

A woman with dark hair, wearing a teal ribbed turtleneck sweater, large hoop earrings, and a necklace, is speaking and gesturing with her hands. The background is a blurred indoor setting. The image is overlaid with a large blue diagonal shape on the left and an orange shape on the right.

DCC

INVEST IN WHAT THE WORLD NEEDS

RESULTS PRESENTATION – FOR THE SIX MONTHS ENDED 30 SEPTEMBER 2023

14 NOV 2023

DISCLAIMER

This presentation does not constitute an invitation to underwrite, subscribe for or otherwise acquire or dispose of any shares or other securities of DCC plc (“DCC”).

This presentation contains some forward-looking statements that represent DCC’s expectations for its business, based on current expectations about future events, which by their nature involve risk and uncertainty. DCC believes that its expectations and assumptions with respect to these forward-looking statements are reasonable; however because they involve risk and uncertainty as to future circumstance, which are in many cases beyond DCC’s control, actual results or performance may differ materially from those expressed or implied by such forward-looking statements. DCC undertakes no duty to and will not necessarily update any such statements in light of new information or future events, except to the extent required by any applicable law or regulation. Recipients of this presentation are therefore cautioned that a number of important factors could cause actual results or outcomes to differ materially from those expressed in or implied by any forward-looking statements.

Any statement in this presentation which infers that transactions may be earnings accretive does not constitute a profit forecast and should not be interpreted to mean that DCC’s earnings or net assets in the first full financial year following the transactions, nor in any subsequent period, would necessarily match or be greater than those for the relevant preceding financial year.

Your attention is drawn to the risk factors referred to in the Principal Risks and Uncertainties section of DCC’s Annual Report. These risks and uncertainties do not necessarily comprise all the risk factors associated with DCC and/or any recently acquired businesses. There may be other risks which may have an adverse effect on the business, financial condition, results or future prospects of DCC. In particular, it should be borne in mind that past performance is no guide to future performance. Persons needing advice should contact an independent financial advisor.

AGENDA

- 1 [Highlights H1 FY24](#)
- 2 [Performance Review H1 FY24](#)
- 3 [We Invest in What the World Needs](#)
- 4 [Outlook, Summary & Q&A](#)
- 5 [Appendix](#)

1

DONAL MURPHY
HIGHLIGHTS
H1 FY24

 **STRONG GROWTH IN
OPERATING PROFIT,
EXCELLENT
ACQUISITION ACTIVITY** 

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

- Ambition to reduce carbon emissions by 50% for Scope 3 by 2030
- First time public credit rating, BBB (investment-grade), issued by S&P Global Ratings and Fitch
- Preparation ongoing for CSRD

RESULTS PRESENTATION
30 SEPTEMBER 2023

2

KEVIN LUCEY

PERFORMANCE REVIEW H1 FY24

FINANCIAL HIGHLIGHTS

FOR THE SIX MONTHS ENDED 30 SEPTEMBER 2023

£'m	2023	2022	% change	% <i>change CC</i>
Revenue (billion)	9.6bn	10.8bn	-11.3%	-11.1%
Group adjusted operating profit ¹	247.6	221.2	+12.0%	+12.2%
Adjusted EPS ¹ (pence)	149.3	146.4	+1.9%	+2.3%
Interim dividend per share (pence)	63.04	60.04	+5.0%	
Working capital	440.2	448.8		
Net debt – excl. lease creditors	1,039.1	782.3		
Net debt – incl. lease creditors	1,386.5	1,118.3		

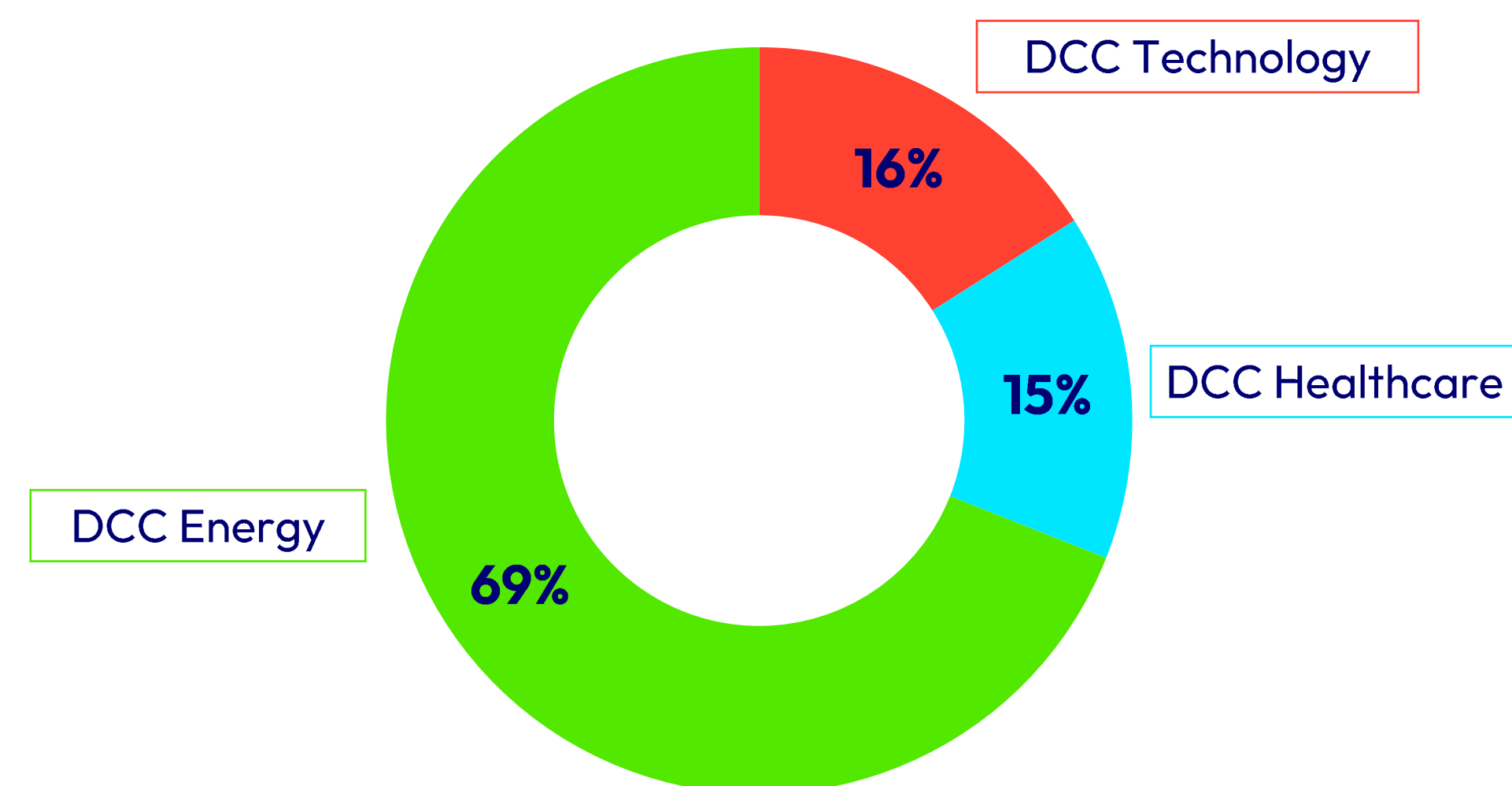
¹Excluding net exceptionals and amortisation of intangible assets

