



Company Overview Presentation

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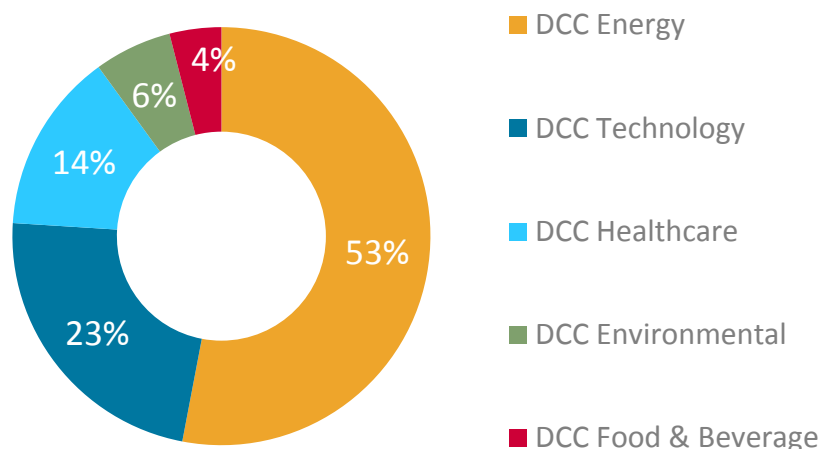
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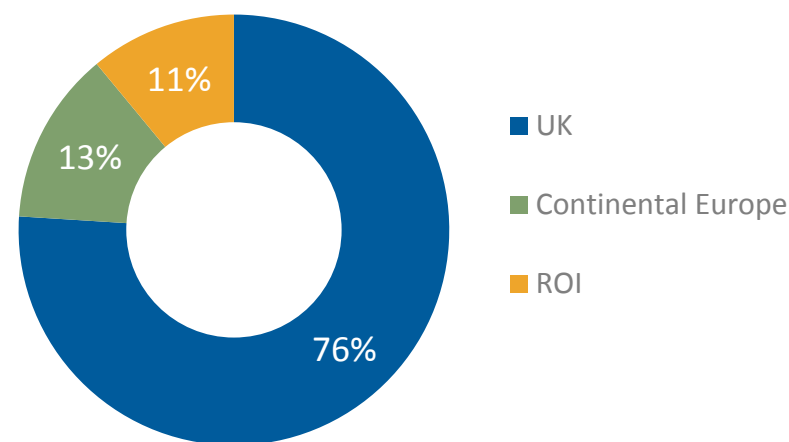
DCC

DCC is an international sales, marketing, distribution and business support services group operating across five divisions

Profit by division*



Profit by geography*



- Listed on the London Stock Exchange since 1994
- FTSE 250 (support services) since June 2013
- Market Capitalisation of c. £2.6 billion
- Employs approximately 10,000 people
- Operating in 13 countries

DCC – Financial Highlights*

Revenue	£11.2bn	ROCE	16.3%
Operating Profit	£208m	Net debt/EBITDA	0.3x
Operating Cash flow	£349m	Interest cover (times)	12.4x

Long History of EPS Growth...

EPS (£ pence)

