



H1 2025 INTERIM RESULTS

29th July 2025



Agenda



Overview

Duncan Tait
Group Chief Executive



H1 2025 Financial Results

Adrian Lewis
Group Chief Financial Officer

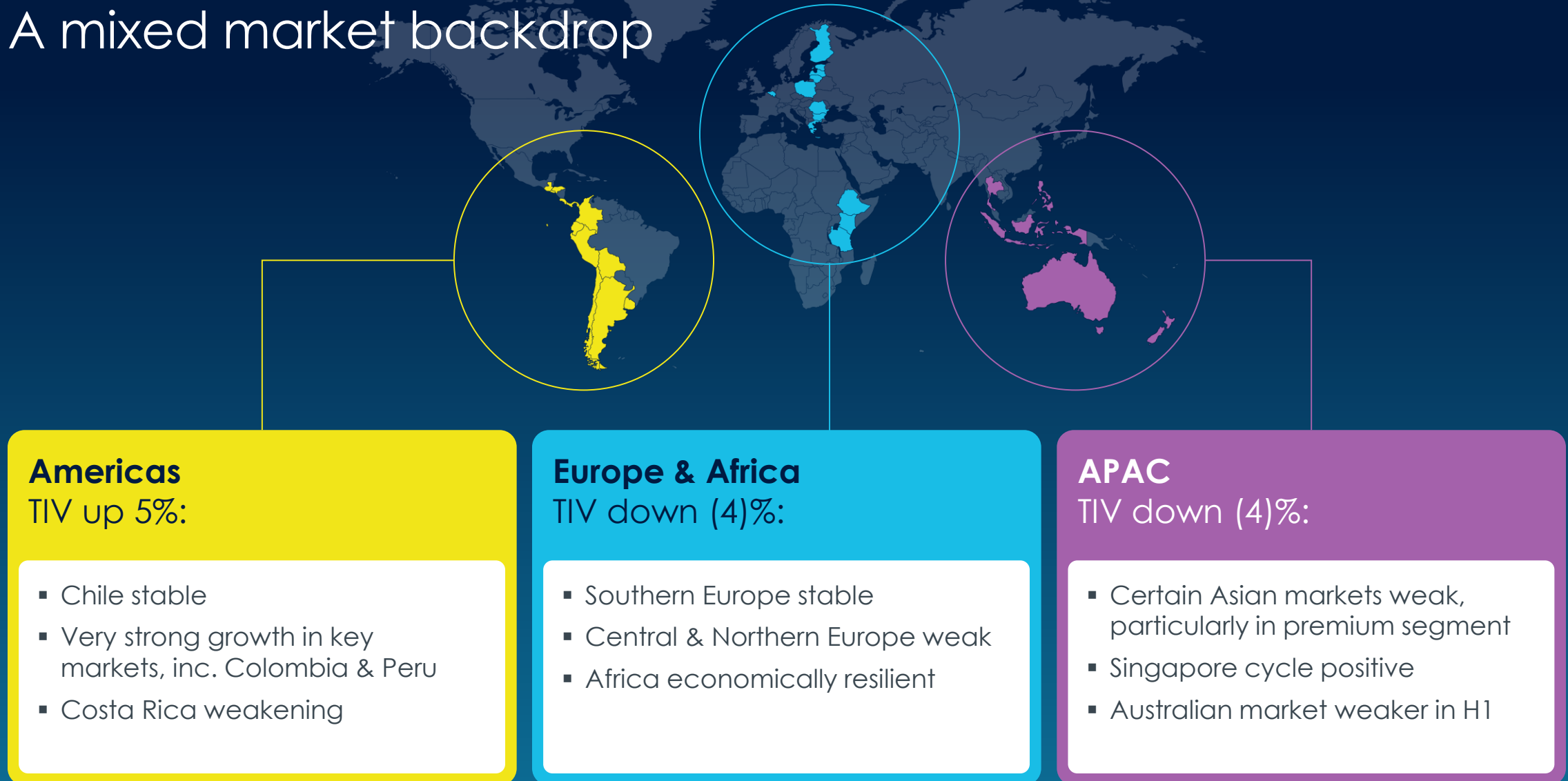


Summary and FY 2025 outlook

Duncan Tait
Group Chief Executive

Context in H1 2025

A mixed market backdrop



H1 2025 performance overview

Executing Accelerate+ strategy



SHAREHOLDER VALUE

Medium Term Targets

Disciplined approach to capital allocation



CAPITAL RETURNS

£220m in shareholder returns

c.10% share count reduction through buybacks in last 12 months



STRATEGIC PROGRESS

Scaling through Distribution contract wins & Askja acquisition in Iceland

