DCC

INVEST IN WHAT THE WORLD NEEDS

NOVEMBER 2024 PRESENTATION

COMPANY OVERVIEW

DISCLAIMER

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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.

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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.

INDEX

STRATEGIC ACTION PLAN

DECISIVE PLAN TO MAXIMISE SHAREHOLDER VALUE

Focused DCC will maximise value

FOCUS ON OPPORTUNITY IN ENERGY

Cleaner Energy in Your Power

SIMPLIFY OUR GROUP

DCC Healthcare	DCC Technology
	
Sale in 2025	Strategic review

FOCUS ON OUR WINNING STRATEGY FOR ENERGY

REDUCE
the carbon intensity of essential liquid fuels

\+

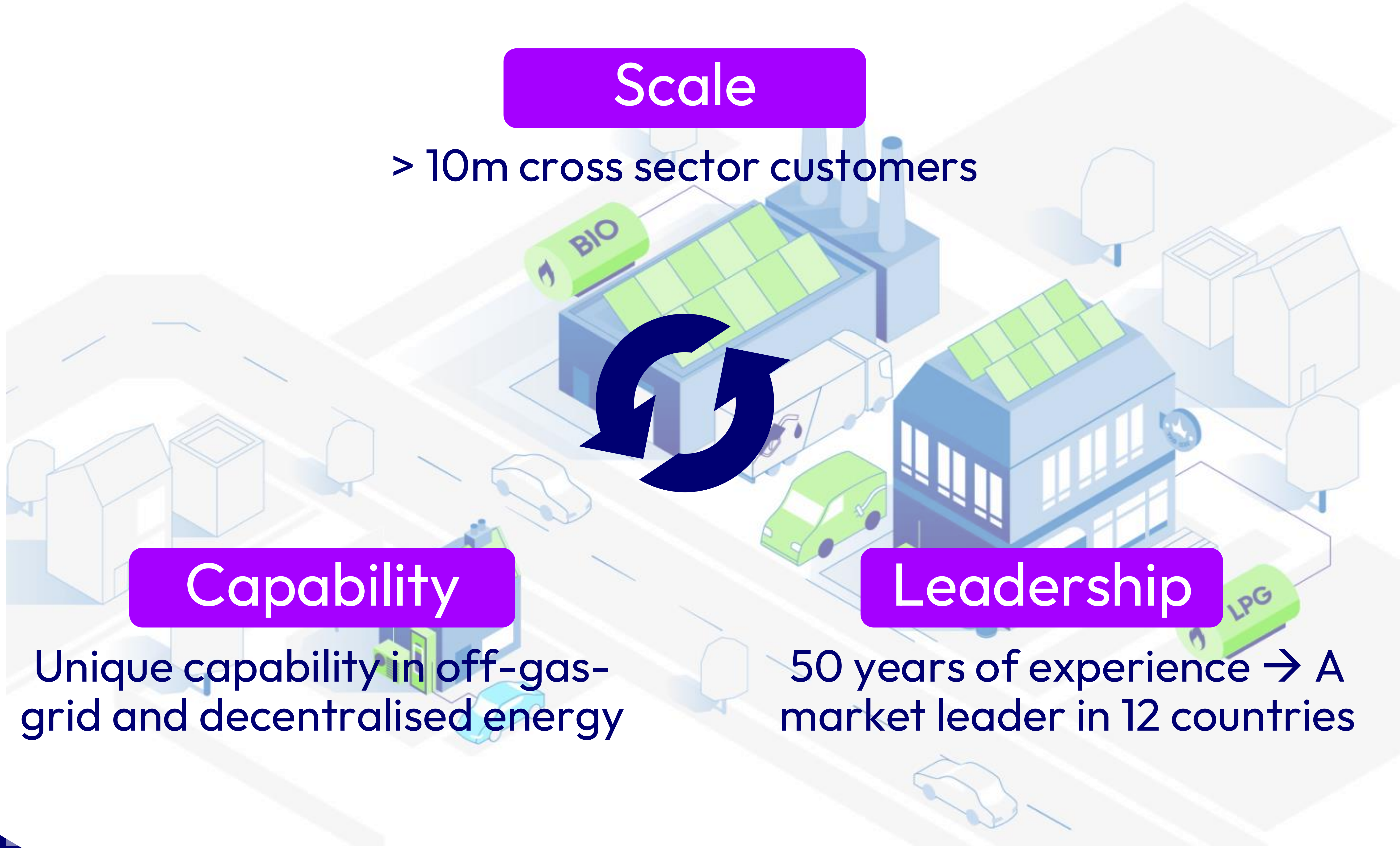
BUILD
a leading electron-based energy mgmt. business

DRIVE

1. c.10% growth annually at high-teens returns
2. Lifetime value per customer of 1.4 to 4x
3. Doubling of profit by 2030[1]

[1] Double EBITA target from base year of FY22 set in May 2022

PRO FORMA DCC IS A MARKET LEADER WITH SCALE AND GREAT CAPABILITY



Scale

> 10m cross sector customers

Capability

Unique capability in off-gas-grid and decentralised energy

Leadership

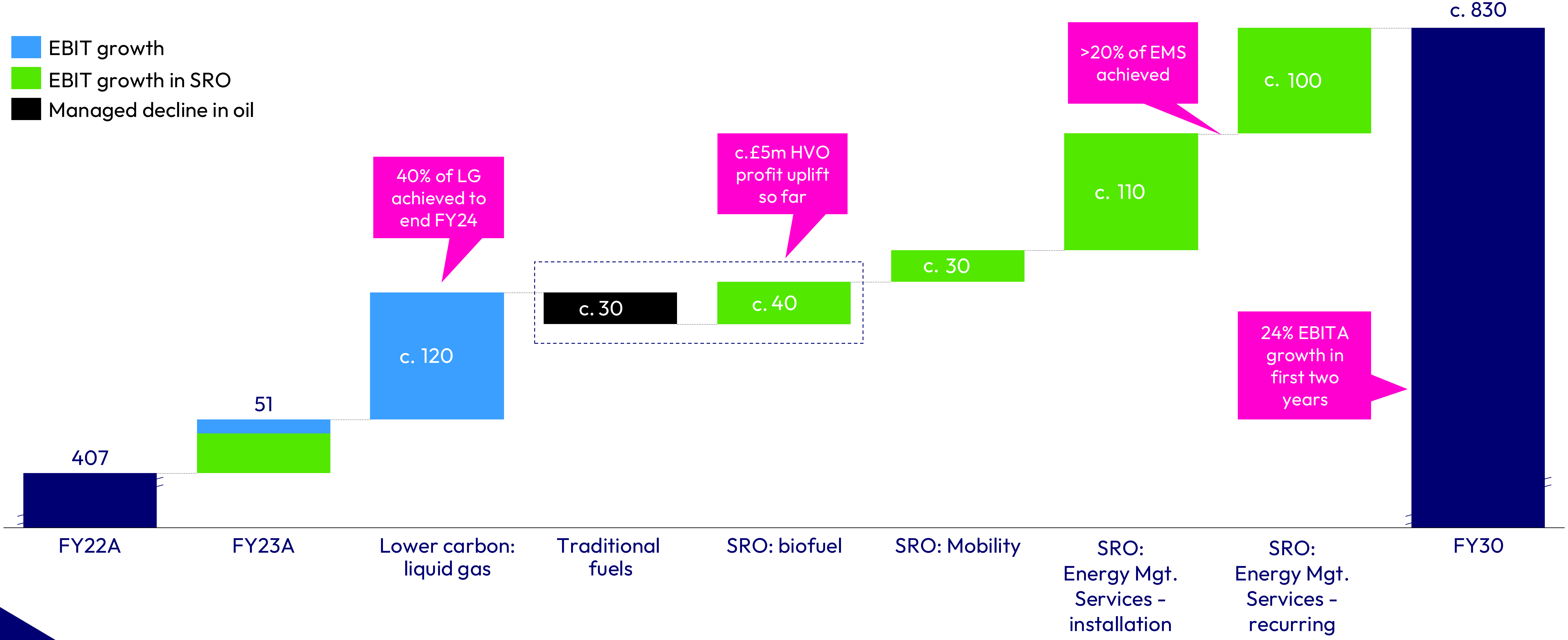
50 years of experience → A market leader in 12 countries

Since new Energy strategy announced

	FY22		FY24
SRO%[1]	22%	›	35%
CO_2e/EBIT		↓	26%

[1] SRO % = share of DCC Energy EBITA from Services, Renewables and Other low or zero carbon activities

WE ARE WELL ON TRACK TO DELIVER OUR VISION OUTLINED IN SEPTEMBER 2023
EBIT BRIDGE (FY22A-FY30), £M(2)



Notes: (1) Categorisation based on carbon intensity of products, as follows: 'Traditional' >65 $kgCO_2e/GJ$ 'Lower Carbon' ≤65 $kgCO_2e/GJ$; 'Services, Renewables and Other' ≤10 $kgCO_2e/GJ$.
(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.

SALE OF DCC HEALTHCARE TO CREATE SIGNIFICANT SHAREHOLDER VALUE

PURSUING SALE OF HEALTHCARE

1. Market-leading positions in both consumer and patient health
2. Opportunity for new owner to accelerate growth further through M&A
3. Advisors appointed, preparation ongoing, completion expected 2025

UNIQUE OPPORTUNITY TO ACQUIRE MARKET-LEADING INTERNATIONAL PLATFORM

- Long term record of sustained growth,
  10-year EBITA CAGR 12%
  10-year average ROCE 16.2%
- Growth platforms in fragmented sectors of consumer and patient health
- Experienced, motivated management team
- Strong moats - longstanding customer and supplier relationships, well-invested assets and market leadership positions

VALUE MAXIMISATION PLAN FOR DCC TECHNOLOGY

MAXIMISE VALUE OF DCC TECHNOLOGY

Strong business with the leading position in Pro Tech (AV and audio) distribution

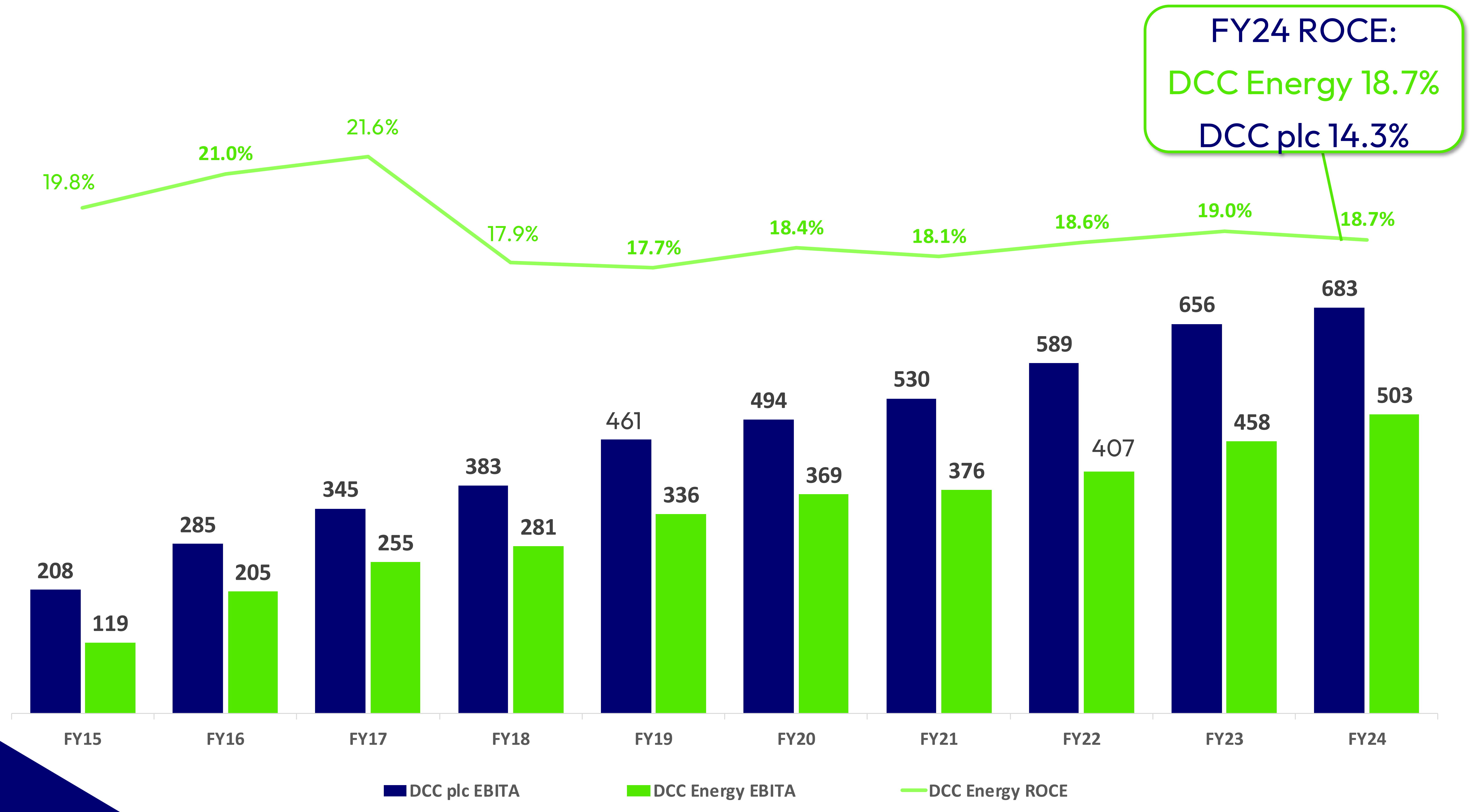
1. Material improvement expected from our programmes in North America and the UK
2. We will review our strategic options for the business within 24 months

LEADER IN TECHNOLOGY DISTRIBUTION

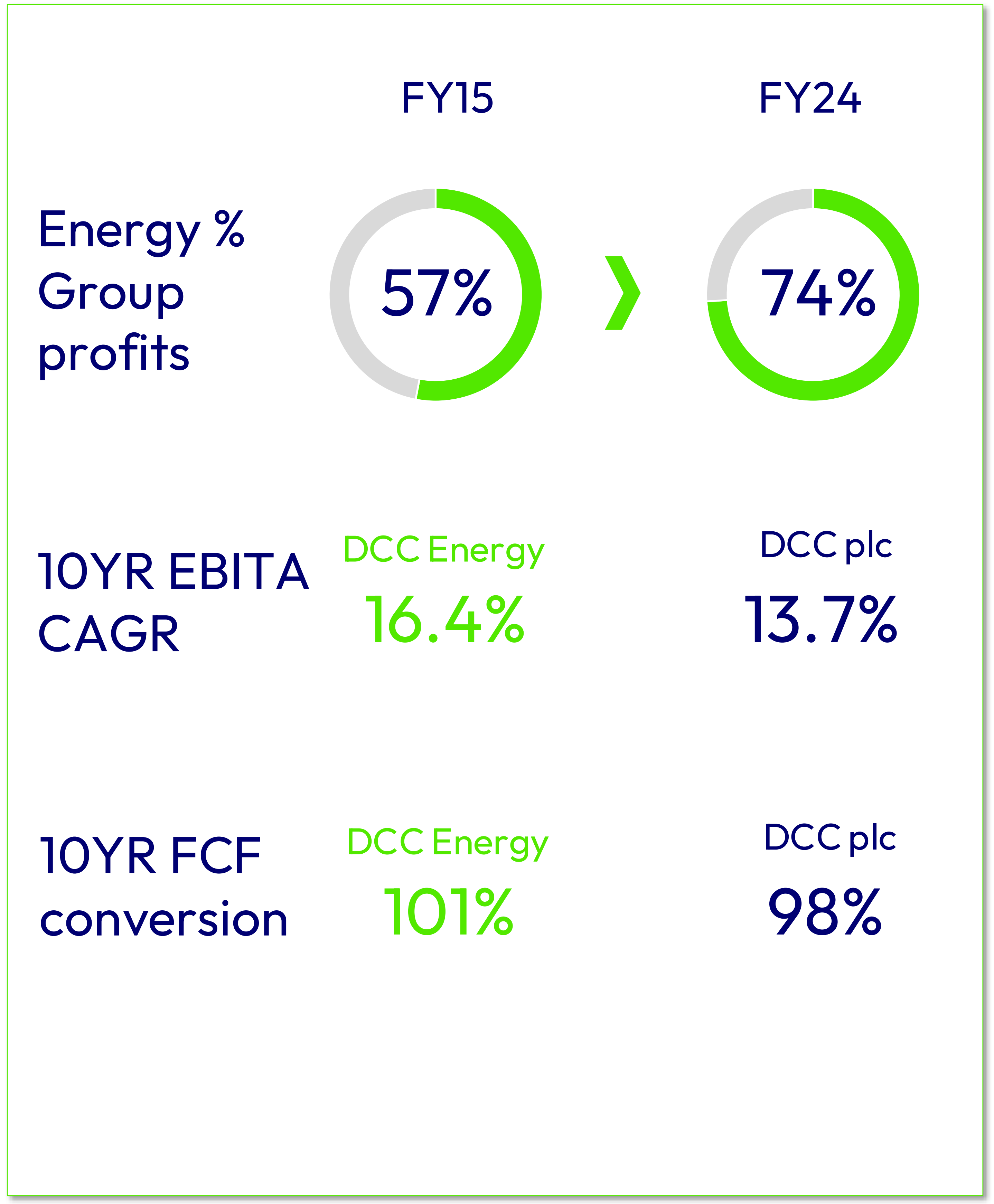
- No.1 in Pro Tech (AV and Audio) globally
- High quality Life Tech business – based in North America
- Well-invested Info Tech business in high volume consumer products in Europe
- Motivated management team is delivering the improvement plan
- Large platforms playing into global mega trend for progressive technology

PRO-FORMA DCC HAS EXCELLENT FINANCIAL CHARACTERISTICS
OUR ENERGY BUSINESS HAS DRIVEN THE GROWTH OF THE GROUP

DCC Energy & DCC plc EBITA (last 10 years)



Track record and recent performance is stellar



OUR STRATEGY AND ACTIONS WILL MAXIMISE VALUE FOR SHAREHOLDERS WE WILL CONTINUE OUR FOCUS ON DISCIPLINED CAPITAL ALLOCATION

KEY MESSAGES

- Maintain strong balance sheet, committed to investment grade rating
- Return surplus cash and minimise value leakage
- Capital allocation discipline