20 year CAGR *

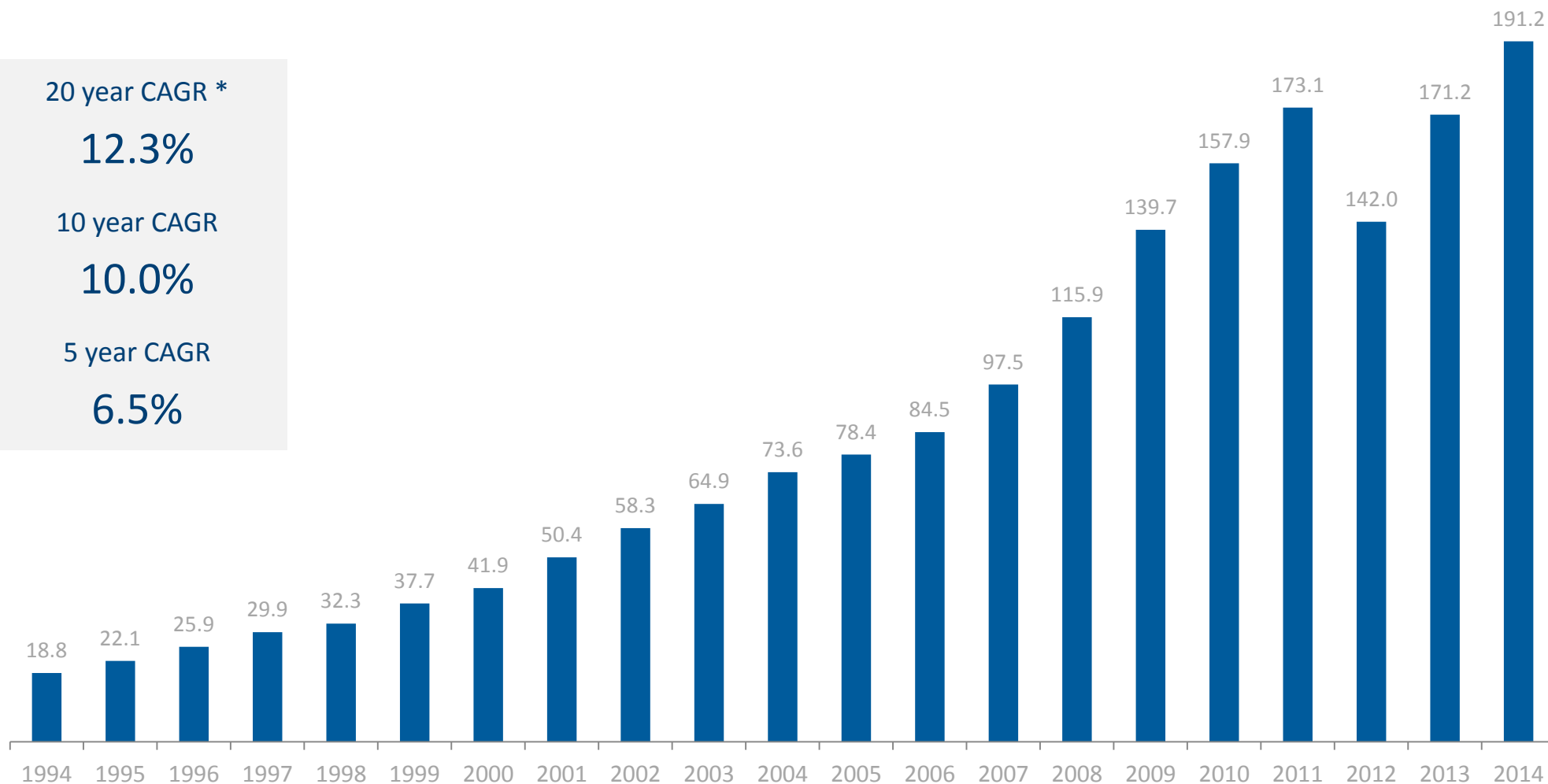
12.3%

10 year CAGR

10.0%

5 year CAGR

6.5%



Years ended 31 March
(£m – 1994 - 2013 translated at FY13 average FX rate)

* since flotation in 1994

...with Strong Cash Flow Generation which Supports Development Activities

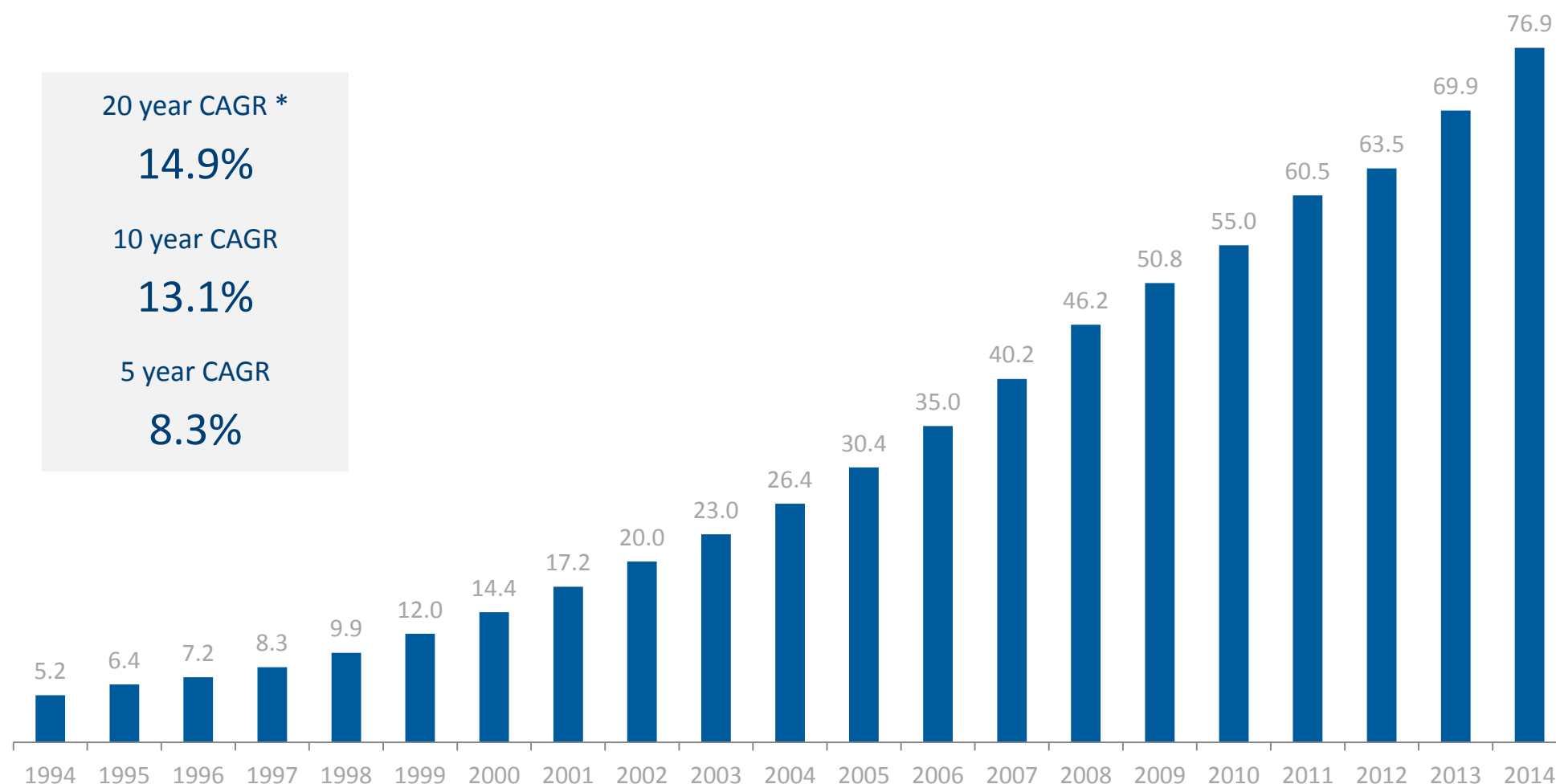
1 April 1994 – 31 March 14	£m	20 Year CAGR
Operating profit	1,968	13.2%
Decrease in working capital	112	
Depreciation	554	
Other	(39)	
Operating cash flow	2,595	13.8%
Capex	(636)	
Free cash flow	1,959	14.0%
Interest and tax	(414)	
Free cash flow after interest and tax	1,545	
Acquisitions	(1,258)	
Disposals / exceptionals	200	
Dividends / share buybacks	(614)	
Share issues	64	
Translation and other	(21)	
Net cash outflow	(84)	
Opening net debt	(2)	
Closing net debt	(86)	

