



DCC

INVEST IN WHAT THE WORLD NEEDS

MAY 2023

COMPANY OVERVIEW PRESENTATION

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OUR BUSINESS TODAY

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

Locations

22

countries across
4 continents

Employees

16,000

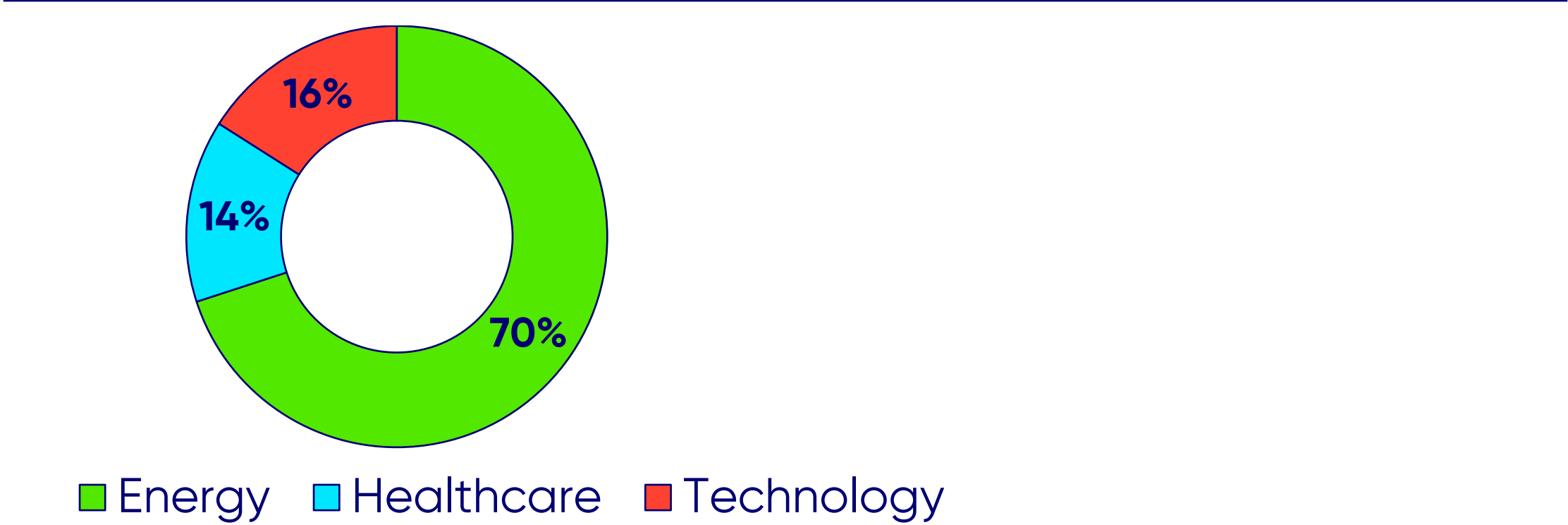
Market Cap

c.£5.0bn

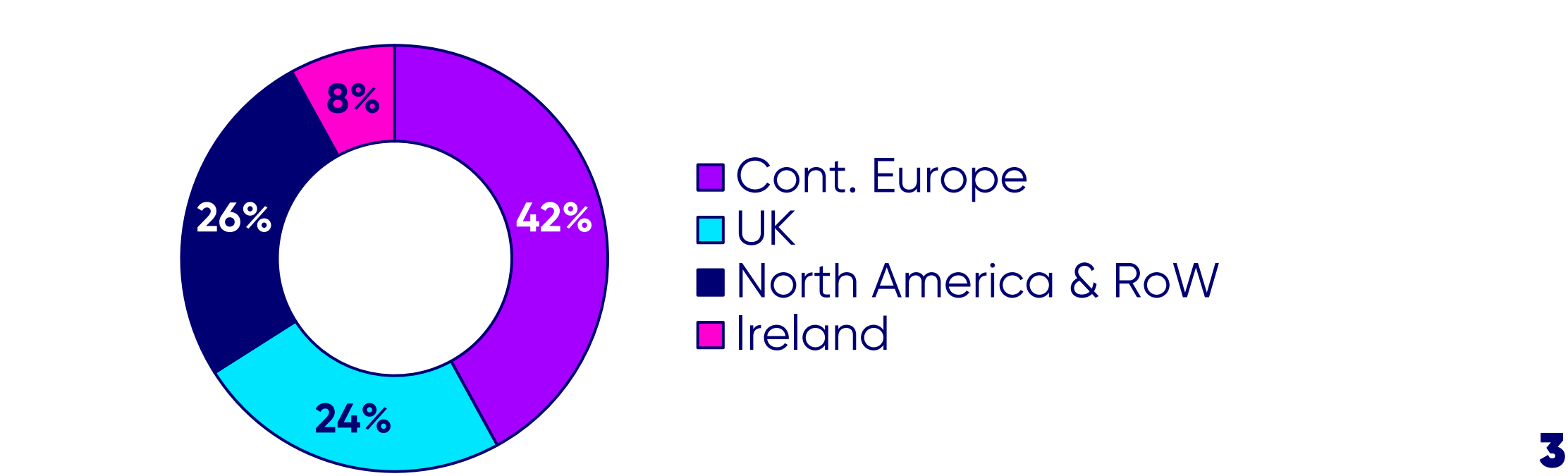
Revenue	Operating Profit	ROCE	Adjusted EPS
£22.2bn	£655.7m	15.1%	456.3p

