DCC

INVEST IN WHAT THE WORLD NEEDS

NOVEMBER 2023

COMPANY OVERVIEW PRESENTATION

INDEX

OUR BUSINESS TODAY (FY23)
DCC IS A LEADING INTERNATIONAL SALES, MARKETING AND SUPPORT SERVICES GROUP

Locations
22
countries across
4 continents

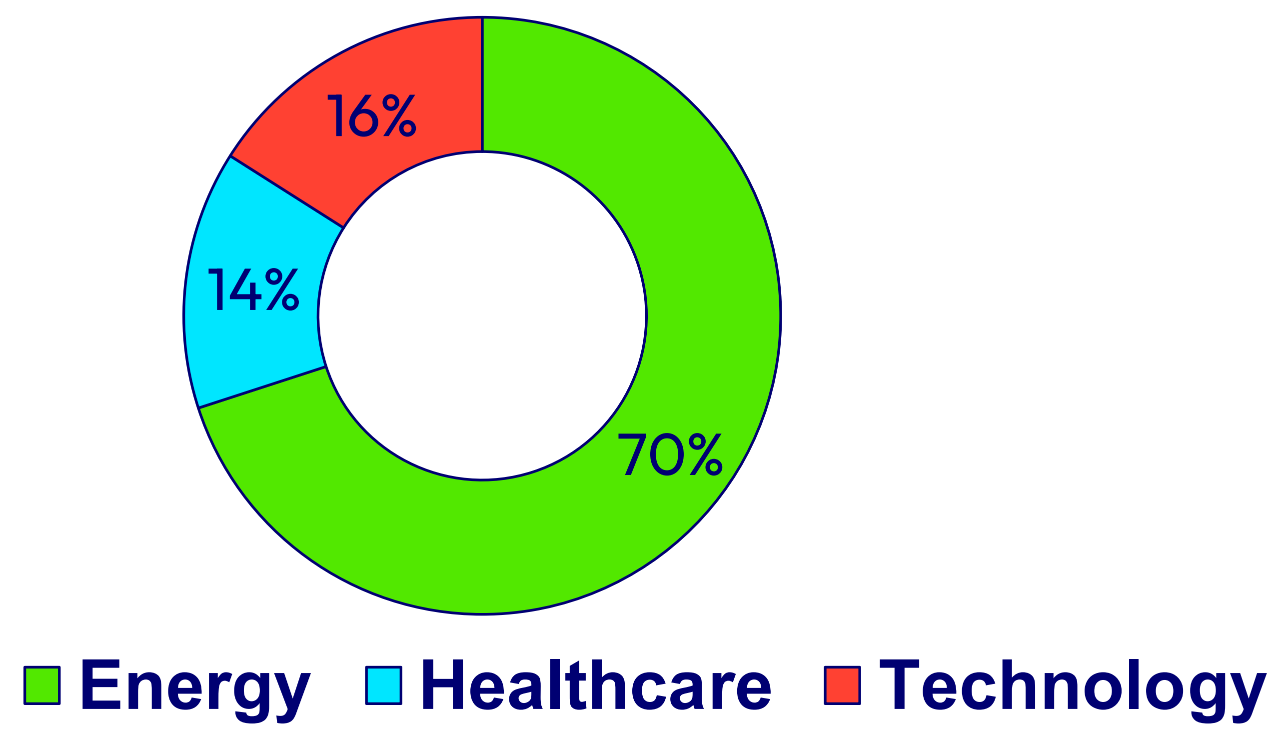
Employees
16,000

Market Cap
c.£5.0bn

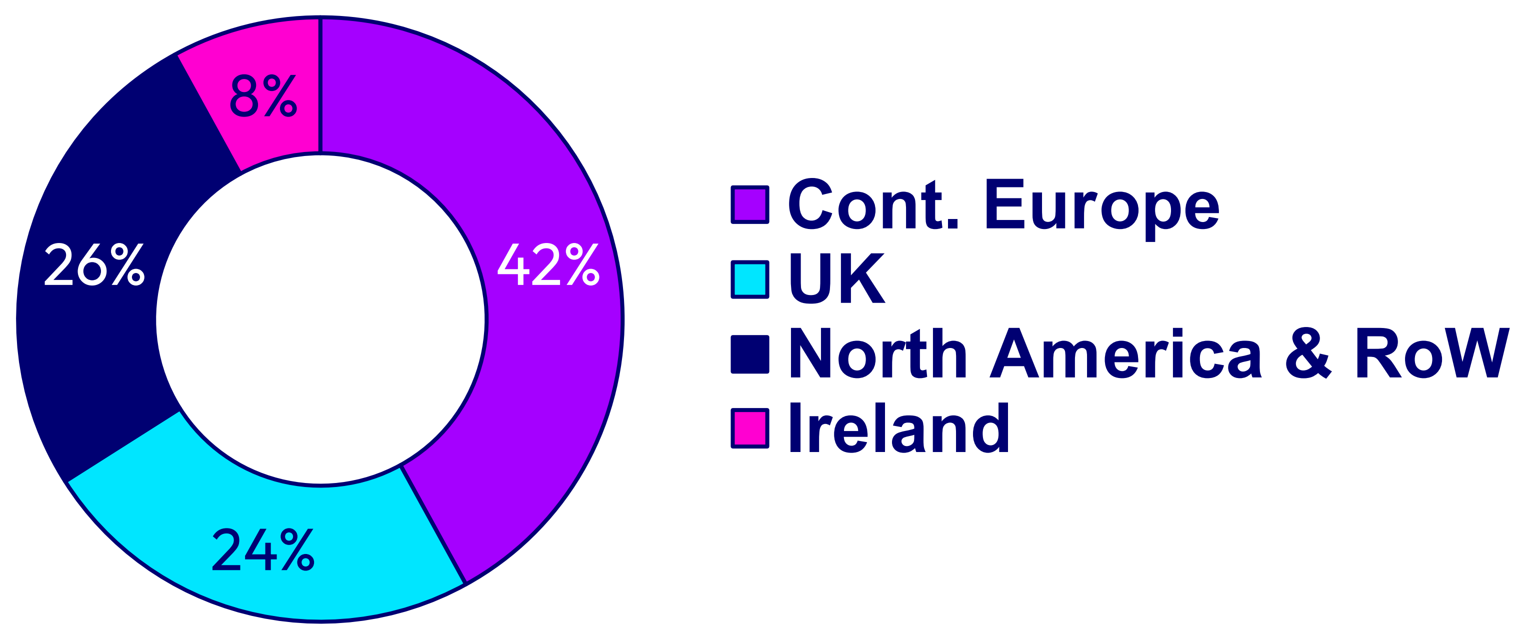
Revenue	Operating Profit	ROCE	Adjusted EPS
£22.2bn	£655.7m	15.1%	456.3p

WE PROVIDE SOLUTIONS THE WORLD NEEDS ACROSS THREE TRANSFORMATIVE SECTORS: ENERGY, HEALTHCARE AND TECHNOLOGY; WHERE WE ACQUIRE, IMPROVE AND GROW DIVERSE BUSINESSES.

Profit by Division



Profit by Geography



HIGHLIGHTS H1 FY24

FINANCIAL PERFORMANCE

STRONG GROWTH IN ADJUSTED OPERATING PROFIT

- **Group adjusted operating profit up 12.0% to £247.6 million**
- **4.4% organic growth. 7.8% M&A growth**
- **Interim dividend increase of 5.0%**

DEVELOPMENT ACTIVITY

£310M COMMITTED IN DCC ENERGY TO VALUE-CREATING ACQUISITIONS

- **Progas, nationwide distributor of LPG in Germany, Europe's largest energy market**
- **DCC Energy completed five more acquisitions in services and renewables**

THE WORLD NEEDS PROGRESS FOR ALL

WE LOOK AHEAD: EMBEDDING STRATEGY AND SUSTAINABILITY

- **50% emissions reduction ambition by 2030 for Scope 3**
- **First time public credit rating, BBB, issued by S&P Global Ratings and Fitch**
- **Preparation ongoing for CSRD**

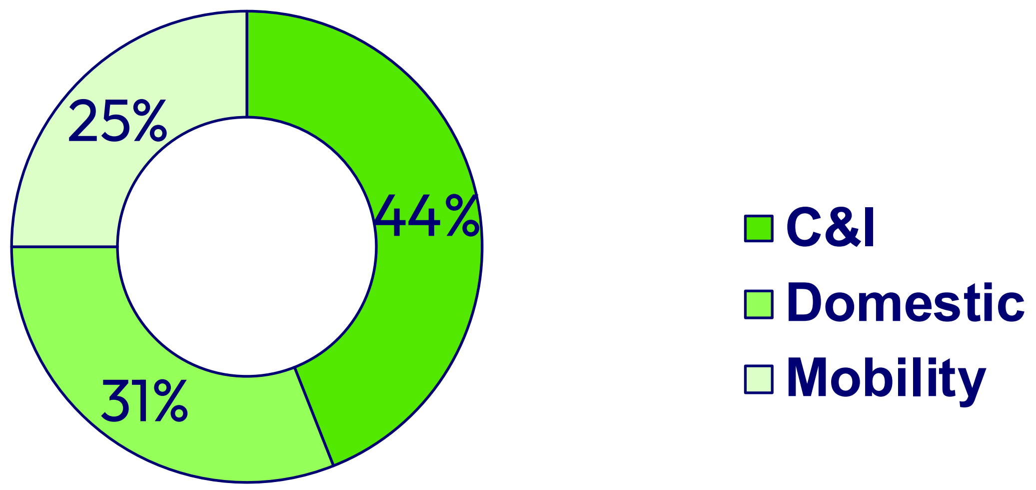
DCC TODAY (FY23)
A BUSINESS OF REAL SCALE

DCC Energy

70% of Operating Profit

Volume (litres)	Operating Profit
15.5bn	£457.8m

Gross Profit by Customer



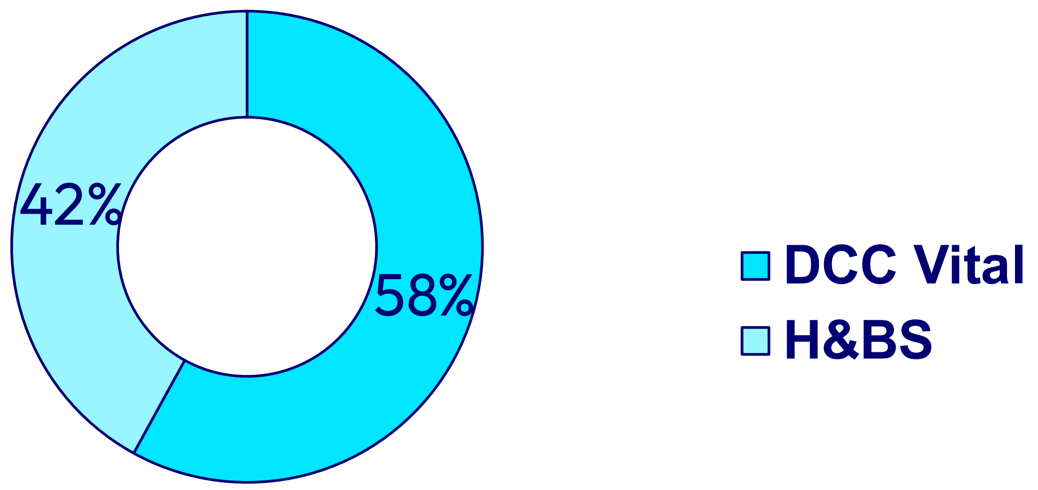
Customers	Countries
9.5m	13
Biogenic Content	**Employees**
6.3%	7,800
Retail Sites	**SRO % Op profit**
1,175	28%

DCC Healthcare

14% of Operating Profit

Revenue	Operating Profit
£821.5m	£91.8m

Proforma Revenue by Business*



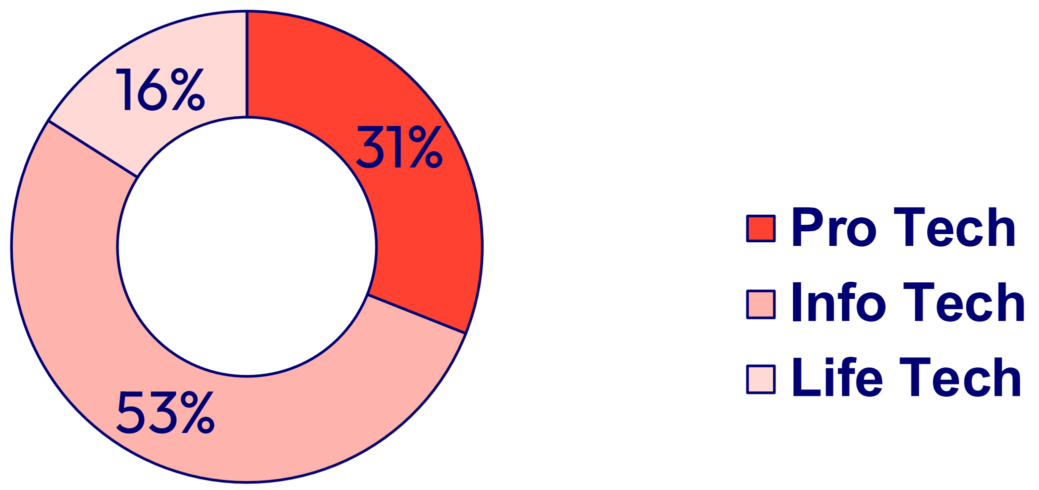
Customers	Countries
50K+	8
SKUs	**Employees**
45K+	3,400
CMO Facilities	
8	

DCC Technology

16% of Operating Profit

Revenue	Operating Profit
£5.3bn	£106.1m

Revenue by Pillar



Customers	Countries
63K+	18
Brands	**Employees**
2,500+	4,800
Logisitic Capacity	
5m sq. ft.	

*Proforma annualising impact of Medi-Globe acquisition

OUR INVESTMENT CASE: DOUBLE GROUP PROFITS BY 2030 AT HIGH RETURNS

Our Group has strong operating platforms in growth markets. We have devolved and empowered management teams, innovating and developing to deliver on our growth opportunities.

3% - 4% Organic

Leading market positions

Strong operators

6% - 8% M&A

Excellent M&A capability and wise capital allocators

Fragmented markets

Mid-Teen ROCE

Strong FCF generation self-funds growth

ROCE focus deeply embedded

A STRATEGY FIT FOR THE FUTURE

WE MAKE FUTURE FOCUSED DECISIONS

BASED ON GROWTH THAT SUPPORT SUSTAINABLE GROWTH

WE GROW FUTURE FOCUSED BUSINESSES

THIS ENABLES PEOPLE AND BUSINESSES TO GROW AND PROGRESS

WE CREATE FUTURE VALUE AND HIGH RETURNS FOR EVERYONE

THROUGH CAPITAL ALLOCATION AND OPTIMISATION OF BUSINESS PERFORMANCE

WE LOOK FOR FUTURE GROWTH POTENTIAL. WE INVEST, AND REINVEST, IN BUSINESSES WITH SOLUTIONS THAT THE WORLD NEEDS.

DCC: INVEST IN WHAT THE WORLD NEEDS...

	Need for progress	Outcome
ENERGY	THE WORLD NEEDS CLEANER ENERGY FOR EVERYONE	A CLEANER ENERGY WORLD
HEALTHCARE	THE WORLD NEEDS LIFELONG HEALTH	HEALTHY WORLD
TECHNOLOGY	THE WORLD NEEDS PROGRESS MAKERS	PROGRESSIVE WORLD

OUR MARKETS

ENERGY
THE WORLD NEEDS CLEANER ENERGY FOR EVERYONE

We need a cleaner energy world. Today three-quarters of the energy we provide is fossil-based.

Our ambition is to give all customers the power to choose a cleaner energy future today with radically inclusive and independent energy solutions.

HEALTHCARE
THE WORLD NEEDS LIFELONG HEALTH

People are living longer. But whatever stage of life they're at, we want people to be healthy. So we support everyday health and wellness, as well as bringing products that enable healthcare providers to diagnose and treat illness.

Our vision is to enable people to lead healthier lives, throughout their lives.

TECHNOLOGY
THE WORLD NEEDS PROGRESS MAKERS

We are progress makers. Whatever the challenge. We make technology provide the solution. The whole solution.

