DCC

INVEST IN WHAT THE WORLD NEEDS

MAY 2024

COMPANY OVERVIEW PRESENTATION

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.

INDEX

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

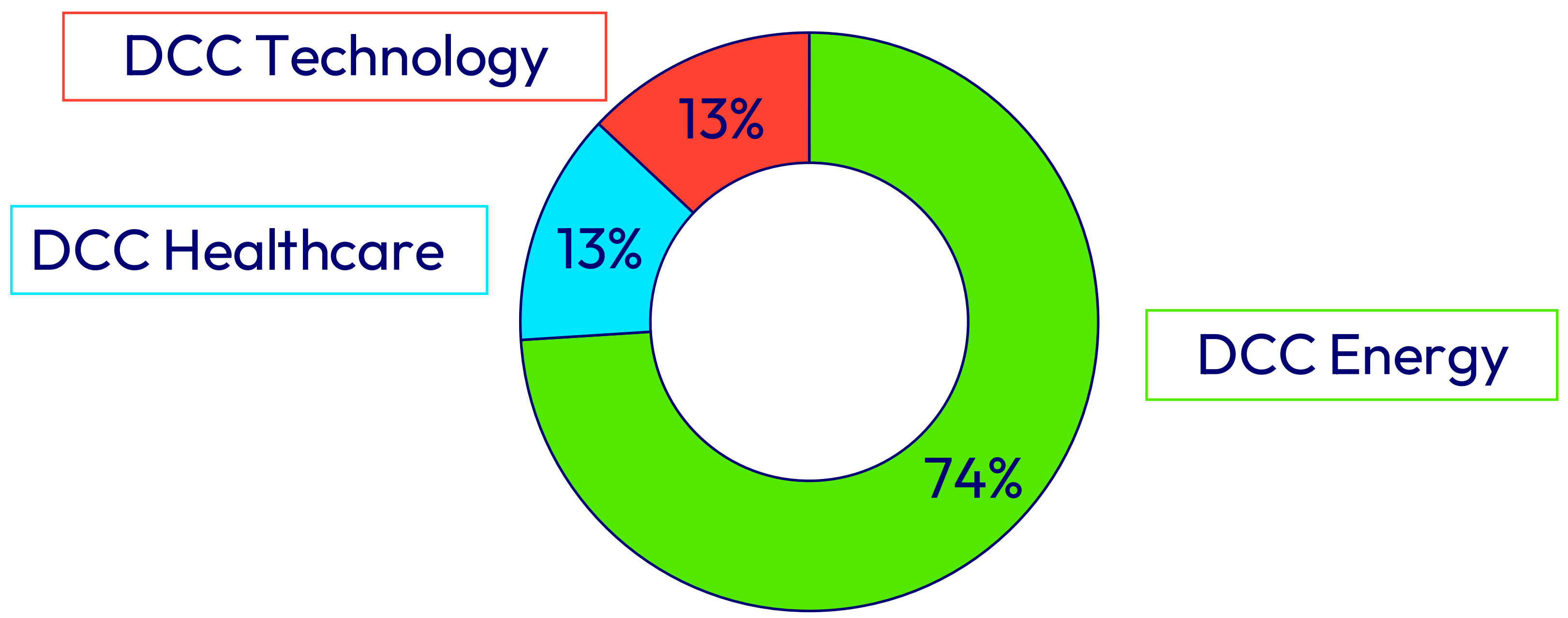
Locations
22
countries across
4 continents

Employees
16,600

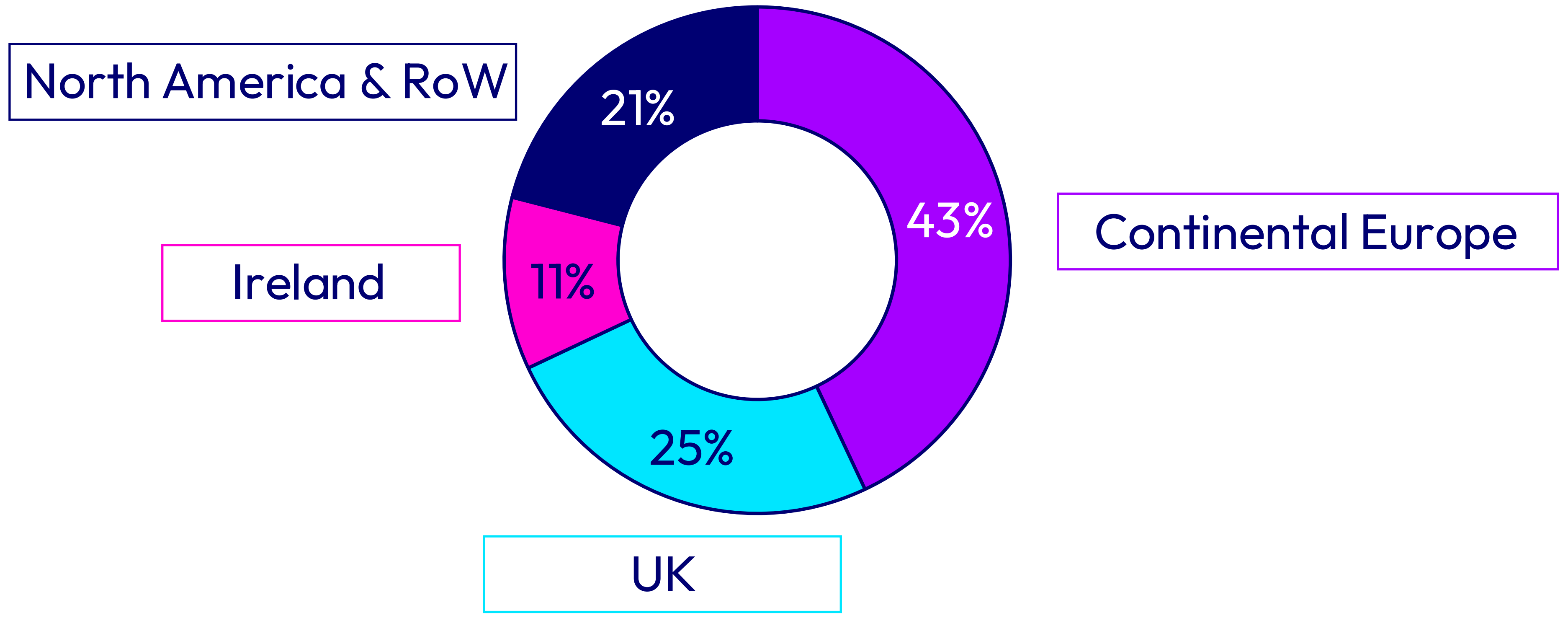
Market Cap
c.£5.7bn

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

Adjusted Operating Profit by Division



Adjusted Operating Profit by Geography



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

HIGHLIGHTS
FY24

Growth, Development & Strategic Momentum

GROWTH

- Group adjusted operating profit up 4.1% / 5.3% on a ccy basis to £683 million
- Free cash flow increased by c.£110 million (+19.4%)
- Committed c.£490 million to M&A primarily in DCC Energy (c. ¾ in Energy Management Services and ¼ in liquid gas)
- Increased dividend by 5.0%

PROGRESS

- Capitalised on the opportunity in decarbonisation: DCC Energy SRO profits up to 35% of EBITA (FY23: 28%, FY22: 22%)
- Accelerated the growth of our multi-energy offering: France, UK, Ireland, Benelux and Austria expansion
- Returned to organic growth in DCC Healthcare in H2
- Achieved strong investment grade credit rating in first ever public rating review

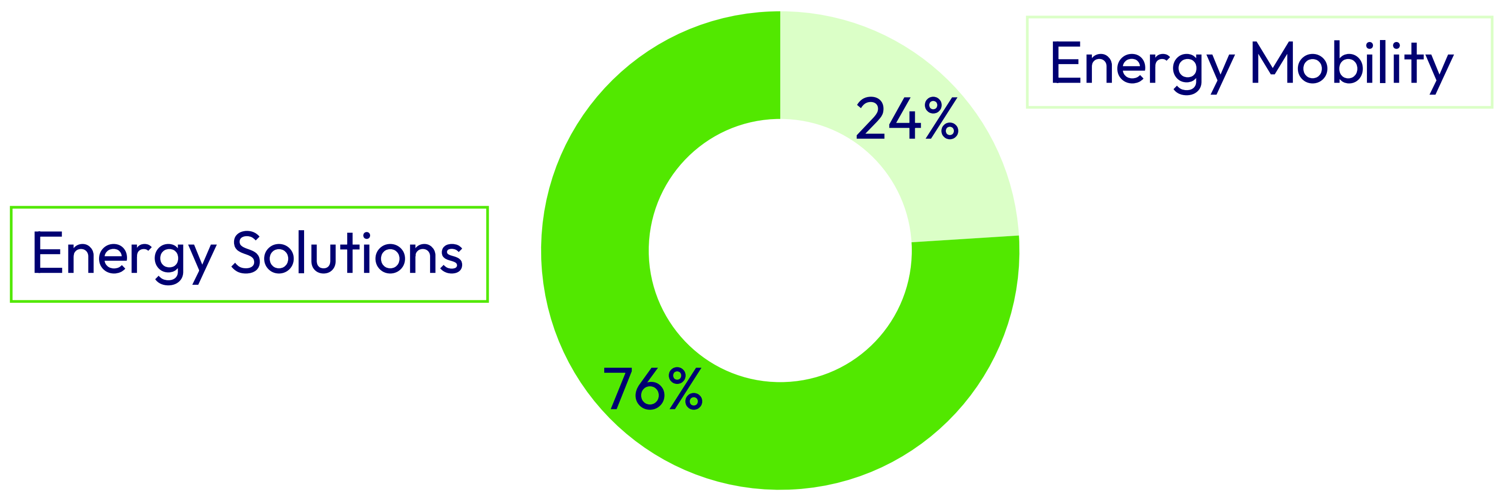
DCC TODAY
A BUSINESS OF REAL SCALE

DCC Energy

74% of Operating Profit

Volume (litres)	Operating Profit
15.2bn	£503.0m

Operating Profit by Business



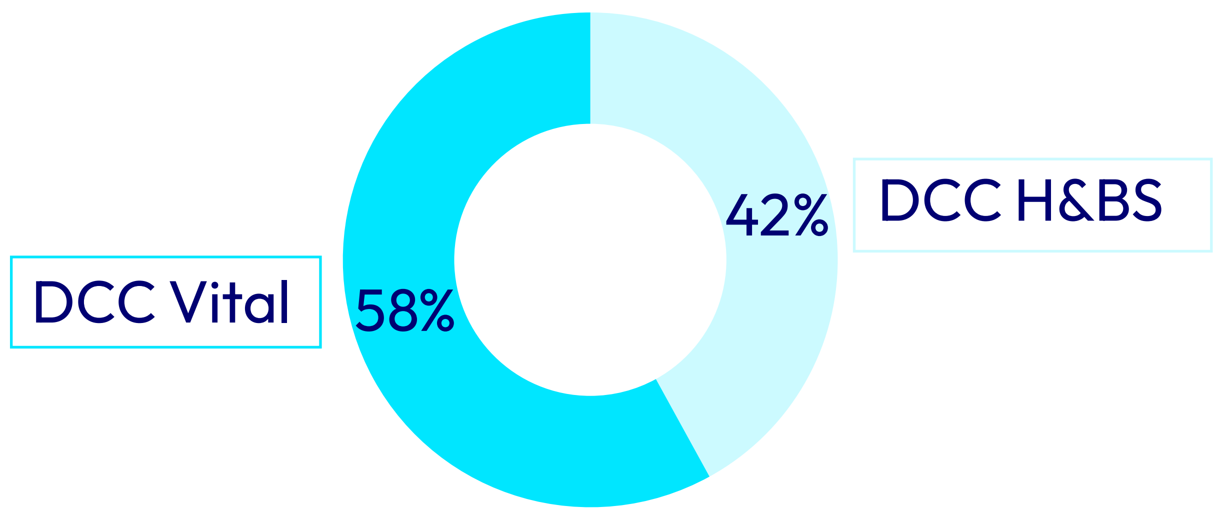
Direct Customers	Countries
1.7m	13
Biogenic Content	**Employees**
6.7%	8,700
Retail Sites	**SRO % Op profit**
1,200	35%

DCC Healthcare

13% of Operating Profit

Revenue	Operating Profit
£859.4m	£88.1m

Revenue by Business



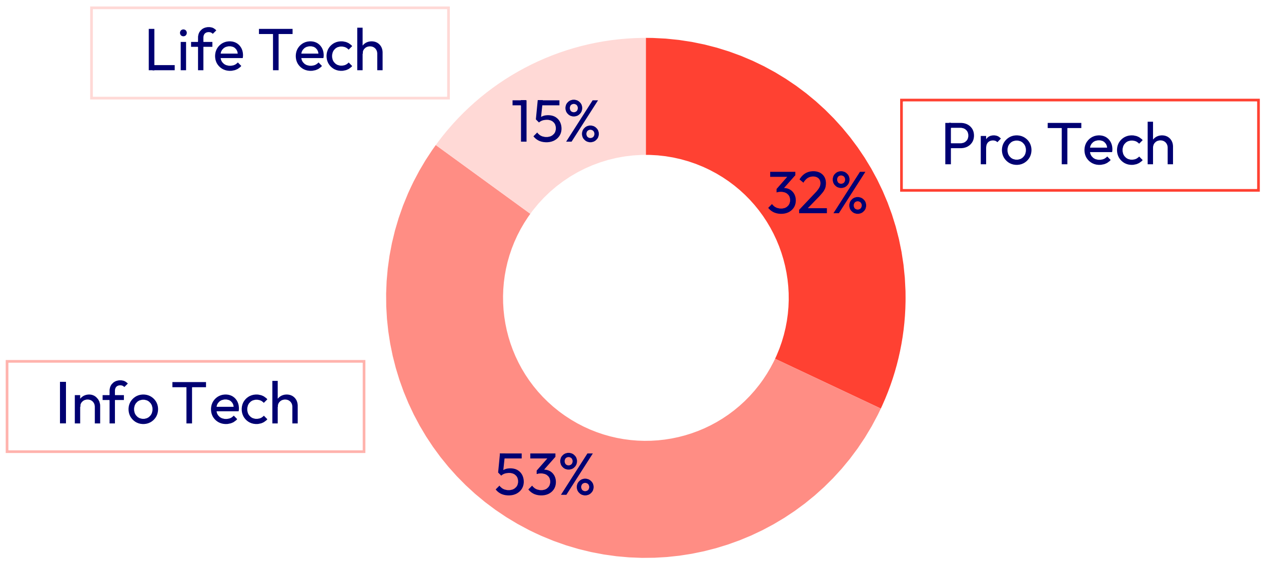
Customers	Countries
55K+	8
SKUs	**Employees**
50K+	3,300
CMO Facilities	
7	

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.	

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

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

3% to 4% Organic growth

Leading market positions

Strong operators in devolved model

+ 6% to 8% from M&A

Excellent M&A capability and prudent capital allocators

Fragmented markets

= 10%+ growth @ mid-teen ROCE

Our strong FCF generation funds growth

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

NextEnergy Your Solution to NetZero
CENTRECO
eEnergy Unleashing Net Zero
SECUNDO PHOTOVOLTAIK
DT GEN
PROGAS Ein Freund fürs Leben.

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

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

Our capital deployment priorities
Energy transition capability to bring cleaner energy for customers

Long term growth drivers and rates
Significant opportunity in high growth cleaner energy

5%+

Our capital deployment priorities
Consolidating customer bases in North American and European energy markets

Long term growth drivers and rates
Customers requiring cleaner energy transition solutions

c.2%

Our capital deployment priorities
Scaling our DCC Health & Beauty platform in high-growth markets and building DCC Vital into a European leader

Long term growth drivers and rates
Supportive demographic and consumer trends, regulation and policy – proven, scalable capability

4%-6%

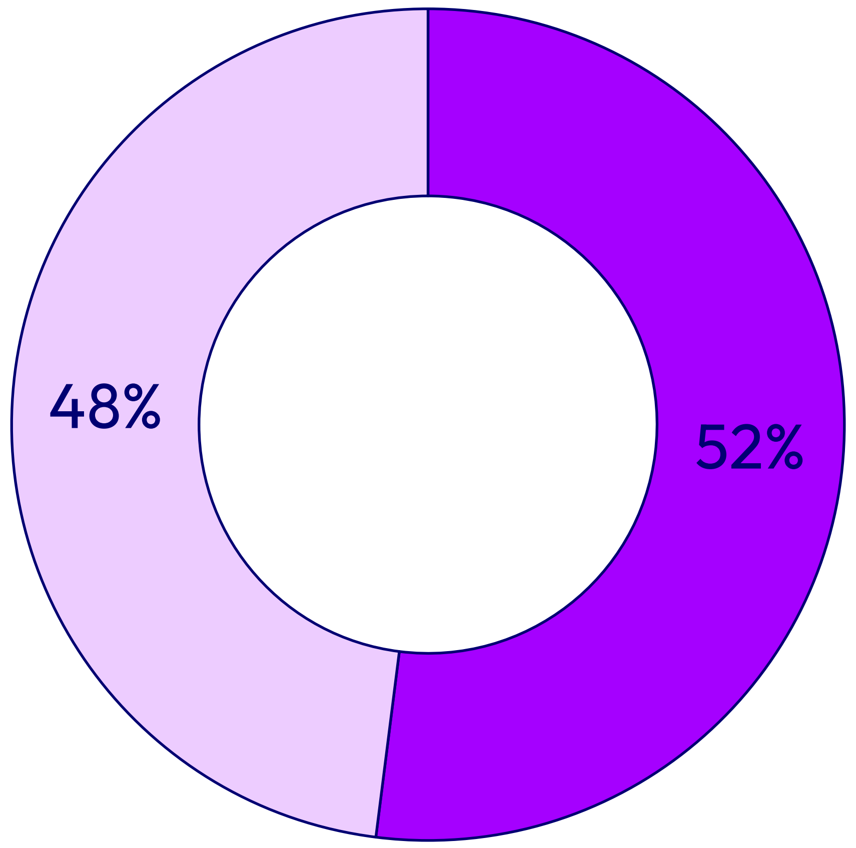
Our capital deployment priorities
Calling the specialist capability of DCC Technology

Long term growth drivers and rates
Growth industry with channel dynamics that support our specialist capability