OUR BUSINESS TODAY

OUR BUSINESS TODAY (FY24)
DCC IS A LEADING INTERNATIONAL SALES, MARKETING AND SUPPORT SERVICES GROUP

Locations
22
countries across
4 continents

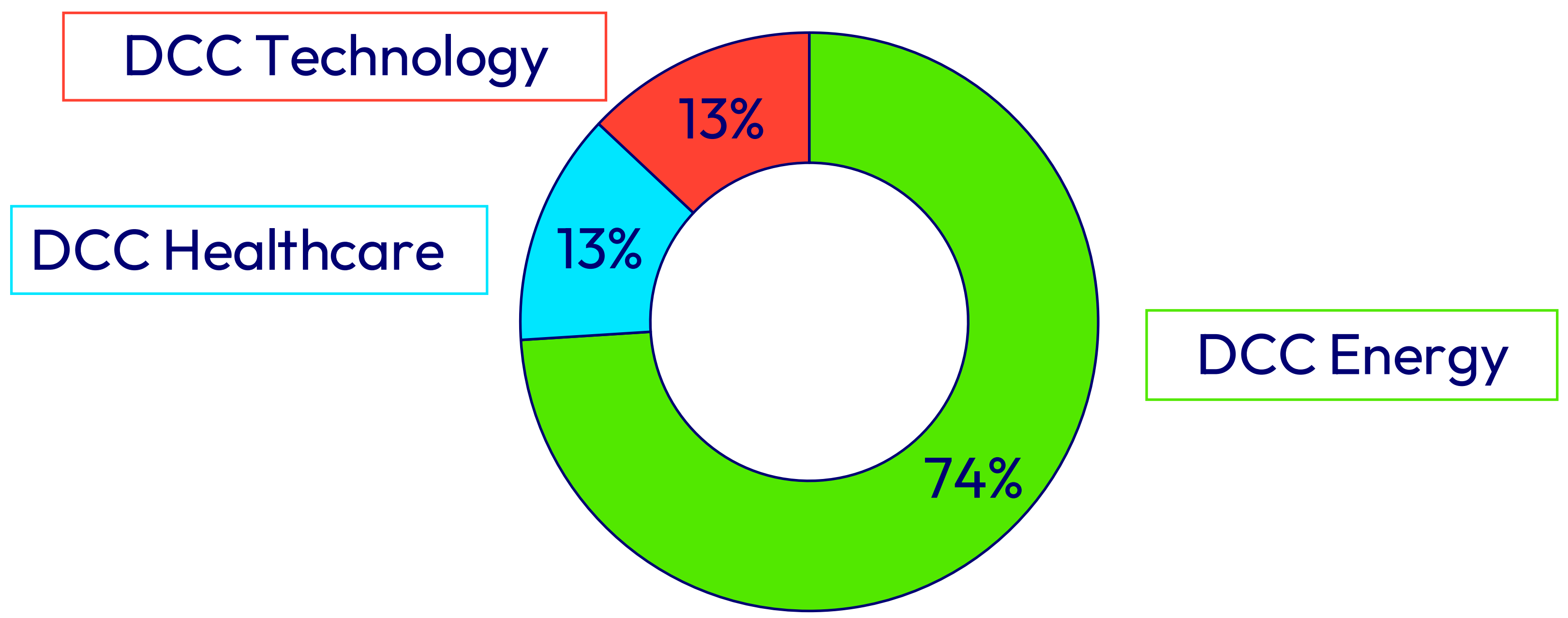
Employees
16,600

Market Cap
c.£5.7bn

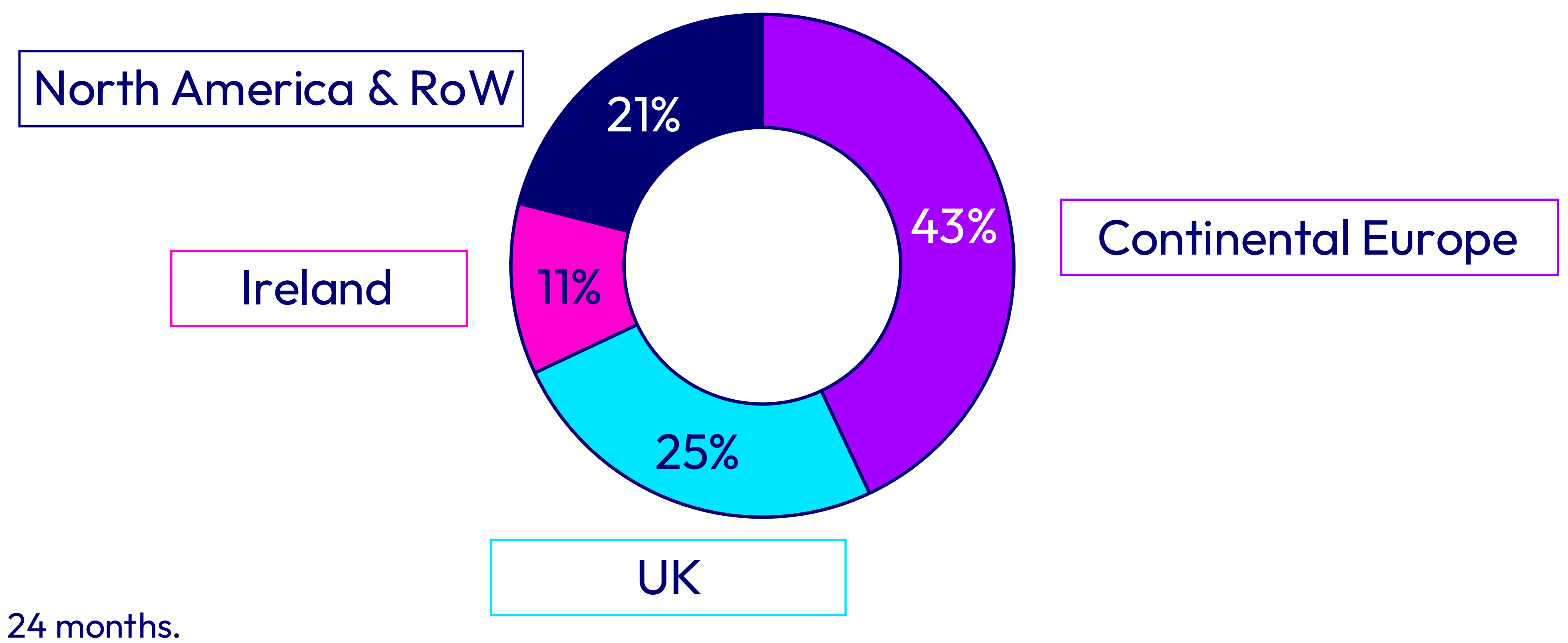
Revenue	Operating Profit	ROCE	Adjusted EPS
£19.9bn	£682.8m	14.3%	455.0p

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

Adjusted Operating Profit by Division



Adjusted Operating Profit by Geography



* Pursuing sale of DCC Healthcare, completion expected in 2025. We will review our strategic options for DCC Technology within 24 months.

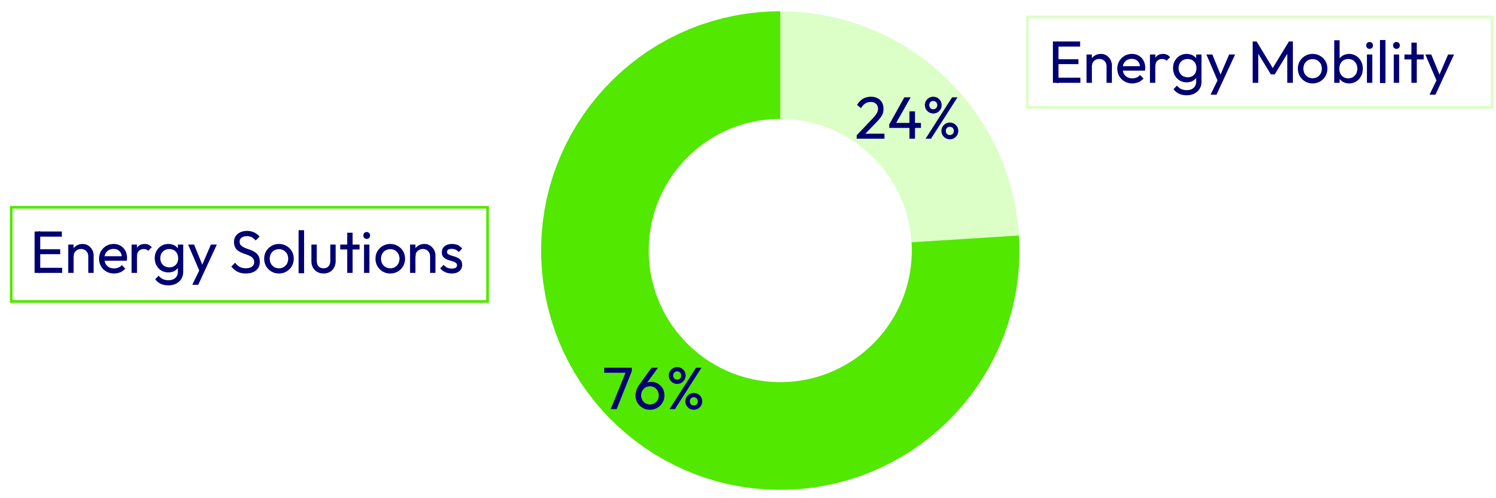
DCC TODAY (FY24)
A BUSINESS OF REAL SCALE

DCC Energy

74% of Operating Profit

Volume (litres)	Operating Profit
15.2bn	£503.0m

Operating Profit by Business



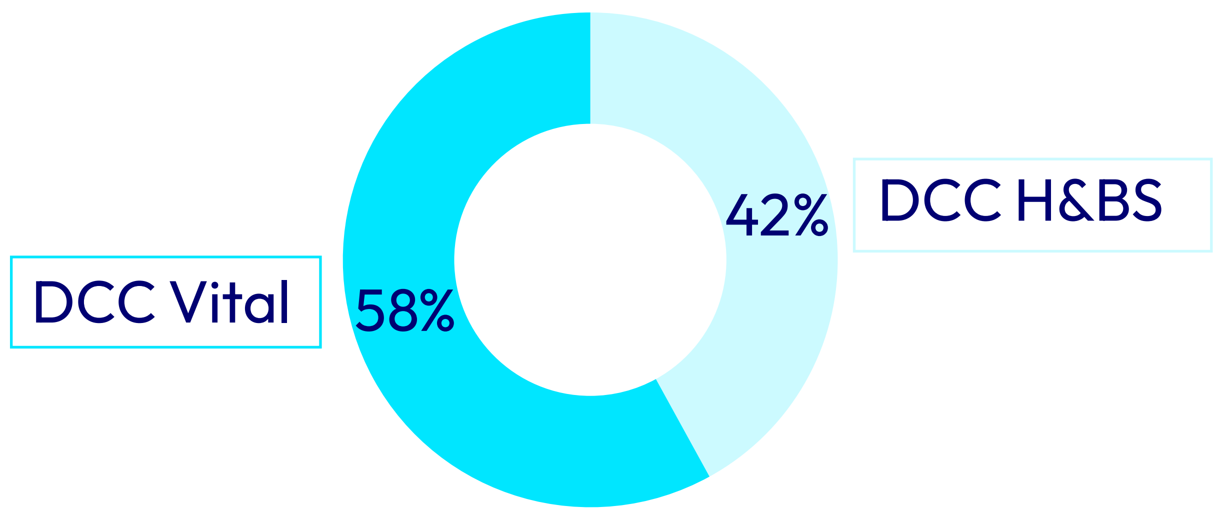
Direct Customers	Countries
1.7m	13
Biogenic Content	**Employees**
6.7%	8,700
Retail Sites	**SRO % Op profit**
1,200	35%

DCC Healthcare*

13% of Operating Profit

Revenue	Operating Profit
£859.4m	£88.1m

Revenue by Business



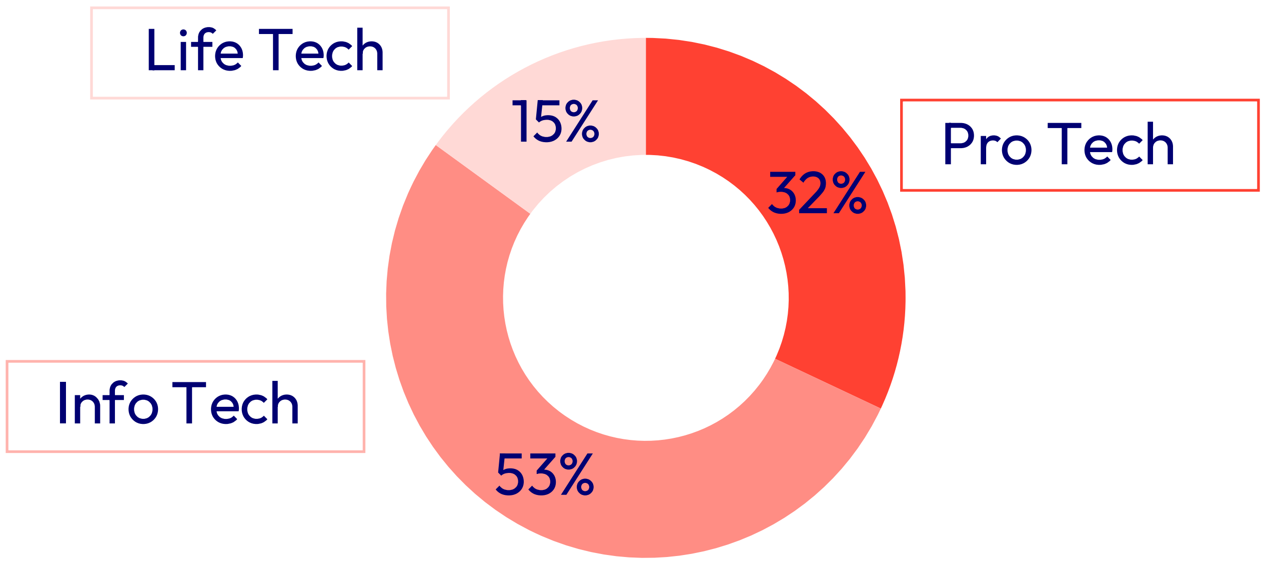
Customers	Countries
55K+	8
SKUs	**Employees**
50K+	3,300
CMO Facilities	
7	

DCC Technology*

13% of Operating Profit

Revenue	Operating Profit
£4.8bn	£91.7m

Revenue by Business



Customers	Countries
35K+	18
Brands	**Employees**
2,500+	4,600
Logistic Capacity	
5m sq. ft.	

* Pursuing sale of DCC Healthcare, completion expected in 2025. We will review our strategic options for DCC Technology within 24 months.

HIGHLIGHTS
H1 FY25

Good profit growth & development progress

FINANCIAL

- Group adjusted operating profit up 4.7% (6.0% on a ccy basis) to £259.3 million
- Organic growth 0.5% with M&A contributing 5.5%
- Adj. earnings per share up 6.2% / 7.5% on a ccy basis
- Increased the dividend by 5.0%

DEVELOPMENT

- Committed c.£130 million to M&A: primarily in DCC Energy
- Acquisitions in new energy capability in France and Germany
- Divested majority stake in HK liquid gas business, reflecting scale of opportunity set in Europe and US
- Continued progress in launching new energy offerings, including ‘solar as a service’ and growth in HVO for C&I, mobility and domestic

OUR INVESTMENT CASE: DOUBLE GROUP PROFITS BY 2030 AT HIGH RETURNS[1]

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

3% to 4% Organic growth

Leading market positions

Strong operators via our devolved model

+ 6% to 8% from M&A

Excellent M&A capability and prudent capital allocators

Fragmented markets

= 10%+ growth @ mid-teen ROCE

Strong FCF generation funds our growth

Our focus on ROCE is deeply embedded

[1] Double EBITA target from base year of FY22

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

WIRSOL ROOF SOLUTIONS ACTEAM ENR Cubo wewise

OUR VISION FOR 2030 AND BEYOND IS DRIVEN BY OUR SUSTAINABLE STRATEGY 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 our 2030 ambition:

01

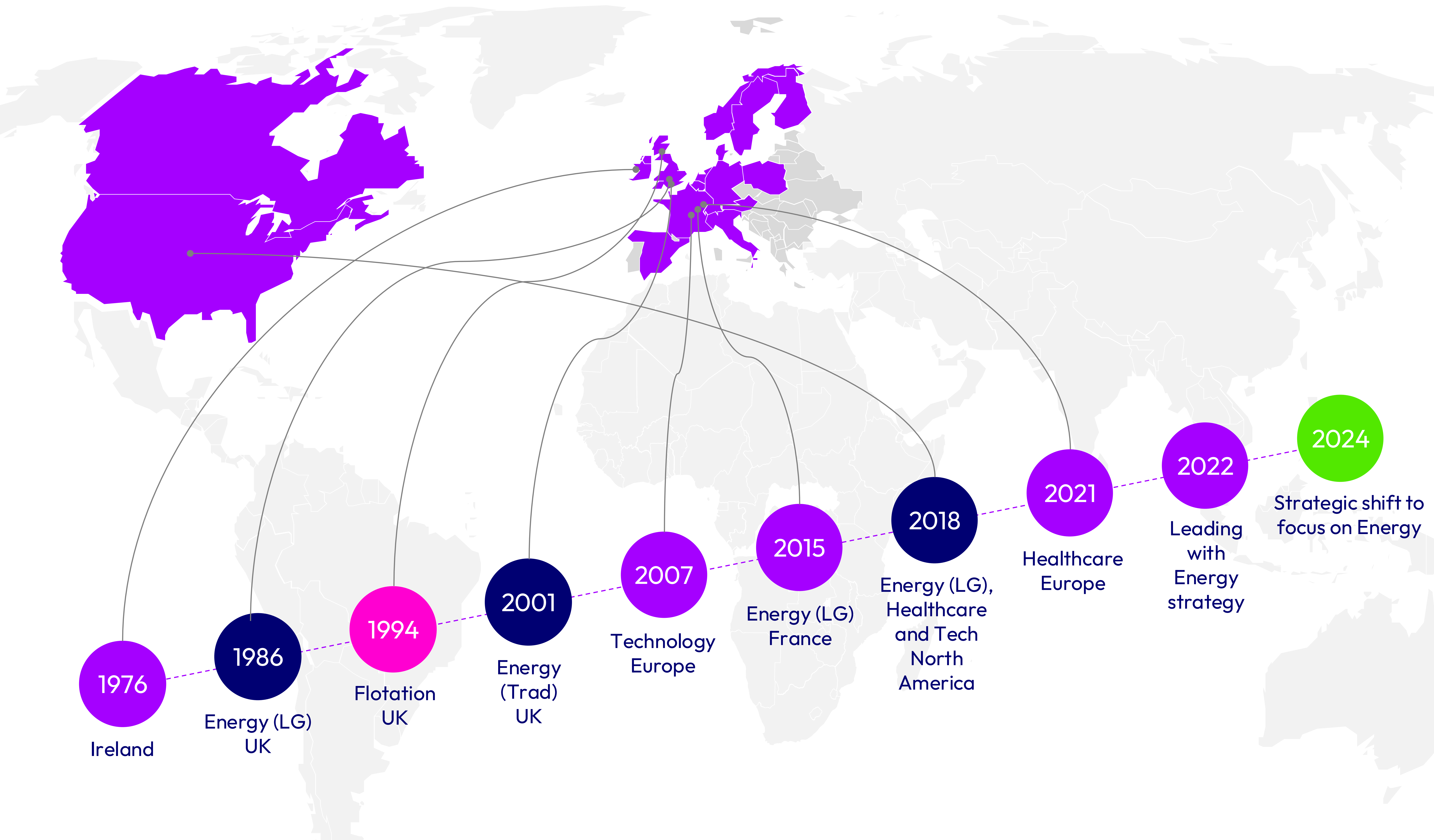
DCC to be more than twice as profitable[1]

02

We have an ambition to reduce our Scope 3 carbon emissions by 50% by 2030

[1] Double EBITA target from base year of FY22

THREE DECADES OF EXCELLENCE AS A PUBLIC COMPANY



ADJ. OPERATING PROFIT GROWTH
30 years CAGR[1]

14%

FREE CASH FLOW CONVERSION
30 years cumulative

99%

DIVIDEND GROWTH
30 years CAGR

13%

TOTAL SHAREHOLDER RETURN
30 years

6,413%

[1] Continuing operations acquisition

DCC

ENERGY 2030 VISION

THE WORLD NEEDS CLEANER ENERGY FOR EVERYONE

ENERGY INDEX

WE STRUCTURE DCC ENERGY ACROSS TWO BUSINESSES: SOLUTIONS AND MOBILITY

DCC ENERGY

Energy Solutions

In Energy Solutions, we bring cleaner energy to 1.7 million direct customers to: fire manufacturing processes, heat facilities, boil water, keep homes warm and for self-generation of power on customer sites. We have four management teams across:

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

Energy Mobility

In Energy Mobility, we bring cleaner energy closer for our passenger car, fleet service and fuel card customers. Energy Mobility has a single management team for our UK & Ireland, Continental European, and Scandinavian operations.