Optimising our retail network



OPERATIONAL EXECUTION

Robust results, against mix market backdrop

Improving quarterly sequential organic revenues



STRONG BALANCE SHEET

Leverage of 0.6x



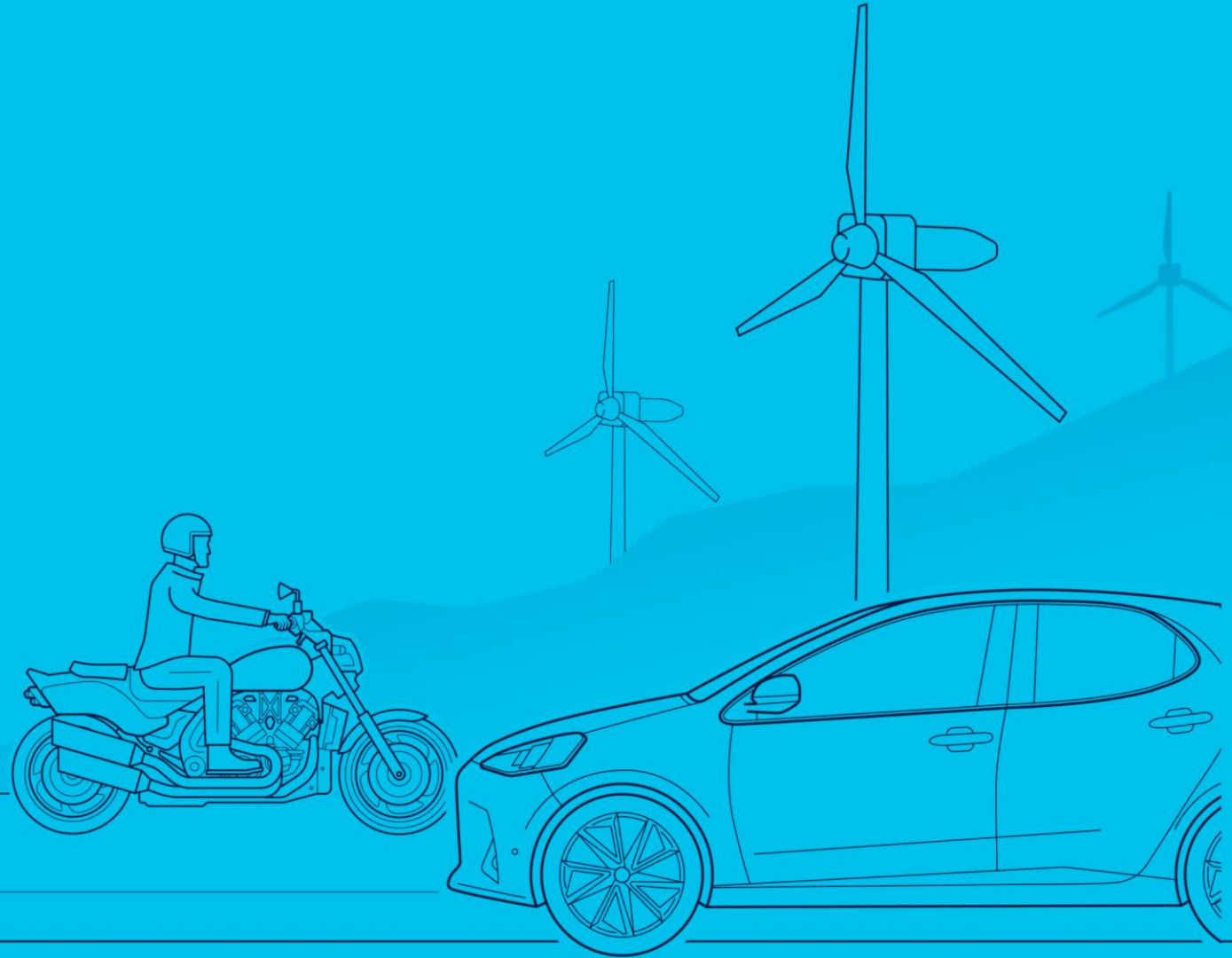
2025 GUIDANCE REITERATED

Expecting stronger growth H2

Underpinned by product launches & management actions

H1 2025 FINANCIALS

Adrian Lewis, Group CFO



Update on latest tariff dynamics

Successfully managing a fast-moving situation

Areas of potential impact:

Direct impact

No material impact

Supply dynamics

Some logistics disruption, but immaterial

Demand impact

Some impact in certain Asian markets

Inchcape actions:

