, and on the basis of continuing operations

Women in Senior Leadership includes Group Executive Team and its direct reports | Scope 2 emissions measured on a market approach

BEV = battery electric (new) vehicles volumes | Reputation.com score measured up to 1000 based on customer experience (industry average: 555)

# FY 2023: a strong performance

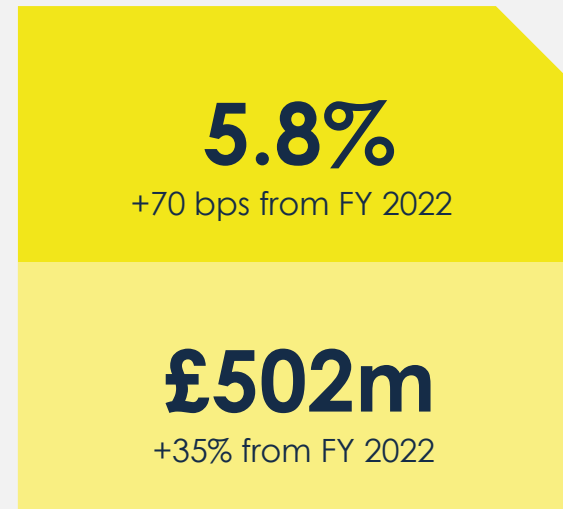
**Topline:**  
Revenue



**Total revenue growth**  
(YoY%)

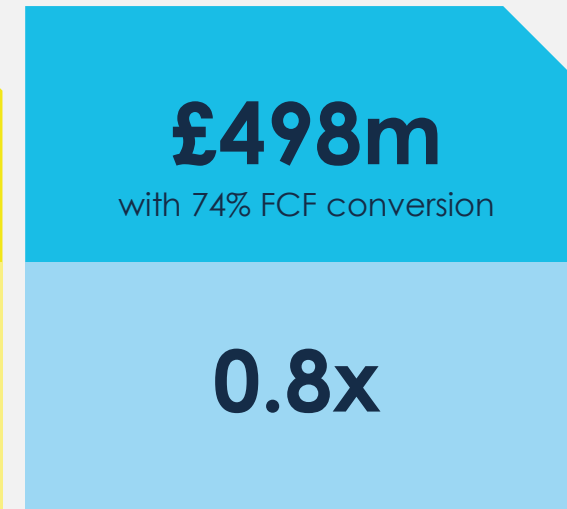
**Organic growth**  
(YoY%)

**Profitability:**  
Operating margin



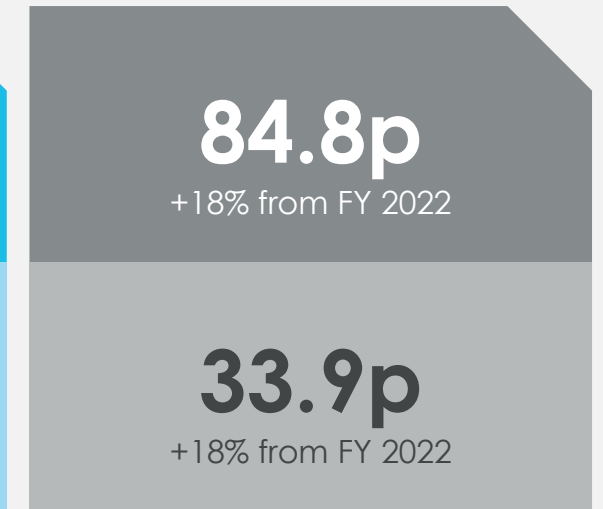
**PBT**

**Balance sheet and cash flow:**  
Free Cash Flow



**Leverage ratio**  
(proforma)

**Shareholders:**  
Basic EPS



**Dividend per share**  
(proposed)

# FY 2023: Substantial strategic progress

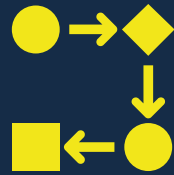
## Inchcape well positioned for growth

### STRATEGIC DEVELOPMENTS



#### Contract wins and bolt-on acquisitions

15 distribution contracts won and 3 acquisitions completed in FY 2023  
Market share gains



