Capital Markets Day

Introduction & Overview

13 September 2018

DCC

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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.

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.

Health & Safety

SAFETY

FOR US, SAFETY
COMES FIRST

DCC

Agenda

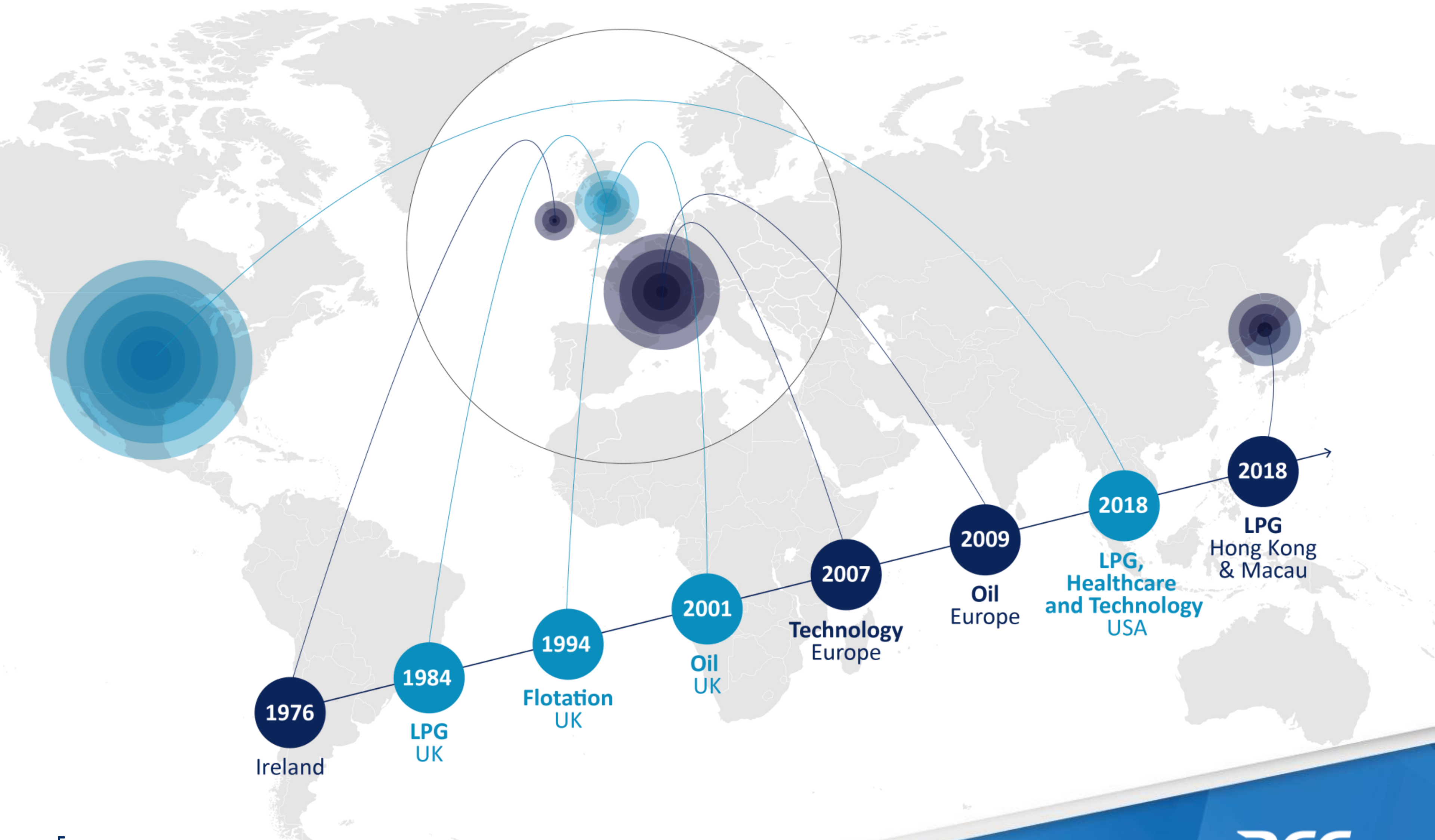
7.30am	Welcome & Overview Donal Murphy, Chief Executive
8.15am	Depart for Rognac
8.30am	Esso unmanned site drive-by Laurent de Seré, MD Certas Energy France
9.15am	Introduction to Butagaz & Rognac Emmanuel Trivin, MD Butagaz, Natacha Cambriels, Operations Director Butagaz
9.45am	Site visit
10.45am	Coffee break
11.15am	Group & financial strategy Donal Murphy, Chief Executive Fergal O’Dwyer, CFO
12.15pm	Building our Danish business Eddie O’Brien, MD Retail & Oil
12.30pm	Building a global nutrition business Conor Costigan, MD Healthcare, Louise Cruickshanks, Business Development Director, Health & Beauty
12.45pm	How we add value in Technology Tim Griffin, MD Technology
1.00pm	The global opportunity in LPG Henry Cubbon, MD LPG
1.15pm	Concluding remarks & Q&A
1.30pm	Lunch
2.30pm	Departure

DCC

Overview

Donal Murphy, Chief Executive

DCC steadily building for over 40 years

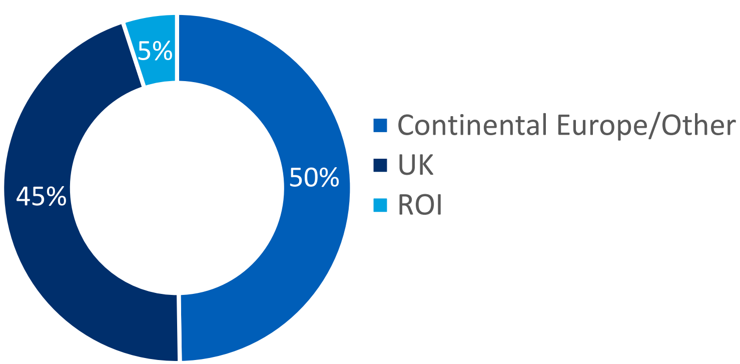


Our business today

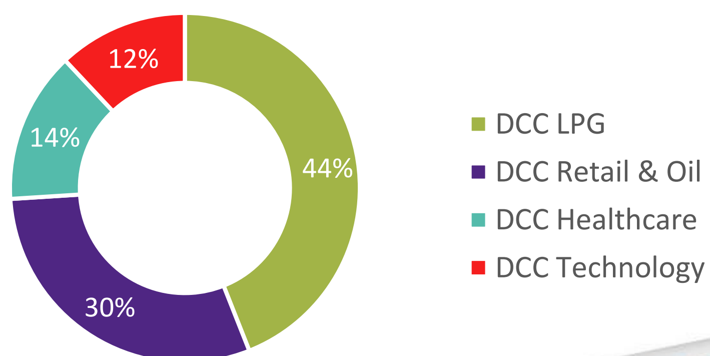
DCC is a leading international sales, marketing and support services group operating across four divisions

Locations	Employees	Market cap	Revenue	Operating profit
17 countries across 3 continents	**11,500+**	**£6.1bn**	**£14.3bn**	**£383.4m**
			ROCE	Net debt/EBITDA
			17.5%	**1.1x**

Profit by geography



Profit by division



All income statement items presented on a continuing basis exclude DCC Environmental, which was disposed of in May 2017

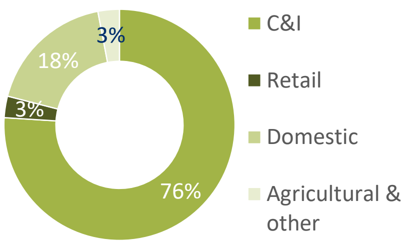
Divisional introduction

DCC LPG

44% of operating profit

Volume (tonnes)	Operating profit
1.9m	£167.5m

Volume by Segment



Customers	Countries
720K+	10

Trucks	Employees
1,500	2,600

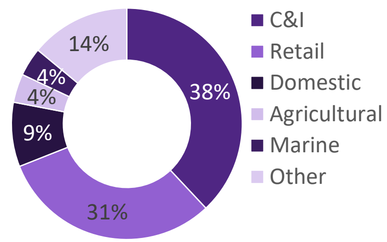
Facilities
170

DCC Retail & Oil

30% of operating profit

Volume (litres)	Operating profit
12.3bn	£113.8m

Volume by Segment



Customers	Countries
900K+	8

Trucks	Employees
1,300	3,500

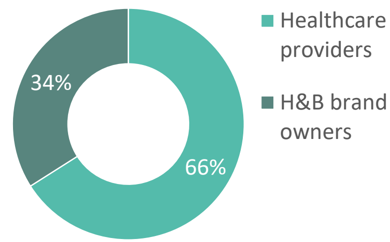
Retail Sites
1,000+

DCC Healthcare

14% of operating profit

Revenue	Operating profit
£514.6m	£54.3m

Revenue by Sector



Customers	Countries
15K+	3

SKUs	Employees
40K+	2,200

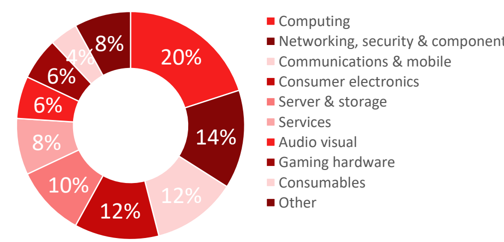
CMO facilities
6

DCC Technology

12% of operating profit

Revenue	Operating profit
£3.1bn	£47.8m

Revenue by Product



Customers	Countries
45K+	16

Brands	Employees
700+	2,700

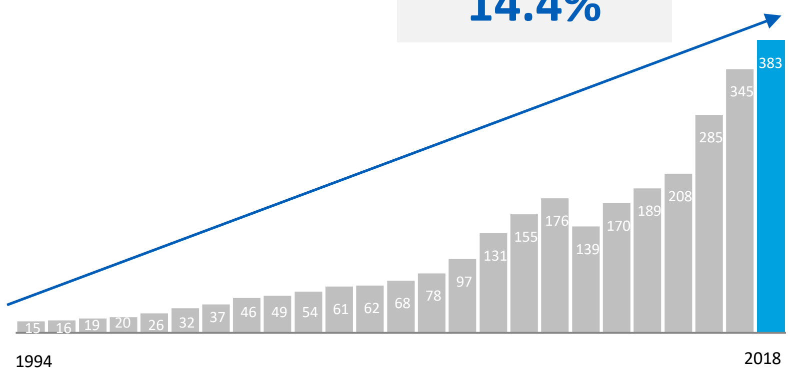
Logistic Capacity
100K+ m^2

DCC

Track record of consistent growth…

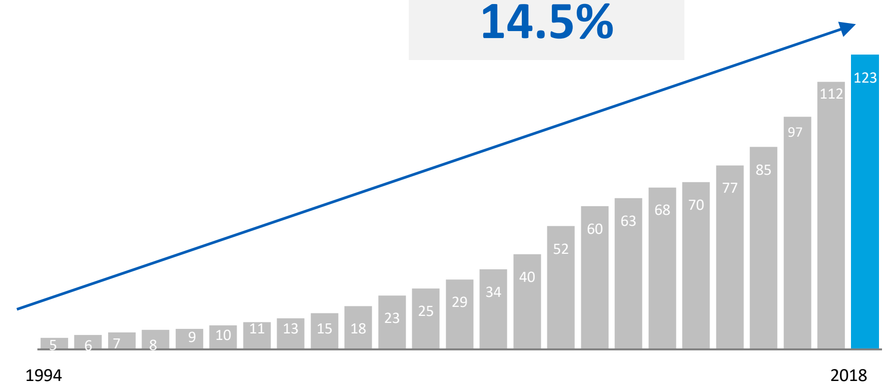
Operating profit (£m)[1]

24 year CAGR[1]
14.4%



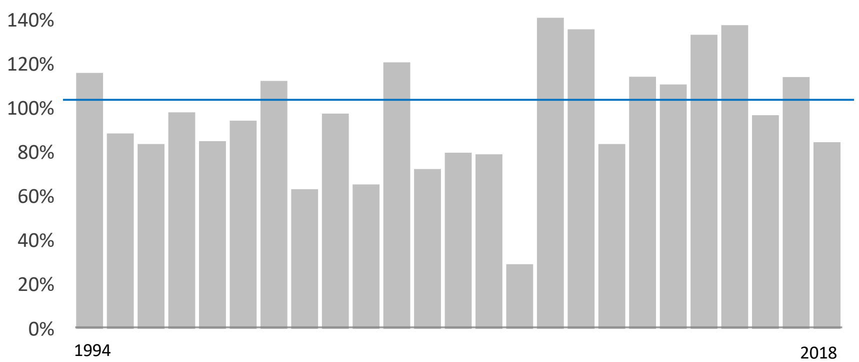
Dividend (pence)

24 year CAGR
14.5%

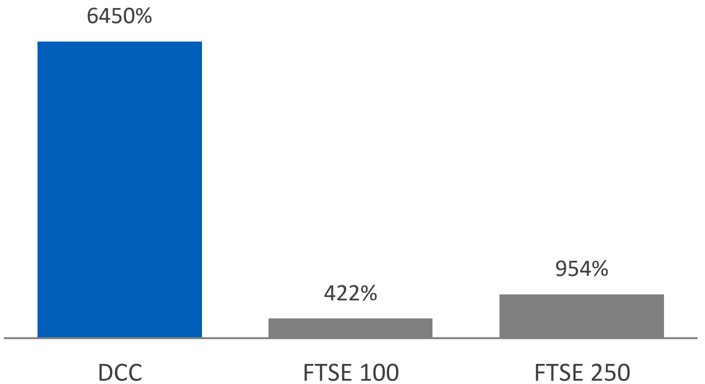


Free cash flow conversion (%)

24 year conversion
102%



Total Shareholder Return (24 Years)



Source: Datastream – as at 31 March 2018

[1] On a continuing basis

…underpinned by our core values

DCC
Core Values

SAFETY
FOR US, SAFETY COMES FIRST

INTEGRITY
OUR BUSINESS IS BUILT ON TRUST

PARTNERSHIP
WE ARE STRONGER TOGETHER

EXCELLENCE
DRIVEN TO EXCEL IN EVERYTHING WE DO

What you will hear today

Our strategy

Why we have platforms for growth

The opportunity to grow organically and by acquisition

Our capability to deliver

Demonstrating our opportunity and capability

DCC LPG | DCC Retail & Oil | DCC Healthcare | DCC Technology

BUTAGAZ and DCC

Welcome to Butagaz

Emmanuel Trivin CEO

- CEO Butagaz since 2012
- 20 years experience in Shell downstream across LPG and Lubricants, including regional and global P&L responsibility
- Worked and lived in US, Vietnam, the Bahamas & Germany
- Engineer in Physics, and International MBA from EM Lyon (France)

Natacha Cambriels COO

- COO Butagaz since 2014
- 20 years experience in Shell operations across Aviation, Fuels and LPG - 10 years LPG supply and operations roles at national, regional & global level
- Chemical Process Engineer, specialised in Biotechnology
- Master’s in Economics and Petroleum product management - French Institute of Petroleum (IFP)