DIVISIONAL RESULTS

FOR THE SIX MONTHS ENDED 30 SEPTEMBER 2023

£'m	2023	2022	% change	% change CC
Adjusted operating profit ¹				
DCC Energy	170.6	132.5	+28.9%	+28.9%
DCC Healthcare	38.3	43.2	-11.3%	-12.0%
DCC Technology	38.7	45.5	-15.0%	-13.4%
Group adjusted operating profit ¹	247.6	221.2	+12.0%	+12.2%

Adjusted operating profit by division



¹Excluding net exceptionals and amortisation of intangible assets

DCC ENERGY

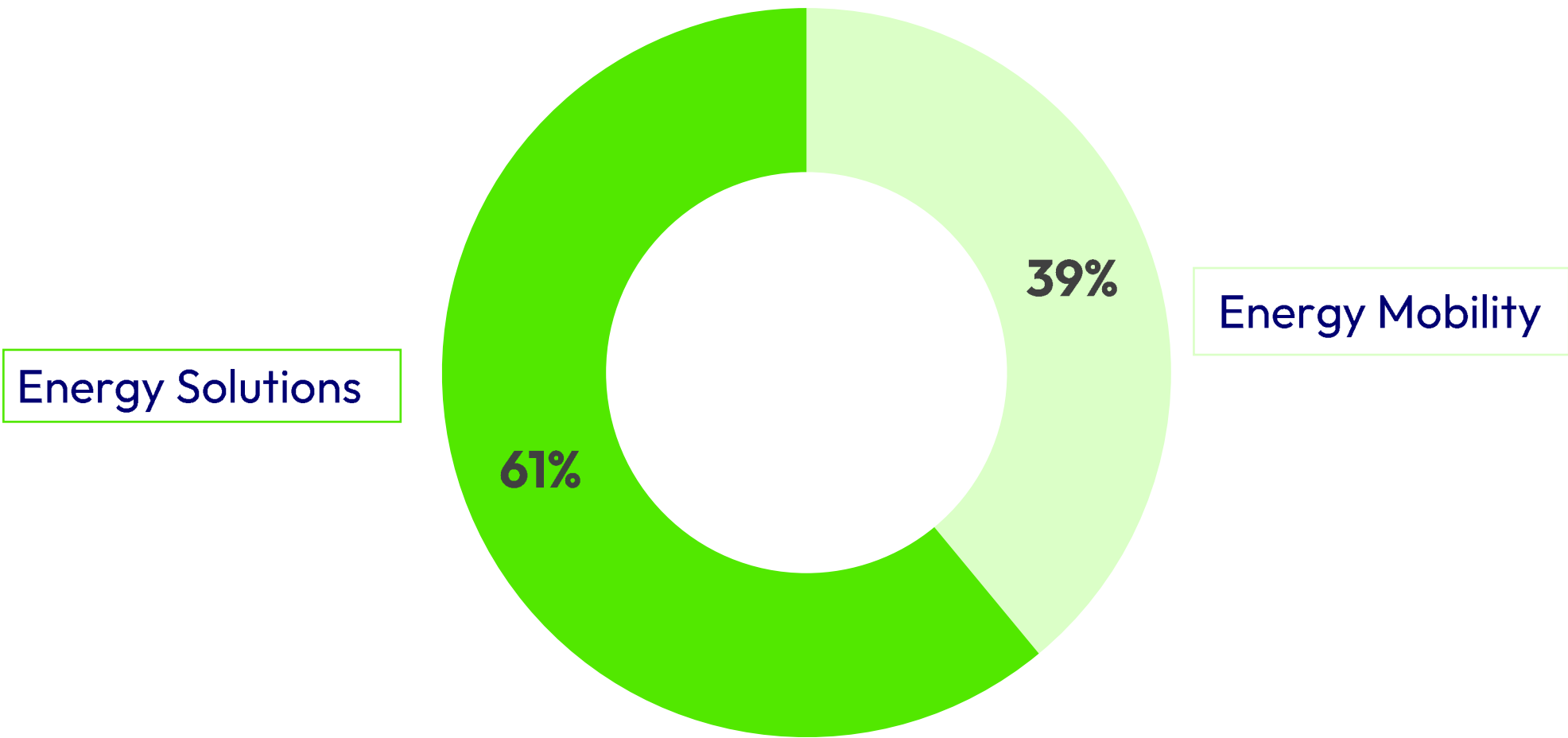
PERFORMANCE SUMMARY

Excellent organic performance in H1

- Operating profit up 28.9% (28.9% cc). Strong growth across both Solutions and Mobility.
- Organic growth 21.1%, M&A contributing 7.8%. Services, renewables & other (SRO) product profit share up to 46% in H1, from 39% in PY (see slide 23).
- Energy Solutions operating profit up 33.3%: strong organic growth in SRO. Europe/Nordics performed strongly. Recovery in nat gas/power, good procurement and cost management all helping.
- Energy Mobility operating profit up 22.5%: all organic growth. Good growth in Nordics & UK. Fleet services delivered strong growth.
- Executed our strategy: £310.5 million committed to acquisitions. Five services and renewable acquisitions; two in LPG.

