Results for the full year ending 31 March 2021

Wincanton plc

At the heart of British supply chains

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Certain statements in this presentation are forward-looking statements.

Such statements are based on current expectations and by their nature are subject to a number of risks and uncertainties that could cause actual results and performance to differ materially from any expected future results or performance expressed or implied by the forward-looking statement.

The information does not assume any responsibility or obligation to update publicly or revise any of the forward-looking statements contained herein.

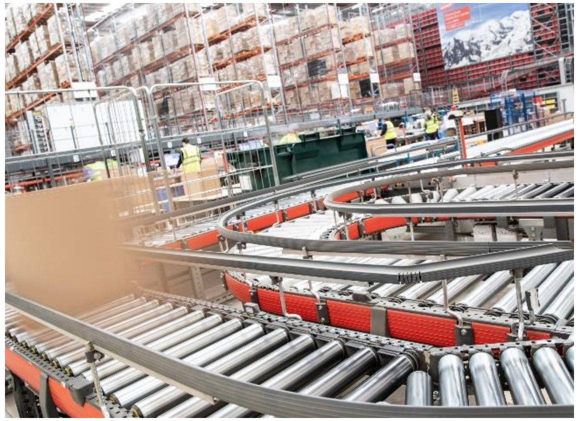
Agenda

James Wroath, CEO	Tim Lawlor, CFO	James Wroath, CEO
Executive summary	Financial performance	Strategic update

Executive summary

Positive progress against strategy

- +5.6% revenue growth from continuing businesses; strong growth from all sectors after initial pandemic impact
- Surge in eCommerce, unprecedented retail volumes and upturns in Public and Industrial driving profit recovery
- Refocused business structure and non-core disposals
- First 'Darkstore' Customer Fulfilment Centre operational with Waitrose
- Two new eFulfilment centres opened utilising automation and robotics
- Sustainability strategy launched with net zero commitments
- Final dividend of 7.5p, following interim dividend of 2.85p, taking total for the year to 10.35p



Results for the full year ending 31 March 2021

Financial performance

Tim Lawlor, CFO

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Headline financial summary

	FY 20/21 £m	FY 19/20 £m	Change %
Revenue	1,221.9	1,201.2	1.7%
Underlying EBITDA	95.2	104.1	(8.5)%
Underlying profit before tax	47.2	52.8	(10.6)%
Underlying EPS (pence)	32.0p	36.1p	(11.4)%
Free cash flow	43.8	40.8	7.4%
Net cash/(debt)	11.9	(10.1)	-
Total dividend per share (pence)	10.35	3.90	-

- Revenue driven by strong growth in eCommerce and public sector
- Profit before tax recovered strongly in H2 (+£1.5m YOY)
- Improved cash position
  - actions taken through year
  - £5.8m furlough repayment in H2
- Return to full dividend award, aligned to pre-Covid-19 levels
- HMRC assessments withdrawn

Sector Performance

Digital & eFulfilment

FY +25.2%

H2 +34.3%

- High volumes with existing customers
- Major new wins (Waitrose CFC; Dobbies)
- Further contracts with Homebase and Wickes
- Two new eFulfilment centres opened

Public & Industrial

FY -8.4%

H2 +6.1%

- Construction and Energy impacted in H1
- MOL recovery in H2 with housebuilding boom
- Energy persistently affected by lockdowns
- New public sector activity (HMRC, DfT, DHSC)

Grocery & Consumer

FY +4.8%

H2 +5.3%

- Volumes remained buoyant
- Morrisons and Co-op new business start-up
- Heineken relationship extended

General Merchandise

FY +11.8%

H2 +20.5%

- Driven by DIY and home improvement surge
- Mobilised 5th warehouse for Screwfix
- New business wins included Kelkay