DCC ENERGY: WHAT WE DO

DCC Energy is putting Cleaner Energy in Your Power by leading the sales, marketing and distribution of cleaner energy solutions.
We do this across two businesses: Energy Solutions and Energy Mobility.

SOLUTIONS

LIQUID GAS AND LIQUID FUELS

We sell and distribute liquid gas and liquid fuels - with a growing focus on biofuels - to commercial, industrial and domestic customers. Our customer relationships typically last 10 to 20 years, and we consistently rank as the number one or two provider in our markets. We don't produce energy ourselves; we partner with liquid gas and biofuel producers.

SOLUTIONS

SOLAR AND ENERGY MANAGEMENT SERVICES

We install solar photovoltaic systems at customer sites, primarily for commercial and industrial customers. We are also expanding into services such as solar-as-a-service (including financing) solutions, battery storage, and energy efficiency consulting.

MOBILITY

SERVICE STATIONS, FLEET AND CARD SERVICES

We own or operate service stations for vehicles and refuelling sites for trucks. We are also growing our business in fleet cards, telematics, and digital truck parking services for fleet management.

WHAT WE DO IN DCC ENERGY SOLUTIONS: 76% OF OPERATING PROFIT (FY24)

ENERGY SOLUTIONS

Liquid gas

1. Liquid gas is a transition fuel in the EU, 15-20% lower carbon v. coal/oil
2. No.2 in UK, Ireland, France; No.1 in Sweden, Norway & Netherlands
3. 10-20 years customer relationships: DCC owns on-site tanks

Liquid fuel

1. Leading with Hydrotreated Vegetable Oil (HVO) – a biofuel
2. No.1 in Ireland & UK, leading player in Denmark & Austria
3. c. 10-year relationships

Solar and energy management services (EMS)

1. Leader in multi-energy services in Europe for commercial and industrial customers
2. Led by on-site solar installation; growing complementary services
3. No.1 in France agriculture, leading in UK C&I, No.2 in Ireland

WHAT WE DO IN DCC ENERGY MOBILITY: 24% OF OPERATING PROFIT (FY24)

ENERGY MOBILITY

Service stations

Service stations with fuel/biofuel, convenience, EV charging, car wash & other services

1. 1/3 will be forecourts of the future, 2/3 are cash cows with long duration
2. Operate 1,200 (own c.500), supply 1,500 more
3. Not a priority for M&A, organic capex to upgrade to forecourts of the future

Fleet and card services

Card services, telematics, digital parking solutions, truck stops

1. Fastest growing part of mobility
2. Card service business accounts for 40% of Mobility and c.25% of DCC Energy's Services and Renewables (SRO) operating profit
3. Own over 50 refuelling sites/ parking stops for trucks

DCC ENERGY (H1 FY25)

Direct customers[1]	Employees	Countries
1.7m	8,900	12

Revenue[2]	Operating profit	Volume (litres[3])
£6.6bn	£182.7m	7.1bn
Scope 3	**Carbon intensity**	**Biogenic content**
-5.5% in CO_2e	74.1kgCO_2e/GJ	8.0% of all GJ supplied

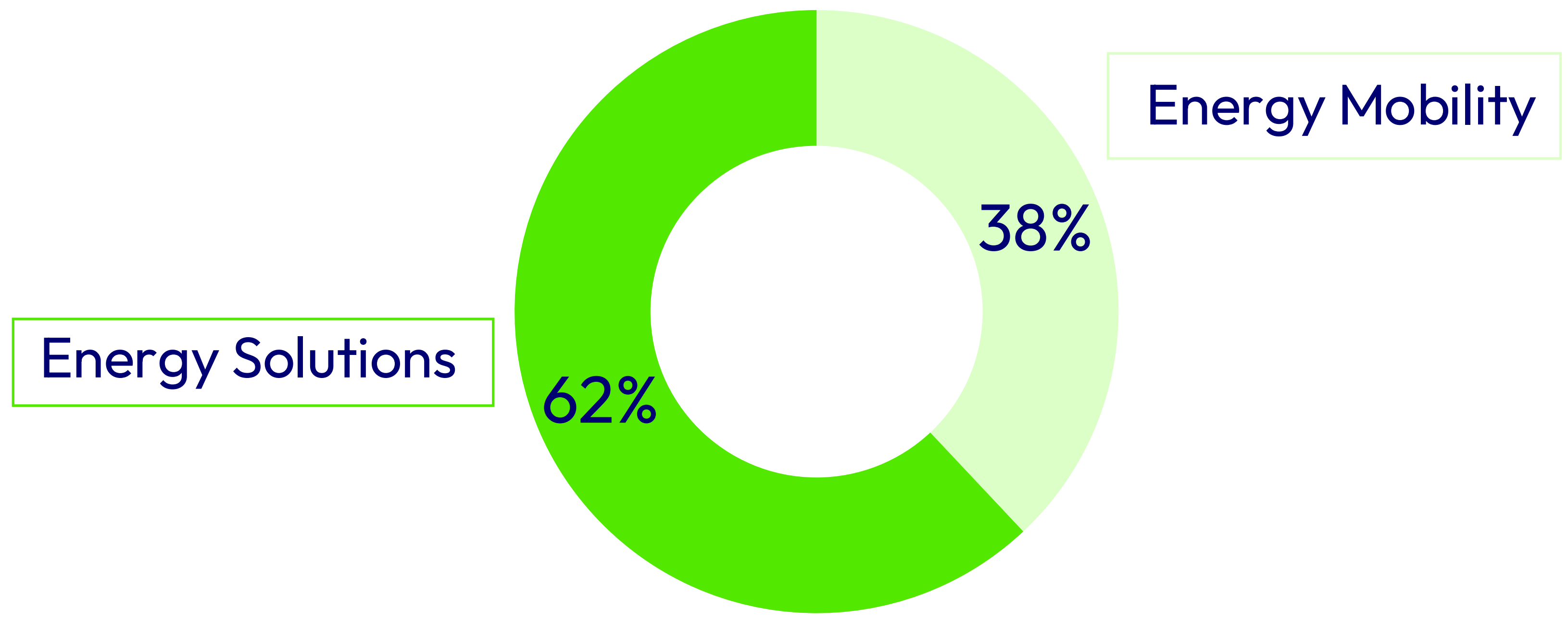
Energy Solutions

Operating profit	Volume (litres[3])
£113.1m	4.8bn

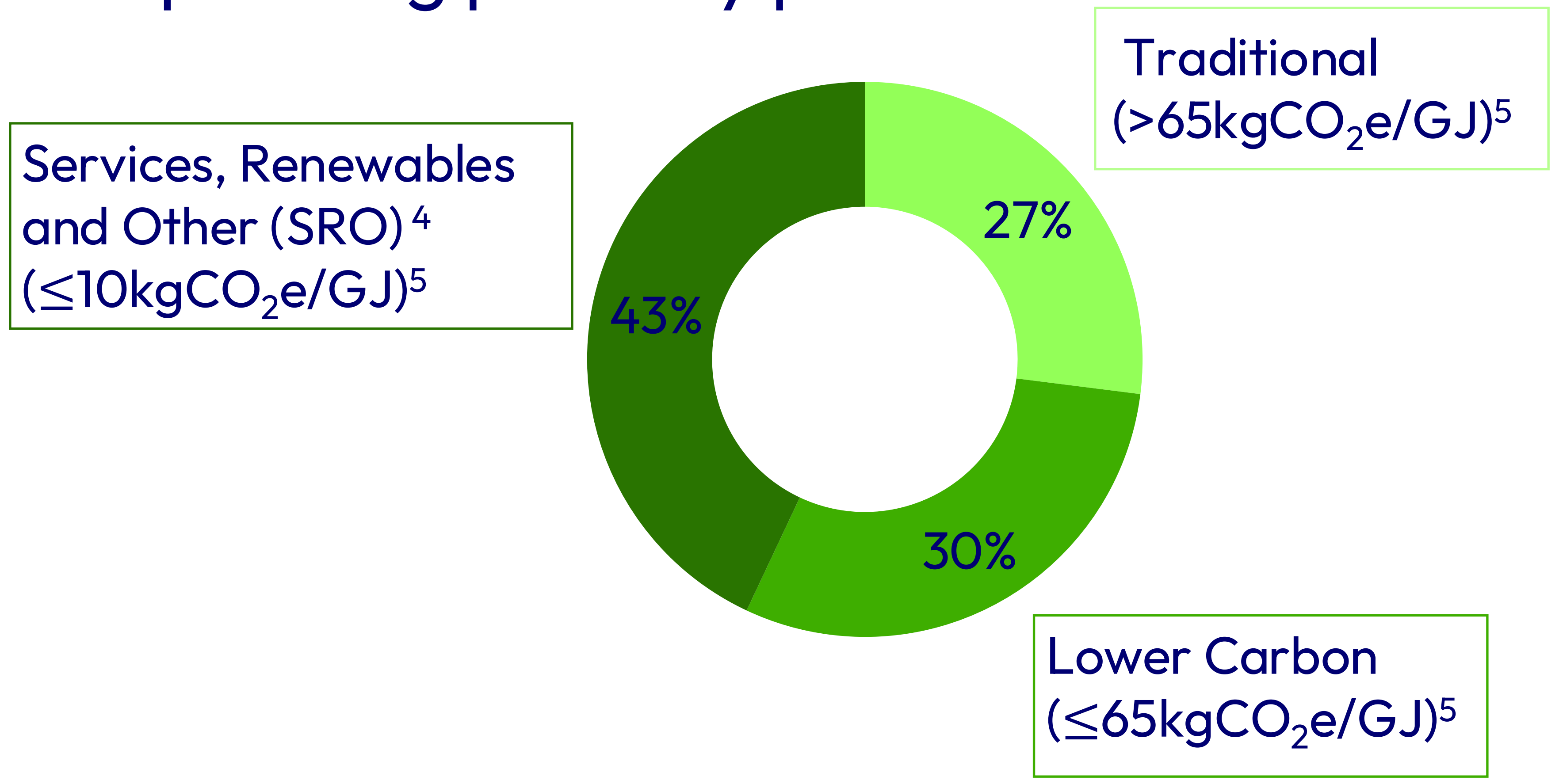
Energy Mobility

Operating profit	Volume (litres[3])
£69.6m	2.3bn

Operating profit by business



Operating profit by product/solution



[1] Total customers including indirect DCC Energy Solutions and DCC Mobility customers = 10m.
[2] Percentage of revenue attributed to Services, Renewable and Other = 21%.
[3] Litres equivalent. Note that c.33% of DCC Energy's operating profit has no direct volume (litres equivalent) attached to it.
[4] Energy Management Services (EMS) including solar and energy solutions, accounted for 13% points of the 43% SRO profit share.
[5] Carbon intensity value is from use of sold product.

WHERE WE OPERATE DCC ENERGY

Principal Operating Locations

We supply cleaner energy for everyone in our markets across the world. Everywhere we operate, we are giving all customers the power to choose a clean energy future today.

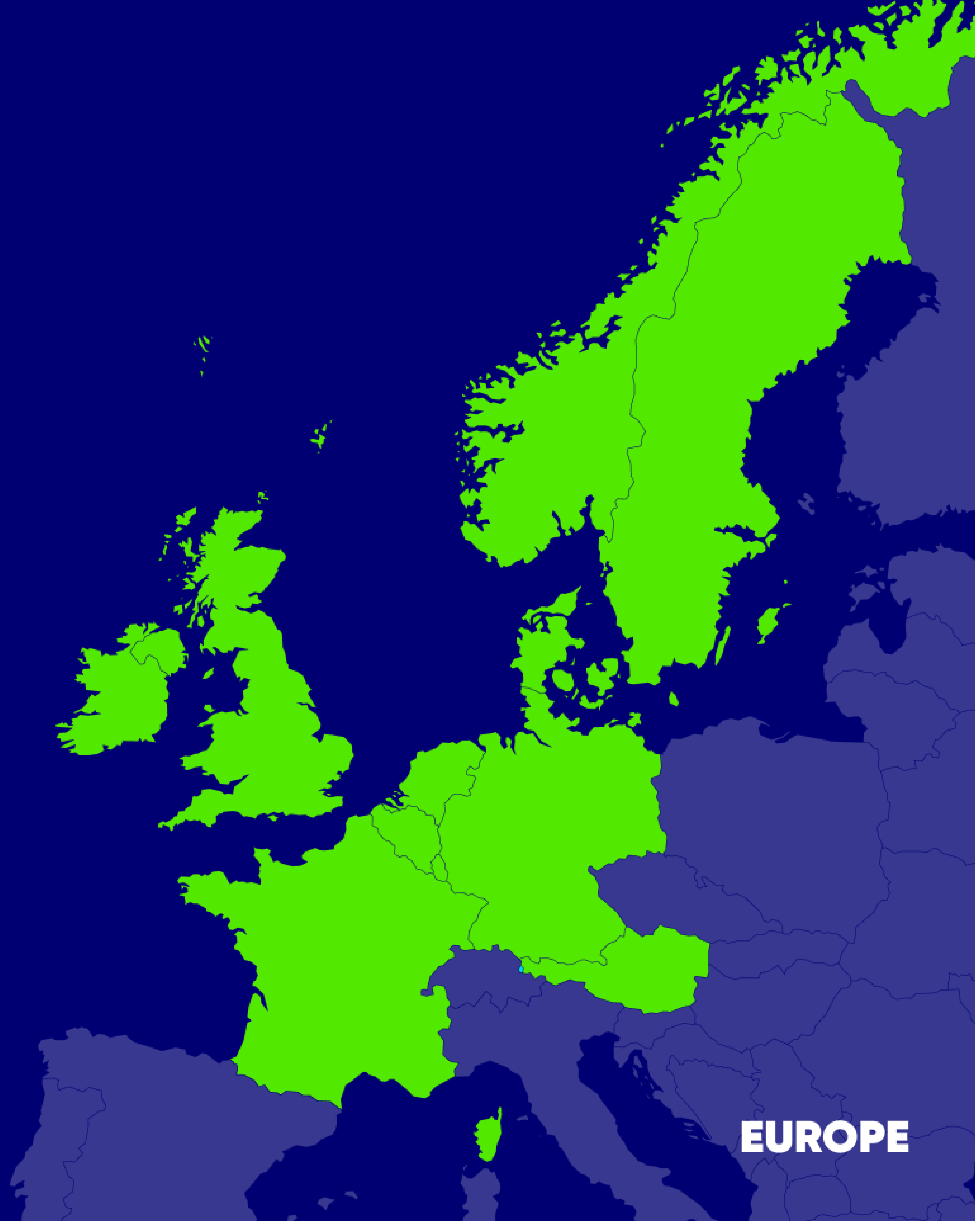
UK	FRANCE	USA
NO. 1	NO. 2	NO. 10
in off-grid energy	in lower carbon liquid gas	Player in lower carbon liquid gas

EUROPE

France
UK
Ireland
Belgium
Netherlands
Sweden
Austria
Denmark
Norway
Germany
Luxembourg

REST OF WORLD

USA



OUR WINNING STRATEGY FOR ENERGY
DOUBLE THE PROFITS AND HALF THE CARBON

bio

REDUCE
the carbon intensity of essential liquid fuels

+

BUILD
a leading electron-based energy mgmt. business

DRIVE

1
10%+ growth annually at high-teens returns

2
Lifetime value per customer of 1.4 to 4x

3
Doubling of profit by 2030[1]

[1] Double EBITA target from base year of FY22 set in May 2022

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]	rLPG/rDME[2]
4.9 Mt	0.2 Mt
Solar[3]	**Energy Management[4]**
€34.4bn	€8.9bn
$9.2bn	$8.9bn

EXCITING GROWTH POTENTIAL

2030 (ANNUAL PROD.)