Butagaz – an overview

- A very well established and trusted brand, until recently operating only in LPG
- An excellent track record in HSE, with further significant improvements over the last decade
- Strong profitability and cash flow generation, leveraging our leading position in the B2C segment
- A well-maintained, safe and efficient industrial infrastructure
- Very engaged and committed teams, led by a diverse executive team
- Challenges and opportunities arising from:
  - Customers’ expectations constantly on the rise
  - Technology-enabled innovation accelerating pace of transformation

The journey within DCC so far

- Safety remains at the heart of our licence to operate
- From a non-core part of RDS to a material business within DCC
- Butagaz LPG supply position strengthened post RDS refinery exits
- Significant focus on Operational Excellence and Customer Experience
  - Increased digitalisation of our processes and customer interfaces (e.g. voice cookies)
  - Hiring external experienced leaders: e.g. Customer Experience director from Telecoms; Head of Distribution from Amazon
- Innovation is a tablestake
  - Click and Collect 24/7 omni-channel approach for cylinders
  - Exclusive partnership with Global Bio Energies (Bio LPG)

The journey within DCC so far… Butagaz beyond LPG

- Acquisition of Gaz Europeen, a specialist in B2B2C natural gas retailing in January 2017
- Extension of Gaz Europeen activity to electricity retailing in mid 2017
- Leveraging Gaz Europeen supply and IT backbone to launch a Butagaz-branded Power and Gas B2C offering in late 2017
- Launch of a wood pellets retailing business in late 2017
- Exploring innovation around services through our start up program

Rognac & our operational footprint

Our footprint

5 filling plants

11 bulk depots

500+ trucks per day

Industrial sites – filling plants

Rognac
2 filling lines – Butagaz, Primagaz and Leclerc

Petit-couronne
2 filling lines – Butagaz cylinders

Aubigny
Le Cube filling + Butagaz and Leclerc cylinders

Le Douhet
1 filling line – Butagaz cylinders

Health & Safety

- Safety is our first priority
- All plants classified as “SEVESO high level” must run a risk assessment
- French Administration validates all risk assessments
- Detailed HSE programs at all sites

Rognac (1990)

Rognac (1992-2017)

Investing in our infrastructure

Butagaz
GAZ & ÉLECTRICITÉ

Scope of works

- Temporary assets to supply the 2 filling cylinder lines during works
- Length of works: 11 months
- Pump and filling lines area refurbished
- Truck loading station moved

Key indicators

- 0 LTI during works (site operational for cylinder filling)
- 45,884 hours of work
- c. 650 permits to work delivered

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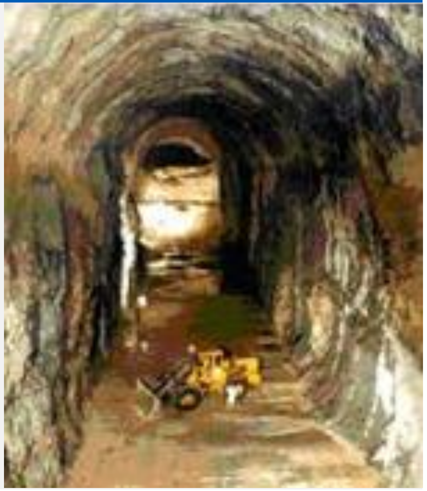
Butagaz & Geogaz

Geogaz storage cavern & import terminal



Shareholders
(Since November 2016)

- Butagaz
- Antargaz-Finagaz
- Esso
- Petrolneos
- Total

Geogaz storage capabilities

- Propane: 120,000 m3
- Butane: 49,500 m3
- Chemical butane: 133,500 m3

Health & Safety

SAFETY

FOR US, SAFETY COMES FIRST

Delivering sustainable growth

Donal Murphy, Chief Executive
Fergal O'Dwyer, Chief Financial Officer

Our strategy for growth

Donal Murphy, Chief Executive

A consistent strategy since flotation, deploying a proven business model....

Our objective: To continue to build a growing, sustainable and cash generative business which consistently provides returns on capital employed well in excess of its cost of capital

Market leading position	Operational excellence	Innovation	Extend our geographic footprint	Development of our people	Financial discipline
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.	Creating a culture of innovation to succeed in a rapidly changing digitally enabled environment.	Developing our businesses to enter new geographic markets on a selective basis in the coming years.	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 and maintaining relatively low levels of financial risk.

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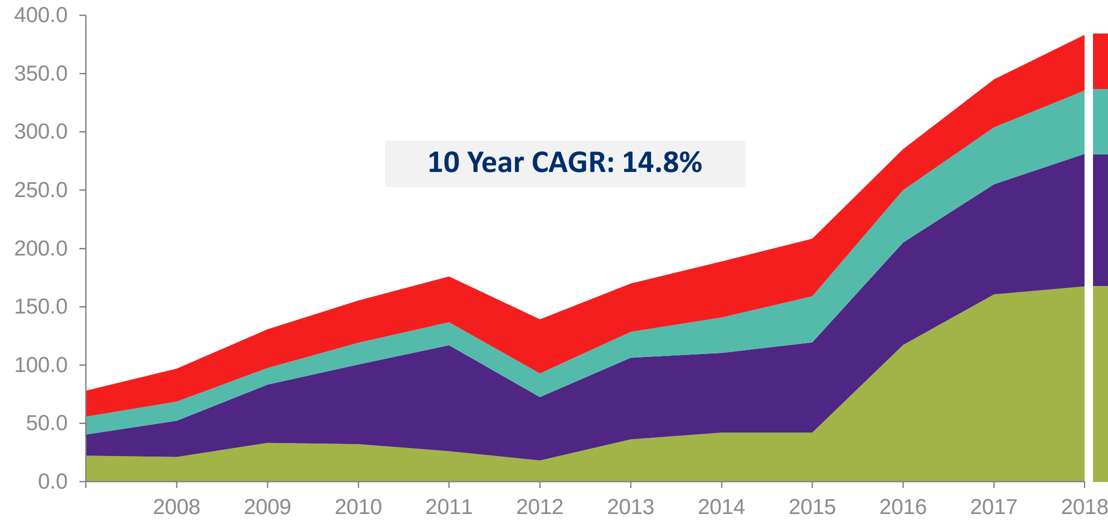
…creating a unique capability

Why diversity works for DCC

Significant operating profit growth across all divisions since 2008

Operating profit FY08 – FY18 (£'m)



	'08 – '18 CAGR	ROCE '18
DCC Technology	+5.5%	+16.1%
DCC Healthcare	+12.7%	+16.7%
DCC Retail & Oil	+13.9%	+18.7%
DCC LPG	+23.0%	+17.4%

Approximately one third of growth organic

Organic and acquisitive growth	Optionality in capital allocation	Maintaining returns discipline	Facilitates geographic expansion across the Group	Growing our opportunity set

Our business strategies for growth

DCC LPG	DCC LPG's vision is to be a global leader in the sales, marketing and distribution of LPG, natural gas and electricity and related products and services to energy consumers
DCC Retail & Oil	DCC Retail & Oil's vision is to be a global leader in the sales, marketing and distribution of fuels and related products and provision of services to energy consumers
DCC Healthcare	DCC Healthcare's vision is to build a substantial healthcare business, focused on the sales, marketing and distribution of medical devices and pharmaceuticals and the provision of contract manufacturing and related services for the health and beauty sector
DCC Technology	DCC Technology's vision is to become the leading specialist integrated technology distribution and supply chain services business in Europe and North America, delivering an industry-leading service offering, whilst delivering consistent long-term profit growth and industry-leading returns on capital employed

LPG delivering growth

Driving growth	Driving organic growth	Scaling presence in adjacencies	Extending our footprint
	Growing market share Oil2LPG conversions Innovation & digitalisation New applications for LPG	Natural gas & electricity Medical gas & refrigerants Renewables – biomass / pellets LNG Bio LPG	Bolt-on acquisitions in existing markets Entering new geographies

Current capabilities

- New divisional management structure implemented
- Devolved, empowered and incentivised management teams
- Established market position in 10 countries
- Common global LPG ecosystem

Retail & Oil delivering growth

Driving growth

Driving organic growth	Scaling presence in adjacencies	Extending our footprint
Differentiated fuels strategy	Lubricants	Development of retail network
Penetration of premium fuels	Aviation	Fuel card services
Sales excellence	Adblue	Geographic expansion
Digitalisation	Loyalty – Club Certas	
	Non-fuel partnerships	

Current capabilities

- New divisional management structure implemented
- Devolved, empowered and incentivised management teams
- Established market position in 8 countries
- Low cost to serve model

Healthcare delivering growth

Driving growth	Driving organic growth	Scaling presence in adjacencies	Extending our footprint
	Positive market dynamics Innovation Capacity investment in Health & Beauty Solutions	New Health & Beauty product formats Expanding own-brand medical products portfolio Exempt Medicinal Products	Bolt-ons in existing markets Geographic expansion Scaling our US position ELITE ONE SOURCE® NUTRITIONAL SERVICES

Current capabilities				
	Devolved, empowered and incentivised management teams	High quality infrastructure and strong regulatory capability	Established market position in 3 countries	Comprehensive sales channel coverage

DCC

Technology delivering growth

Driving growth	Driving organic growth	Scaling presence in adjacencies	Extending our footprint
	Differentiating through customer value Providing market access for brands Simplifying complex supply chain Enabling the Retail Revolution Developing focused sales expertise	Strong specialist capabilities in Retail, B2B, Pro AV, Mobile, Enterprise Developing expertise in Security, Services, Software & Cloud Developing complimentary own-brand offering White label proposition	Enhanced capabilities in existing geographies Geographic expansion Global supply chain capability Kondor. The Smart Choice stampede

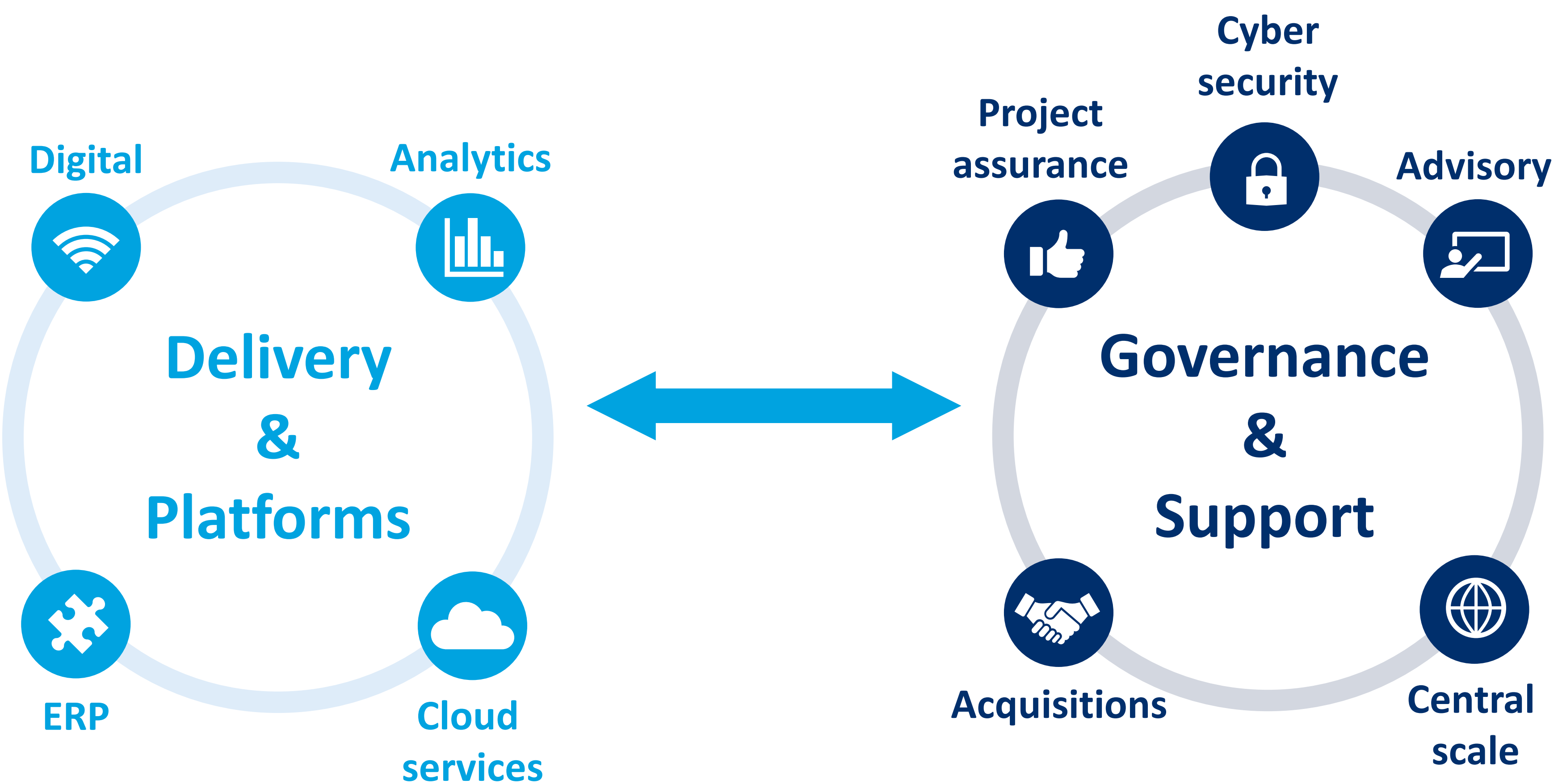
Current capabilities	New divisional management structure	Devolved, empowered and incentivised management teams	Central infrastructure delivering business intelligence and operational efficiency	Direct presence in 16 countries, capability to serve globally

Strong talent management infrastructure

Enabling the execution of Group strategy

Technology investment

Enabling the execution of Group strategy



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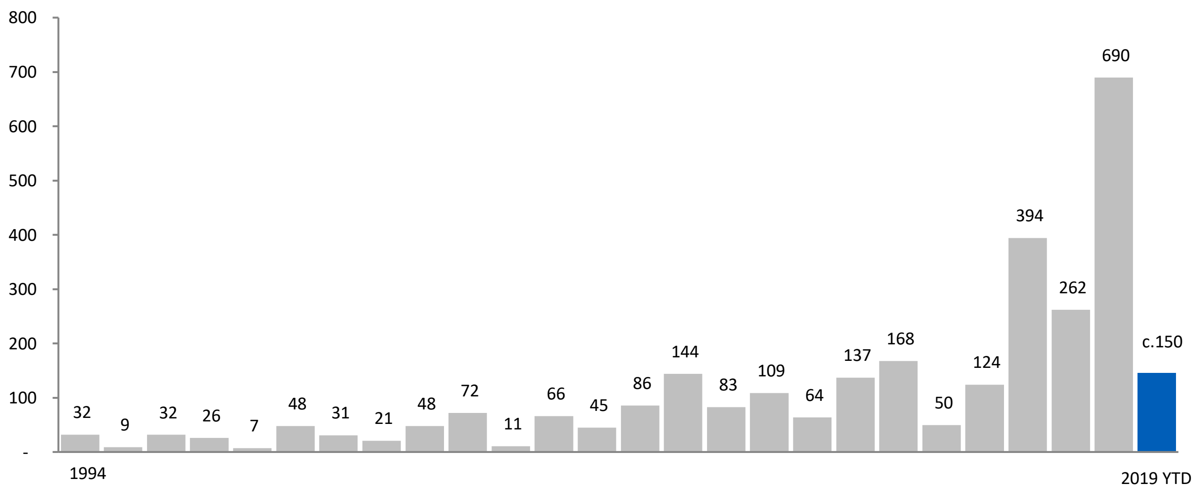
Significant M&A experience alongside…