	2023	2022	% change	% change CC
Volume ¹ (bn litres equivalent)	7.184	7.197	-0.2%	
Gross profit (£'m)	764.4	667.1	+14.6%	+14.6%
Operating profit (£'m)	170.6	132.5	+28.9%	+28.9%
Operating profit per litre	2.38ppl	1.84ppl		

Operating profit by business



¹ c.30% of DCC Energy's operating profit has no direct volume (litres equivalent) attached to it

DCC HEALTHCARE

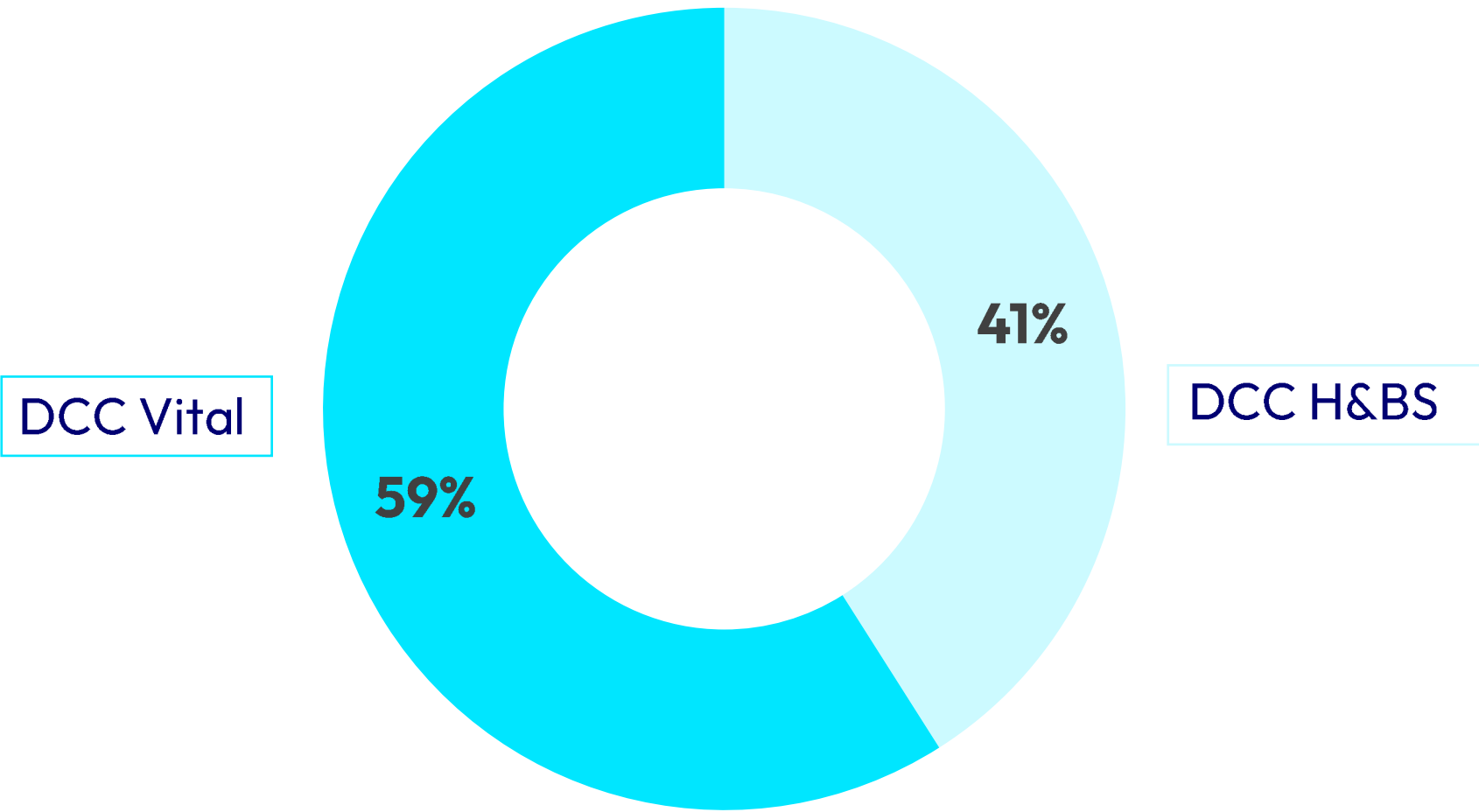
PERFORMANCE SUMMARY

Strong profit growth in DCC Vital; continued difficult market for DCC Health & Beauty Solutions

- Operating profit down 11.3% (12.0% cc) and 28.3% organically due to challenging market conditions in DCC Health & Beauty Solutions.
- DCC Vital performed strongly. First time contribution from Medi-Globe and a good trading performance. Integration of Medi-Globe progressing well.
- Market destocking in DCC Health & Beauty Solutions endured longer than expected. Recent uptick in order levels and improving consumer demand trends.
- Focus on operational efficiency in DCC Health & Beauty Solutions. Consolidated manufacturing facilities in the US. Recently completed a new state-of-the-art gummy facility in Florida.