- Free cash flow of £2.0bn
- Free cash flow* conversion of 100% and CAGR of 14.0%
- Revenue increased from £0.2bn to £11.2bn
- Operating profit increased from £18m to £208m. CAGR of 13.2%
- £112m working capital inflow
- Capex exceeded depreciation by £82m
- Acquisition spend of £1.3bn
- Dividend / share buybacks of £0.6bn
- All financed from cashflow
- Average maturity on debt is 8 years, including recent fundraising

* Operating cash flow after capex

...along with Consistent Dividend Growth

Dividend Growth (pence sterling)



Years ended 31 March

(pence sterling: 1994 - 2013 translated at FY13 average FX rate)

* Since flotation in 1994

DCC's Strategy

Our Objective:

To continue to build a growing, sustainable and cash generative business which consistently provides returns on total capital employed significantly ahead of its cost of capital

Our strategic priorities:

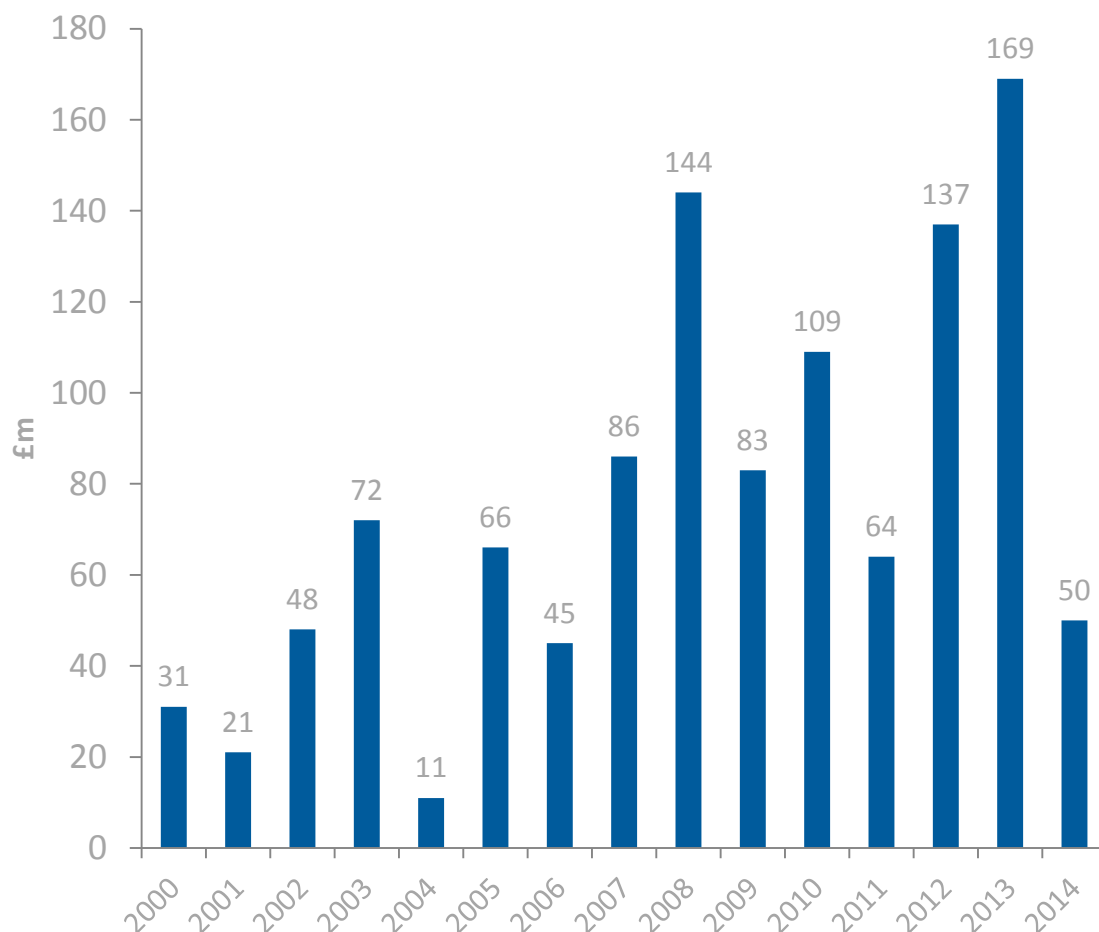
- Creating and sustaining leading positions in each of the markets in which we operate
- Continuously benchmarking and improving the efficiency of our operating model in each of our businesses
- Carefully extending our geographic footprint to provide new horizons for growth
- Attracting and empowering entrepreneurial leadership teams, capable of delivering outstanding performance, through the deployment of a devolved management structure
- Maintaining financial strength through a disciplined approach to balance sheet management

Leading Market Positions

Division	Market Positions
DCC Energy	• # 1 oil distributor in Britain with 18% of the market (the next largest competitor has c. 3%) • # 1 independent oil distributor in Sweden (18% market share) • # 2 oil distributor in Denmark (12% market share) and Austria (12% market share) • # 1 (joint) LPG distributor in the Netherlands (27% market share) • # 1 LPG distributor in Sweden and Norway (49% and 47% market share respectively) • # 2 LPG distributor in Britain and Ireland with market shares of c. 28% and 40% respectively
DCC Technology	• # 2 technology distribution in Britain • # 1 technology distribution in Ireland • # 7 technology distribution in France • # 4 technology distribution in Europe
DCC Healthcare	• Leading player in sales, marketing and distribution of pharma products and medical devices in Britain and Ireland, with # 1 position in Ireland • Leading provider of outsourced solutions to the European health and beauty sector (soft gels and tablets), with # 1 position in Britain and market share of 30%
DCC Environmental	• # 1 recycling and waste management business in Scotland (and top 10 in Britain)
DCC Food & Beverage	• # 1 in ambient health foods in the Republic of Ireland

