Company Overview

November 2021

DCC

Contents

Introduction to DCC plc

H1 FY22 highlights

Strong trading performance with very good organic growth

Operating profit growth across each division

- Adj. operating profit up 11.2% to £195.8m
- Strong growth in seasonally less significant first half of year
- Reflects resilient business model, given volatile macro backdrop

Continued development – organically and through acquisition activity

c.£80m

of capital committed to new acquisitions

- Bolt-on acquisition activity across each division
- Naturgy expands renewable energy offering in Irish market
- Active pipeline and very strong financial position

Sustainability is core to how we do business

MSCI ESG RATINGS AAA

CCC | B | BB | BBB | A | AA | AAA

- Continue to introduce innovative energy solutions for our commercial & industrial, residential, and mobility customers
- Released first standalone Sustainability Report in July 2021
- Making good progress in reducing our own carbon emissions

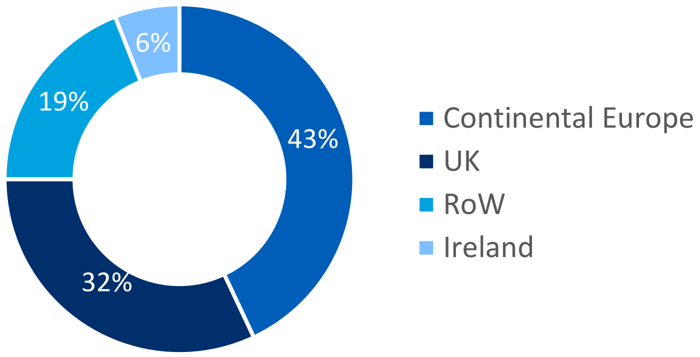
DCC

Our business today

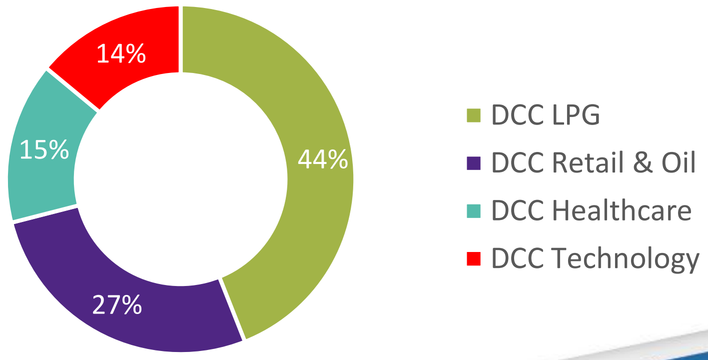
DCC is a leading international sales, marketing and support services group operating across four divisions

Locations	Employees	Market cap	Revenue	Operating profit
21 countries across 3 continents	14,200	c.£6.0bn	£13.4bn	£530.2m
			ROCE	**Adjusted EPS**
			17.1%	386.6p

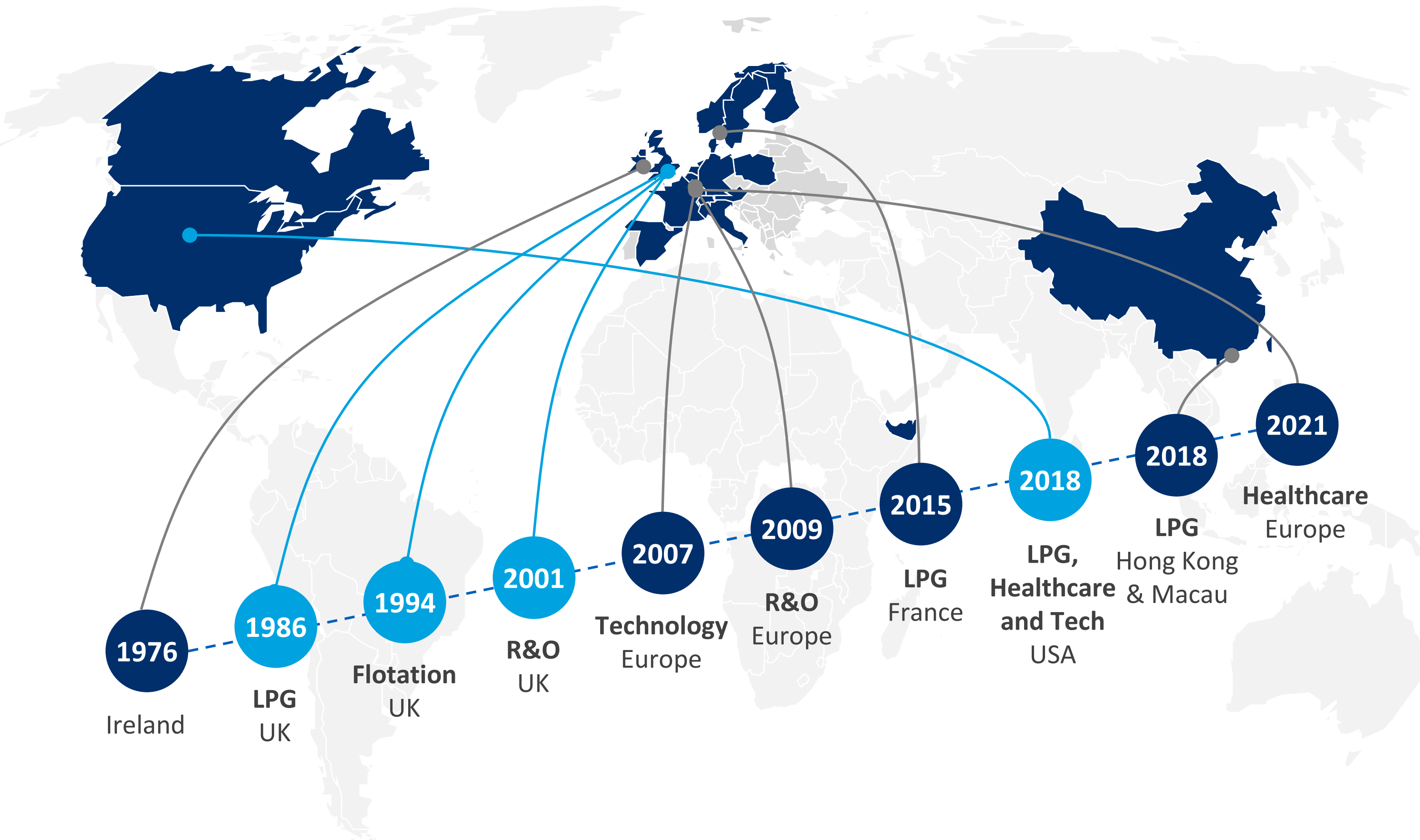
Profit by geography



Profit by division



Proven record of growth, development and value creation



Operating Profit Growth
27 year CAGR[1]
14.2%

Dividend Growth
27 year CAGR
13.9%

Free cashflow conversion
27 years
104%

Total Shareholder Return
27 years
6,640%

1 Continuing operations

A consistent strategy since flotation, deploying a proven business model

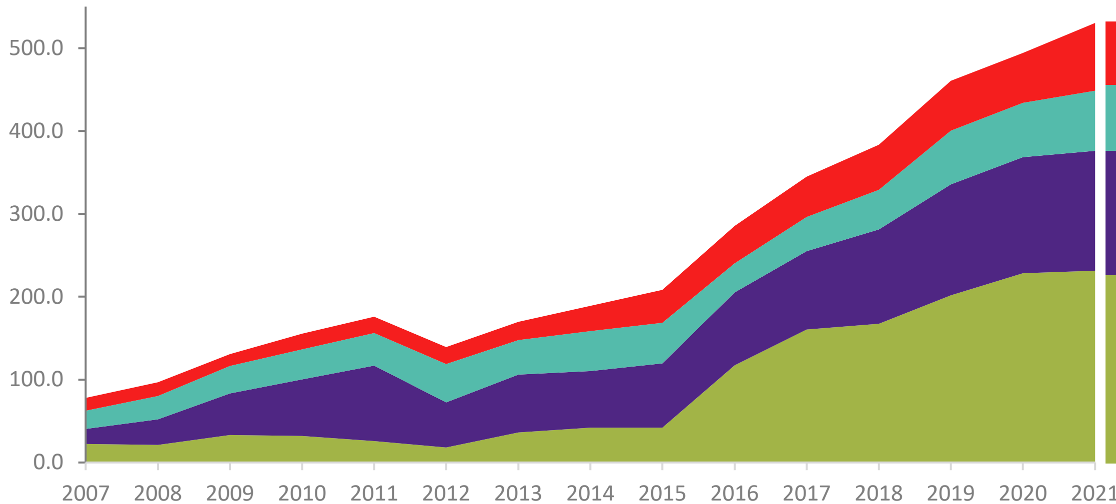
Our strategic objective

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

Why diversity works for DCC

Significant operating profit growth across all divisions since 2008

Operating profit FY08 – FY21 (£'m) CAGR: 14.0%



	'08 – '21 CAGR	ROCE '21
DCC Technology	+7.5%	12.3%
DCC Healthcare	+13.1%	18.7%
DCC Retail & Oil	+12.6%	19.2%
DCC LPG	+20.2%	17.4%