	2023	2022	% change	% change CC
Revenue (£'m)	420.5	377.7	+11.3%	+10.9%
Gross profit (£'m)	130.8	113.6	+15.2%	+14.7%
Operating profit (£'m)	38.3	43.2	-11.3%	-12.0%
Operating margin	9.1%	11.4%		

Revenue by business



DCC TECHNOLOGY

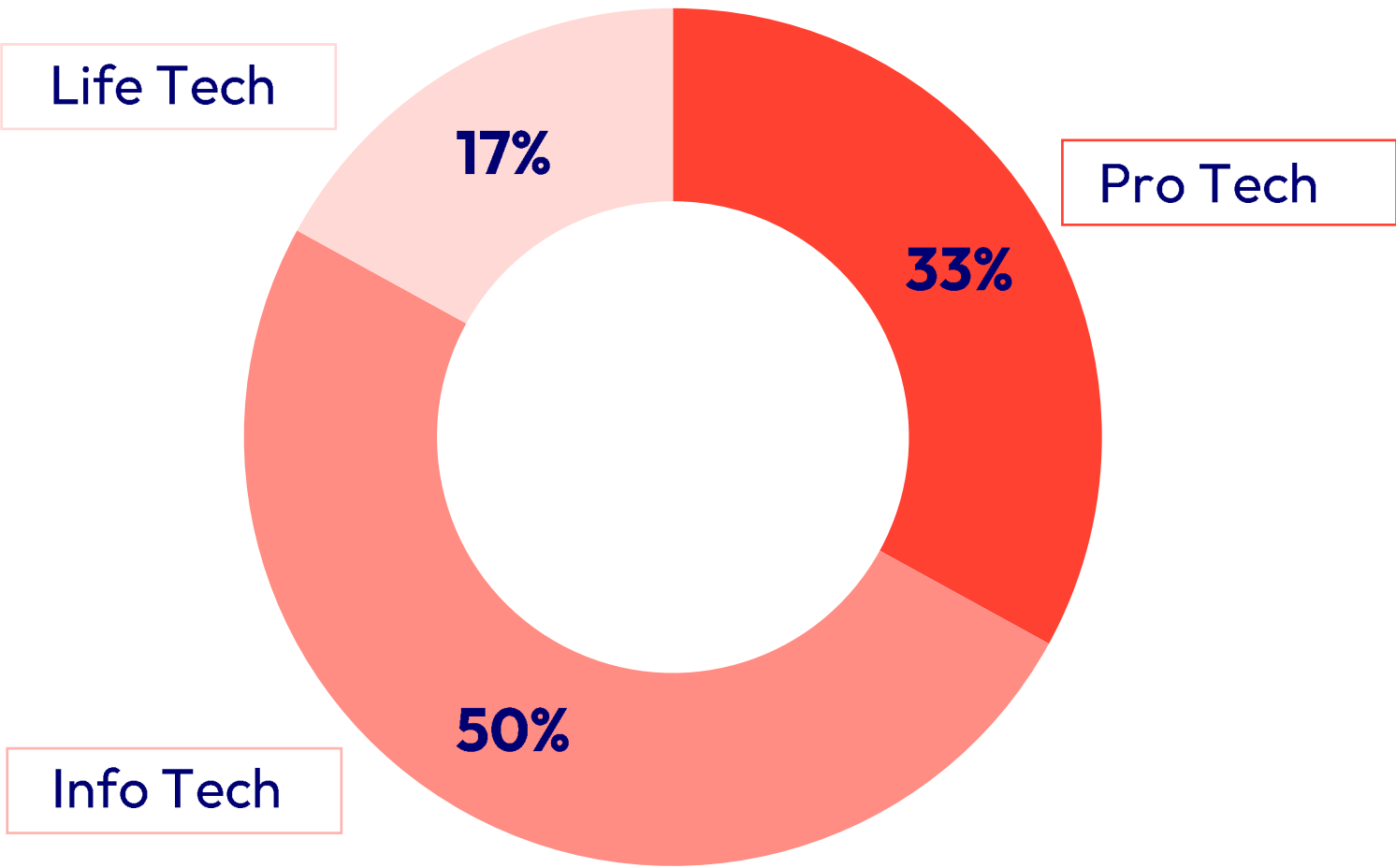
PERFORMANCE SUMMARY

Operating profit decline, maintaining market share

- Operating profit declined by 15.0% (13.4% organic cc).
- Revenue declined 9.7% LFL. As expected, there was lower demand for consumer technology products.
- Pro Tech (Pro Audio and AV) demand was robust. Good growth in Pro Audio in particular. We maintained our market share in North America.
- Declining consumer spending impacted demand. Areas of weakness concentrated in consumer-focused Info Tech in Europe and Life Tech in North America.
- Implemented a range of cost reduction measures. Focused on operational improvement in UK Info Tech business which continued PY improvement in H1.