Costs

Continued discipline and structural cost reduction

Inventory management

Conservative, data-driven, approach

OEM partnerships

Proactive & collaborative approach

H1 2025 results overview

Executing Accelerate+ strategy



(3)%

Organic revenue

(4)%*

Adjusted PBT to £200m

5.7%*

Adjusted operating margins
Down (50) bps

0.6x

Leverage
From 0.3x in FY 2024

£220m

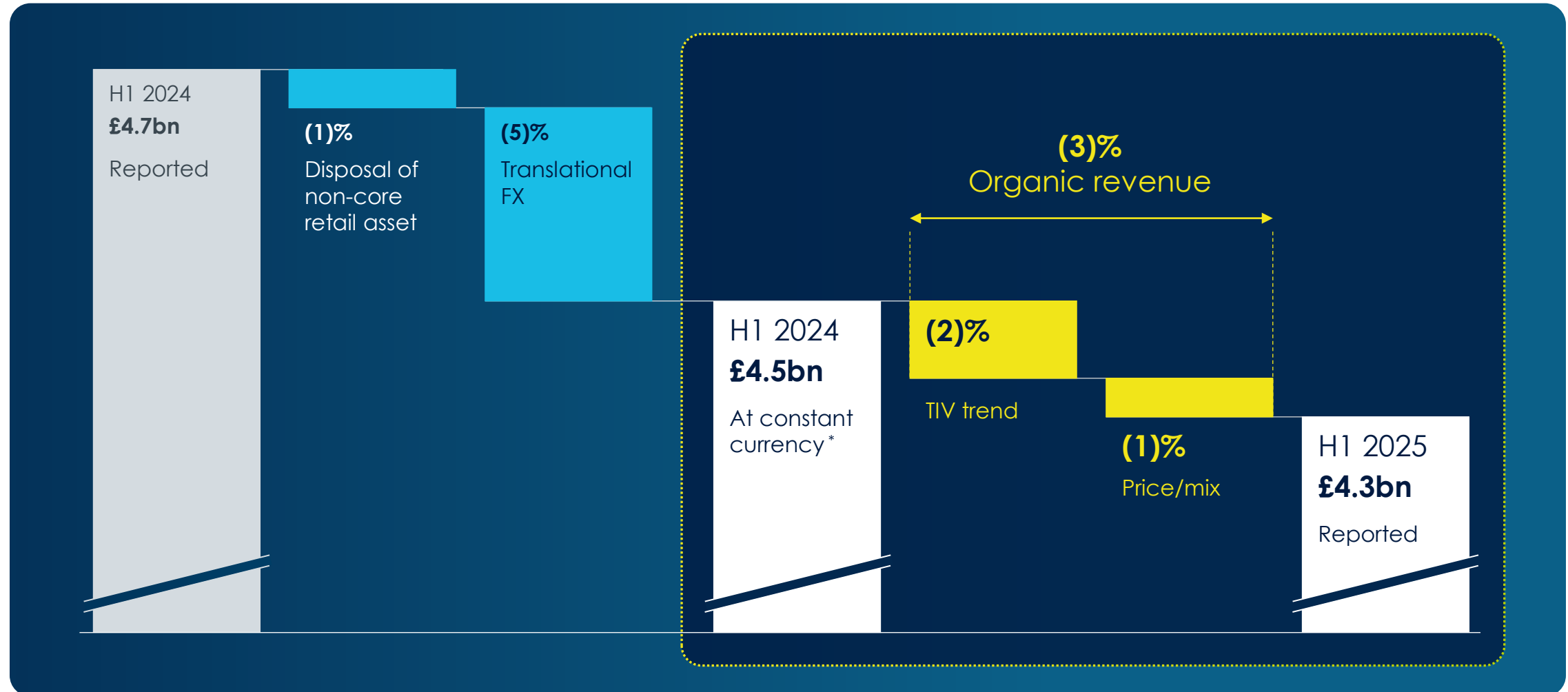
Shareholder returns
From £100m in H1 2024

+2%

Adjusted basic EPS growth
to 35.5p

Revenues:

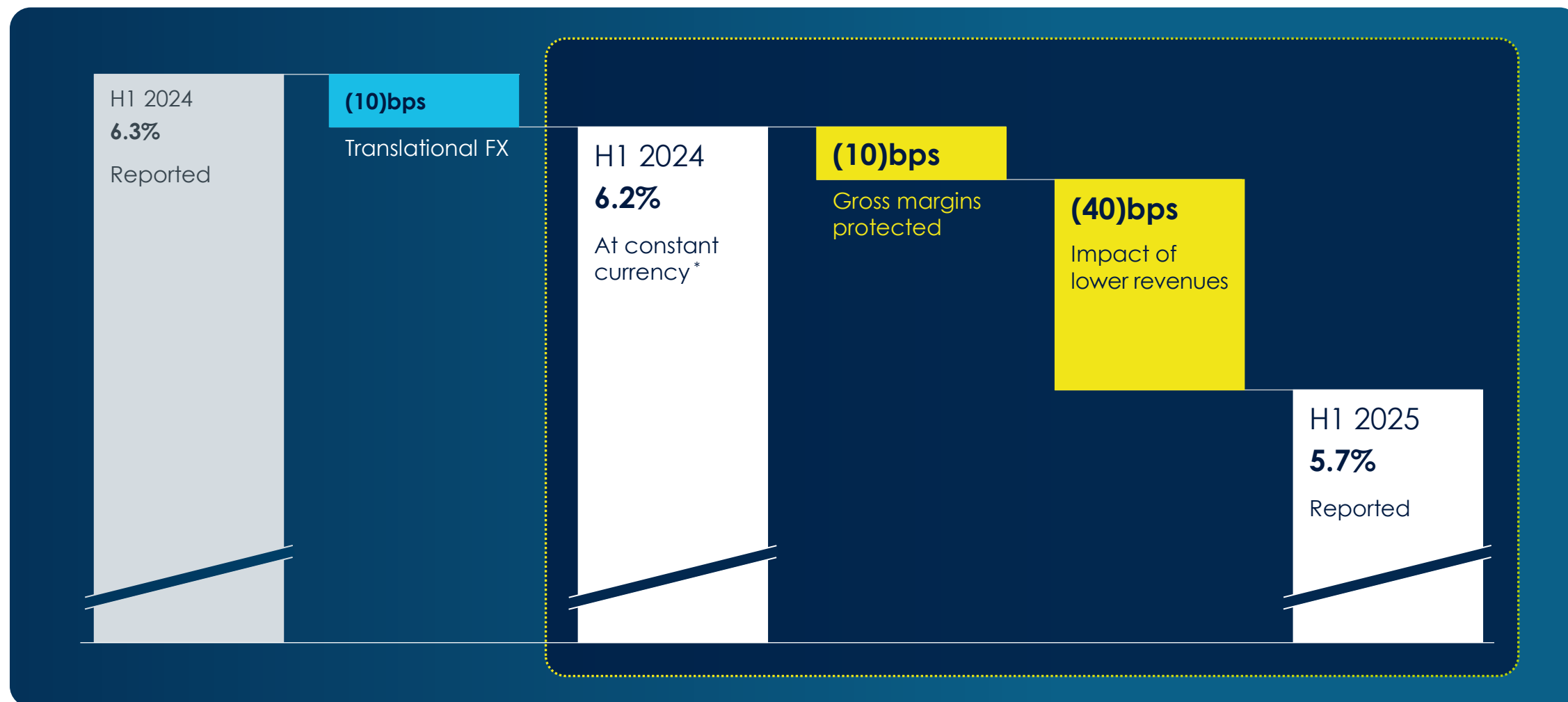
Robust performance, against mixed market backdrop