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

Our framework for capital allocation

Organic development and investment

- Investment in capex and working capital as we grow
- Supports organic profit growth and introduces new capability, products or technologies
- Provides excellent risk adjusted ROCE

Acquisitions at ROCE well ahead of WACC

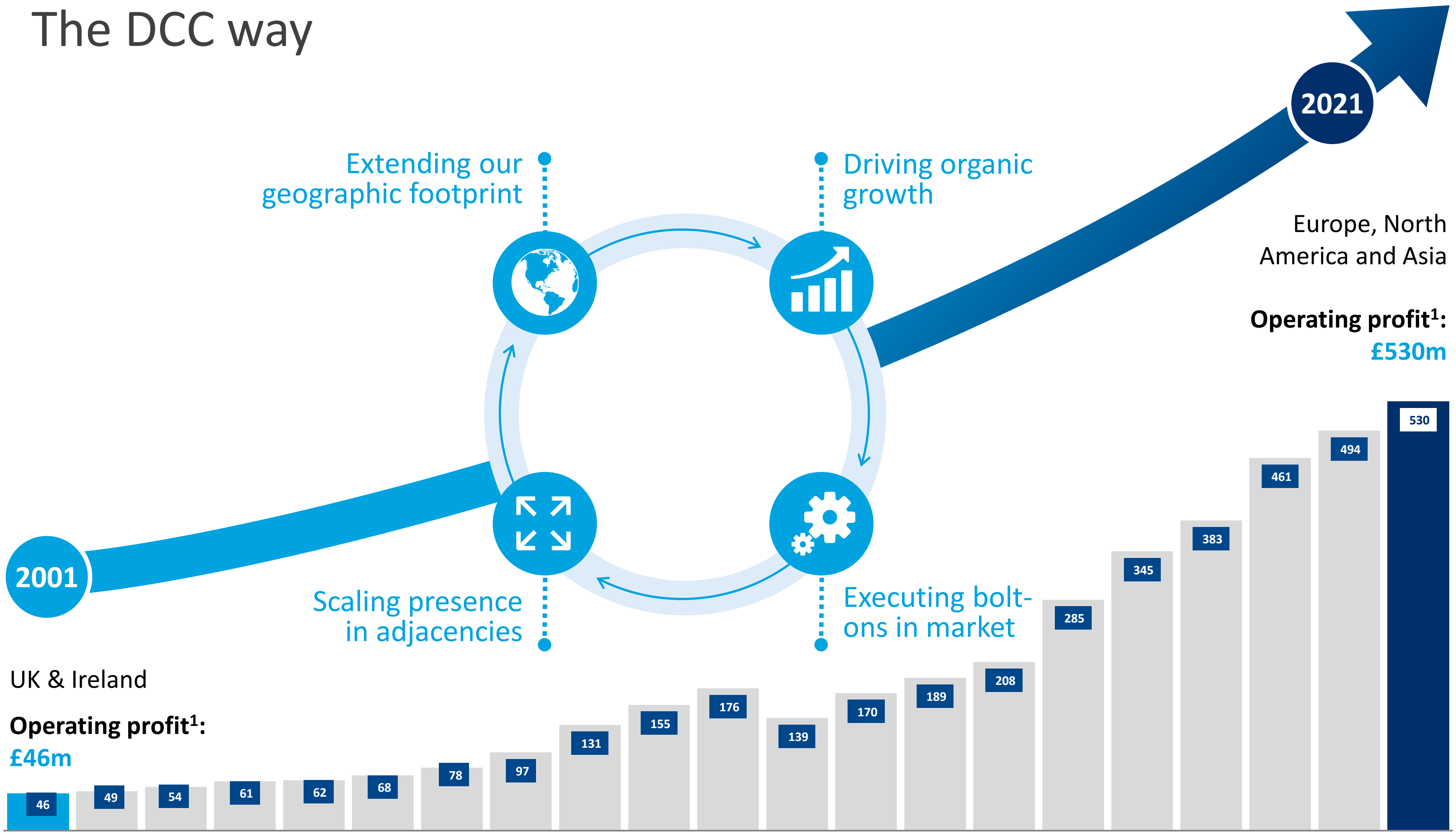
- Remains a core competence
- £375 million committed in FY21
- Significant new synergistic platforms built in recent years
- Very well positioned for continued development

Growing returns to shareholders

- Progressive dividend approach core to investment case
- 27 year unbroken track record of growth, in line with earnings growth
- Focussed on capital deployment & ROCE to create long term value for shareholders

Consolidating and compounding

The DCC way

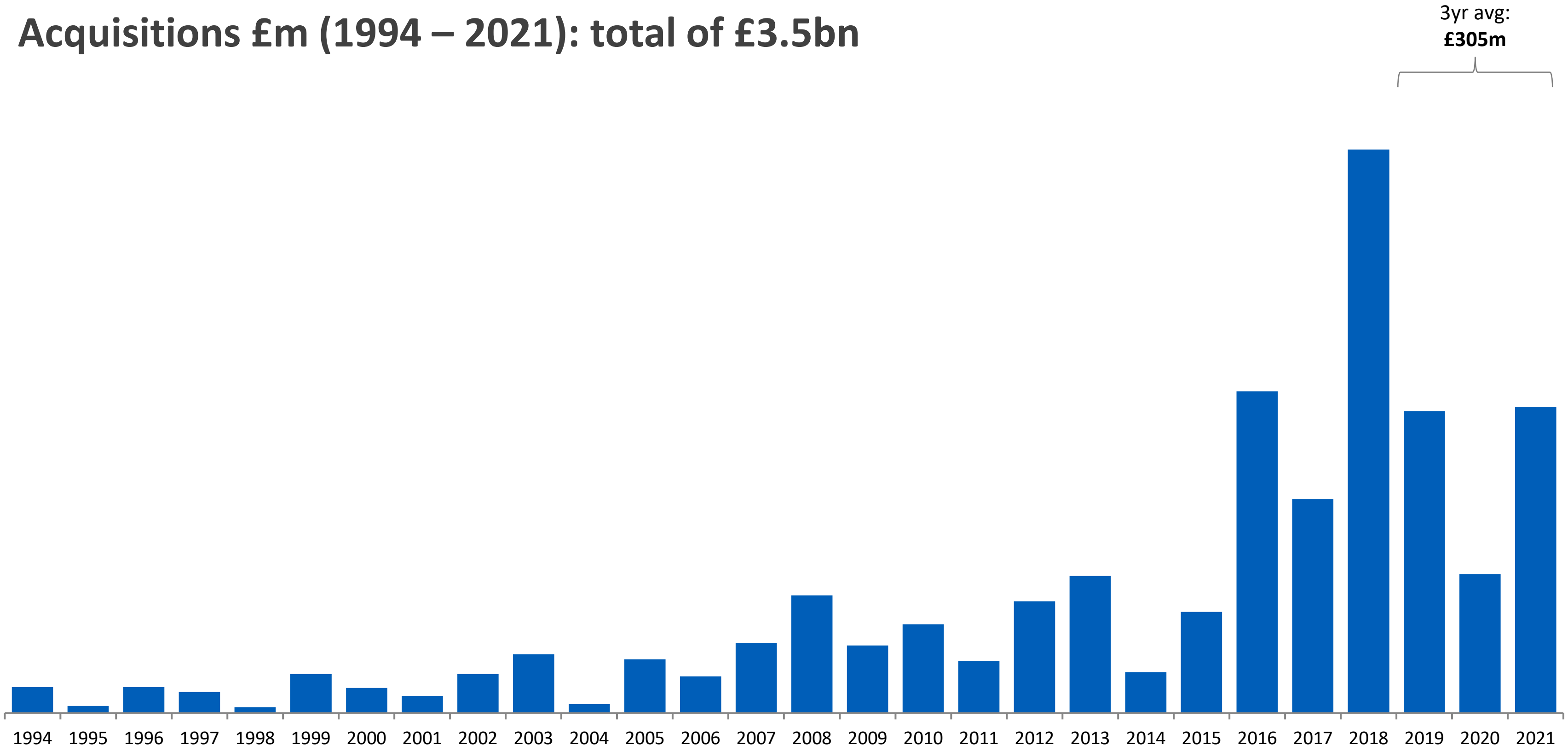


1: Continuing operations

Extending our geographic footprint: M&A

Record of integrating >300 acquisitions over 27 years

Acquisitions £m (1994 – 2021): total of £3.5bn



Highly cash generative business model

	2021	27 Years
Cash Flow	**£m**	**£m**
Operating profit	**530.2**	**4,728.8**
Decrease in working capital	177.7	586.3
Depreciation and other	134.4	1,204.9
Operating cash flow	**842.3**	**6,520.0**
Net capex	(146.9)	(1,585.6)
Lease payments net ROU depreciation	(7.6)	(13.2)
Free cash flow	**687.8**	**4,921.2**
Interest and tax	(108.9)	(1,026.8)
Free cash flow after interest and tax	**578.9**	**3,894.4**
Acquisitions	(272.6)	(3,526.1)
Disposals / exceptional items	(29.4)	138.2
Dividends	(148.3)	(1,116.7)
Share issues / buybacks	-	767.7
Net cash inflow	**128.6**	**157.5**
Opening net debt	(367.1)	(1.6)
Translation and other	88.3	(12.0)
IFRS 16 opening transition adjustment	-	(294.1)
Closing net debt	**(150.2)**	**(150.2)**
Closing net cash excl. lease creditors	**165.0**	**165.0**