	2023	2022	% change	% change CC
Revenue (£'bn)	2.294	2.541	-9.7%	-9.1%
Gross profit (£'m)	288.6	296.9	-2.8%	-2.0%
Operating profit (£'m)	38.7	45.5	-15.0%	-13.4%
Operating margin	1.7%	1.8%		

Revenue by segment



3

DONAL MURPHY
**WE INVEST IN
WHAT THE
WORLD NEEDS**

A STRATEGY FIT FOR THE FUTURE

**WE MAKE FUTURE FOCUSED
DECISIONS**

**BASED ON GROWTH TRENDS AND
POTENTIAL 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 IN ACTION

PROGRESS MADE IN H1 FY24

DCC ENERGY

- **'Insights Day': double profit and half carbon ambition by 2030**
- **Invested in bio capability: doubled HVO biofuel volume to c.50m litres**
- **Expanded energy management services through five acquisitions and organically**
- **Avonmouth LPG storage project completed**

DCC HEALTHCARE

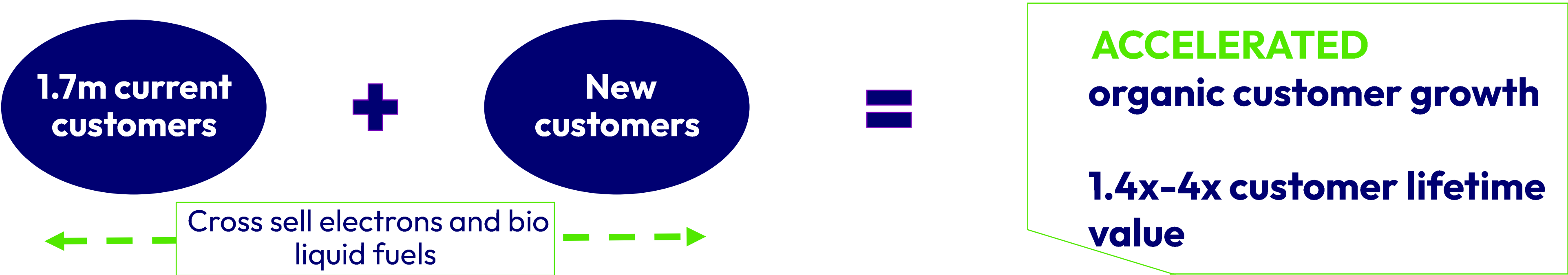
- **DCC Health & Beauty Solutions efficiency: consolidated two US facilities**
- **Completed state-of-art gummy line in US**
- **Medi-Globe integration is well advanced**
- **DCC Vital primary care business is investing in its technology platforms**

DCC TECHNOLOGY

- **Delivering results from project to improve operations in our high-volume UK Info Tech business**
- **Invested in and improved online marketing in our Life Tech fulfilment business**

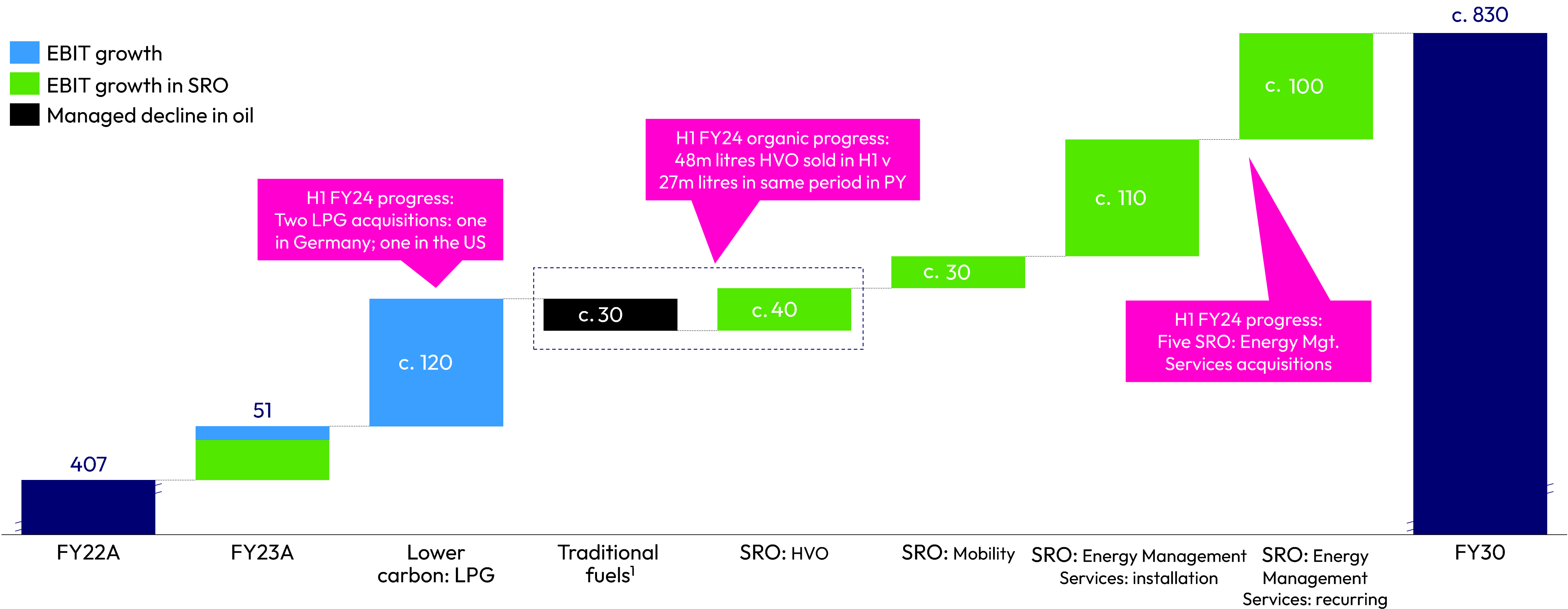
THE WORLD NEEDS CLEANER ENERGY FOR EVERYONE

OUR 2030 VISION - DOUBLE PROFIT AND HALF CARBON



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.