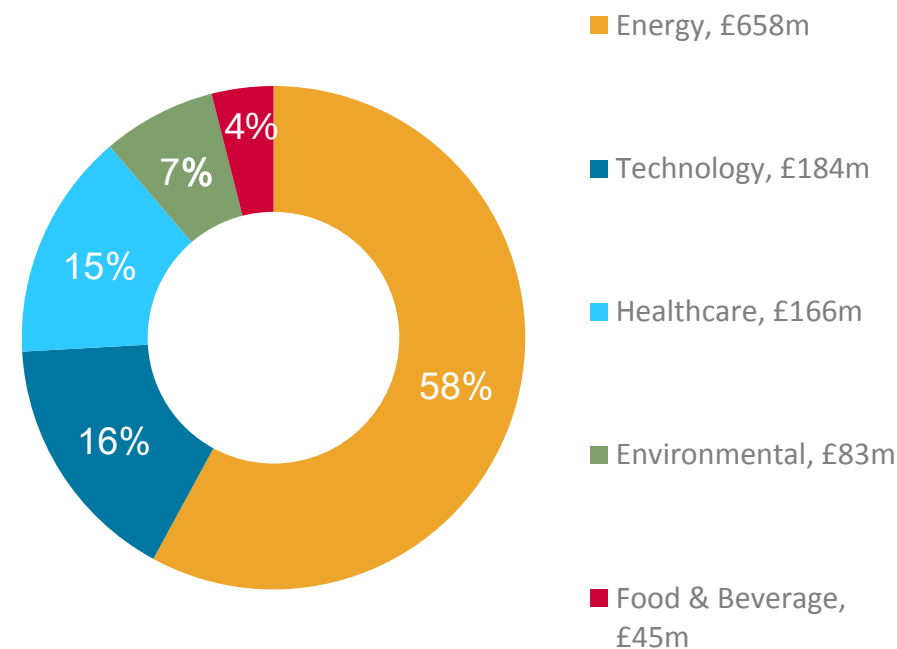
Acquisitions

Cash spent on acquisitions



- Spent £1.3bn on acquisitions since flotation in 1994
- Disposals net of exceptionals yielded £0.2bn

By Division



15 Year Total: £1.1 bn

All prior year numbers translated at FY13 average FX rate



The Business:

By Division

DCC Energy

(53% of FY 2014 Group Profit)

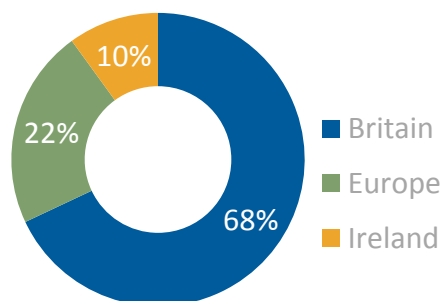
DCC Energy is the leading oil and liquefied petroleum gas ("LPG") sales, marketing and distribution business in Europe

- Oil for transport, heating and industrial / agricultural processes
 - LPG for heating, cooking, transport and industrial / agricultural processes
 - Established market leadership positions in 7 countries with a platform to grow the business across Europe and beyond
 - Over 30 years industry experience
 - Consolidator of fragmented markets
 - Partner of choice for oil majors in asset divestment
 - Recurring revenue, cash generative and high ROCE business
- | Product Split: | | |
|----------------|----------------------|-----------------------|
| | Road transport – 48% | Commercial fuel – 19% |
| | Heating oil – 20% | LPG – 13% |

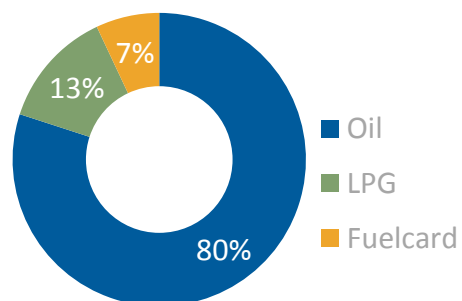
	FY 2014
Revenue	£8,243.7m
Operating profit	£110.5m
ROCE	17.5%

10-Year Operating profit	£754m
CAGR	13.4%
10-Year Operating cash flow	£1,165m
CAGR	11.4%
10-Year Free cash flow	£899m
CAGR	10.9%

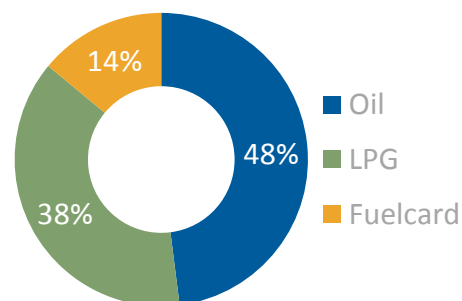
Volumes by geography



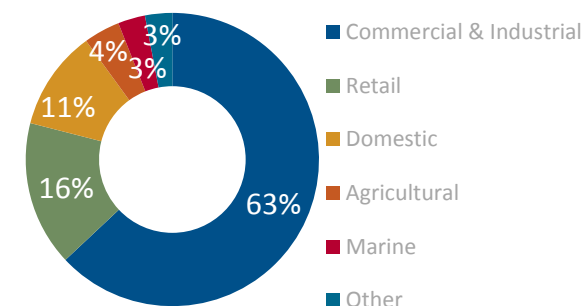
Volumes by sector



Profit by sector



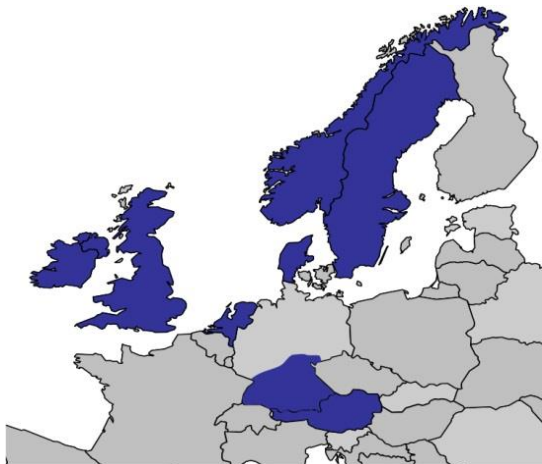
Customer Split



DCC Energy – Business of Scale

Geography	Volume	Market Share	Market Position
Britain – oil	c. 6,350mL	c. 18% – oil	# 1
Britain – LPG	c. 260kT	c. 28% – LPG	# 2
Ireland – oil	c. 900mL	c. 11% – oil	# 5
Ireland – LPG	c. 70kT	c. 40% – LPG	# 2
Austria & Germany – oil	c. 750mL	c. 12%	# 2
Sweden – oil bulk	c. 375mL	c. 18%	# 1
Sweden – oil retail	c. 300mL	c. 4%	# 5
Sweden – LPG	c. 170kT	c. 49%	# 1
Norway – LPG	c. 90kT	c. 47%	# 1
Denmark – oil	c. 250mL	c. 12%	# 2
Netherlands – LPG	c. 70kT	c. 27%	# 1 (jt)