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

DCC HAS THE CAPABILITY

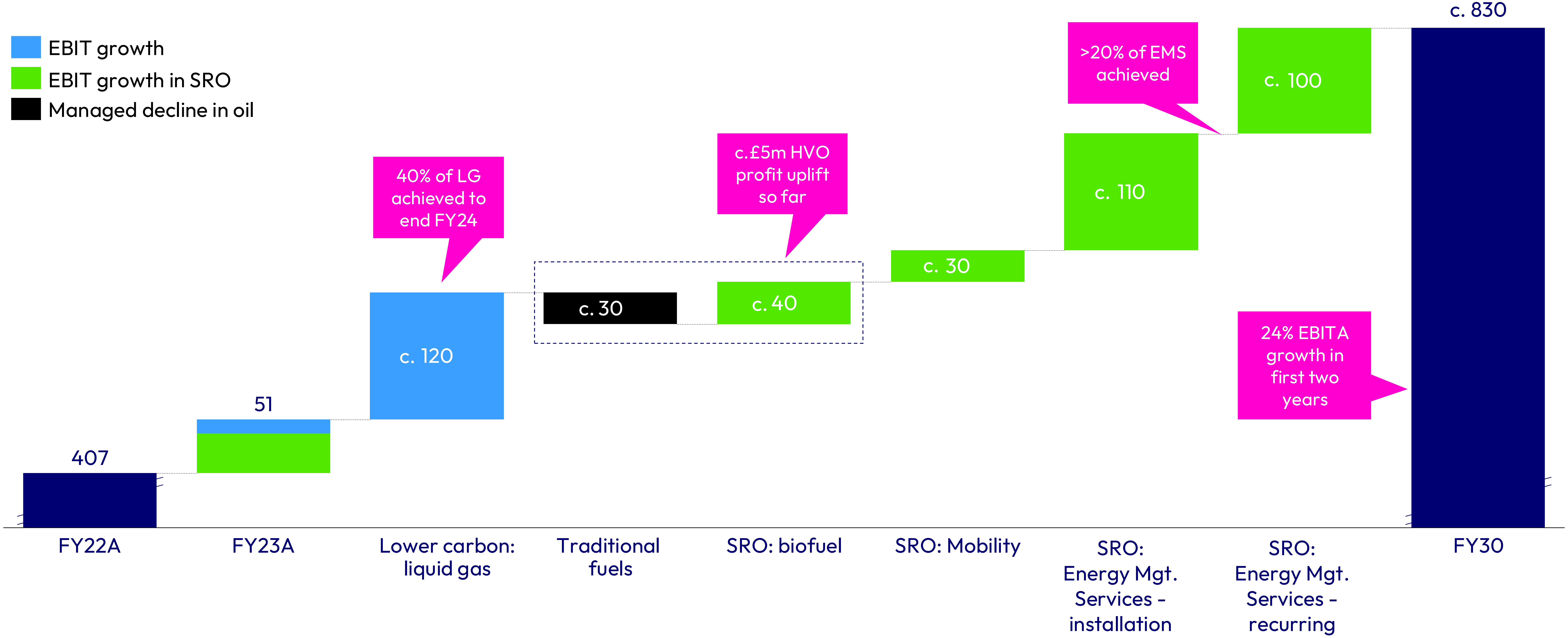
- Leading molecule marketer
- Solar expertise
- Energy Management Services
- Customer-focused teams
- Trusted brands
- Partner of choice for suppliers
- Track record of M&A consolidation

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"

WE ARE WELL ON TRACK TO DELIVER OUR VISION OUTLINED IN SEPTEMBER 2023
EBIT BRIDGE (FY22A-FY30), £M(2)



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(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.

ENERGY SOLUTIONS

DCC

COMPANY OVERVIEW

NOV 2024

ENERGY SOLUTIONS PATHWAYS

We have analysed how the energy transition might unfold for our commercial & industrial and domestic customers where we operate off the natural gas grid. We will shift our commercial & industrial customers from oil to biofuel or liquid gas, and install solar and/or combined heat and power solutions on-site for customers. Our domestic customers are moving away from fossil energy more slowly. Solar-as-a-service and drop in biofuel for existing boilers are new solutions for early adopters.

2020s

COMMERCIAL & INDUSTRIAL

Lower carbon energy such as liquid gas and energy efficiency solutions drive most emissions reduction. For early adopters, rooftop solar (to replace power from the grid) and biofuels become key parts of the energy mix.

DOMESTIC

Customers move slowly in most geographies. They will mainly continue to use liquid gas or oil (kerosene) though we'll provide new solutions such as solar & heat pump or biofuel.

ENERGY SOLUTIONS PATHWAYS

We have analysed how the energy transition might unfold for our commercial & industrial and domestic customers where we operate off the natural gas grid. We will shift our commercial & industrial customers from oil to biofuel or liquid gas, and install solar and/or combined heat and power solutions on-site for customers. Our domestic customers are moving away from fossil energy more slowly. Solar-as-a-service and drop in biofuel for existing boilers are new solutions for early adopters.

2030s

COMMERCIAL & INDUSTRIAL

Technologies that we piloted for early adapters in the 2020s will reach scale. Solar and energy efficiency solutions will be widespread. Biofuel will be plentiful as a replacement for oil-based fuels to drive decarbonisation.

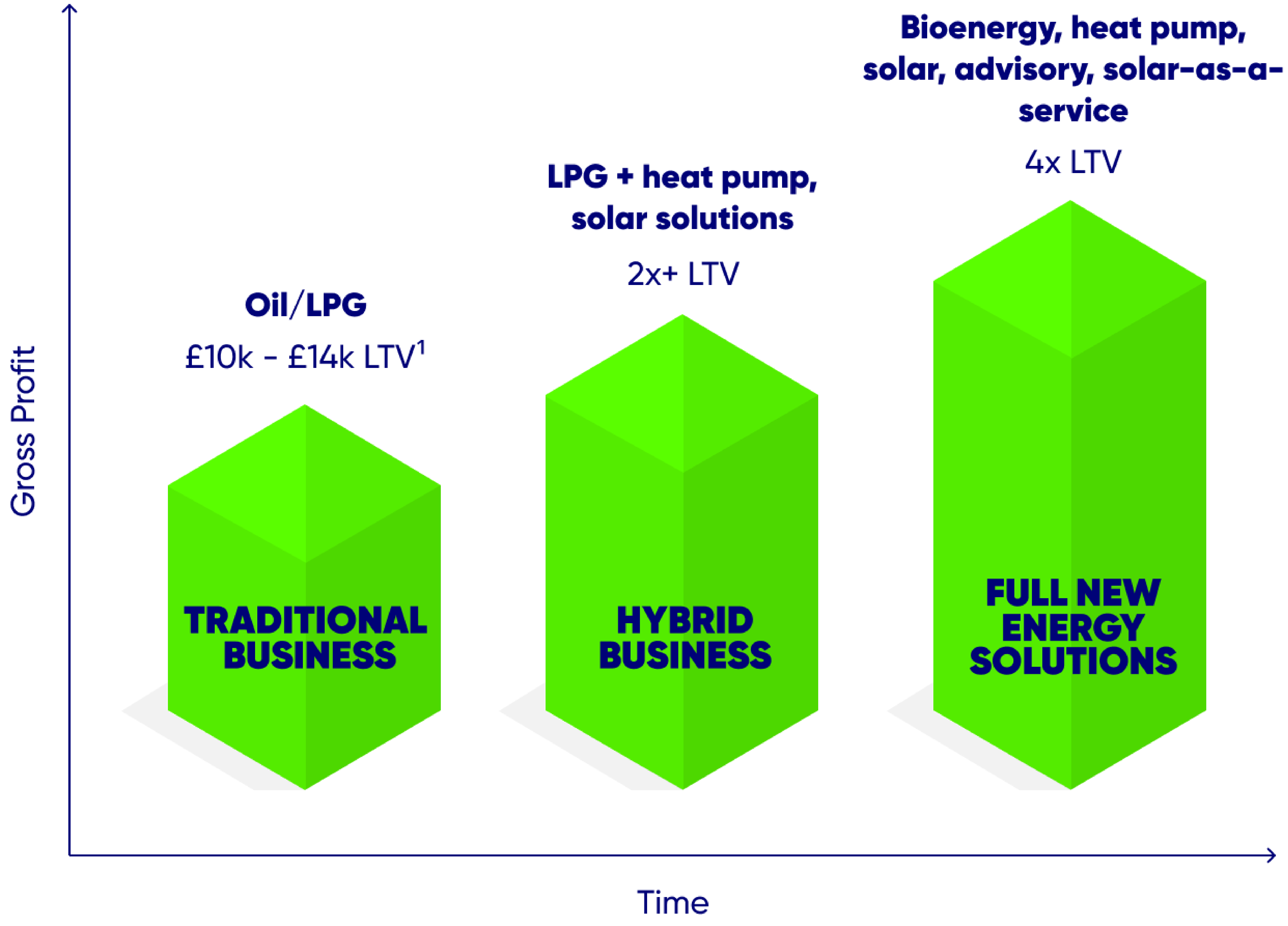
DOMESTIC

Greater mass adoption of new heating solutions especially heat pumps, rooftop solar and biofuel. Solar-as-a-service develops as does more widespread domestic EV charging.

MULTI-ENERGY SOLUTIONS FOR COMMERCIAL & INDUSTRIAL CUSTOMERS

We will grow our lifetime value (LTV) through transition. Our commercial & industrial customer relationships average 10-20 years in duration. We want to become the "best customer company" in energy with inclusive and independent solutions.

UK HOSPITALITY CUSTOMER EXAMPLE

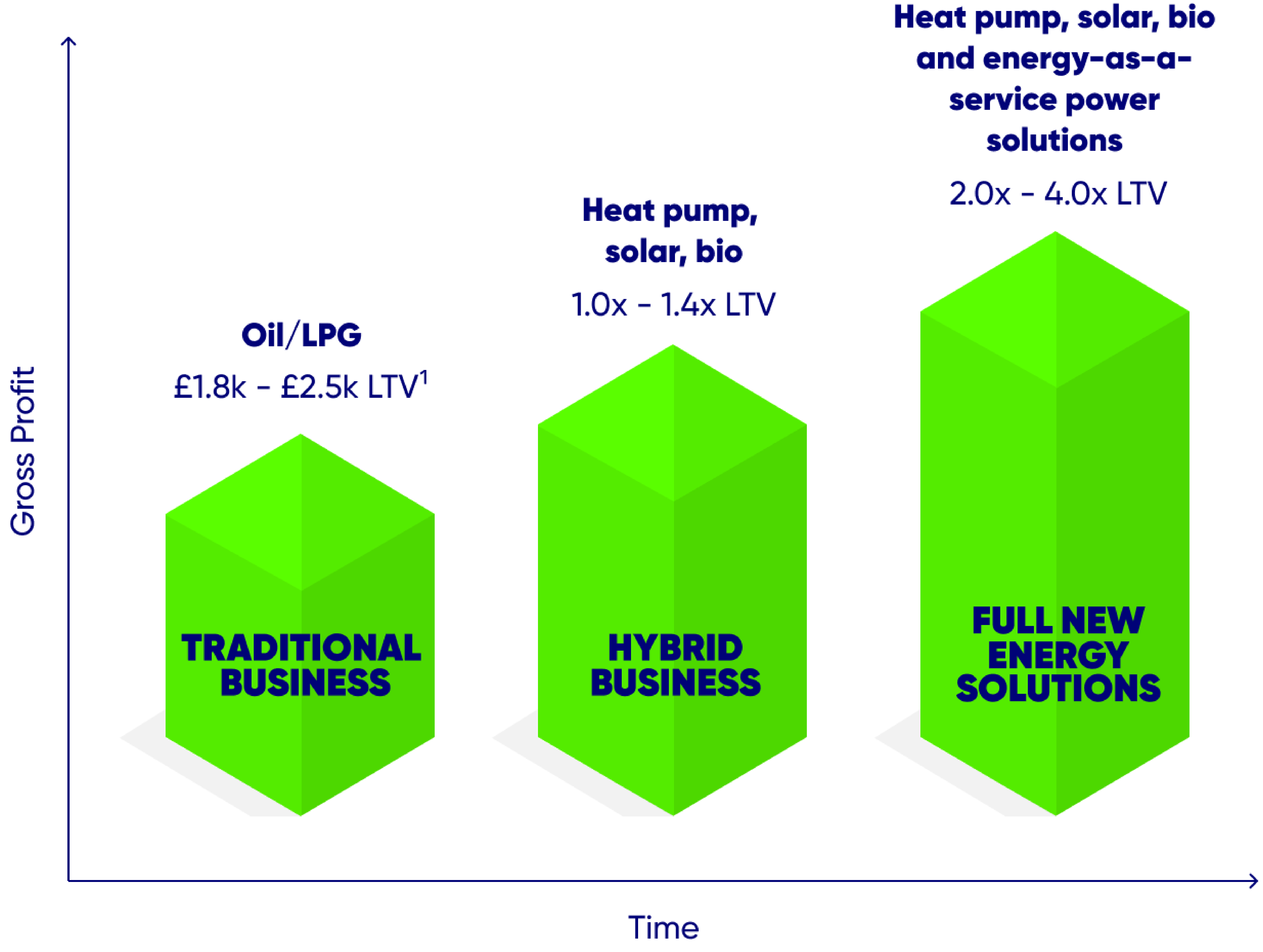


[1] Assumed LTV = 7 years

MULTI-ENERGY SOLUTIONS FOR DOMESTIC CUSTOMERS

We will grow our lifetime value (LTV) through transition. We will make at least as much as we do today, as customers move to a hybrid (fossil plus electrification) or full electrification solution for their heating needs. We have long-standing customer relationships of 7-10 years on average with our domestic customers. We have strong local brands in market and we want to be the "best customer company" in energy.

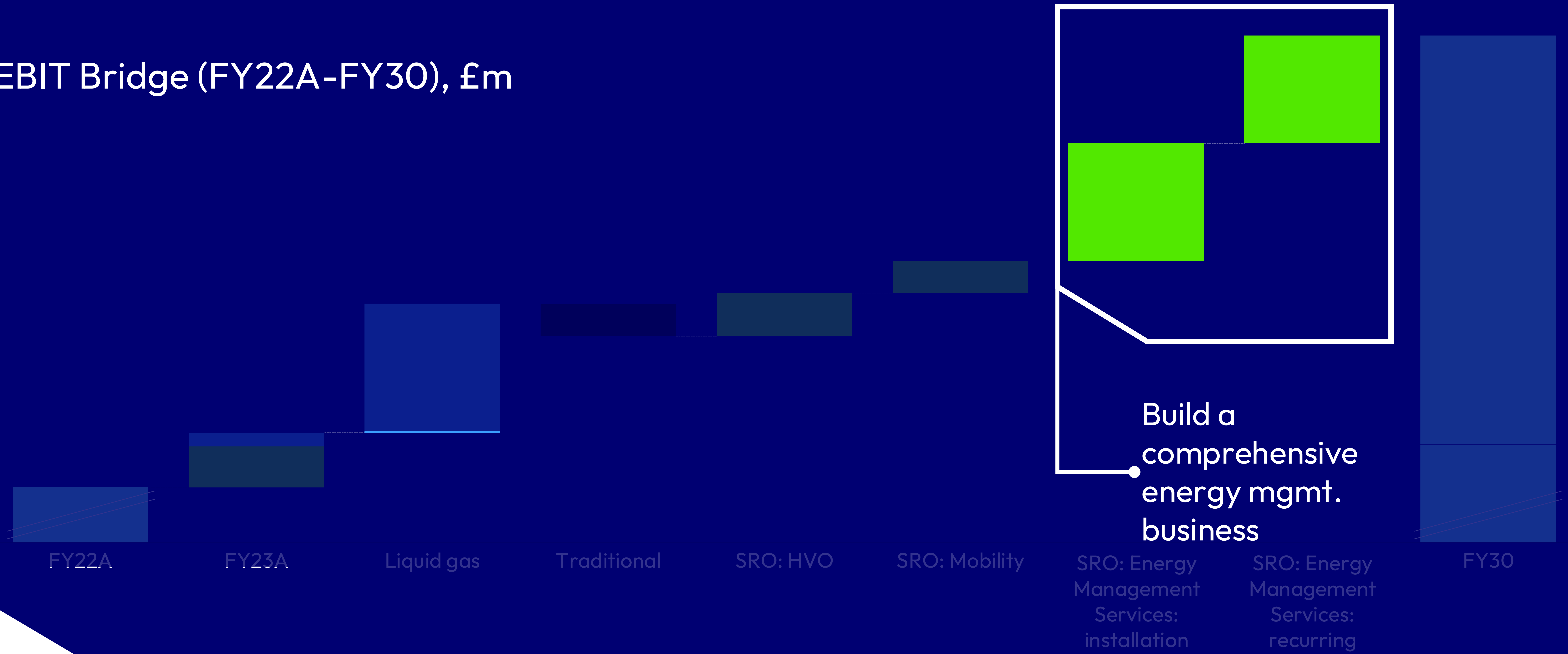
UK DOMESTIC CUSTOMER EXAMPLE



[1] Assumed LTV = 7 years

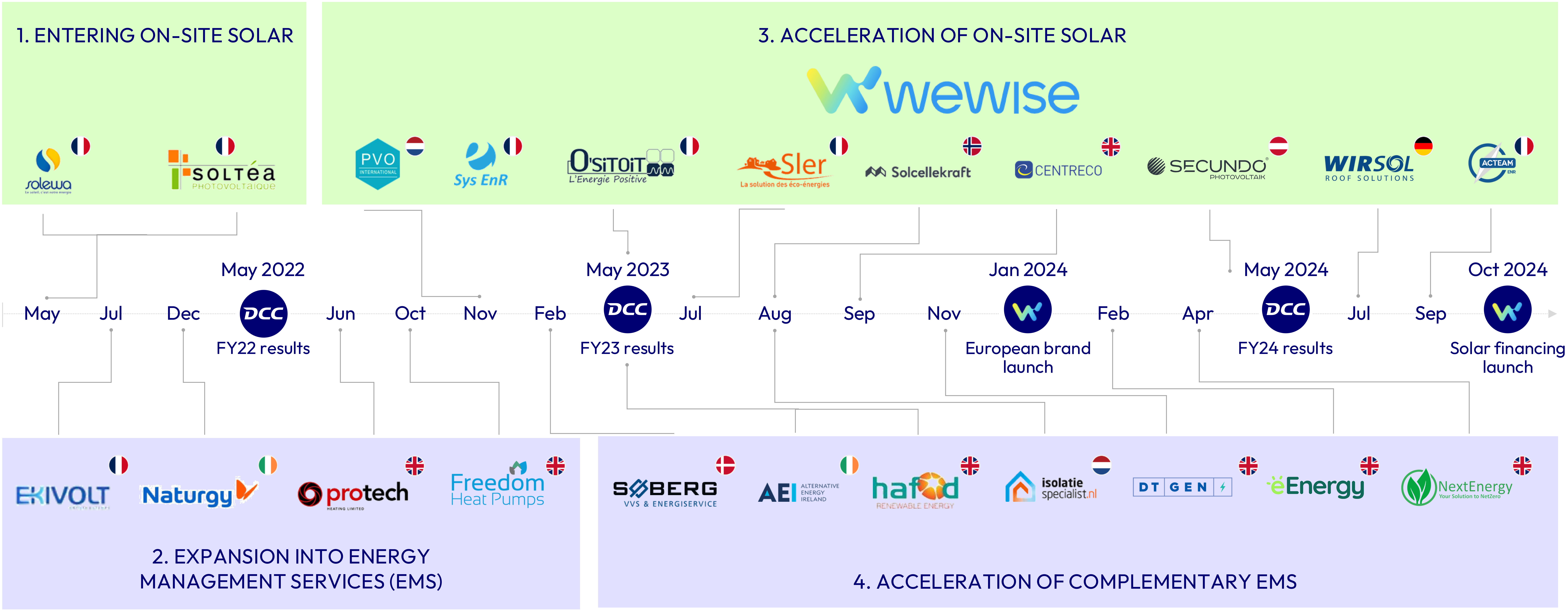
DCC ENERGY STRATEGY 2030
OUR PLAN TO DOUBLE PROFITS AND HALF THE CARBON

EBIT Bridge (FY22A-FY30), £m



Double EBITA target from base year of FY22

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, Norway, Denmark, Austria, Germany and the Netherlands…

… in France, for example, we have expanded EBIT margins from 13% to 14%; and we expect to get to 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
4. Created an integrated European brand

wewise

EBIT margin: 13% to 14%(A)

Next:

5. Increase cross-sell
6. Maximise solar-as-a-service offer (see next slide)

EBIT margin: 20%

Notes: (A) Based on Soltea and Solewa financial results for FY21 and Wewise for FY24.