Excellent FCF conversion

Free cash conversion of 130% in 2021, 27 year average of 104%

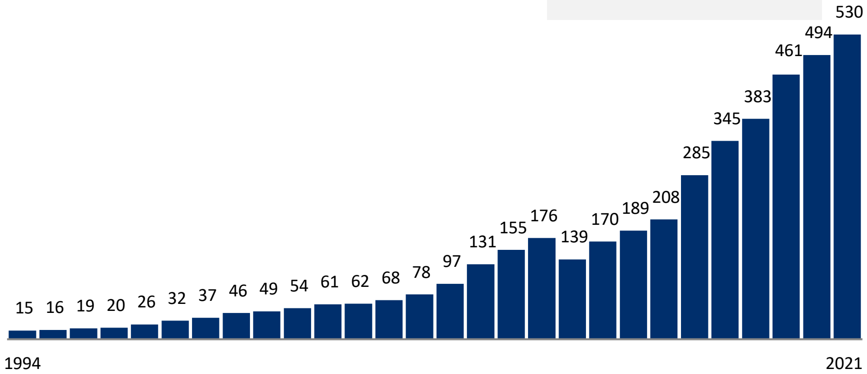
Strong & liquid balance sheet

Closing net cash (excl. lease creditors) of £165.0m

Strategy continues to deliver

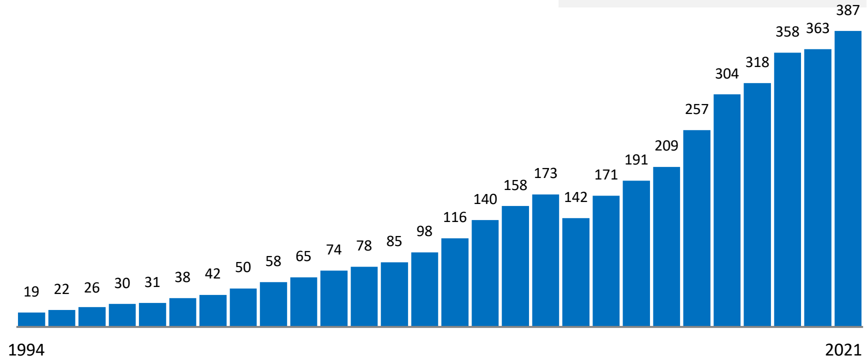
Operating profit (£m)[1]

27 year CAGR[1]
14.2%



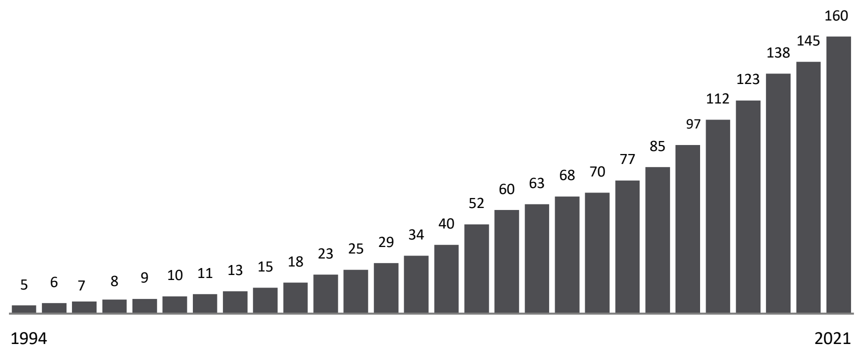
EPS (pence)

27 year CAGR
11.9%



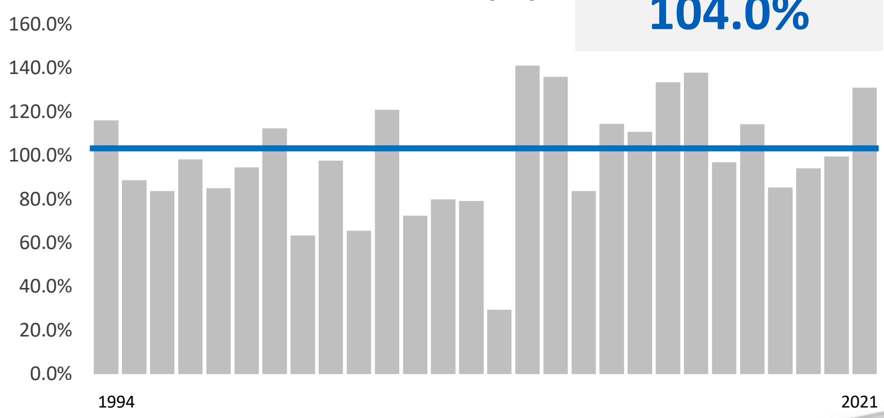
Dividend (pence)

27 year CAGR
13.9%



Free cash flow conversion (%)

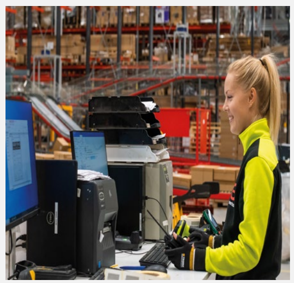
27 year conversion
104.0%



[1] On a continuing basis

Purpose, stakeholders & sustainability

DCC's purpose: Enabling our stakeholders to grow and progress



Customers & Suppliers

- Developed new innovative solutions for our energy customers
- 94% of all sales orders are received digitally across DCC

Employees

- Launched annual Group-wide employee engagement survey
- Unconscious bias training rolled out

Investors

- Raised dividend by 7.5%
- Held DCC Healthcare virtual capital markets event

Communities & Environment

- Supported athletes to compete in recent Paralympic games
- Increased biofuel penetration for our own transport fleet

Government & Regulators

- Engaged with governments and industry partners to facilitate biofuel home heating trial

DCC

DCC is committed to sustainability

We have a net zero emissions target by 2050 or sooner for our own operations; 20% reduction by 2025

We are guided by a consistent set of 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

DCC is committed to excellence in sustainability

MSCI ESG RATINGS AAA

CCC | B | BB | BBB | A | AA | AAA

Ranked AAA and a leader among its category (industrial conglomerates)

Disclaimer

SUSTAINALYTICS a Morningstar company

DCC improved 15 points in the last two years: from "high" risk to "medium" risk

GOVERNANCE QUALITYSCORE 1 HIGHEST RANKED BY ISS ESG

Assigned highest Governance rating

Disclaimer

DCC

Our business

Our markets

Energy

Our energy businesses are leading providers of energy solutions to a broad range of customers.

We leverage our customer relationships by bringing multi-energy offers.

Our businesses supply energy to >8m consumers across 12 countries.

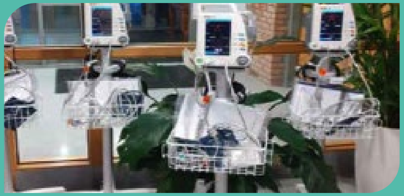
Healthcare

We provide specialist services to international health & beauty brand owners, principally in the nutrition and beauty sectors.

We supply medical products to healthcare providers across all healthcare settings.

DCC H&B operates eight high quality facilities in UK & US.

DCC Vital supplies 30k customers.



Technology

Our technology businesses lead by providing an extensive range of products and services.

We partner with thousands of the world's brands to market and sell to 50,000 customers.

We play in consumer devices, SME equipment, enterprise technology solutions and Pro AV.