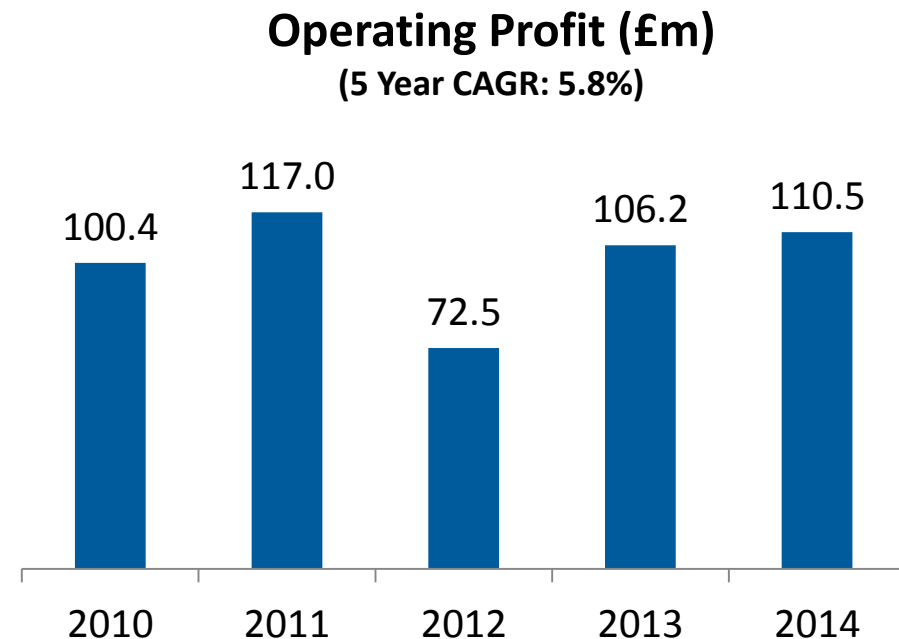
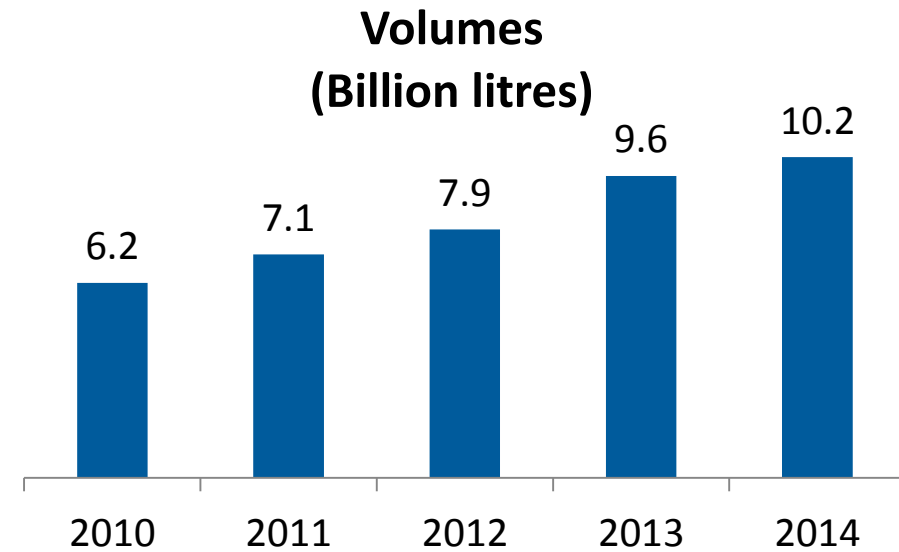
Business Statistics (FY 2014)	
Volumes	c. 10.5 billion Litres (annualised including acquisitions)
Customers	c. 1 million
Trucks	c. 2,100
Employees	c. 4,700
Sites	400
Retail petrol sites supplied	Britain – 1,600 Ireland – 100



DCC Energy – vision & strategy

DCC Energy's vision is to be a global leader in the sales, marketing and distribution of fuels and related products and the provision of services to energy consumers:

- With strong local market shares
- Operating under multiple brands
- Consolidating fragmented markets
- Selling a broad range of related products and services
- Building a position in new geographies
- Continuing the development of its presence in the green/renewable energy sector
- Generating high levels of ROCE
- While maintaining a strong balance sheet