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

Profit by Division



Profit by Geography



HIGHLIGHTS

FY23

FINANCIAL PERFORMANCE

STRONG GROWTH IN ADJUSTED OPERATING PROFIT

- Adjusted operating profit up 11.3% to £655.7m
- Free cash flow conversion of 87%
- Total dividend increase of 6.5%

DEVELOPMENT ACTIVITY

COMMITTED C.£360M OF CAPITAL TO VALUE-CREATING ACQUISITIONS

- Medi-Globe, DCC Healthcare's largest acquisition to date
- DCC Energy completed 10 more acquisitions in services and renewables

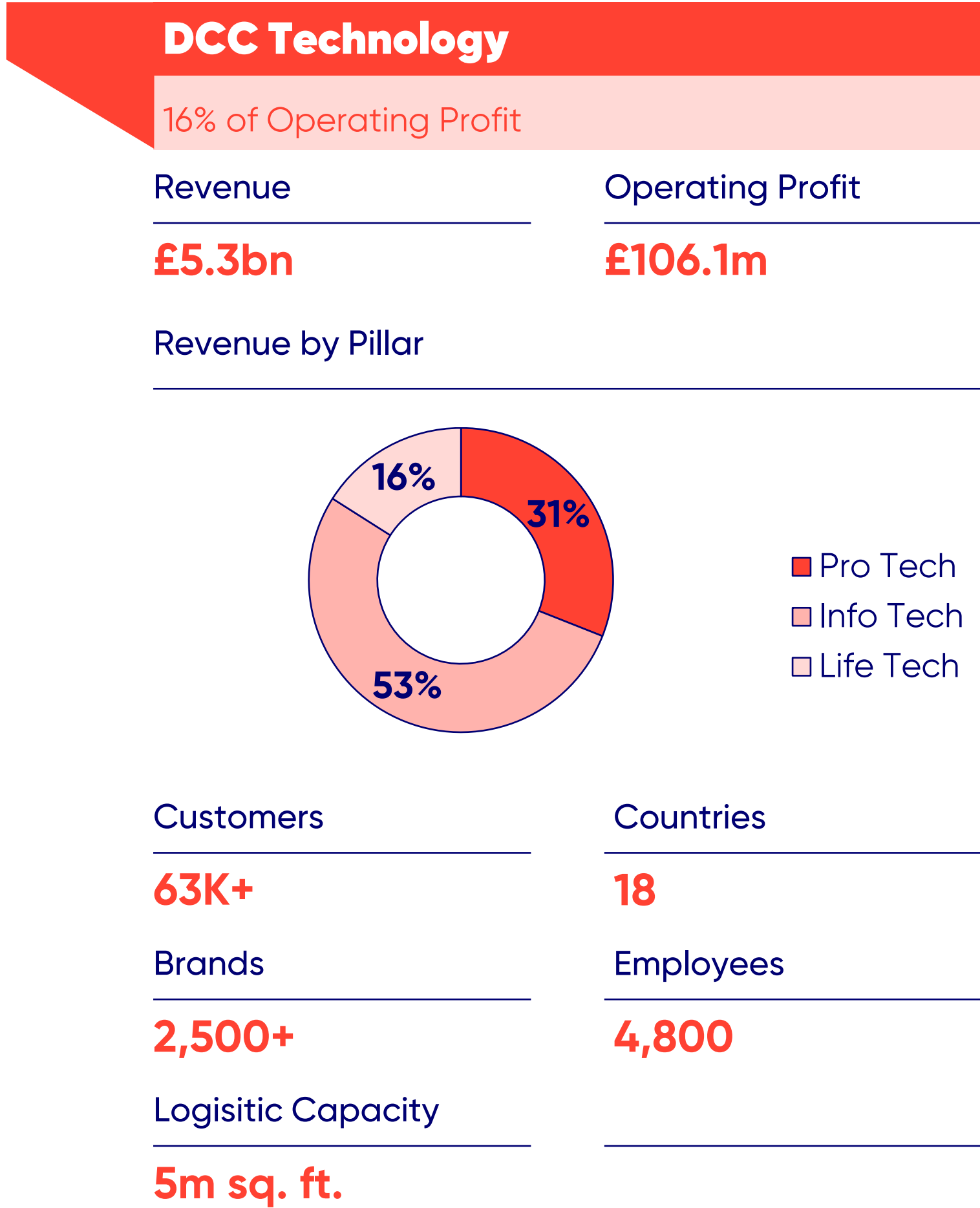
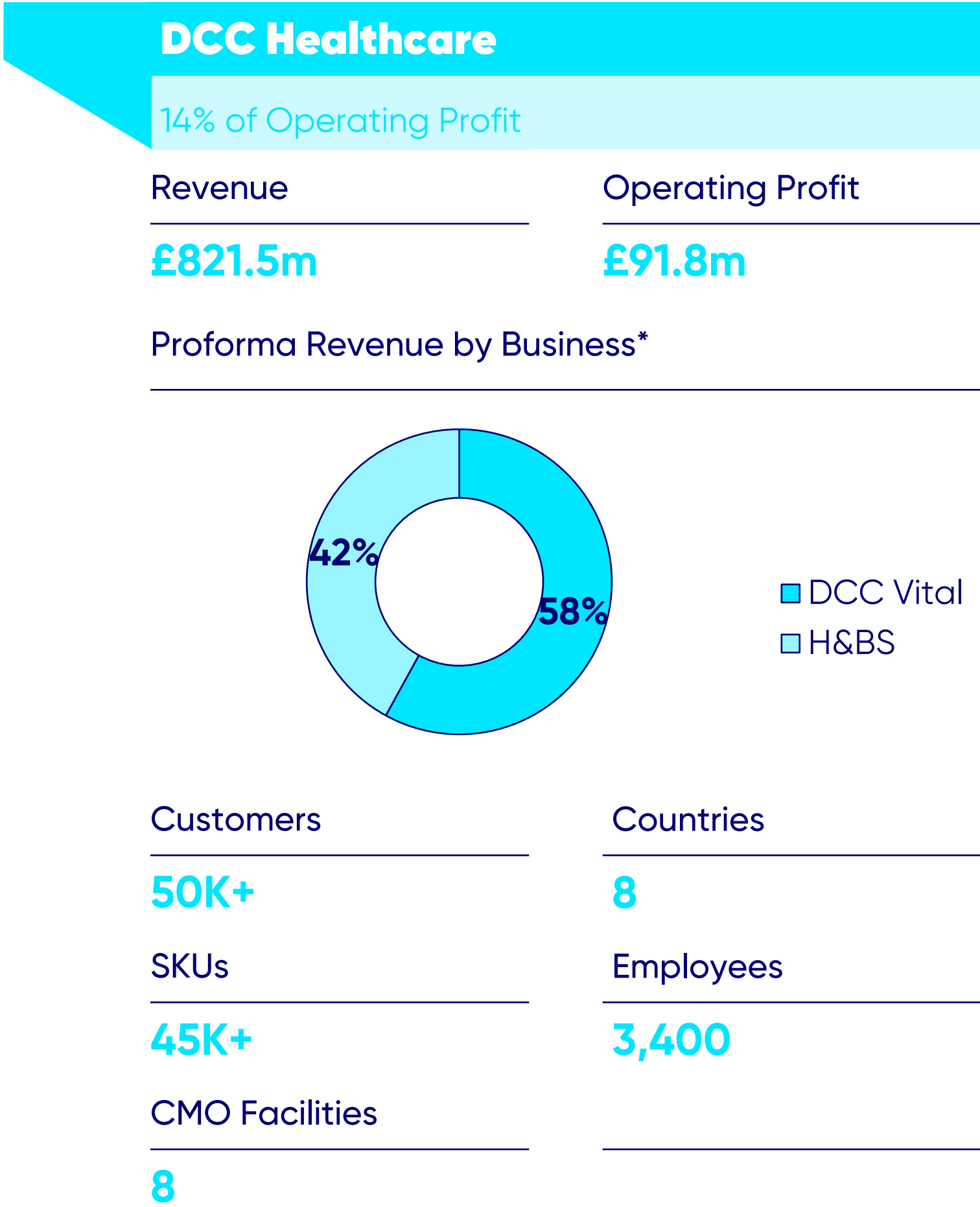
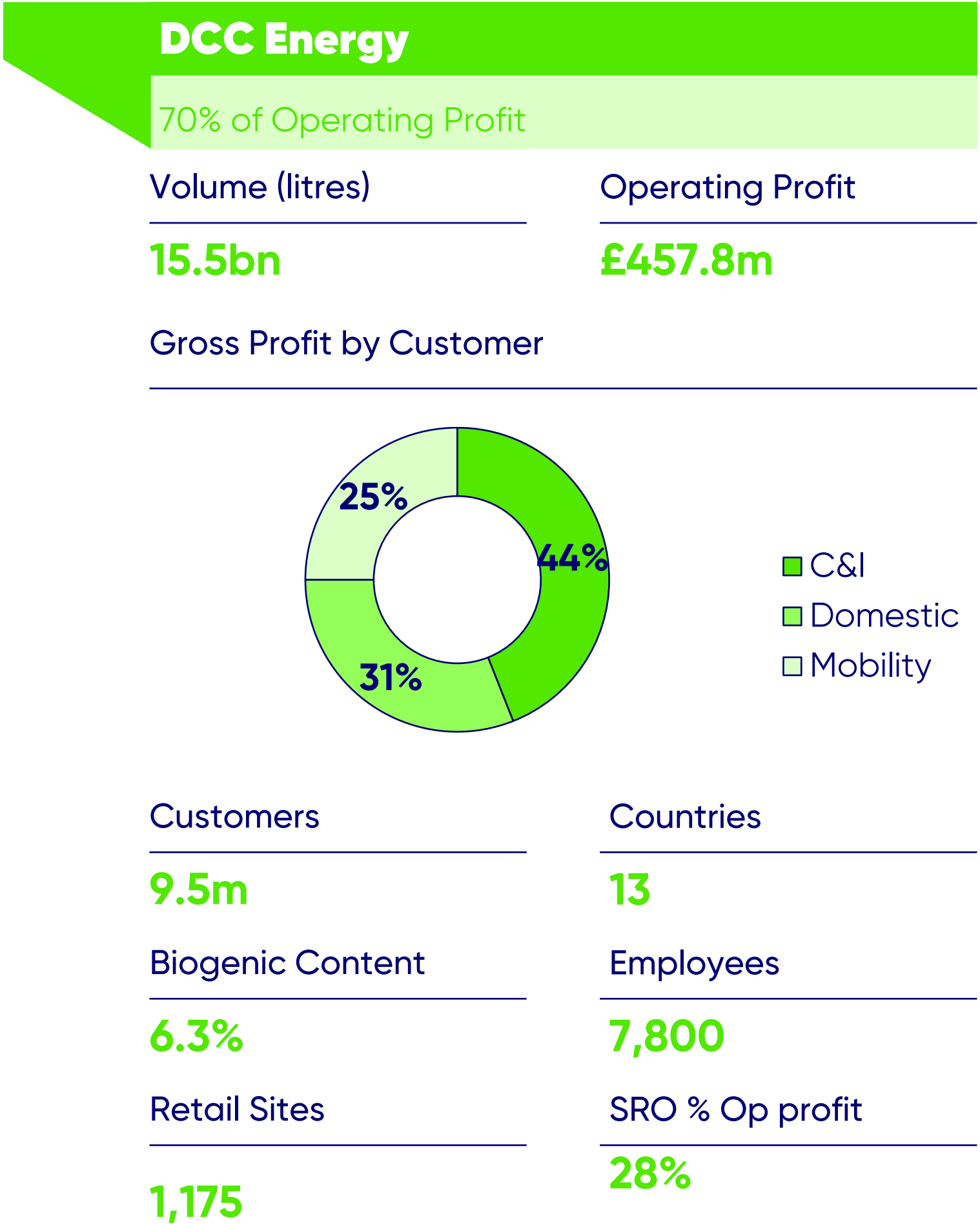
THE WORLD NEEDS PROGRESS FOR ALL