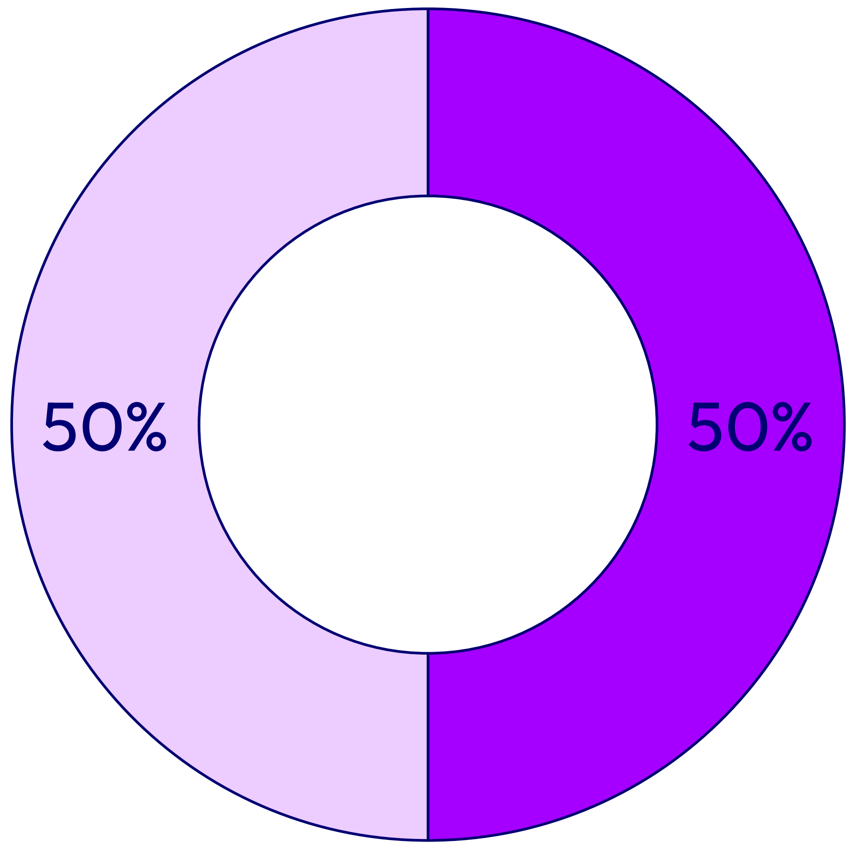
We bring technology solutions that save time, enhance experiences and improve lifestyles. We are the enabler between global technology brands and the people and businesses who use their products. To make progress happen.

CAPITAL DEPLOYMENT AND ORGANIC GROWTH GO HAND IN HAND
WE INVEST IN GROWTH MEGA TRENDS ACROSS THREE SECTORS

Our capital deployment priorities	Long term growth drivers and rates	
Scaling our DCC Health & Beauty platform in high-growth markets & building DCC Vital into a European leader	Supportive demographic and consumer trends, regulation and policy – proven, scalable capability	4%-6%
Scaling the specialist capability of DCC Technology	Growth industry with channel dynamics that support our specialist capability	3%-5%
Energy transition capability to bring cleaner energy for customers	Significant opportunity in high growth cleaner energy	5%+
Consolidating customer bases in North American and European energy markets	Customers requiring cleaner energy transition solutions	C.2%

OUR GROWTH TRAJECTORY WILL MEANINGFULLY CHANGE THE SHAPE OF THE GROUP BY REDUCING THE RELIANCE ON ‘FOSSIL’ PROFITABILITY

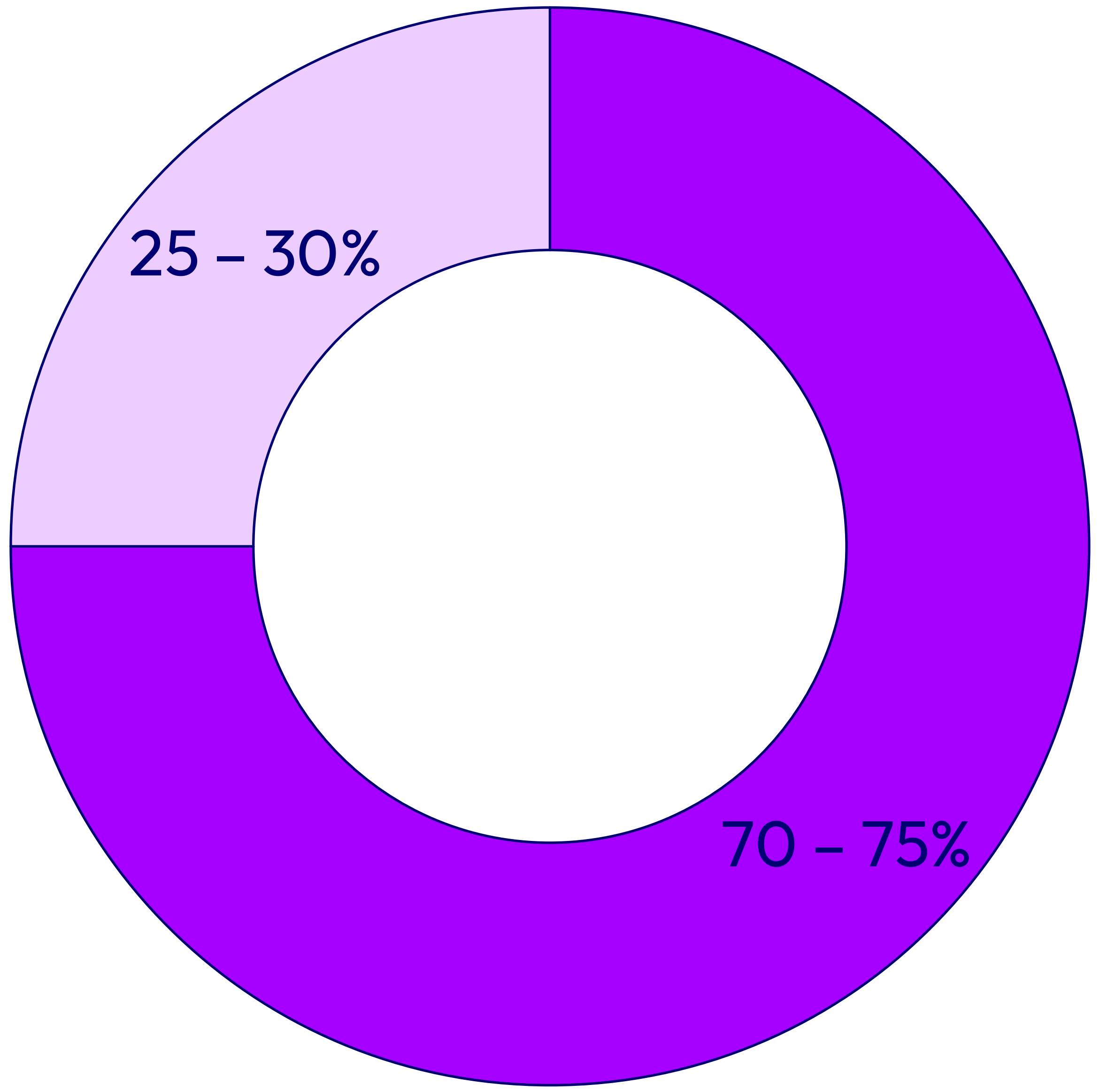
FY23 Group adjusted operating profit



- DCC Energy – Services & Renewables, DCC Healthcare & DCC Technology
- DCC Energy: Traditional & lower carbon fossil energy

DCC Group > 2x profits

2030 vision for shape of Group



- DCC Energy – Services & Renewables DCC Healthcare & DCC Technology
- DCC Energy: Traditional & lower carbon fossil energy

OUR VISION FOR 2030 AND BEYOND DRIVEN BY OUR SUSTAINABLE STRATEGY WE ARE AMBITIOUS TO GROW AND DEVELOP – WHILE GUIDED BY OUR PURPOSE: WE ENABLE PEOPLE AND BUSINESSES TO GROW AND PROGRESS

Net Zero Scope 1, 2 & 3 by 2050 or sooner

50% reduction in Scope 1 and 2 emissions by 2030

Commercial, capital and strategic priorities drive 2030 ambition:

01

DCC to be more than twice as profitable

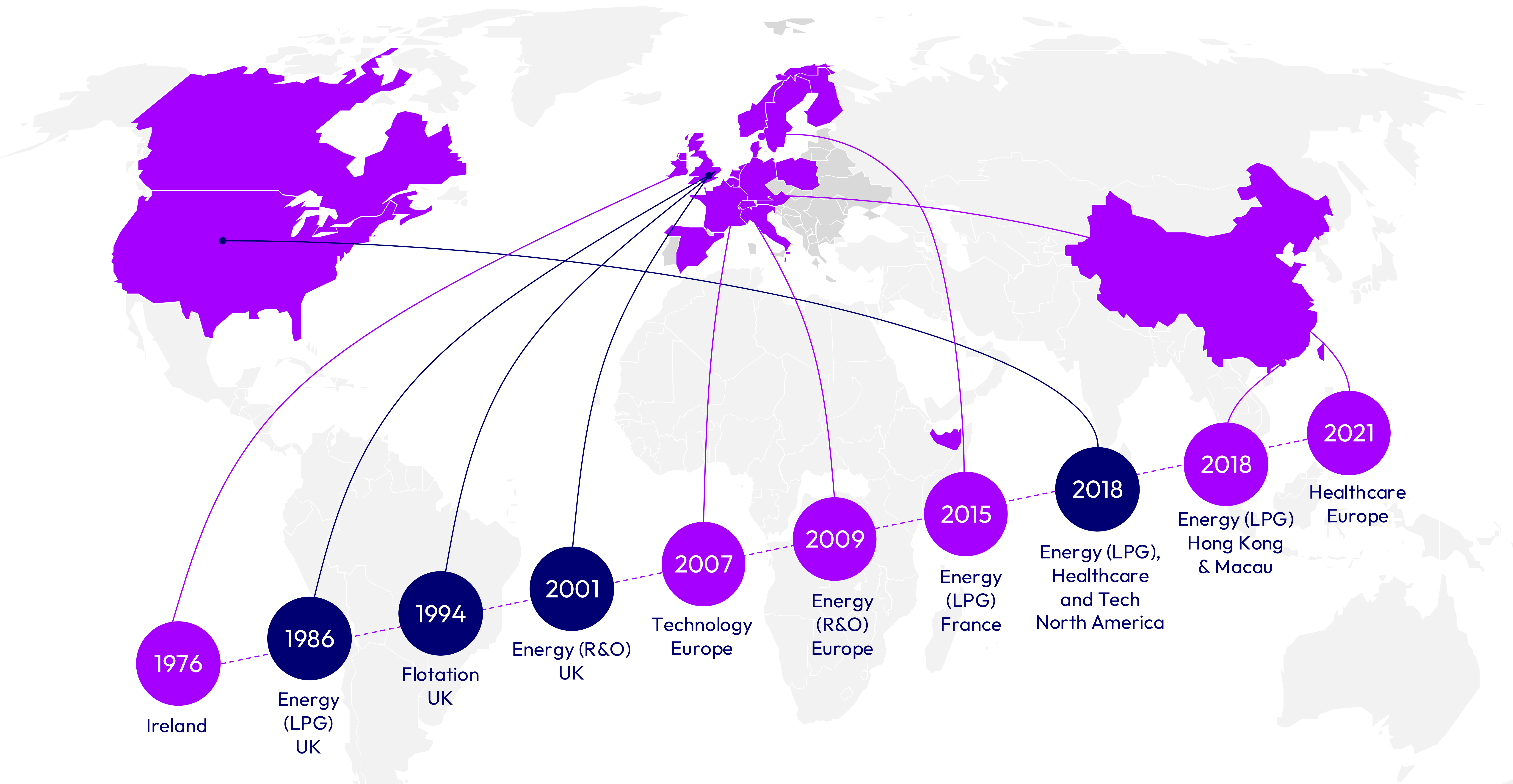
02

50% emissions reduction ambition by 2030 for Scope 3

03

Share of Group profits from fossil energy to c.25%-30% by 2030

PROVEN RECORD OF GROWTH, DEVELOPMENT AND VALUE CREATION



Adj. Operating Profit Growth
29 years CAGR[1]
14.0%

Free Cashflow Conversion
29 years
98%

Dividend Growth
29 years CAGR
13.5%

Total Shareholder Return
29 years
5,280%

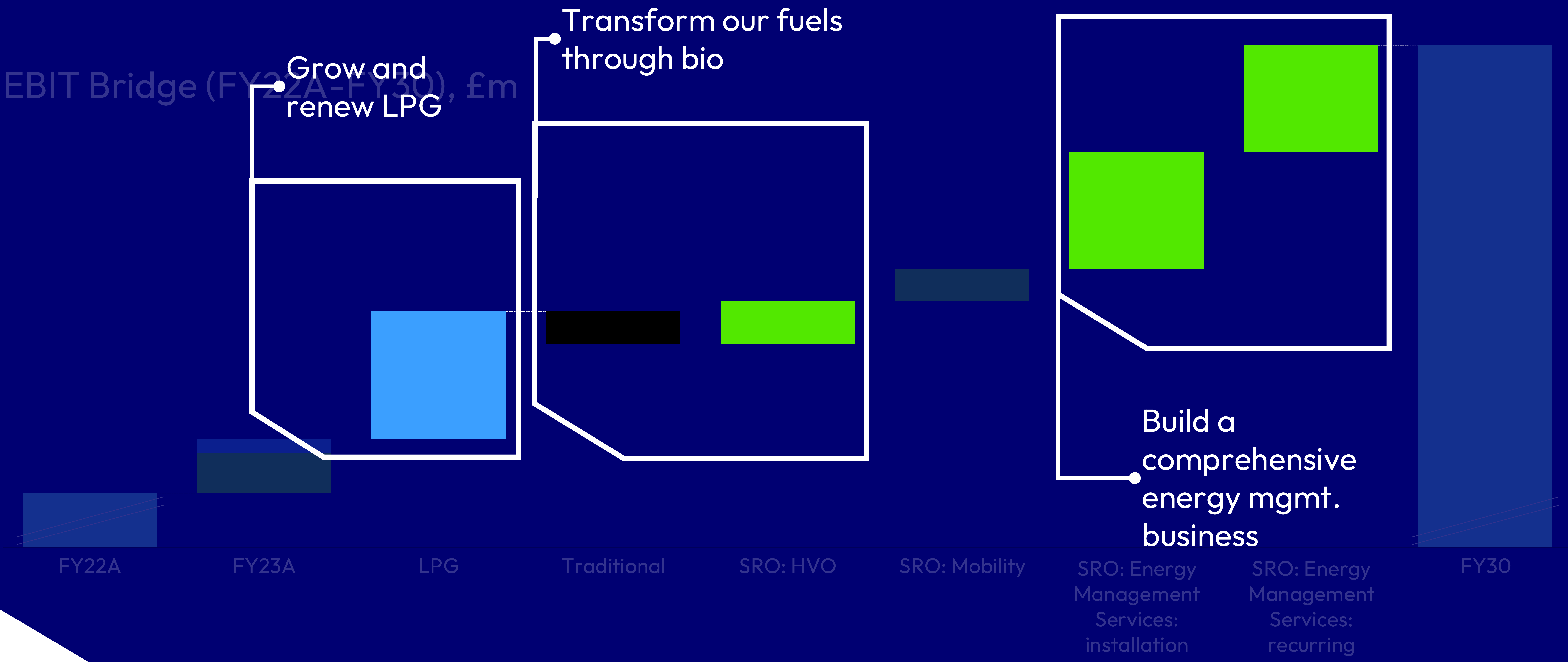
1 Continuing operations acquisition

DCC

ENERGY 2030 VISION

THE WORLD NEEDS CLEANER ENERGY FOR EVERYONE

DCC ENERGY VISION 2030
OUR PLAN TO DOUBLE PROFITS AND HALF THE CARBON



OUR STRUCTURE

DCC ENERGY

Energy Solutions

Our energy solutions business is all about building decarbonisation solutions for commercial, industrial and domestic customers

- UK & Ireland
- Continental Europe
- Nordics
- North America

Energy Mobility

Our energy mobility business is focused on building networks of multi-energy transport hubs for customers using cars, vans and trucks

A ONCE IN A GENERATION GLOBAL TRANSFORMATION
DCC ENERGY WILL WIN THROUGH ITS CUSTOMER RELATIONSHIPS AND FLEXIBLE MODEL

SIGNIFICANT GLOBAL MARKETS
TODAY (ANNUAL PROD.)

HVO[1] EU 4.9 Mt	rLPG/rDME[2] Global 0.2 Mt
Solar[3] EU €34.4bn US $9.2bn	Energy Management[4] EU €8.9bn US $8.9bn

EXCITING GROWTH POTENTIAL
2030 (ANNUAL PROD.)