* Constant currency based on current year's rates
Where appropriate, figures are shown on an adjusted basis, and on the basis of continuing operations

Operating Margins:

Gross margins protected, in the context of lower revenues

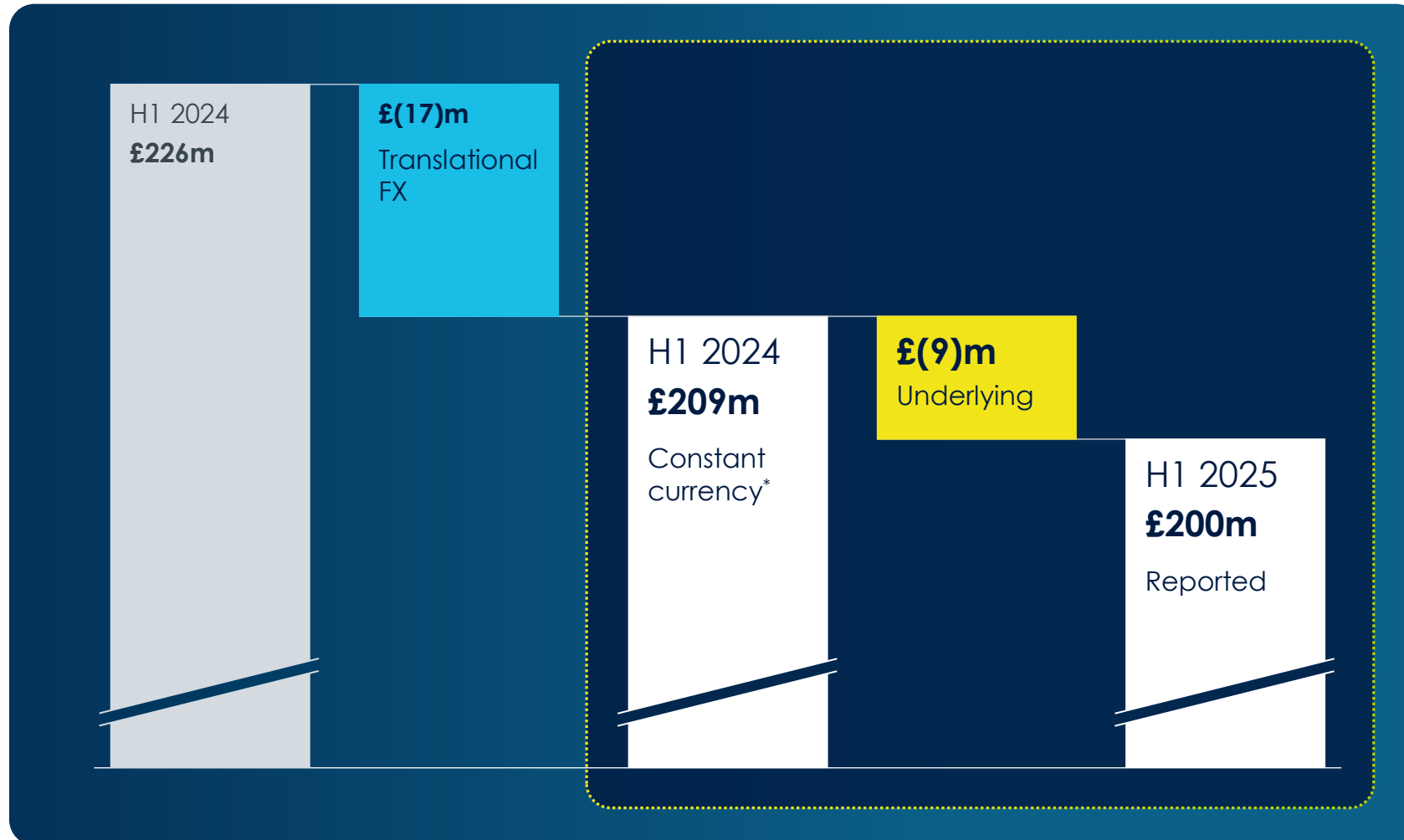


* Constant currency based on current year's rates

Where appropriate, figures are shown on an adjusted basis and on the basis of continuing operations

Adjusted profit before tax:

Tracking revenue performance



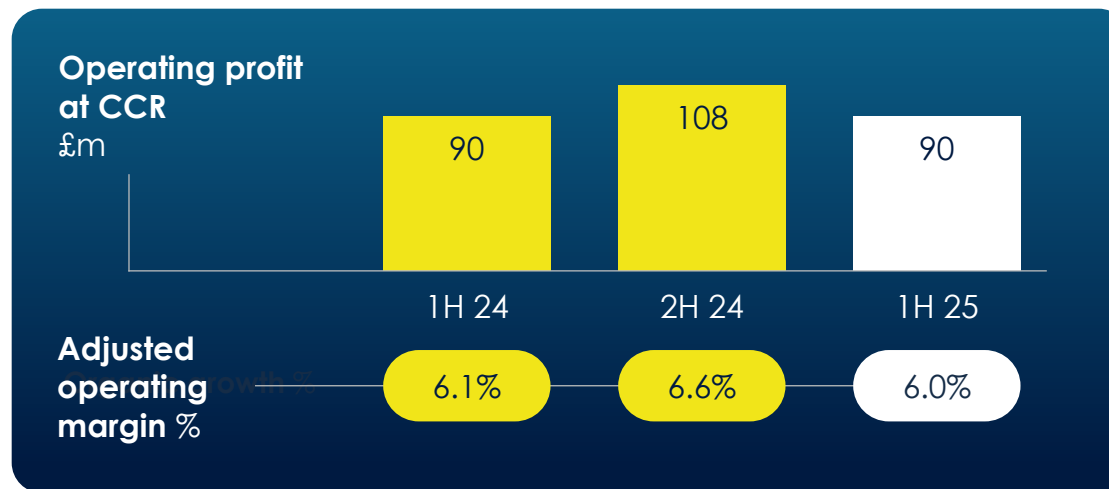
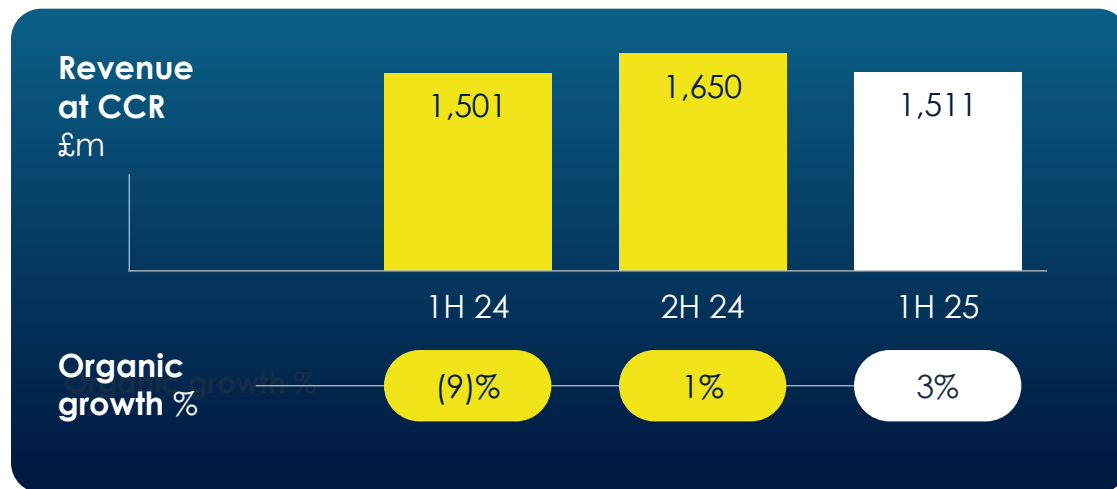
FX headwinds:

- ETB: £(7)m
- AUD: £(4)m
- Basket of currencies (inc USD, Euro and CLP): £(1)m each

* Constant currency based on current year's rates
Where appropriate, figures are shown on an adjusted basis , and on the basis of continuing operations

Americas:

On-going improvement in trading and growth



H1 2025 revenue:

- Market volumes up 5%
- Organic revenues up 3%, with some supply phasing, driven by disciplined inventory management, impacting market share
- H1 2024 revenue included c.£40m relating to disposal of non-core retail asset
- Chile market remains stable, with successful replacement of exited brands
- Very strong growth in key markets, including Colombia and Peru

H1 2025 profit:

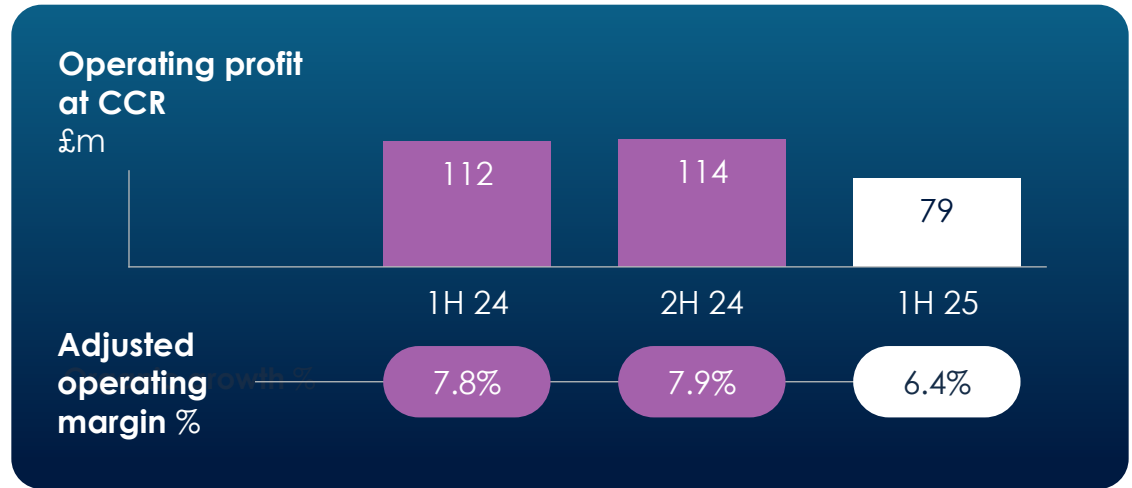
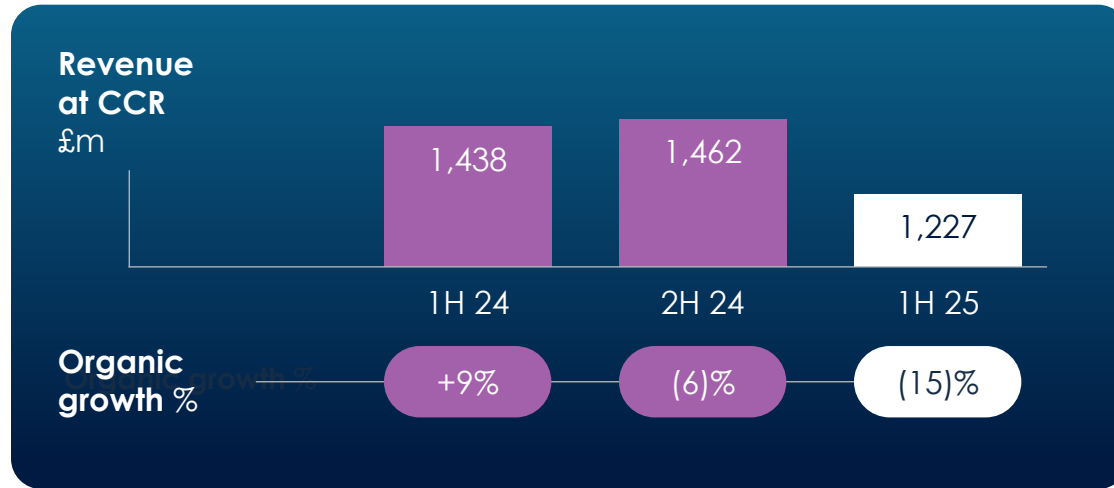
- Ongoing focus on operating efficiency
- Optimising our retail network

H2 2025 outlook:

- Remain cautious about accelerated market recovery
- Usual H2 seasonality
- New product launches
- Margins to remain resilient

APAC:

Strong comparators and weaker premium segment



H1 2025 revenue:

- Market volumes down (4)%
- Inchcape volumes down (11)%
 - Strong comparators
 - Competitive dynamics
 - Product cycles
- Organic revenue down (15)%
 - Weaker premium segment impacted average selling prices
- Australia remains resilient

H1 2025 profit:

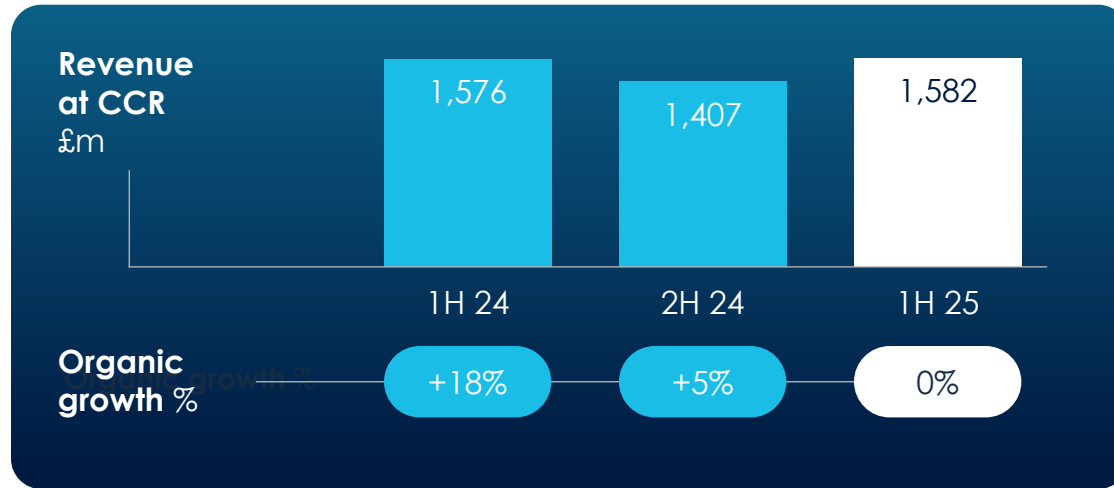
- Deleveraging impact of lower revenues
- Strong comparators
- On-going focus on cost management

H2 2025 outlook:

- H2-weighted performance
- New product launches in key markets, driving market share gains

Europe & Africa:

Continued underlying market outperformance



H1 2025 revenue:

- Market share gains in certain markets, offsetting (4)% decline in market volumes and inflated comparator
- Strong performance in Southern Europe
- Ongoing maturity of recently won contracts
- Africa remained resilient