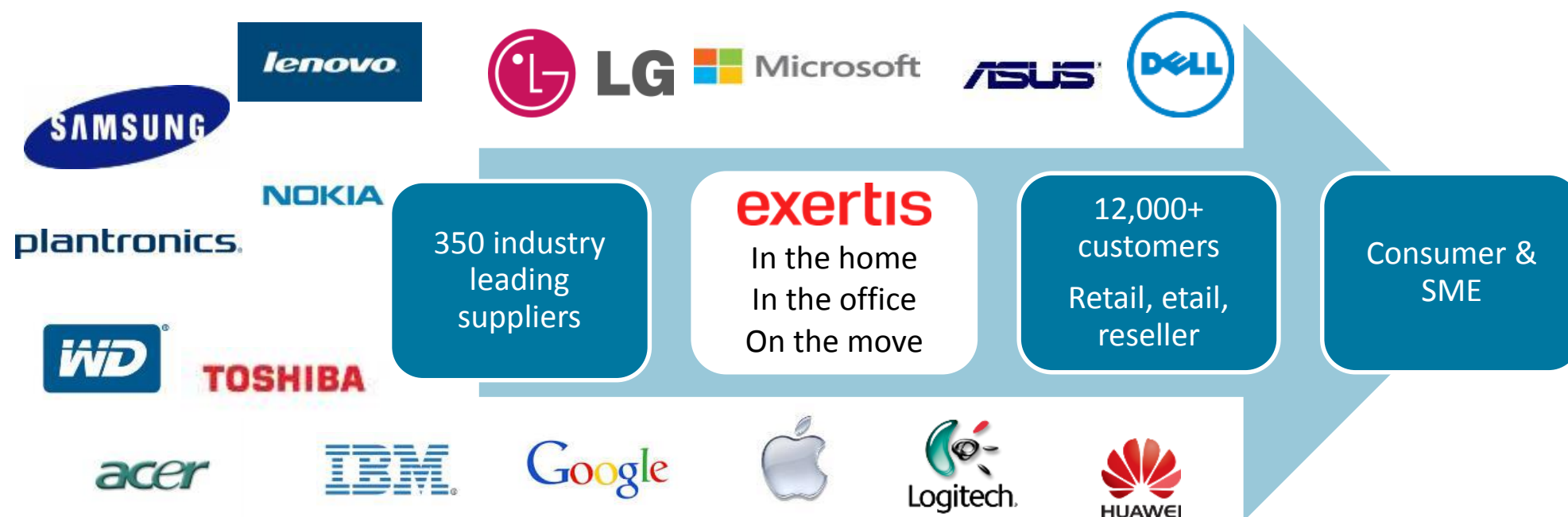
DCC Technology

(23% of FY 2014 Group Profit)

Leading route-to-market partner for global consumer and SME technology brands

	FY 2014
Revenue	£2,264m
Operating profit	£48.1m
ROCE	21.1%

DCC Technology operates under the **exertis** brand



DCC Technology provides a full range of services to our supplier and customer partners, delivering an exceptional route-to-market for a broad range of innovative products

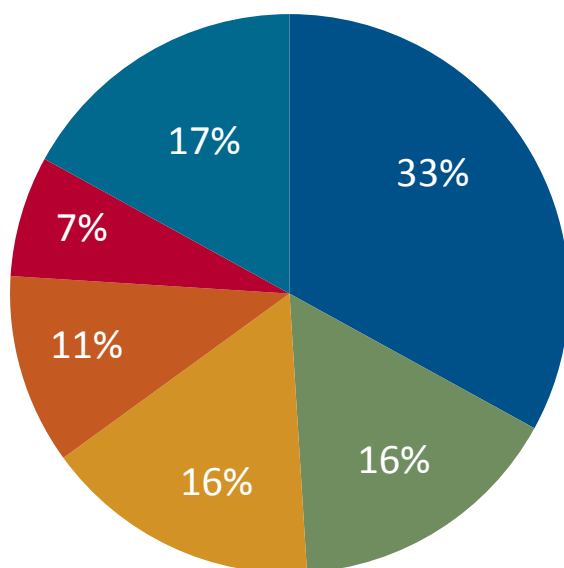
Technology Distribution – Integral part of the supply chain

- Technology distribution represents c. 22% of the global ICT market
- Allows suppliers to concentrate on core activities including product development and end user marketing
- How **exertis** delivers value for partners:
 - for **Suppliers**
 - Ability to manage complex demands of diverse range of customers, from large retailers and etailers to very broad range of small local resellers, managing everything from in-bound logistics to end-user marketing
 - Pro-active and dedicated sales and marketing teams to drive new retailer / reseller recruitment
 - Supply chain services, including kitting for specific customers, customisation and localisation services, hubbing of stock, bundling of products and management of returns
 - for **Customers**
 - Product and category expertise, including in-store product positioning and marketing
 - End-user fulfilment and white-label services, including own-brand product sourcing, web site management and digital distribution
 - Product life cycle management, acting as a 'centre of excellence' to identify and introduce emerging technologies and services

DCC Technology – leading route to market partner

Products

- Computing (including PC's, servers, tablets)
- Communications
- Printers, consumables and IT peripherals
- Gaming consoles, peripherals and software
- Consumer electronics
- Other



Market

DCC Technology	Geography	Market Position
exertis - In the home - In the office - On the move	Britain	No. 2
	Ireland	No. 1
	France	No. 7
	Holland	Niche
	Sweden	Niche
	Total Europe	No. 4

Suppliers

- Excellent supplier portfolio with very broad product line up
- Strong market shares with strategic suppliers
- Breadth of suppliers allows access to all new and emerging technology

Customers

- Superb reach across retail and reseller channels



DCC Technology – Vision & Strategy

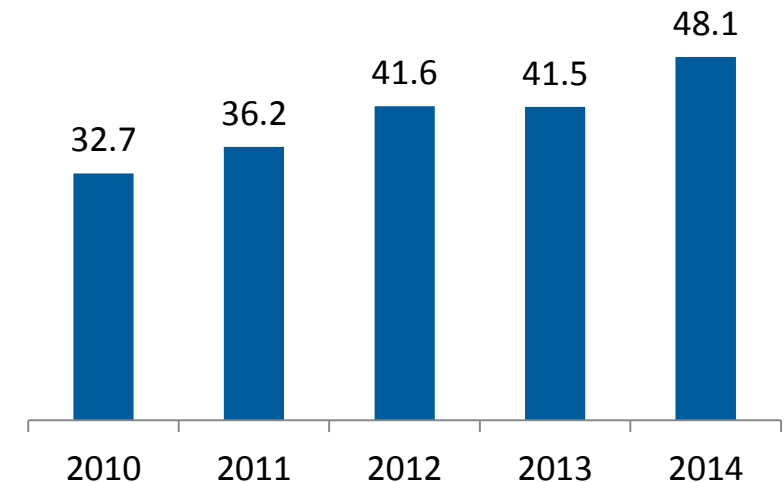
DCC Technology's vision is to be the leading European route to market and supply chain partner for global consumer and SME technology brands

- Delivering an industry-leading service offering
- Generating high levels of ROCE
- The obvious partner for a new supplier to access European retail and SME markets

Strategy

- To broaden the range of sale channels and products addressed by the business in its existing markets, including emerging technology segments
- To develop and deliver a range of Industry leading services supported by best in class infrastructure
- To extend the geographic of the business in Continental Europe through complementary acquisitions

Operating Profit (£m)
5 Yr. CAGR 10.6%



Excluding DCC Technology's Enterprise distribution business which was disposed of in June 2012.