HVO[1] EU 13.3 Mt	rLPG/rDME[2] Global 112 Mt
Solar growth annual[3] EU 7% US 11%	Energy mgt. growth ann.[4] EU 12% US 12%

DCC HAS EXISTING CAPABILITY

- Leading molecule marketer
- Cross-value chain solar expertise
- Growing EMS capability
- Customer-focused teams
- Trusted brands
- Partner of choice for suppliers
- Consolidation track record

OUR RIGHT TO WIN

Customer relationships

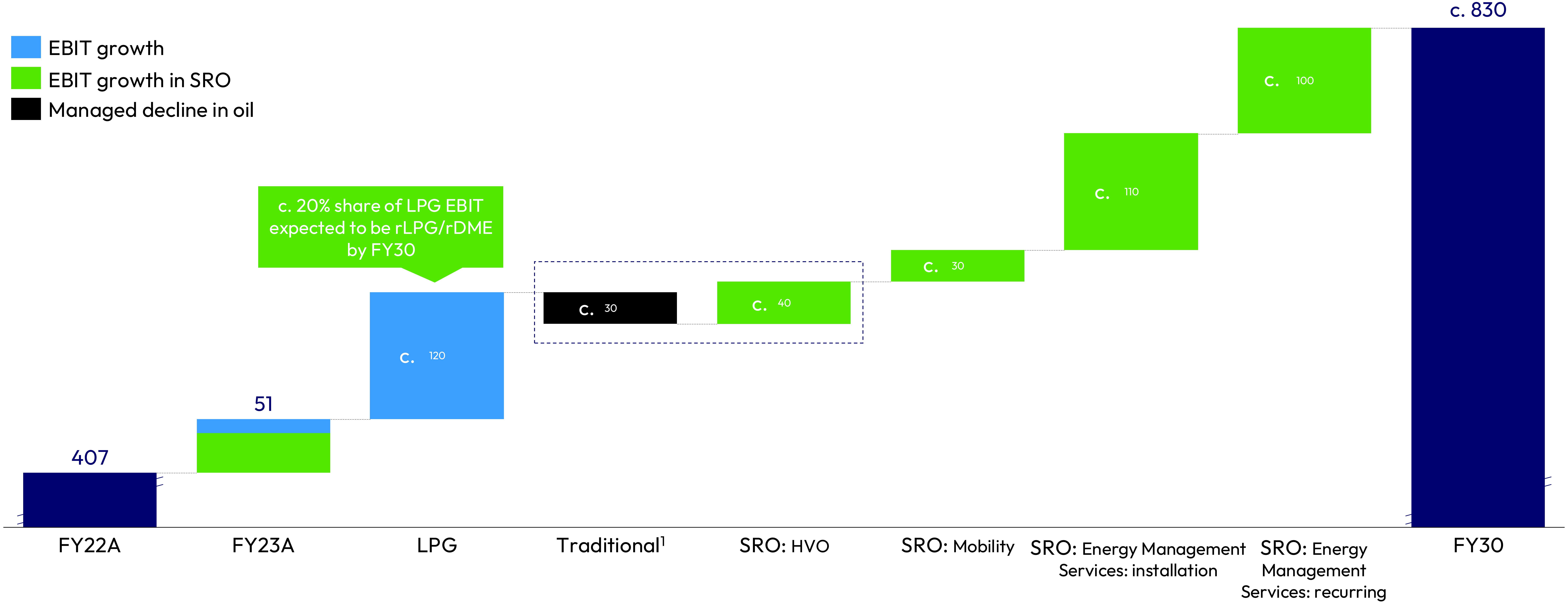
Demand for multi-energy solutions

Product-agnostic model

Few holistic competitors

Notes: (1) Renewable diesel and jet capacities (2022): Biofuels Value Chain Service, S&P Global; (2) BioLPG: A Renewable Future, Atlantic Consulting, 2021; (3) Solar PV annual investment (2022) and projected market growth to 2030. EU: IEA (Capacity), IRENA (Value), Solar Power Europe. US: IEA (Capacity), US Department of Energy (Value); (4) B2B Energy Management System market value (2022) and projected market growth to 2030. EU: Mordor Intelligence. US: Market Research Future. (5) "Energy Management Services"

DCC ENERGY'S 2030 VISION SEES EBIT DOUBLE BY 2030 COMPARED TO FY22
EBIT BRIDGE (FY22A-FY30), £M[(2)]



Notes: (1) Categorisation based on carbon intensity of products, as follows: 'Traditional' >65 kgCO2e/GJ 'Lower Carbon' <=65 kgCO2e/GJ; 'Services, Renewables and Other' <=10 kgCO2e/ GJ. (2) Indicative analysis based on DCC Analysis. Solar PV installation and products are included in 'installation' and related services in 'recurring'. These numbers are subject to change.

DCC ENERGY'S 2030 VISION SEES EBIT DOUBLE BY 2030 COMPARED TO FY22
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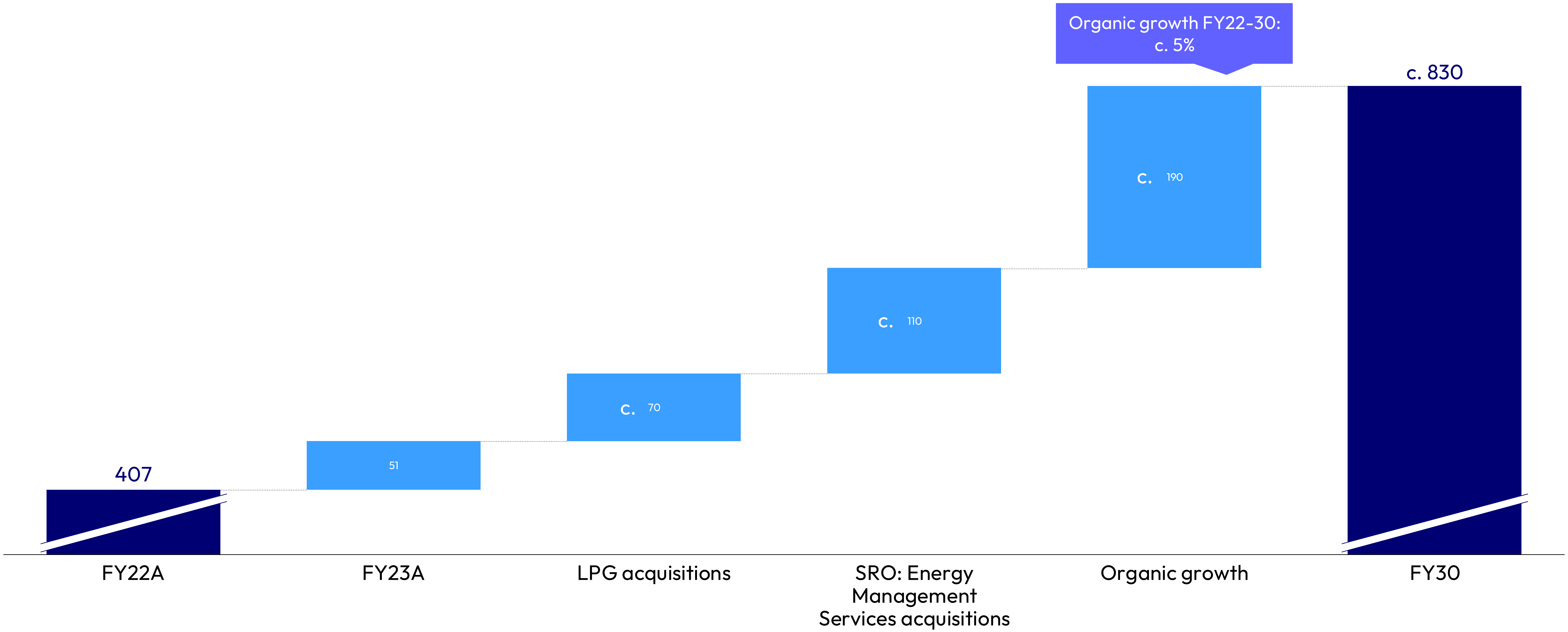
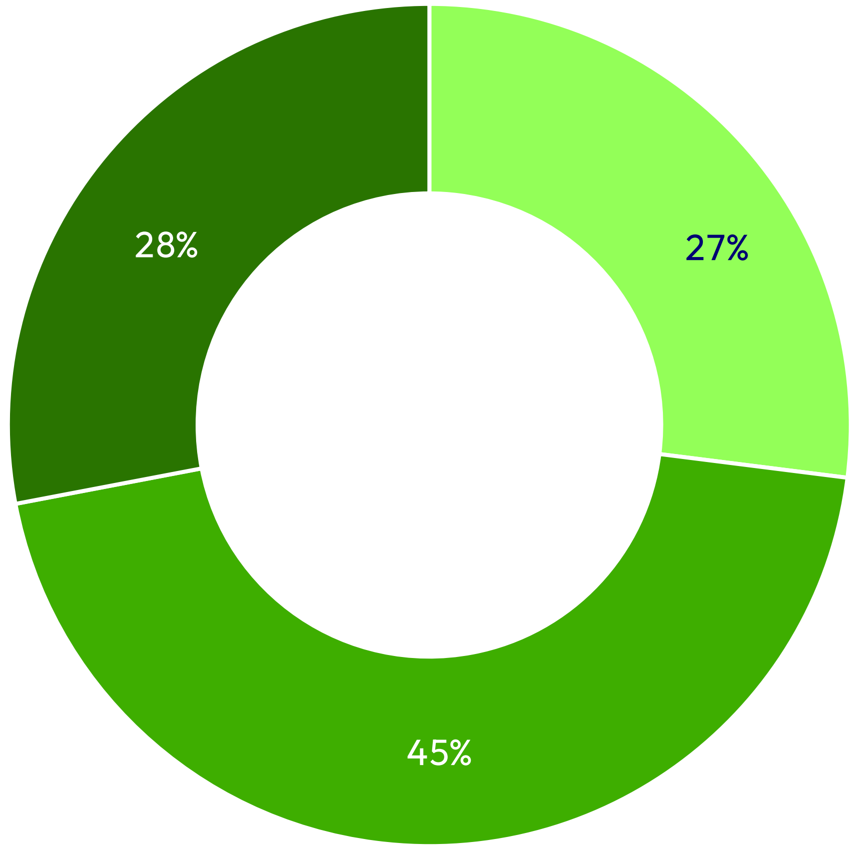


AS SHARED WITH YOU IN MAY, WE HAVE STRONG CONVICTION BASED ON OUR RECENT SUCCESS

GREW SHARE OF PROFIT FROM SERVICES AND RENEWABLES TO 28% IN FY23



- Lower Carbon ($<=65\ kgCO_2e/GJ$)[1]
- Services, Renewables and Other ($<=10\ kgCO_2e/\ GJ$)[1]
- Traditional ($>65\ kgCO_2e/GJ$)[1]

COMPLETED 15 TRANSACTIONS IN SERVICES AND RENEWABLES IN 18 MTHS

PVO INTERNATIONAL Power to change the world.

CENTRECO

protech HEATING LIMITED

DT GEN

Sler La solution des éco-énergies

Sys EnR

Freedom Heat Pumps

Solcellekraft

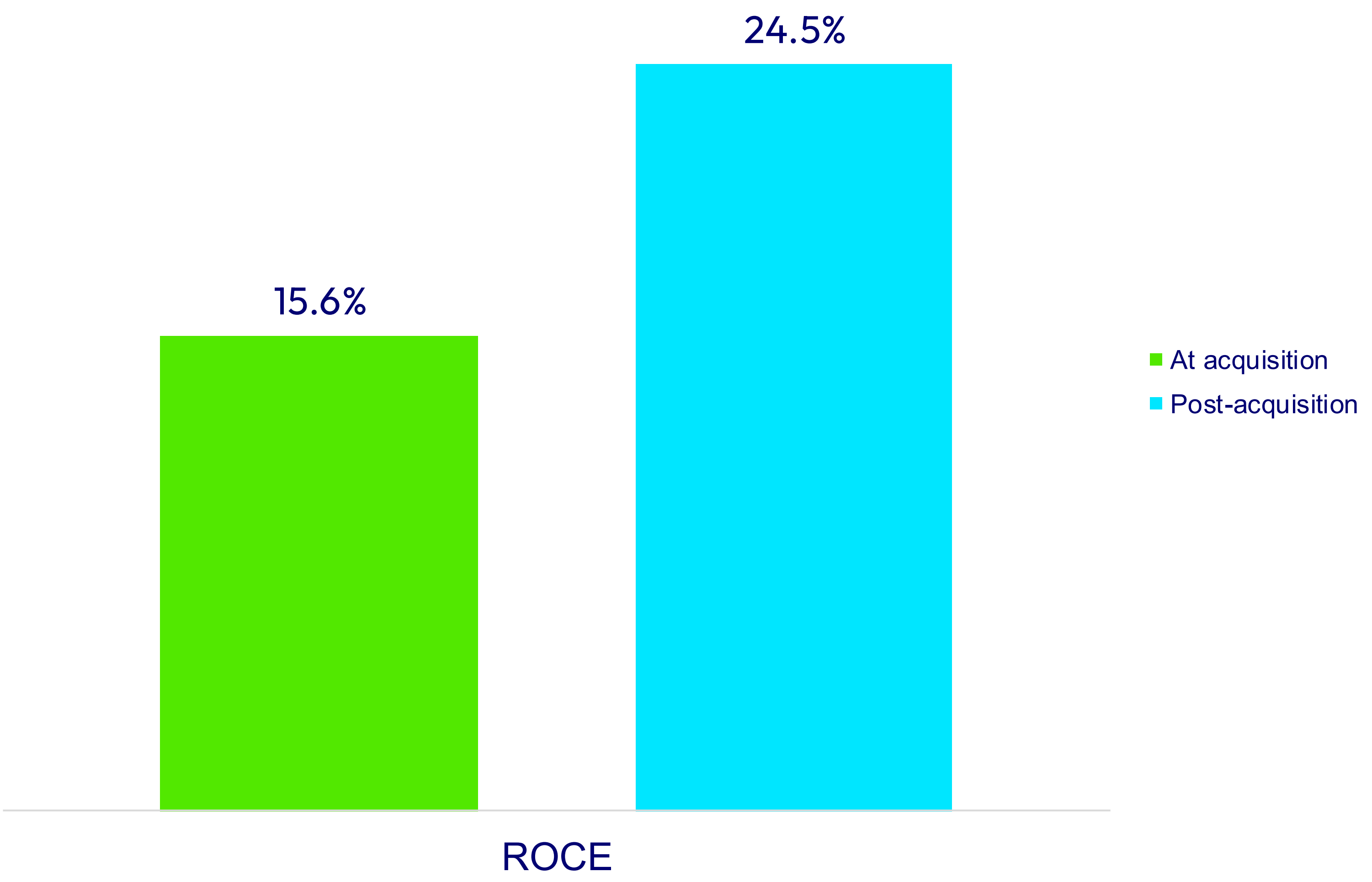
hafod RENEWABLE ENERGY

SØBERG ENERGISERVICE

AEI ALTERNATIVE ENERGY IRELAND

OSITOIT L'Energie Positive

SERVICES AND RENEWABLES DELIVERING RETURNS IN LINE WITH FOSSIL BUSINESSES



Note: Post-acquisition returns (excl. IFRS 16) are based on a combination of actual results for acquired businesses under DCC control for more than 12 months to 31 March 2023 and initial ROCE at acquisition for businesses under DCC control for less than twelve months.

Notes: (1) Categorisation based on carbon intensity of products, as follows: 'Traditional' (oil distillate products) >65 kgCO 2e/GJ 'Lower Carbon' (liquid gas products) <=65 kgCO2e/GJ; 'Services, Renewables and Other' <=10 kgCO2e/ GJ.

DCC ENERGY

Direct customers*	Employees	Countries
1.7m	8,200	13

Revenue	Operating profit	Volume (litres[1])
£6.9bn	£170.6m	7.2bn

Scope 3	Carbon intensity	Biogenic content
+1.0% in CO_2e	72.6kgCO_2e/GJ	7.3% of all GJ supplied