40+ years M&A experience – Proven track record

Acquisitions £m (1994 – 2019 YTD)



c.£2.9bn total acquisition spend

–

>260 acquisitions completed since flotation

- All divisions well positioned with opportunities to grow by acquisition, whilst maintaining financial and returns discipline
- Highly experienced team of M&A practitioners across all functions

…proven integration capability

- 40+ years successfully integrating acquisitions
- Enabled by all Group functions
- Proven ability to integrate diverse mix of acquisitions
- Underpinned by DCC core values

Small bolt-ons
–
Carve-outs from oil majors / multinationals
–
Family / PE owned

BP's oil distribution business in Scotland

First oil acquisition in the UK

Next 17 years acquired and integrated c.45 oil distributors including Shell, Texaco and Total operations

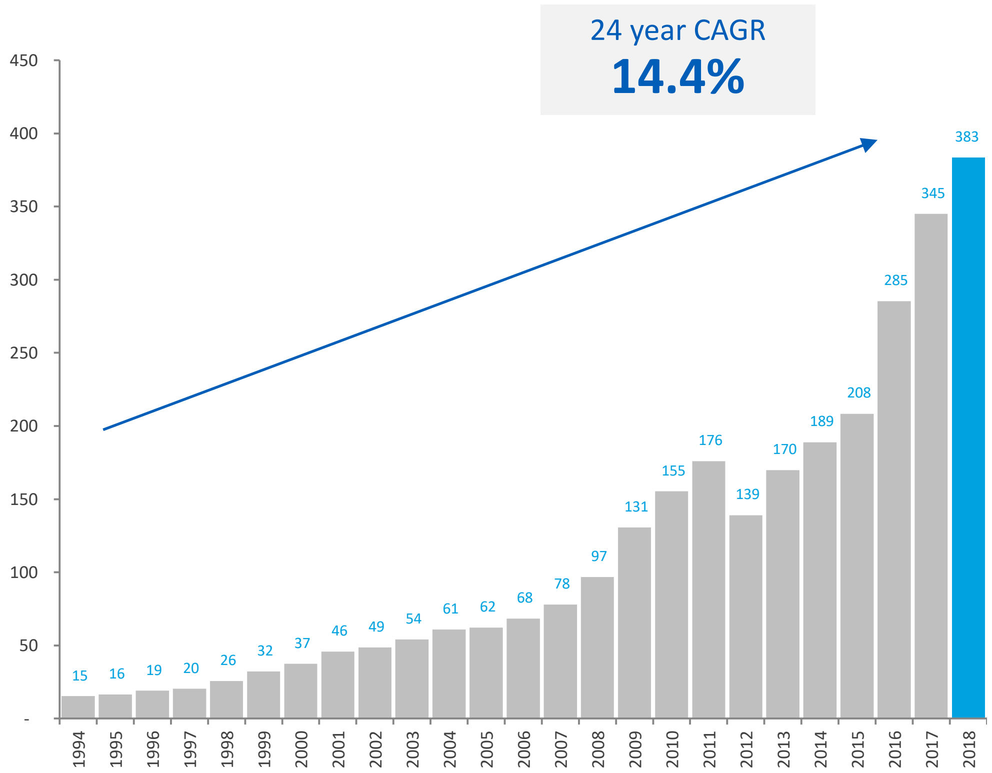
UK's leading oil distribution business

2001 | **2010** | **2018**

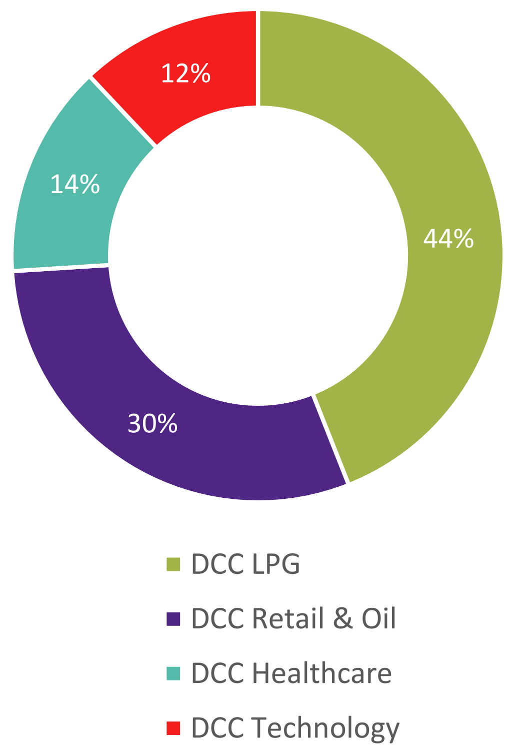
Organic and acquisition operating profit growth

24 year track record of operating profit growth

Operating profit (£m)



Operating profit by division 2018



On a continuing basis

Capital allocation and financial strategy

Fergal O'Dwyer, Chief Financial Officer

Capital allocation and our financial strategy

The ROCE / cash flows that facilitate our deployment of capital on acquisitions

A ten year look at our capital allocation

Acquisition processes including management bandwidth

Balance sheet and our financial approach

Facilitated by strong cash flow / ROCE

Cash flow metrics	2009	2013	2018	10 Year	CAGR
Operating profit*	**£131m**	**£170m**	**£383m**	**£2,182m**	*14.8%*
Operating cash flow	£249m	£265m	£473m	£3,360m	*16.2%*
Free cash flow	**£208m**	**£207m**	**£328m**	**£2,585m**	
Free cash flow conversion	141%	111%	85%	112%	
Acquisition spend	**£83m**	**£168m**	**£690m**	**£2,082m**	
Dividends	£39m	£54m	£103m	£642m	
Return on capital (ROCE)*	**16.5%**	**16.4%**	**17.5%**		

1
Strong profit growth

2
Excellent free cash flow

3
Acquisition spend of £2.1bn

4
ROCE consistently high

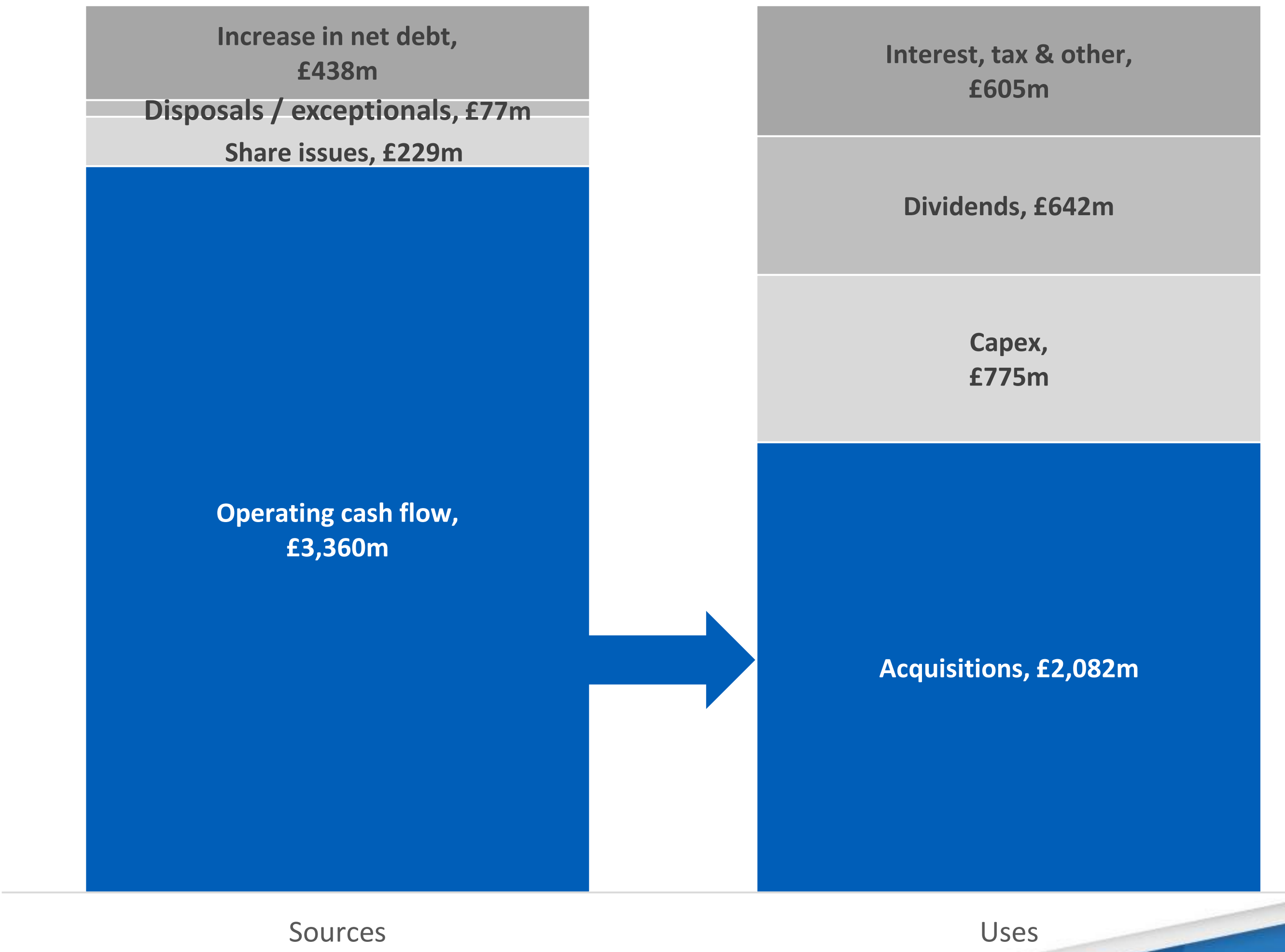
*On a continuing basis

DCC

10 year cash flow

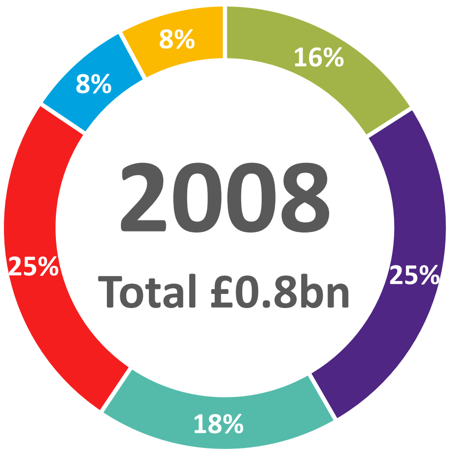
Operating cash flow has largely funded acquisitions to date

FY09 to FY18

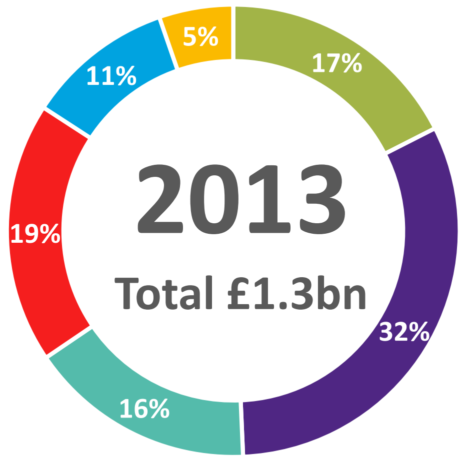


Capital employed: by sector

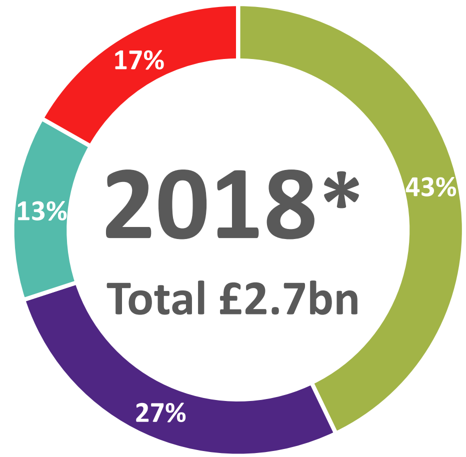
Increase in capital employed of net £2bn over 10 years



LPG	£0.13bn
R&O	£0.21bn
Health	£0.15bn
Tech	£0.21bn
Enviro	£0.06bn
Food	£0.06bn



LPG	£0.23bn
R&O	£0.41bn
Health	£0.21bn
Tech	£0.24bn
Enviro	£0.14bn
Food	£0.07bn

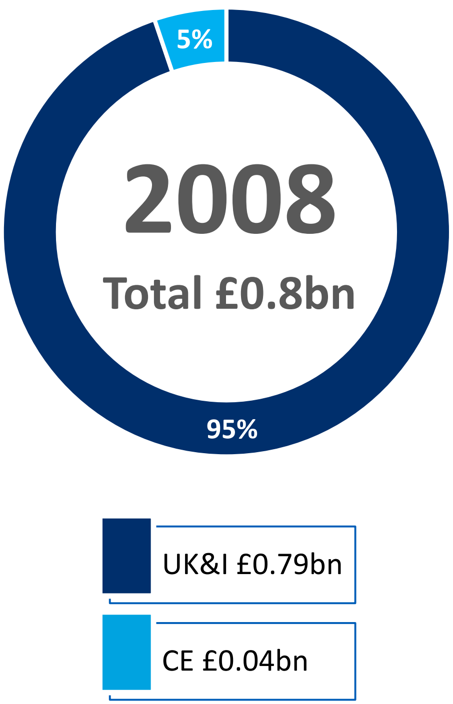


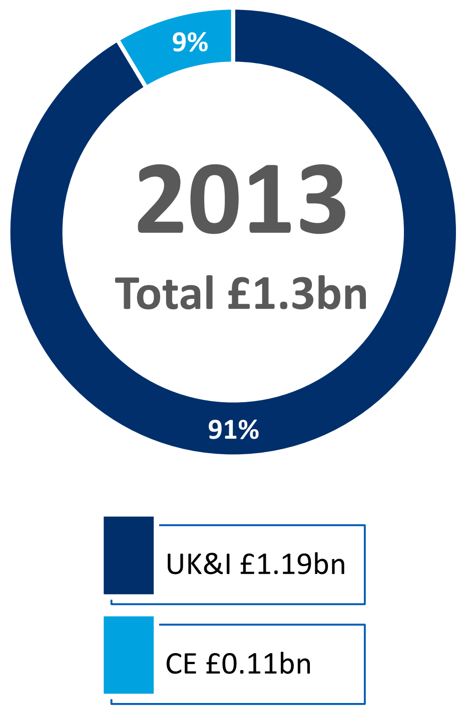
LPG	£1.16bn
R&O	£0.73bn
Health	£0.36bn
Tech	£0.45bn