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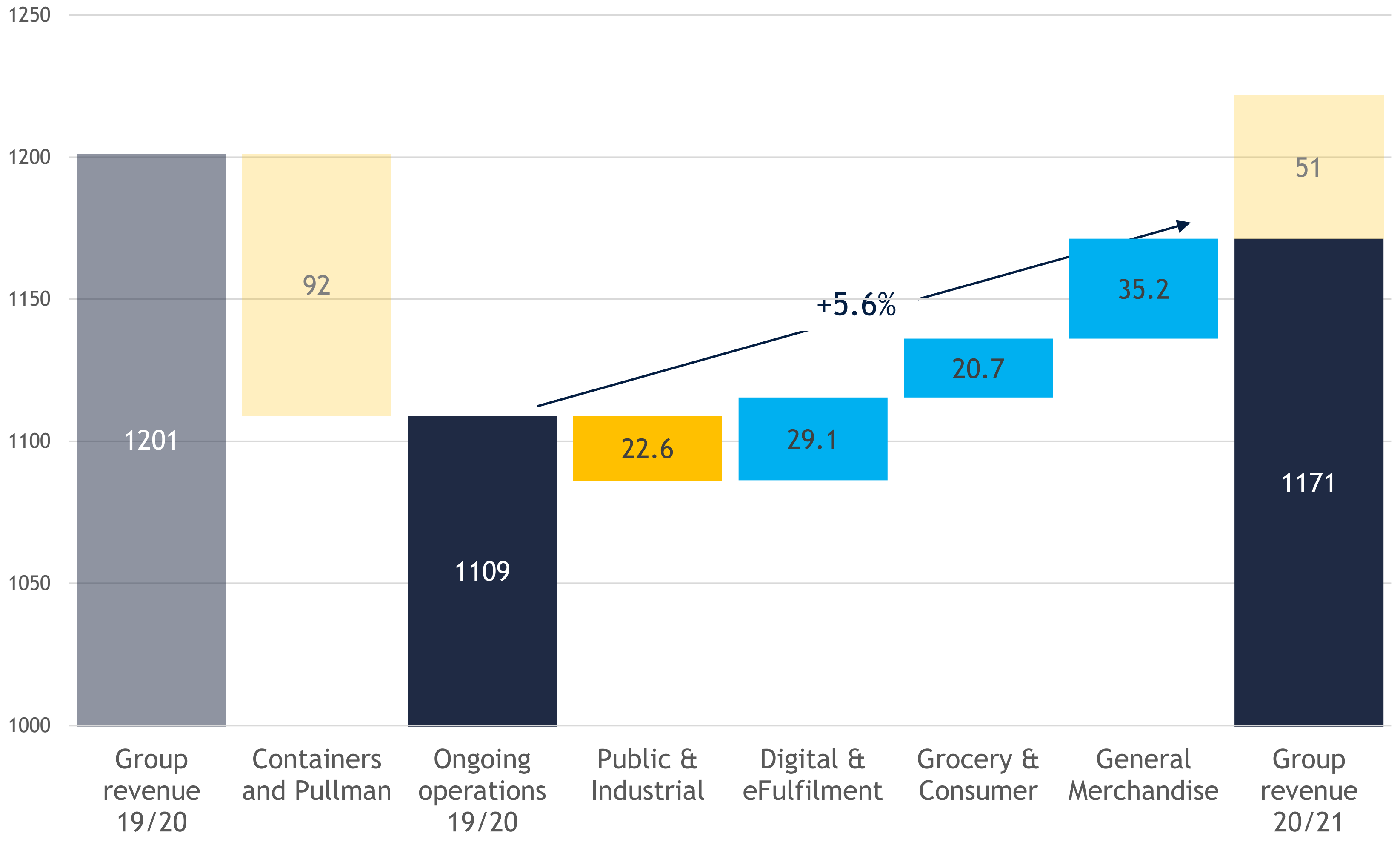
Revenue £m



20/21 Ongoing operations revenue (£m)	246	144	447	334	1171

- Growth in ongoing operations of 5.6%, 12.7% in H2
- Non-core businesses exited early in the third quarter
- Open book / closed book mix: 69%/31% (19/20: 64%/36%)