3%-5%

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

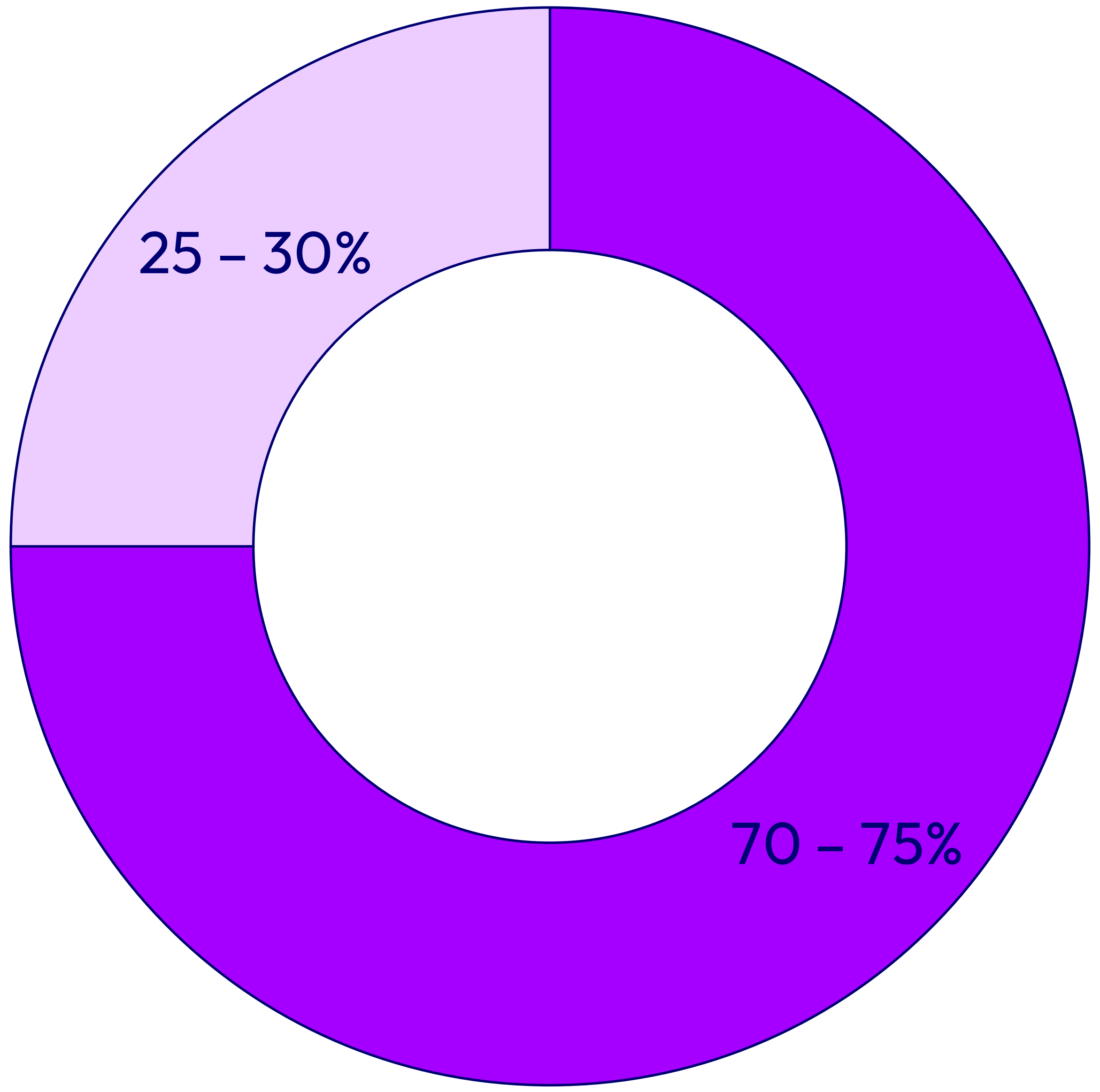
FY24 Group adjusted operating profit



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

DCC Group > 2x profits[1]

2030 vision for shape of Group



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

[1] Double EBITA target from base year

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[1]

02

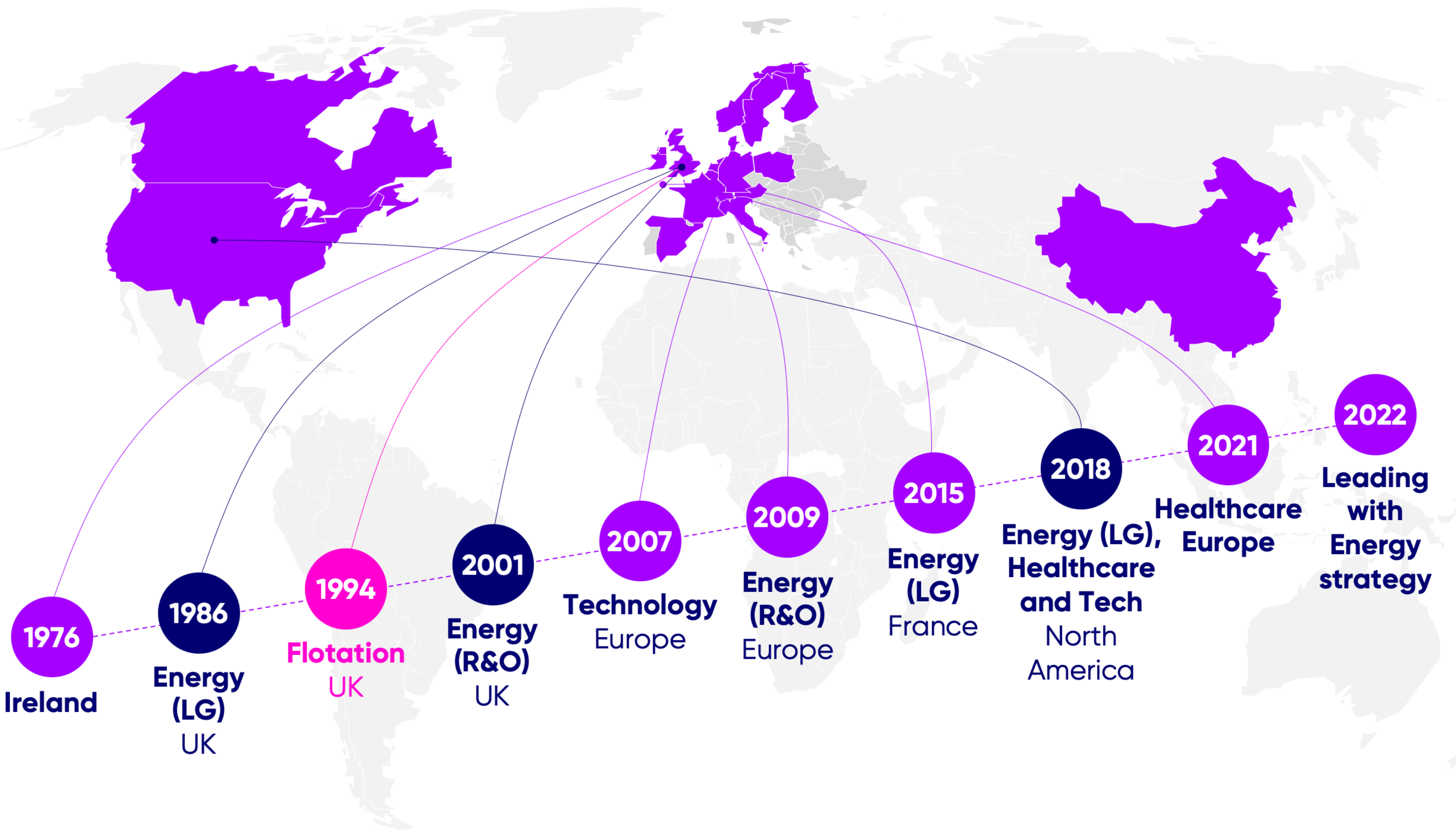
50% emissions reduction ambition by 2030 for Scope 3

03

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

DCC ENERGY
ROCE OF 19% AS SERVICES AND RENEWABLES SHARE RISES TO 35%

Direct customers[1]	Employees	Countries
1.7m	8,700	13

Revenue[2]	Operating profit	ROCE	Volume (litres[3])
£14.2bn	£503.0m	18.7%	15.2bn

Scope 3	Carbon intensity	Biogenic content
-3.1% in CO_2e	74.4kgCO_2e/GJ	6.7% of all GJ supplied

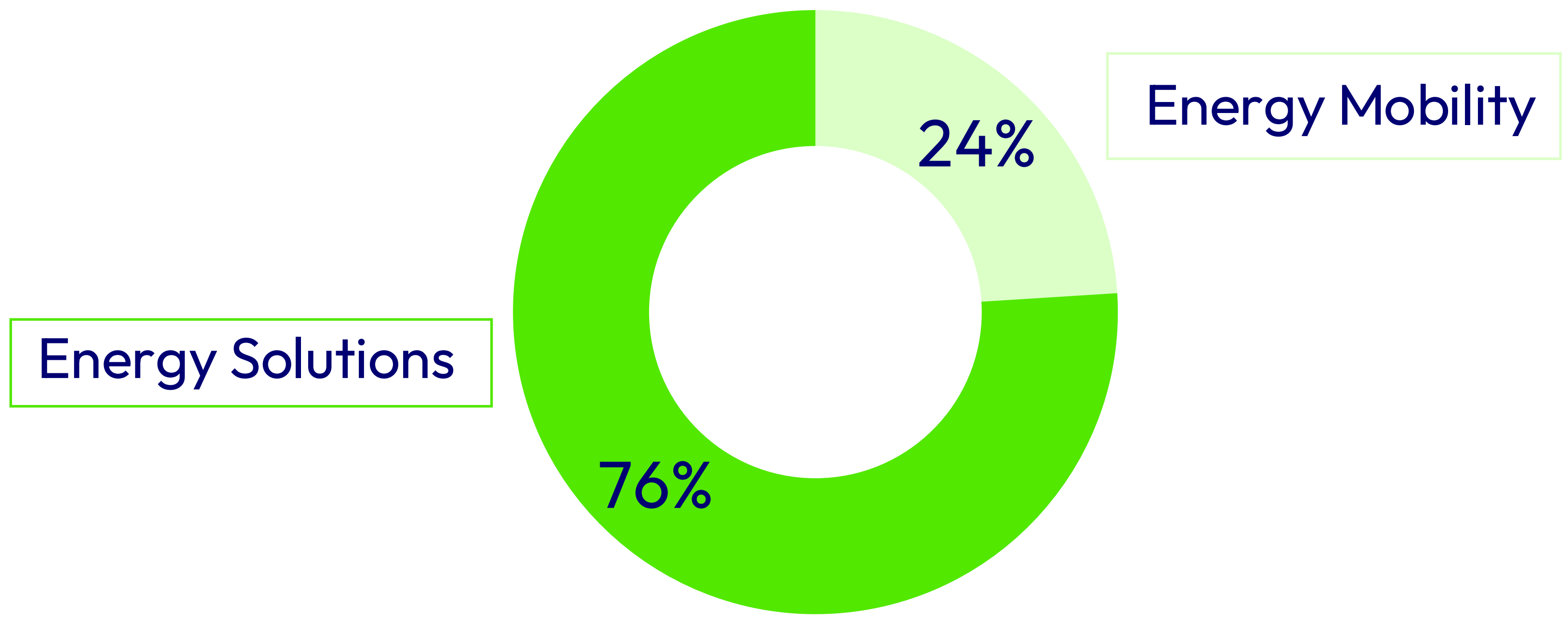
Energy Solutions

Operating profit	Volume (litres[3])
£383.4m	10.7bn

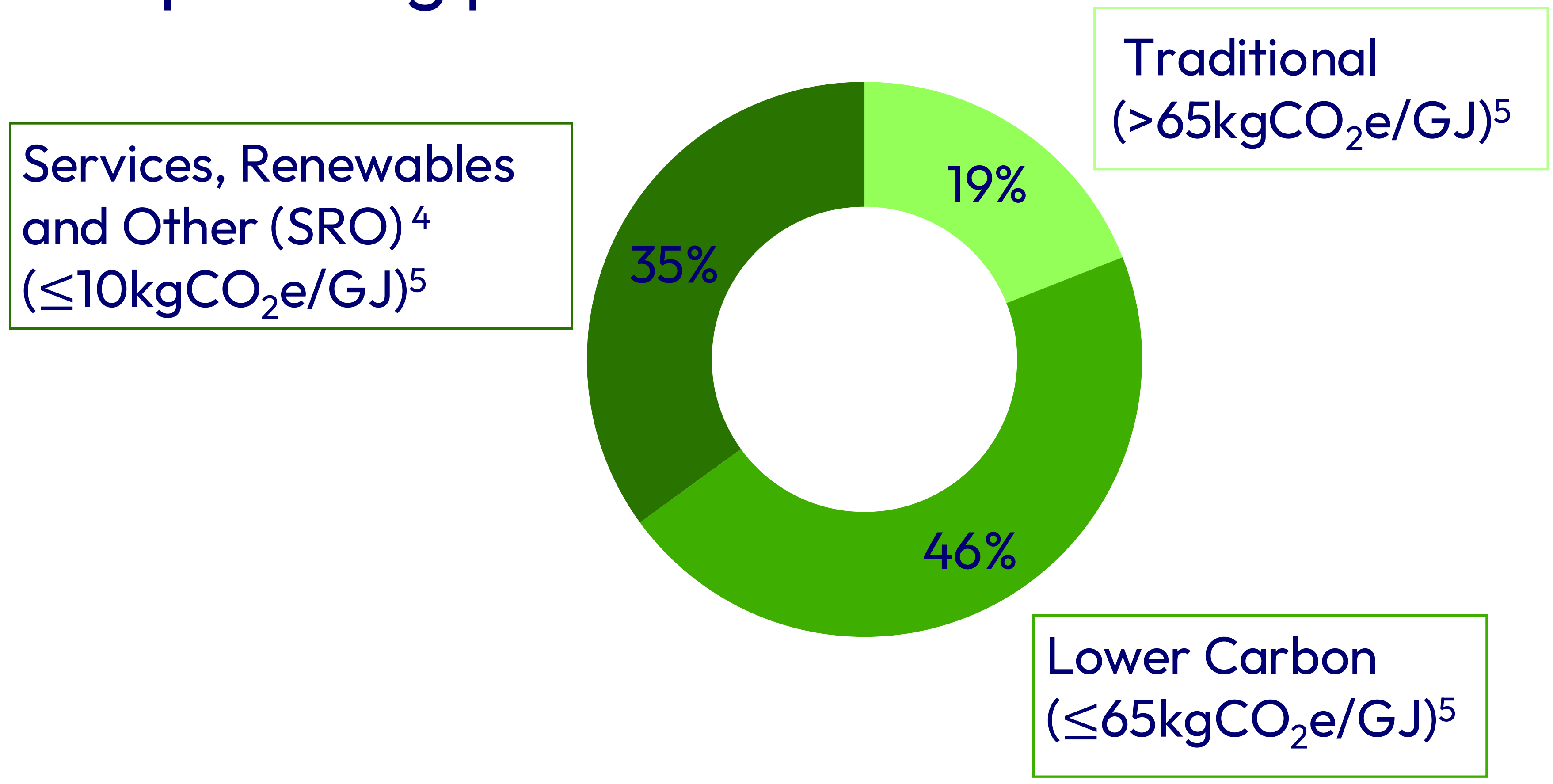
Energy Mobility

Operating profit	Volume (litres[3])
£119.6m	4.5bn

Operating profit by business



Operating profit mix



[1] Total customers including indirect DCC Energy Solutions and DCC Mobility customers = 10m.
[2] Percentage of revenue attributed to Services, Renewable and Other = 19%.
[3] Litres equivalent. Note that c.25% 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 14% points of the 35% 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

NO. 1
in off-grid energy

FRANCE

NO. 2
in lower carbon liquid gas

USA

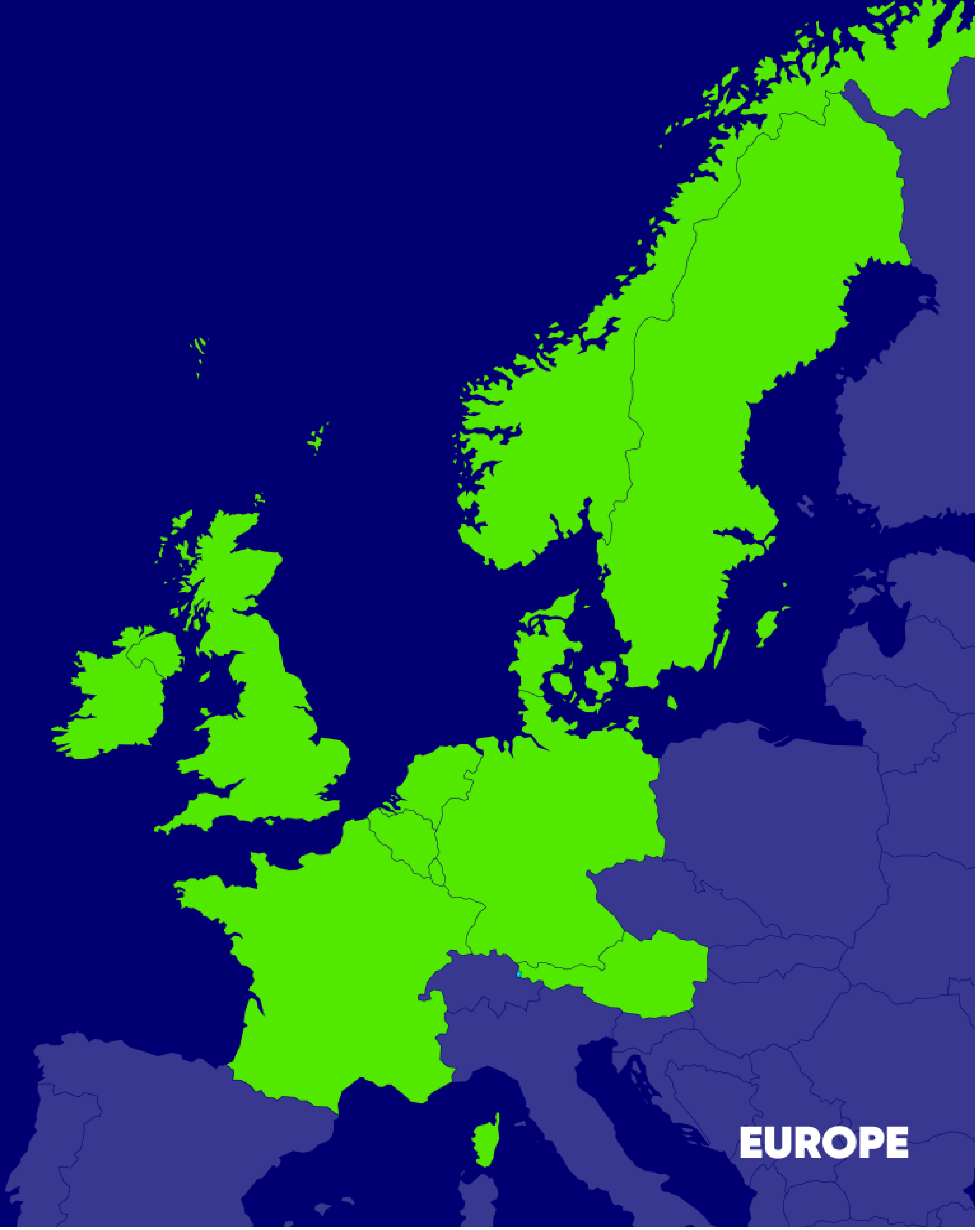
NO. 10
Player in lower carbon liquid gas