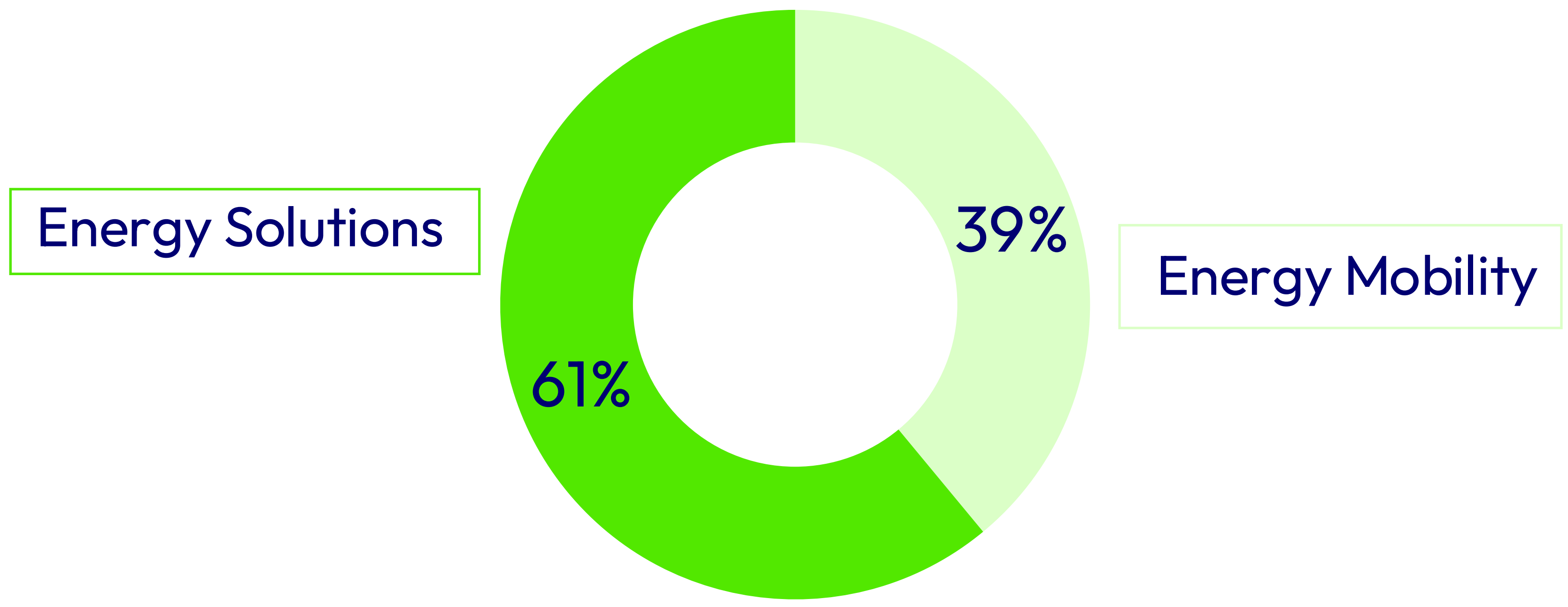
Energy Solutions

Operating profit	Volume (litres[1])
£104.1m	4.8bn

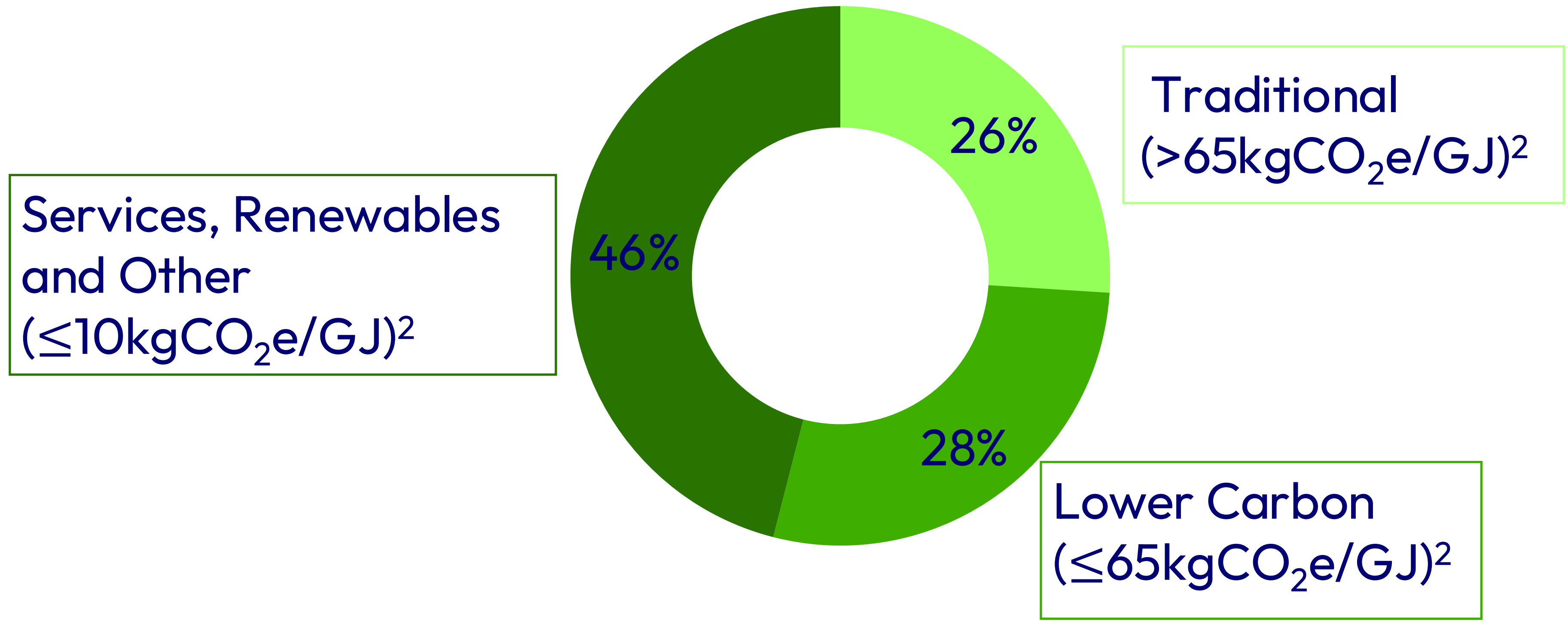
Energy Mobility

Operating profit	Volume (litres[1])
£66.5m	2.4bn

Operating profit by business



Operating profit mix



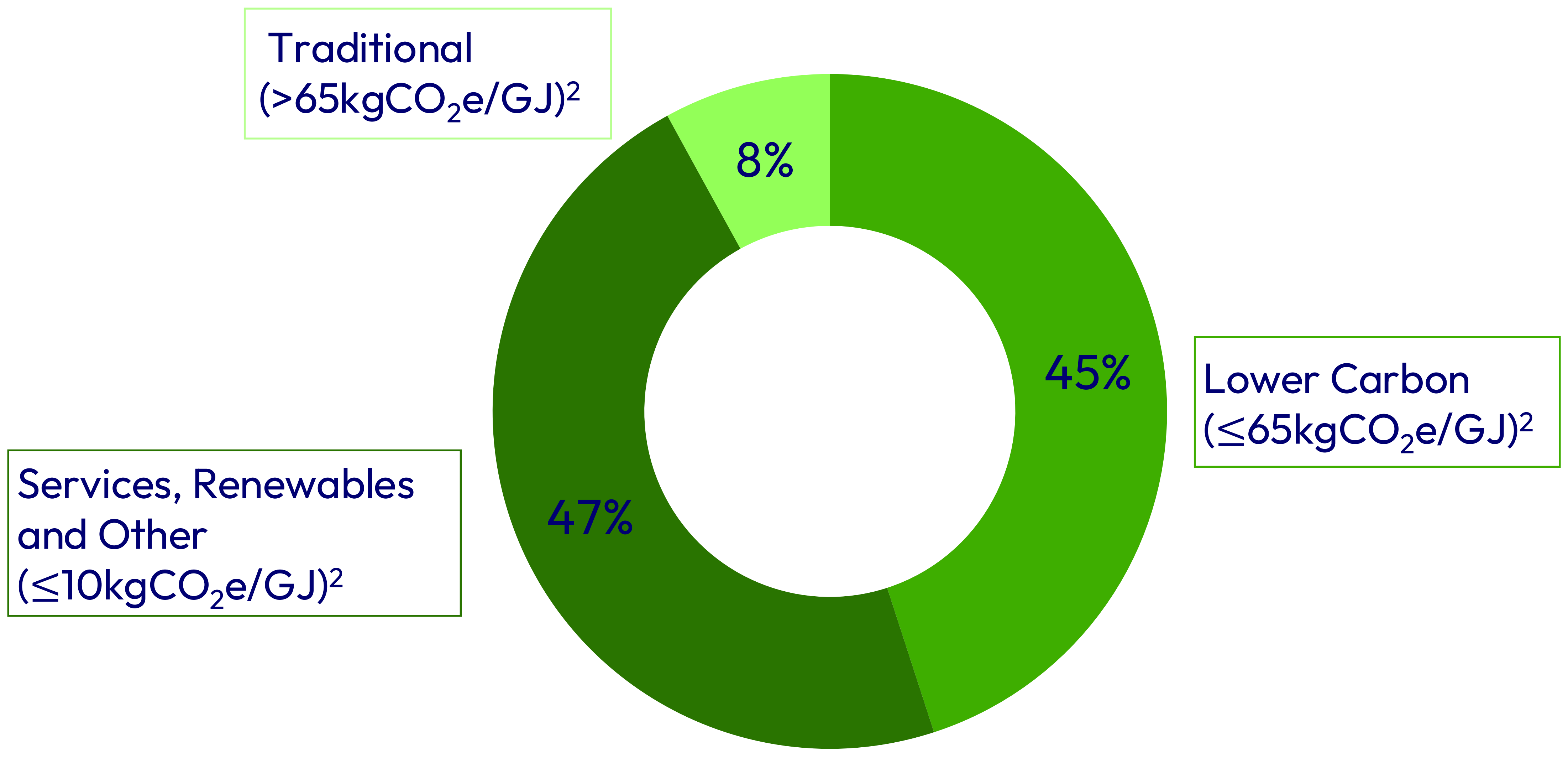
[1] Litres equivalent. Note that c.30% of DCC Energy's operating profit has no direct volume (litres equivalent) attached to it
[2] Carbon intensity value is from use of sold product

*10.1 million customers in total including indirect DCC Energy Solutions and DCC Mobility customers

DCC ENERGY

Energy Solutions (61% of DCC Energy EBITA)

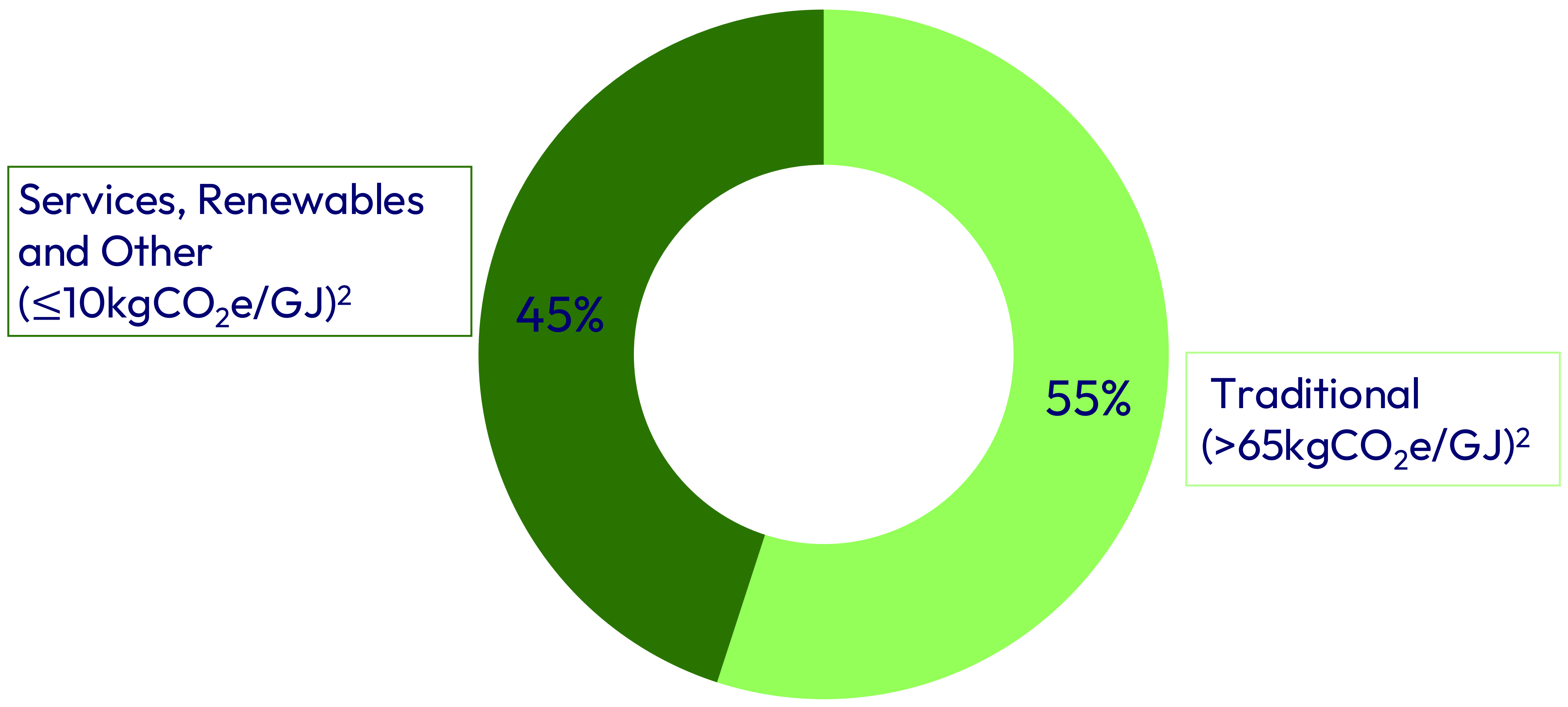
Operating profit mix



Volume (litres[1])	Installed solar capacity
4.8bn	82 MWh (+164%)

Energy Mobility (39% of DCC Energy EBITA)

Operating profit mix



Retail sites operated	Bunker sites & truck stops
1,173 (122 EV-enabled)	50

[1] Litres equivalent. Note that c.30% of DCC Energy's operating profit has no direct volume (litres equivalent) attached to it
[2] Carbon intensity value is from use of sold product

THE WORLD NEEDS CLEANER ENERGY FOR EVERYONE
OUR 2030 VISION - DOUBLE PROFIT AND HALF CARBON

Leader in bio

LPG transition fuel

Minimise high carbon

Maximise mobility

REDUCE
the carbon intensity of essential liquid fuels

+

BUILD
a leading electron-based energy mgmt. business

Solar installation

Energy Management
Full service, brand, financing, efficiency

Other Energy Systems
Heat pumps, hybrid

1.7m current customers

+

New customers

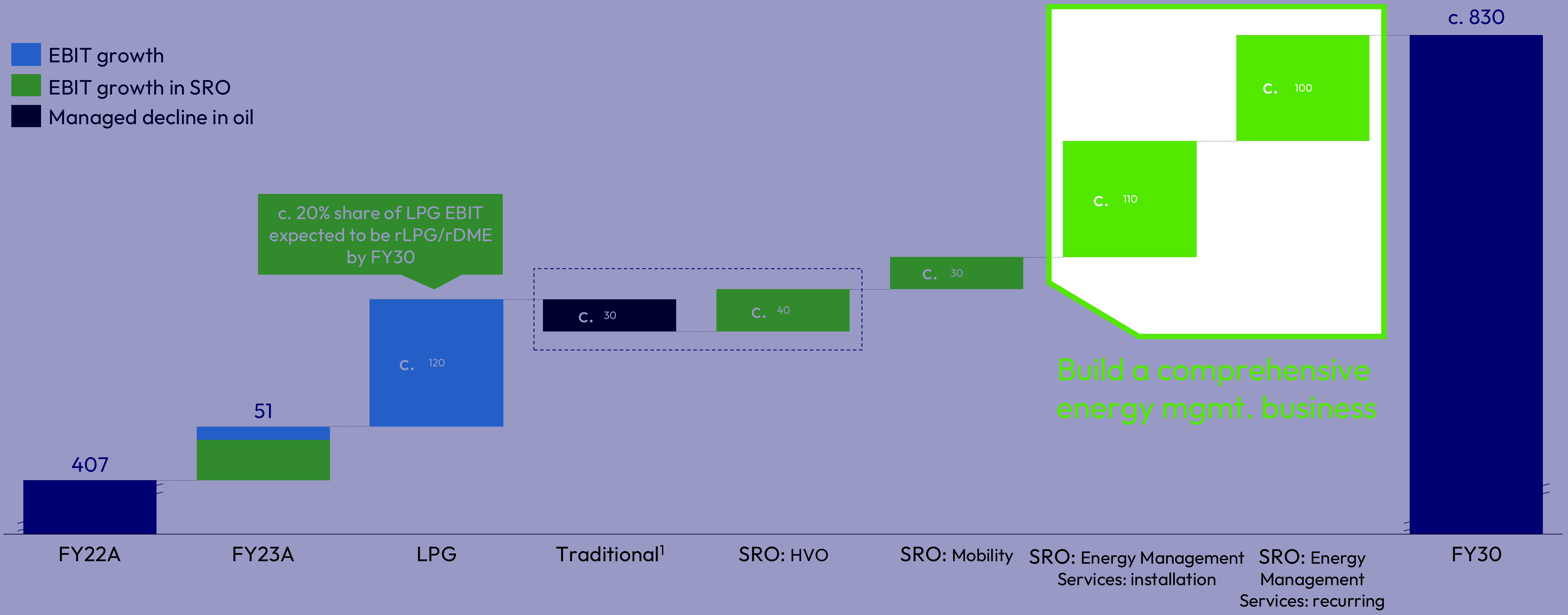
Cross sell electrons and bio liquid fuels

=

ACCELERATED
organic customer growth

1.4x-4x customer lifetime value

DCC ENERGY'S 2030 VISION SEES EBIT DOUBLE BY 2030 COMPARED TO FY22
EBIT BRIDGE (FY22A-FY30), £M(A)



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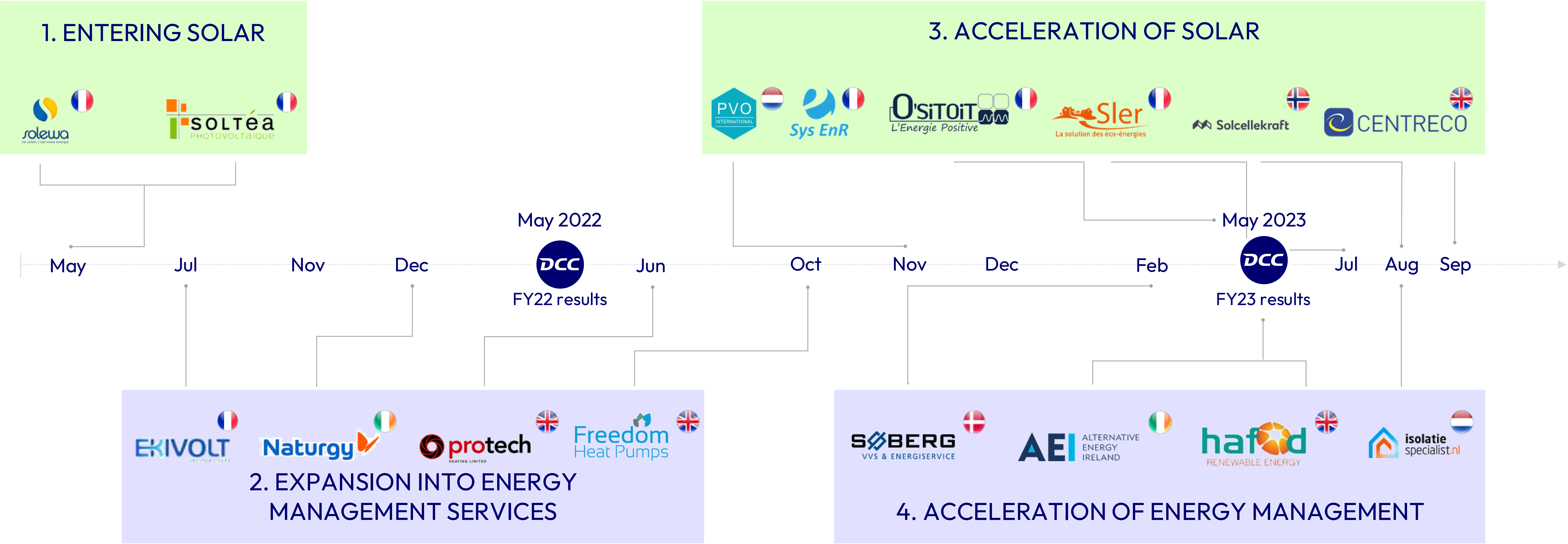
SINCE ANNOUNCING OUR LEADING WITH ENERGY STRATEGY IN MAY 2022, WE HAVE ACCELERATED THE PACE OF OUR ENERGY MANAGEMENT ACQUISITIONS



FRANCE HAS BEEN THE TEST CASE FOR OUR EUROPEAN ENERGY MANAGEMENT EXPANSION: MARGINS AND RETURNS ARE HIGH

Our existing energy management businesses are in France, the UK, Ireland and the Netherlands…

Primary markets for the indicated companies

Secondary markets for PVO's distribution business

Notes: (A) Based on Soltea and Solewa financial results for FY21 and FY23.