Underlying profit

	FY 20/21 £m	FY 19/20 £m
Underlying EBITDA	**95.2**	104.1
Underlying EBITDA Margin	*7.8%*	*8.7%*
Depreciation & Amortisation	**(43.4)**	(43.1)
Underlying EBIT	**51.8**	61.0
Underlying EBIT Margin	*4.2%*	*5.1%*
Financing costs	**(4.6)**	(8.2)
Underlying Profit Before Tax	**47.2**	52.8
Underlying Profit Before Tax Margin	*3.9%*	*4.4%*
Tax	**(7.5)**	(8.1)
Underlying Profit After Tax	**39.7**	44.7

- Profit and margins recovered strongly after Q1 Covid-19 disruption
- Sustained profit recovery after first lockdown through growth and demand surges
- Financing costs benefits:
  - Lower interest payable due to cash management actions during the year
  - Non-cash pension income up due to pension surplus spike
- Effective tax rate in line with expectation at 15.9%

Non-underlying items

	FY 20/21 £m	FY 19/20 £m
Net profit on disposal of Specialist Services business	**0.4**	-
Net profit on disposal of assets	**0.8**	-
Net profit on disposal of freehold property	**0.5**	2.3
Professional fees in relation to M&A activities	**0.2**	(2.0)
Pension Scheme – Guarantee Minimum Pension ('GMP')	**(0.7)**	-
Covid-19 related impairments	**-**	(9.3)
Net non-underlying items	**1.2**	(9.0)

- Small gain on disposal of Containers and Pullman Fleet Service during Q3
- Disposal gains on fleet and property
- Further GMP pension scheme cost recognition, aligned to recent court judgements

Contingent liability

- Group received assessments for Excise duty and VAT related to export irregularities of a former customer group– potential claims, including penalties, of up to c.£50m
- Claims were vigorously disputed by Wincanton, supported by expert legal advice
- HMRC confirmed on 18 May that have withdrawn their claims

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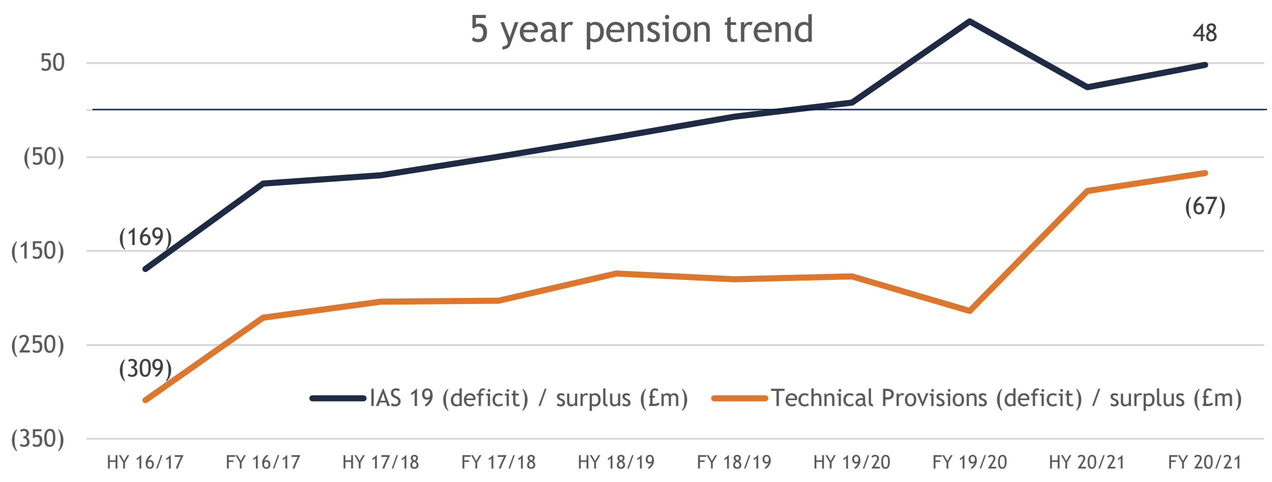
Pensions



- Year end IAS 19 pension surplus reduced due to the unwinding of market uncertainty caused by the Covid-19 pandemic at the end of FY 19/20
- The Technical Provisions deficit at 31 March 2021 is estimated to be £67m (30 September 2020 was £86m)
- 2020 triennial valuation agreed with pension trustees:
  - Net contributions of £18.2m p.a. plus RPI increase, 2021 to 2024 – c.£6m lower than previously agreed
  - Acceleration of the planned de-risking of the scheme’s investment strategy