Essential products and services, keeping economies moving

DCC

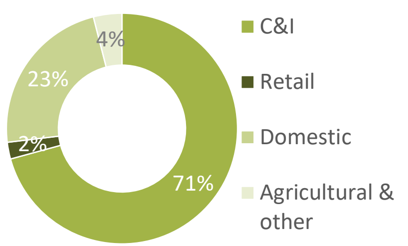
Divisional introduction

DCC LPG

44% of operating profit; ROCE: 17.4%

Volume (tonnes)	Operating profit
2.3m	£231.3m

Volume by Segment



Customers	Countries
940K	10

Trucks	Employees
2,000	3,600

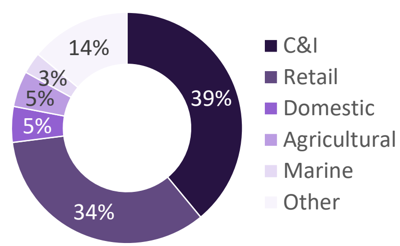
Facilities
302

DCC Retail & Oil

27% of operating profit; ROCE: 19.2%

Volume (litres)	Operating profit
10.2bn	£144.8m

Volume by Segment



Customers	Countries
900K	9

Trucks	Employees
1,000	3,400

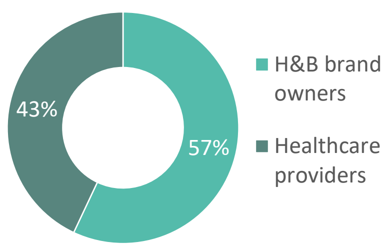
Retail sites
1,143

DCC Healthcare

15% of operating profit; ROCE: 18.7%

Revenue	Operating profit
£655.4m	£81.7m

Revenue by sector



Customers	Countries
30K+	4

SKUs	Employees
42K+	2,700

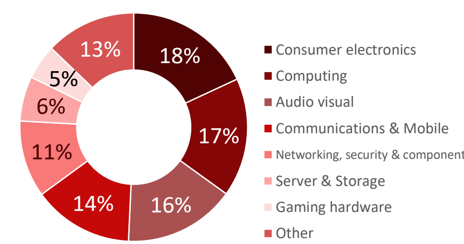
CMO facilities
8

DCC Technology

14% of operating profit; ROCE: 12.3%

Revenue	Operating profit
£4.5bn	£72.4m

Revenue by Product



Customers	Countries
50K+	19

Brands	Employees
2,400	4,000

Logistical capacity
270K m^2

Division-by-division

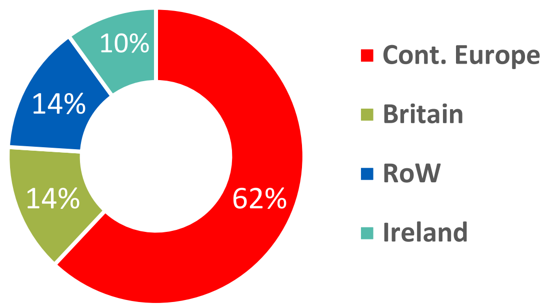
DCC LPG

DCC LPG

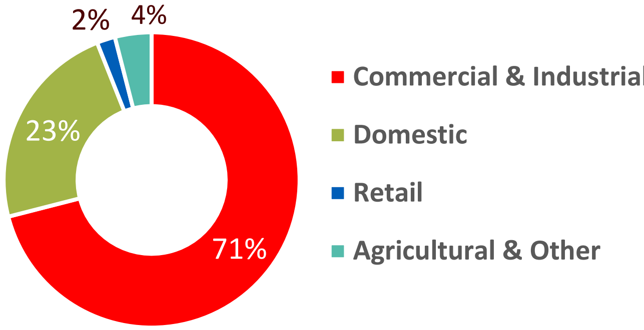
A leading liquid petroleum gas ("LPG") sales and marketing business, with a developing business in the retailing of natural gas and green electricity

	FY2021
Volumes (tonnes)	2.3mT*
Operating profit	£231.3m
ROCE	17.4%
Employees	3,600

FY21 volumes by geography



FY21 volumes by customer segment



* Volumes include natural gas sold based on the equivalent calorific value of LPG measured in tonnes:
1MwH of natural gas = 0.076 tonnes of LPG
1 tonne of LPG = 1,969 litres of LPG

Recurring revenue, cash generative & high ROCE business

LPG is used by a varied customer base for:

- **Heating**
- **Cooking**
- **Hot water**
- **Industrial / agricultural processes**
- **Transport (incl. forklift truck operators)**
- **Propellants**

Global business with significant market presence in 10 countries in Europe, Asia and the US

Over 40 years industry experience

Partner of choice for oil majors in asset divestment

Developing position in adjacencies of natural gas, electricity and industrial and refrigerant gases – leveraging our sales and marketing capability under established gas brands

Platforms for further growth have been established in the German, Asian and US markets

DCC LPG

Operating model

DCC LPG Value Chain

Our major brands

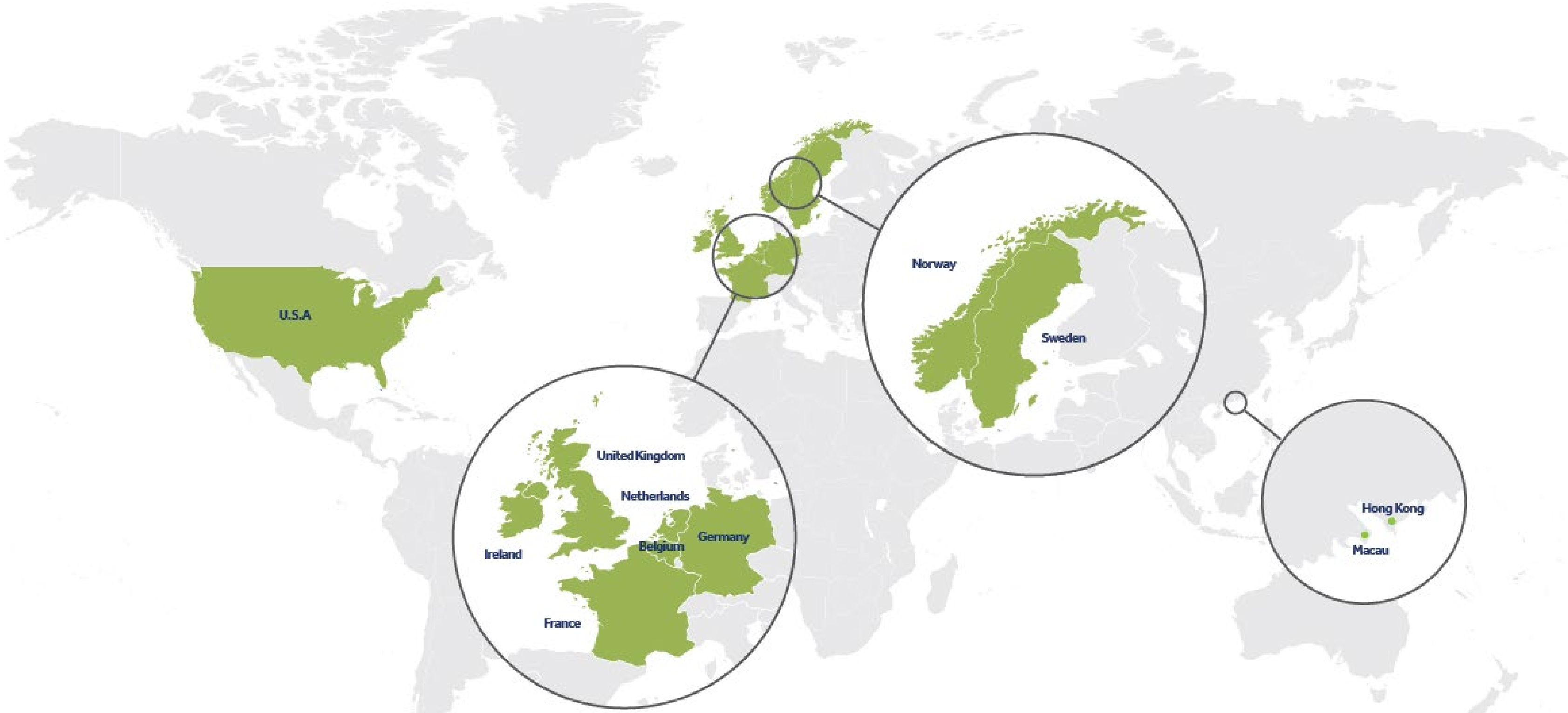
FLOGAS
PROPANE CENTRAL
Gaz Européen – Fournisseur de gaz naturel
TEGA
Super Hicksgas Fuel
Pacer Propane
BENEGAS
Butagaz
DSG Energy
Shell GAS Licensee
Pacific Coast Energy
UPG United Propane Gas

DCC

DCC LPG

Business of scale with global presence

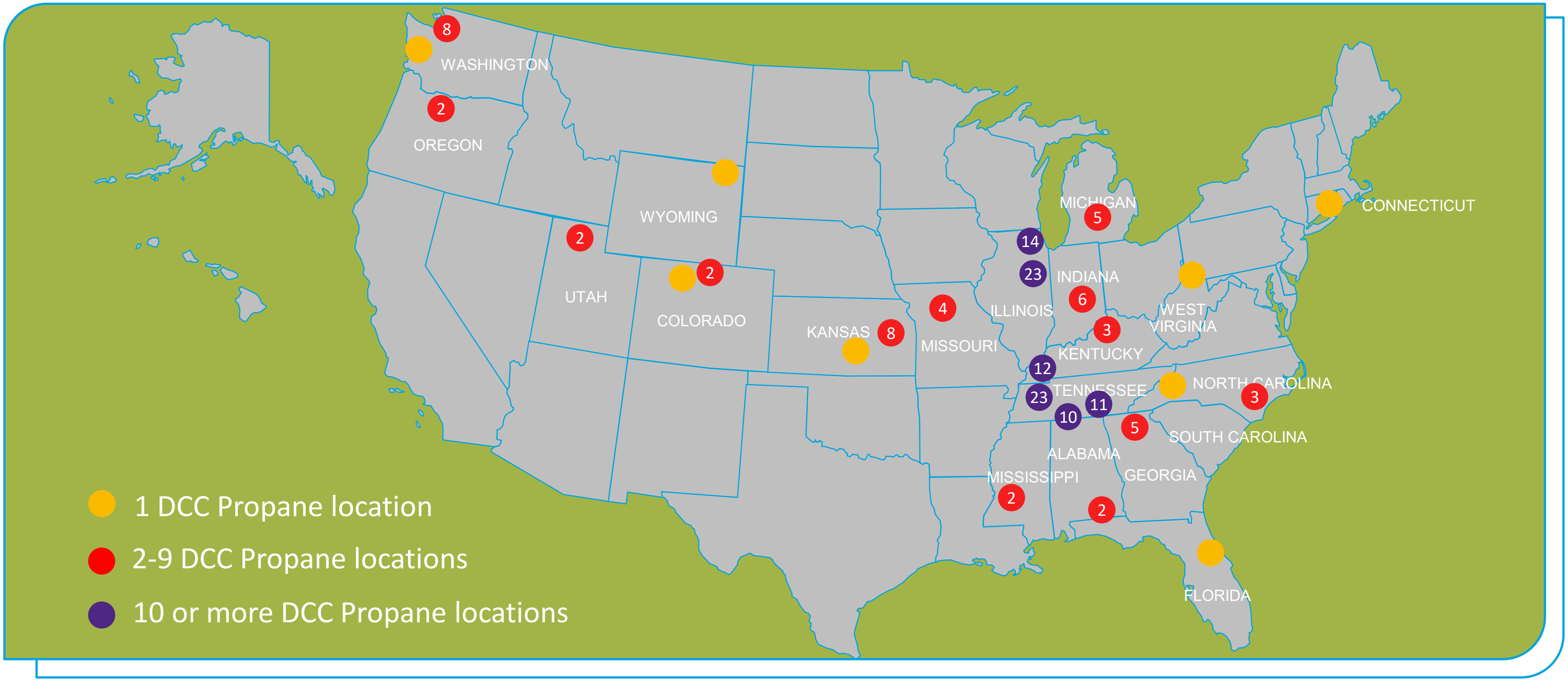
Large Market Positions: #2 France, Britain and Ireland; #1 Norway, Sweden, Netherlands