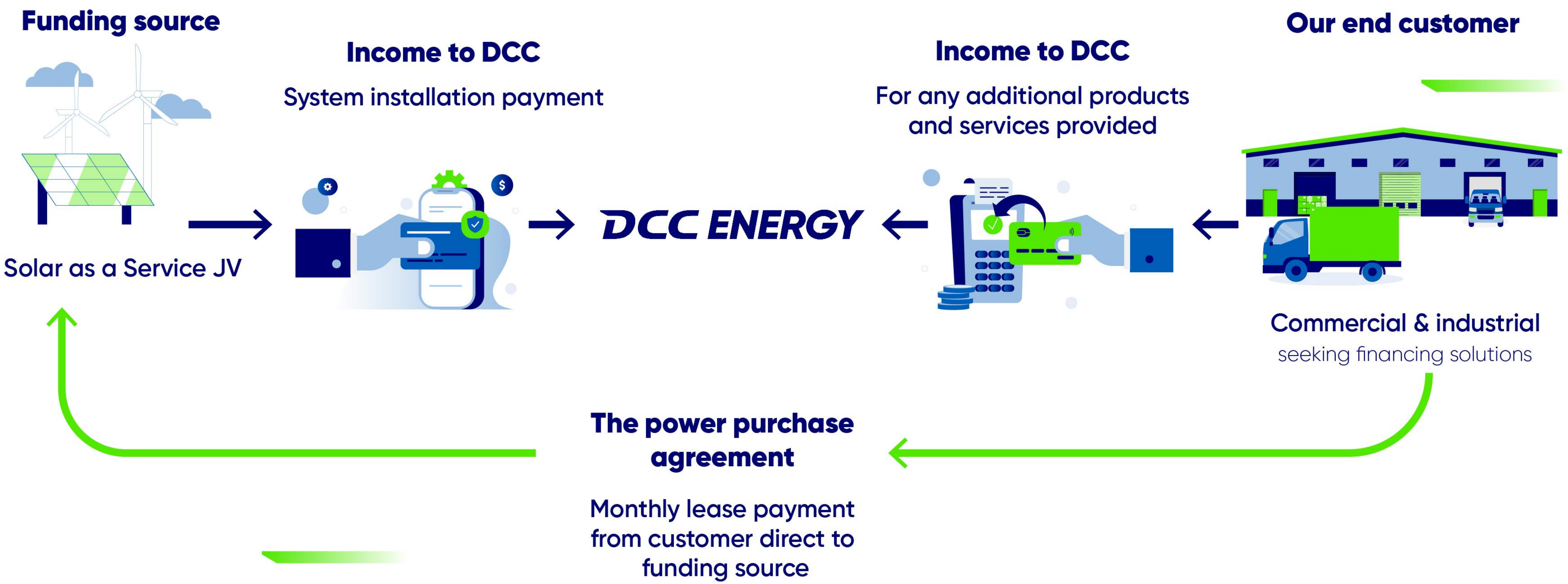
SOLAR AS A SERVICE LAUNCHED OCTOBER 2024

wewise

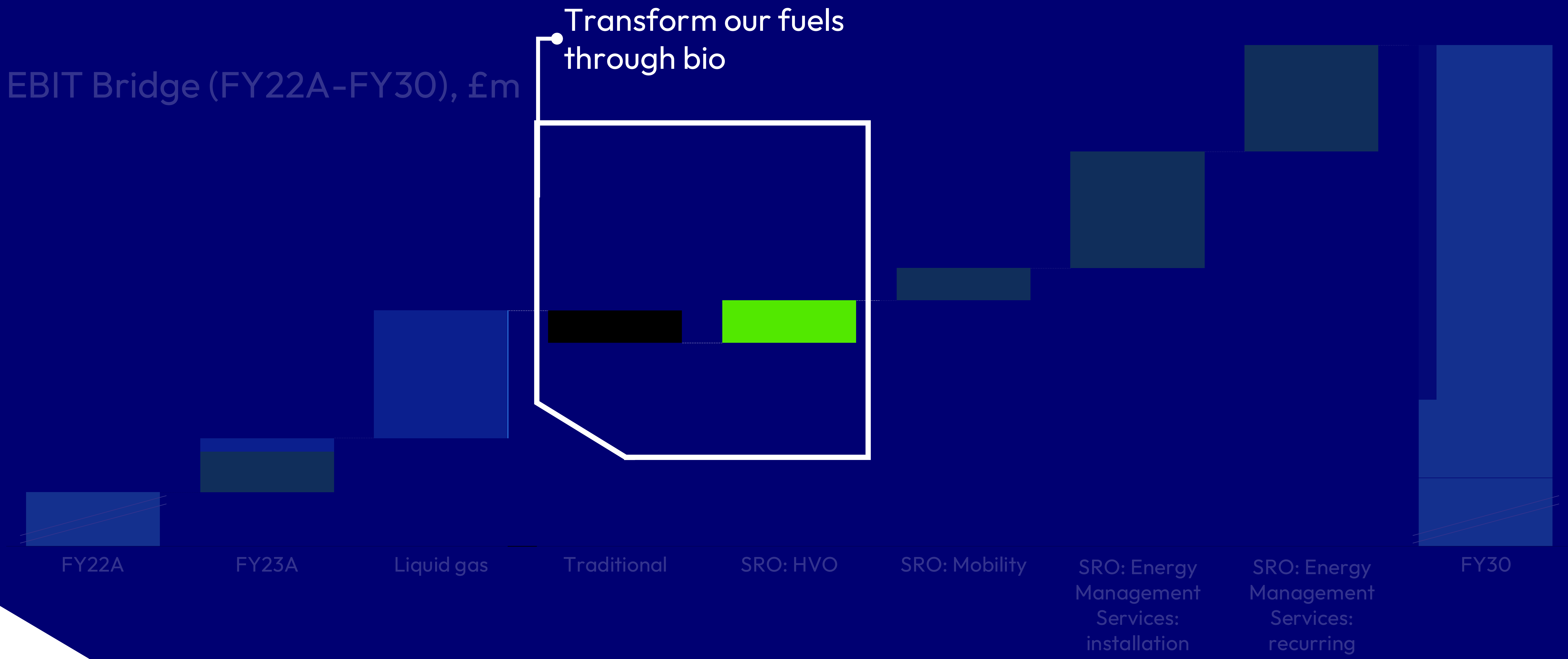
Solar as a Service

Building long-term relationships with our on-site solar customers

Solar as a Service is managed via a joint venture. The funding comes from bank debt, our equity partner in the venture and a modest minority equity investment by DCC.



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



Double EBITA target from base year of FY22

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)

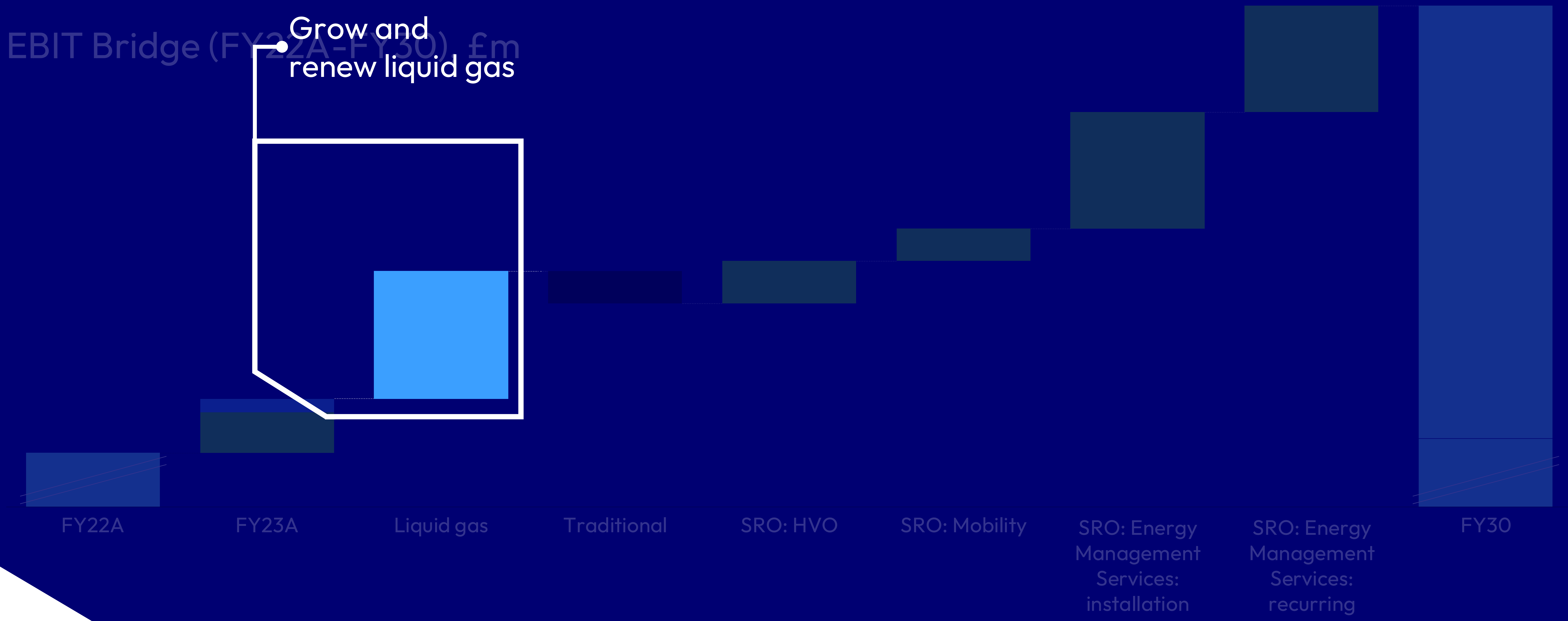
WORKING WITH TRANSITION LEADERS IN THEIR SECTORS

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!

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

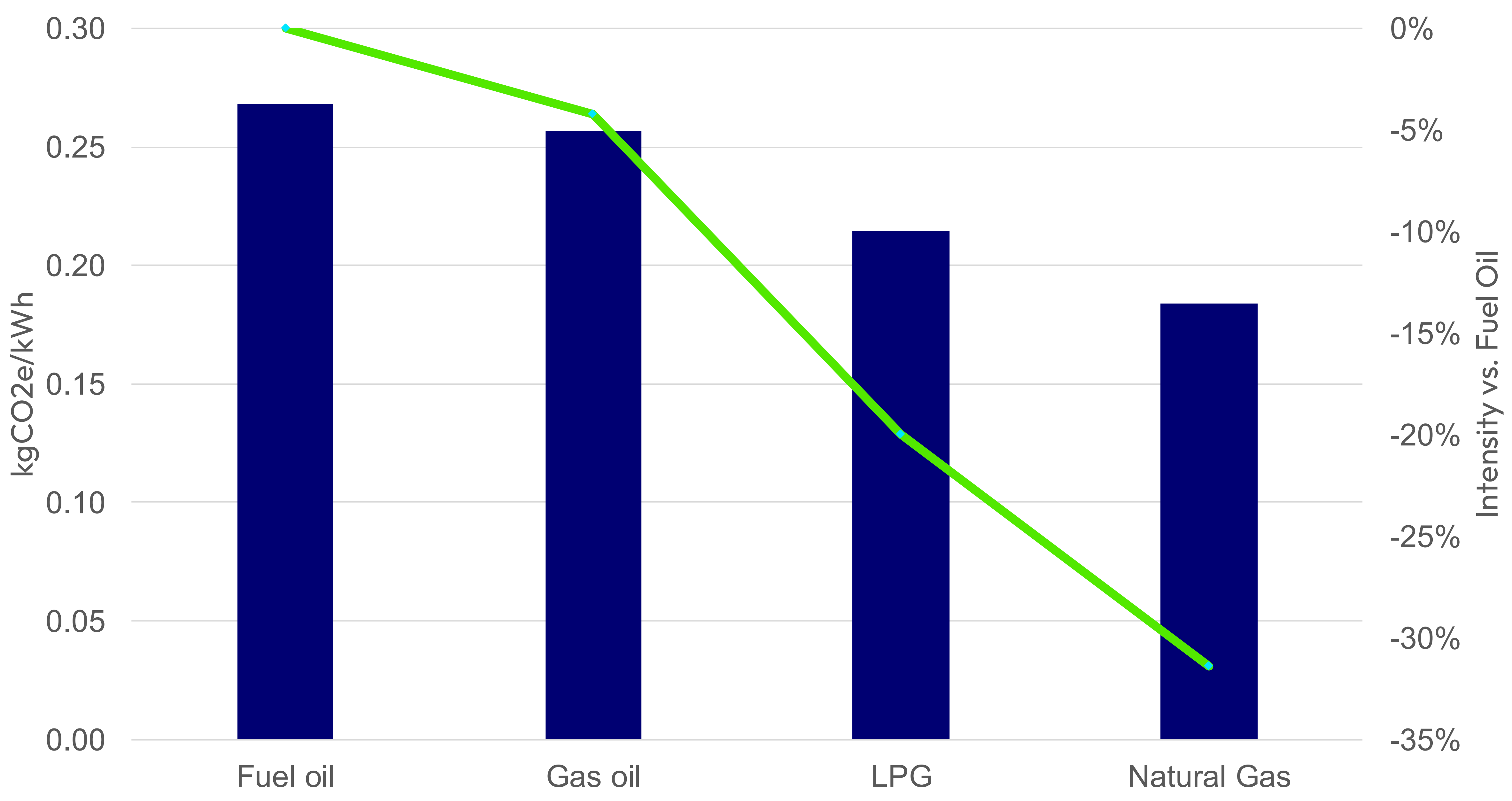


Double EBITA target from base year of FY22

LIQUID GAS WILL BE IMPORTANT FOR YEARS TO COME AS A SCALED, CLEAN BURNING, INTENSE ENERGY SOURCE FOR CUSTOMERS OFF THE GAS GRID

LIQUID GAS FUELS HAVE A LOWER CARBON INTENSITY THAN LIQUID FUELS

GHG Fuels Conversion Factors[1]



WE WILL SELECTIVELY GROW OUR LIQUID GAS BUSINESS BY ABOUT 50% TO 1.5 MILLION TONNES PA

1. Extract maximum organic growth potential from existing business by focusing on core capabilities in liquid gas
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 BUILDING CREDIBLE TRANSITION PATHWAYS FOR OUR LIQUID GAS CUSTOMERS

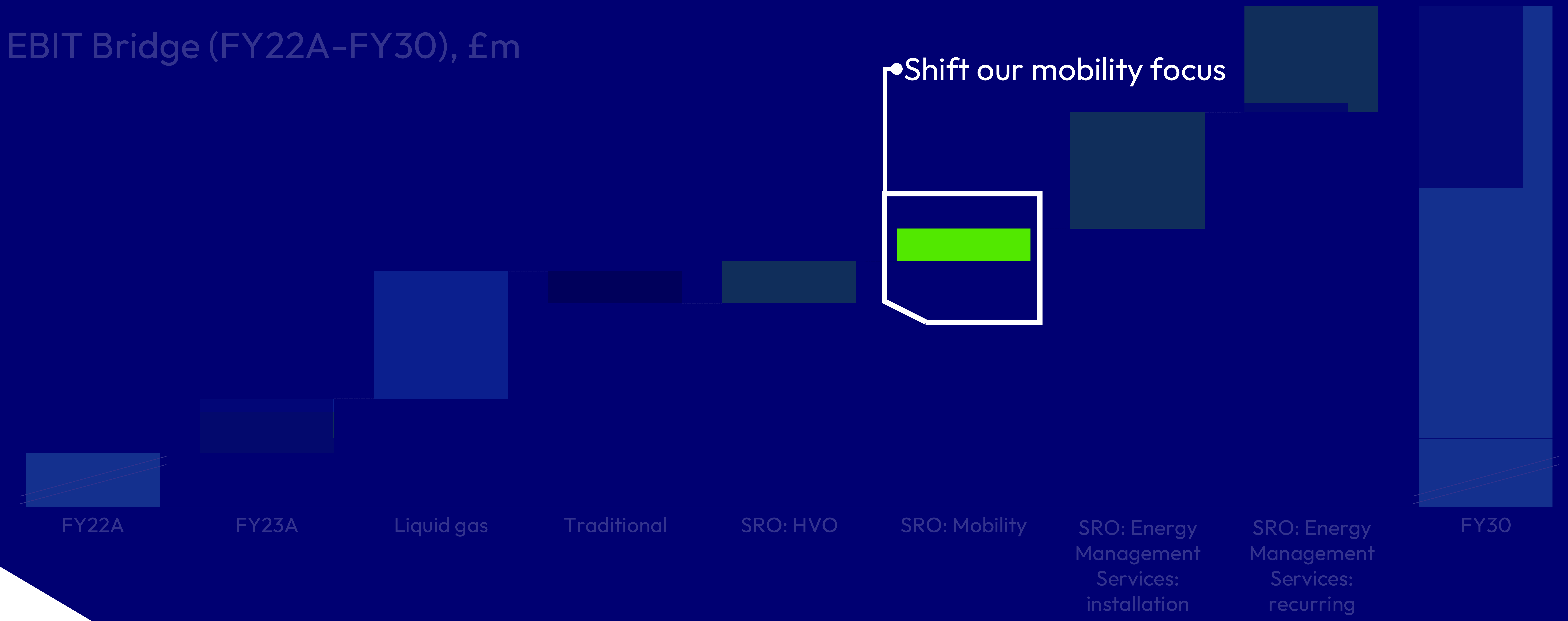
ELECTRIFICATION FOR LOW TEMPERATURE USES (Served through our Energy Management Services)

Liquid gas customers

	SUITABILITY	DCC TODAY	OUR PLAN
rLPG	Drop-in solution on same infrastructure	Have 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 modification	Have already introduced in Sweden	Innovating with rDME leaders
H2/Ammonia	Only in high-temp. industrial use cases: limited demand today	Live research underway in UK	Innovating and monitoring: one for the 2030s

ENERGY MOBILITY

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



Double EBITA target from base year of FY22

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 or grow convenience partnerships
- Expand non-fuel revenue streams like EV charging
- Increase elective biofuel offers on network (HVO and E85)

EVOLVE

c.10% of retail network

- Highly selective testing of new mobility formats (e.g. Mandal)

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

FLEET SERVICES IS A GROWTH AREA WHERE WE HAVE A RIGHT TO WIN TO 2030 AND BEYOND

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

MOBILITY PATHWAYS

Our analysis of how the mobility transition might unfold: electric vehicle (EV) charging and other services will grow at forecourts while fleets shift to biofuel.