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Cash

	FY 20/21 £m	FY 19/20 £m
Underlying EBITDA	**95.2**	104.1
Working capital	**3.0**	(4.0)
Tax	**(5.7)**	(7.0)
Net interest	**(6.3)**	(7.8)
Other items	**0.0**	(5.0)
Repayment of obligations under leases	**(35.1)**	(35.7)
Capital expenditure	**(11.8)**	(9.3)
Net proceeds from disposals	**4.5**	5.5
Free cash flow	**43.8**	40.8
Pension recovery payments	**(18.3)**	(17.8)
Dividends	**(3.5)**	(13.8)
Reduction in net debt	**22.0**	9.2
Closing net cash/(debt)	**11.1**	(10.9)

- Working capital investment in growth offset by renegotiation of certain supplier terms and capital expenditure funded by customer
- Includes repayment of £5.8m of CJRS support
- Cash tax benefits from pension payment deductions
- Capex on contract start-up and system infrastructure

Group banking facility:

- Bank facility: £141.2m at 20 May (expires Oct 2023)
- Receivables Purchasing Facility – capacity up to £50.0m
- Overdraft facility of £7.5m

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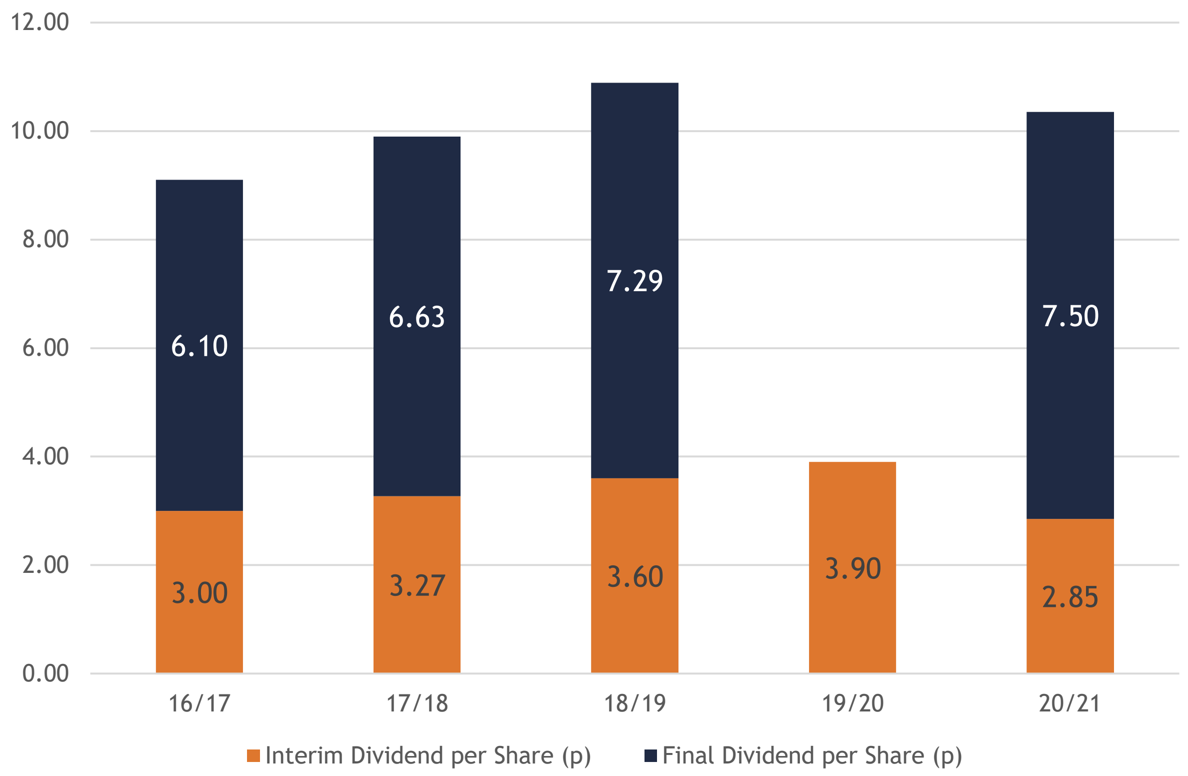
Dividend