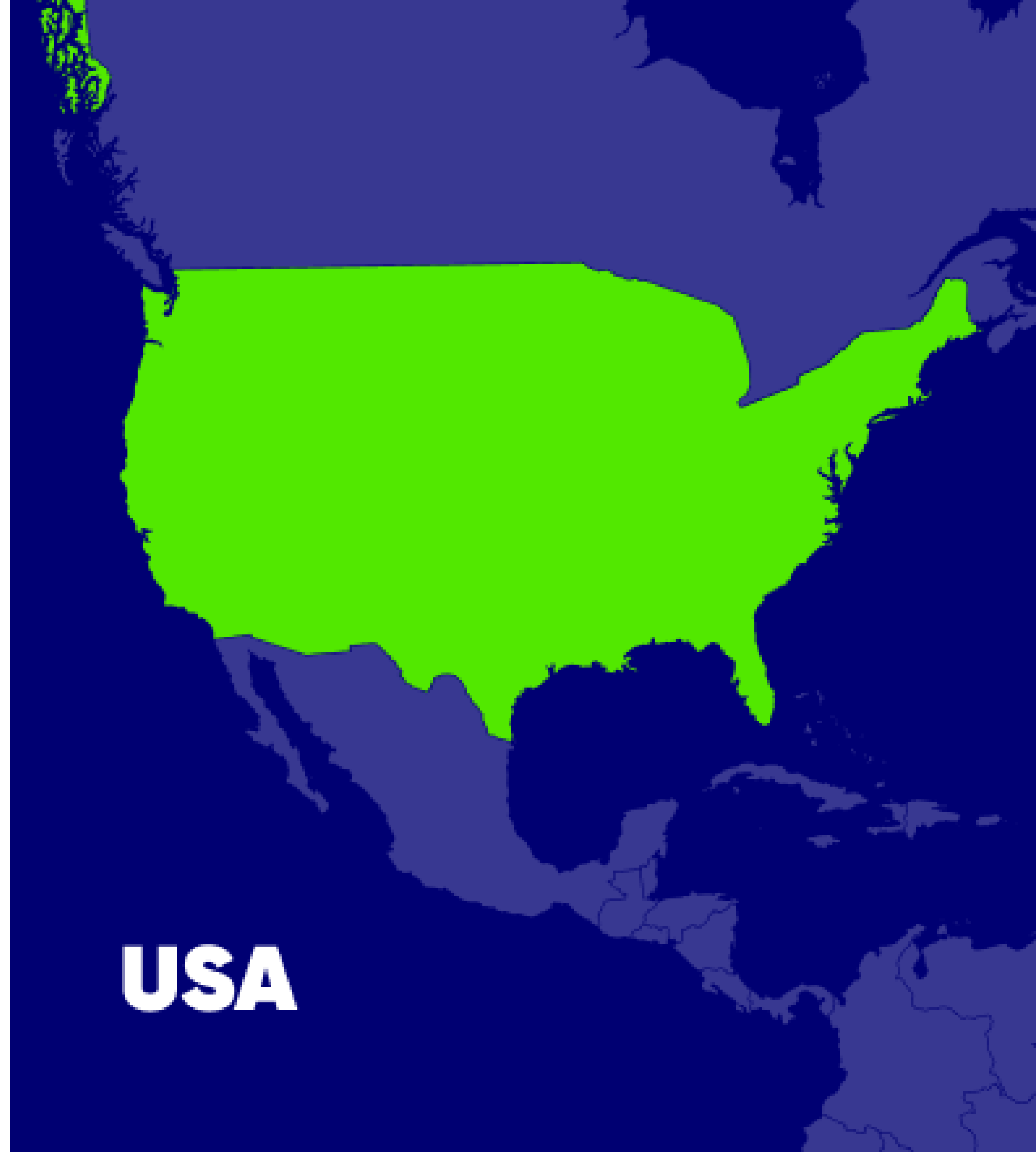
EUROPE

France
UK
Ireland
Belgium
Netherlands
Sweden
Austria
Denmark
Norway
Germany
Luxembourg

REST OF WORLD

USA
Hong Kong & Macau





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

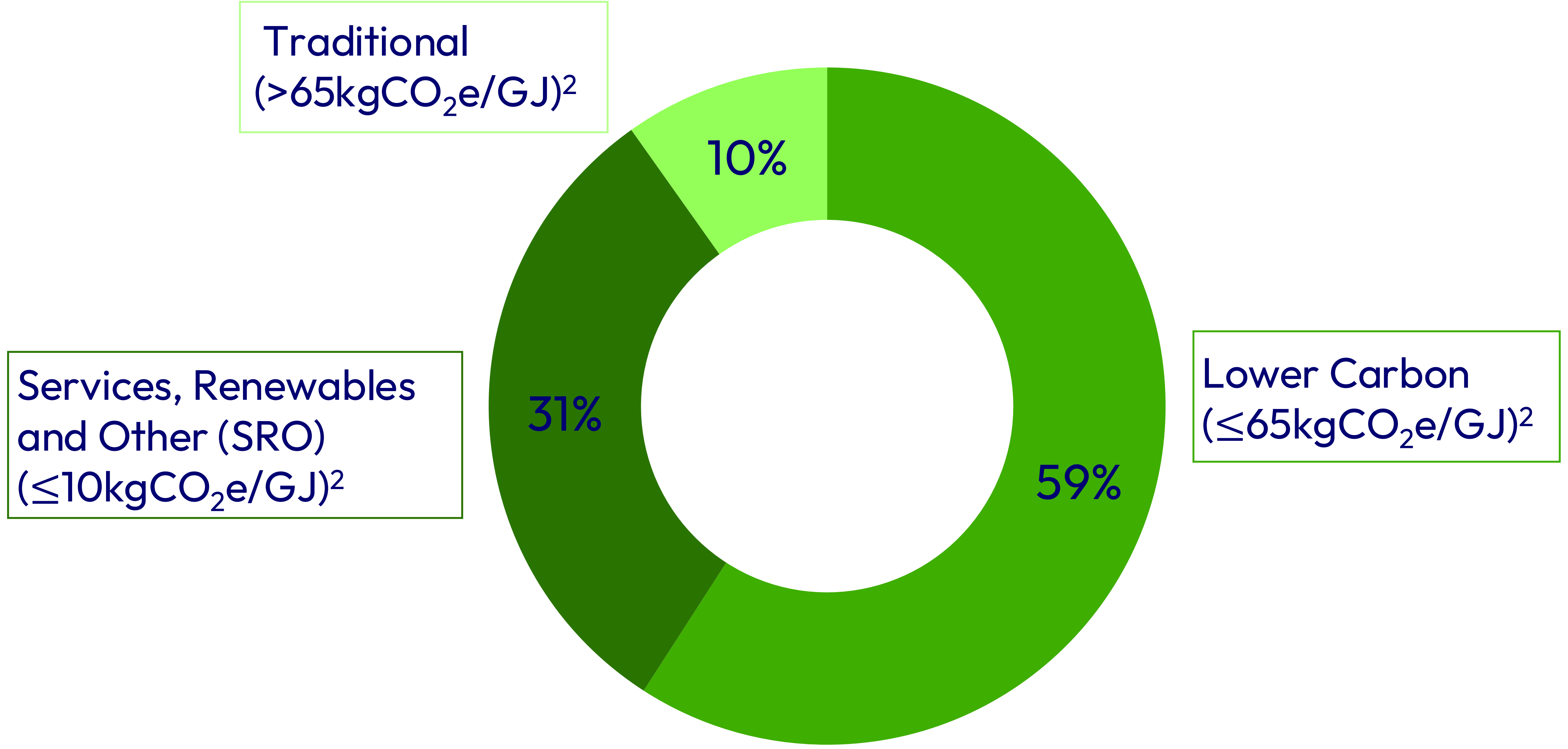
Energy Mobility

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

DCC ENERGY
PROFITS FROM SERVICES AND RENEWABLES CONTINUE TO GROW

Energy Solutions (76% of DCC Energy EBITA)

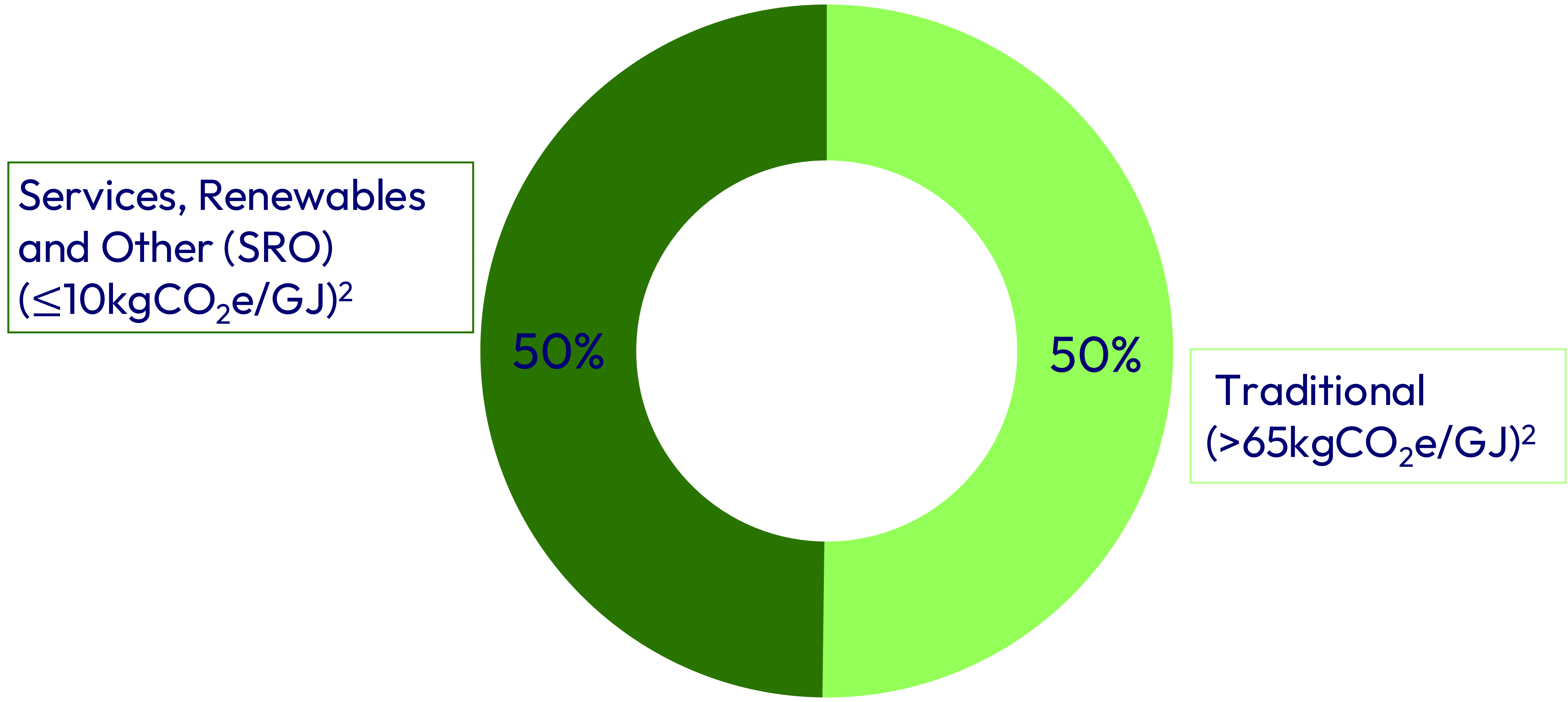
Operating profit mix



Volume (litres[1])	Installed solar capacity
10.7bn	150 MW (+145%)

Energy Mobility (24% of DCC Energy EBITA)

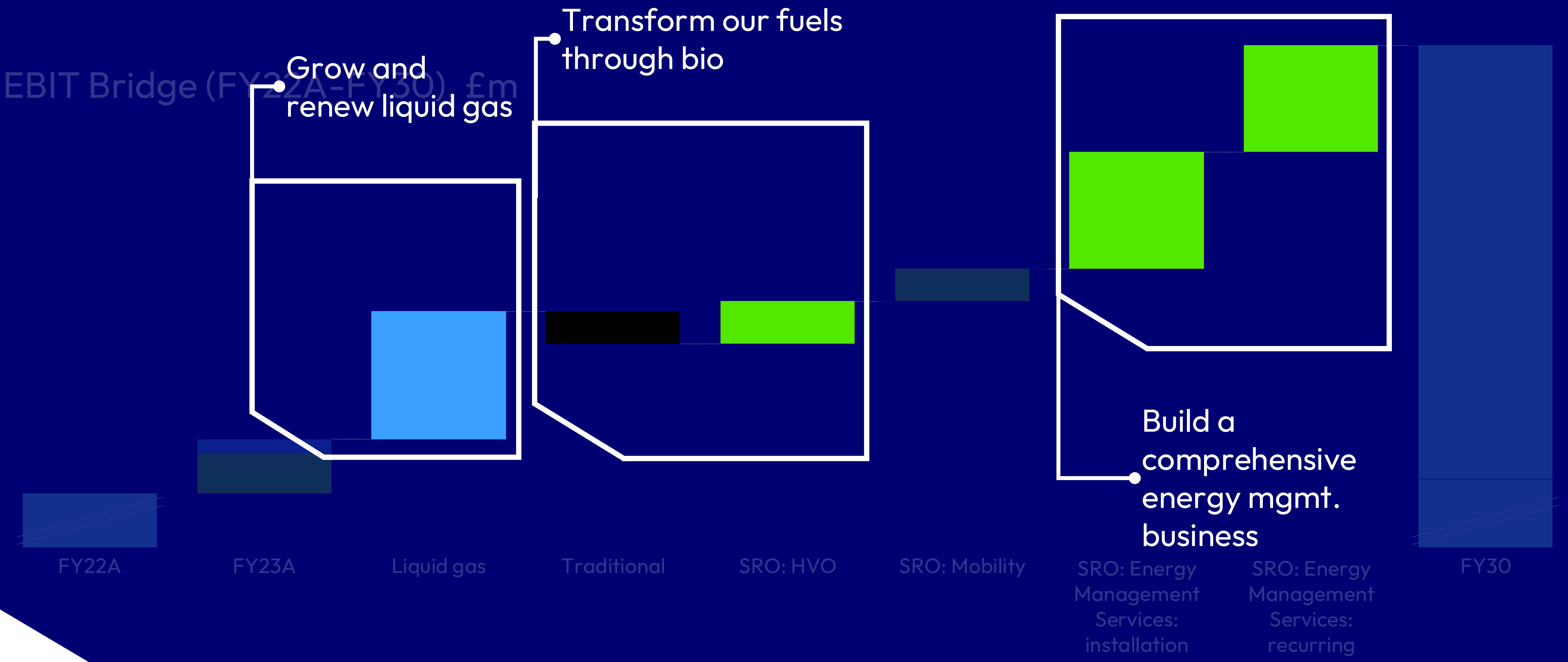
Operating profit mix



Retail sites operated	Bunker sites & truck stops
1,198 (136 EV-enabled)	52

[1] Litres equivalent. Note that c.25% 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.

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



Double EBITA target from base year of FY22

THE WORLD NEEDS CLEANER ENERGY FOR EVERYONE
OUR 2030 VISION - DOUBLE PROFIT AND HALF CARBON[1]

Leader in bio

Liquid gas transition fuel

Minimise high carbon

Optimise 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

=

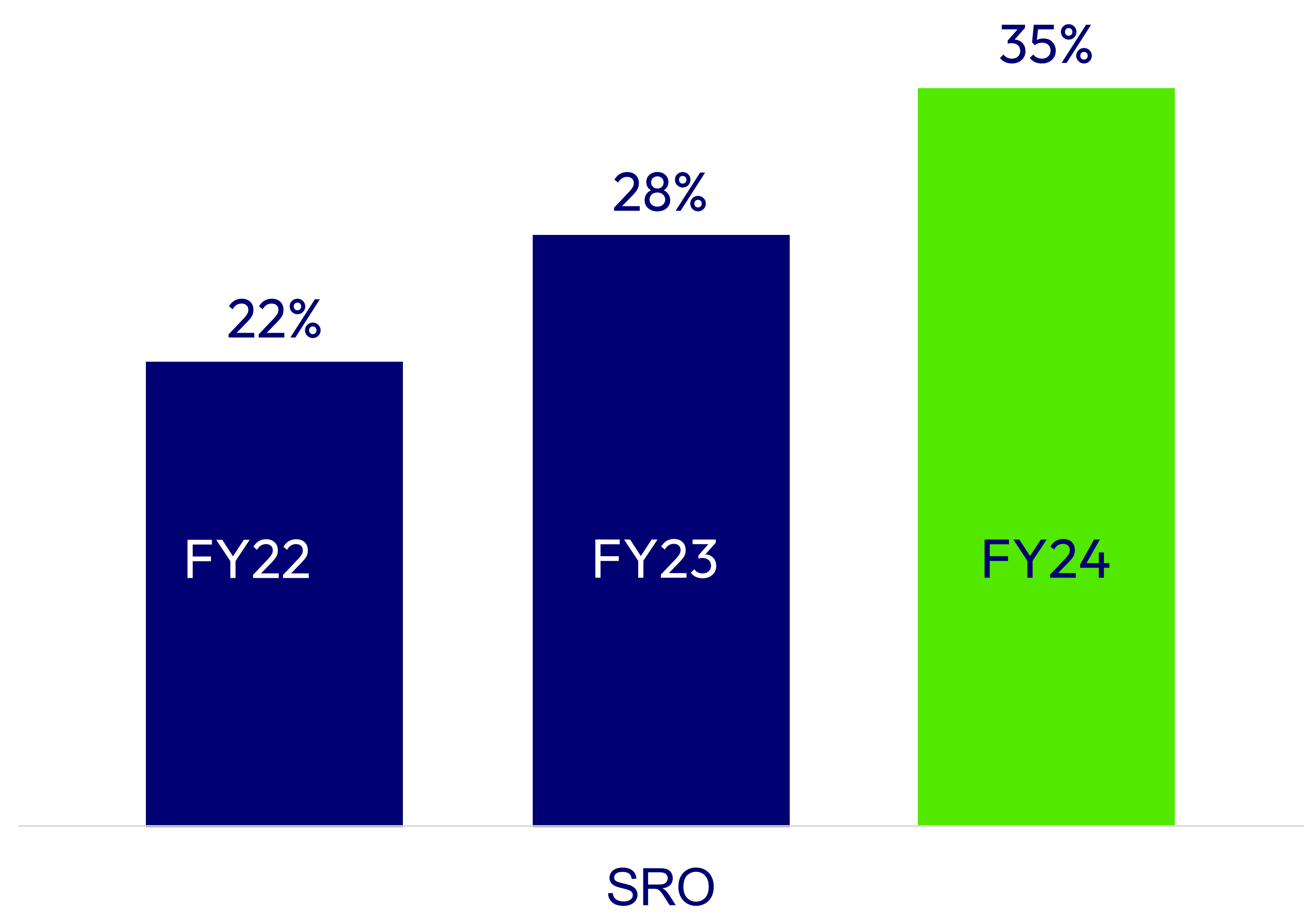
INCREASE
- organic customer numbers
- customer lifetime value[2] to 1.4x-4x

Cross sell electrons and bio liquid fuels

[1] Double EBITA target from base year of FY22.
[2] Modelled customer lifetime value increases to 1.4x-4x from a FY22 base over seven years.