DCC Healthcare overview

(14% of FY 2014 Group Profit)

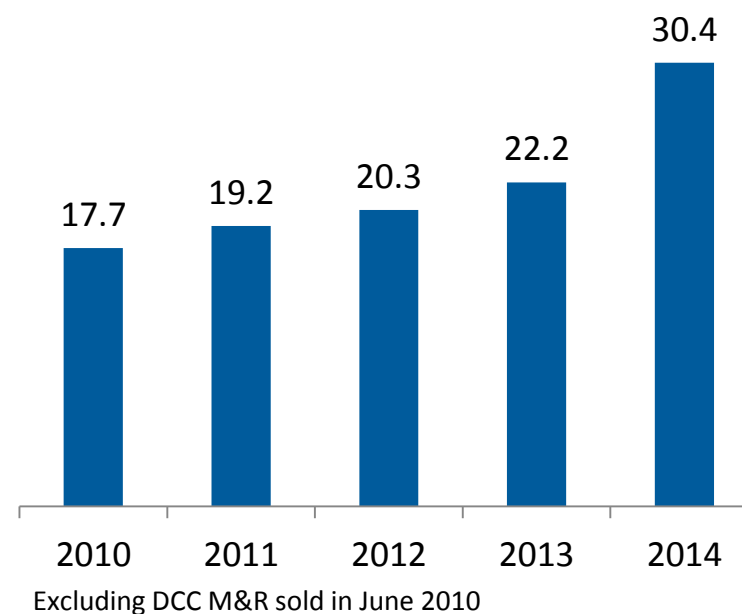
Sales, marketing and distribution of pharmaceuticals and medical devices and provision of services to health & beauty brand owners

- Well positioned to benefit from market dynamics
- Strong market positions in Britain and Ireland across all sectors
- Growing European Health & Beauty business
- Platform for international growth in pharma

	FY 2014
Revenue	£406.5m
Operating profit	£30.4m
ROCE	14.2%

Operating Profit (£m)

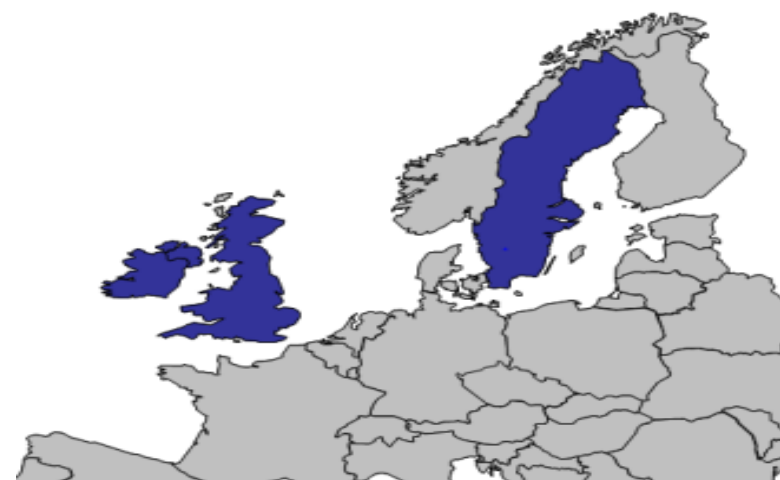
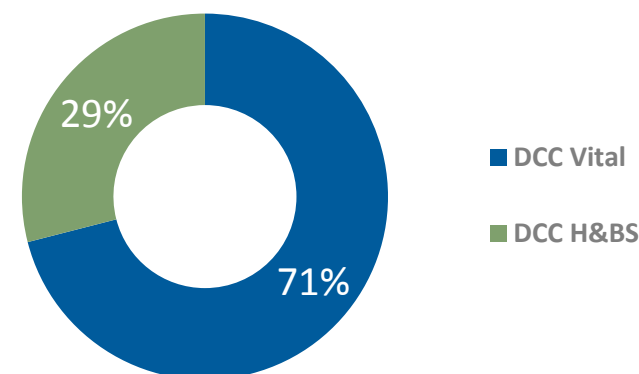
5 Yr. CAGR 19.1%



DCC Healthcare overview – Our Business

Geography	Market Positions
Britain	• A leading position in sales, marketing & distribution of pharmaceuticals and medical devices • #1 Health & Beauty contract manufacturing service provider • A leading value added healthcare logistics services provider
Ireland	• # 1 in sales, marketing & distribution of medical devices and pharmaceuticals
Sweden	• A leading Health & Beauty contract manufacturing service provider

Revenue Split
FY 2014



DCC Healthcare – vision & strategy

DCC Healthcare's vision is to build a substantial European healthcare business principally focused on sales, marketing and distribution of pharmaceuticals and medical devices and provision of services to health & beauty sector brand owners

- With strong local market shares
- Generating high levels of ROCE
- Expanding into new geographies

Strategy

DCC Vital

- Continued focus on organic growth leveraging the enlarged product portfolio and development/regulatory capability, especially in Pharma
- Leverage existing strong sales, marketing and distribution reach in Britain, and build presence in selected European markets over time
- Bolt on acquisitions – businesses and products