- DCC Energy reduced Scope 3 carbon emissions by 5%, services & renewables profit up to 28% from 22%
- Group ahead of trajectory required to hit accelerated 50% 2030 reduction target for Scope 1 & 2 carbon emissions
- Improved engagement scores in our Group-wide employee engagement survey

DCC TODAY

A BUSINESS OF REAL SCALE



*Proforma annualising impact of Medi-Globe acquisition

OUR INVESTMENT CASE

Our targeted annual earnings growth:
3-4% Organic + 6-8% Acquisitions = c. 10% annual average earnings growth at mid-teen returns

We allocate capital wisely for growth and returns

- We focus on returns (ROCE)
- We invest in growth sectors
- We have financial strength and discipline

We are strong operators who drive returns

- We have a culture of returns
- We are excellent operators
- We have deep expertise in our markets
- We have a culture of innovation
- We have diverse and entrepreneurial management teams

We maximise sustainable growth potential

- We invest in growth trends within our sectors
- We support businesses in the long term
- We make acquisitions for expansion
- We extend our geographic footprint

A STRATEGY FIT FOR THE FUTURE

**WE MAKE FUTURE FOCUSED
DECISIONS**

**BASED ON GROWTH TRENDS AND
POTENTIAL THAT SUPPORT
SUSTAINABLE GROWTH**

**WE GROW FUTURE FOCUSED
BUSINESSES**

**THIS ENABLES PEOPLE AND
BUSINESSES TO GROW AND
PROGRESS**

**WE CREATE FUTURE VALUE AND
HIGH RETURNS FOR EVERYONE**

**THROUGH CAPITAL ALLOCATION
AND OPTIMISATION OF BUSINESS
PERFORMANCE**

WE LOOK FOR FUTURE GROWTH POTENTIAL. WE INVEST, AND REINVEST, IN BUSINESSES WITH SOLUTIONS THAT THE WORLD NEEDS.

DCC: Invest In What The World Needs...

Need for progress

Outcome

ENERGY

**THE WORLD NEEDS
CLEANER ENERGY FOR
EVERYONE**

**A CLEANER ENERGY
WORLD**

HEALTHCARE

**THE WORLD NEEDS
LIFELONG HEALTH**

**HEALTHY
WORLD**

TECHNOLOGY

**THE WORLD NEEDS
PROGRESS MAKERS**

**PROGRESSIVE
WORLD**

OUR MARKETS

ENERGY

THE WORLD NEEDS CLEANER ENERGY FOR EVERYONE

We need a cleaner energy world. Today three-quarters of the energy we provide is fossil-based.

Our ambition is to give all customers the power to choose a cleaner energy future today with radically inclusive and independent energy solutions.

HEALTHCARE

THE WORLD NEEDS LIFELONG HEALTH

People are living longer. But whatever stage of life they're at, we want people to be healthy. So we support everyday health and wellness, as well as providing products that enable healthcare providers to diagnose and treat illness.

Our vision is to enable people to lead healthier lives, throughout their lives.

TECHNOLOGY

THE WORLD NEEDS PROGRESS MAKERS

We are progress makers. Whatever the industry. Whatever the challenge. We make technology provide the solution. The whole solution.

Acting as an enabler between global technology brands and the people and businesses who use their products, we bring technology solutions that save time, enhance experiences and improve lifestyles. To make progress happen.

CAPITAL DEPLOYMENT AND ORGANIC GROWTH GO HAND IN HAND

WE INVEST IN GROWTH MEGA TRENDS ACROSS THREE SECTORS

Our capital deployment priorities

Scaling our DCC Health & Beauty platform in high-growth markets & building DCC Vital into a European leader

Long term growth drivers and rates

Supportive demographic and consumer trends, regulation and policy – proven, scalable capability

4%–6%

Our capital deployment priorities

Scaling the specialist capability of DCC Technology

Long term growth drivers and rates

Growth industry with channel dynamics that support our specialist capability

3%–5%

Our capital deployment priorities

Energy transition capability to bring cleaner energy for customers

Long term growth drivers and rates

Significant opportunity in high growth cleaner energy

5%+

Our capital deployment priorities

Consolidating customer bases in North American and European energy markets

Long term growth drivers and rates

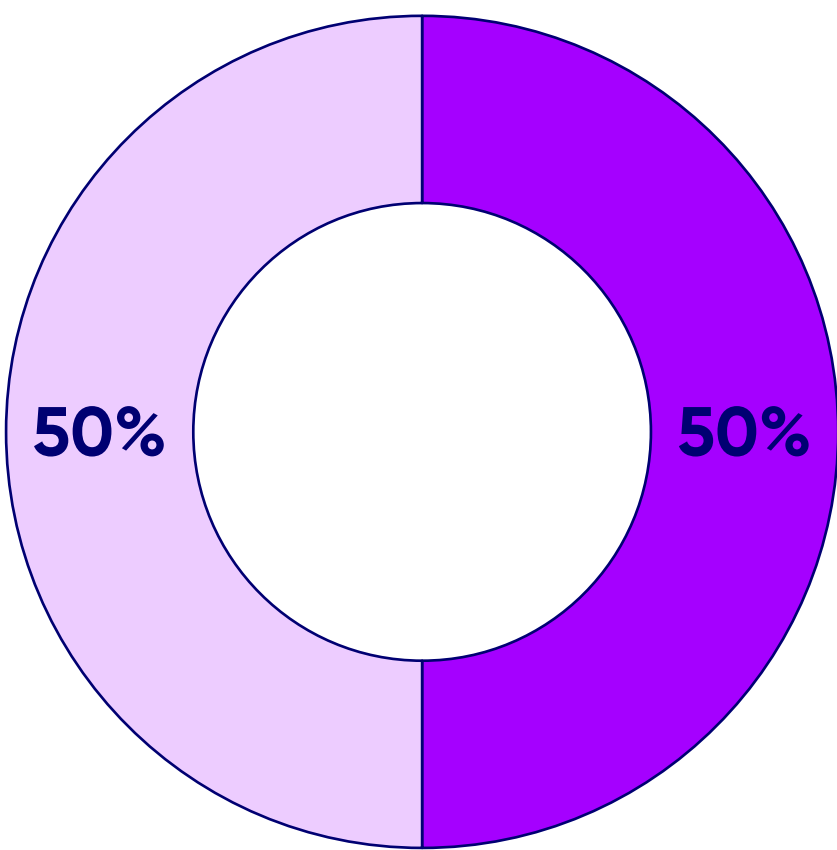
Customers requiring cleaner energy transition solutions