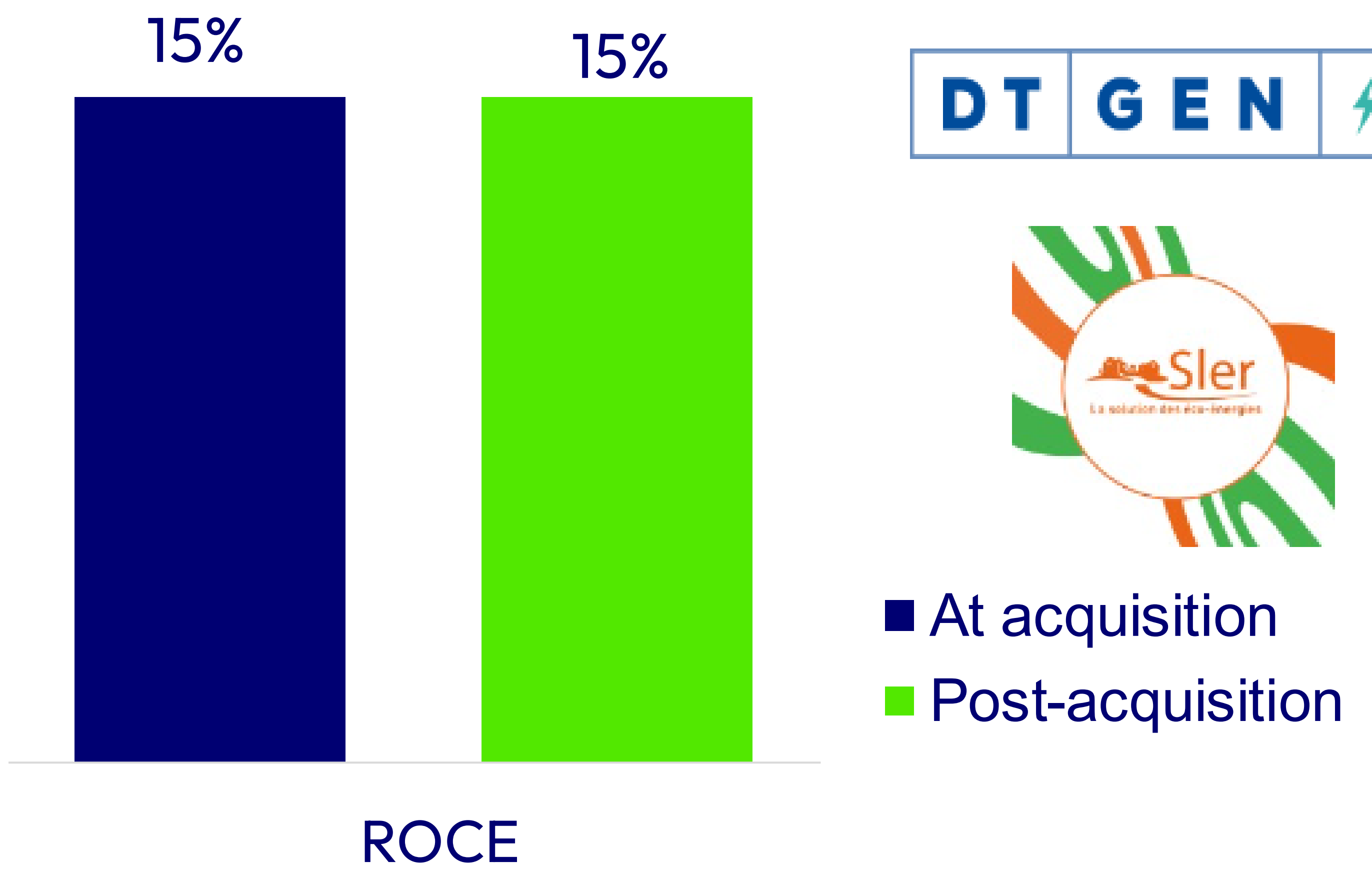
THE WORLD NEEDS CLEANER ENERGY FOR EVERYONE
STRONG CONVICTION BASED ON OUR RECENT SUCCESS

Grew share of SRO profit from 28% to 35%



SRO = Services, Renewables and Other. Main elements include EMS (solar, renewable electricity), digital fleet services (fuel cards), bio/renewable fuels and non-fuel retail convenience profits

SRO acquisitions delivering returns in line with fossil businesses



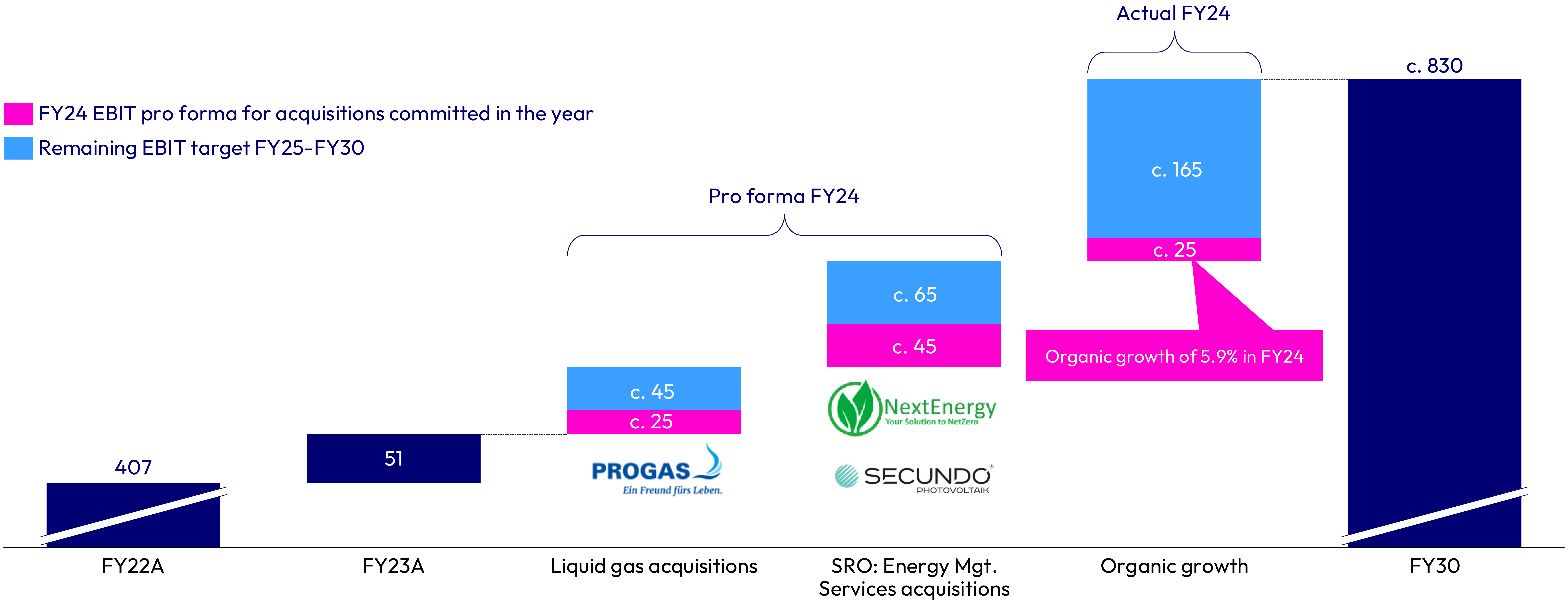
Post-acquisition returns are based on a combination of actual results for acquired businesses under DCC control for >12 months and initial ROCE at acquisition for businesses under DCC control for <12 months. There are 21 acquisitions in the sample, beginning at the start of DCC plc's FY22 (1 April 2021), with a total capital employed of £550m. Excluding our only solar panel distribution business (which was impacted cyclically by the decline in panel prices in FY24), post-acquisition returns increase to 18%.

Customer focus driving 5%+ organic growth

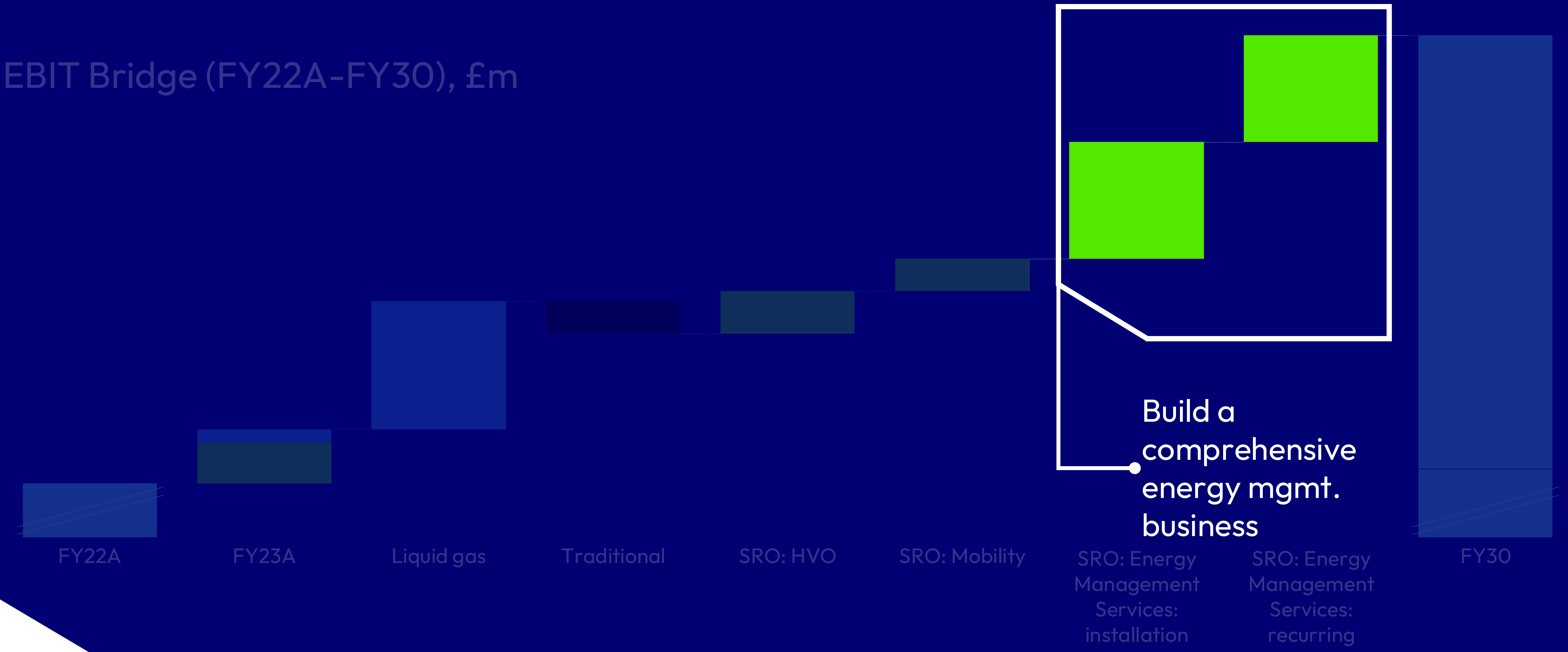
1. Strengthening our renewable energy marketing capability

2. Gaining in customer reach, penetration and relevance

DCC ENERGY 2024 PROGRESS EXCEEDS RATE SET OUT IN 2030 VISION
EBIT BRIDGE (FY22A-FY30), £M



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



Double EBITA target from base year of FY22

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]
EU 4.9 Mt	Global 0.2 Mt

Solar[3]	Energy Management[4]
EU €34.4bn	EU €8.9bn
US $9.2bn	US $8.9bn

EXCITING GROWTH POTENTIAL
2030 (ANNUAL PROD.)

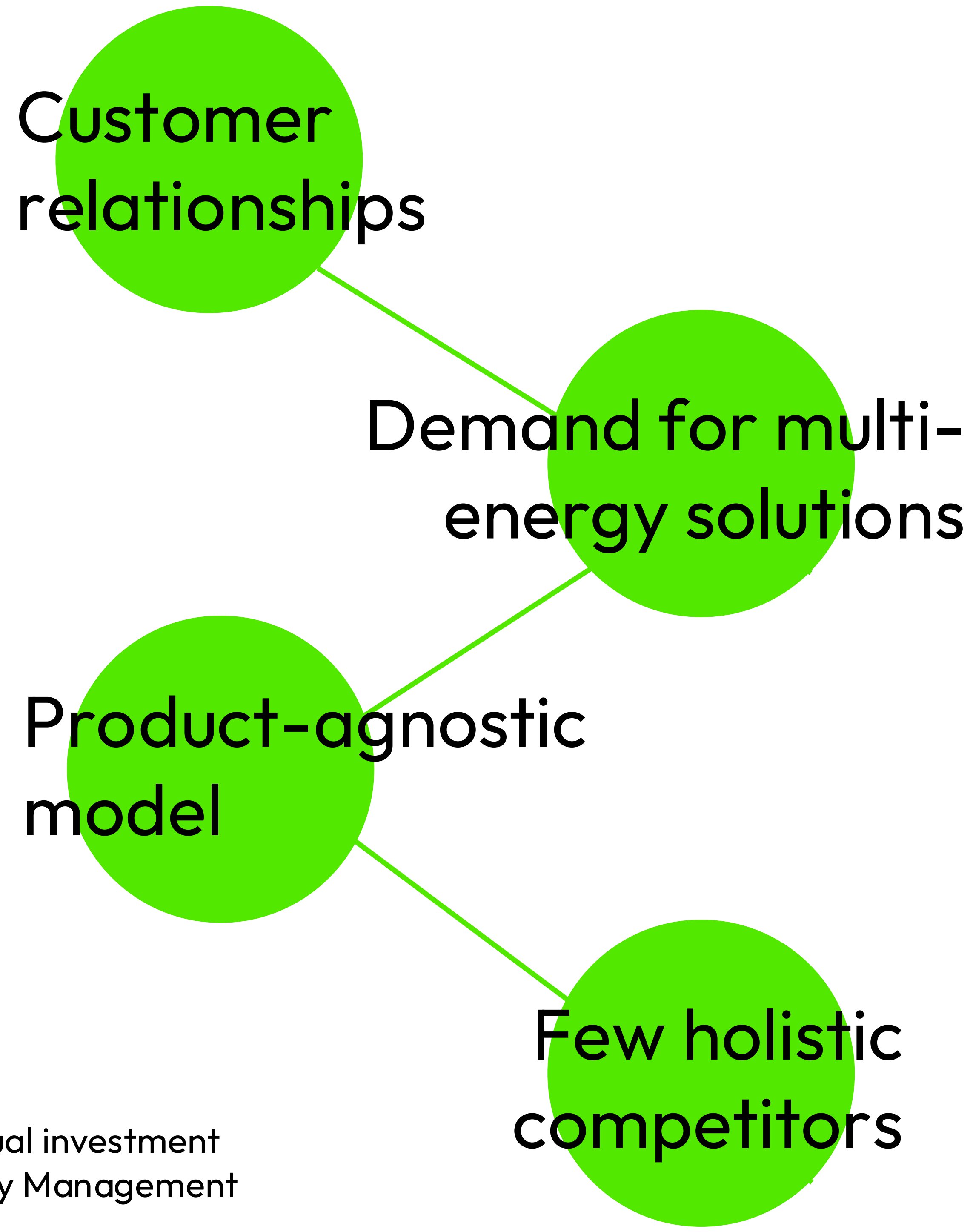
HVO[1]	rLPG/rDME[2]
EU 13.3 Mt	Global 112 Mt

Solar growth annual[3]	Energy mgt. growth ann.[4]
EU 7%	EU 12%
US 11%	US 12%

DCC HAS EXISTING CAPABILITY

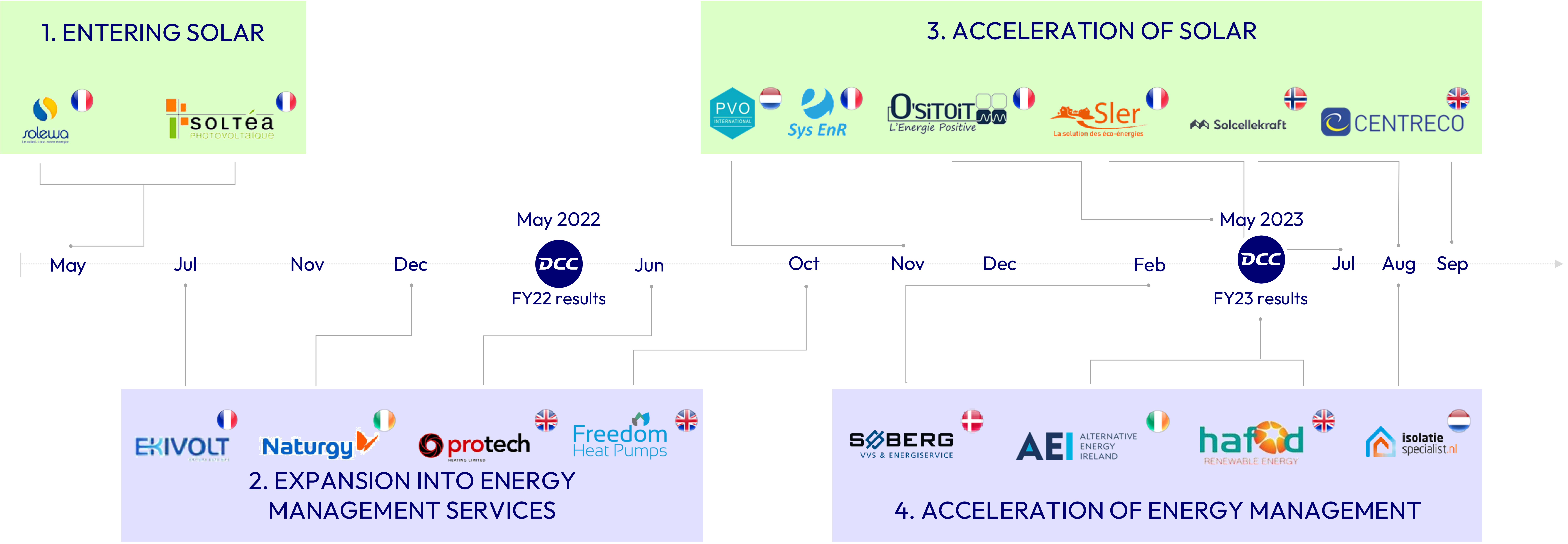
- Leading molecule marketer
- Cross-value chain solar expertise
- Growing EMS capability
- Customer-focused teams
- Trusted brands
- Partner of choice for suppliers
- Consolidation track record

OUR RIGHT TO WIN



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"

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 MGMT. 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