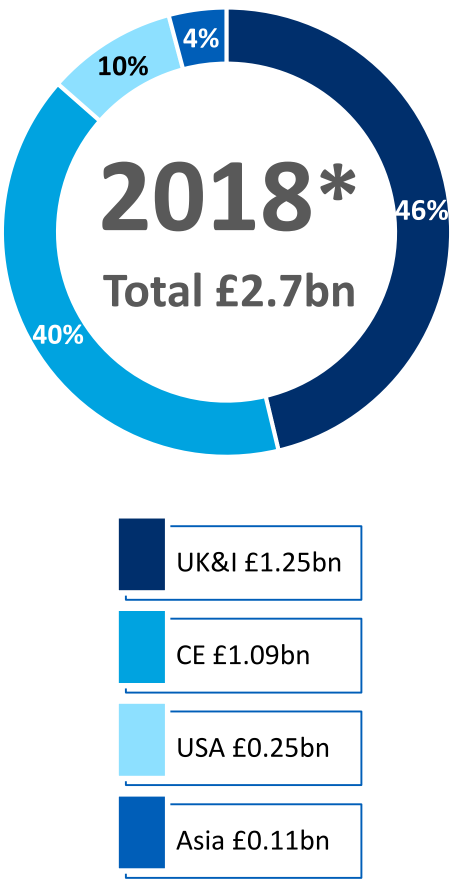
**proforma*

Capital employed: by geography

Our 10 year evolution: UK&I Group in 2008 to operating in 17 countries across 3 continents today

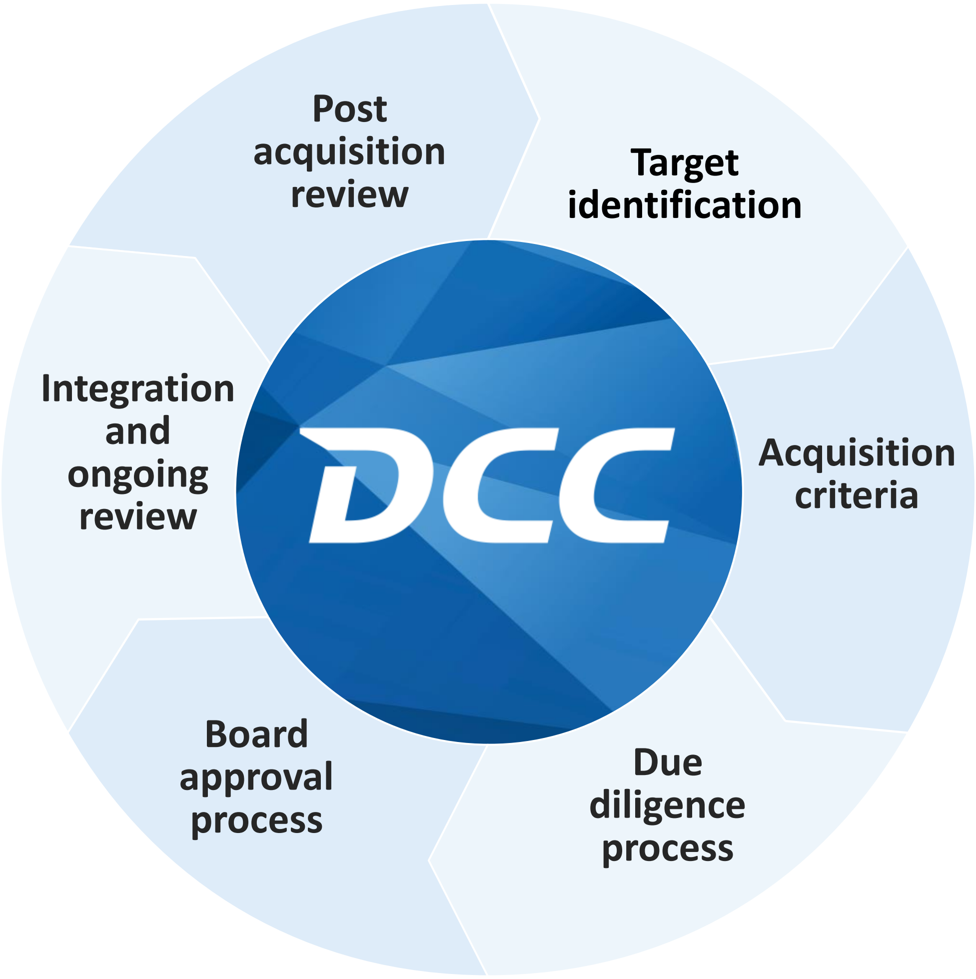






*proforma

Robust process around capital deployment



Management bandwidth

Key area of focus for DCC management and Board

Additional capacity built over recent years

Divisional team structures implemented and enhanced

Managing Director, Finance Director & Development Director

+

Additional development resource in all divisions

Central support
IT, Treasury, Tax, HR, Compliance, Health & Safety, Corporate Finance, Company Secretarial, Accounting

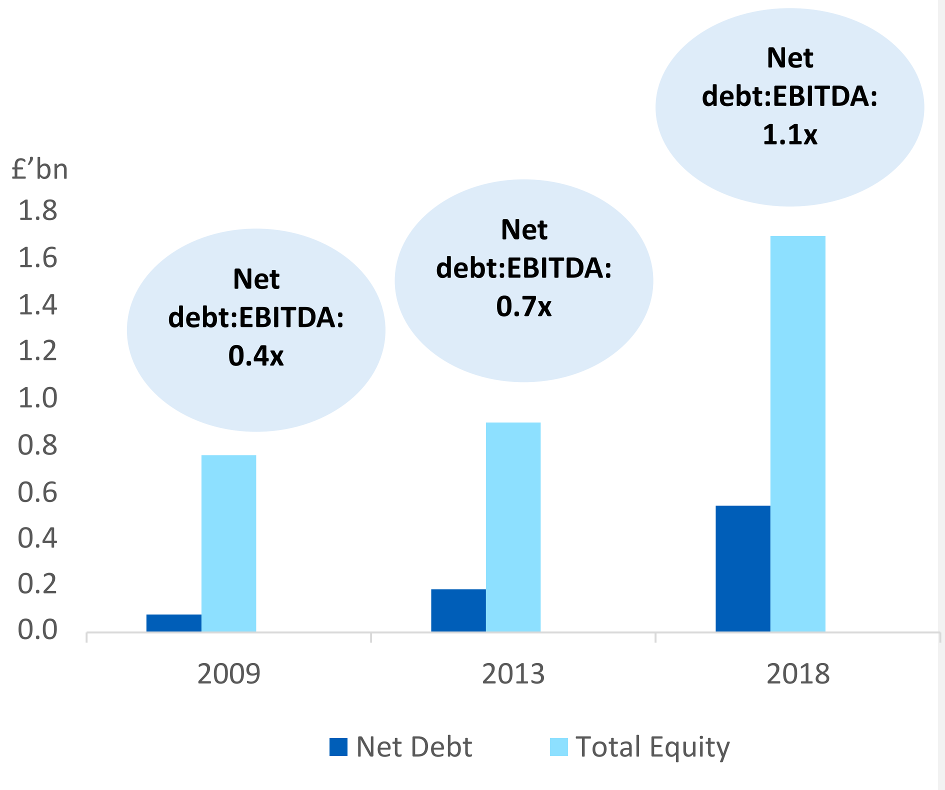
Assessment of acquired management critical

Augmented by DCC finance resource where appropriate

Our financial approach

Committed to principle of strong balance sheet

- Conservative approach to financial management
- Low levels of risk
- Provides acquisition flexibility
- Greater leverage with customers and suppliers
- DCC uncomfortable if net debt: EBITDA was to exceed 1.8x - 1.9x at seasonal peak



Summary

Maintaining ROCE and cash flow underpins our business model

Discipline around capital allocation remains paramount

Capital deployment is not portfolio managed

Well established and robust acquisition processes

Management resource continues to develop, providing increased capability

Committed to principle of a strong balance sheet

DCC

Summary

Donal Murphy, Chief Executive

DCC

Our positioning for growth

Our Strategy	How it will be delivered	Demonstrating our opportunity and capability
To continue to build a growing, sustainable and cash generative business which consistently provides returns on capital employed well in excess of its cost of capital	Four divisions with clear business strategies for growth	Our Retail & Oil development journey in Denmark
	The platforms and opportunity set to deliver that growth	Building a global nutrition business
		Adding value in Technology
	Underpinned by our unique capability and core values	The global opportunity in LPG

Demonstrating our opportunity and capability

Developing our businesses, acquiring, integrating and growing

Innovating and leveraging our strengths

Adding value for customers

Creating a global opportunity set

DCC Retail & Oil

Building our Danish business

Eddie O'Brien

Our development journey in Denmark

DCC's culture and values in action

Successful development journey built on combination of DCC values

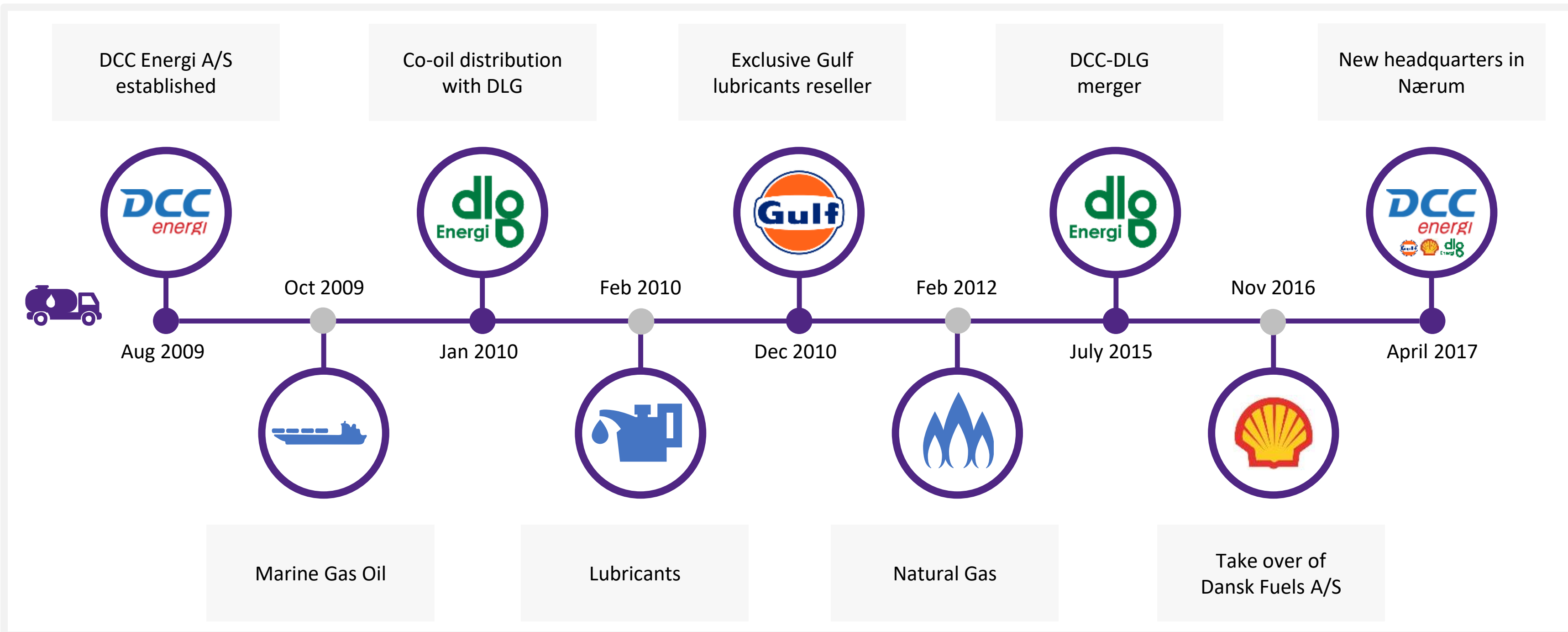
EXCELLENCE
DRIVEN TO EXCEL IN EVERYTHING WE DO

PARTNERSHIP
WE ARE STRONGER TOGETHER

Devolved management structure and entrepreneurial culture enabled significant development after the initial transaction

The story so far

Creating a fully integrated Danish business



c.560 million litres of commercial bulk fuels

c.230 million litres of jet fuel

Presence in all key airports

120,000 active fuel cards

Customers in both B2C and B2B

c.480 million litres of Retail fuels, 224 Shell sites nationally

Growing our Scandinavian business

Development of partnerships led to wider Scandinavian presence

PARTNERSHIP
WE ARE STRONGER TOGETHER

The relationship with Shell

Initially on logistics with DLG, ultimately led to a merger of the businesses

dlg adding value to the green world

Key to acquisition of Shell's fuels remedy package

Led to other Scandinavian opportunities

Swea energi · QSTAR

Leveraging our significant integration capability

Delivering complex integrations requiring high levels of systems and people integration, re-scaling and re-organisation key to success

- Retaining the agri-sales organisation within DLG post merger
- IT systems integration of DLG business units completed in 6 months

Acquisition of the Shell fuels remedy package

- Replacement of Shell ERP systems (<6 months of completion)
- Restructuring of the merged organisation
- 100 point turnaround action plan

Leveraging existing Retail 'Hub' operations and capability reduced execution risk

EXCELLENCE
DRIVEN TO EXCEL IN EVERYTHING WE DO

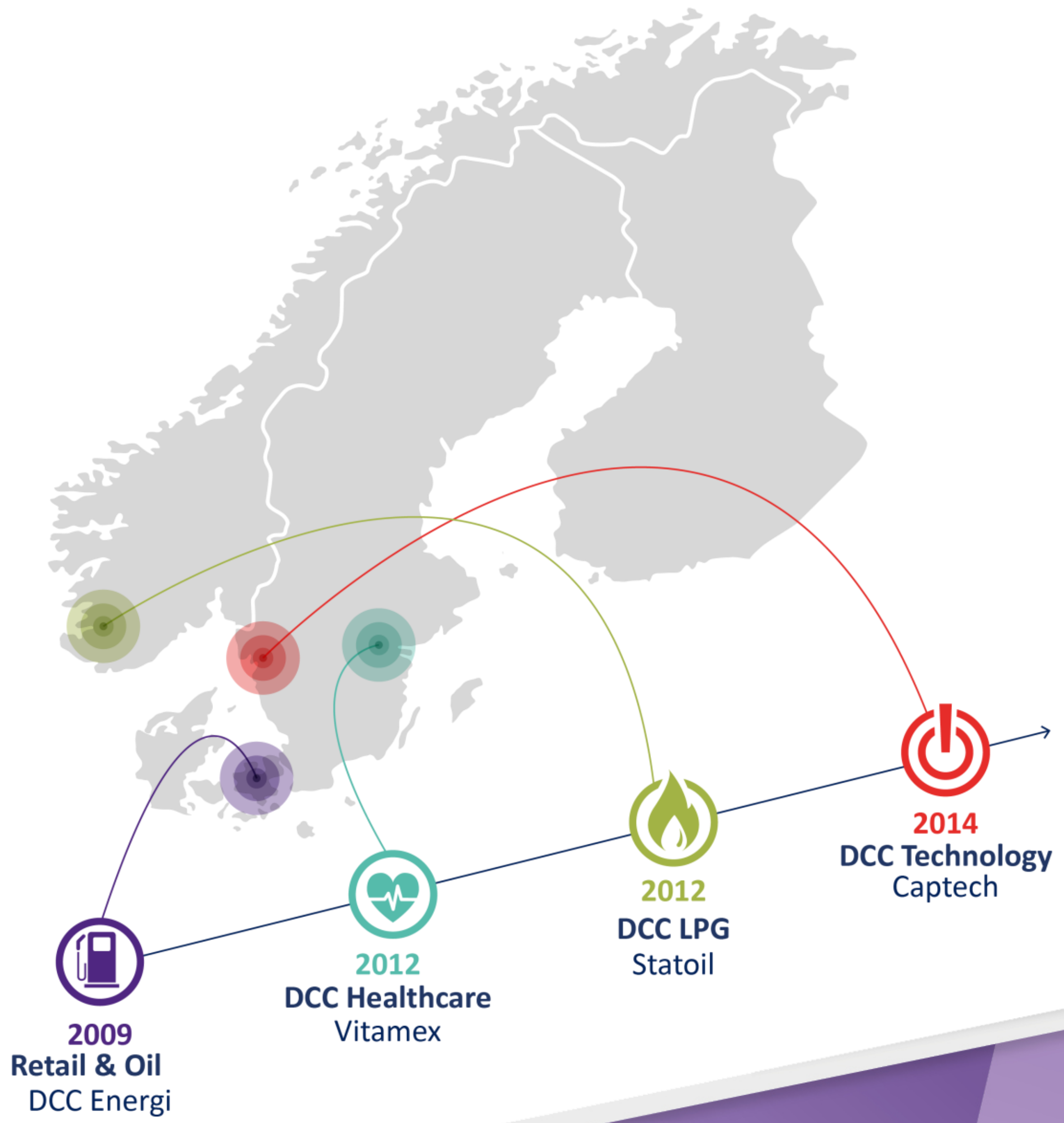
A strong entrepreneurial sales culture

Experienced management teams	+	DCC's entrepreneurial culture	=	Strong organic growth initiatives