- Following 19/20 final dividend suspension, the interim award reflected a confidence in the upturn in Group performance
- 20/21 final dividend returns to the pre-Covid-19 policy:
    - progressive dividend
    - broadly in line with earnings growth
    - split 1/3 interim: 2/3 final
- Split for 20/21 dividend 28% : 72% due to H2 earnings uplift

Final dividend of 7.50 pence per share to be paid on 6 August 2021

Results for the full year ending 31 March 2021

James Wroath, CEO

Strategic priorities

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Our business today

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Ambitious ESG strategy launched

Five core environmental commitments

Net-zero by 2040

Group target of net-zero by 2040

Eliminate waste

Double our recycle rate from residual waste by 2025

Net-zero propositions

Net-zero home delivery service available to all customers by April 2022

Innovate & Collaborate

Work with partners to tackle biggest logistics environmental issues

Wincanton Woodland

Offsetting as a bridge to fundamental changes

Our people

- Driver Training Academy
  - Proactively managing UK driver shortage
- Diversity and inclusion focus
  - CBI – Change the Race:Ratio
- Wellbeing top priority
- Award winning people

Our operating model

- Investment in technology:
  - WMS: Cloud-based Warehouse Management System for fast implementation in eFulfilment
  - TMS: Transport Management System
  - MMS: Materials Management System for EDF Energy
  - YMS: Yard Management System implemented for Inland Border Clearance Centres
  - Finance/HR system: Phase I go live this summer
- New brand and website launch (17 May) to refresh our image

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Our markets – strategic growth opportunities

eCommerce

- Online sales grew by 46% in 2020 – strongest growth for more than a decade
- Continued shift to online shopping as consumer habits change
- Considerable online growth as 'non-essential' stores were forced to close

Infrastructure

- Government confirmed capital spending on infrastructure in 2020-21 of £100 billion;
  - £27 billion for economic infrastructure
  - c.£19 billion for transport investment
  - £1.7 billion set aside for road maintenance

Public sector

- Central Government procurement spending dominated by four departments spending £119bn (82% of total central spend):
  - DHSC
  - MoD
  - DfT
  - DfE
- Considered steady and a 'safe' sector to operate in

Sources: ONS; eMarketer.com; Internet retailing; ice.org; Institute for Government

Our markets

Leading the way in the future of online grocery services

We are the first third-party logistics company to create a ‘dark store’ for grocery home deliveries in the UK

- 160,000 sqft in Wincanton, Greenford
- 25,000 Waitrose.com orders each week
- 1.25 million products a week picked and packed
- 800 new jobs
- 150 new delivery vehicles

WAITROSE & PARTNERS

Our markets

Helping the Government deliver on its promises

Crown Commercial Service

Department of Health & Social Care

HM Revenue & Customs

Department for Transport

Framework Agreements

6 lots signed covering storage, transport, construction logistics, warehouse design, solutions and support

‘Moonshot’

Fulfilment and delivery of COVID-19 testing kits to priority locations across the UK

Inland Border Clearance Centres

Safe, smooth and efficient logistical operation of key post Brexit locations

Inland Border Clearance Centres

COVID-19 testing of foreign drivers

Our products and services

Positioning Wincanton as a sector leader in eFulfilment

- Investing in eFulfilment capacity:
  - 150,000+ sqft in Nuneaton
  - 500,000+ sqft in Rockingham
- Differentiating service:
  - Harnessing automation & robotics
  - Reducing cost-to-serve
  - Delivering later cut-off times
  - Deploying the latest cloud-based technology