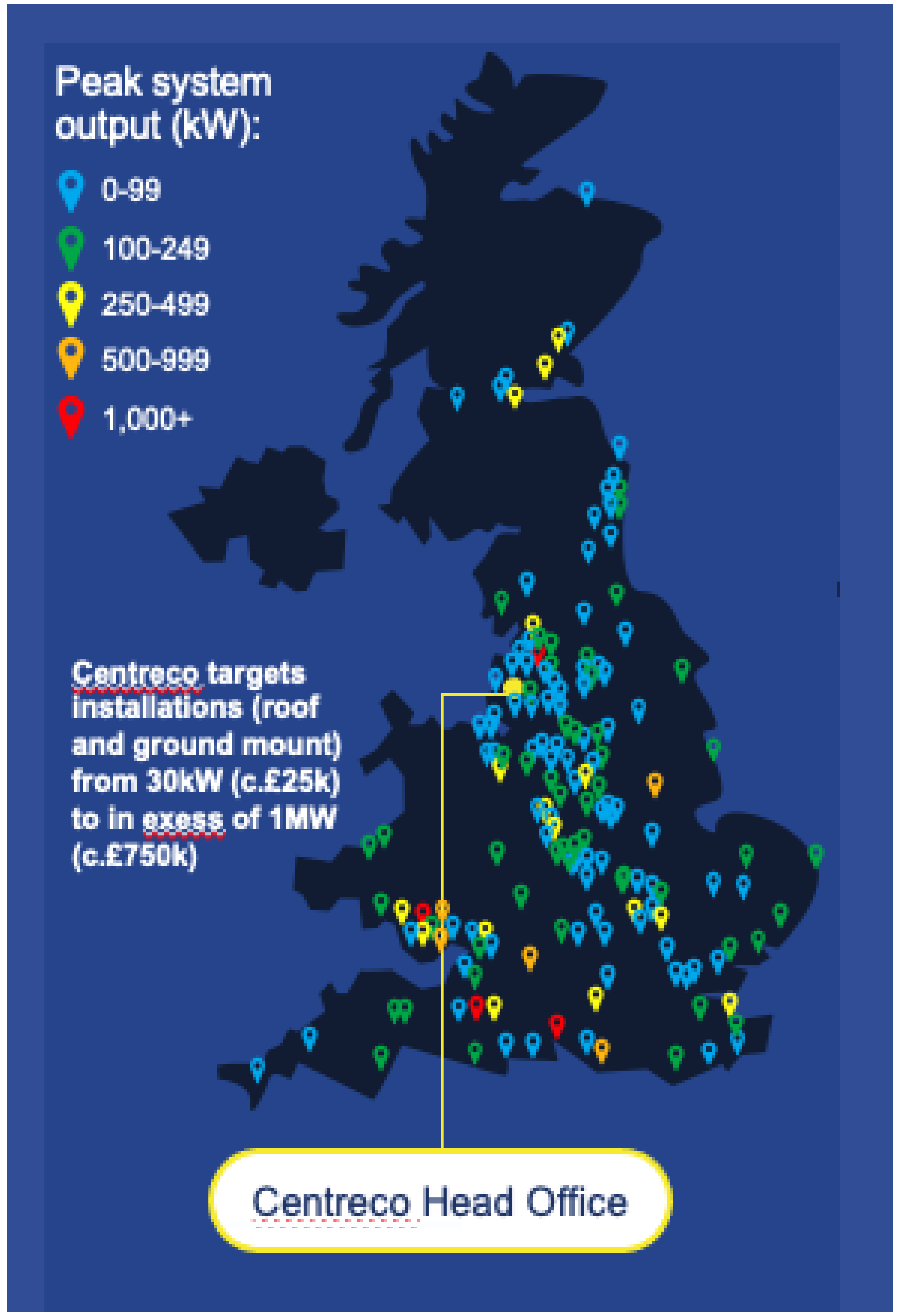
ECONOMICS OF THE BUSINESS AND GROWTH RATES

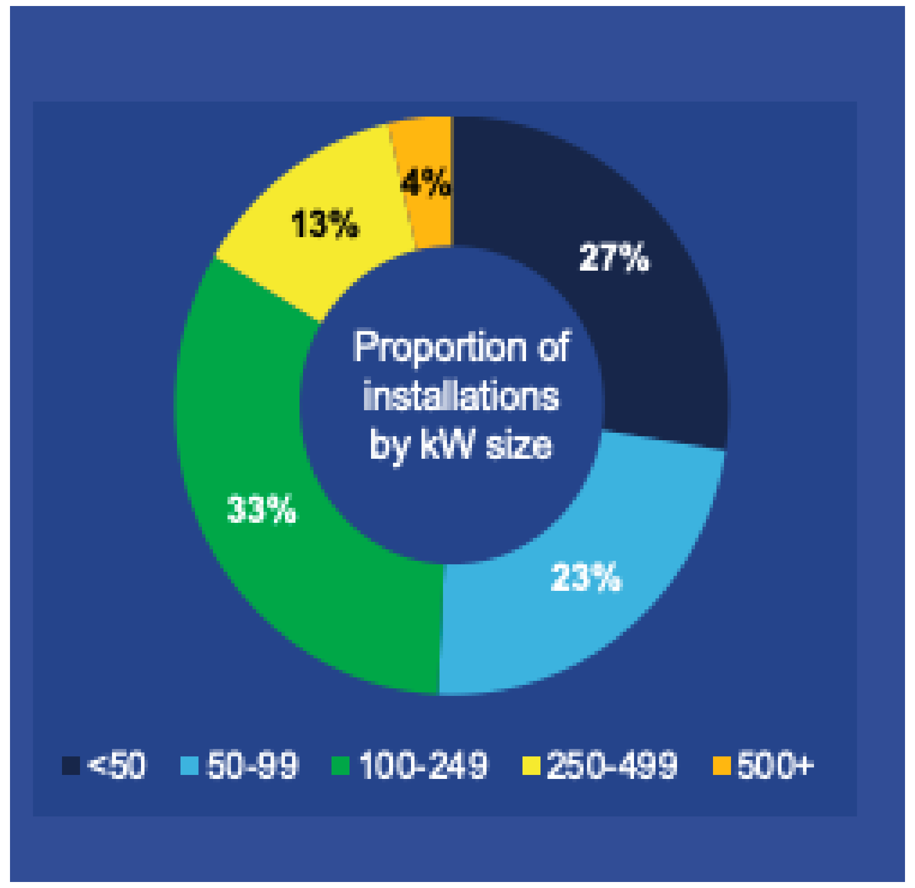
- Installation of 30kW to 1MW+ systems; customer payback 2-3 yrs
- Customer and system size increasing
- High teens to 20% EBIT margin for Centreco

WHY WE JOINED DCC?

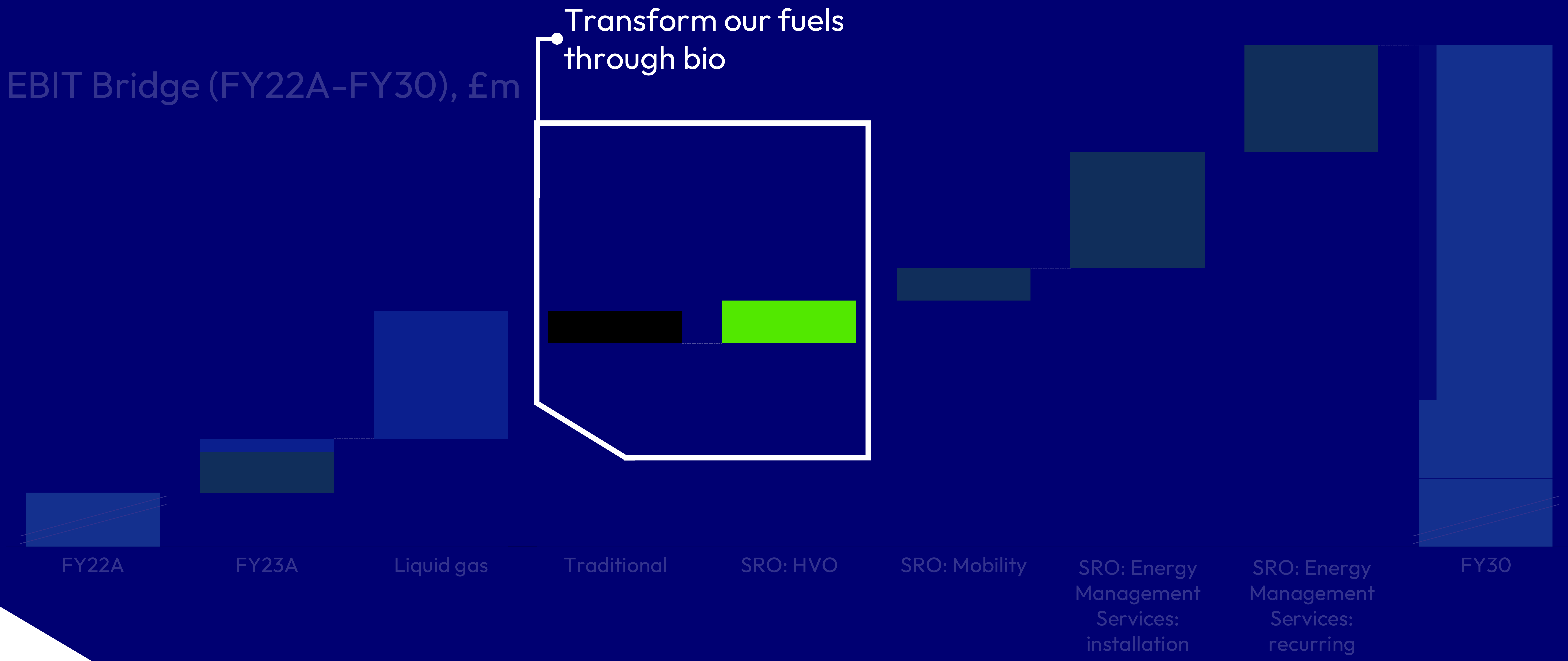
- Reach, understanding, tens of thousands of DCC customers, plc balance sheet, opportunity to scale, operational excellence
- DCC Energy cross-sell with Certas/Flogas, as solar only provides up to 50% of power needs
- Become full scale energy management business (solar+)

OVERVIEW OF CENTRECO SOLAR ENERGY INSTALLATIONS





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



Double EBITA target from base year of FY22

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

NESTE

preem

SISK aws DUBLIN PORT Co

daa IRISH OPEN

Royal Mail MORGAN SINDALL GROUP bam nuttall

RWE British Antarctic Survey

First HVO rollout

HVO rollout x 3

HVO rollout

RENEWABLE GASES

UnitedDrug

BJÖRNEBORG STEEL

oberon FUELS

Bio liquid gas rollout

Bio liquid gas rollout

Launched biomethane

Launched rDME

Collaboration to catalyse rDME supply

BioCNG for HGVs

OTHER BIOFUEL

alsiexpress

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, BUILDERS SISK CONTRACTORS, 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!

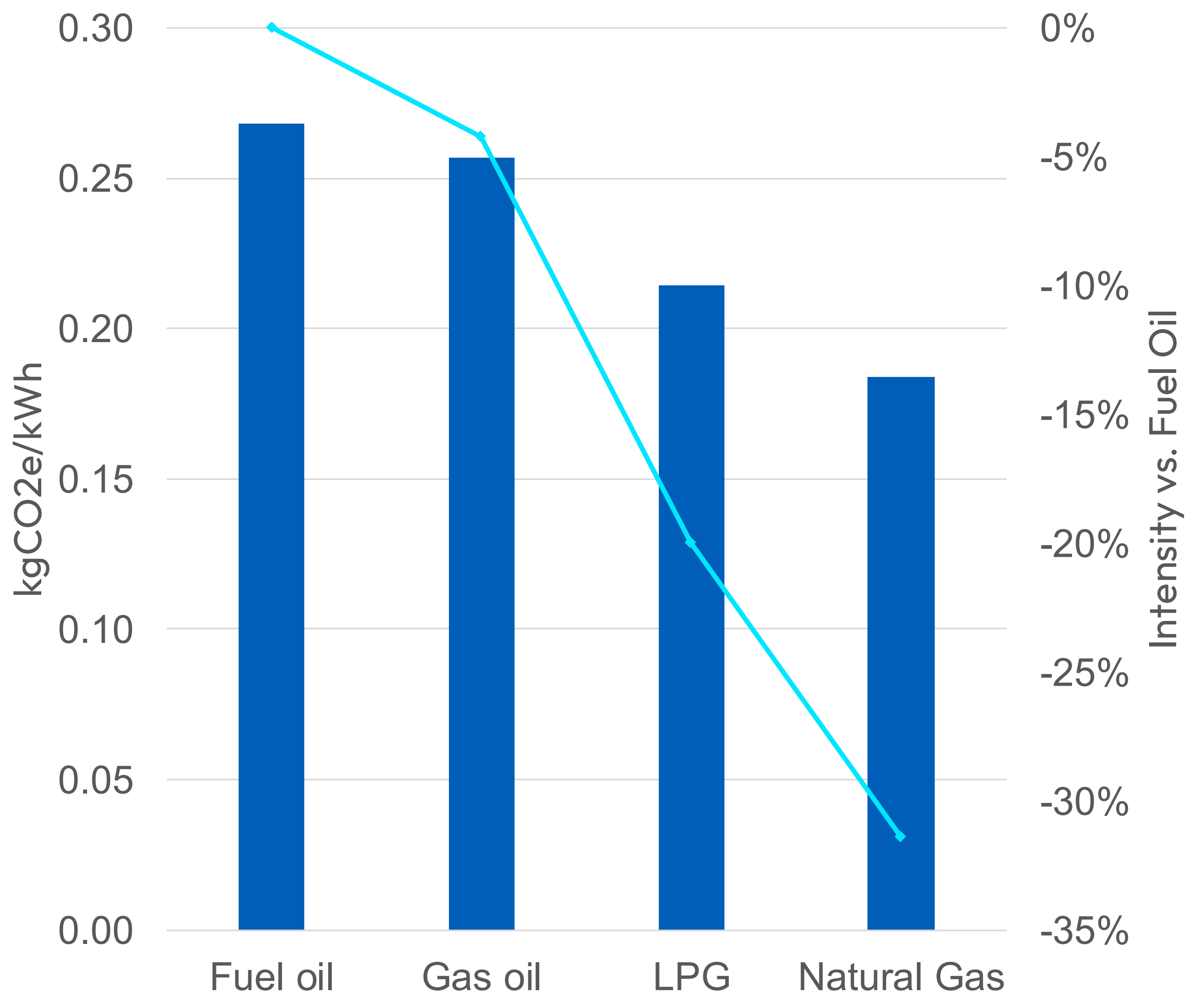
DCC ENERGY VISION 2030
OUR PLAN TO DOUBLE PROFITS AND HALF THE CARBON

Double EBITA target from base year of FY22

LIQUID GAS IS IMPORTANT FOR YEARS TO COME AS A SCALED, CLEAN BURNING HYDROCARBON FOR CUSTOMERS WHO ARE UNABLE TO ACCESS NATURAL GAS (I.E. ARE OFF THE GAS GRID)

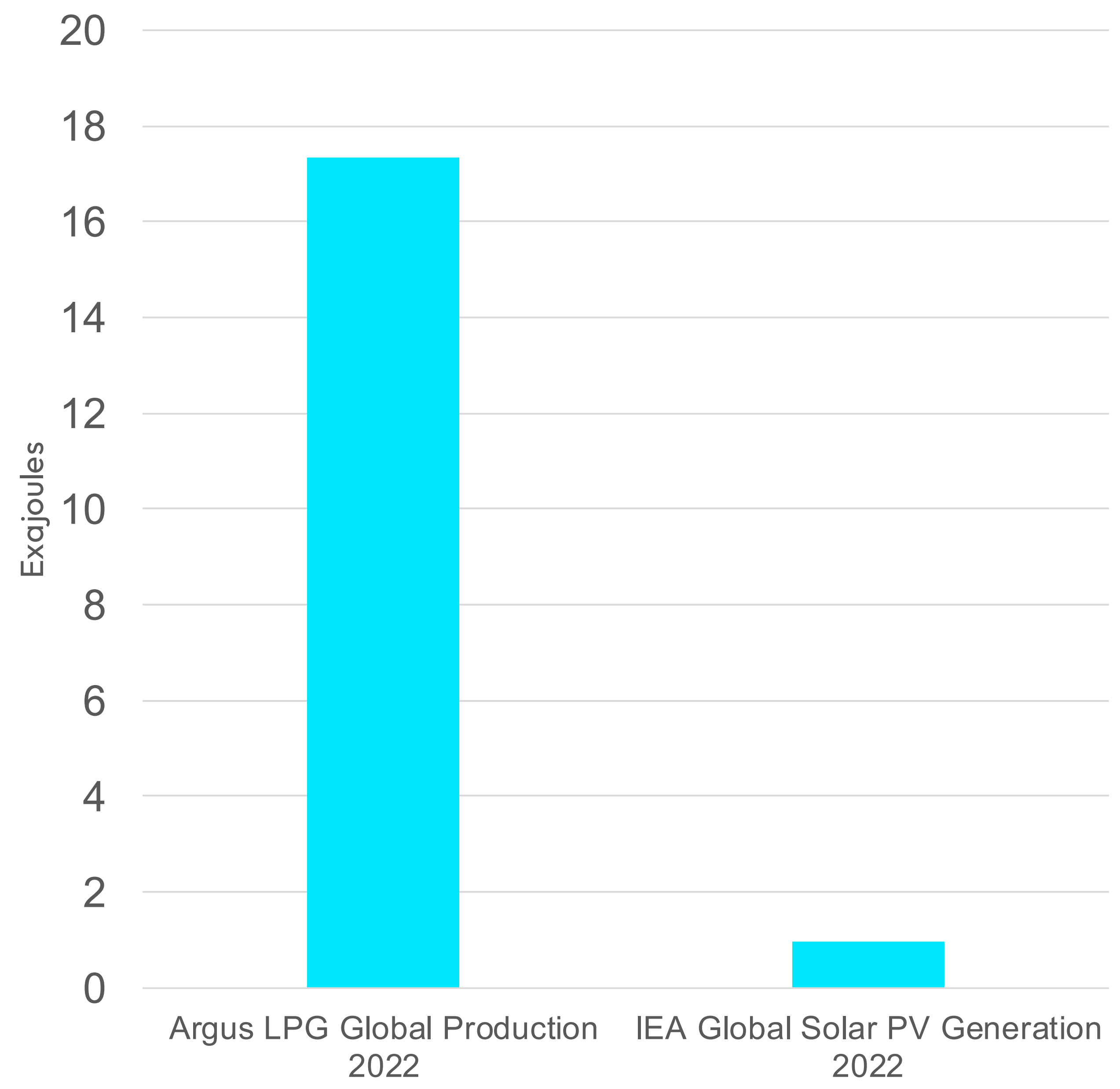
LIQUID GAS FUELS HAVE A LOWER CARBON INTENSITY TO LIQUID FUELS

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 LIQUID GAS BUSINESS BY 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 LIQUID GAS CUSTOMERS

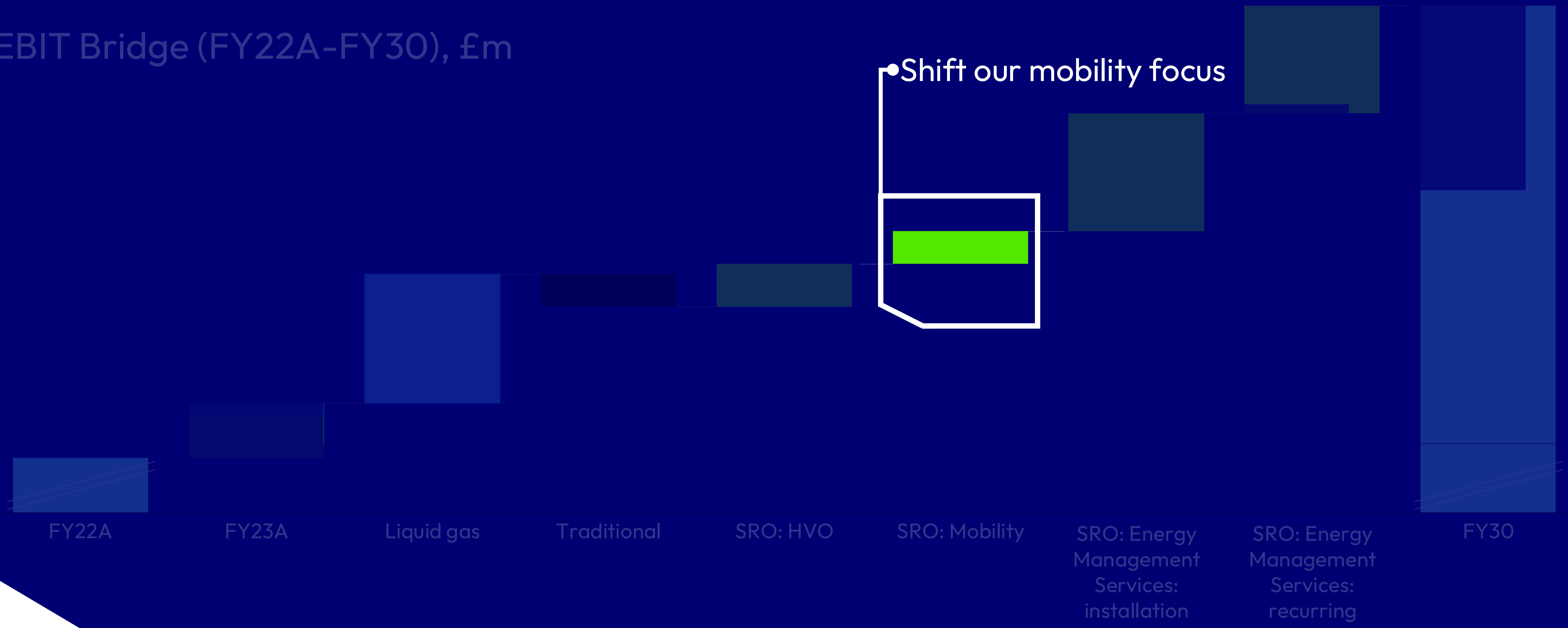
ELECTRIFICATION FOR LOW TEMPERATURE USES (Served through Energy Management Services)

Liquid gas 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 VISION 2030
OUR PLAN TO DOUBLE PROFITS AND HALF THE CARBON

EBIT Bridge (FY22A-FY30), £m



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/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

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

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

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.