… in France, for example, we have expanded EBIT margins from 13% to 17%; and we expect 20%

Deep dive on French business

To-date:

1. Built foundations through M&A and now we're scaling organically
2. Delivered operational excellence
3. Shared best practice

EBIT margin: 13% to 17%(A)

Next:

4. Optimise supply chain through PVO's capability
5. Build an integrated brand
6. Increase cross-sell

EBIT margin: 20%

UK ENERGY MGT. EXPANSION: CENTRECO CASE STUDY - ACQUISITION OF NO.1 IN MARKET

CENTRECO: WHO WE ARE AND WHAT WE DO?

- No. 1 in B2B Commercial & Industrial solar installation in the UK
- UK national coverage: manufacturing, engineering, fabrication, refrigeration – owner operator / commercial landlord sectors

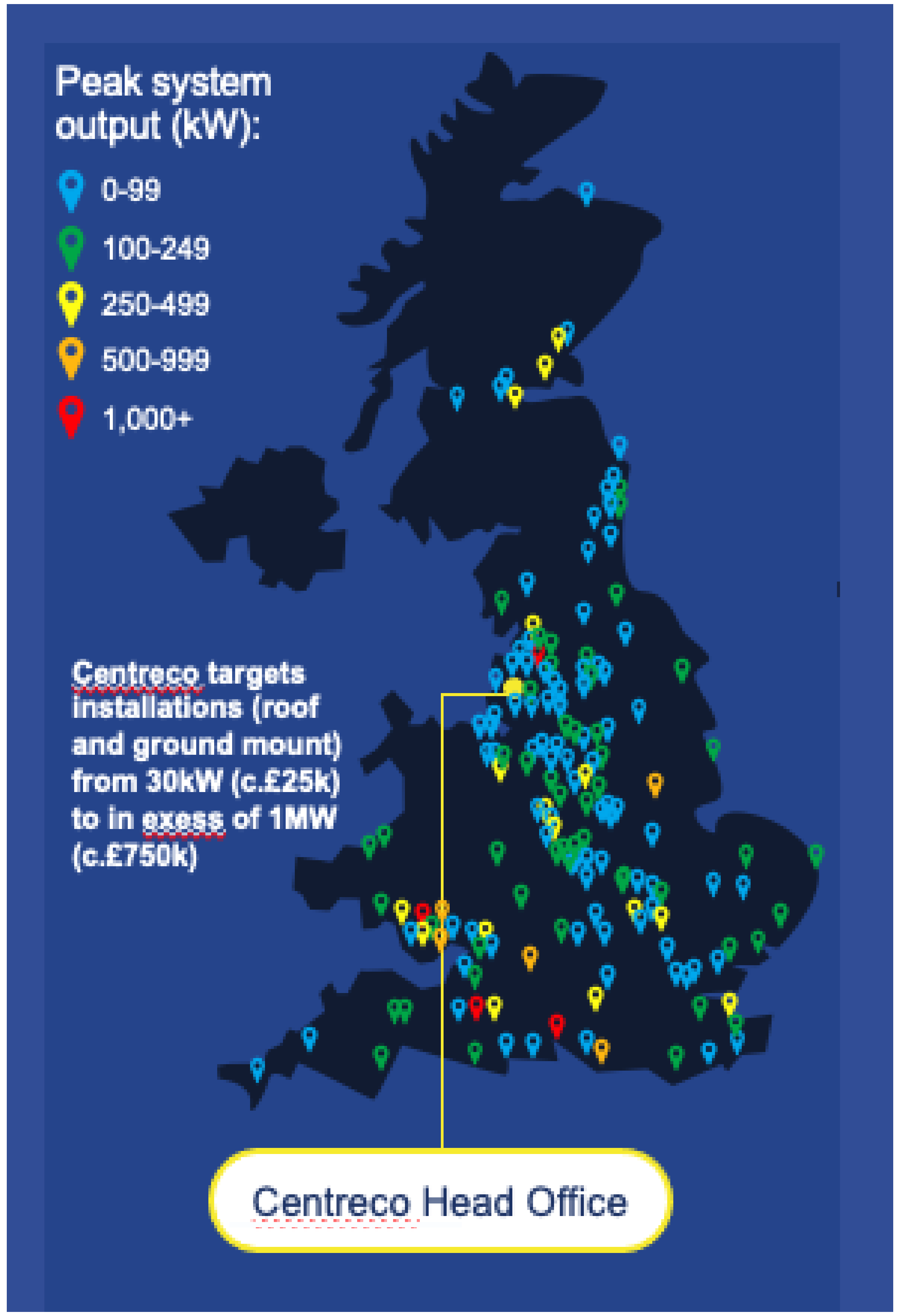
ECONOMICS OF THE BUSINESS AND GROWTH RATES

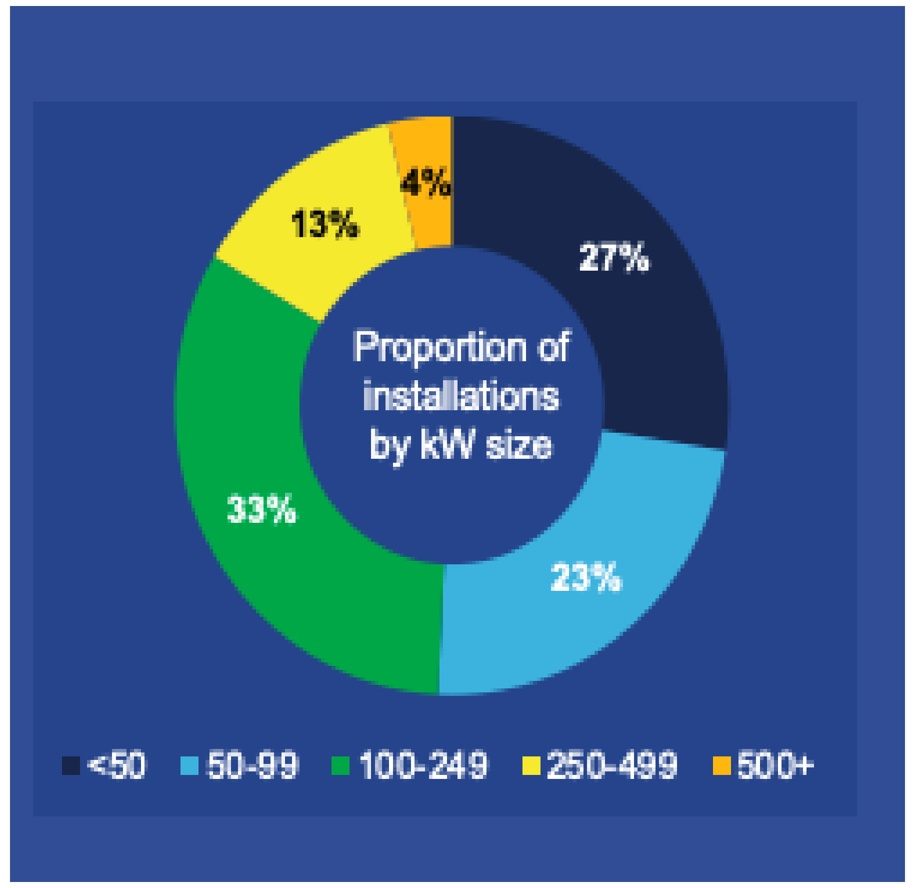
- Installation of 30kW to 1MW+ systems; customer payback 2-3 yrs
- Customer and system size increasing
- High teens to 20% EBIT margin for Centreco

WHY WE JOINED DCC?

- Reach, understanding, tens of thousands of DCC customers, plc balance sheet, opportunity to scale, operational excellence
- DCC Energy cross-sell with Certas/Flogas, as solar only provides up to 50% of power needs
- Become full scale energy management business (solar+)

OVERVIEW OF CENTRECO SOLAR ENERGY INSTALLATIONS





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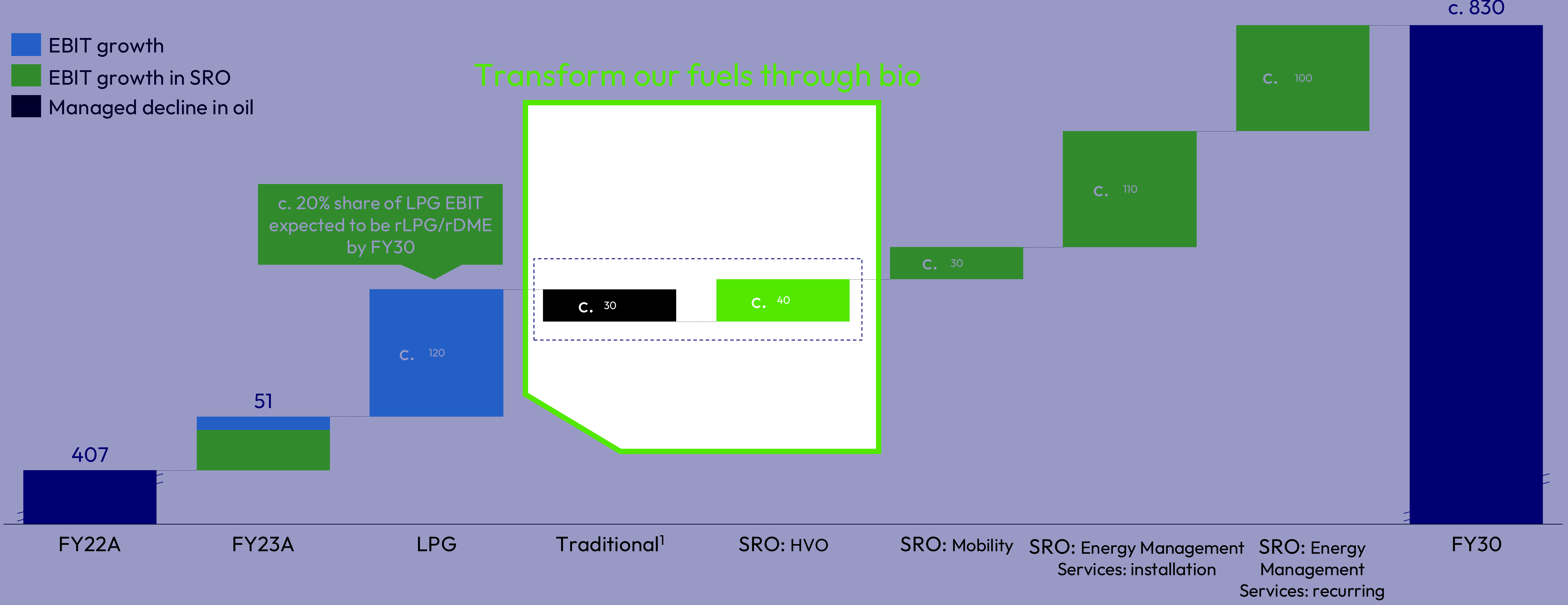

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WE ARE ALREADY EXECUTING THIS STRATEGY
BIO ROLLOUT GATHERS PACE: DCC IN FRANCE, UK, IRELAND, SWEDEN, DENMARK & AUSTRIA

2020 2021 May Aug Sep Oct 2022 Jan Feb DCC Jun Aug DCC Dec 2023 Jan Feb Mar DCC

HVO

First HVO rollout

HVO rollout x 3

HVO rollout

RENEWABLE GASES

Bio LPG rollout

Bio LPG rollout

Launched biomethane

Launched rDME

Collaboration to catalyse rDME supply

BioCNG for HGVs

OTHER BIOFUEL

E85 pump rollout on 45 sites; now 87

First to bring sustainable aviation fuel

WE AIM TO BE A BIOFUEL LEADER IN EUROPE BY 2030

WE ARE A LEADING BIOFUEL MARKETER TODAY

- Created HVO market leadership positions in Ireland and Austria
- Rapidly growing HVO market share in UK
- Proven success also in E85 (France) and Sustainable Aviation Fuel (Denmark)

WORKING WITH TRANSITION LEADERS IN THEIR SECTORS

aws
RWE
Royal Mail
daa
bam nuttall
SISK
British Antarctic Survey
DUBLIN PORT Co

PARTNER FOR LEADING PRODUCERS AND SUPPLIERS

- Important partnerships with major refiners and producers such as Neste and Preem.
- Collaboration with new players developing new technologies i.e efuels and development fuels

Aiming to distribute 1.5-2bn litres of HVO by 2030 – a leader in Europe!

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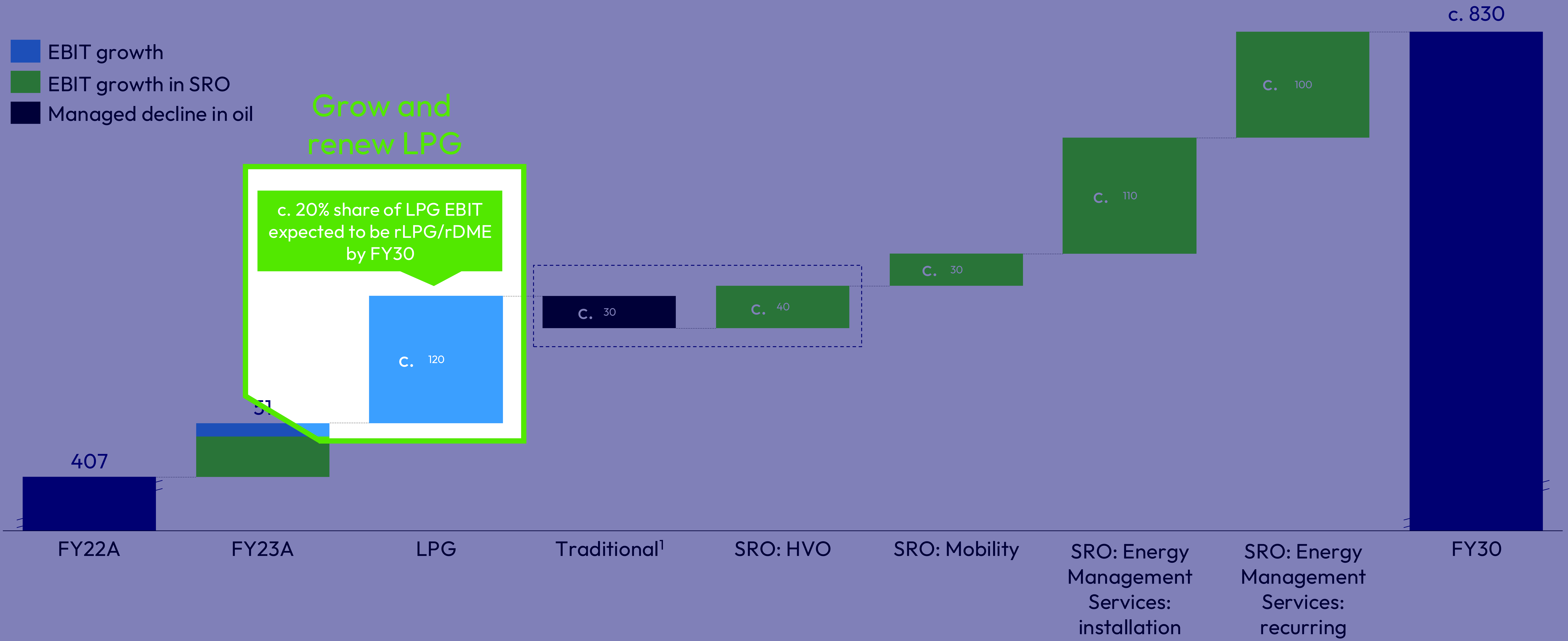