C.2%

OUR GROWTH TRAJECTORY WILL MEANINGFULLY CHANGE THE SHAPE OF THE GROUP

BY REDUCING THE RELIANCE ON TRADITIONAL 'FOSSIL' PROFITABILITY

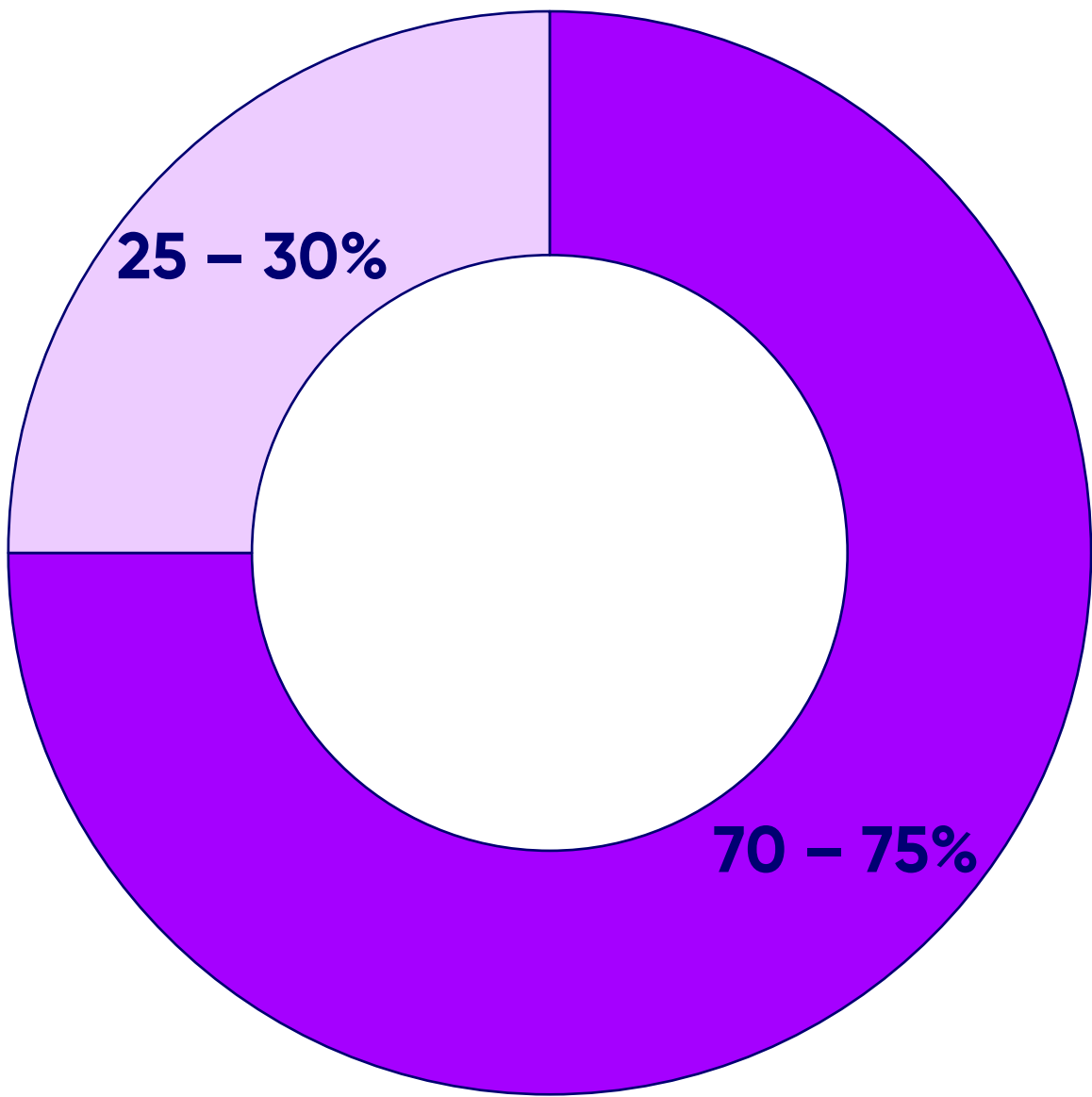
FY23 Group adjusted operating profit



- DCC Technology, DCC Healthcare, DCC Energy – Services & Renewables
- DCC Energy: Traditional/lower carbon products

DCC Group > 2x profits

2030 vision for shape of Group



- DCC Technology, DCC Healthcare, DCC Energy – Services & Renewables
- DCC Energy: Traditional/lower carbon products

OUR BUSINESS MODEL

A DIVERSIFIED AND DEVOLVED BUSINESS

We offer unique resources and capabilities

We invest in what the world needs to grow and progress

- The diversification of our businesses gives us optionality in capital allocation.
- Our compounding business model combines organic growth with leading M&A capability.
- We invest in three diverse, resilient and sustainable sectors where demand for products and services continues to grow.

We support businesses with everything they need to grow

- We empower diverse teams
- We optimise performance
- We connect suppliers and customers

Our impact: we enable growth and progress

OUR VISION FOR 2030 AND BEYOND DRIVEN BY OUR SUSTAINABLE STRATEGY

WE ARE AMBITIOUS TO GROW AND DEVELOP – WHILE GUIDED BY OUR PURPOSE OF ENABLING PEOPLE AND BUSINESSES TO GROW AND PROGRESS

Net Zero Scope 1, 2 & 3 by 2050, or sooner

50% reduction in Scope 1 and 2 emissions by 2030

Commercial, capital and strategic priorities drive 2030 ambition:

01

DCC to be more than twice as profitable

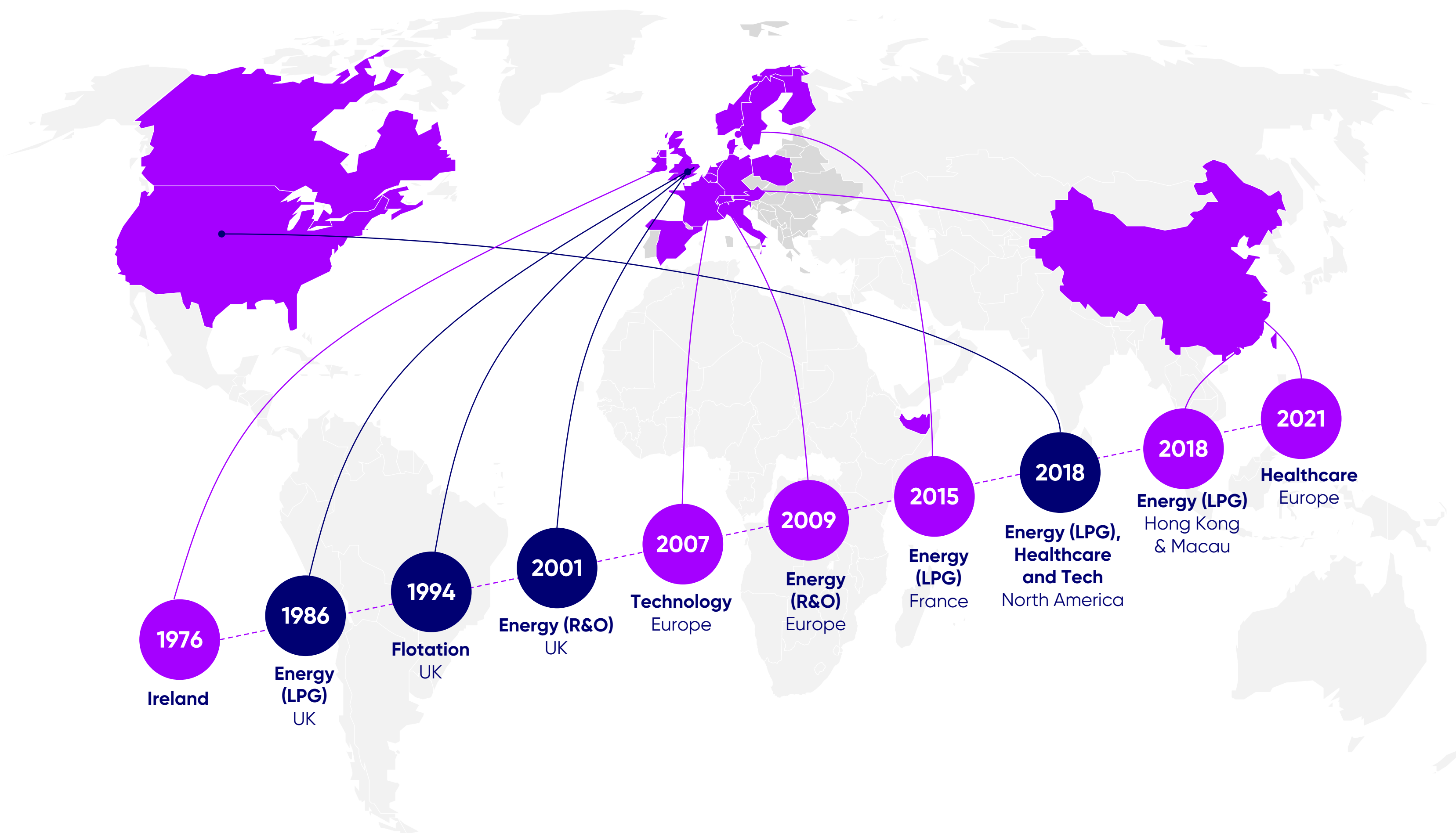
02

Scope 3 emissions reduction of at least c.15%, creating momentum for acceleration required in the next decade

03

Share of Group profits from fossil – based products to c.25%-30% by 2030

PROVEN RECORD OF GROWTH, DEVELOPMENT AND VALUE CREATION



Adj. Operating Profit Growth

29 years CAGR¹

14.0%

Free Cashflow Conversion

29 years

98%

Dividend Growth

29 years CAGR

13.5%

Total Shareholder Return

29 years

5,280%

¹ Continuing operations acquisition



DCC

ENERGY 2030 VISION