DCC Health & Beauty Solutions

- Focus on continued organic growth with existing customers
- Expand customer base / geographic penetration, and further develop service offering organically and by acquisition

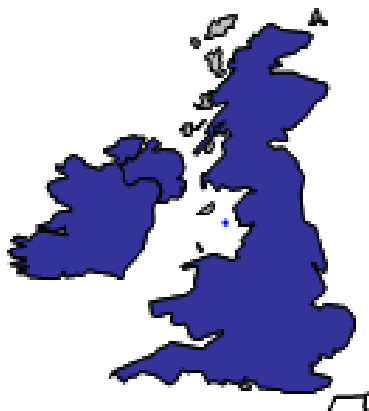
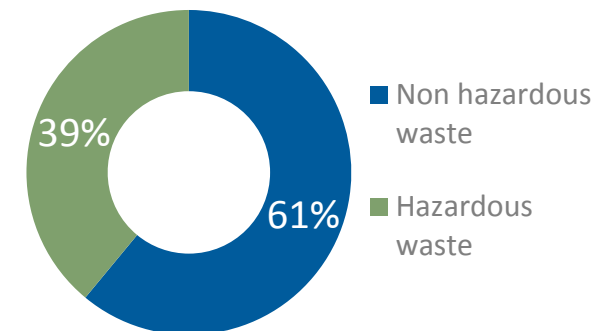
DCC Environmental – our business

(6% of FY 2014 Group Profit)

Geography	Market Position
Ireland	# 1 hazardous waste management business
Britain	A leading recycling, waste management and resource recovery business – market leading positions in non hazardous waste in Scotland and the East Midlands region and national hazardous waste collection and processing infrastructure

	FY 2014
Revenue	£130.6m
Operating profit	£11.7m
ROCE	8.6%

Revenue Split



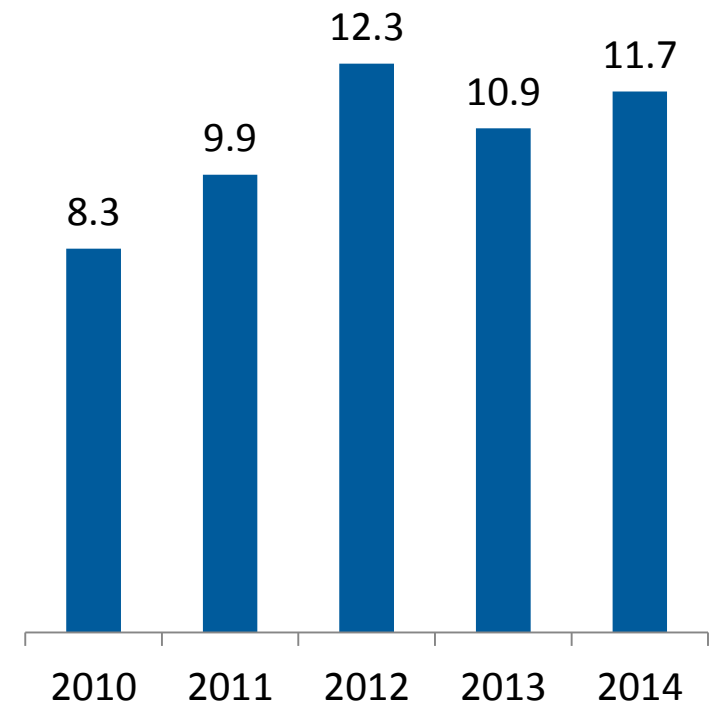
DCC Environmental – vision & strategy

DCC Environmental's vision is to continue to build on its market position as one of the leading providers of recycling, waste management and resource recovery services in Britain and Ireland

Strategy

- Position the business to take advantage of the trend towards more sustainable waste management, with a particular emphasis on resource recovery and recycling
- Deliver superior value adding services to all its customers by way of a deep understanding of its customers' requirements and the development of innovative solutions to their problems
- Aligning its business to support the transition to both a low carbon and circular economy through a focus on resource rather than waste, developing internal climate change expertise and continually improving its recycling capability

Operating Profit (£m)
5 Yr. CAGR 6.6%



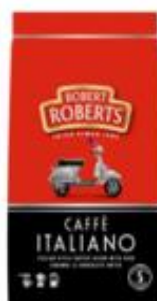
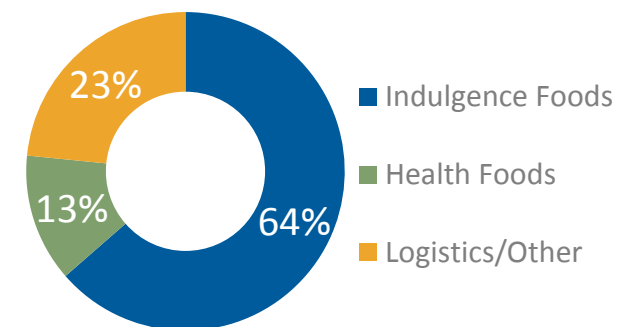
DCC Food & Beverage – our business

(4% of FY 2014 Group Profit)

Category	Market Position		FY 2014
Healthy Foods	# 1 in ambient healthy foods in ROI	Revenue	£186.9m
Wine	# 1 independent wine distributor in Ireland Strong position in off trade in UK	Operating profit	£7.7m
Logistics	Leading frozen and chilled logistics in ROI	ROCE	11.8%

DCC Food & Beverage is principally focused on the sales, marketing and distribution of food and beverage products in Ireland and on catering and hospitality services through a joint venture company.

Revenue Split



DCC Food & Beverage – vision & strategy

DCC Food & Beverage's vision is to continue to build on its market position as one of the leading suppliers of food and beverage products in Ireland

- With strong market shares
- Generating high levels of ROCE
- Emphasis on healthy foods and indulgence categories

Strategy

- Development of range of both company owned and third party branded products
- Acquisition of complementary businesses and brands

Operating Profit (£m)
5 Yr. CAGR -4.9%