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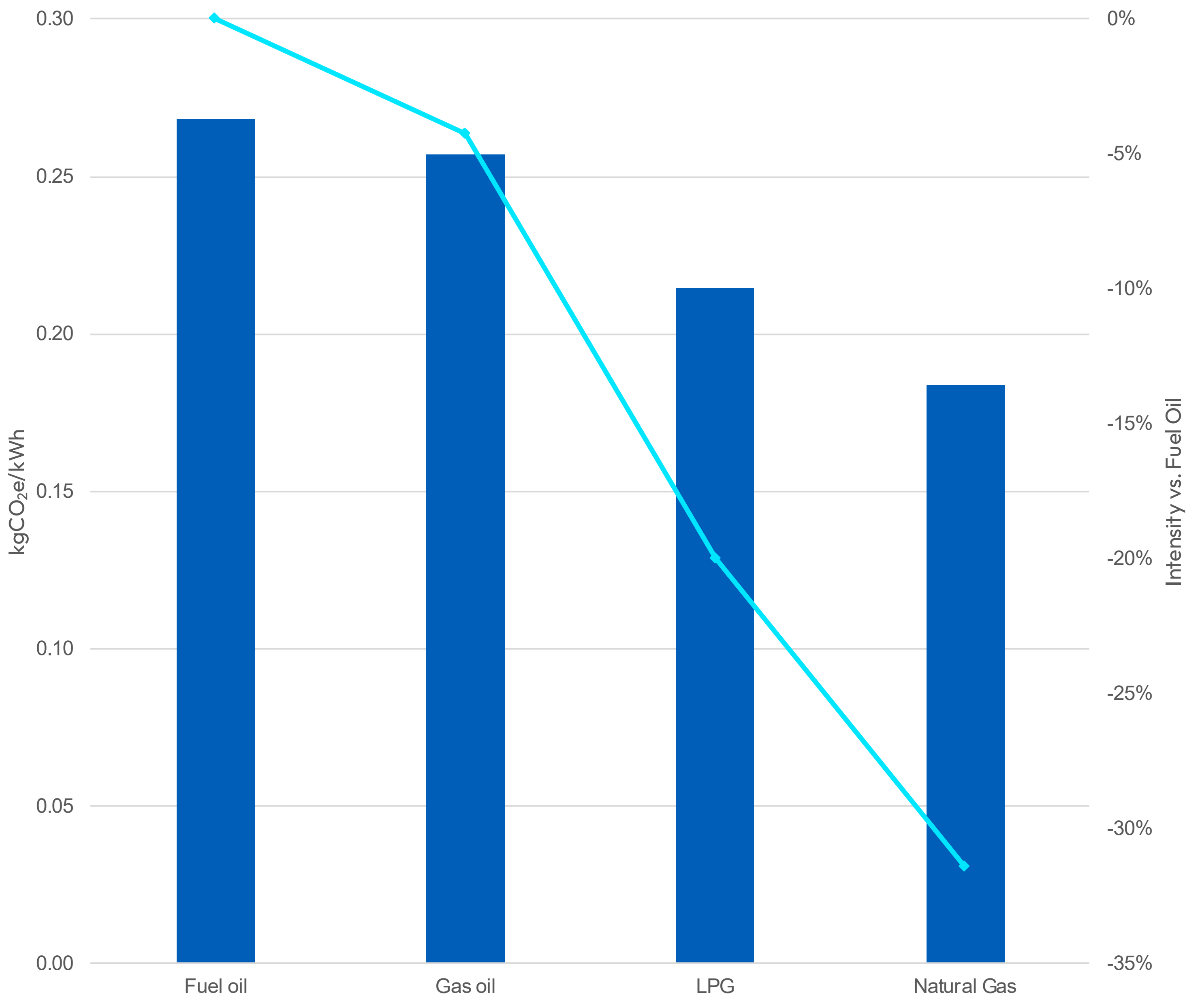
LPG PLAYS A CRITICAL ROLE AS A SCALED, CLEAN BURNING HYDROCARBON FOR CUSTOMERS WHO DO NOT HAVE THE OPTION OF NATURAL GAS (OFF THE GAS GRID)

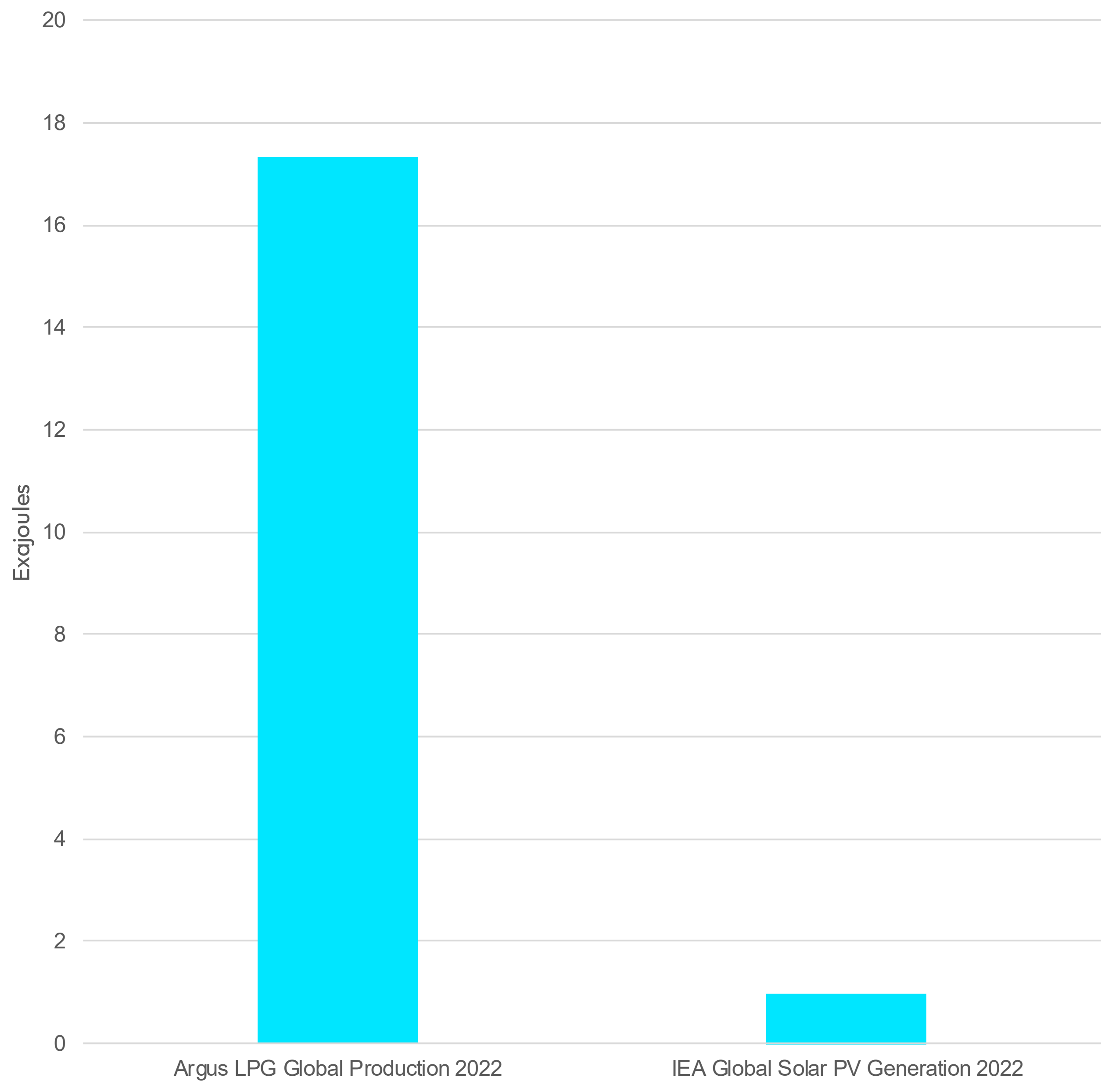
LIQUID GAS FUELS HAVE A LOWER CARBON INTENSITY TO LIQUID FUELS

GHG Fuels Conversion Factors[1]



LIQUID GAS FUELS ARE A SCALED, LOWER CARBON SOLUTION WHILE RENEWABLE PRODUCTION GROWS

Global Energy Production 2022



WE WILL SELECTIVELY GROW OUR LPG BUSINESS BY 50% TO 1.5MTPA

1. Extract maximum organic growth potential from existing business by focusing on core capabilities in LPG
2. Defend and maximise scale in geographies where we have an existing footprint, including synergistic acquisitions (i.e. North America, key European markets)
3. Highly selective about acquisitive growth in new geographies

Notes: (1) UK Government GHG Conversion Factors for Company Reporting 2022 (https://www.gov.uk/government/publications/greenhouse-gas-reporting-conversion-factors-2022)

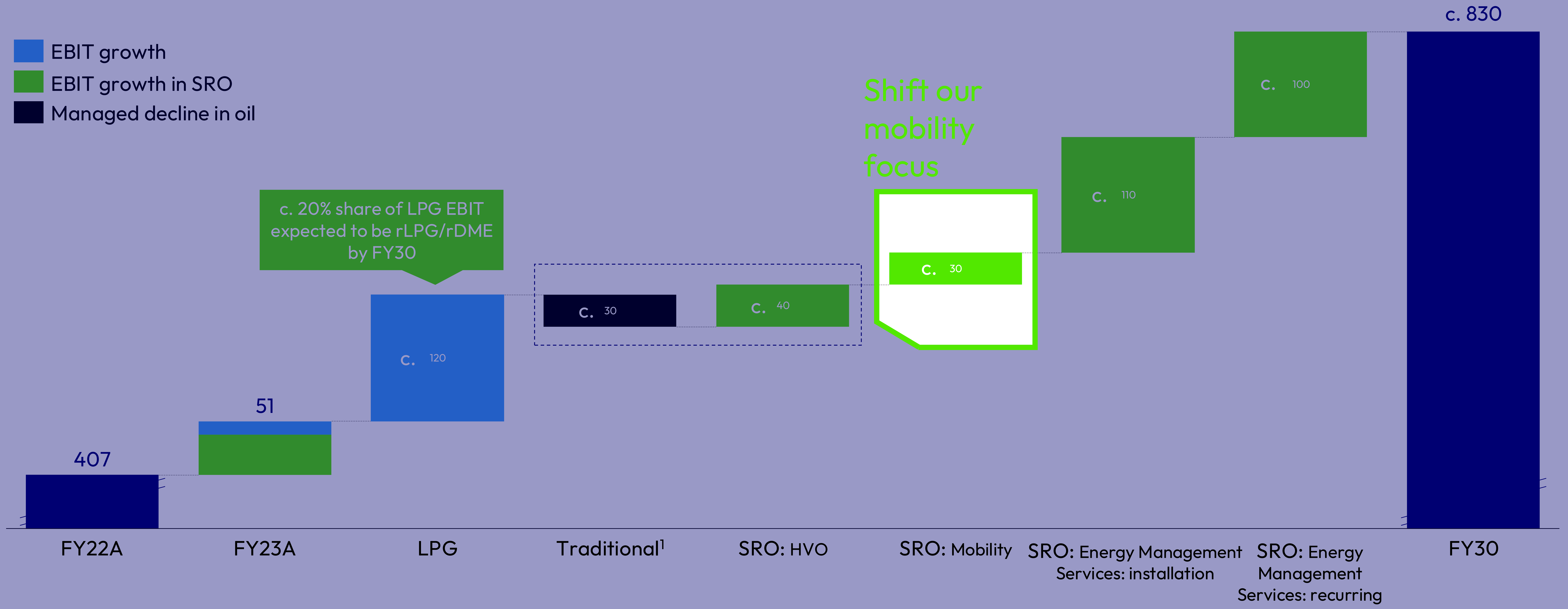
WE ARE COMMITTED TO BUILDING CREDIBLE TRANSITION PATHWAYS FOR LPG CUSTOMERS

ELECTRIFICATION FOR LOW TEMPERATURE USES (Served through Energy Management Services)

LPG customers

	SUITABILITY	DCC TODAY	OUR PLAN
rLPG	Drop-in solution on same infrastructure	Already introduced in France, UK and Ireland	Reinforce our position as partner of choice to producers
rDME	Drop-in solution up to c. 20%, 100% with limited modification	Already introduced in Sweden	Innovating with rDME leaders such as Oberon
H2/Ammonia	Only in high-temp industrial use cases, limited demand today	Live research underway in UK	Innovating and monitoring developments

DCC ENERGY'S 2030 VISION SEES EBIT DOUBLE BY 2030 COMPARED TO FY22
EBIT BRIDGE (FY22A-FY30), £M(A)



Notes: (A) Indicative analysis based on 2030 Vision. Solar PV installation and products are included in up-front and related services in recurring revenue. These numbers are subject to change. (1) Categorisation based on carbon intensity of products, as follows: 'Traditional' >65 kgCO2e/GJ 'Lower Carbon' <=65 kgCO2e/GJ; 'Services, Renewables and Other' <=10 kgCO2e/ GJ.

REFOCUSING OUR MOBILITY BUSINESS ON GROWTH IN FLEET SERVICES

LEVERAGING OUR OPERATIONAL EXCELLENCE IN RETAIL FORECOURTS AS A CASH ENGINE FOR THE TRANSITION

OPTIMISE

c.70% of retail network

- Safety remains investment priority on all sites
- Increase our unit margins as we have done for many years
- Maintain strong revenue streams on non-fuel assets

ENHANCE

c.20% of retail network

- Maintain/grow convenience partnerships
- Expand non-fuel revenue streams
- Increase elective biofuel offers on network (HVO and E85)

EVOLVE

c.10% of retail network

- Highly selective testing of new mobility formats

FY22 Mobility EBIT	FY30 Mobility EBIT	Scope 3
60%	c. 50%	-4Mt

FLEET SERVICES IS A GROWTH AREA WE HAVE A RIGHT TO WIN IN THROUGH 2030

Fleet Services is projected to be a $70.9 bn market by 2030[1]

EXISTING FLEET CAPABILITY

- HGV & LGV expertise
- Range of fleet payment solutions
- Telematics and other fleet tools

FUTURE HIGHLY-DIGITAL FLEET CAPABILITY

- Fleet transition prediction & analytics
- Integrated fleet solutions platform for fleet manager

FY22 Mobility EBIT	FY30 Mobility EBIT	Scope 3
40%	c. 50%	n/a

Sources: (1) Mordor Intelligence, Global market size for fleet solutions to 2028. 2030 market size extrapolated using provided CAGR

RECURRING REVENUE, CASH GENERATIVE & HIGH ROCE BUSINESS

Energy used by a varied customer base for:

- Heating/hot water
- Transport
- Industrial/ agricultural processes
- Cooking

Services such as:

- Solar installations
- Solar and heat pump distribution
- CPPAs
- EV charging
- Fleet services
- Convenience retail

- Global business with significant market presence in 13 countries in Europe, Asia and the US
- Over 40 years industry experience - partner of choice for energy distribution
- Broadening the range of energies sold and working with partners to bring innovative solutions to customers
- Developing positions in biofuels, renewable electricity, solar & heat pumps – leveraging our sales and marketing capability and strong brands
- Aligning our energy operations and remuneration with long term goal to achieve net zero

COMMERCIAL & INDUSTRIAL CUSTOMERS ARE STARTING TO MOVE TO CLEANER ENERGY

2020s

Efficiencies and less carbon intensive solutions such as LPG, are driving most emissions reduction for commercial and industrial customers. For early adopters such as light manufacturing or hospitality, solutions such as solar, renewable electricity and biofuels are key parts of the energy mix.

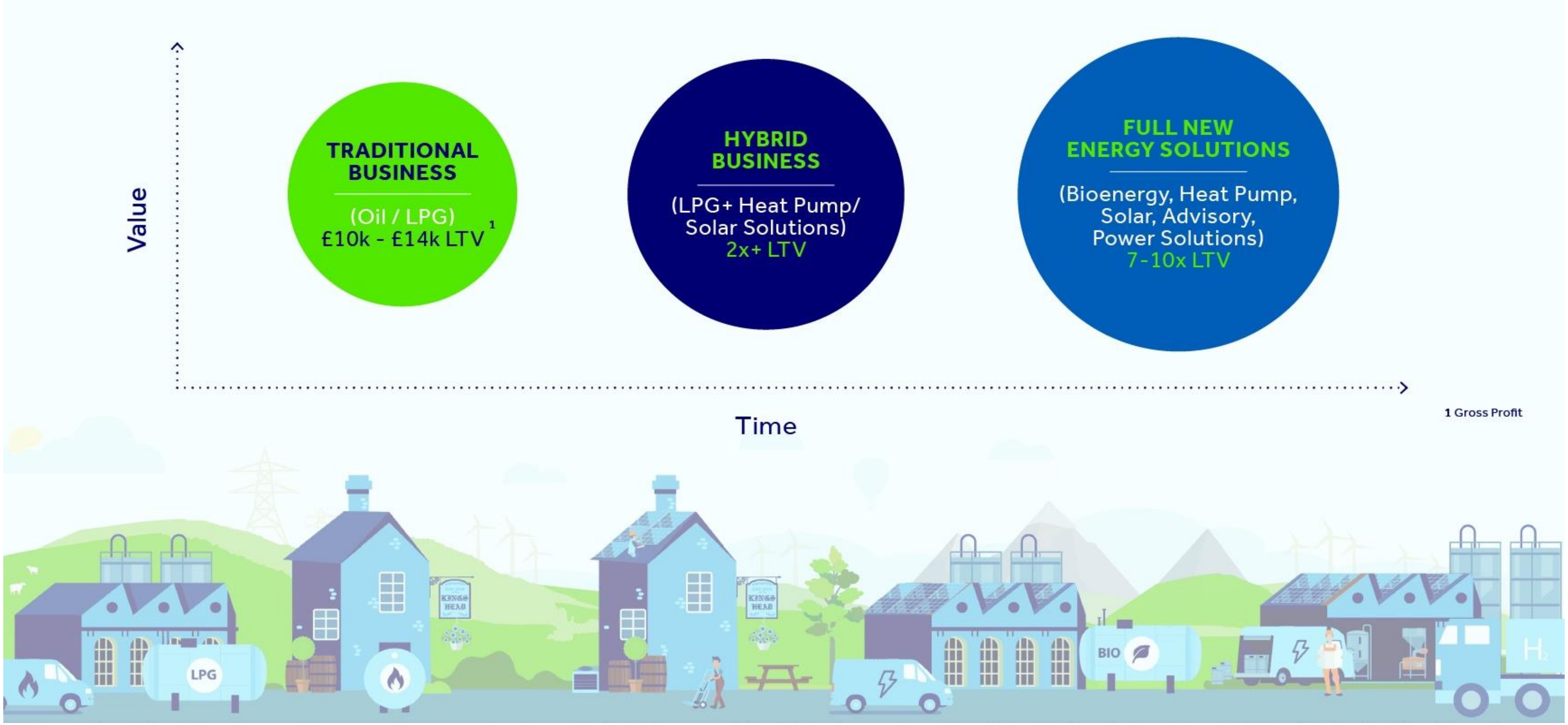
2030s

Technologies that were piloted by early adopters in the 2020s will reach scale adoption. Solar and efficiencies adoption will be widespread and advanced biofuels combined with increased supply will drive the next phase of decarbonisation.