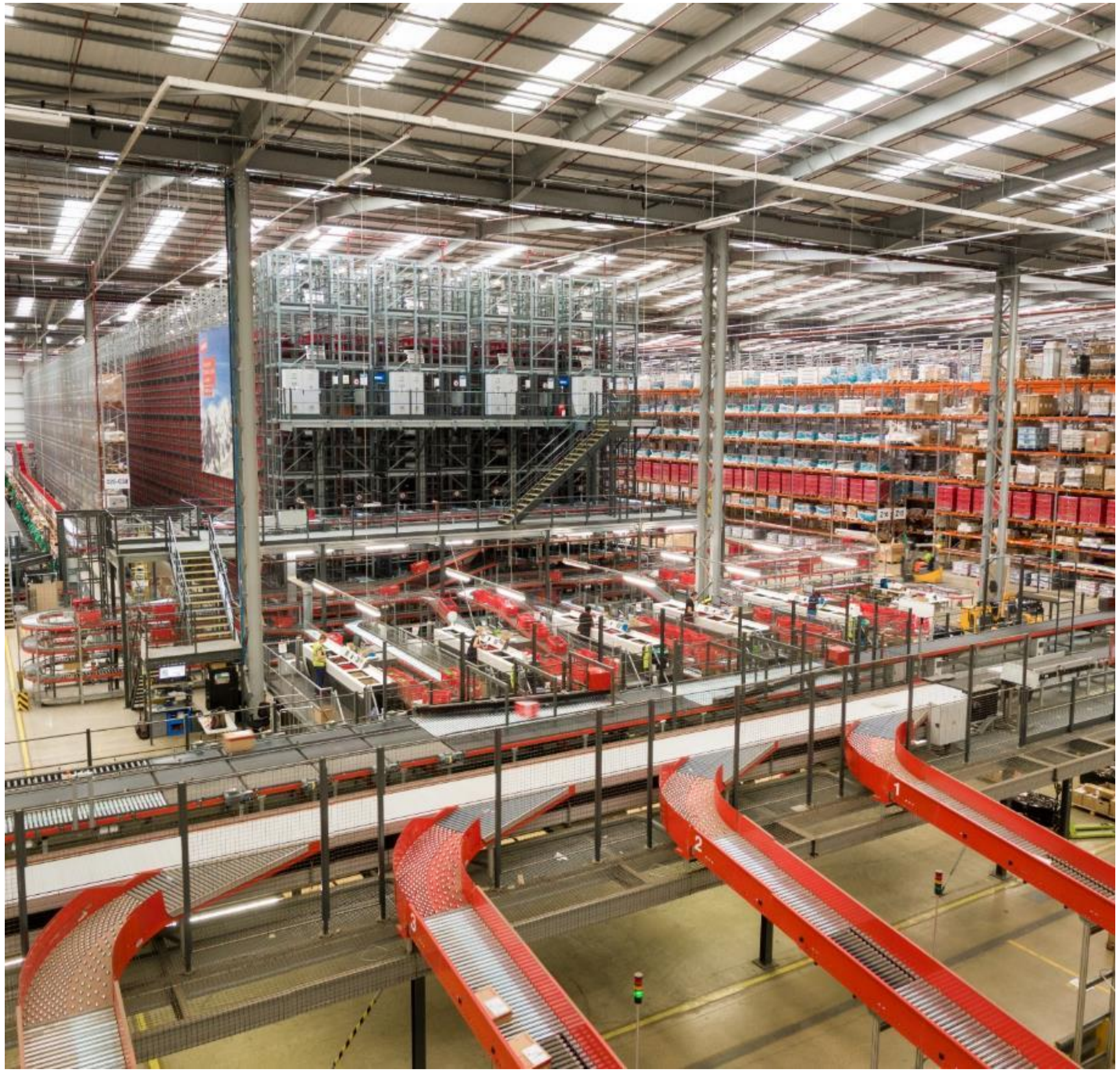
SNUG

SAINT-GOBAIN

B&Q

NEAL'S YARD REMEDIES COVENT GARDEN

loaf



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Summary and outlook

Continued progress against strategy; well positioned for growth

- Significant progress in a challenging year
- Refocused business enabling strategic growth
- Investments to extend service propositions
- New ESG strategy launched
- Strong momentum going into new financial year:
  - current trading encouraging
  - mindful of short-term uncertainties
- Confident that we are well placed:
  - Right strategy, right people, strong capabilities, attractive markets

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Q&A

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