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.

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.

2040s

COMMERCIAL & INDUSTRIAL

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

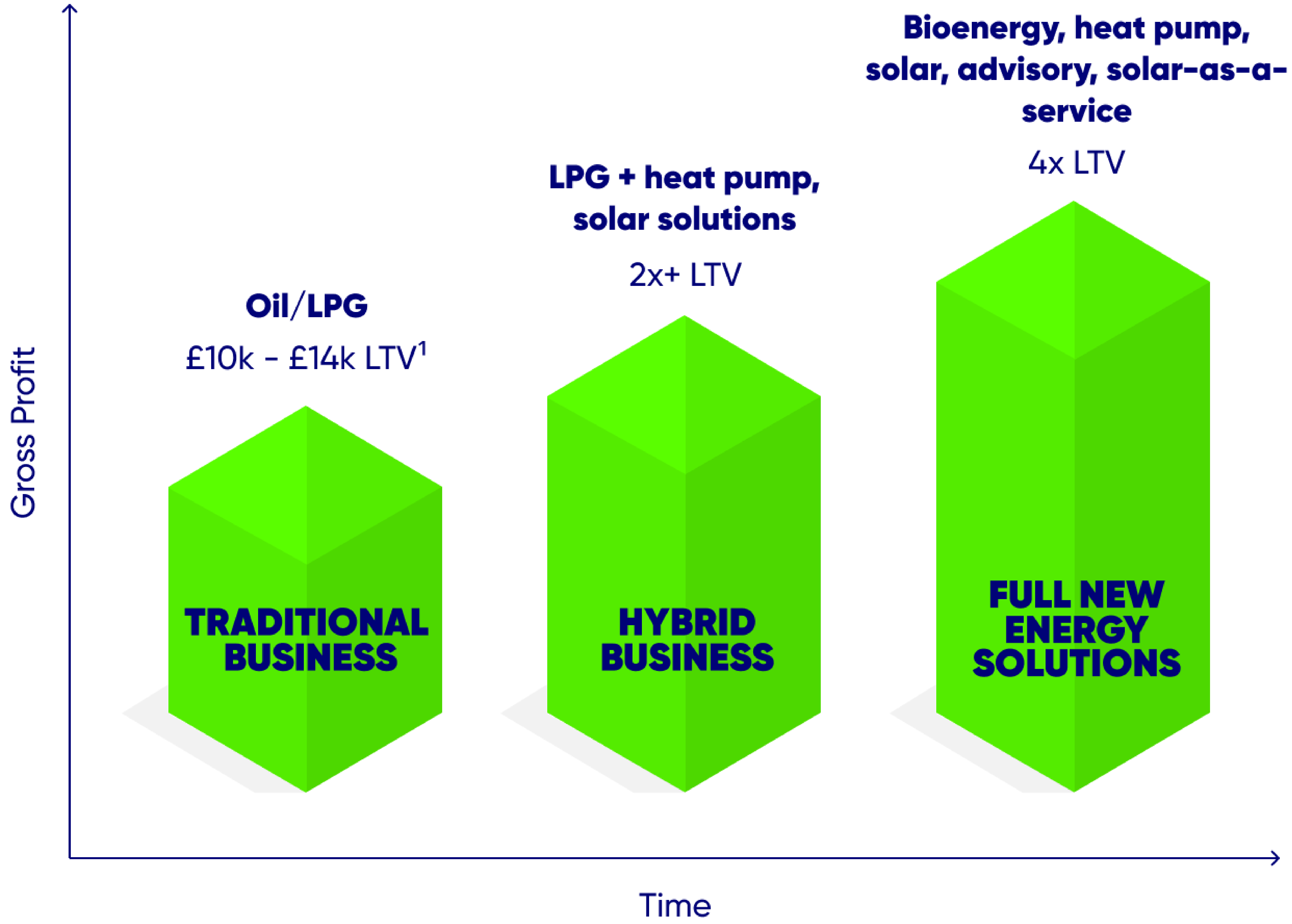
DOMESTIC

On-site power solutions are likely to include self-generation, battery storage solutions and scaled bidirectional EV charging capabilities in homes. Advanced biofuels such as e-fuels or hydrogen might be used for complex heating solutions.

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

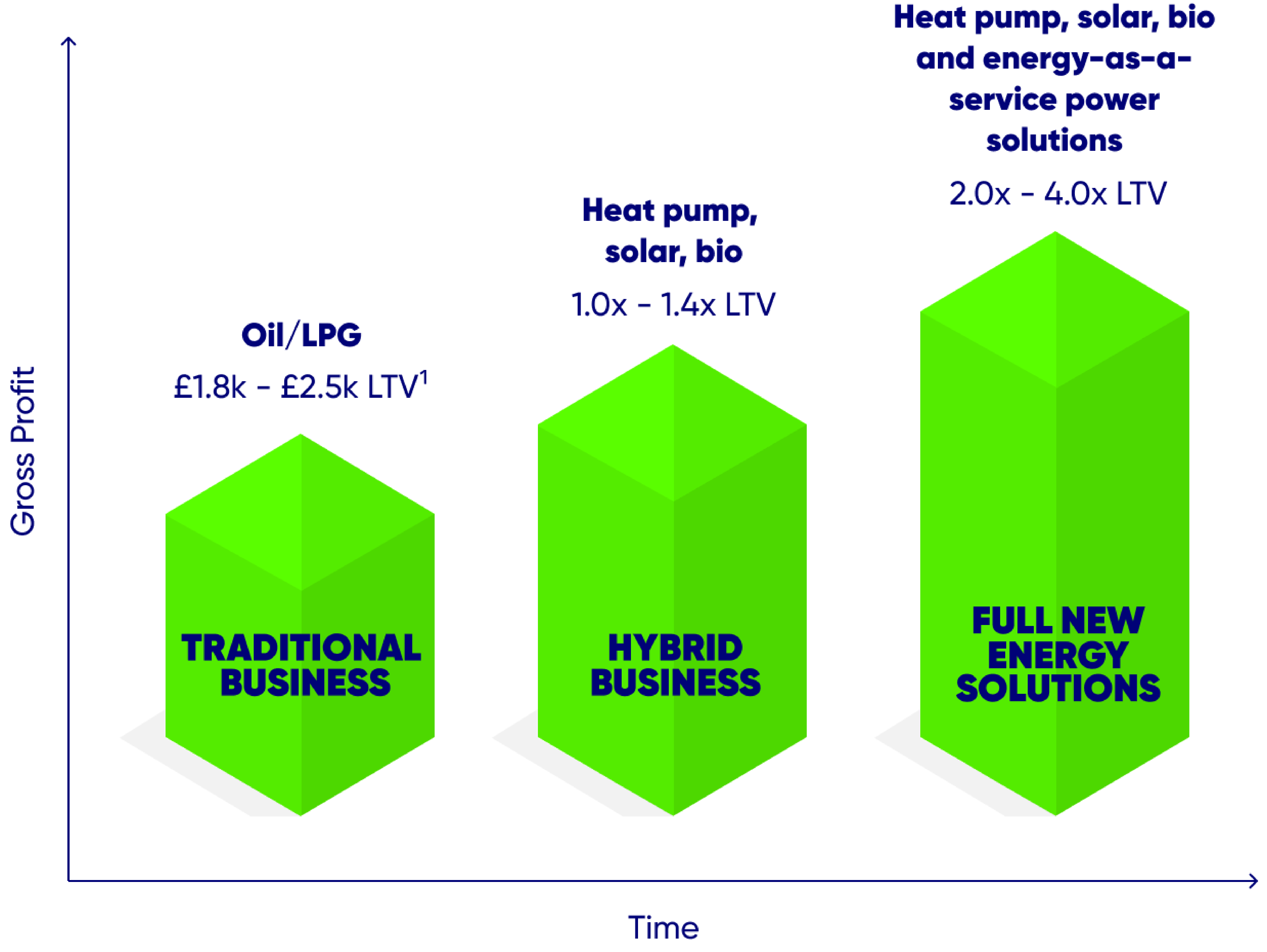


[1] Assumed LTV = 7 years

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

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.

MOBILITY PATHWAYS

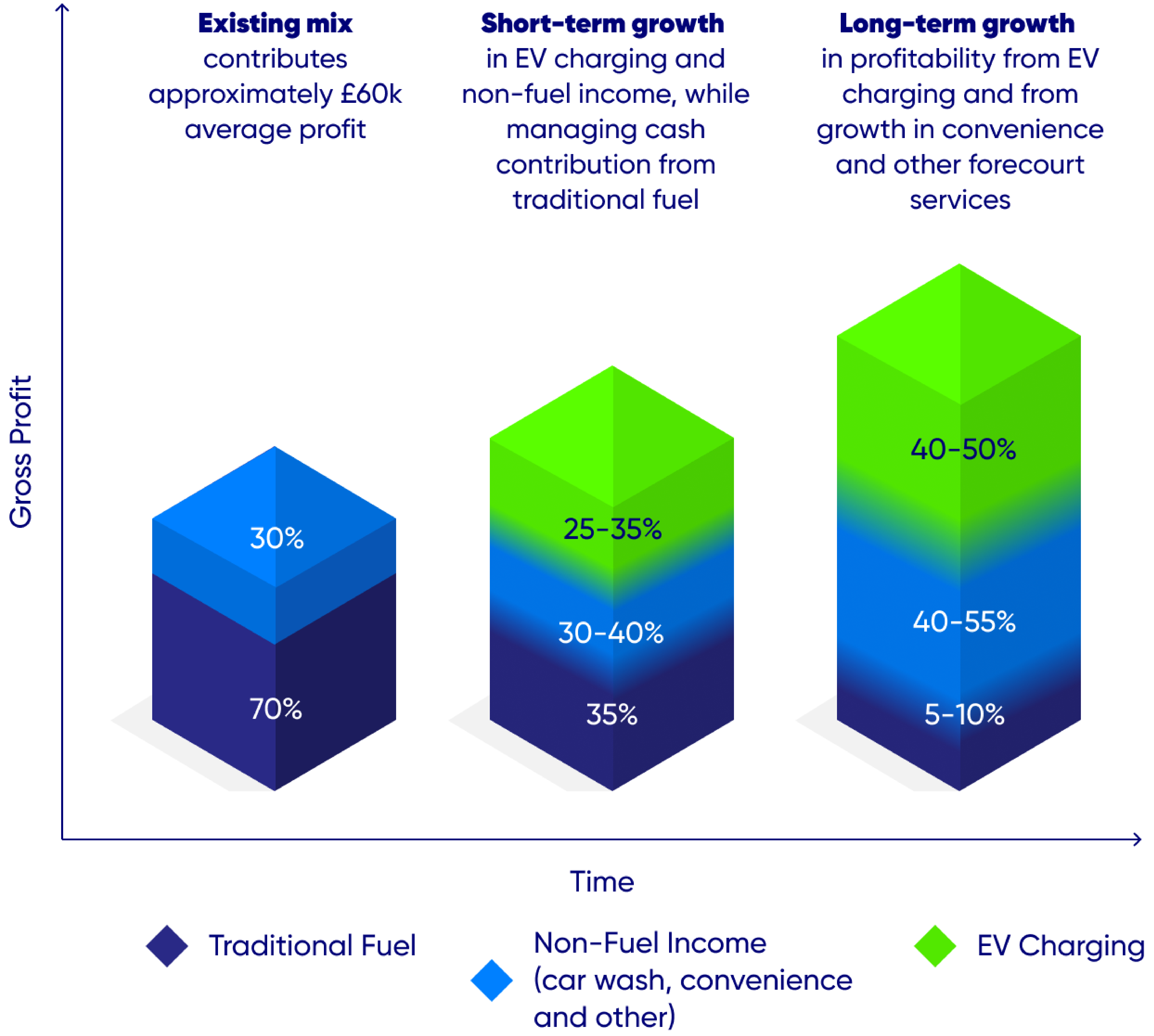
Our analysis of how the mobility transition might unfold: electric vehicle (EV) charging and other services will grow at forecourts while fleets shift to biofuel.

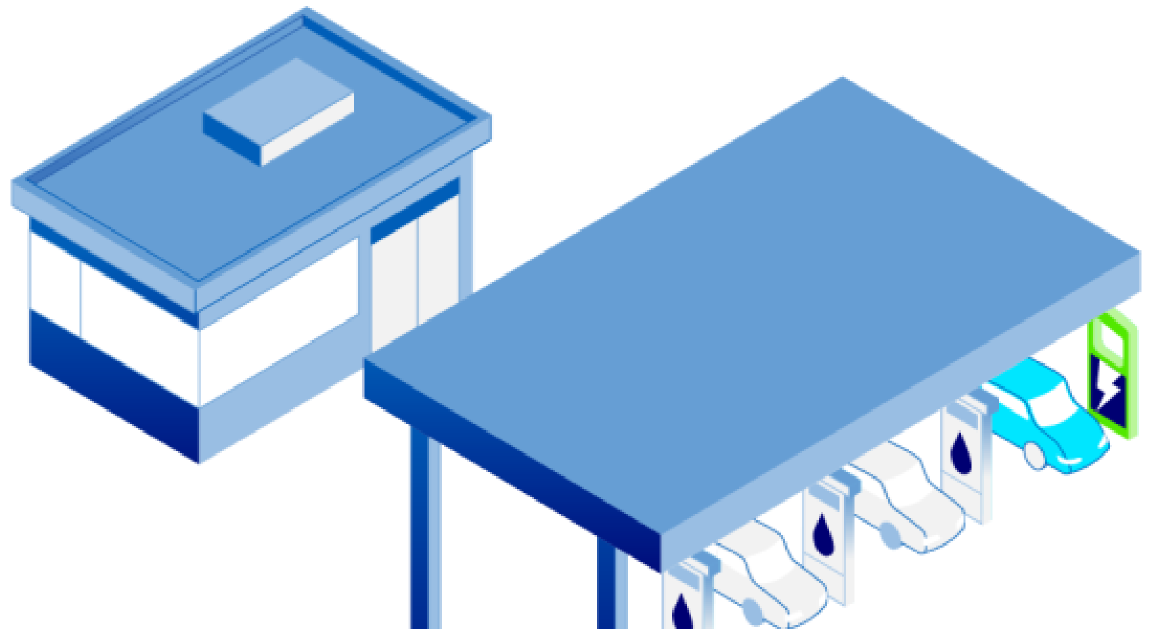
2040s

New technologies to scale across the truck fleet after a decade of innovation and commercialisation of alternative fuel types - hydrogen, biofuels or electric trucks.