Business Statistics FY 2021:

Volumes	Customers	Trucks	Employees	Facilities
2.3m Tonnes	940k*	2,000	3,600	302

*excludes consumers who purchase our cylinders from retailers



FY21 case study: LPG in the US

Up to 6th in US LPG

DCC entered the US LPG market in April 2018. To establish our position, we have committed $445m in acquisition capital.

The US is a fragmented market, where DCC can execute its roll-up strategy.

- **In FY 2021, DCC acquired UPG and NES Group**
- **Now top 10 player in the US propane market, but less than 2% market share**
- **Our customers are off-grid and the majority are domestic, agricultural and SME**

DCC LPG

LPG delivering growth

Driving growth

Driving organic growth

Growing market share

Oil2LPG conversions

Innovation & digitalisation

New applications for LPG

Scaling in adjacencies

Natural gas & green electricity

Refrigerants

Renewables: solar, biomass / pellets

LNG

Bio LPG

Extending our footprint

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

DCC

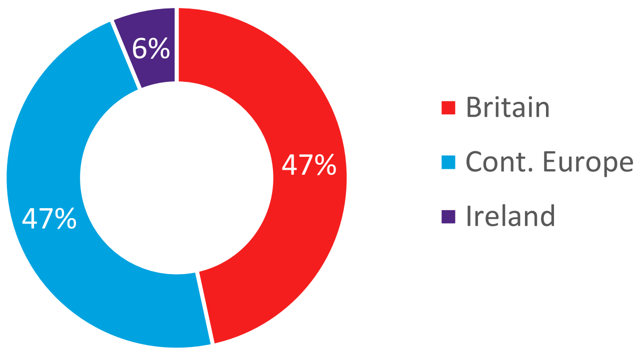
DCC Retail & Oil

DCC Retail & Oil

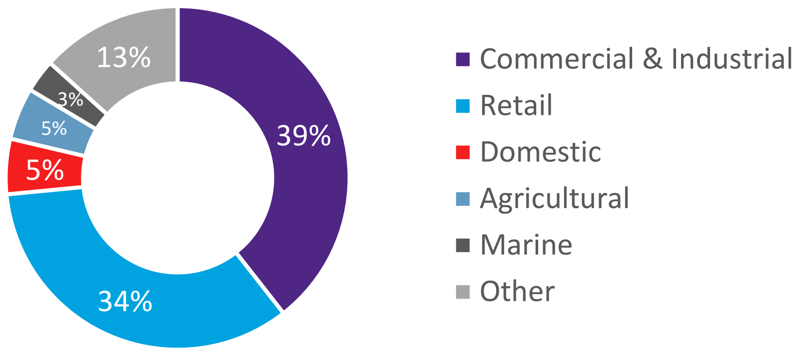
Becoming a leader in low emission liquid fuels and energies; and related products and services

	FY2021
Volumes (litres)	10.2bn
Operating profit	£144.8m
ROCE	19.2%
Employees	3,400

FY21 volumes by geography



FY21 volumes by customer segment



Recurring revenue, cash generative & high ROCE business

Retail stations and fuel cards for consumers and commercial customers

Liquid fuel distribution for:
- Transport
- Heating
- Industrial / agricultural processes

Developing position in adjacencies such as:
- Roadside services
- EV charging
- Lubricants
- Marine and aviation fuels

Established market position in nine countries with a platform to grow the business across Europe

Over 30 years industry experience

Consolidator of fragmented markets

Partner of choice for energy distribution

DCC Retail & Oil

Operating model

DCC Retail & Oil Value Chain

Our brands

Shell, Gulf, Esso Express, Q8 Star, Emo, GreatGas, fuelcard services, certas energy, EnergieDirect, DCC energi, Swea energi, Carlton Fuels, Brogan Fuels, Pace, Scottish Fuels, CPL Petroleum, Hyperdrive, certa

DCC & Shell Aviation Denmark A/S

DCC Retail & Oil

A business of scale

Business Statistics FY 2021

Volumes	Customers	Trucks	Employees	Facilities
10.2bn Litres	0.9m*	1,000	3,400	280

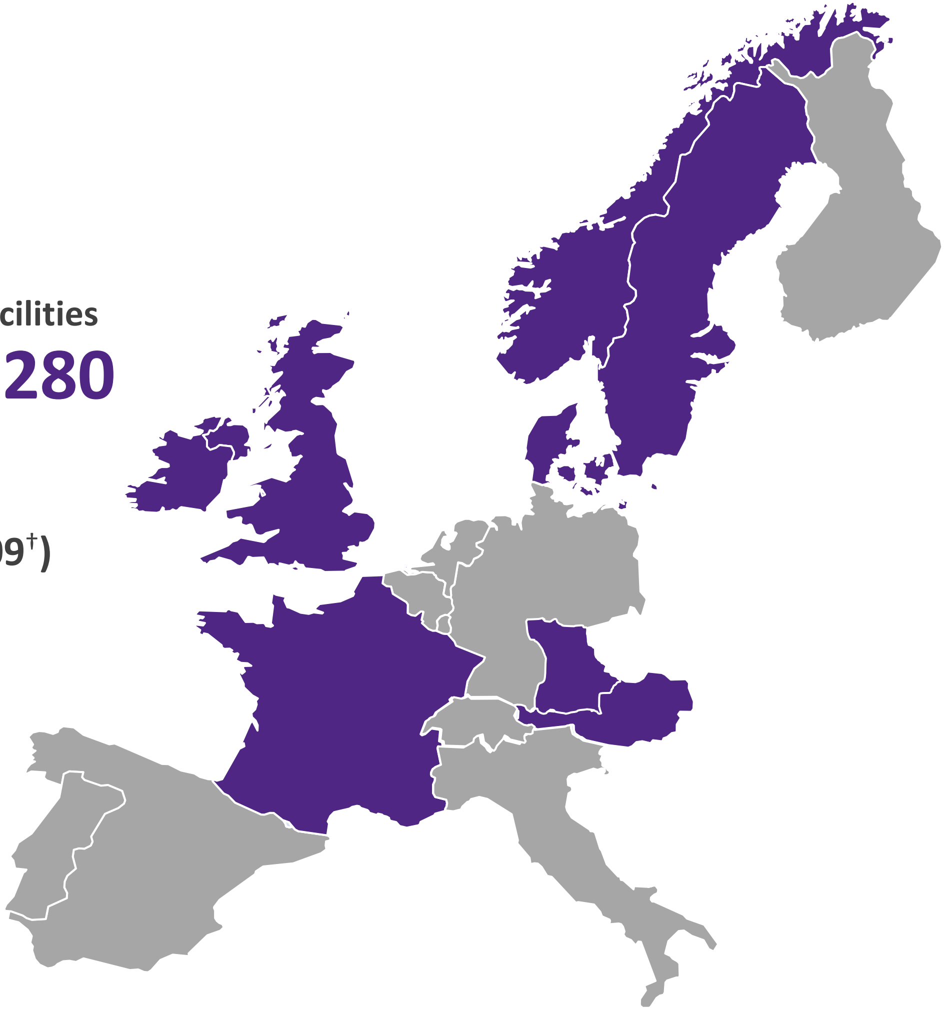
Refuelling sites operated (1,143) / supplied (2,609†)

Britain	France	Sweden	Norway
865	456	363	249

Austria	Ireland	Denmark
280	159	237

EV chargers on retail sites

Britain	France	Norway
29	52	32



*Excludes retail service station customers / consumers
†Includes 1,143 retail sites operated