- Shell's exclusive distributor of GTL in Denmark
- Roll-out of premium fuels to the Shell network post integration of Dansk Fuels – 25% penetration
- Continued strong organic growth in bulk oil

Evolution of DCC in Scandinavia

All four divisions now with a Scandinavian operating presence



DCC

DCC's capability to deliver value

Focus on operational excellence drives performance

Ability to develop partnerships leads to organic and acquisition opportunities

DCC has experience and track record as a multiple acquirer

Delivering complex integrations is a core skill set

Creating broader Group geographic and market presence over time

Demonstrating our opportunity and capability

Developing our businesses, acquiring, integrating and growing

Innovating and leveraging our strengths

Adding value for customers

Creating a global opportunity set

DCC

DCC Healthcare

Building a global nutrition business

Conor Costigan & Louise Cruickshanks

Why we are so excited about the growth opportunities in Nutrition

Positive market dynamics

US market opportunity

Strong European presence

Innovation

DCC

Positive market dynamics

- Growth market
- Significant scope for increased consumer penetration

Millennials

Digital

- Increasing science
  - Driving credibility, innovation and regulation

Nestlé HealthScience   P&G   rb   J&J

Trusted global brands attracted to sector

Global market at $128bn

Consumer sales in USD billions

Source: Nutrition Business Journal

Strong presence in Europe

Long-term partnerships with customers

PARTNERSHIP
WE ARE STRONGER TOGETHER

Walgreens Boots Alliance

Abtei

Seven Seas

apoteket

Vitabiotics – Where Nature Meets Science

ELEMIS

Oriflame Sweden

Healthspan

Omega Pharma

Holland & Barrett – we're good for you

Strong presence in Europe

Serviced from high quality manufacturing infrastructure

GMP certified facilities

MHRA Regulating Medicines and Medical Devices

USDA ORGANIC

FDA

GOOD MANUFACTURING PRACTICE GMP

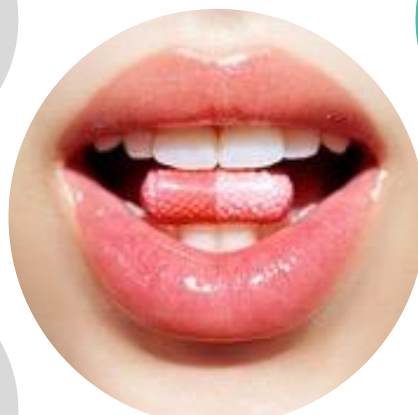
Investing in capacity to meet future demand

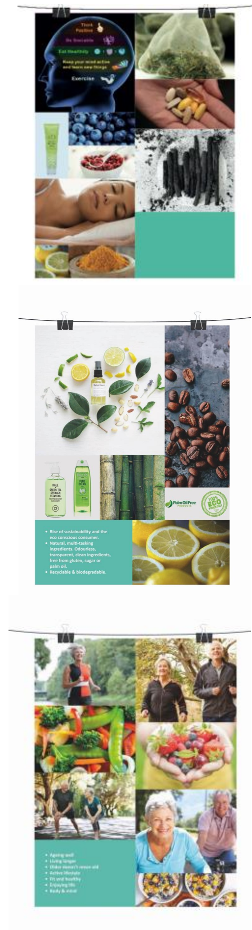
- Doubling complex soft gel encapsulation capacity
- Significant expansion at tablet & capsule facility

Innovation – key organic growth engine

Our innovation process

- Brand insights
- Consumer trend analysis
- Local market analysis
- Ingredient sourcing
- Formulation, label claims, pack design
- Post launch review



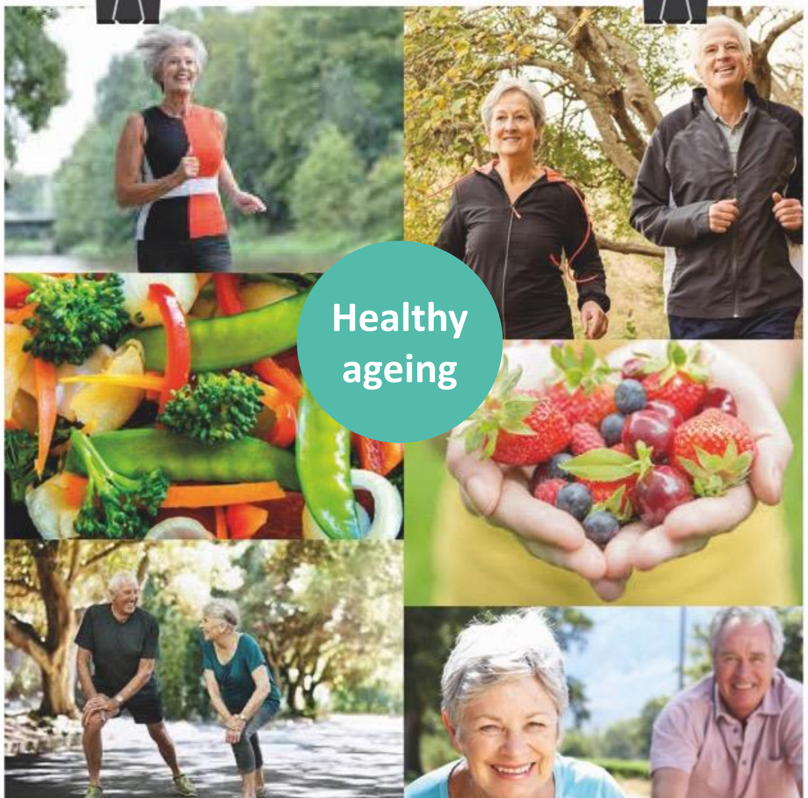


DCC

Beauty from within

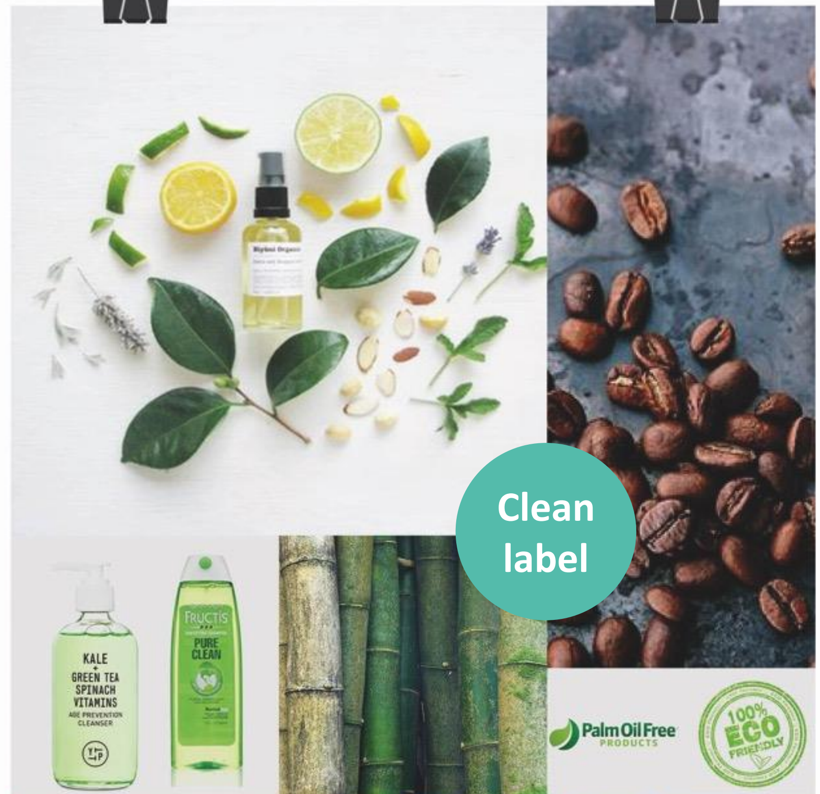
- Microbio and Probio
- Clean formulas
- Raw ingredients
- Omegas and Vitamins
- Free from…
- Calming and relaxing
- Inside out: healthy body, healthy mind

Healthy ageing



- Ageing well
- Living longer
- Older doesn't mean old
- Active lifestyle
- Fit and healthy
- Enjoying life
- Body & mind

Clean label

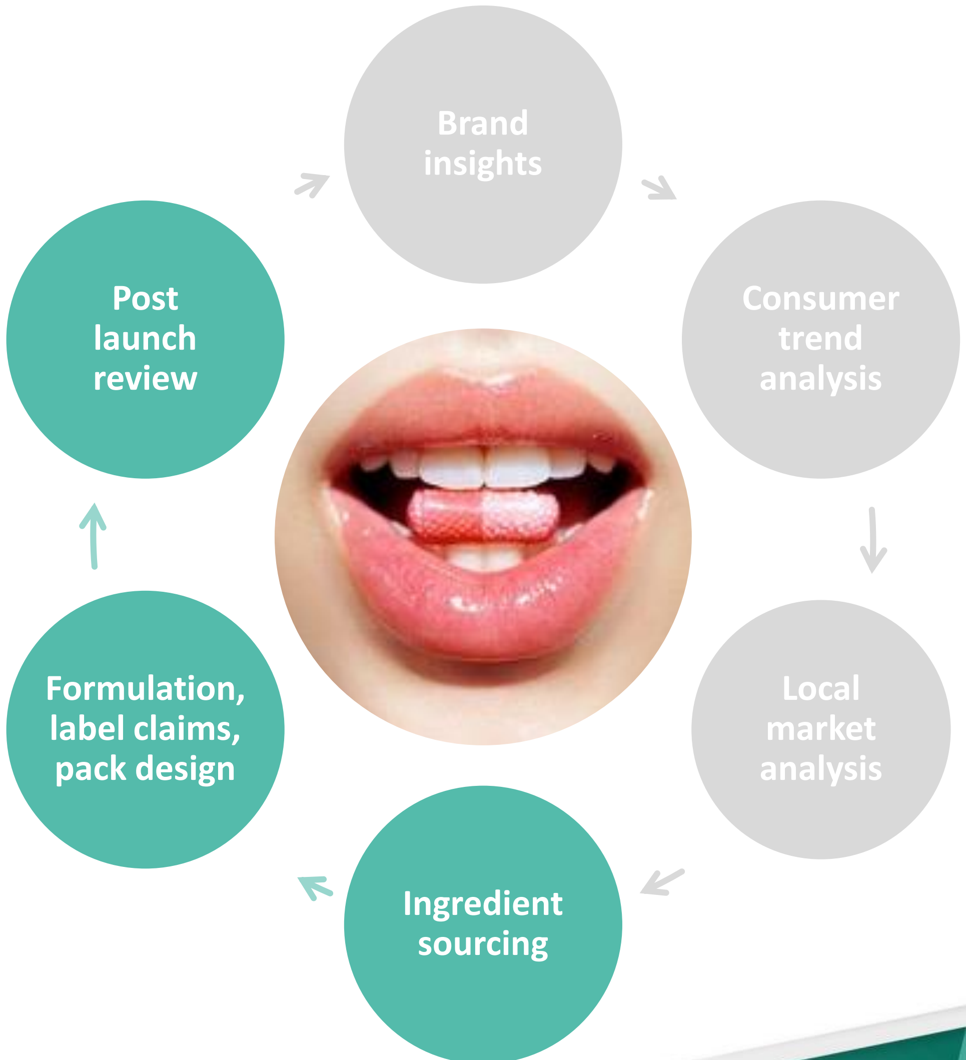


- Rise of sustainability and the eco conscious consumer
- Natural, multi-tasking ingredients, odourless, transparent, clean ingredients, free from gluten, sugar or palm oil
- Recyclable & biodegradable