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

HEALTHCARE

THE WORLD NEEDS LIFELONG HEALTH

DCC HEALTHCARE

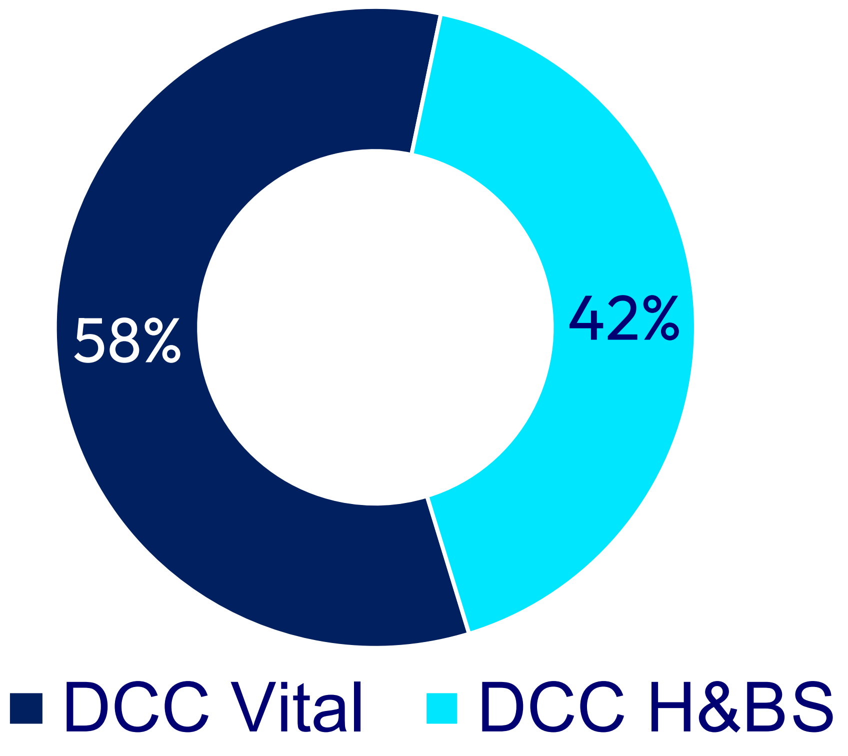
Employees

3,300

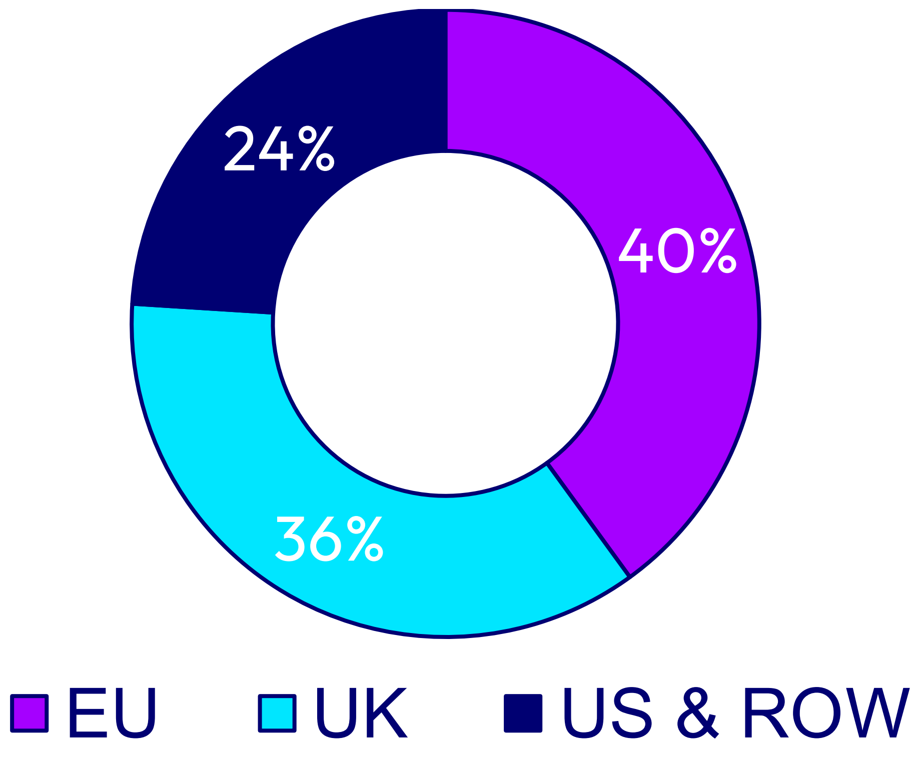
Revenue	Operating profit	ROCE
£859.4m	£88.1m	10.2%

DCC Healthcare provides products and services which enable people to lead healthier lives, throughout their lives

Revenue by business



Revenue by geography



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

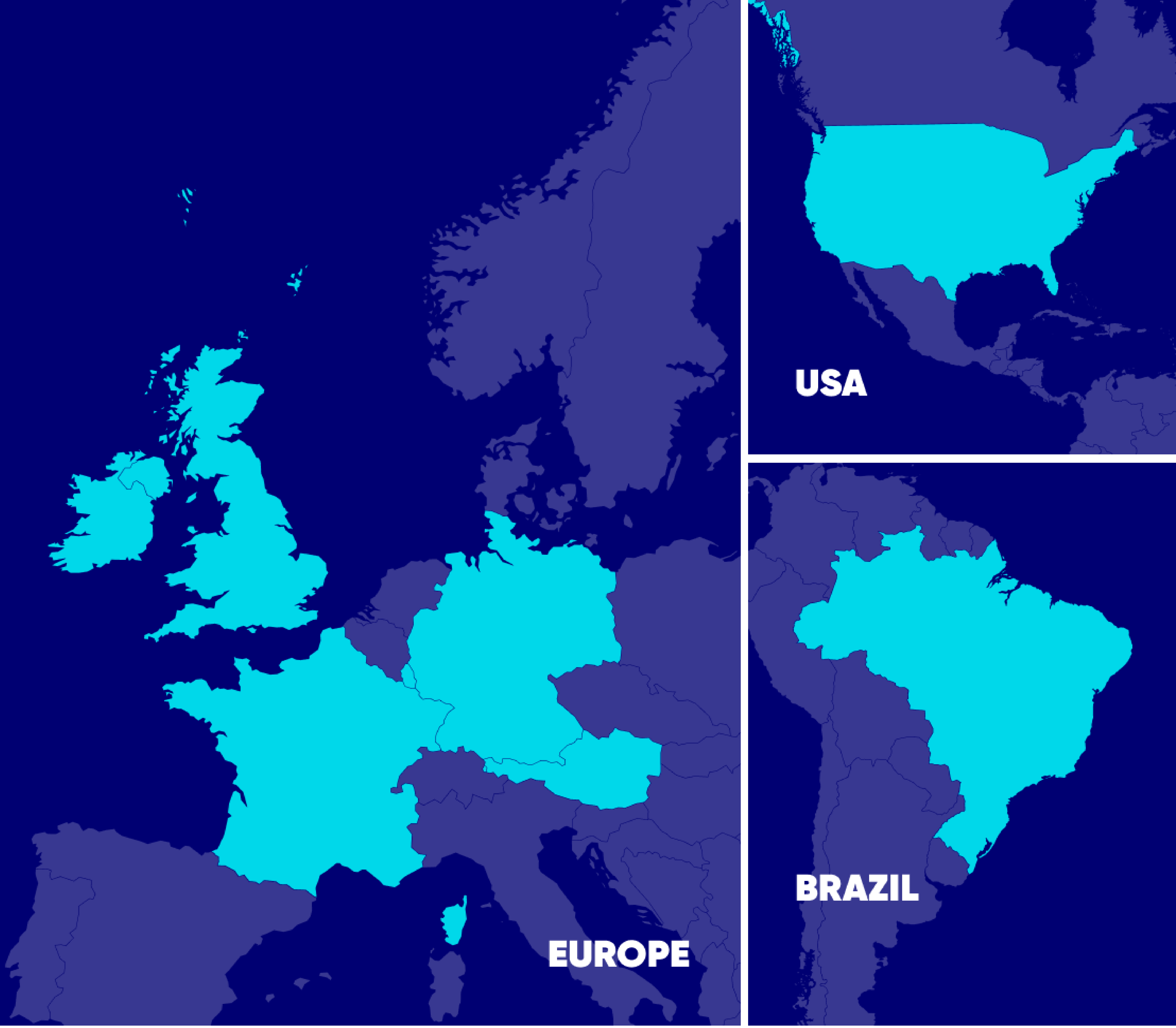
USA

- 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



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 c.5% organic growth market
- We've outperformed – CAGR of 7% in organic profit over last 10 years

THE WORLD NEEDS LIFELONG HEALTH

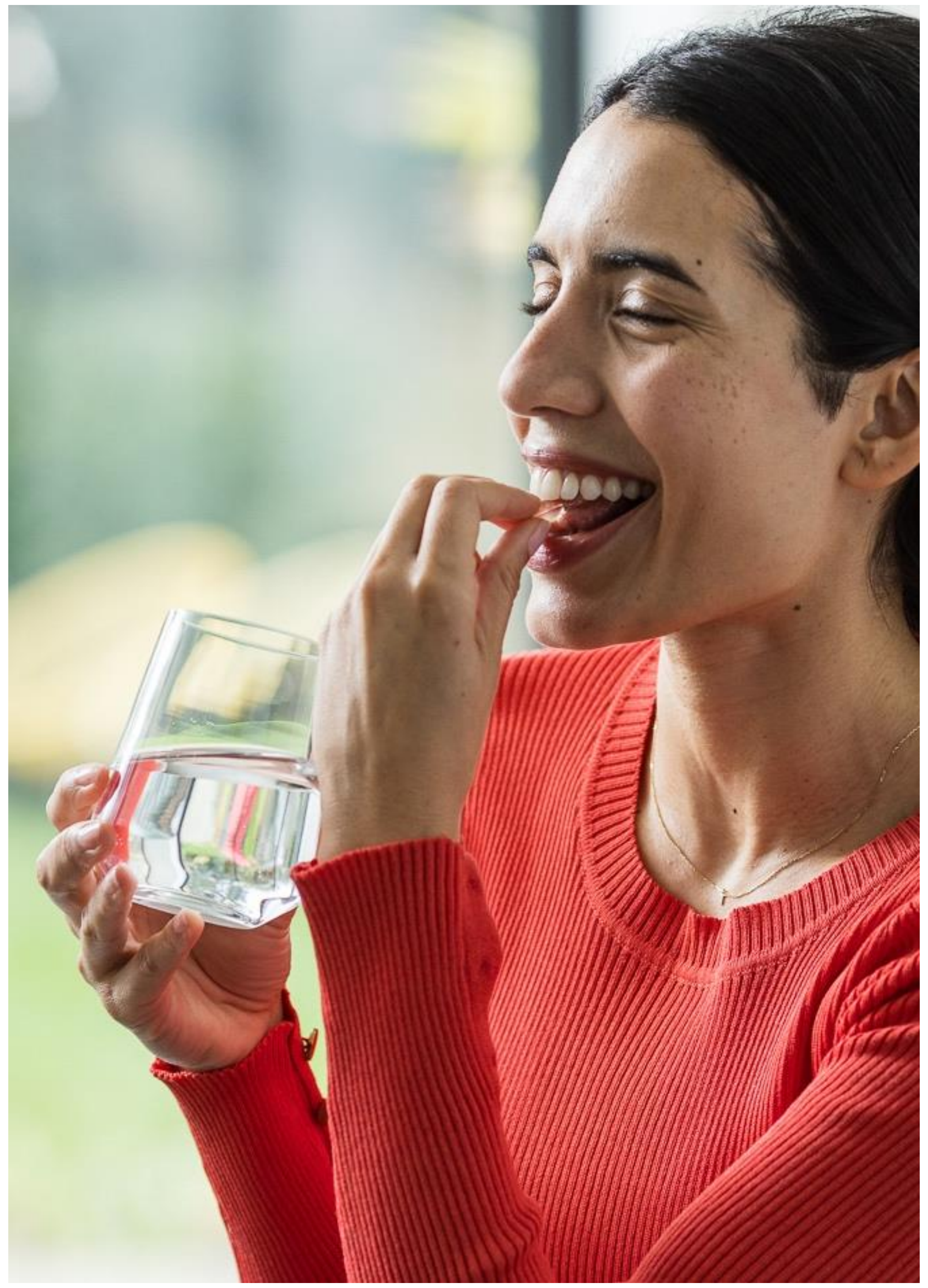
WE'RE SET FOR 5%+ GROWTH: WE'VE INVESTED IN HEALTHCARE AND H&B MARKET HAS NOW BOTTOMED

INTERNATIONAL GROWTH PLATFORMS

- Leader in medical devices in Europe
- Leader in primary care supplies in Europe
- Leading nutritional products CDMO US and Europe

STRATEGIC PROGRESS

- Enhanced our leadership and sales teams to drive top-line growth
- Strengthened our medical devices market reach and product pipeline to increase sales – especially in gastro-enterology in UK
- Invested in technology in primary care including AI and digital sales & marketing – to drive scale in Europe
- Invested in our H&BS facilities to enhance our capability in high-growth gummies and stick packs
- Consolidated US nutritional manufacturing facilities



DCC HEALTHCARE: DCC VITAL – PATIENT HEALTH
WHAT WE DO

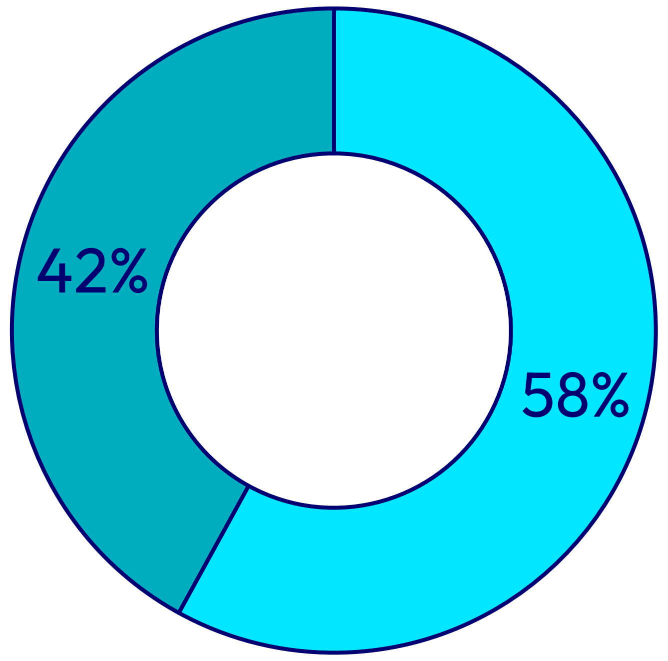
- Leading European business in the manufacturing, sales, marketing and distribution of medical products to healthcare providers
  - Medical devices
  - Primary care supplies and services
- Broad product portfolio
  - Own- and third-party brands
  - Single use devices and consumables
- Extensive channel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

Revenue
c.£500m

Employees
c.1,500

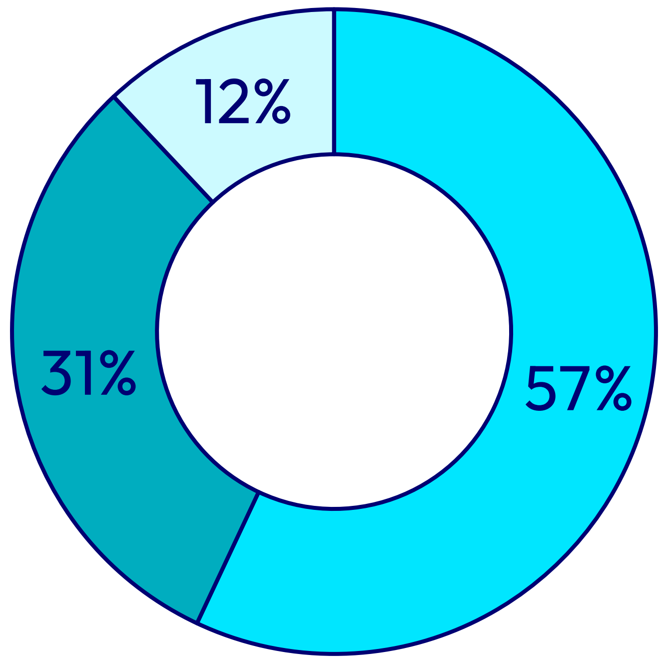
FY24 Gross profit by:

Business Unit



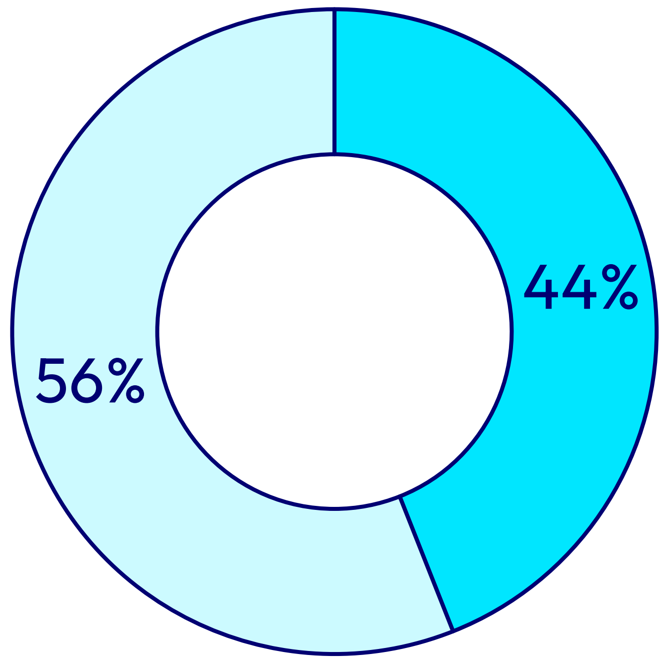
Medical Devices
Primary Care

Channel



Hospitals
Primary Care
Life Sciences & Distributors

Brand



Own Brand
Third Party

DCC VITAL – PATIENT HEALTH
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 product range through innovation & acquisition
- Grow international presence organically and by acquisition
- Invest in sector leading Primary Care technology platform (ERP, digital sales, AI)

DCC HEALTHCARE: HEALTH & BEAUTY SOLUTIONS – CONSUMER HEALTH
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

- Seven 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

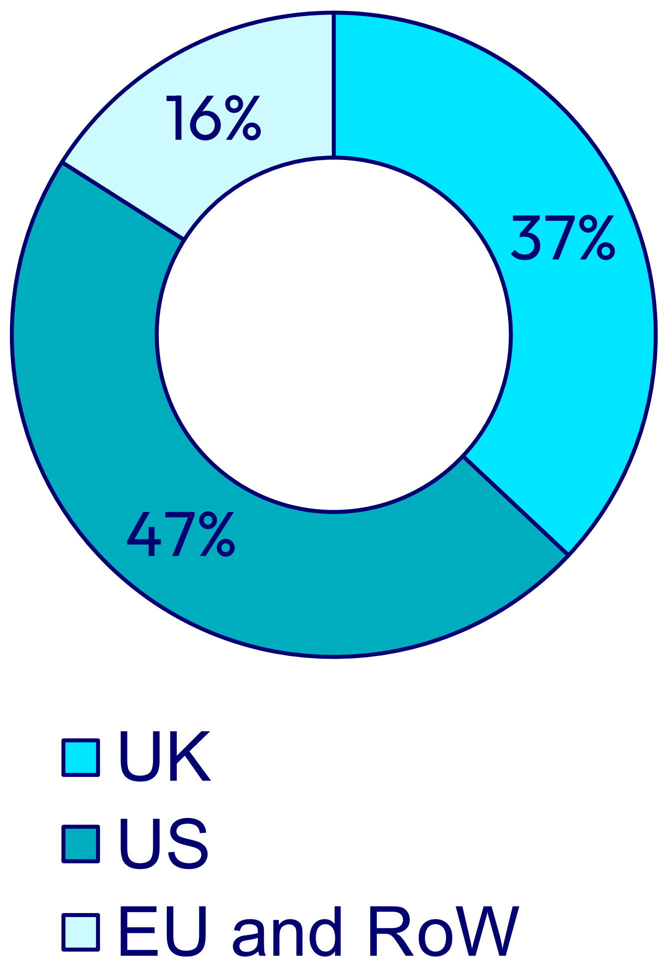
Revenue

c.£360m

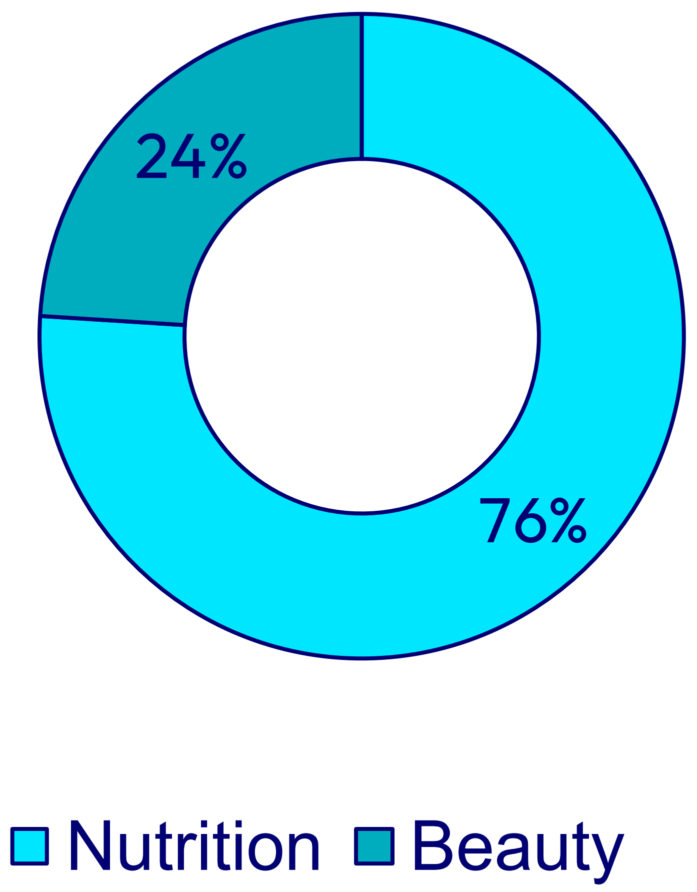
Employees

c.1,800

Sales by destination



Revenue by business



DCC HEALTH & BEAUTY SOLUTIONS – CONSUMER HEALTH
A SELECTION OF BRANDS WE SUPPORT

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 ACROSS DCC HEALTHCARE

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 and packaging (c. 60% like-for-like reduction achieved).