DCC

Retail & Oil driving growth

Driving growth

Driving organic growth

Differentiated fuels strategy

Penetration of premium fuels

Sales excellence

Digitalisation

Scaling in adjacencies

Lubricants

Adblue

EV Charging & road side services

Bio-fuels/HVO/E85

Non-fuel retail

Extending our footprint

Development of retail network

Development of HGV & bulk fuels offer

Geographic expansion

Current capabilities

Broad energy and related services portfolio

Devolved, empowered and incentivised management teams

Established market position in eight countries

Low cost to serve model

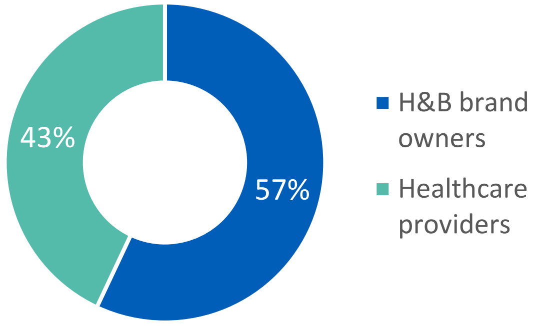
DCC Healthcare

DCC Healthcare

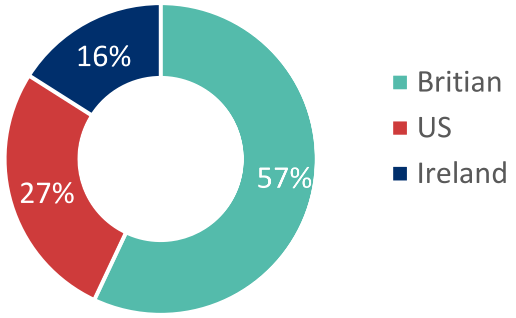
A leading healthcare business, providing products and services to health & beauty brand owners and healthcare providers

	FY2021
Revenue	£655.4m
Operating profit	£81.7m
ROCE	18.7%
Employees	2,700

Revenue by sector



Revenue by geography



Strategically well placed for growth

Market dynamics

Increasing demand	Demographics	Lifestyle factors	Trend to outsourcing	Government policies	Increasing regulation	Innovation	Fragmented markets

Growth opportunities

DCC Health & Beauty Solutions B2B contract services related to consumer products	**DCC Vital** Products for regulated healthcare markets (predominantly government funded)

DCC Health & Beauty Solutions – What we do

DCC Health & Beauty Solutions

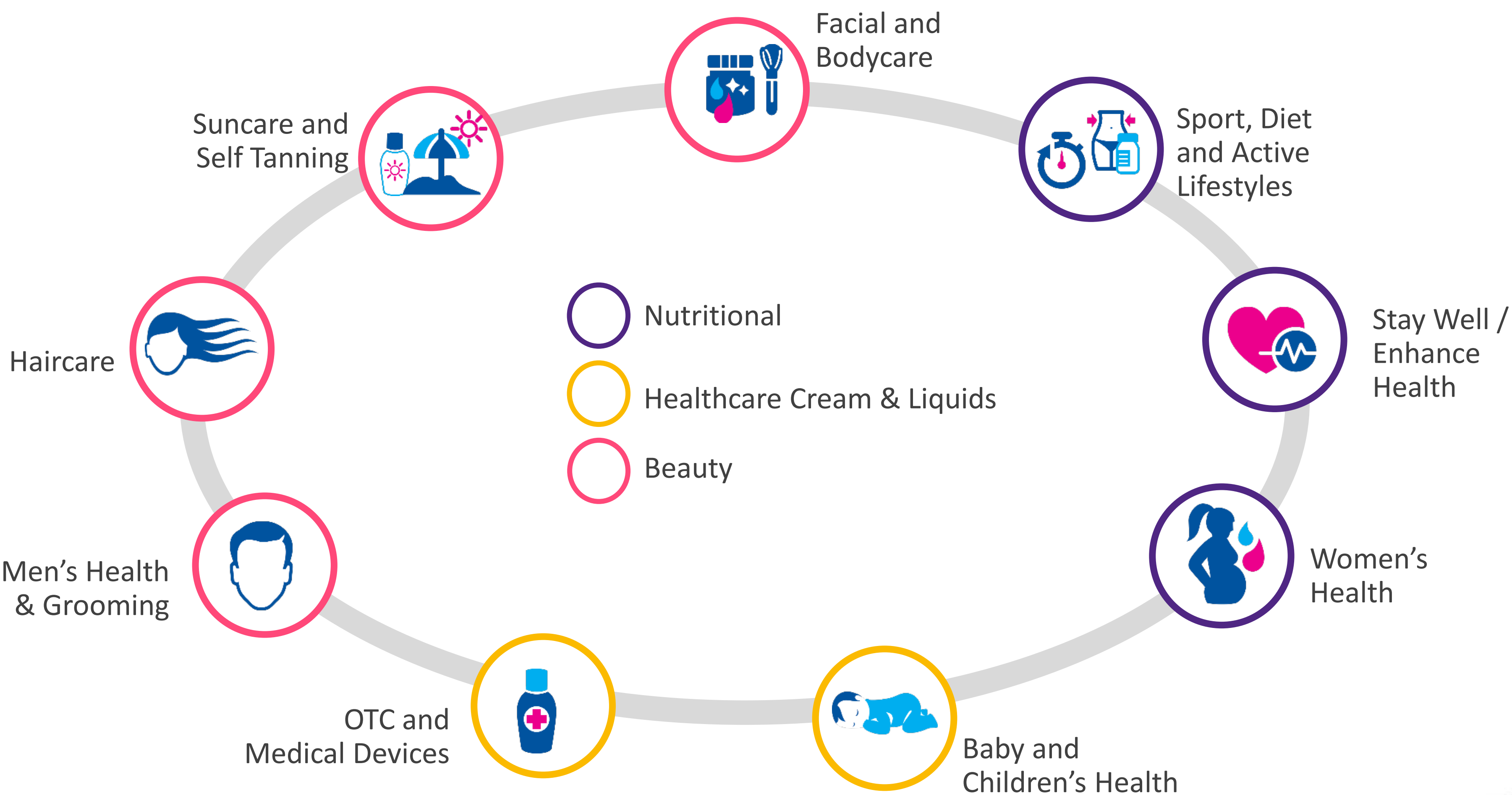
Builds long term partnerships with international health & beauty brand owners, providing specialist services including NPD, formulation, manufacturing and packaging in Europe and the US

- **Eight high quality facilities producing tablets, capsules, soft gels, powders, creams, liquids**
- **Packaging formats: pots, blisters, sachets, stickpacks, tubes, bottles, pumps, sprays**

A selection of brands we support:

VITABIOTICS WHERE NATURE MEETS SCIENCE · ESTĒE LAUDER · nuun · P&G Health · ORIFLAME SWEDEN · Abtei · OMEGA PHARMA · gsk · SEVEN SEAS

DCC Health & Beauty – product categories



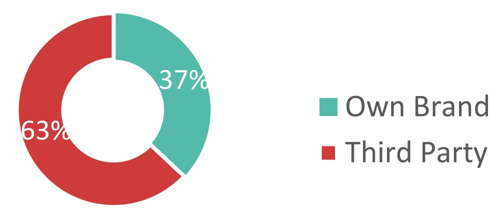
DCC Healthcare

DCC Vital – What we do

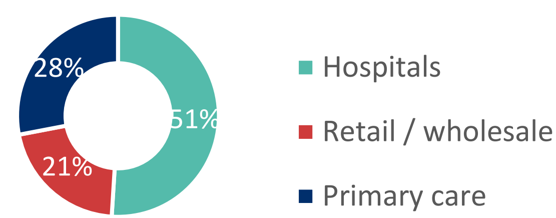
DCC Vital

Sales, marketing and distribution of own and third party medical and pharmaceutical products to providers across all sectors of the healthcare market in Britain, Germany, Switzerland & Ireland

FY21 Gross profit by product:



FY21 Gross profit by channel:



DCC Vital – Own & third party products

Own brands

Exclusive Partners

DCC Healthcare

Healthcare delivering growth

Driving growth

Driving organic growth

Positive market dynamics

Innovation

Capacity investment in DCC H&B Solutions

Scaling presence in adjacencies

New H&B product formats

Expanding own-brand medical products

Fragmented healthcare settings

Extending our footprint

Bolt-ons in existing markets

Geographic expansion

Scaling our US and European positions

Current capabilities

Devolved, empowered and incentivised management

High quality infrastructure and strong regulatory capability

Established market positions

Comprehensive sales channel coverage

FY21 case study: DCC Vital acquires Wörner

European platform in medical products

DCC Healthcare (H&B and Vital) has an excellent record of organic growth.

DCC Vital sells a broad range of own and third-party medical products into hospital, community and primary care sectors.