2020s

A focus on premium destination energy hubs with mix of blended bio and fossil fuel pumps, alongside growing EV charging and shared convenience. We are growing our fleet services, while experimenting in bioCNG sites for trucks.

MOBILITY PATHWAYS

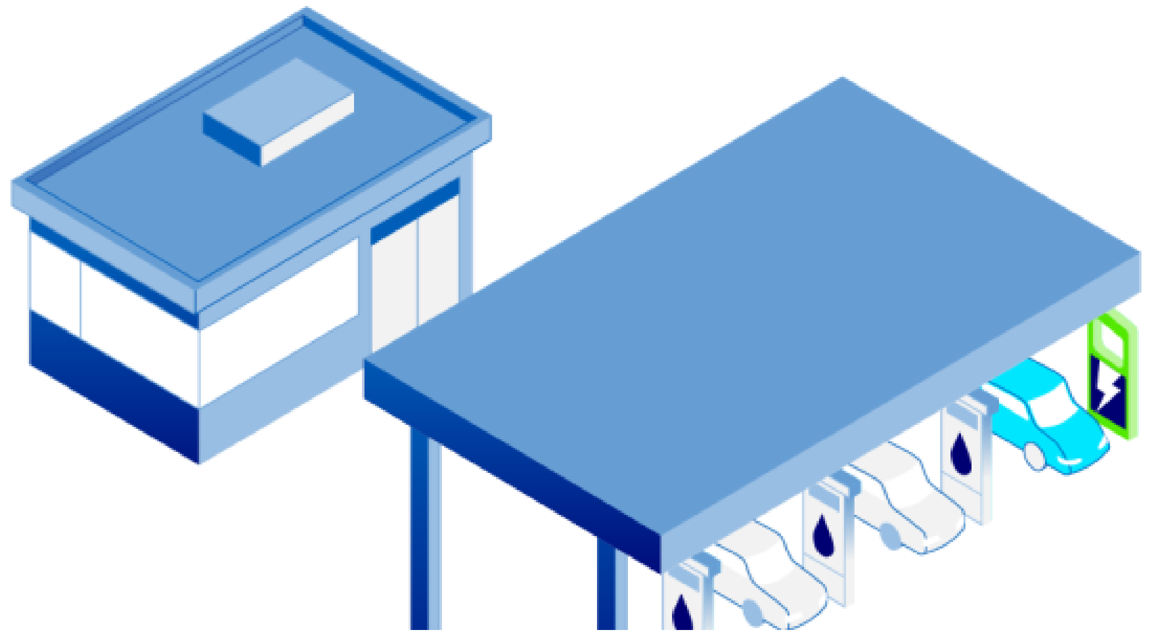
Our analysis of how the mobility transition might unfold: electric vehicle (EV) charging and other services will grow at forecourts while fleets shift to biofuel.

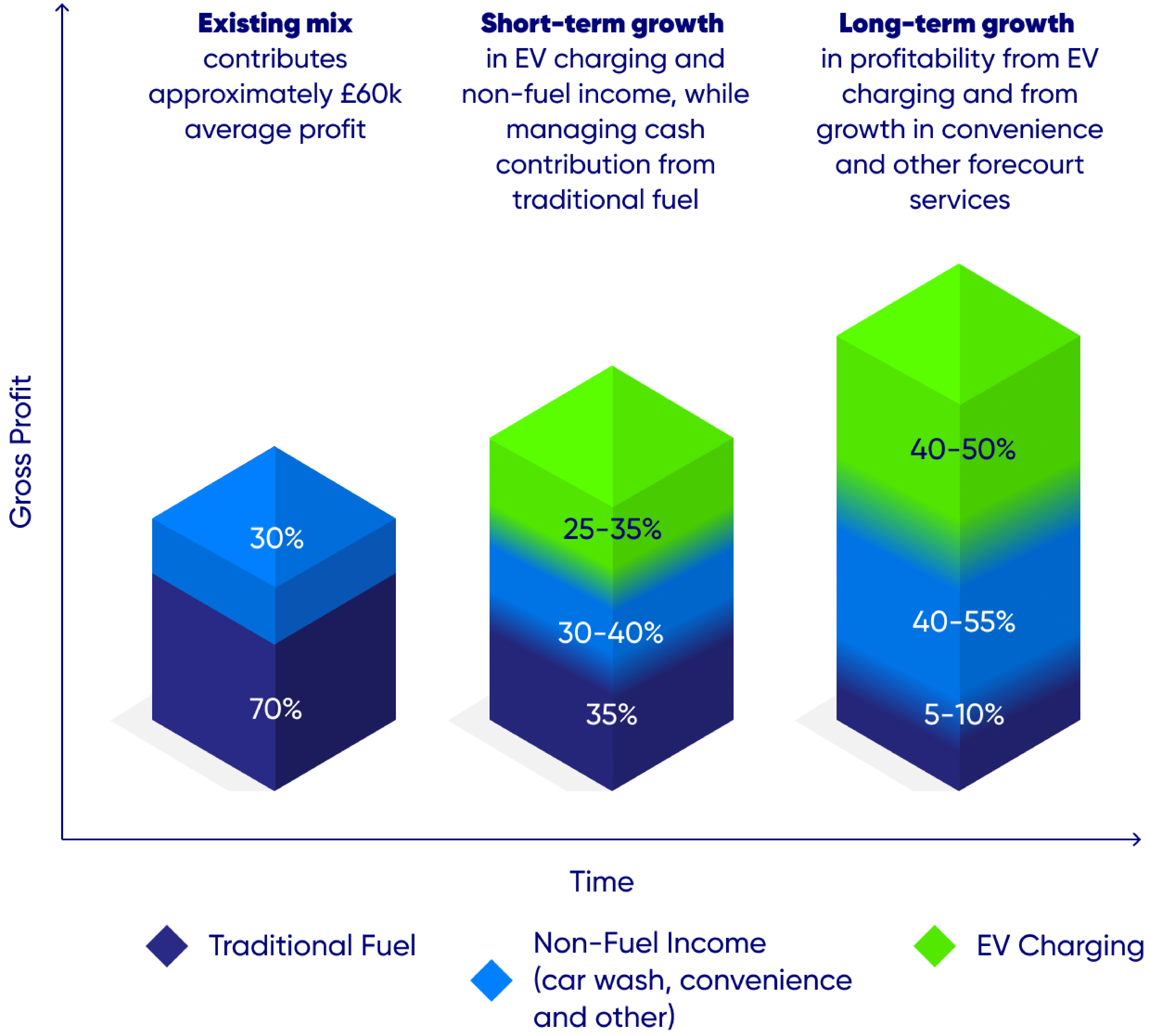
2030s

High-value reliable charging destinations with high percentage biofuel offerings. For truck services biofuel penetration will drive emissions reduction at scale. Secure parking, convenience and payment services drive additional revenue growth. Some trucks may become electric or run on hydrogen.

ECONOMICS OF THE FORECOURT OF THE FUTURE

We'll grow our lifetime value, introducing EV charging and convenience on approximately one third of our network, where returns are high. We will focus on maximising cash from our other sites.





OPERATIONAL EXCELLENCE IN FLEET SERVICES

We'll add new services while building on strengths in biofuel supply, well-located truck fuelling sites and digital services for fleet customers

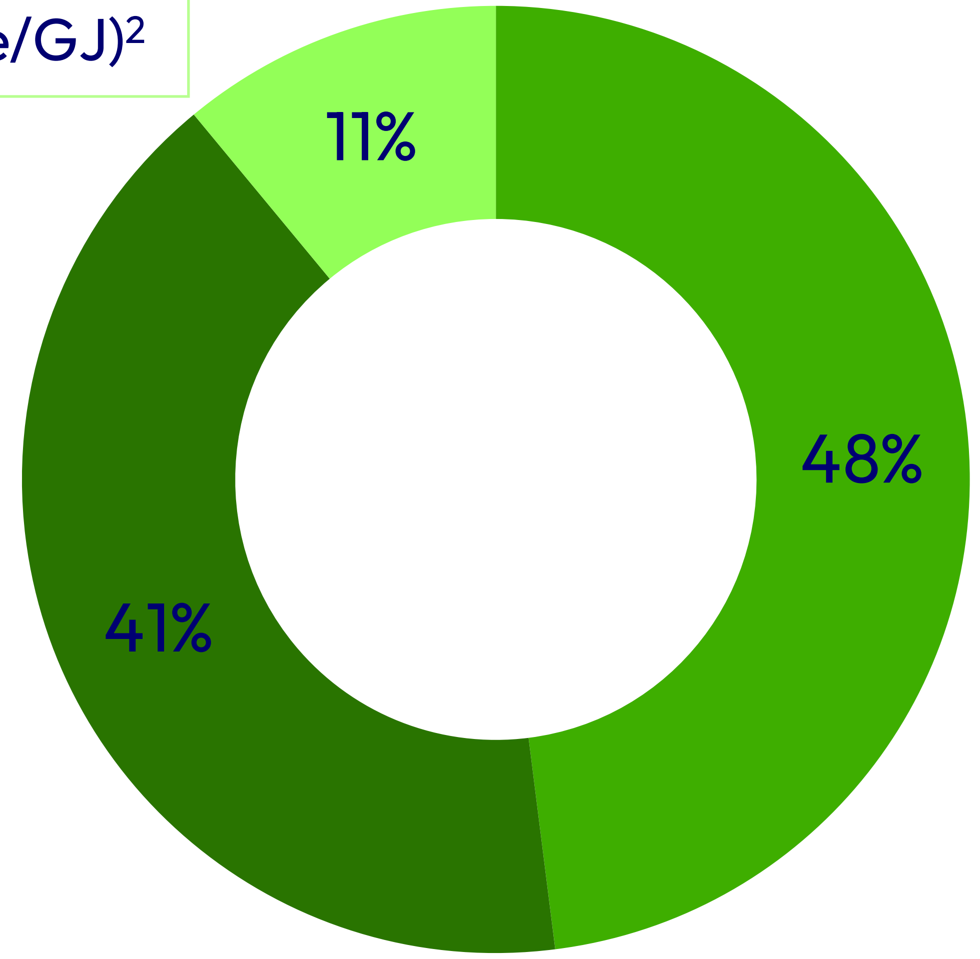
- Fleet Management Services
- Digital model for HGV parking
- Truckstops
- Biofuel pumps (HVO)
- Payment solutions
- Pilots for electric trucks and hydrogen

ENERGY SUMMARY

DCC ENERGY (H1 FY25)

Energy Solutions (62% of DCC Energy EBITA)

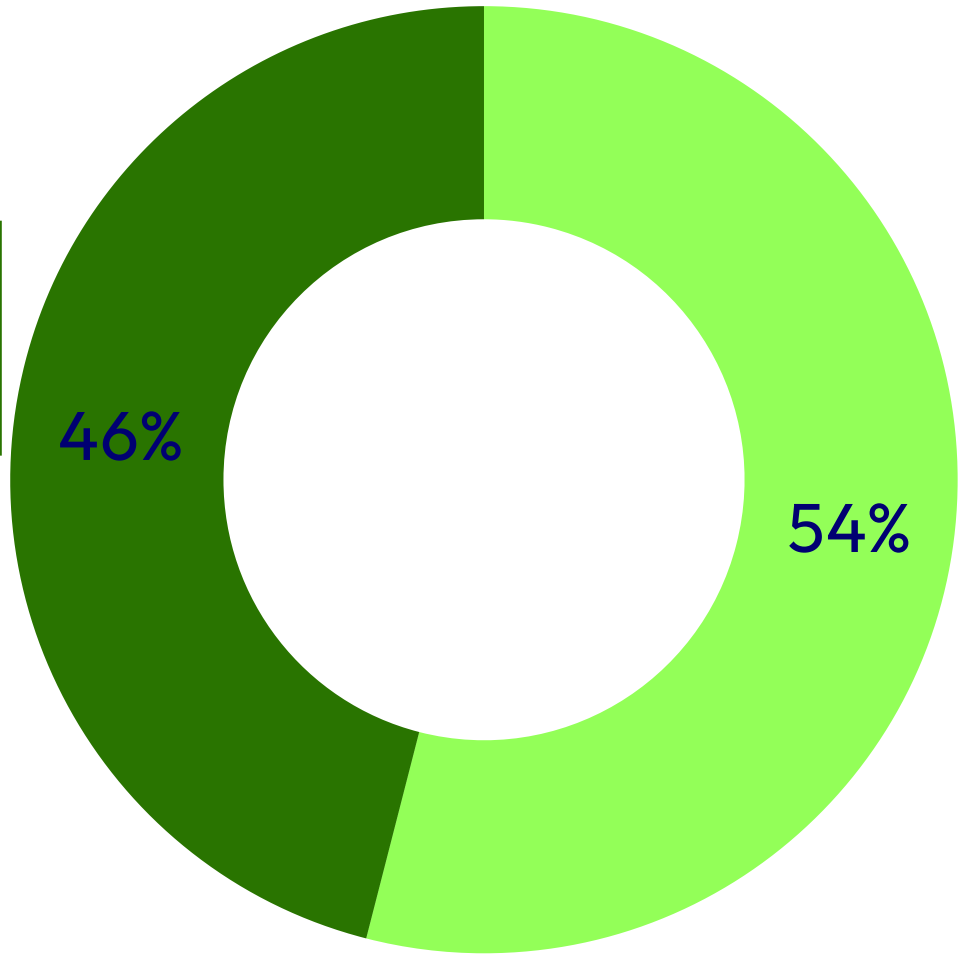
Operating profit product/solution



Volume (litres[1])	Installed solar capacity
4.8bn	107 MW (+29%)

Energy Mobility (38% of DCC Energy EBITA)

Operating profit by product/solution



Retail sites operated	Bunker sites & truck stops
1,138 (161 EV-enabled)	52

[1] Litres equivalent. Note that c.33% 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.

WHAT WE'VE BUILT OR ACQUIRED SINCE MAY 2022

Where we play	Liquid gas	Fuel/ biofuel	EMS solar onsite	EMS other services	Mobility
France	✔		Solar NEW	EMS NEW	Services NEW
UK	✔	Biofuel NEW	Solar NEW	EMS NEW	Services NEW
Ireland	✔	Biofuel NEW	Solar NEW	EMS NEW	Services NEW
Germany	Scale LG		Solar NEW		
Denmark		Biofuel NEW		EMS NEW	Services NEW
Sweden	✔	✔			✔
Norway	✔		Solar NEW		Services NEW
Austria		Biofuel NEW	Solar NEW		
US	✔				
Netherlands	✔			EMS NEW	
Belgium	✔			EMS NEW	

✔ = existing pre-May 2022

WHAT IS SERVICES, RENEWABLE & OTHER (SRO)? A BREAKDOWN FOR FY24

	2024 £m
Energy Management Services (EMS)	67
Fleet and card services	38
Forecourt services and EV charging	11
Renewable and blended liquid fuels	10
Other (incl. lubricants, refrigerants & aerosols)	50
	176

SRO is now 35% of DCC Energy EBITA (FY24)

Energy Management Services is almost 40% and is the fastest growing category.

DCC ENERGY IN SUMMARY: RECURRING REVENUE, CASH GENERATIVE & HIGH ROCE

- Global business with significant market presence in 12 countries in Europe and the US
- Almost 50 years of industry experience: a partner of choice for energy distribution
- Broadening our range of energies and working with partners to bring innovative solutions to customers
- Developing positions in biofuels, renewable electricity, solar & heat pumps – leveraging our sales and marketing teams and strong brands
- Aligning our energy operations and remuneration with long term goal to achieve net zero

Energy used by customers for:

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

Our services such as:

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

OUR ENERGY STRATEGY IN ACTION

CUSTOMER SUCCESS – FLOGAS ENTERPRISE

FIRST TELCO TO SIGN CORPORATE POWER PURCHASE AGREEMENT IN IRELAND

The challenge: Vodafone sought a partnership in Ireland to purchase electricity from a wind farm facility in a contract known as a CPPA.

Our response: Proactive engagement, innovation and new product and systems development so that we could support Vodafone.

Impact: Vodafone and its partner, Vantage Towers, now purchase 30% of their annual electricity consumption from Derrynadivva Wind Farm in Co. Mayo through Flogas.

Project delivery: Flogas supported Vodafone for 18 months from inception, early education, internal alignment, identifying potential wind farm partners, negotiation and as counterparty to the final deal.

Flogas learned how to match its solution to the corporate governance requirements of a global organisation with distributed decision making across multiple jurisdictions.