4

DONAL MURPHY
**OUTLOOK,
SUMMARY AND
Q&A**

OUTLOOK FY24

DCC continues to expect that the year ending 31 March 2024 will be another year of operating profit growth in line with expectations, and continued development activity.

TO SUMMARISE

- Strong growth in operating profit in seasonally less significant first half
- Excellent acquisition activity, £310 million committed to acquisitions in DCC Energy
- Focused on the future – executing strategy and embedding sustainability

5

APPENDIX

FINANCIAL SUMMARY

FOR THE SIX MONTHS ENDED 30 SEPTEMBER 2023

	Volumes/ revenue	Gross profit	Operating costs	Operating profit	Organic profit YoY	Operating margin
DCC Energy	7.2bn ¹	£764.4m	£593.8m	£170.6m	+21.1%	2.38ppl ²
DCC Healthcare	£420.5m	£130.8m	£92.5m	£38.3m	-28.3%	9.1%
DCC Technology	£2.294bn	£288.6m	£249.9m	£38.7m	-13.4%	1.7%
Group	£9.616bn	£1,183.8m	£936.2m	£247.6m	+4.4%	

¹ Billion litres equivalent. The use of revenue as a metric of performance in DCC Energy is of limited relevance due to the influence of changes in underlying commodity costs on absolute revenues. In the downstream energy distribution market, where we operate, profitability is driven by absolute contribution per litre of product sold, and not a percentage margin.

² Pence per litre; note that c.30% of DCC Energy's operating profit has no direct volume (litres equivalent) attached to it

OTHER FINANCIAL CONSIDERATIONS

REGARDING FY24 OUTLOOK (AS AT 14 NOVEMBER 2023)

FX translation impact on adj. operating profit	c.-1%
--	-------

Net finance costs	c.£100m
-------------------	---------

Effective tax rate	c.20.3%
--------------------	---------

Minority interest	c.£14m
-------------------	--------

No. of shares outstanding	98,770,227
---------------------------	------------

Direct customers*

1.7m

Employees

8,200

Countries

13

Revenue	Operating profit	Volume (litres ¹)
£6.9bn	£170.6m	7.2bn
Scope 3	Carbon intensity	Biogenic content
+1.0% in CO ₂ e	72.6kgCO ₂ e/GJ	7.3% of all GJ supplied