- **Wörner - focused on the primary care sectors in Germany and Switzerland – is DCC Vital's first acquisition in continental Europe.**
- **The acquisition builds on DCC Vital's market leadership position in the British primary care sector, offering significant synergies.**
- **Wörner is a leader in the fragmented German and Swiss market. It has a pipeline of bolt-on acquisition opportunities.**

DCC

DCC Healthcare

Sustainability initiatives

DCC Health & Beauty:

Our facility in Wales has installed two **wind turbines** and almost 900 **solar panels**

Our UK businesses have all switched to **100% renewable** sources of **electricity**

Our UK beauty business **recycle 30,000 pallets** a year, saving 7,500 trees being felled for timber

Our UK tableting facility installed **voltage optimisation** to reduce power consumption

DCC Vital:

Primary care:

1. Reduced its CO2 emissions by 20% in FY 2021
2. Sent none of its waste to landfill
3. **Recycled 63 tonnes of cardboard and 28 tonnes of plastic**

DCC Vital's logistics operations **diverted its waste from landfill** and installed destratification fans in our warehouses to reduce energy consumption

DCC Technology

DCC Technology

A leading route-to-market and supply chain partner for global technology brands

	FY2021
Revenue	£4,483m
Operating profit	£72.4m
ROCE	12.3%
Employees	4,000

DCC Technology operates in 19 countries, across the consumer, B2B and enterprise markets and principally under the exertis brand.

2,400 industry suppliers

exertis

50,000+ retail, etail, reseller and telco customers

Consumer, B2B and Enterprise end-users

DCC Technology

At a glance

The obvious partner for a new supplier to access Retail and B2B markets

DCC Technology delivers an industry-leading and innovative range of services and value-add solutions

Key Facts

50,000+
reseller & retailer customers

>270,000m²
logistics capacity

Specialists in **consumer, B2B and enterprise** markets

Our Business

Product focus & breadth
datacentre, security, IT, mobile, AV home, music

Market insight and alignment,
public sector, business, smart home, cloud

Channel specialists
business, retail, mobile, supplies

Logistics, supply chain, marketing, retail, digital, technical installation & support, refurb

Our Partners

An integral part of the Tech supply chain

Creating value for customers and suppliers

2,400+

global technology brands and manufacturers

Our Suppliers

exertis

Proactive sales & marketing

Category product & technical expertise

Product sourcing, website & category management

Product lifecycle solutions

End-user fulfilment, white label services & in-store positioning

Kitting, localisation & customisation of products

Demand & logistics management, including import/export

Stock hub, bundling & returns management

DCC Technology activities and services

Retail

Etailers

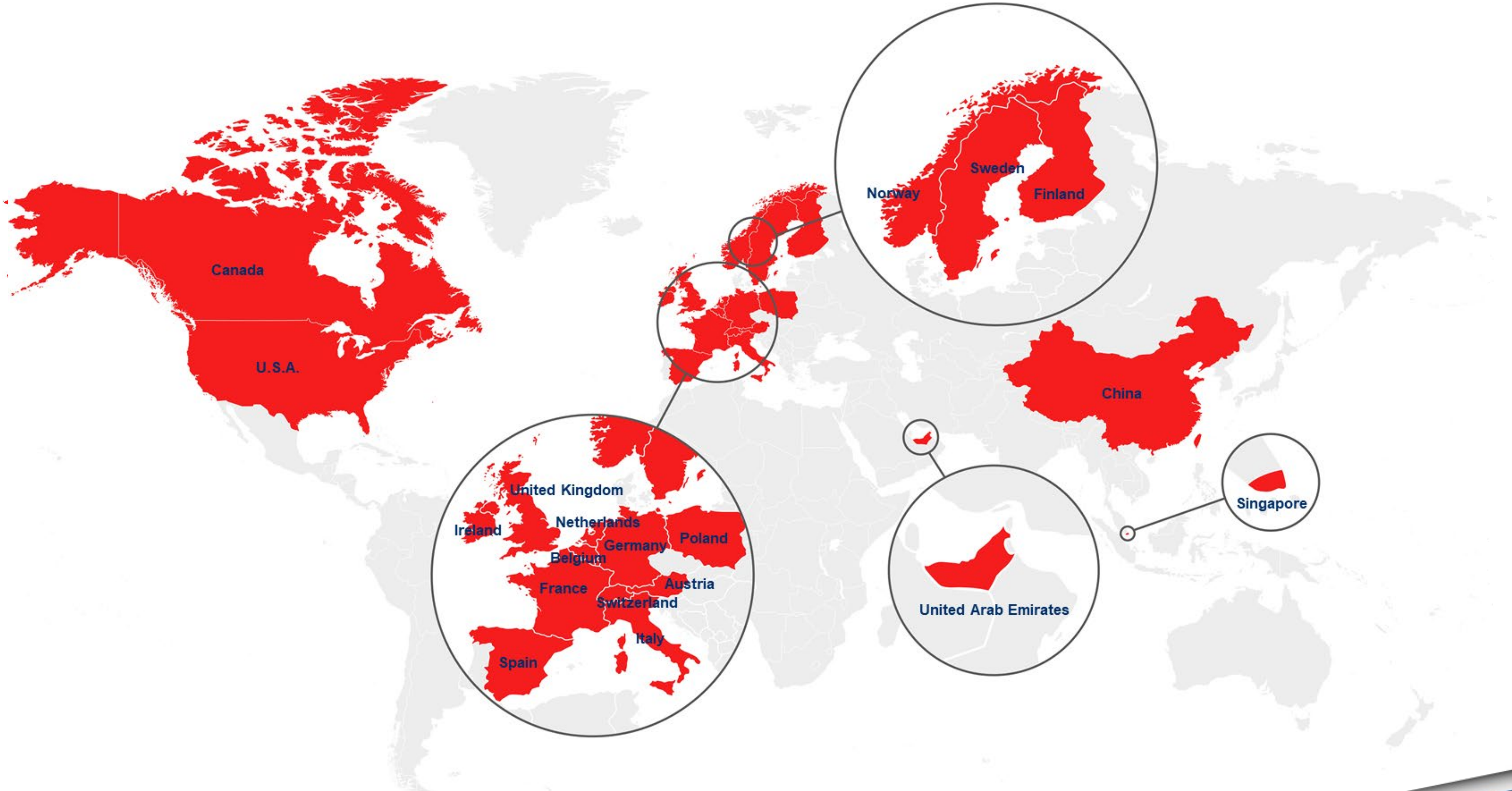
Resellers

Integrators

Our Customers

DCC

Footprint across Europe, North America & Asia



Technology delivering growth

Driving growth

Driving organic growth

Differentiating through customer value

Providing market access for brands

Simplifying complex supply chain

Enabling the Retail Revolution

Developing focused sales expertise

Scaling presence in adjacencies

Strong specialist capabilities in Retail, B2B, Pro AV, Mobile, Enterprise

Developing expertise in Security, Services, Software & Cloud

Developing complementary own-brand offering

White label proposition

Extending our footprint

Enhanced capabilities in existing geographies

Geographic expansion

Global supply chain capability

The Music People

JB&A Distribution

AMACOM The Amazing Company

Current capabilities

Divisional management structure

Devolved, empowered and incentivised management teams

Central infrastructure delivering business intelligence and operational efficiency

Direct presence in 19 countries, capability to serve globally

DCC

DCC Technology

Sustainability initiatives

UK

- Installed **solar panels to provide c.40%** of our electricity requirement for the National Distribution Centre
- **Reduced** stretch wrap and pallet top sheet material by 25% - amounting to **18 tonnes of plastic material** at its three logistic centres in the UK

UK

- Provides **a second-life** to used and unwanted **phones**, reducing the number of units that may otherwise end up in landfills around the UK

Nordics

- Investing in new box folding and sealing machines**, lowering the amount of cardboard used** and space taken up in transport
- Estimate that **80%** of items shipped previously in large boxes **will be shipped in a smaller box**

DCC

Enabling energy transition

Leading Energy Transition – Bringing solutions to energy customers

Customer focus

- We leverage our understanding of discrete energy markets and long-term customer relationships to target our energy offerings

Multi-energy solutions

- We deliver real, practicable decarbonisation solutions
- We help educate customers on their transition paths

Key partnerships

- As a distributor, we are the orchestrator of the customer solution working with a range of partners with distinct capabilities

Market agility

- There is no one-size-fits-all transition. Our devolved operations ensure local, tailored solutions

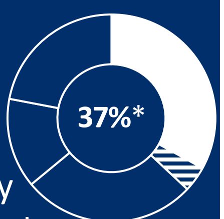
Remaining disciplined

- An experienced management team
- Focused on deliberate, practical decarbonisation

Leading energy users through complex decarbonisation challenges

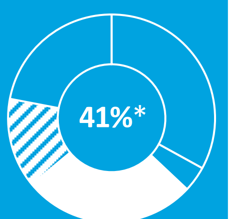
Commercial and industrial customers

- Experiencing increased net zero commitments and decarbonisation focus
- The trusted partner to commercial customers, reducing the complexity of transition & delivering energy solutions across processes, heating and fleets
- Current focus on biofuels, LPG, renewable electricity, energy management & solar



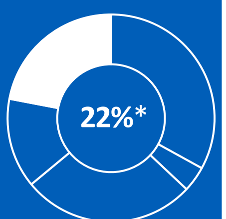
Domestic customers

- Hard to abate, off-grid with considerable inertia
- We will lead the transition for off-grid homes, making decarbonisation simple and affordable
- Current focus on biofuels, electrification and energy efficiency solutions



Mobility customers

- Providing lower carbon fuels and energies across retail & HGV site networks
- Evolving our networks towards urban / motorway EV charging, multi-fuel HGV sites and value-added services
- Current focus on retail offering of EV, convenience & other services; and on HGV sites



* Combined LPG and R&O Gross Margin FY21.
Striped shading denotes Gross Margin from Cylinders (sector split estimated due to indirect channels)

C&I solution

"We had confidence in our partners. We spoke the same language."