DCC

Innovation – key organic growth engine

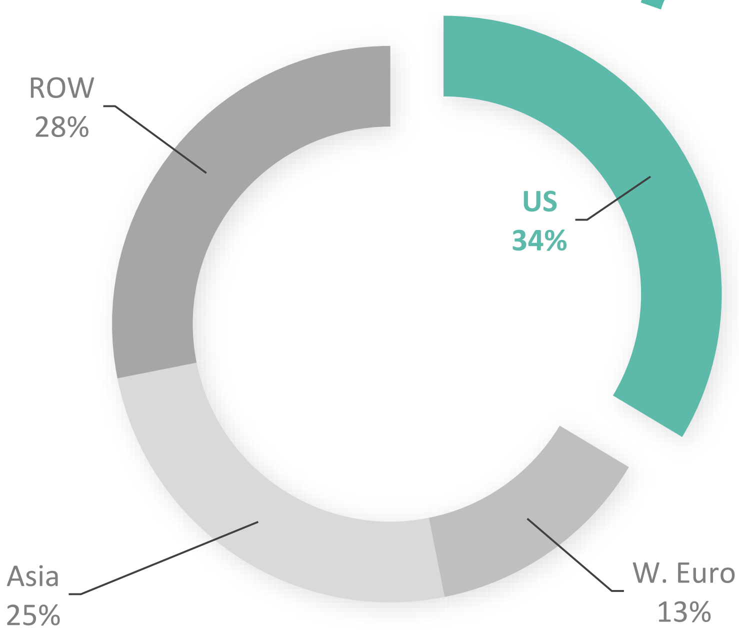
Our innovation process



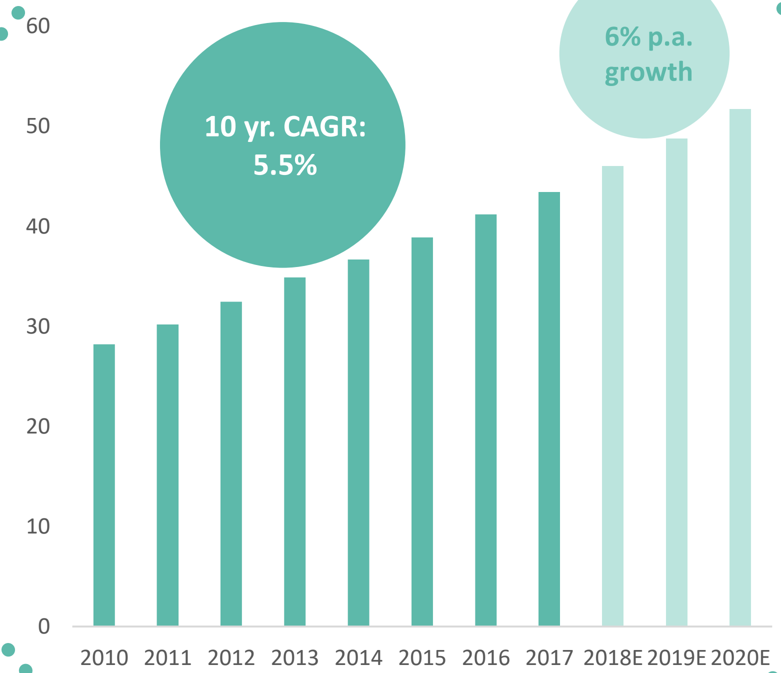
US nutrition opportunity

Largest global supplement market

Global market split $128bn



US market $43bn

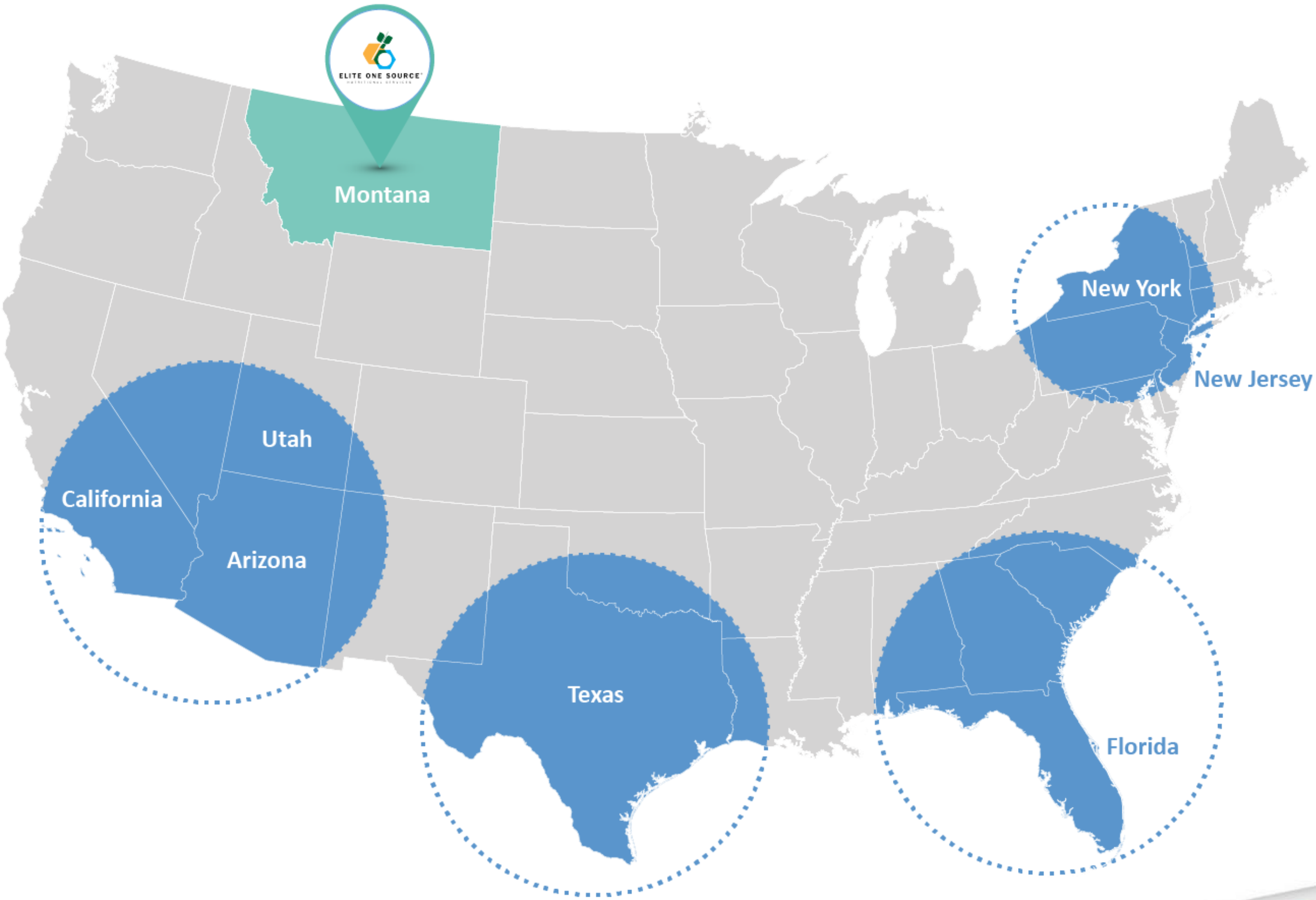


Consumer sales in USD billions

Source: Nutrition Business Journal

US nutrition opportunity

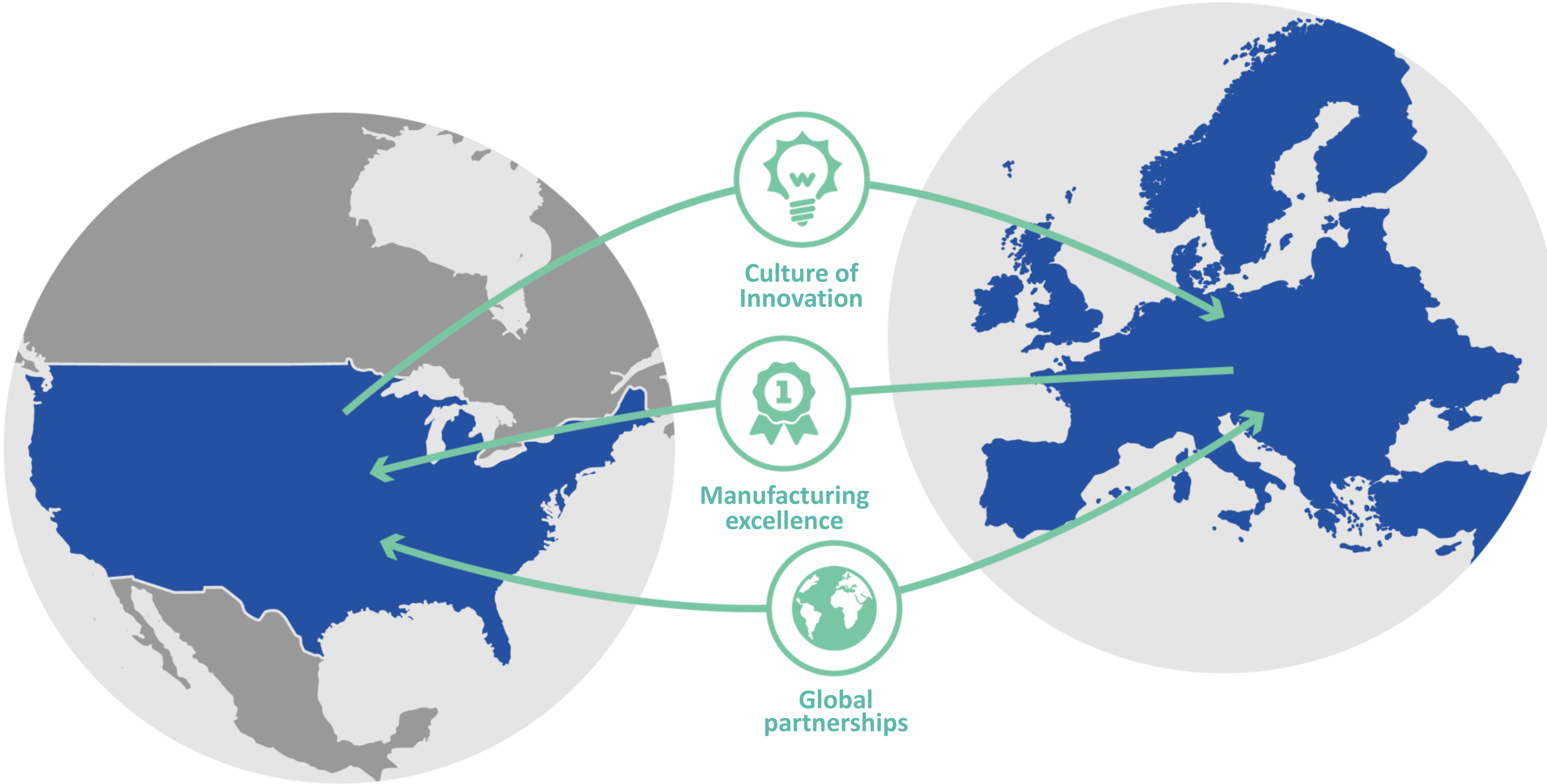
Fragmented nutrition CMO sector



DCC

US nutrition opportunity

Significant potential for knowledge sharing and synergies



Vision

Substantial business servicing the global Health & Beauty market

Demonstrating our opportunity and capability

Developing our businesses, acquiring, integrating and growing

Innovating and leveraging our strengths

Adding value for customers

Creating a global opportunity set

DCC Technology

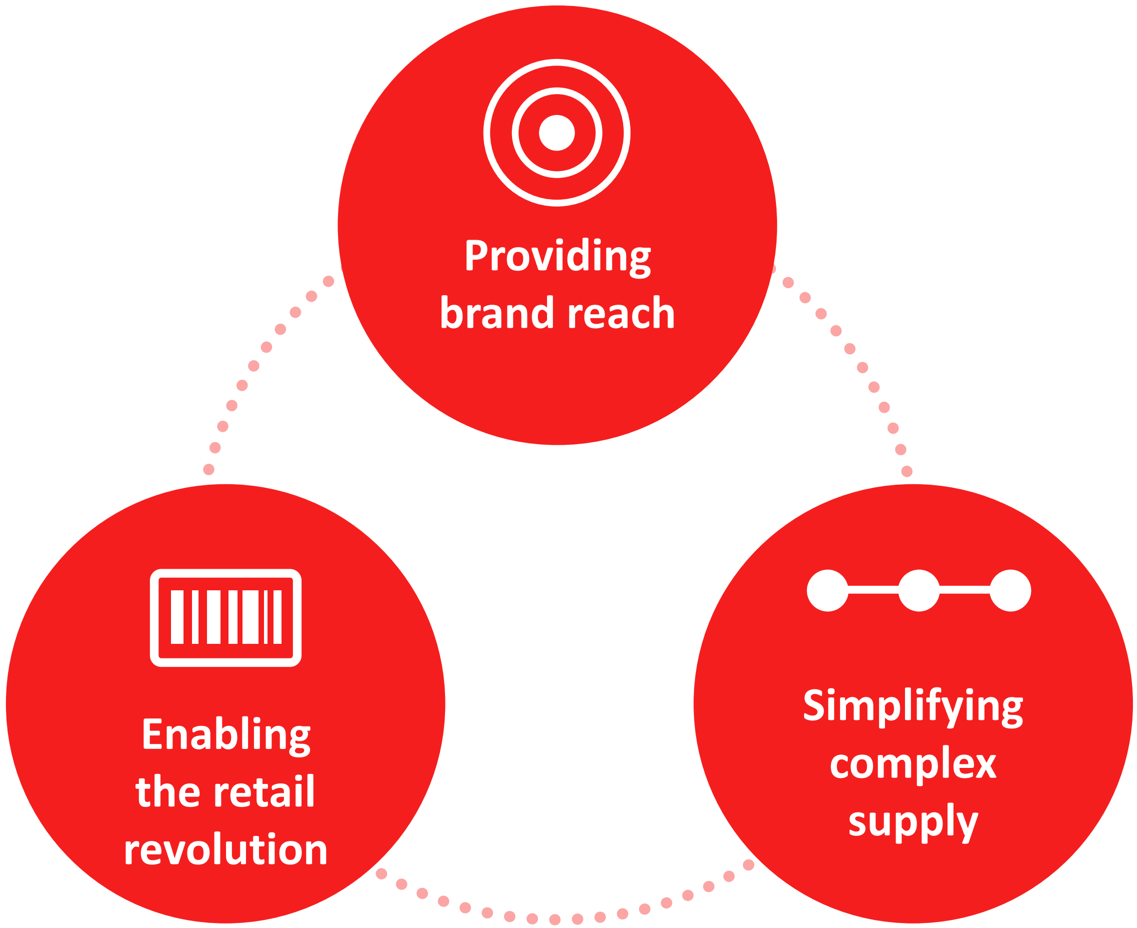
How we add value in Technology

Tim Griffin

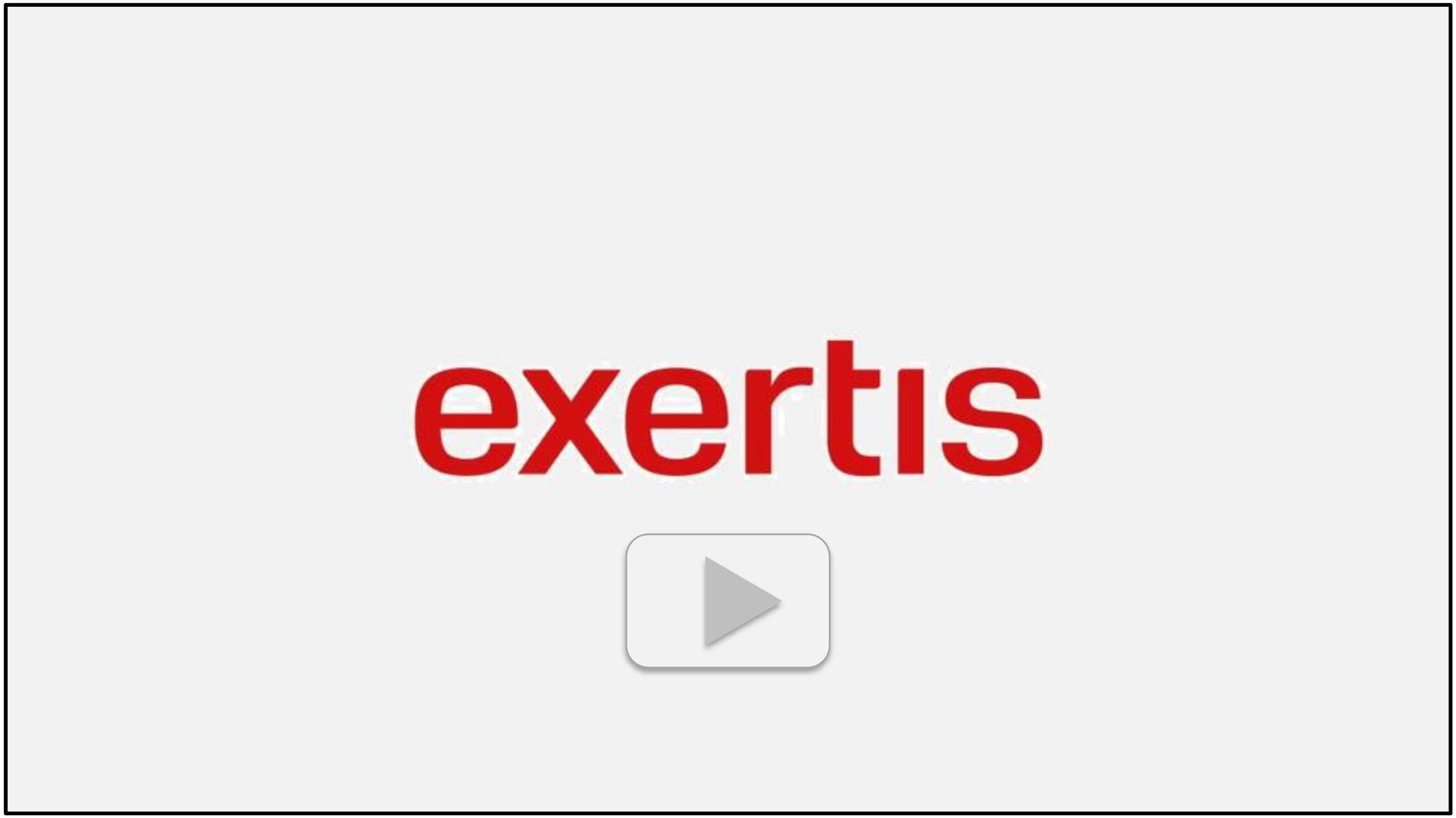
DCC

Specialists in market access

Creating leverage for customers



Adding value in the supply chain



DCC

Enabling ecommerce

The power behind the retail revolution

Omnichannel

- Home
- Etail
- Click & Collect
- High Street

exertis

- Ecommerce platforms
- Product availability
- Major retailer partnerships
- Global supply chain
- Warehousing automation
- Drop-ship
- Reverse logistics