#### Derco progress

- Integration
- Synergies
- Operating margin
- Working capital

### GROWTH OUTLOOK



#### FY 2024

Another year of growth, albeit moderated  
Certain markets weaker than previous years  
Even stronger focus on cost management



#### Medium to long term

Expecting to return to higher levels of growth  
Supported by further benefits from stronger cost focus

# Accelerate strategic framework

## Our Growth Drivers

Distribution Excellence



Vehicle Lifecycle Services



## Our Enablers

Culture and Capabilities



Digital, Data & Analytics



Efficient Scale Operations



Responsible Business



# Our growth drivers

## Distribution Excellence

Our value chain



**1**  
**PRODUCT PLANNING**  
Using our local market expertise to inform certification and vehicle ordering decisions, around elements including model types and specification.



**2**  
**LOGISTICS**  
Delivering vehicles and parts in our markets.



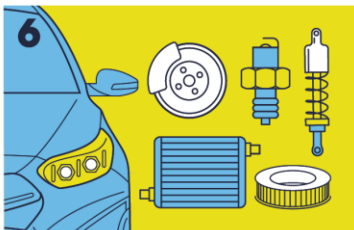
**3**  
**BRAND AND MARKETING**  
Brand proposition development, brand positioning, price setting, and marketing, aimed at maximising market share for our partners.



**4**  
**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.



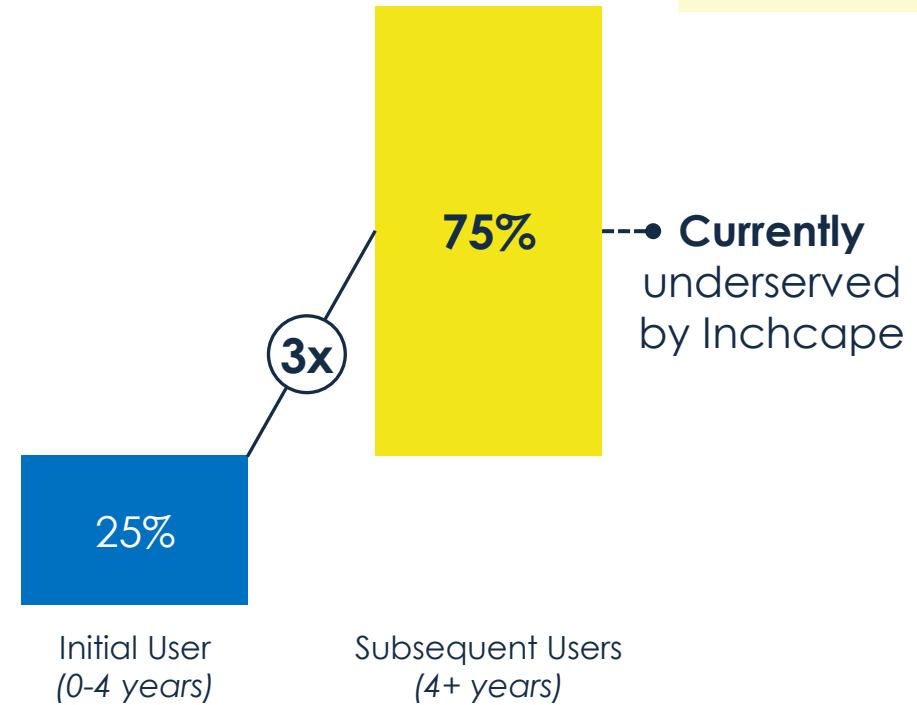
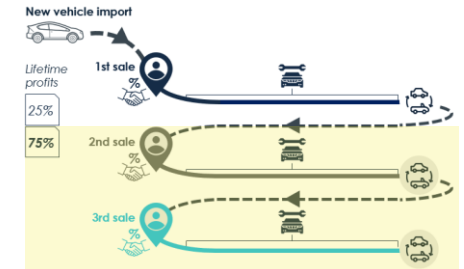
**5**  
**DIGITAL RETAIL**  
Bringing our omni-channel platform to customers to deliver world-class, digital-first experiences for consumers through DXP, our Digital Experience Platform.