- 8.5 MW wind farm located outside Castlebar, Co. Mayo
- Producing ~19,000 MWh clean energy per year
- Equivalent scale of ~ 4,500 homes
- Multi-year deal with key customer account

Vodafone Ireland CEO Amanda Nelson at Derrynadivva wind farm in Co Mayo. Photo: Naoise Culhane

Vodafone signs long-term deal on renewable energy with Flogas

CUSTOMER SUCCESS - WIRSOL
CITY OF WAGHÄUSEL PHOTOVOLTAIC PROJECTS

WIRSOL ROOF SOLUTIONS

Through a successful partnership with Wirsol Roof Solutions, the city in Germany has taken substantial steps toward becoming more sustainable:

- Photovoltaic Installations: 1,432 photovoltaic modules across eight public buildings generating up to 630,300 kWh of electricity annually.
- Energy Efficiency and Savings: The city now has a substantial energy surplus of 496,419 kWh, which is fed back into the public power grid.
- Environmental Impact: The installed PV systems contribute to a reduction of 294 tons of CO2 emissions per year.
- Storage and Self-Sufficiency: To maximize efficiency and self-consumption, we installed battery storage solutions with a capacity of 192 kWh.

587 kWp
Total PV capacity

630,000 kWh
Estimated electricity production annually

240 tonnes
Estimated CO2e saving per year

CUSTOMER SUCCESS – CERTAS UK
AN INDUSTRY FIRST PODCAST

The challenge: Certas UK built on their position as the leader in liquid fuels in the UK to open a new communication channel around greener fuels. In turn, our business is now positioned as the thought leaders in this space.

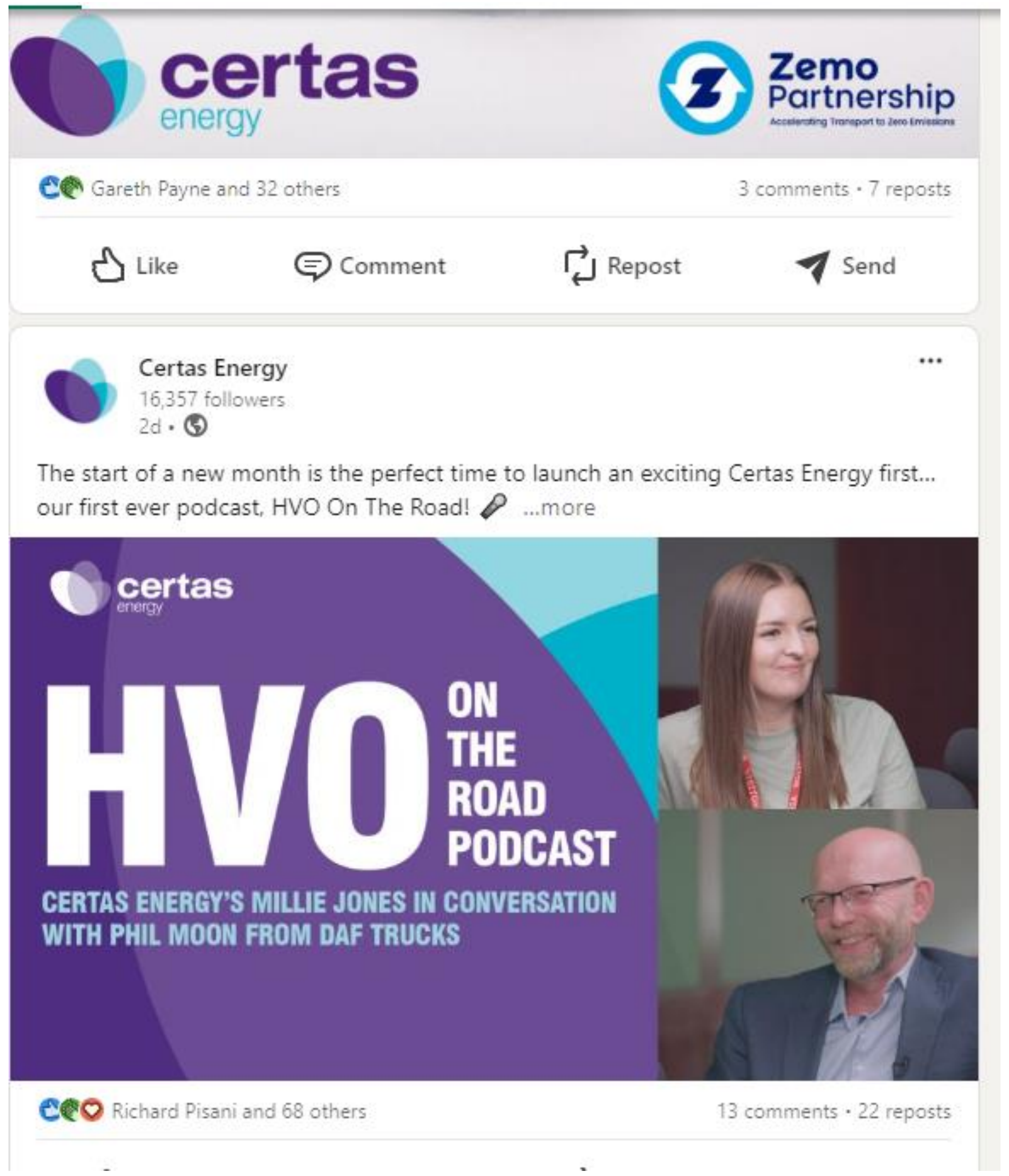
Our response: Certas UK produced a podcast showcasing the benefits of transitioning to HVO. We wanted to open a dialogue on fuels rather than the typical sales pitch approach, to hear real customer perspectives.

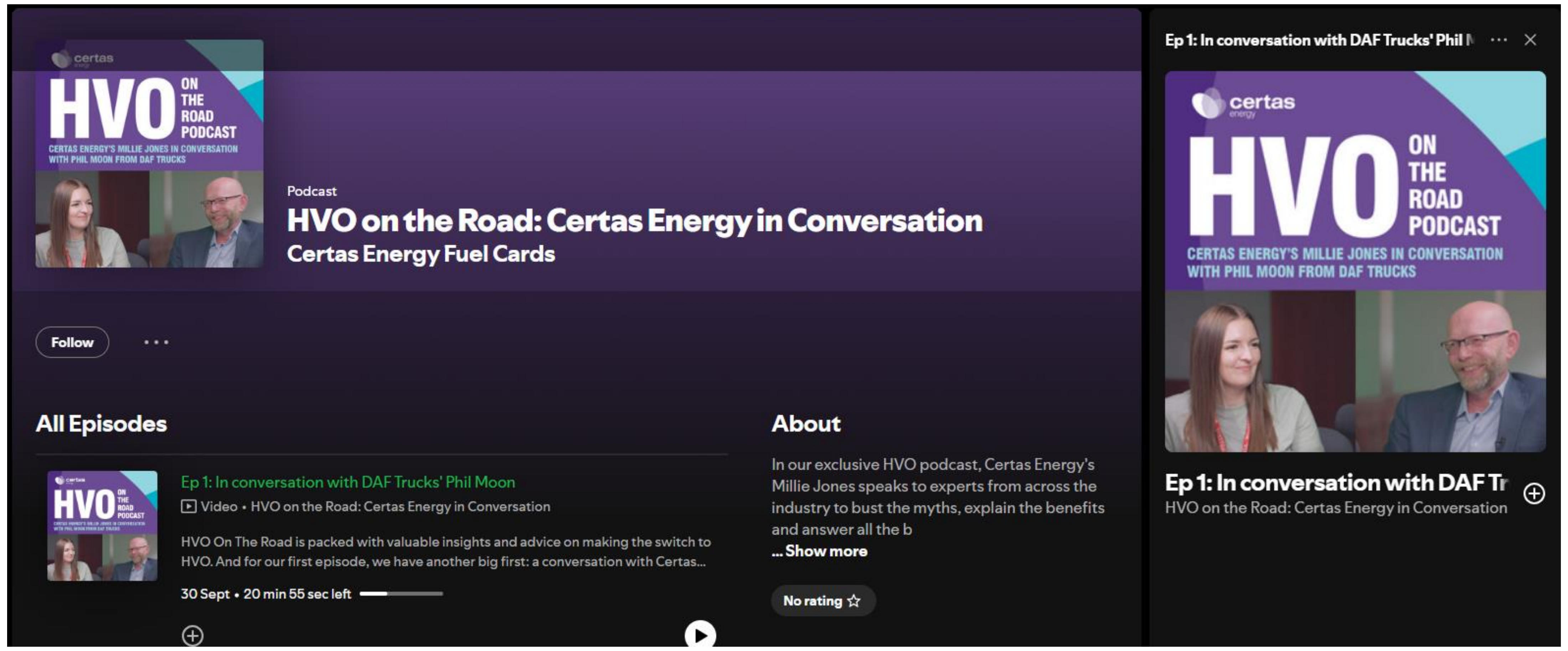
Impact:
- Positions Certas UK as the leading voice on HVO
- Opportunity for customers to showcase their energy transition credentials
- Positive engagement within UK Department of Transport
- First episode is live on major streaming platforms

Some of our high profile HVO customers:

DAF daa SISK BUILDERS CONTRACTORS Royal Mail

Check it out on Spotify today





DCC

HEALTHCARE

THE WORLD NEEDS LIFELONG HEALTH

SALE OF DCC HEALTHCARE TO CREATE SIGNIFICANT SHAREHOLDER VALUE

PURSUING SALE OF HEALTHCARE

1. Market-leading positions in both consumer and patient health
2. Opportunity for new owner to accelerate growth further through M&A
3. Advisors appointed, preparation ongoing, completion expected 2025

UNIQUE OPPORTUNITY TO ACQUIRE MARKET-LEADING INTERNATIONAL PLATFORM

- Long term record of sustained growth,
  10-year EBITA CAGR 12%
  10-year average ROCE 16.2%
- Growth platforms in fragmented sectors of consumer and patient health
- Experienced, motivated management team
- Strong moats - longstanding customer and supplier relationships, well-invested assets and market leadership positions

DCC HEALTHCARE: THE WORLD NEEDS LIFELONG HEALTH

DCC Healthcare provides products and services which enable people to lead healthier lives, throughout their lives. We do this across two businesses:

HBI Health & Beauty Innovations – Consumer Health

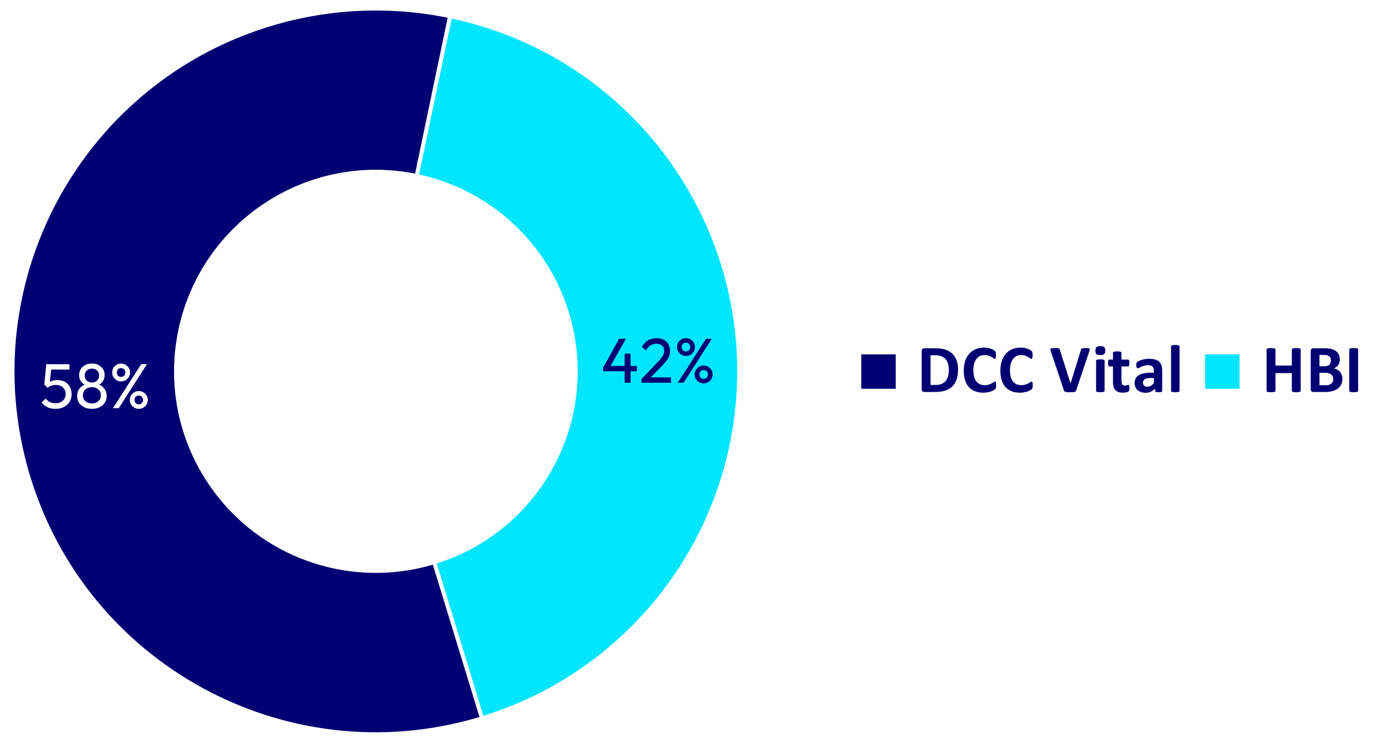
We develop and manufacture nutritional supplements and beauty products for brand owners

Revenue	Operating profit	ROCE	Employees
£859.4m	£88.1m	10.2%	3,300

DCC Vital – Patient Health

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

Revenue by business:



DCC HEALTHCARE: WHAT WE DO

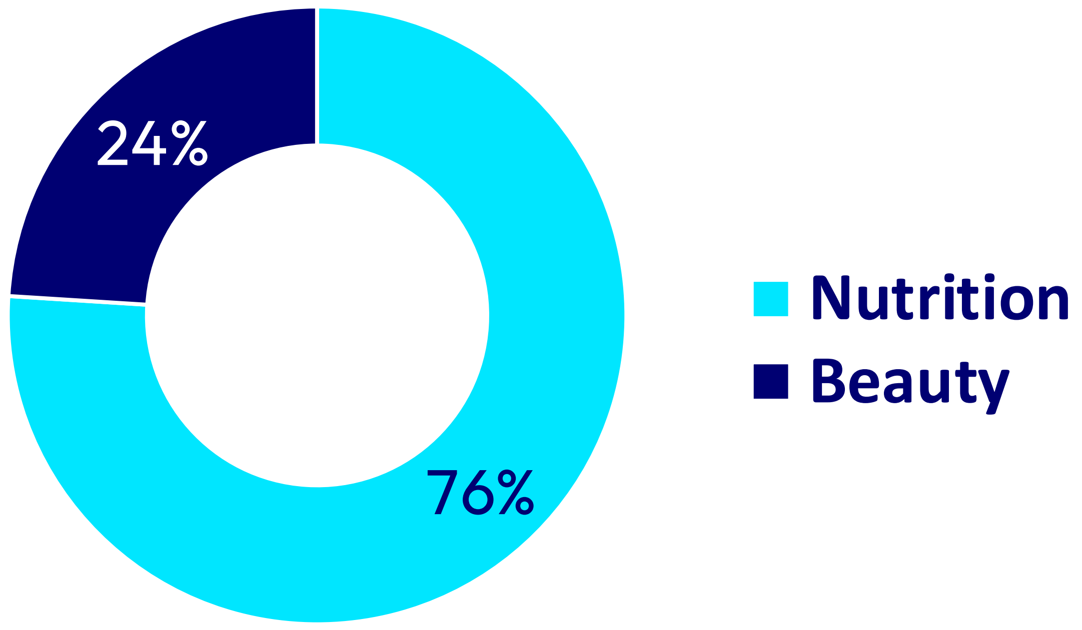
Consumer Health

HBI Health & Beauty Innovations is a world class contract manufacturing and development organisation.

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

We have seven high quality facilities producing tablets, capsules, soft gels, powders, creams, liquids, gummies, effervescents across a range of packaging formats

Revenue split



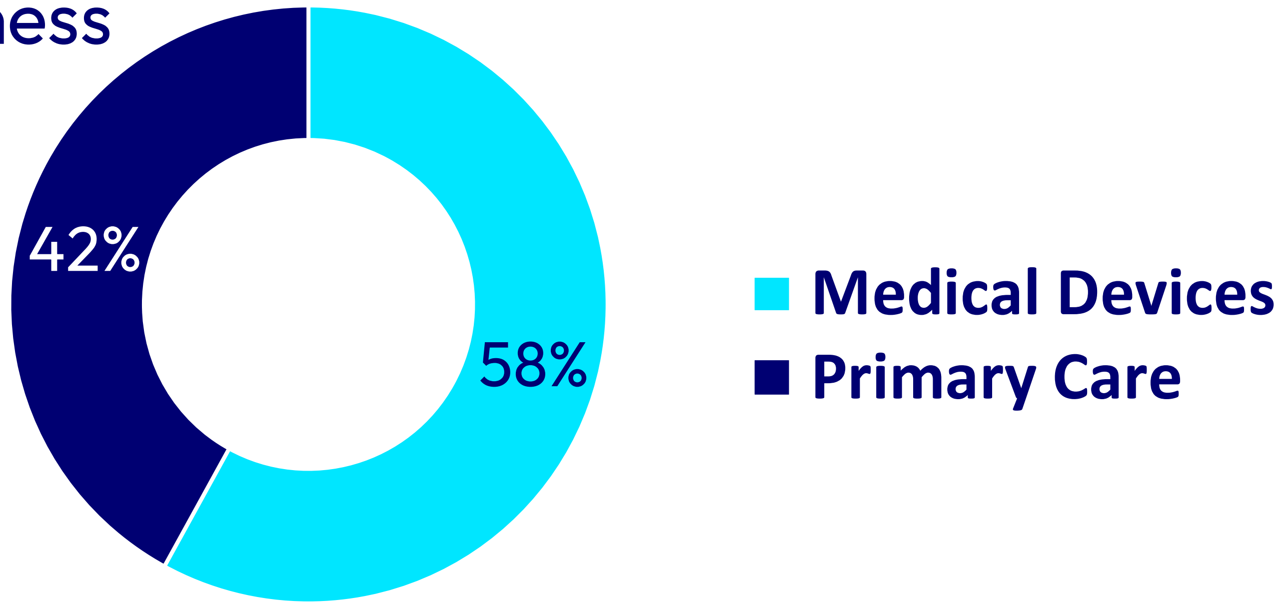
Patient Health

DCC Vital is a leading European business in the manufacturing, sales, marketing and distribution of medical products to over 30,000 healthcare providers.