DCC

Enabling ecommerce

Pre-orders, bundles, and redemptions

Case study: **Argos pre-orders**	Case study: **Shop direct bundles**	Case study: **Digital content**
• Managing all new software & console deliveries at day of launch for Xbox	• Hundreds of bespoke Xbox bundles assembled and shipped direct-dispatch	• Game / product code redemption managed services

Physical and digital services

Complete global omni-channel solutions

Case study:
Oculus for business (Facebook)

oculus

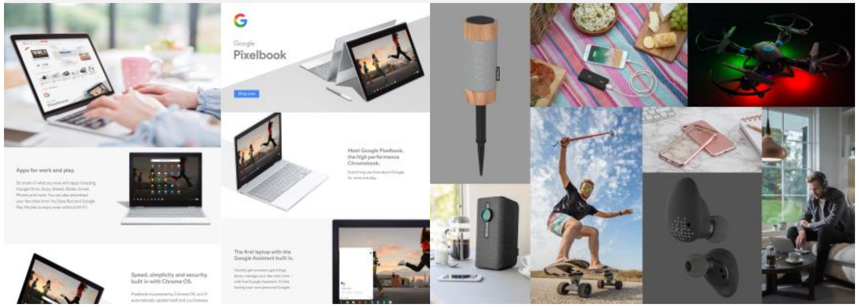
- Exclusive sales and global supply chain service for B2B VR
- Managed online platform ecommerce, direct to worldwide customers

Case study:
Kondor's advanced ecommerce solutions

ebay

Kondor.
The Smart Choice

- Capability to build and deploy e-shops within one week on global marketplaces
- Branded white-label sites, hosting, and drop-ship



DCC

Pro-AV international projects

Adding value: Supply Chain Services managing multi-country roll-outs

Case study: Renault showrooms

- Partnership with global systems integrator
- Installed pro-AV solutions across Europe
- Central project management with 250 locations in 20+ countries

Source: Renault

Case study: Subway digitalization

- Digitalization of 1,300 Subway franchises across 20+ European countries
- Complete solution - working with system integrator and vendor

Source: Subway

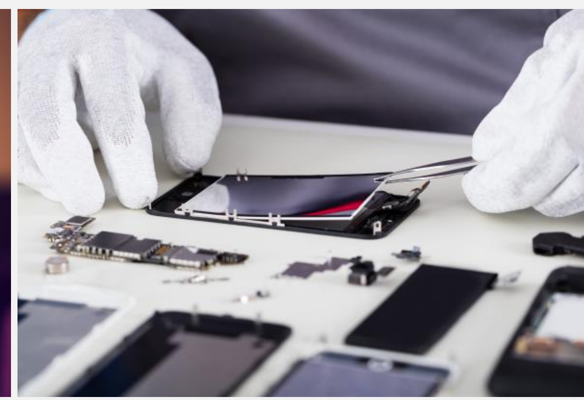
Mobile refurb services

MTR’s trade-in, disposal, white-label and fleet management

MTR refurb services

Enterprise device-fleet management	White-label 2nd life service to retail customers across all brands	Disposal of returned stock meeting GDPR requirements	Device trade-in solutions

- Strengthened relationships with key suppliers including Samsung



Professional technical services

Creating technical leverage for resellers

Exertis technical services

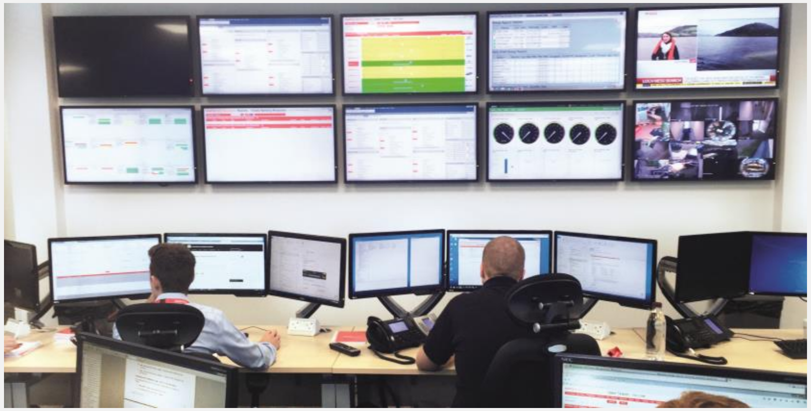
- Pre-sales
- Consultancy
- Deployment
- Managed contract support

Technologies supported

- Networking & security
- Server & storage
- Unified communications

TAC service desk

- 24x7x365 technical assistance to over 1,300 customers a quarter
- Average response time of <6 minutes
- Vendor escalation rate <10%
- Major industry accreditations



Exertis Hammer’s custom services

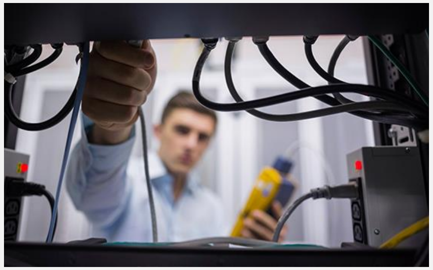
Building, enabling, supporting, and powering cloud computing

Exertis Hammer enterprise solutions

Whitebox	Bespoke configuration	Branding	24x7x4 On-site warranty
OS installation	Documentation	Installation	Training

Case Study: **Serverius partnership**

- Solutions for supplier Serverius
- Supporting search engine optimisation provider, Ahrefs
- Designed and supplied the optimised hardware based on Intel technology