**6**  
**AFTERMARKET SERVICES**  
In particular, the distribution of vehicle parts.

## Vehicle Lifecycle Services

Vehicle lifecycle value profit split<sup>2</sup>

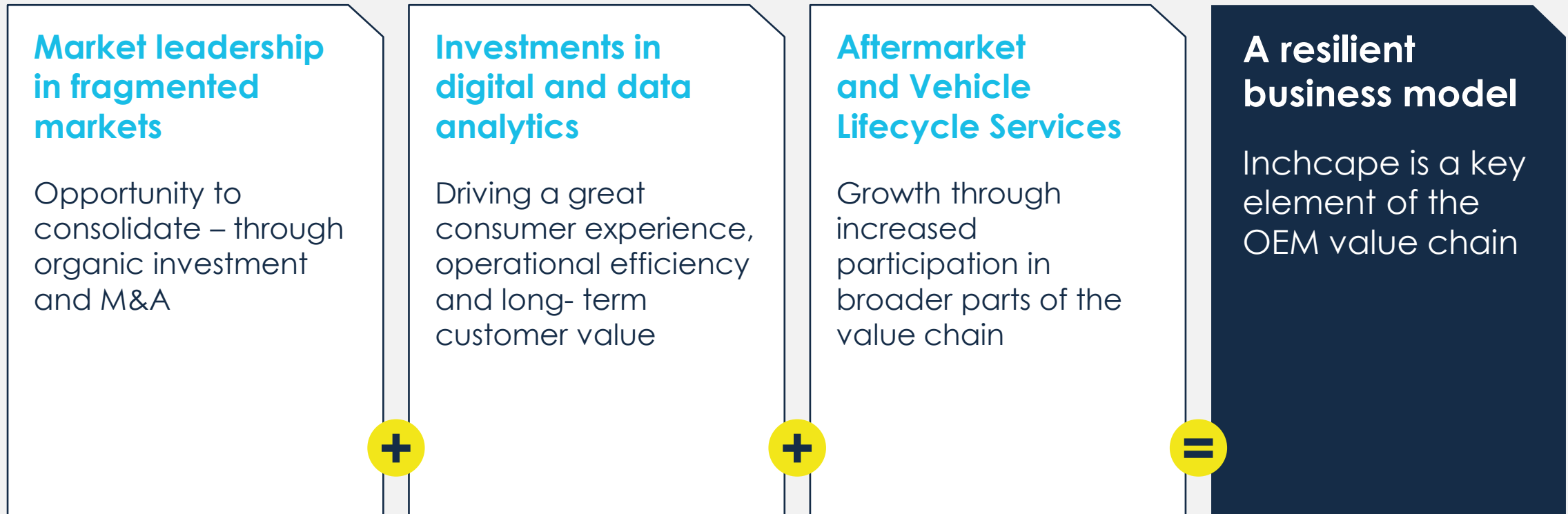


1: Analysis shows the split of profit attainable over an average vehicle's life, and assumes four different owners during that period  
The analysis captures the vehicle sales, finance & insurance commission and the aftersales services (including independent aftermarket)



# Inchcape has a robust business model

The Group's long-term prospects are supported by ....