- Single use medical devices used in acute care hospital settings in therapy areas such as gastro and urology
- Primary care consumable supplies and services to GP's, pharmacies, community and emergency services

Broad product portfolio of own- and third-party brands.

Gross profit by Business Unit



WHERE WE OPERATE
DCC HEALTHCARE

Principal Operating Locations

Each of DCC Healthcare's growth platforms has a strong and expanding international footprint:

Britain

No. 1
- Supplier to GPs
- In health and beauty contract manufacturing

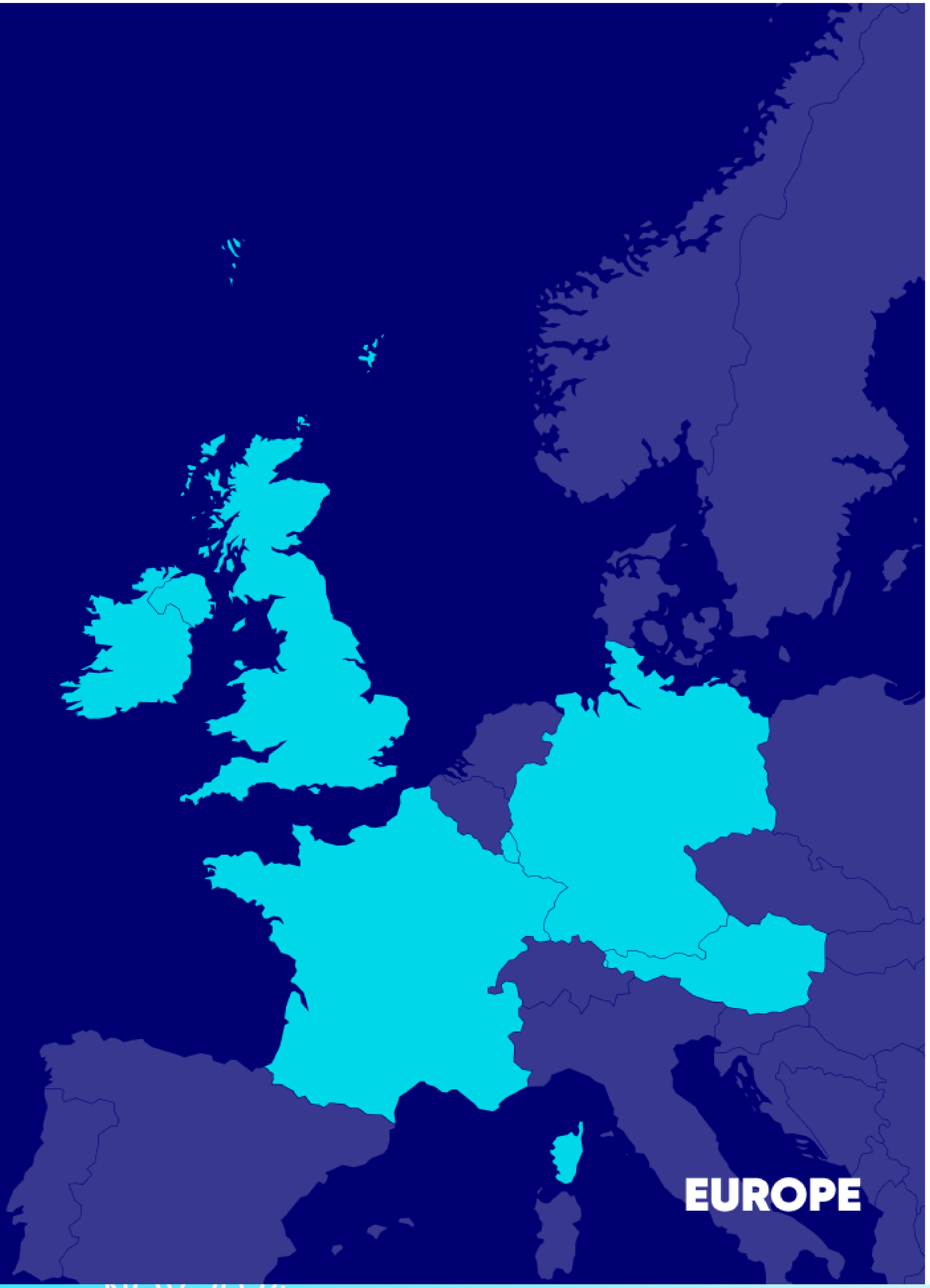
USA

- Two contract manufacturing facilities in Minnesota and Florida

EUROPE

- Scale European platform in medical devices
- Leading primary care supplier in Germany & Switzerland

	EUROPE	REST OF WORLD
Consumer Health	Five facilities in Britain	Two facilities in Minnesota and Florida
Patient Health	Ireland, Britain, Germany, France, Switzerland, Czechia	Brazil



DCC HEALTHCARE BRANDS

HBI HEALTH & BEAUTY INNOVATIONS

VITABIOTICS
WHERE NATURE MEETS SCIENCE

arbonne

HALEON

ESTĒE LAUDER

Nestlé Health Science

ORIFLAME
SWEDEN

DCC VITAL

Own Brands

Fannin
Caring for life

Williams MEDICAL

Medi-Globe®
A MEDI-GLOBE COMPANY

SKINTACT®

SP SERVICES

Exclusive Partners

BIO-RAD

MARTINDALE PHARMA
Making lives better

CSL Behring
Biotherapies for Life™

Rosemont®

nova® biomedical

TECHNOLOGY

THE WORLD NEEDS PROGRESS MAKERS

VALUE MAXIMISATION PLAN FOR DCC TECHNOLOGY

MAXIMISE VALUE OF DCC TECHNOLOGY

Strong business with the leading position in Pro Tech (AV and audio) distribution

1. Material improvement expected from our programmes in North America and the UK
2. We will review our strategic options for the business within 24 months

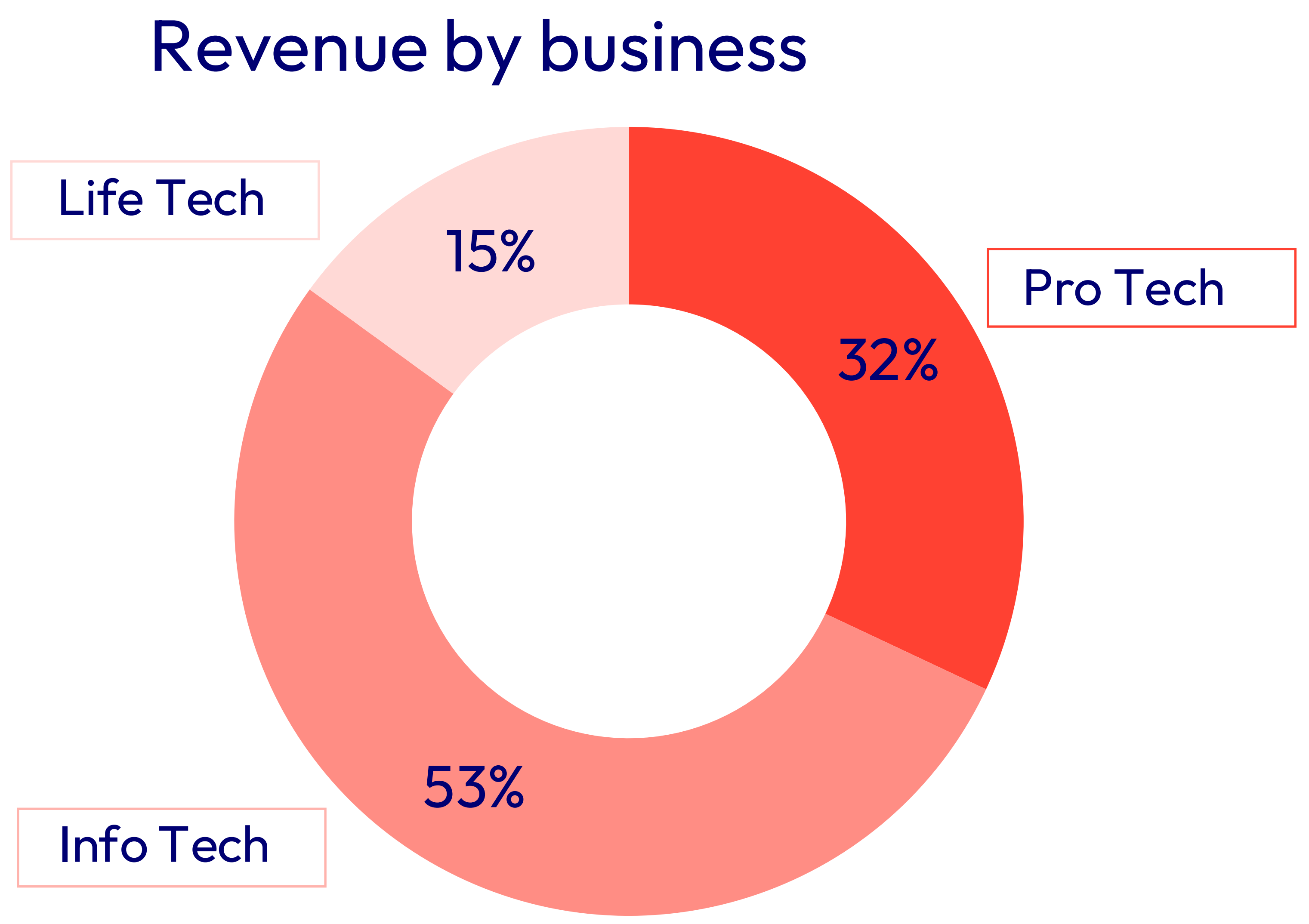
LEADER IN TECHNOLOGY DISTRIBUTION

- No.1 in Pro Tech (AV and Audio) globally
- High quality Life Tech business – based in North America
- Well-invested Info Tech business in high volume consumer products in Europe
- Motivated management team is delivering the improvement plan
- Large platforms playing into global mega trend for progressive technology

DCC Technology operates in 18 countries, across Pro, Info and Life Tech

Industry suppliers	Customers: installers, integrators, resellers, retail, etail	End users: corporates, enterprises, venues, consumers
2,500	35,000+	

Revenue	Operating profit	ROCE	Employees
£4,774m	£91.7m	7.6%	4,800



DCC Technology is a collection of value-added distribution businesses. We enable technology vendors to take their products to market efficiently at scale. We also support resellers and integrators selling into a variety of end user markets.

DCC TECHNOLOGY: WHAT WE DO

PRO TECH

SPECIALIST DISTRIBUTOR OF PROFESSIONAL AV PRODUCTS INTO B2B CUSTOMERS

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

#1 GLOBAL AV SPECIALIST DISTRIBUTOR BY REVENUE

INFO TECH

DISTRIBUTOR OF CONSUMER TECHNOLOGY PRODUCTS INTO B2C AND B2B MARKETS

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

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

LIFE TECH

WE DISTRIBUTE LIFESTYLE PRODUCTS, FROM HOME APPLIANCES TO MUSICAL INSTRUMENTS

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

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

[1] CONTEXT distribution revenue tracker Q1 2024 including UK, IE, FR, ES, DE, NO, SE
[2] Lifestyle markets include appliances and musical instruments in North America

WHERE WE OPERATE
DCC TECHNOLOGY

Principal Operating Locations

DCC Technology operates globally through three platforms, each with its own geographical focus.

USA & CANADA

NO. 1

specialised Pro AV distributor in North America and globally

UK & IRELAND

NO. 2

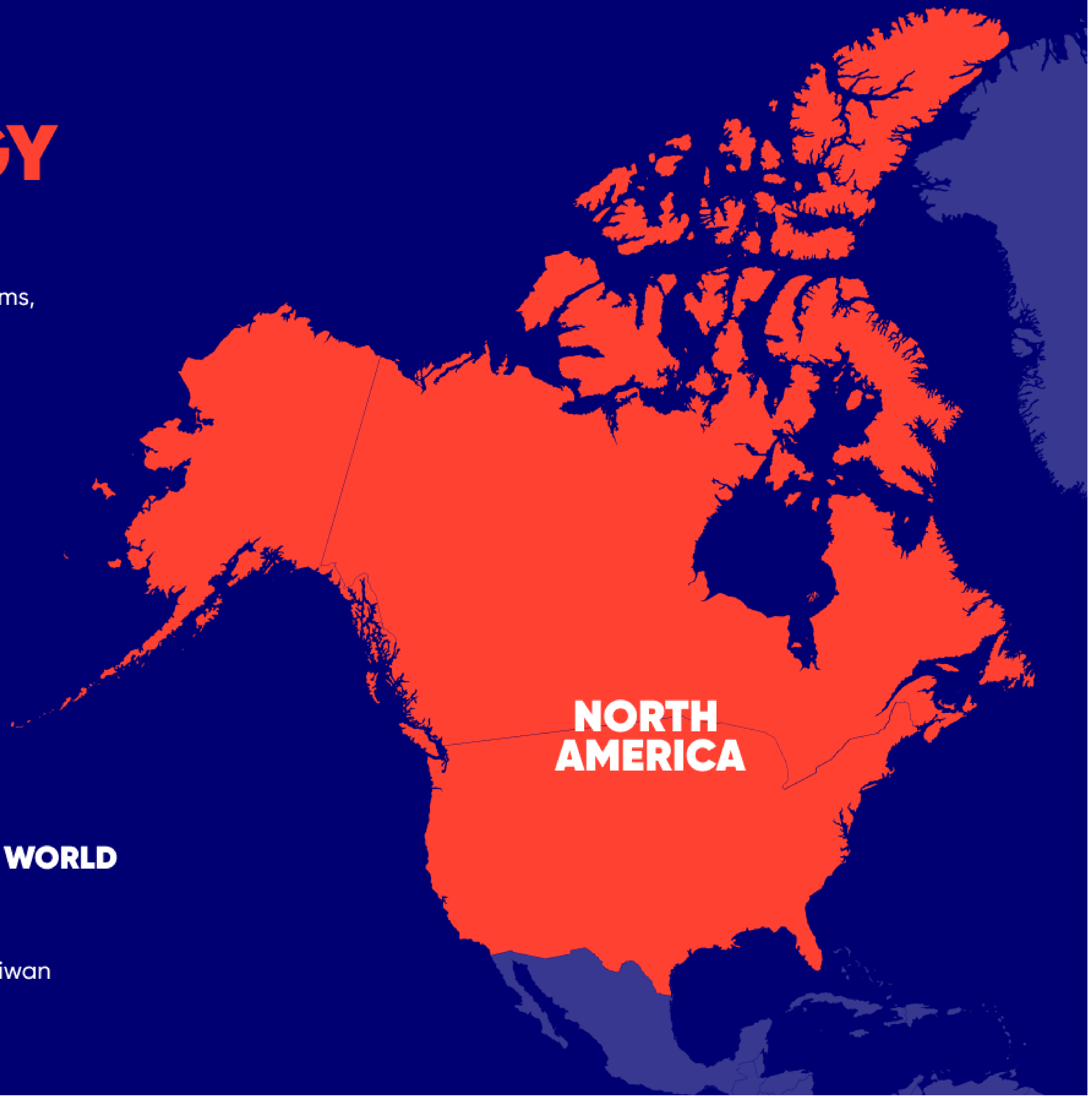
distributor of technology products

EUROPE

UK	Sweden	Spain
Ireland	Poland	Italy
France	Austria	Switzerland
Belgium	Norway	Finland
Netherlands	Germany	

REST OF WORLD

USA
Canada
China & Taiwan



OUR STRATEGY IN ACTION – ADDING VALUE FOR OUR CUSTOMER IN PRO TECH

EXERTIS JAM, A NORTH AMERICAN PRO TECH BUSINESS, DELIVERS END-TO-END SOLUTION FOR ALLEN & HEATH

- Partnership: Project with key pro audio brand and premier mixing console manufacturer Allen & Heath
- End-to-end: Exertis Jam supported development of new CQ mixer range from early design stage
- Consulting: Honed key design pre-launch features expert field knowledge & market analysis
- Logistics: Identified correct North American channel partners and managed inventory forecasts
- Digital: Created and drove marketing activities with 500k+ social media engagements & 25k video views
- Results: Launch exceeded sales and unit targets driving a double-digit brand sales increase in FY24
- Value-add: Exertis Jam's position as a complete go-to-market partner, combining logistic and channel expertise with digital capabilities

DCC

THE WORLD NEEDS PROGRESS FOR ALL

COMPANY OVERVIEW

NOV 2024

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, and the UN Sustainable Development Goals. They reflect the importance we place on building long term partnerships with our stakeholders.

RECENT SUSTAINABILITY HIGHLIGHTS – MAKING MEANINGFUL CHANGES:

- Published sustainability reports for the last four years
- Preparations well underway for CSRD and EU taxonomy reporting for FY26
- Net zero target for Scope 3 for 2050; we have an ambition to reduce Scope 3 emissions by 50% by 2030
- Scope 3 emissions down by 3% in FY24 & 5% in FY23; externally assured
- 50% reduction target for Scope 1 and 2 by 2030; we're already down 46% from 2019 baseline
- Chief Sustainability Officer on Group Management Team
- Remuneration linked to sustainability objectives in Energy

HIGHLY RANKED BY EXTERNAL RATING AGENCIES

CDP
DISCLOSURE INSIGHT ACTION

In 2023 DCC retained its 'B' rating with CDP which reflects taking coordinated action on climate issues. This proves we have demonstrated both awareness of our impact on the environment and are taking appropriate actions to reduce our impact.

MSCI ESG RATINGS AAA

CCC	B	BB	BBB	A	AA	AAA

In 2023 DCC retained its MSCI "AAA" ESG rating for the fifth year in a row. Additionally, we achieved huge improvement in our MSCI implied temperature rise.

SUSTAINALYTICS

In 2024 Sustainalytics assessed DCC's ESG risk as low with a score of 19.7. DCC improved over 15 points in the last three years: from 'high' risk to 'low' risk.

SUSTAINABILITY PROGRESS FOR THE YEAR ENDED 31 MARCH 2024

	2024	2023	% change	% change vs. 2019 baseline
Scope 1 & 2 (market based) carbon emissions ($mtCO_2e$, Group)	0.068	0.078	-13.6%	-45.6%
Customer Scope 3 carbon emissions ($mtCO_2e$, DCC Energy)	37.9	39.1	-3.1%	-8.7%
Renewable share of energy sold (Gigajoules (GJ))	6.7%	5.7%		