H1 2025 profit:

- Robust margin performance
- Despite some dilution from new contracts

H2 2025 outlook:

- Moderate revenue growth
- Margins continuing to track above historical norms
- Initial contribution from Askja acquisition in Iceland, following completion in Q3

Income statement:

Key financials

£m (unless otherwise stated)	H1 2024	H1 2025
Revenue	4,725	4,320
Adjusted Operating Profit	299	247
Share of profit after tax from JV's and associates	1	1
Adjusted Net Finance Costs	(74)	(48)
Adjusted Profit Before Tax	226	200
Adjusting Items	(31)	(14)
Reported Profit Before Tax	195	186
<i>Underlying Adjusted Tax rate %</i>	32.7%	29.5%
<i>Adjusted Basic EPS (pence)</i>	34.7p	35.5p

▪ Lower net finance costs

- Efficient working capital management – driving:
 - Lower average net debt
 - Higher interest income in the Americas from improved cash balances
- Lower interest rates

▪ Adjusting items

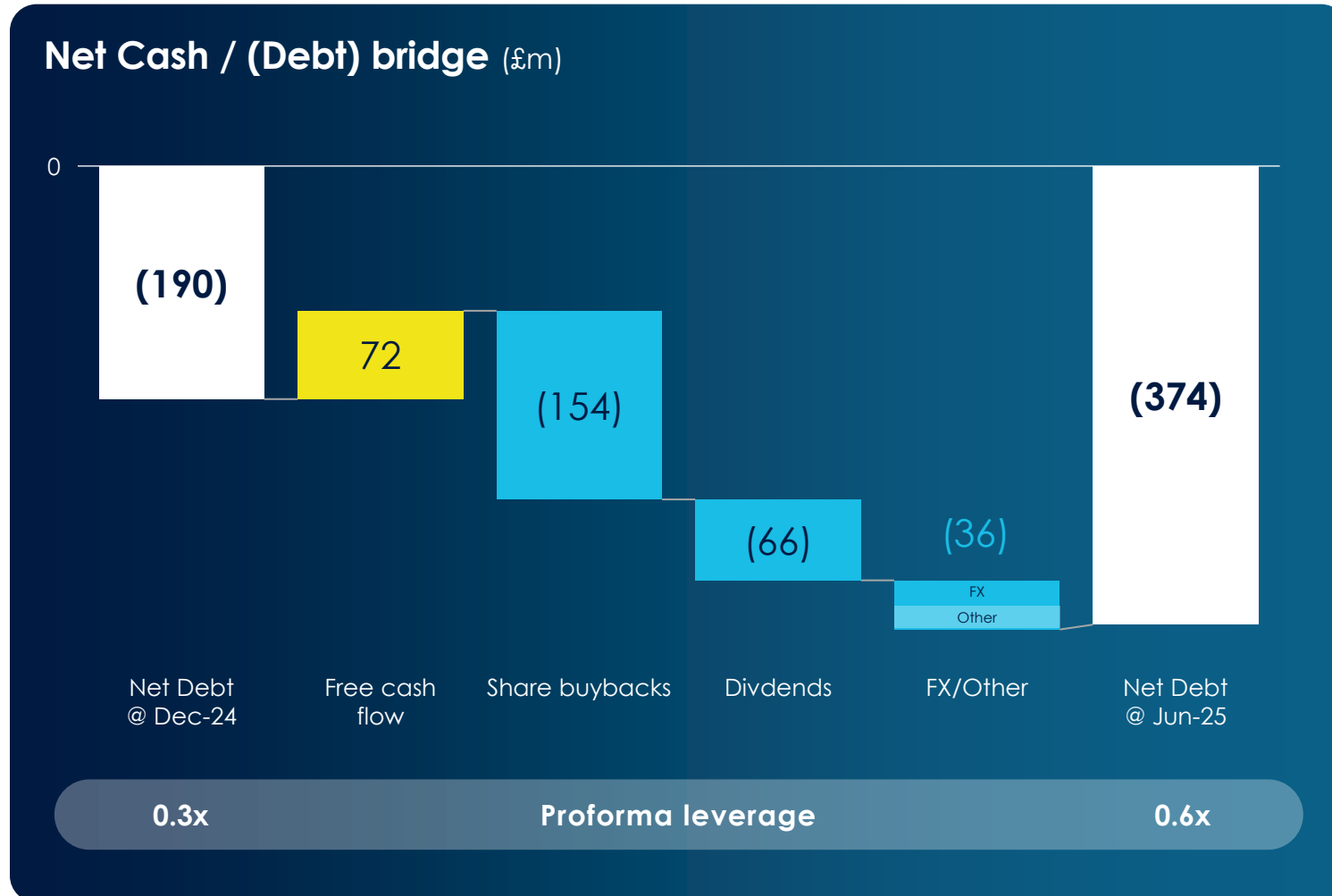
- £8m acquisition & integration costs, and finalisation of disposal of parts business in FY 2024
- £6m restructuring costs

- **Underlying tax rate** reduced to 29.5%, due to changes to profit mix resulting from the Group's strategy evolution

- **Adjusted EPS** up 2%, supported by capital allocation, with c.10% of Inchcape shares in issue acquired since August 2024