2040s

As we approach 2050, most of the achievable emissions reduction for the sector will have been achieved. Technologies such as hydrogen and ammonia will reach commercial scale allowing for the final push to net zero.

WE'RE OFFERING MULTI-ENERGY C&I SOLUTIONS: E.G UK HOSPITALITY CUSTOMER



DOMESTIC TRANSITION WILL TAKE LONGER AND REQUIRES MORE INCENTIVES

2020s
Efficiencies will be the main decarbonisation driver in the 2020s with early adopters helping to build capabilities in biofuels and heat pump systems.

2030s
Greater mass adoption of new heating solutions including advanced biofuels and heat pump systems. Greater power solutions will be required to allow more widespread domestic EV charging.

2040s
Advanced power solutions with self-generation, battery storage solutions, scaled bidirectional EV charging capabilities in homes. Advanced biofuels for complex heating solutions.

WE WON'T SEE HUGE CHANGE IN THE 2020S IN DOMESTIC: E.G. UK CUSTOMER TRANSITION

MOBILITY TRANSITION: HGV SERVICES WILL BE A GROWTH AREA FOR DCC

2020s
A focus on premium destination energy hubs with mix of blended bio and hydrocarbon pumps, alongside growing reliable EV charging and shared convenience.

2030s
High-value reliable charging destinations with high percentage biofuel offerings.

2020s/2030s
Increasing HGV efficiencies and biofuel penetration will drive emissions reduction at scale. Secure parking, convenience and payment services drive additional revenue growth. Some experimentation in eHGV, hydrogen, and bioCNG.

2040s
New technologies begin to scale across the HGV fleet after a decade of innovation and commercialisation of alternative fuel types - hydrogen, biofuels or eHGV.

DCC

HEALTHCARE

THE WORLD NEEDS LIFELONG HEALTH

DCC HEALTHCARE (FY23)

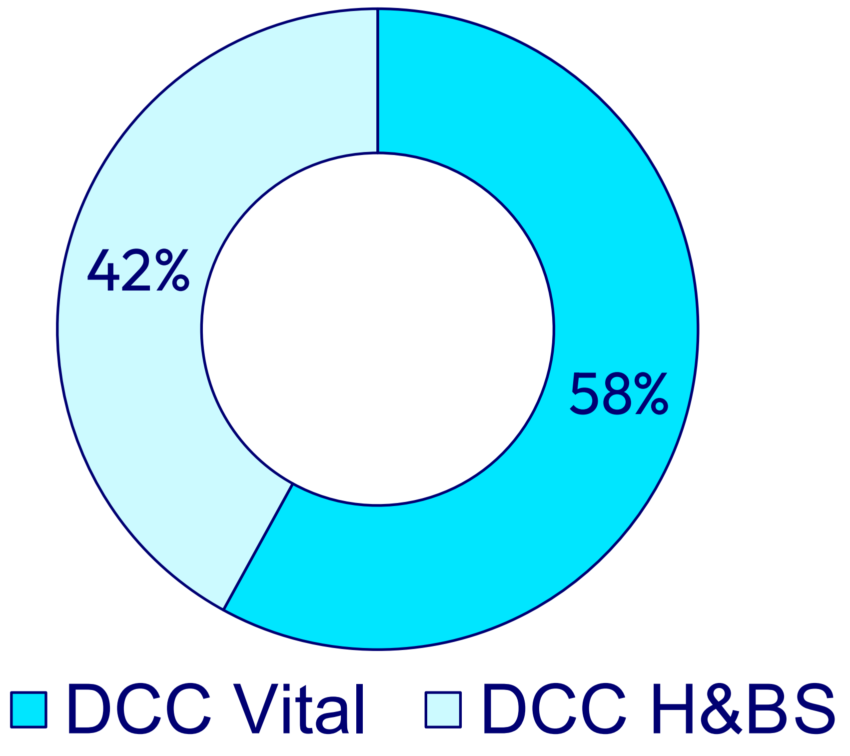
Employees

3,400

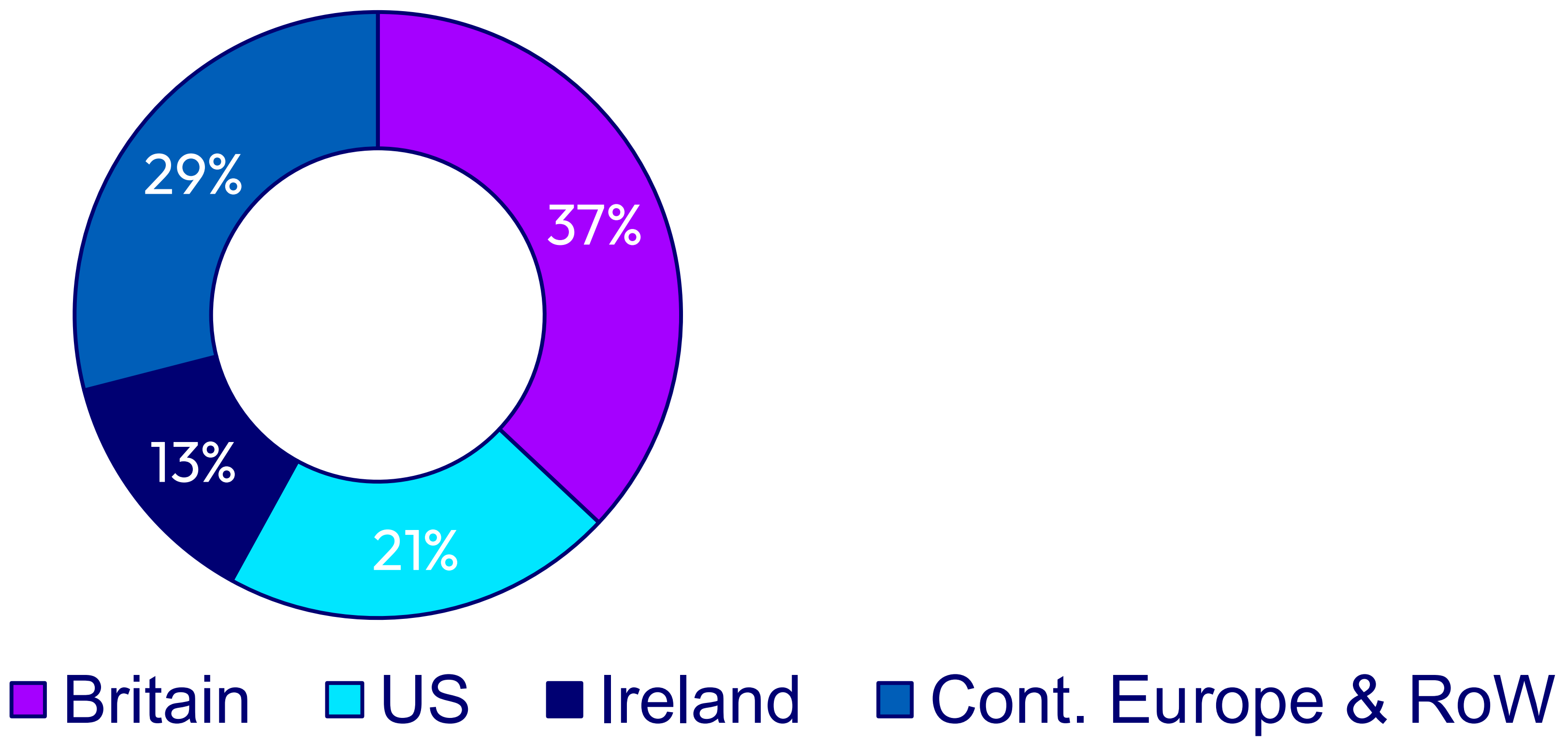
Revenue	Operating profit	ROCE
£821.5m	£91.7m	13.0%

People are living longer. But whatever stage of life they're at, we want them to be healthy too. So we support consumers' everyday health and wellness, as well as providing products that enable healthcare providers to diagnose and treat illness.

Revenue by business



Revenue by geography



Note: graphs are on proforma basis, annualising for Medi-Globe acquisition

THE WORLD NEEDS LIFELONG HEALTH

OUR VISION
TO ENABLE PEOPLE TO LEAD HEALTHIER LIVES, THROUGHOUT THEIR LIVES

DCC VITAL

Patient Health

We supply healthcare providers with high-quality medical and diagnostic products for use in hospital and primary care settings.

DCC HEALTH & BEAUTY SOLUTIONS

Consumer Health

We develop and manufacture nutritional supplements and beauty products for brand owners in a growing health and beauty market.

We are addressing growth markets underpinned by strong macro factors

– Healthcare is a 4-6% organic growth market

– We've outperformed – CAGR of 8% in organic profit over last 10 years

DCC VITAL (FY23)
WHAT WE DO

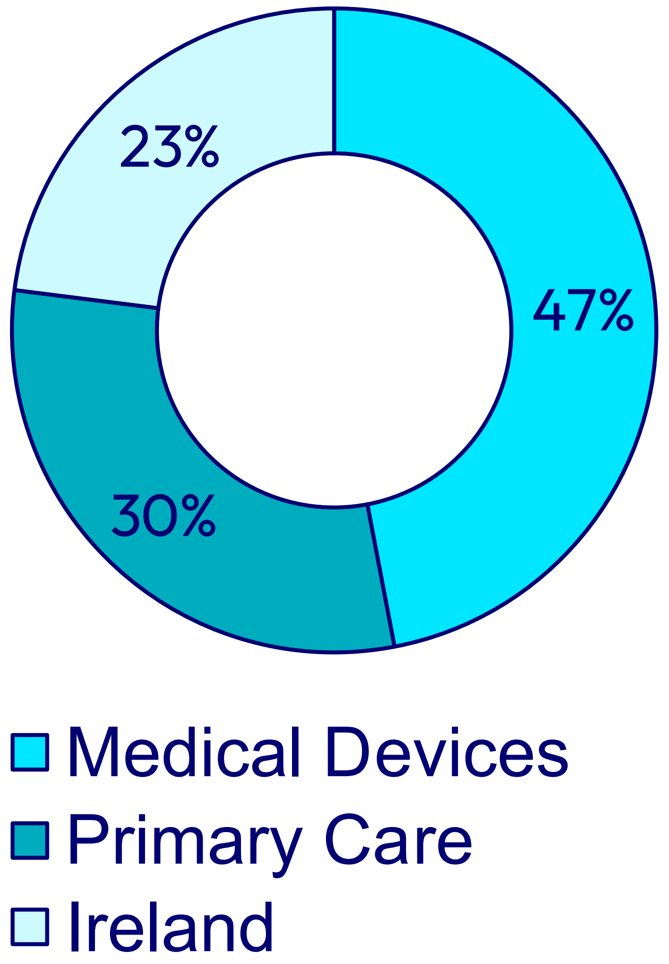
- Leading European business in the manufacturing, sales, marketing and distribution of medical products to healthcare providers
  - Medical devices
  - Primary care supplies and services
  - Agency distribution & related services (Ireland)
- Broad product portfolio
  - Own- and third-party brands
- Extensive channel coverage
- Strong NPD and regulatory capability
- Excellent IT and operational infrastructure

Proforma Revenue
c.£500m

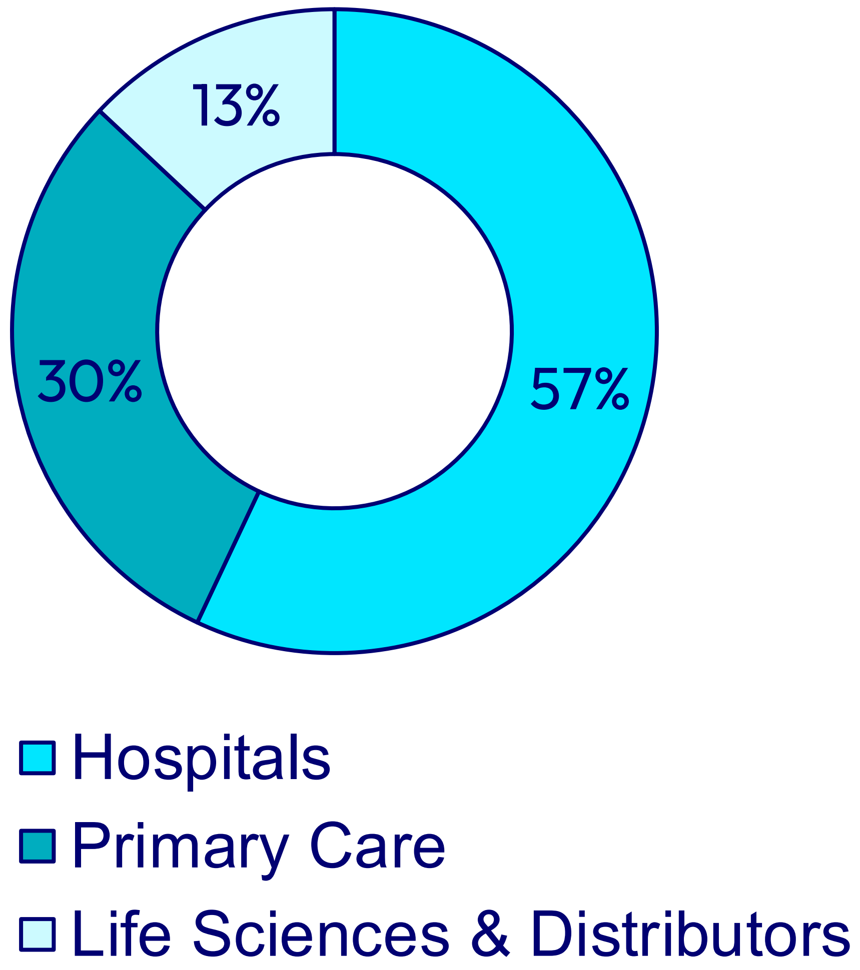
Employees
c.1,300

FY23 Proforma gross profit by:

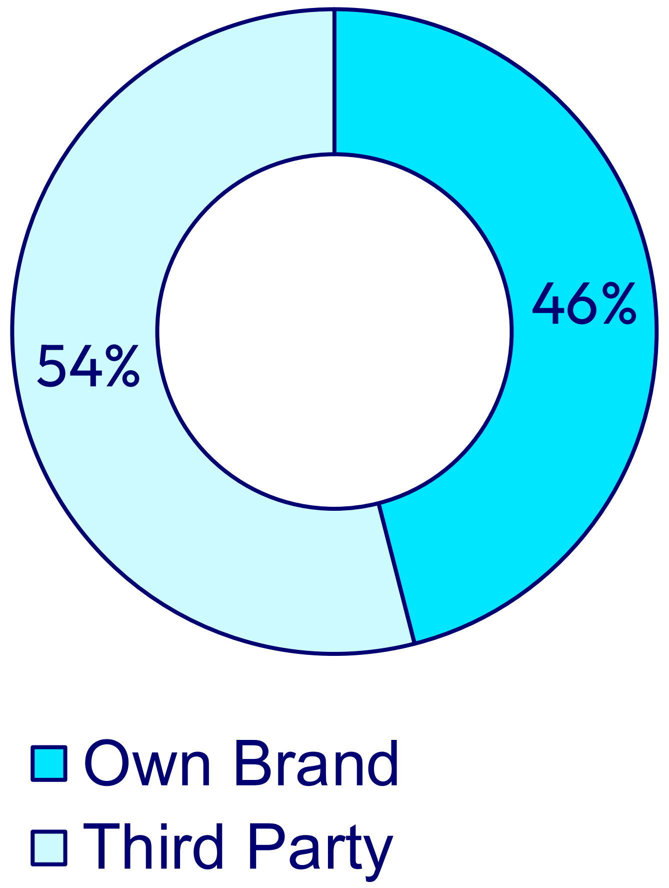
Business Unit



Channel



Brand



DCC VITAL
OWN- & THIRD-PARTY PRODUCTS

Own Brands

- Fannin – Caring for life
- SKINTACT®
- Williams Medical
- WÖRNER MEDICAL
- Medi-Globe® – A MEDI-GLOBE COMPANY
- UROTECH® – A MEDI-GLOBE COMPANY
- UROVISION® – A MEDI-GLOBE COMPANY
- ENDO-FLEX® – A MEDI-GLOBE COMPANY
- SP Services
- E
- VacSax