Alain Vallée, Managing Director of the Super U at Craon

Case study 1: Commercial energy solution in France

Commercial solar solution in action

CO_2e reduction for our customer:

100%

- In France, following our recent acquisition, DCC installs solar arrays on the roof or on the ground at commercial or agricultural premises. We are integrating solar into our customer solution set.
- In this example, our team designed and installed the photovoltaic panels to fit the roof of the car park of the Super U supermarket at Craon, north-western France. The solar installation spans 1880m^2. Our customer now has 341 kWp of self-generated power, producing 350MWh per annum.
- DCC's solar offering is generating strong returns on capital employed, in line with our LPG business.

DCC

C&I solution

Case study 2: Commercial power solution in France

Energy management for commercial property

CO$_2$e reduction for our customer:

100%

- DCC's commercial electricity business in France has started a company to provide a full energy efficiency, green electricity and energy management solution for owners of multi-unit commercial buildings
- Central to this offer is our 100% renewable electricity product in France
- We are expanding this solution to include e-mobility in partnership with a fast-growing start up

C&I solution

"Gas to grid injection is a comprehensive renewable energy solution, so we needed to find a way to generate our own reliable, power supply whilst keeping costs down. We also wanted to make sure we were using a low carbon fuel, minimising our impact on the environment. That's why we decided to run our CHP engines on LNG. Not only is it one of the lowest carbon conventional off-grid fuels you can use, but it's the most cost-effective solution for us."

Sophie Swan, Operations manager at Adapt Biogas

Case study 3: Commercial power and heat solution in the UK

Lowest carbon solution for biomethane producer

CO_2e reduction for our customer:

c.20%

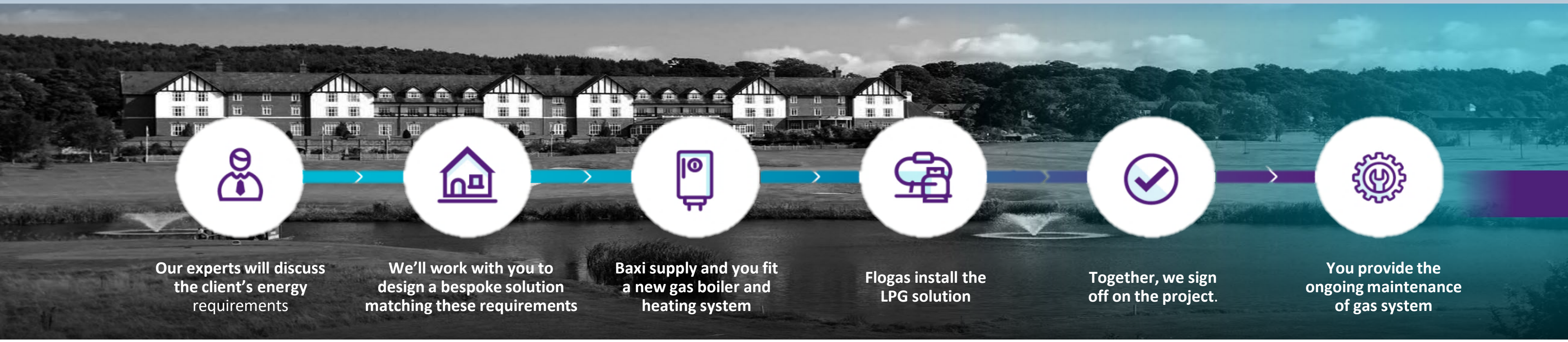
- DCC LPG designed a solution for our customer Adapt Biogas to power the UK's first biogas-to-grid plant
- We provided Adapt Biogas with Liquified Natural Gas (LNG) to feed two combined heat and power (CHP) engines. Our engineering solution provides electricity to power the company's unique biogas-to-grid injection system; and heat to kickstart its biogas production cycle.
- This means our customer's anaerobic digestion plant decarbonises the National Grid using the most suitable lowest carbon energy of today

DCC

“BaxiHeating has been supplying products and sharing its expertise of heating and hot water solutions to Flogas and its partners since 2019. We are pleased to be the key supplier for initiatives that will help to reduce carbon emissions and meet the UK's environmental targets.”

Karen Boswell OBE, Managing Director UK and Ireland, BaxiHeating UK

C&I solution



Case study 4: Commercial heat and power solution in the UK

Oil to LPG turnkey heating solution

- **Oil-to-LPG requires extensive design and engineering on-site. We have innovated to combine our bespoke customer solution with heating and hot water expertise for off-grid businesses.**
- **We are partnering with Baxi: the UK's largest commercial heating and hot water systems business.**
- **The partnership is focusing on customers in the SME market – like Carden House Hotel in the photo – that we converted from oil to LPG, saving them c.20% in carbon. SMEs consume as much oil as 2m homes.**

CO_2e reduction for our customer:

c.20%

DCC

C&I solution

"So far, air traffic here in Denmark has primarily only been able to offer carbon offset arrangements. However, with the introduction of sustainable jet fuel, we can target our efforts on reducing flight emissions. This initiative is a small but very important step towards reducing CO_2 emissions from our flights"

- stated Dennis Rybatch, CEO Alsie Express

Case study 5: Commercial aviation fleet solution in Denmark

DCC the first to bring SAF to Danish market

CO_2e reduction for our customer:

c.80%

- **DCC & Shell Aviation Denmark is the leading provider of aviation fuel to Denmark's airports. We were the first to bring Sustainable Aviation Fuel (SAF) to the Danish market with our partner Neste in May 2021.**
- **SAF is seen as long-term solution to reduce carbon emissions for aviation. Our customers Alsie Express and Sonderborg airport were delighted to be early adopters and to outline the pathway to lowering emissions further in the future.**

"Our fuel supplier guaranteed access to our need for 800 cubic meters of HVO (produced by Neste) per year. Then we switched directly from fossil to renewable, and overnight our CO2 emissions were reduced by 90%, 2,200 tonnes a year."

DCC customer: Jan-Olov Bergström, Sandvik Materials Technology

C&I solution

Case study 6: Commercial HGV fleet solution in Sweden

Biofuel solution for HGV fleet

CO_2e reduction for our customer:

c.85%

- **We worked with our customer Sandvik Materials Technology (SMT) in Sweden, to transition its fleet to renewable fuel.**
- **Our solution, working in partnership with Neste, saw SMT's trucks switch to biodiesel and lower CO2e by around 85%.**
- **This solution using Hydrotreated Vegetable Oil (HVO) diesel is the most advanced and lowest cost solution for HGV fleet owners wishing to decarbonise.**

DCC

Renewable solution for domestic heating

CO_2e reduction for our customer:

c.90%

- Our UK fuels business launched a biofuel offer for domestic off-grid heating customers this winter
- Biofuel is an elegant solution for customers - especially for less well insulated or older homes - lowering their carbon footprint by up to 90%
- We supply the fuel into domestic boilers with minimal modification
- This trial is part of a wider industry initiative, building on our work with policy makers to showcase the benefit of lower carbon biofuel

Case study 8: Residential heating solution in France

Residential solution

100% Biopropane customer offer

CO_2e reduction for our customer:

c.60%

- A tailored solution for the environmentally-conscious French consumer, particularly in colder Northern regions
- We offer biopropane through our partnership with TotalEnergies
- Provides the simplicity of predictable, recurring bills for the customer
- Delivers equivalent returns to other LPG contracts for DCC

DCC

"We are very proud that Certas Energy France has partnered with us to accelerate the deployment of charging stations for electric vehicles on the French motorway network."

Yann Rolland, CEO of ENGIE Solutions

Mobility solution

Case study 9: Mobility network solution in France

Accelerating EVs on our French motorway network

CO_2e reduction for our customer:

c.75%

- Expanding our retail mobility offering, adding:
  - EV charging,
  - biofuel,
  - convenience retail,
  - click-and-collect services; and car wash.
- In September 2021, we formed a partnership with ENGIE Solutions to deploy electric vehicle (EV) charging across our French motorway network. Combining our expertise - investing €10m - to roll out EV fast charging across 14 of our motorway sites initially.

DCC

Mobility solution

Case study 10: Mobility network solution in France

DCC invests in low carbon fuel across French retail network

CO_2e reduction for our customer:

c.60%

- DCC is investing £2m to roll out E85 (85% ethanol) petrol on 45 retail sites in France.
- This provides our rural PCV customers with the optimal low carbon solution at this stage of the energy transition in France
- In the first half, we increased the number of retail sites providing E85 by 29 to 36 in total; we plan to complete the rollout in H2
- For our French customers, E85 is less than half the price of standard E10 and reduces their carbon footprint by c.60%

DCC

Improving our own environmental sustainability

Some key highlights

Energy

Increased the supply of biofuel for our own fleet in the UK

Group-wide

74% of all invoices sent to customers are transmitted in digital form

Healthcare

Our manufacturing facility in Wales is now one of the most environmentally friendly soft gel producers in the world

Technology

6,000 sqm solar array system on roof of our UK national distribution centre went live in October 2021

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