Figures are stated on an adjusted basis, where appropriate,, and on the basis of continuing operations
All figures rounded to the nearest £m

Strong balance sheet supported shareholder returns



H1 2025 highlights:

- Net debt of £(374)m
 - £(220)m cash outflow in relation to shareholder returns
 - £72m FCF generated
 - £(53)m working capital outflow to support supply phasing
 - Leverage of 0.6x
- On track for 100% PAT: FCF conversion for FY 2025

Capital allocation policy

DIVIDENDS

40% annual payout
of basic adjusted EPS



COMMITTED TO ON-GOING SHARE BUYBACKS

£250m programme in FY 2025



VALUE-ACCRETIVE M&A

Potential to invest in
bolt-on acquisitions

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

FY 2025 modelling on key financial items

H2-weighted performance, against easing comparators



Operating
margins

c.6%



FCF: PAT
conversion

c.100%



Net interest

**Lower,
compared
to FY 2024**



FX translation

**c.£(15)m
H2 PBT
impact***



Tax

**30%-31%
range**

* Based on foreign exchange rates as at 23 July 2025

Focused on delivering >10% EPS CAGR to 2030

POWERED BY **Accelerate⁺**

KEY VALUE DRIVERS →

Market outperformance
**3%-5% organic
volume CAGR**

Resilient operating
margins
c.6%

Cash generative model
c.100% FCF:PAT

DRIVING RETURNS AND GROWTH: →

2.5bn

(£) Free Cash Flow

DISCIPLINED CAPITAL ALLOCATION: →

Dividends

40%

of EPS

On-going share
buybacks and
value-accretive
M&A

DELIVERING SHAREHOLDER VALUE:

>10%
EPS CAGR
+ dividends

Underpinned by
consistently high ROCE
25%-30%

SUMMARY AND FY 2025 OUTLOOK

Duncan Tait, Group CEO



Accelerate+

Our clear strategy to drive growth and value

Accelerate+

SCALE



Passenger
Cars

Adjacent Vehicle
Categories

OPTIMISE



Distribution
Excellence

Value Added
Services

OUR ENABLERS

Culture &
Capabilities



Digital, Data
& Analytics



OEM
relationships



M&A &
Integration



SUSTAINABILITY



Strategic progress during H1 2025

Successful implementation of Accelerate+

Distribution contract dynamics:

Contract wins:

OEM brand	Market
BYD	Lithuania, Latvia
DFSK	Honduras
Iveco	Hong Kong
New Holland	Ethiopia, Kenya
Smart	Columbia, Uruguay, Ecuador

Contracts exits:

OEM brand	Market
Komatsu	Ethiopia

Askja acquisition:

- Bolt-on acquisition of leading automotive distributor in Iceland, an exciting new market, with 16% market share
- Further strengthens our OEM profile, with Mercedes-Benz and Kia - a new OEM for Inchcape
- Scales our geographic footprint

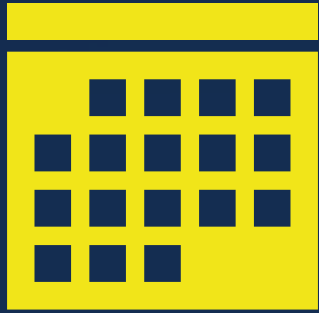


Optimising our retail network:

- Fundamental element of Accelerate+ and our role as a leading automotive distributor
 - Optimising our route-to-market, and leveraging our third party retail network
- Opportunities to reconfigure physical footprint – to drive:
 - Higher market share
 - Lower capital employed, supporting higher ROCE
 - More efficiencies
 - Retail network scale
- 8 retail sites reconfigured in H1 2025

FY 2025 outlook and guidance

Unchanged from March 2025



Resilient short-term outlook:

- Another year of growth expected
- At prevailing foreign exchange rates



Higher EPS growth, relative to profit growth:

- Operating performance
- Capital allocation

Stronger growth expected in H2 2025

Key underpins



Product launches:

- Driving stronger Australia, Asia and the Americas
- Across various brands and markets
- On track, with robust demand
- Order books building



Focus on costs, cash & inventory management:

- Continued cost management
- Strong inventory and working capital management
- Further optimising our retail network

H1 2025 performance overview

Executing Accelerate+ strategy



SHAREHOLDER VALUE

Medium Term Targets

Disciplined approach to capital allocation



CAPITAL RETURNS

£220m in shareholder returns

10% share count reduction through buybacks in last 12 months



STRATEGIC PROGRESS

Scaling through Distribution contract wins & Askja acquisition in Iceland

Optimising our retail network



OPERATIONAL EXECUTION

Robust results, against mix market backdrop

Improving quarterly sequential organic revenues



STRONG BALANCE SHEET

Leverage of 0.6x



2025 GUIDANCE REITERATED

Expecting stronger growth H2

Underpinned by product launches & management actions

Focused on delivering >10% EPS CAGR to 2030

Supported by a clear investment case:

The leading global automotive Distributor...

- Long-term, diversified OEM portfolio
- Deep competitive moat through technology
- Scaled and diversified geographic footprint

...with an attractive financial profile...

- Growth driven by market outperformance
- Resilient operating margins
- Highly cash generative and capital efficient

...driving shareholder value

- Clear dividend policy
- Commitment to on-going share buybacks
- Value-accretive acquisitions

Q&A