**Our Responsible Business agenda: People, Planet, Places and Practices**

# Why Inchcape is winning with our mobility company partners

Inchcape is a key element of the mobility company value chain

**We manage the cost of complexity for our partners**



**Through consistent delivery of Distribution Excellence on a global basis**

Including regulatory compliance, inventory management & channel management



**Supported by our digital and data analytics capabilities**

To help our mobility company partners maximise and grow their market position



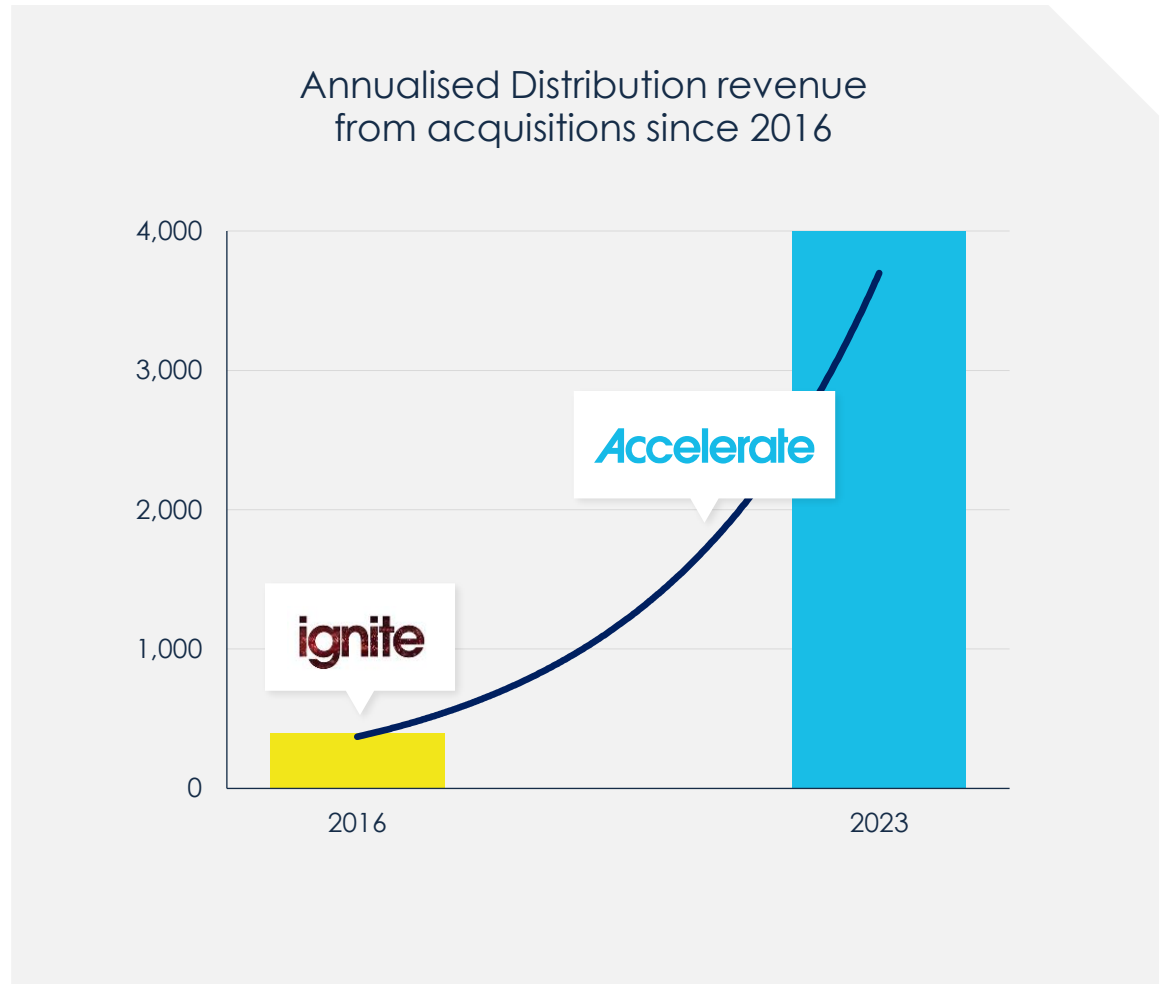
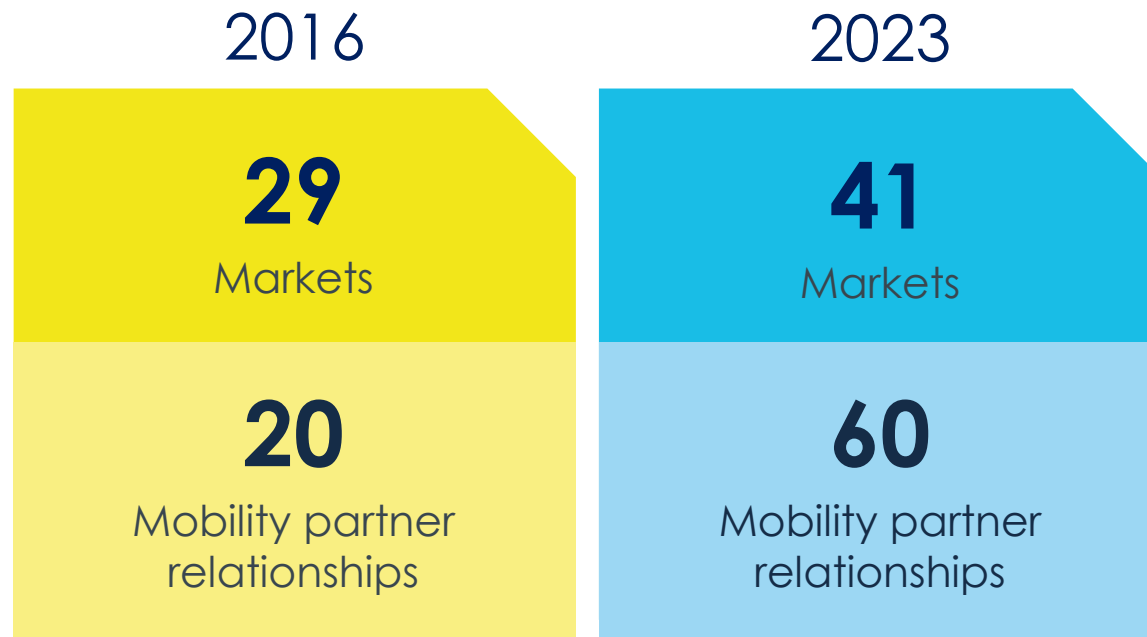
**Proven by our long track record of performance**