Exclusive Partners

- BIO-RAD
- CareFusion
- MARTINDALE PHARMA – Making lives better
- MÖLNLYCKE HEALTH CARE
- CSL Behring – Biotherapies for Life™
- Smith+Nephew
- Rosemont®
- SIEMENS
- nova® biomedical
- Stago
- icu medical

DCC VITAL – PATIENT HEALTH
WE HAVE THE PLATFORMS TO GROW FOR YEARS TO COME

STRATEGY – BUILD A SUBSTANTIAL INTERNATIONAL MEDICAL PRODUCTS BUSINESS

Key Growth Platforms

- Medical Devices – mid-tech, single use medical devices for minimally invasive diagnostic and surgical procedures
- Primary Care – supply of products and services to primary care providers

Key Growth Drivers

- Expand of product range through innovation & acquisition
- Grow international presence
- Invest in talent, technology and infrastructure

DCC HEALTH & BEAUTY SOLUTIONS (FY23)
WHAT WE DO

We build long term partnerships with international health & beauty brand owners, providing specialist services including NPD, formulation, manufacturing and packaging in Europe and the US

- Eight high quality facilities producing tablets, capsules, soft gels, powders, creams, liquids, gummies, effervescents
- Packaging formats: pots, blisters, sachets, stick packs, tubes, bottles, pumps, sprays

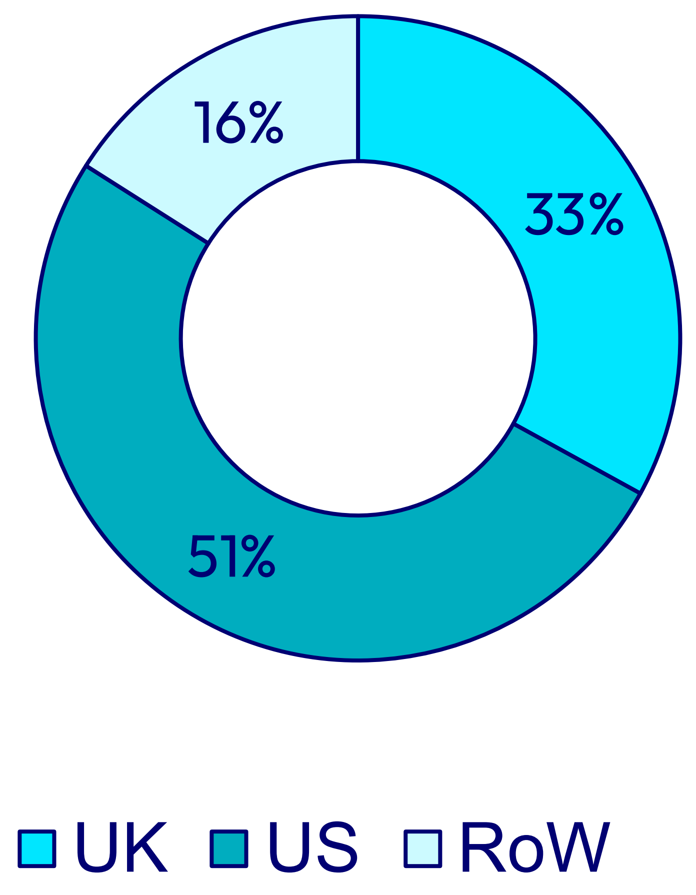
Our Services
- Product development
- Contract manufacturing
- Packing of health & beauty products

Our Customers
- Health & beauty brand owners
- Specialist health & beauty retailers
- Direct sales/mail order companies

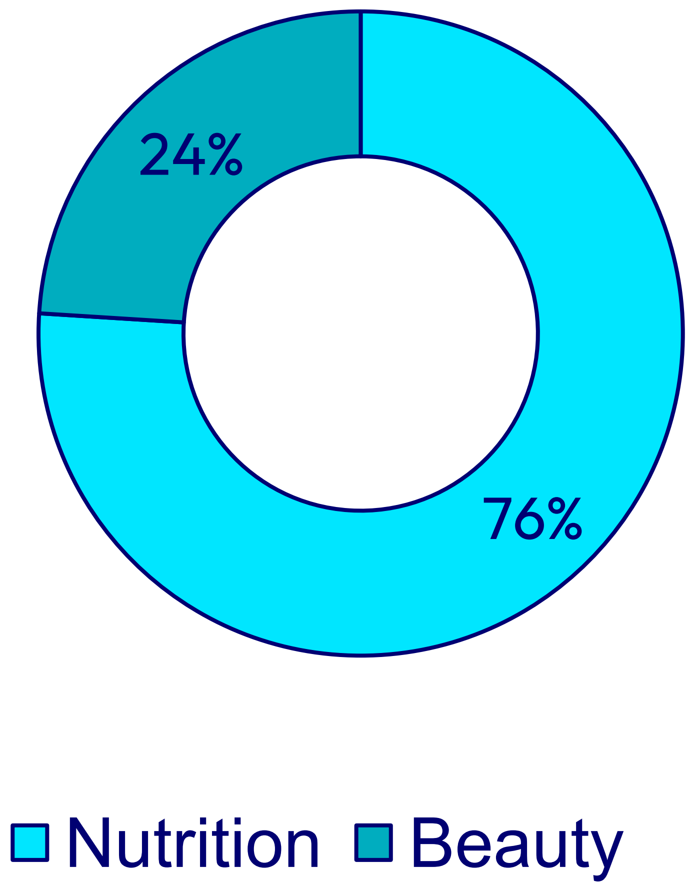
Revenue
c.£375m

Employees
c.2,100

Sales by destination



Revenue by business



DCC HEALTH & BEAUTY SOLUTIONS
A SELECTION OF BRANDS WE SUPPORT

VITABIOTICS WHERE NATURE MEETS SCIENCE

Abtei

arbonne

EVE LOM

P&G Health

ORIFLAME SWEDEN

HALEON

ESTĒE LAUDER

Nestlé Health Science

DCC H&BS – CONSUMER HEALTH
WE HAVE THE PLATFORMS TO GROW FOR YEARS TO COME

STRATEGY – BUILD A SUBSTANTIAL INTERNATIONAL CDMO FOCUSED ON PROVIDING SERVICES TO HEALTH & BEAUTY BRAND OWNERS

Key Growth Platform

– Contract manufacturing of health supplements

Growth Drivers

– Innovation-led new business development

– Build long term partnership relationships based on technical and service excellence

– Invest to expand our manufacturing footprint & form factor offering – organically and by acquisition

SUSTAINABILITY INITIATIVES

DCC Health & Beauty Solutions

We work with the Marine Stewardship Council, the Soil Association and Friends of the Sea to ensure the use of sustainable raw materials in our processes

Our manufacturing businesses have eliminated all Scope 2 emissions, including switching to renewable sources of electricity

Roll out of solar panels; substantial projects underway in Amerilab and Thompson & Capper. EuroCaps self-generates c. 30% of its electricity needs through wind and solar.

DCC Vital

Our UK primary care facility warehouse reconfiguration supported a reduction in its carbon footprint by reducing paper & packaging (c. 60% like-for-like reduction achieved);

The NHS requires all suppliers to submit a carbon reduction plan when tendering for business worth more than £5M from April 2023 as well as reporting on supply chain integrity.
DCC Vital is well placed to meet the increased reporting demands given the business's strong compliance controls.

Williams recycled 63 tonnes of cardboard and 28 tonnes of plastic through its “zero to landfill policy” and introduced Wool Cool for its packaging of cold chain pharma products.

TECHNOLOGY

THE WORLD NEEDS PROGRESS MAKERS

DCC TECHNOLOGY – MAKE PROGRESS HAPPEN (FY23)

DCC Technology operates in 18 countries, across Pro Tech, Info Tech and Life Tech principally under the exertis brand.

Industry Suppliers
2,500

exertis

Retail, etail, reseller and telco customers
63,000+

Consumer, B2B and Enterprise end-users

Revenue	Operating profit	ROCE	Employees
£5,264m	£106.1m	8.7%	4,800

We are progress makers. Whatever the industry. Whatever the challenge. We make technology provide the solution. The whole solution.

Acting as an enabler between global technology brands and the people and businesses who use their products, we create solutions that save time, enhance experiences and improve lifestyles.

THE WORLD NEEDS PROGRESS MAKERS
OUR VISION: A PROGRESSIVE TECHNOLOGICALLY-ENHANCED WORLD

PRO TECH

WE MAKE ENHANCED EXPERIENCES HAPPEN

- Mid-high gross margins
- Mid-sized specialised total addressable mkt.
- Solution orientated categories & channels

#1 GLOBAL AV SPECIALIST DISTRIBUTOR BY REVENUE

INFO TECH

WE MAKE FASTER CONNECTIONS HAPPEN

- Low-mid gross margins
- Large total addressable market
- Generalist categories

#6 WESTERN EUROPEAN INFO TECH/BROADLINE DISTR. BY REVENUE[1]

LIFE TECH

WE MAKE HIGH-QUALITY LIFESTYLES HAPPEN

- High gross margins
- Niche market
- Specialised defensible categories & channels

#1 NORTH AMERICAN LIFE TECH DISTRIBUTOR BY REVENUE[2]

[1] CONTEXT distribution revenue tracker Q3 2023 including UK, IE, FR, ES, DE, NO, SE
[2] Lifestyle markets include appliances and musical instruments in North America

THE WORLD NEEDS PROGRESS MAKERS
WE HAVE THE PLATFORMS TO GROW FOR YEARS TO COME

Technology is a 3-5% organic growth market

Pro Tech, Info Tech and Life Tech

GROWTH DELIVERED

- Operating profit up 120% in five years
- Gross margin up from 7.6% to 11.7% in same period
- UK organic headwind in recent years, strong growth elsewhere

STRATEGY

- Grow and develop our high value-add sectors of Pro Tech and Life Tech: #1 global specialist in AV
- Optimise our existing Info Tech portfolio

Info Tech and Life Tech

RETURNS OPPORTUNITY

Info Tech – UK

- Granular improvement plan in execution
- Leverages digital investments with strong project management

Life Tech – US fulfilment

- New ecommerce talent in place
- Upgraded digital tooling and systems

Medium-term material improvement of ROCE and Operating Profit

GROWING MARGINS WITH ADDED-VALUE & SPECIALISM

GROSS MARGIN %

<8%

Volume
Low touch distribution, fulfilment & 3PL – availability & price

8-20%

Value
Services, configuration, bundles, install, marketing, web, 2nd life

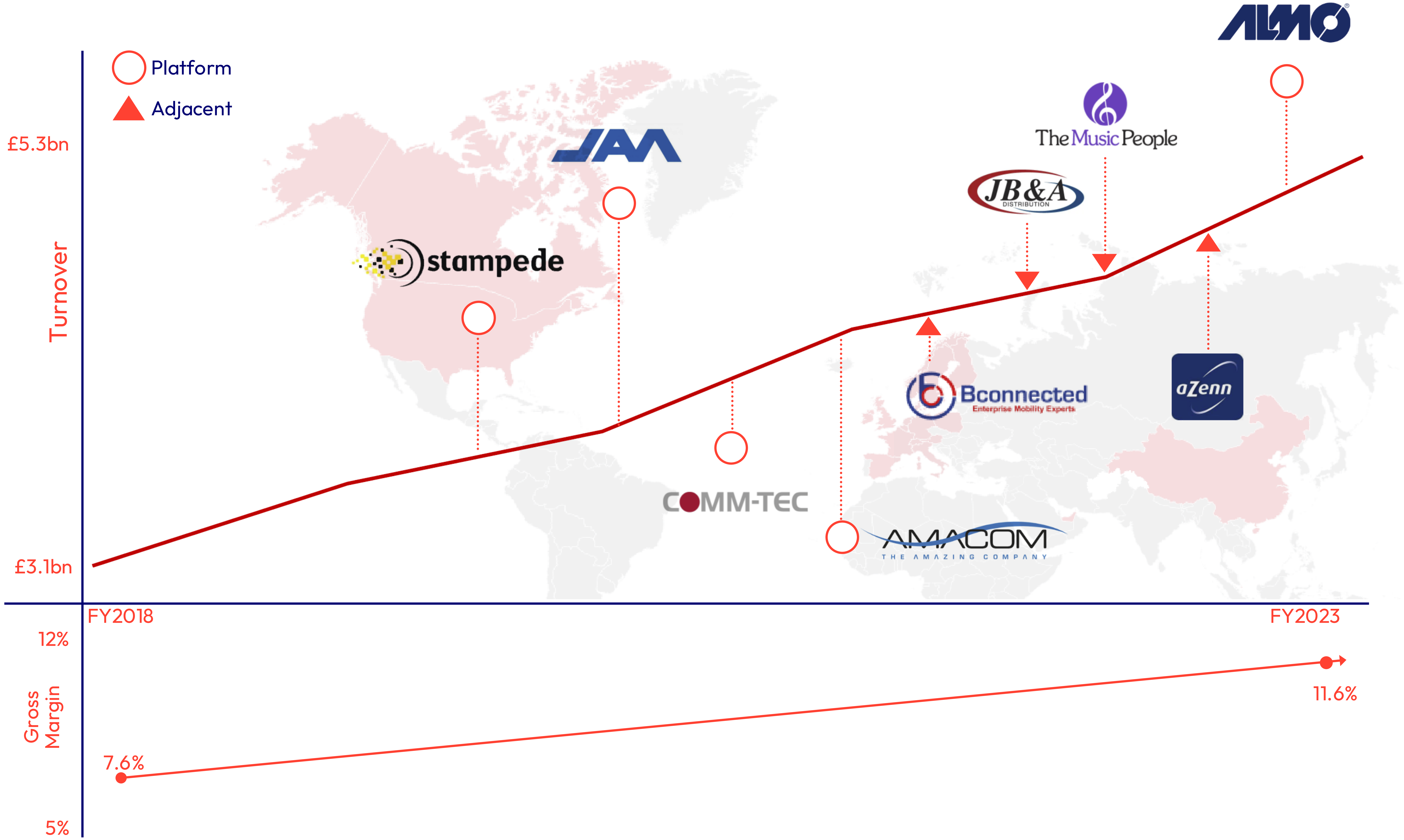
20-30%

Deep Specialisms
A combination of product specialism & exclusive channels

>30%

Own Brand
Private & white label solutions within complementary categories

GROWING OUR MARGINS WHILE SCALING OUR SPECIALIST PLATFORMS



LEADING MARKET POSITIONS AND SPECIALIST FOCUS NORTH AMERICA

Now the leading specialist distributor of AV in North America

Leading distributor of premium appliances and lifestyle products

Platform for acquisitions in growing, fragmented, $34b market with modest 7% current share

Sustainability is embedded in our operations

Nationwide Warehouse Footprint

SUSTAINABILITY

OPERATIONAL

COMMERCIAL

THE WORLD NEEDS PROGRESS FOR ALL

COMPANY OVERVIEW

NOV 2023

WE ARE CLEAR ON THE QUESTIONS THAT ARE MOST RELEVANT TO THE SUSTAINABILITY OF OUR BUSINESS AND TO OUR STAKEHOLDERS.

OUR SUSTAINABILITY REPORTING FRAMEWORK IS STRUCTURED ACROSS FOUR PILLARS:

01
Climate Change and Energy Transition

02
Safety and Environmental Protection

03
People and Social

04
Governance and Compliance

These pillars are aligned with our purpose, Group and divisional strategy, the UN Sustainable Development Goals and relevant GRI and SASB standards. They reflect the importance we place on building long term partnerships with our stakeholders.

RECENT SUSTAINABILITY HIGHLIGHTS – MAKING MEANINGFUL CHANGES:

- Double materiality exercise completed in FY23
- Scope 3 emissions down 5% in FY23; B-rated with CDP
- Net zero target for Scope 3 for 2050; 50% reduction ambition by 2030
- Ambitious new Scope 1 and 2 targets set – 50% reduction by 2030, emissions already down 33% from 2019 baseline
- Adopted TCFD framework for our reporting
- New sustainability position at Group Management Team
- Plan to reduce fossil profits of the Group to 25-30% by 2030; currently 50%
- Put in place sustainability-linked revolving credit facility

HIGHLY-RANKED IN SUSTAINABILITY RATINGS

CDP
DISCLOSURE INSIGHT ACTION

DCC retained its B rating

MSCI
ESG RATINGS
AAA

CCC	B	BB	BBB	A	AA	AAA

DCC retained its AAA rating

SUSTAINALYTICS

DCC improved over 15 points in the last two years: from 'high' risk to 'medium' risk

SUSTAINABILITY PROGRESS FOR THE YEAR ENDED 31 MARCH 2023

	2023	2022	% change	% change vs. 2019 baseline
Scope 1 & 2 carbon emissions ($mtCO_2e$, Group)	0.078	0.086	-9.3%	-32.8%
Customer Scope 3 carbon emissions ($mtCO_2e$, DCC Energy)	39.1	41.2	-5.0%	-5.9%
Renewable share of energy sold (GJ)	6.3%	4.0%		