Energy Solutions

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

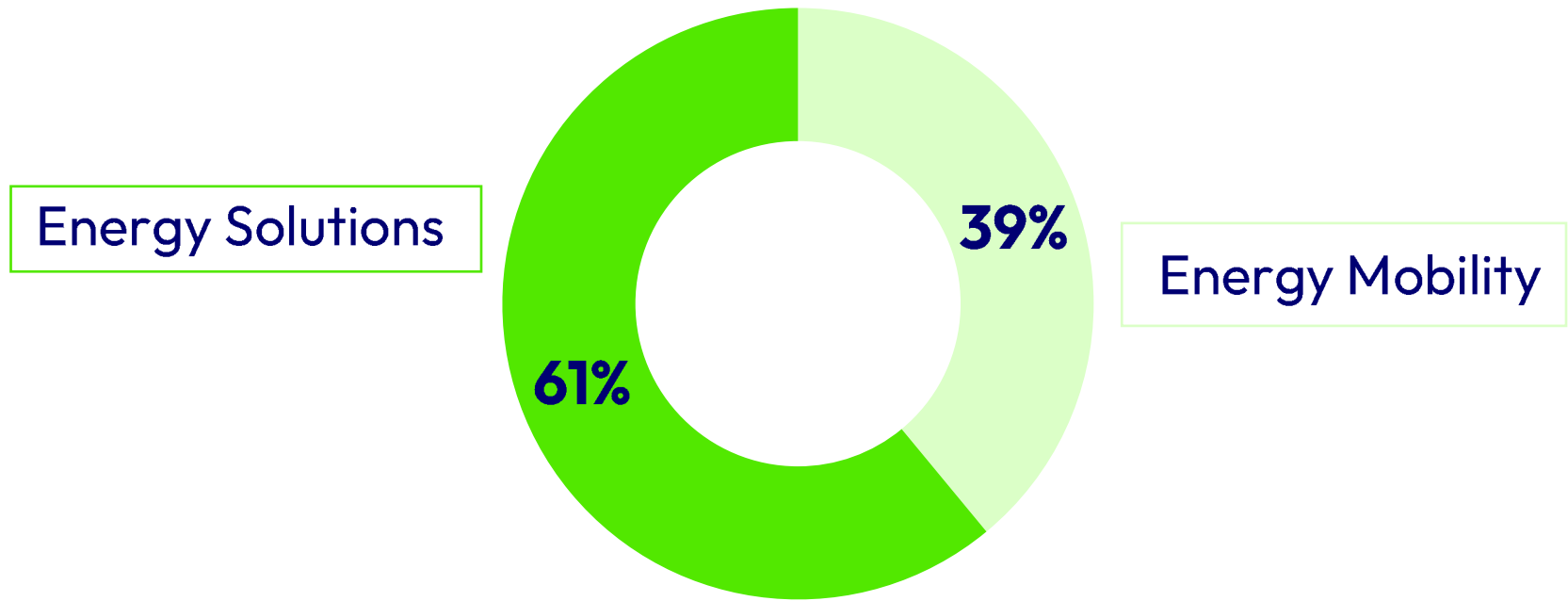
Energy Mobility

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

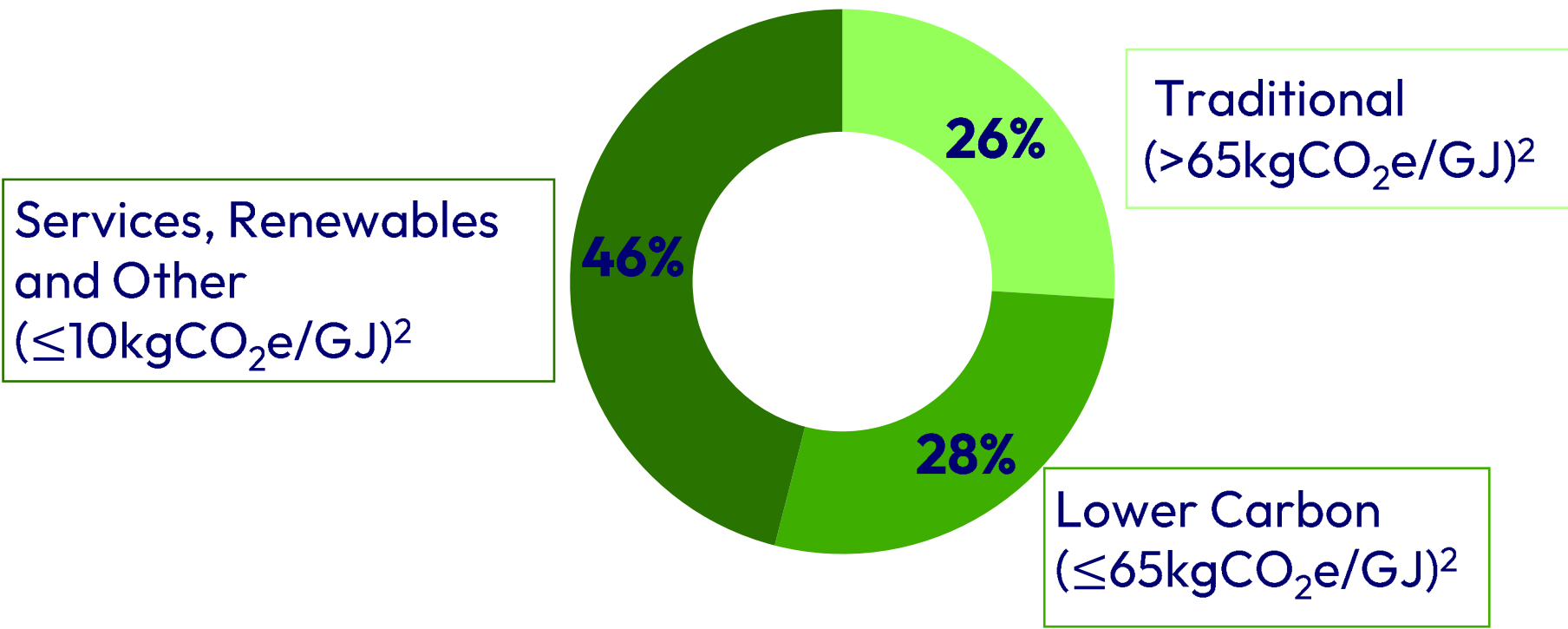
¹ Litres equivalent. Note that c.30% of DCC Energy’s operating profit has no direct volume (litres equivalent) attached to it
² Carbon intensity value is from use of sold product