The **NHS requires** all suppliers to submit a carbon reduction plan when tendering for business from April 2024 as well as reporting on supply chain integrity and social value.
DCC Vital is well placed to meet the increased reporting demands given the business's strong compliance controls.

Williams recycled 53 tonnes of cardboard and 30 tonnes of plastic through its “zero to landfill policy” and introduced Wool Cool for its packaging of cold chain pharma products.

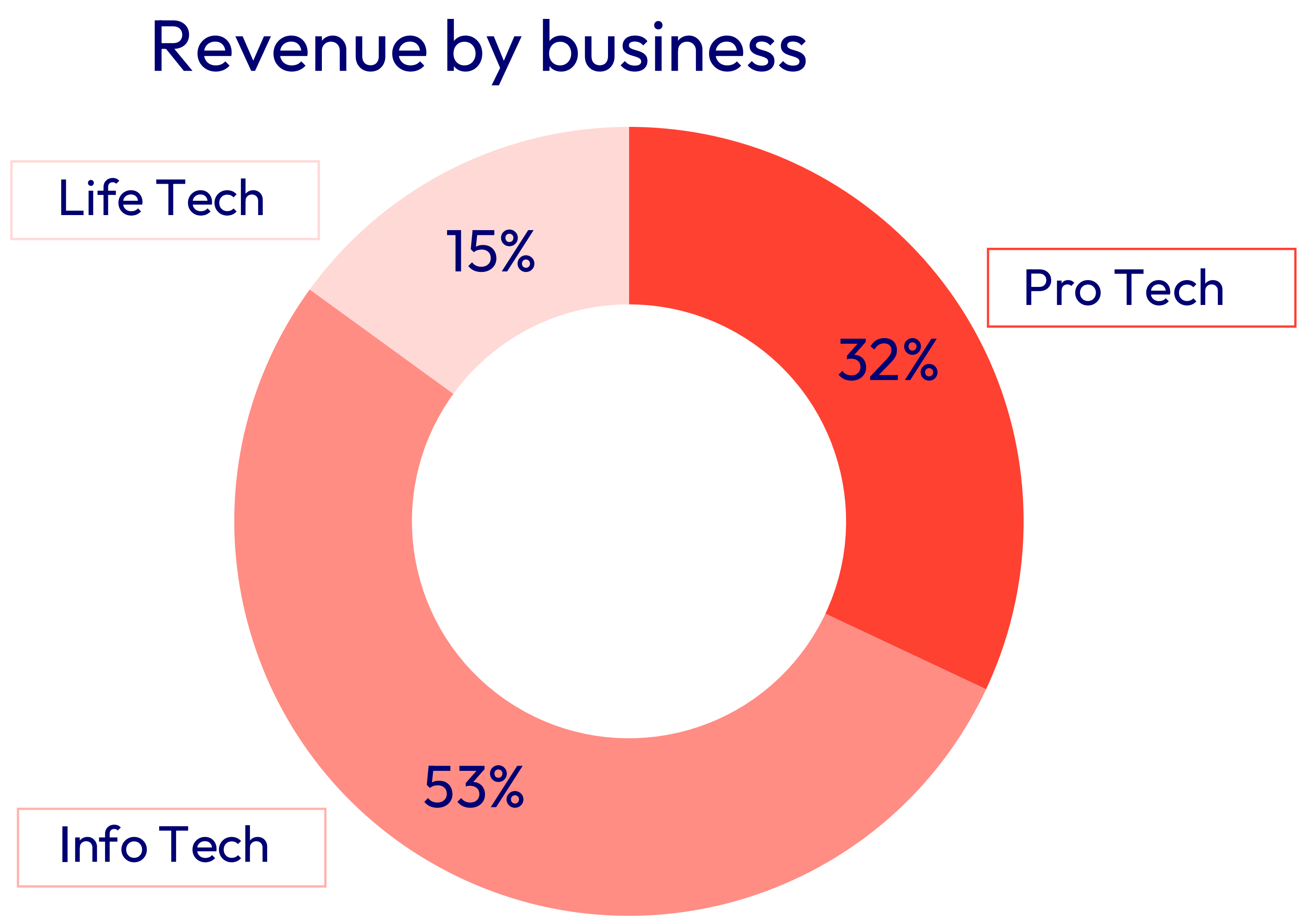
TECHNOLOGY

THE WORLD NEEDS PROGRESS MAKERS

DCC Technology 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



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.

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

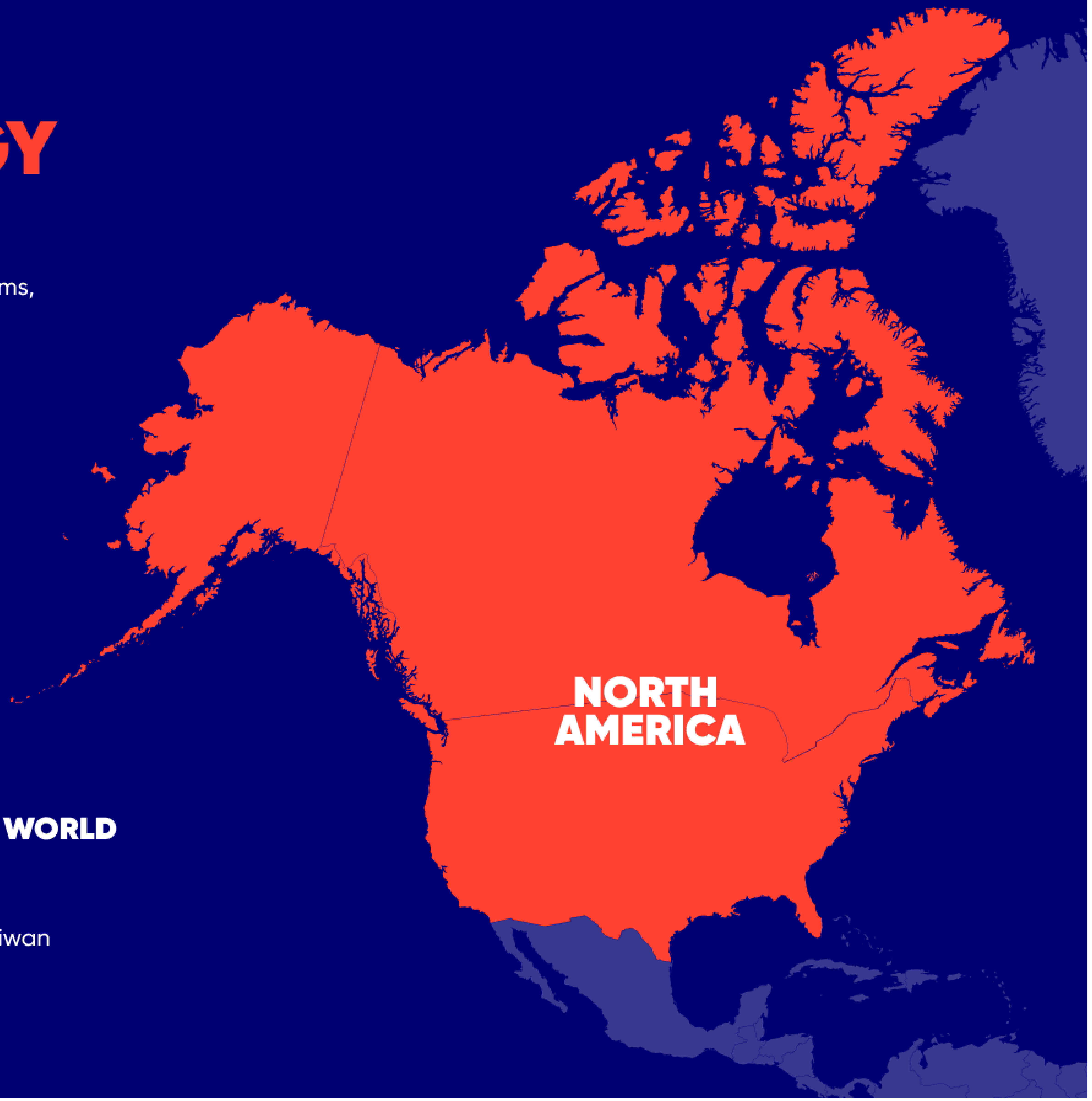
distributor of technology products

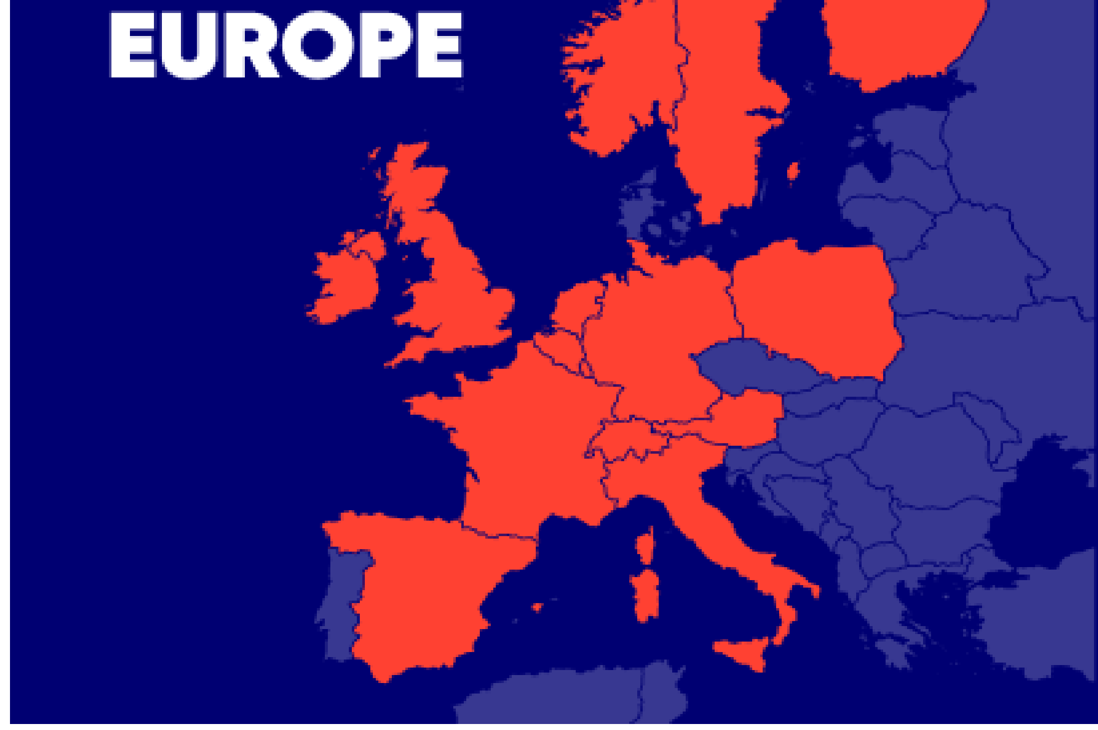
EUROPE

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

REST OF WORLD

USA
Canada
China & Taiwan
UAE





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 Q1 2024 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'RE BUILDING THE BASE FOR THE LONG-TERM AS 3-5% TECHNOLOGY MARKET GROWTH WILL RETURN

GROWTH AND DEVELOPMENT

PRO TECH AND LIFE TECH

- Focused on specialist, higher margin, high value-add platforms
- Strengthening scale and market share in Pro Tech: enhanced our position as #1 global specialist in AV, and #1 Pro Audio in North America
- Created one leadership team for North America to leverage the strength of our distribution platform and to deliver our commercial and operational excellence programme

OPTIMISATION

INFO TECH

- Transformation plan in the UK delivering profit improvement in line with expectations
  - Reduced UK headcount by 10%
  - Consolidated our warehouses
  - Improved our procurement
- Consumer technology market remains weak (analysts see no H1 growth in European IT distribution market*), so we focus on margin improvement and cost control across Info Tech

* CONTEXT Quarterly Forecast - IT Distribution Sales Europe

OUR STRATEGY IN ACTION – PRO TECH VALUE ADD

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: expert field knowledge & market analysis honed key design features pre-launch
- 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-added: Exertis Jam's position as a complete go-to-market partner, combining logistic and channel expertise with digital capabilities

SUSTAINABILITY ACROSS DCC TECHNOLOGY

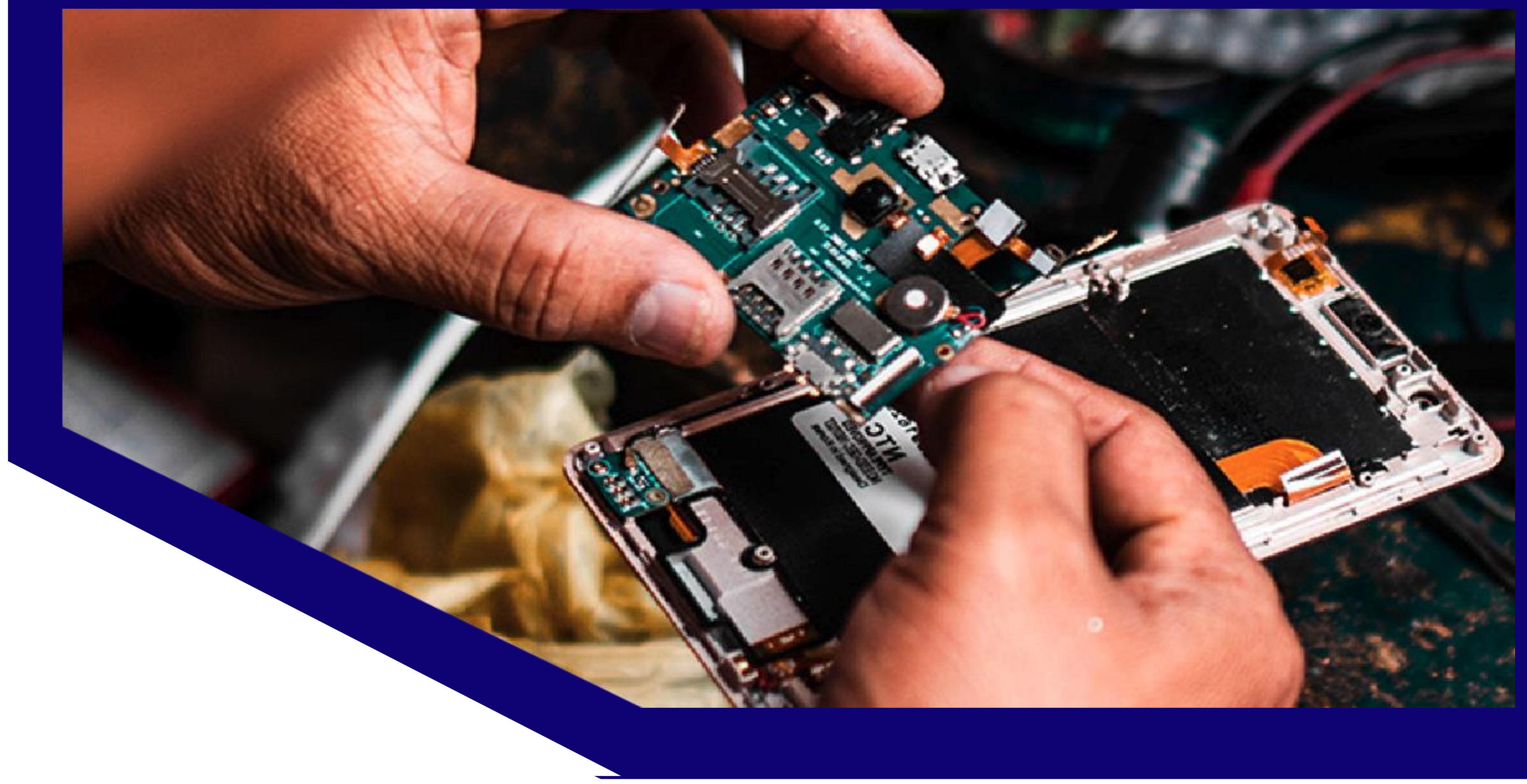
CREATING BUSINESS IN A WAY THAT ACTIVELY BENEFITS OUR PEOPLE AND COMMUNITIES WITHOUT HARMING OUR ENVIRONMENT

HEALTH & SAFETY

- Successful deployment of new Health & Safety management and reporting system
- Appointment of new divisional Director of Health & Safety – FY25

CARBON

- 12% YoY reduction in Scope 1 emissions*
- Elimination of Scope 2 emissions** from all material emitters
- 60% reduction in combined Scope 1 & Scope 2 emissions since FY19***



* Scope 1 emissions per GHG Protocol – emissions form direct use of fuels (mobile and stationary combustion)
** Scope 2 emissions per GHG Protocol – emissions form purchased electricity and heat/cooling sources
*** FY19 baseline emissions, adjusted for material acquisitions

DCC

THE WORLD NEEDS PROGRESS FOR ALL

COMPANY OVERVIEW

MAY 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, 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 4 years
- Preparations well underway for CSRD and EU taxonomy reporting for FY26
- Net zero target for Scope 3 for 2050; 50% reduction ambition by 2030
- Scope 3 emissions down 3% in FY24 & 5% in FY23; externally assured
- Scope 1 and 2 targets of 50% reduction by 2030; already down 46% from 2019 baseline
- Plan to reduce fossil profits of the Group to 25-30% by 2030; currently 48%.
- Chief Sustainability Officer on Group Leadership Team
- Remuneration linked to sustainability objectives

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 the 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 2023 Sustainalytics assessed DCC's ESG risk as medium with a score of 20.0. DCC improved over 15 points in the last two years: from 'high' risk to 'medium' 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%		