Longest mobility company partnership of 100+ years

**Underpinned by our Responsible Business agenda: People, Planet, Places and Practices**

# Global scale and growth...

...through distribution deal momentum



# Inchcape investment proposition

## Driving scale and diversification

**Global market leadership in Automotive Distribution:** with compelling offering for mobility partners



**Differentiated business model:** asset-light and digitally-enabled, with high barriers to entry



**On-going investment in growth opportunities:** organic investment and acquisitions



**Track record of delivering high levels of returns and Free Cash Flow:** enabling investment in compound growth

**60**

Mobility partner relationships



**74%**

FCF conversion in FY 2023

**26%**

ROCE in FY 2023

**Underpinned by consistent execution against clear strategic objectives**



# Capital allocation policy:

A disciplined approach, short term focus on deleveraging

## 01: Invest in the business



Capex for organic growth and technological investment

## 02: Dividends



Policy: 40% annual payout of basic EPS (adjusted)

## 03: Value accretive M&A



Disciplined approach to valuation

## 04: Share buybacks



Consider appropriateness of share buybacks

**Net debt to adjusted EBITDA limit of 1x (pre IFRS16)**

The image is a composite of two scenes. On the left, a family consisting of a woman, a man, and a young child are sitting in the open trunk of a white car, smiling and looking towards the right. On the right, a man in a brown sweater is plugging a charging cable into the side of a dark-colored electric car. A woman in a black jacket stands next to the car, smiling and holding a smartphone. The background shows a building and trees with warm, golden light, suggesting a sunset or sunrise.

**BRINGING MOBILITY TO  
THE WORLD'S COMMUNITIES -  
FOR TODAY, FOR TOMORROW  
& FOR THE BETTER**



# Responsible Business

## Good progress on each pillar

### Planet



Good progress towards our Scope 1 & Scope 2 CO<sub>2</sub> emissions targets

### People



Inclusive Leadership Programme delivered to 650+ leaders

High levels of advocacy evidenced in colleague engagement survey

### Places



Over 30 programmes delivered across Safe Mobility and Social Mobility pillars

Continued success of our community engagement programmes

### Practices



Successfully integrated our practices within new acquisitions

Roll-out of enhanced Code of Conduct and policy handbook

We work responsibly and impact the world for the better, to the benefit of all our stakeholders