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

Operating profit by business

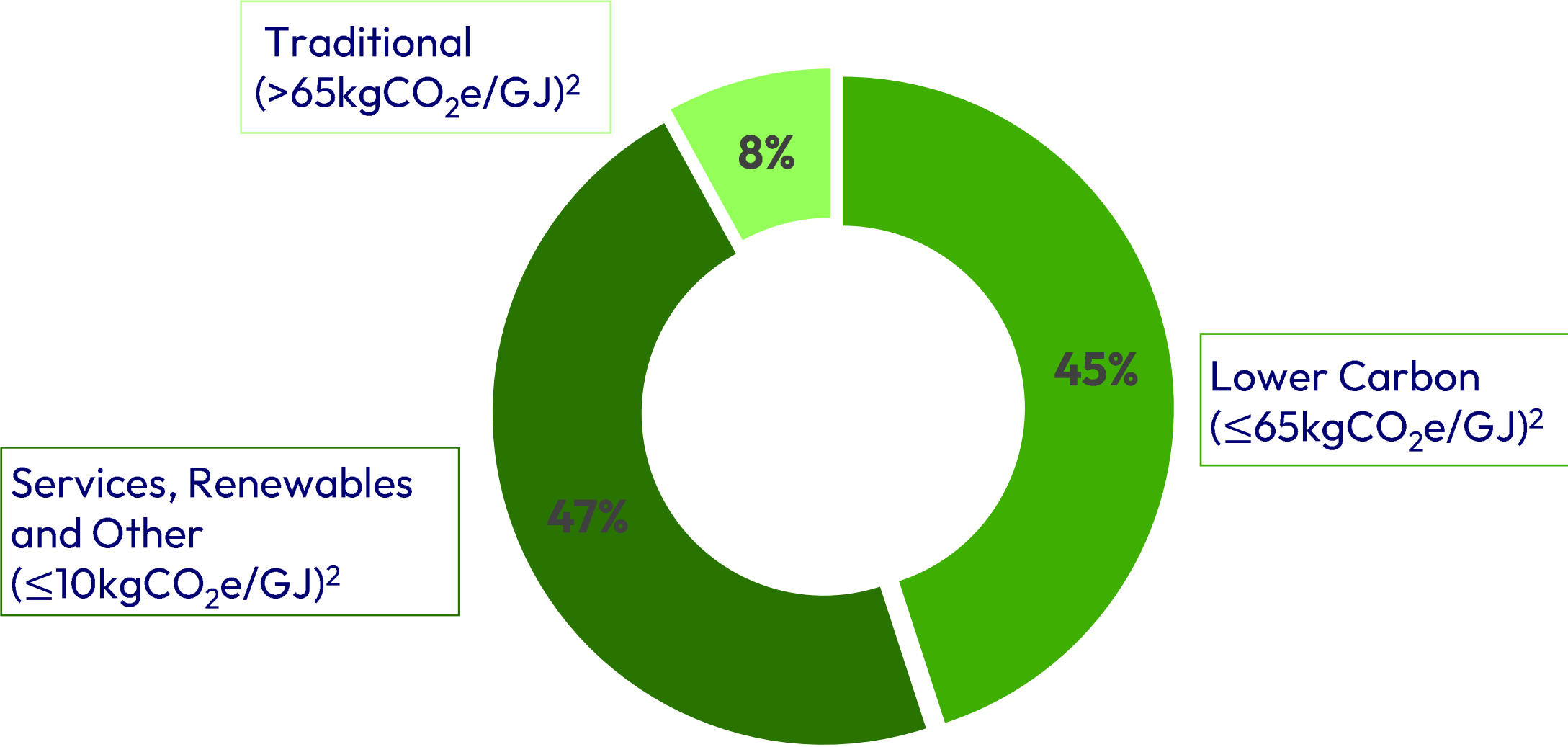


Operating profit mix



Energy Solutions (61% of DCC Energy EBITA)

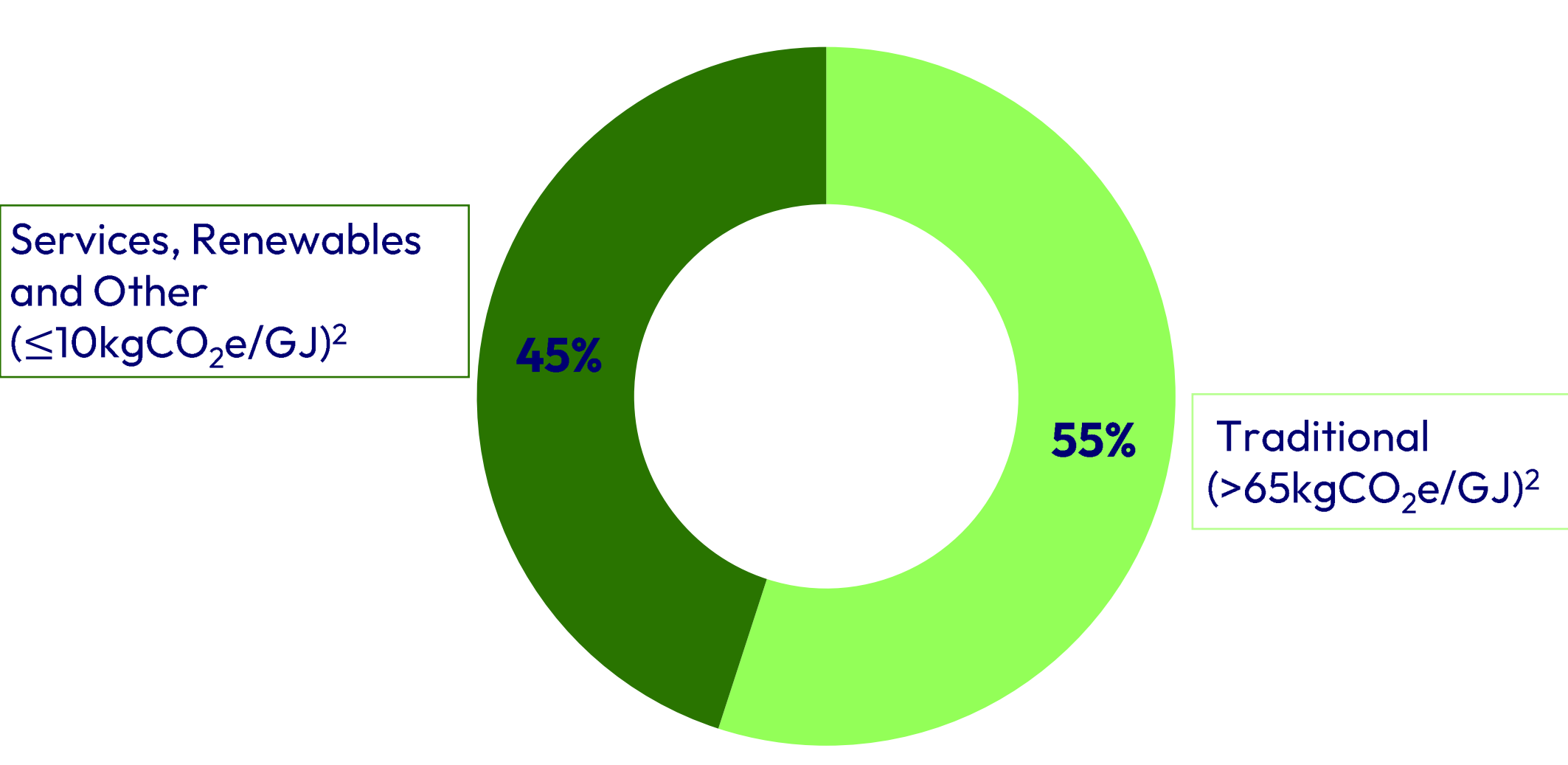
Operating profit mix



Volume (litres ¹)	Installed solar capacity
4.8bn	82 MW (+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