Market access specialists

Distribution is evolving

Exertis adds value and creates sticky supply & access solutions

By creating leverage for customers we enable them to do more

Demonstrating our opportunity and capability

Developing our businesses, acquiring, integrating and growing

Innovating and leveraging our strengths

Adding value for customers

Creating a global opportunity set

DCC

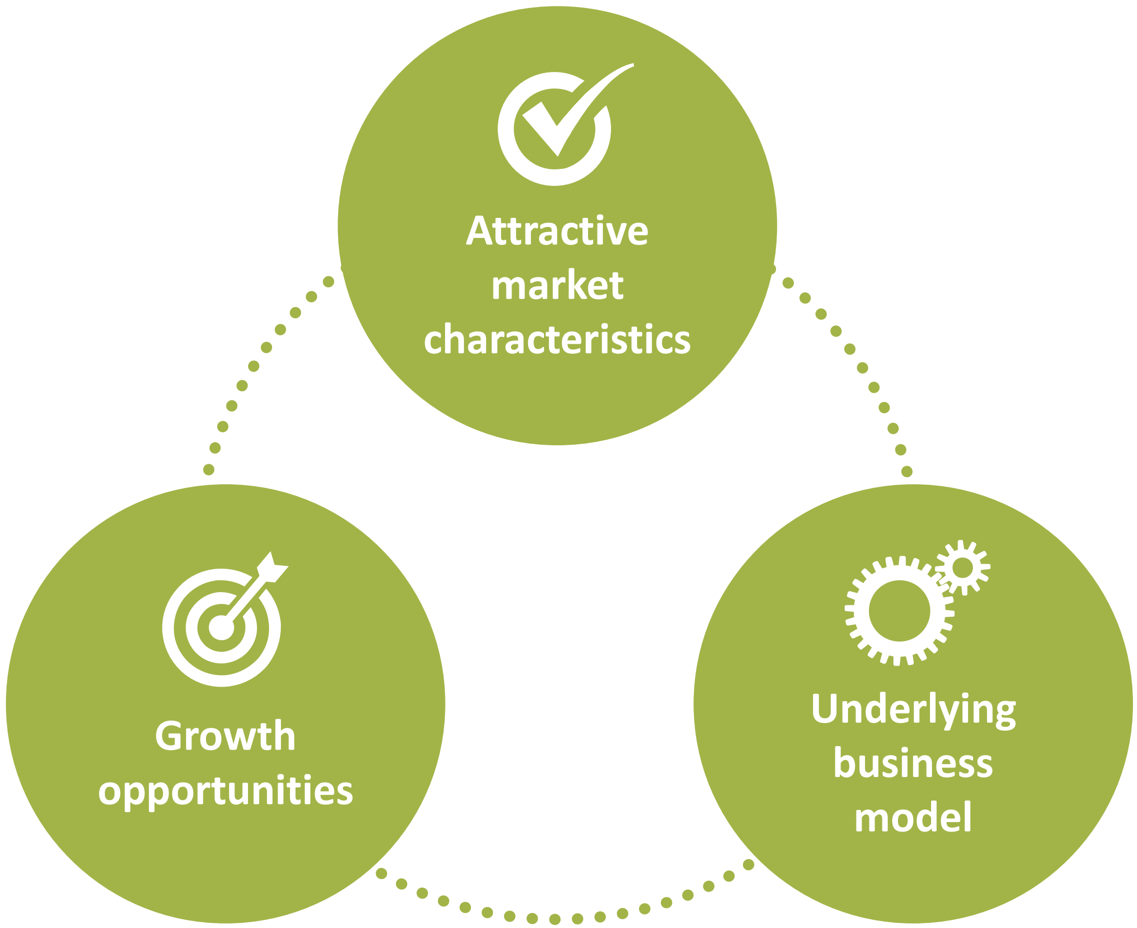
DCC LPG

The global opportunity

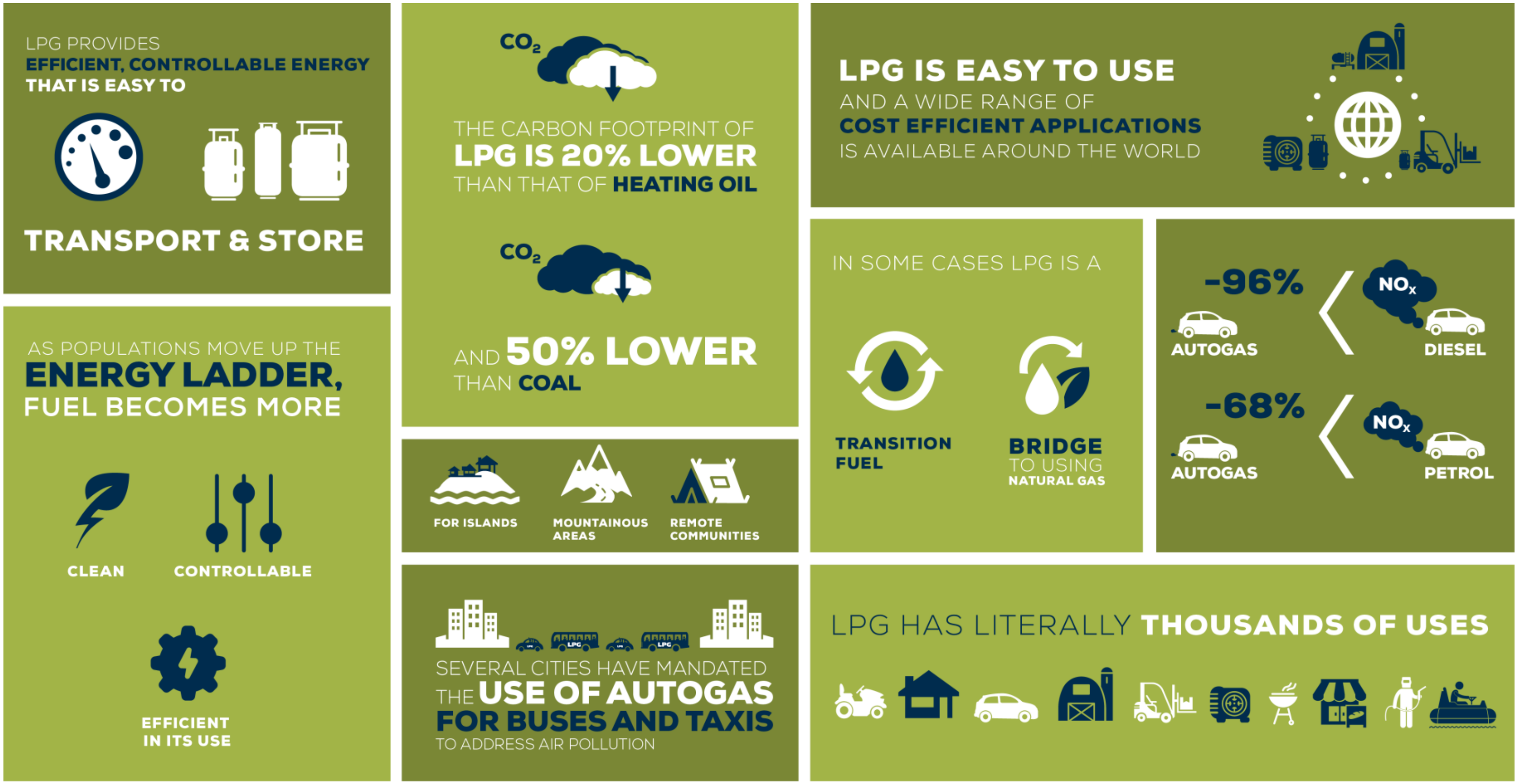
Henry Cubbon

DCC

A great business with growth opportunities



Benefits of LPG drive market characteristics



Common distribution model globally

LPG markets operate similarly from market to market

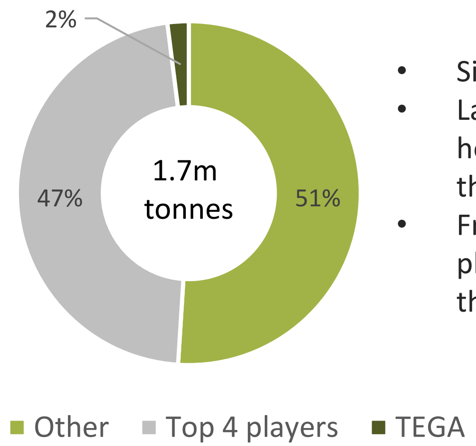
Our global ambition

DCC LPG – Current footprint

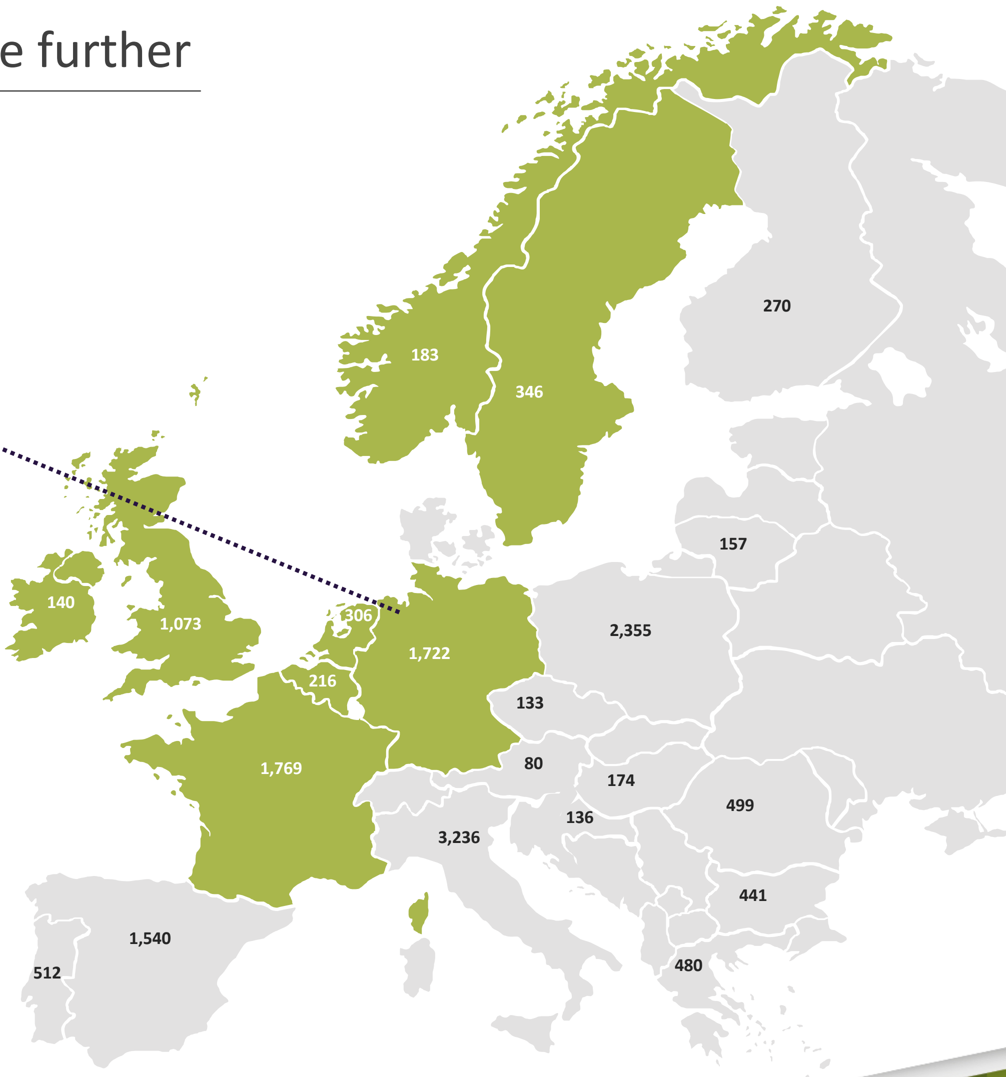
DCC LPG in Europe

Mature market expected to consolidate further

German target landscape



- Significant volume
- Largest market player holds approx. 13% of the market
- Fragmented with 80+ players operating in the market



European market characteristics

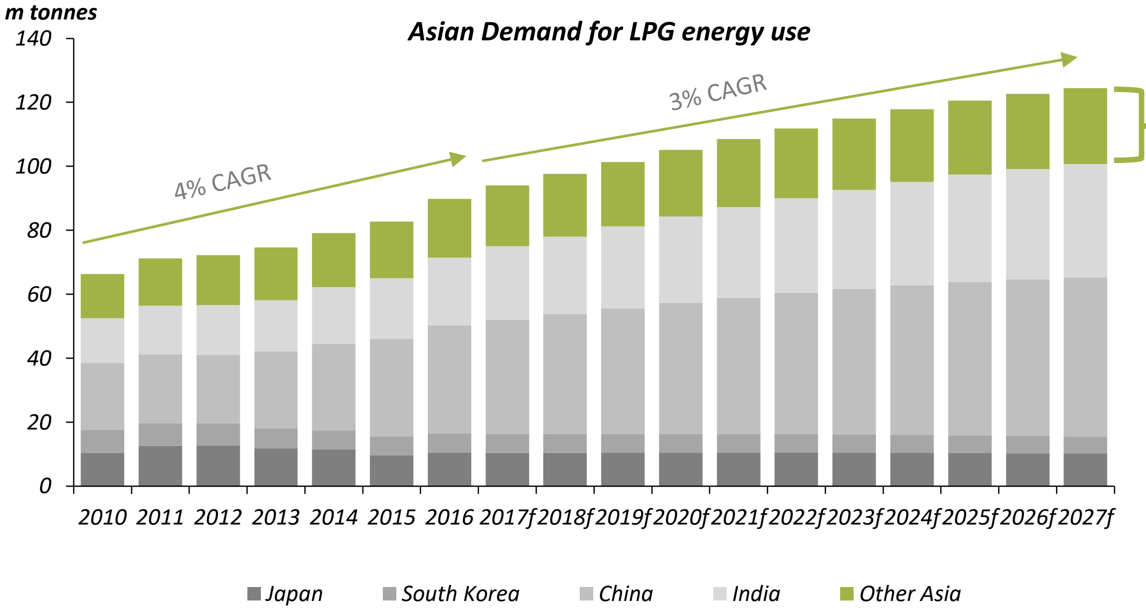
- Well established regional market
- A number of fragmented markets
- Continued consolidation across the region expected

- *All volumes in '000 tonnes*
- *2016 LPG Energy Use Demand, WLPGA 2017 Statistical Review*

DCC LPG in Asia

Ideal platform for development in selected Asian markets over medium term

Asian demand for LPG energy use



Other Asia includes Indonesia, Thailand, Malaysia, Vietnam, Taiwan, Pakistan, Philippines, Bangladesh, Sri Lanka

- *Excludes feedstock use*
- *Source: Argus Consulting*

Market characteristics

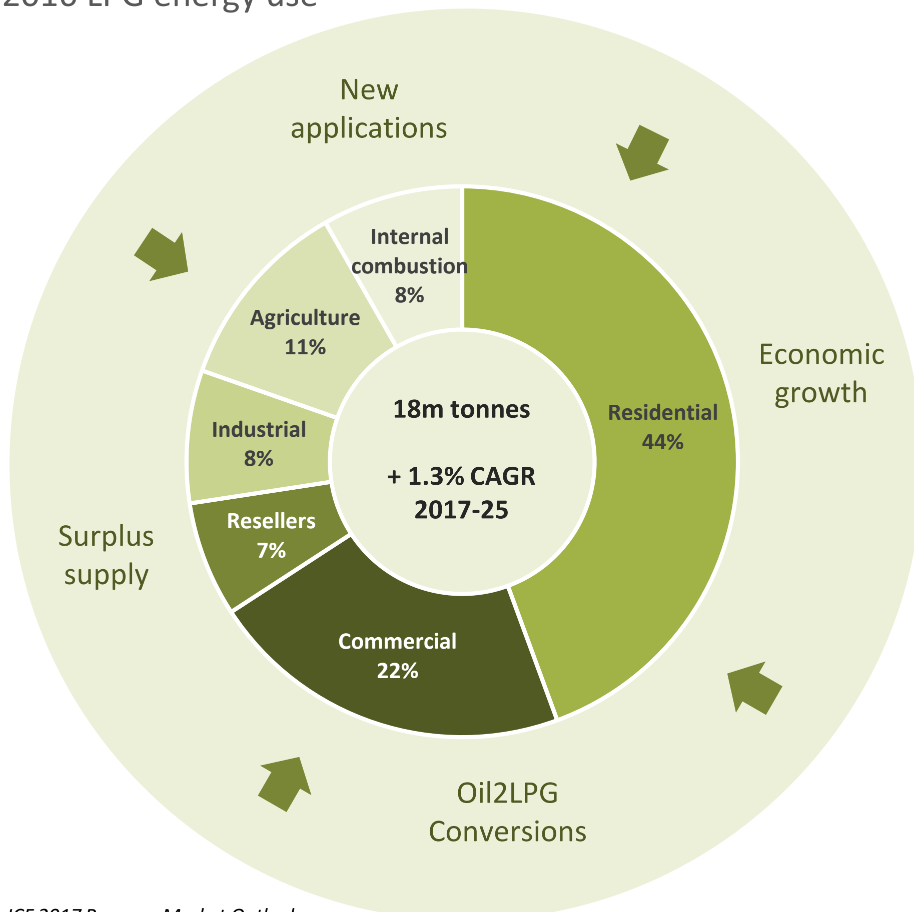
- Accelerated growth
- Strong government support
- Improving health and safety levels
- Upgrading infrastructure
- Privatisation of NOCs

DCC LPG in the US

Fragmented market provides opportunity for scale

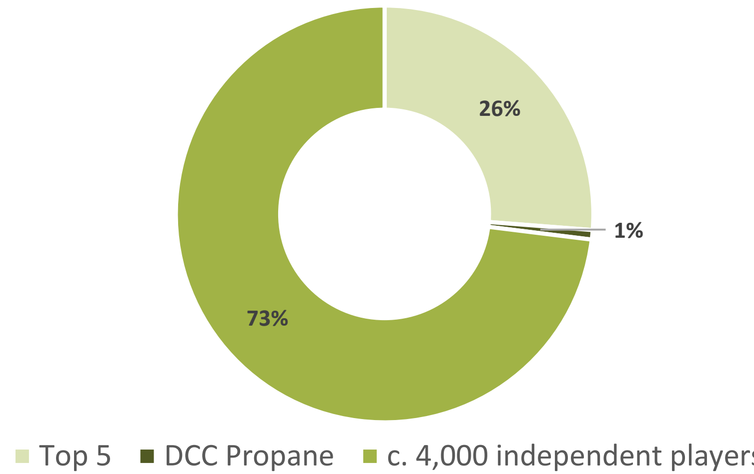
Market characteristics

2016 LPG energy use



Fragmentation

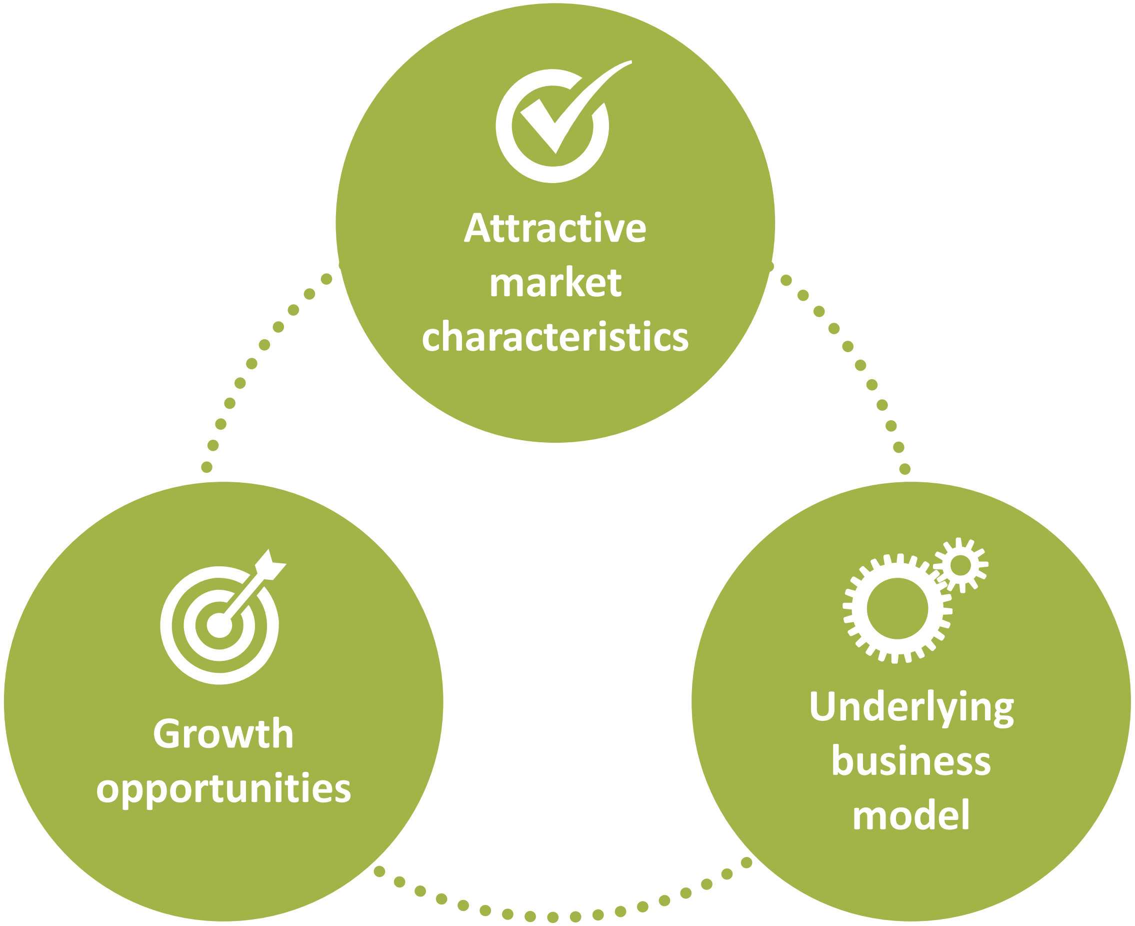
US target landscape



- Highly fragmented market
- > 4,000 independent distributors
- < 1% share held by all players outside of Top 10
- Numerous small to medium-sized players

- *ICF 2017 Propane Market Outlook*
- *LP Gas Magazine*

Building a global LPG business



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Concluding remarks

Donal Murphy, Chief Executive

DCC: Delivering sustainable growth

Our Strategy	How it will be delivered	Demonstrating our opportunity and capability
To continue to build a growing, sustainable and cash generative business which consistently provides returns on capital employed well in excess of its cost of capital	Four divisions with clear business strategies for growth	Our Retail & Oil development journey in Denmark
	The platforms and opportunity set to deliver that growth	Building a global nutrition business
		Adding value in Technology
	Underpinned by our unique capability and core values	The global opportunity in LPG

DCC

Q&A