THE WORLD NEEDS CLEANER ENERGY FOR EVERYONE

DCC ENERGY

Energy Solutions

**UK & Ireland/Continental Europe/Nordics/
North America**

Our energy solutions business is all about building decarbonisation solutions for commercial, industrial and domestic customers

Energy Mobility

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

DCC ENERGY

ROCE OF 19% AS SERVICES AND RENEWABLES SHARE RISES TO 28%

Customers

Employees

Countries

9.5m

7,800

13

Revenue	Operating profit	ROCE	Volume (litres ¹)
£16.1bn	£457.8m	19.0%	15.5bn

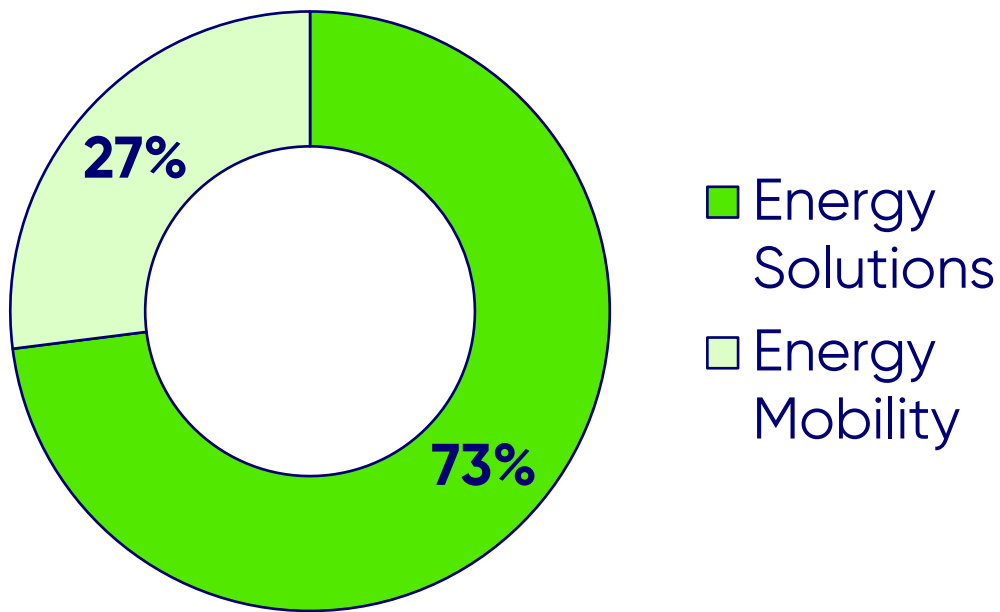
Energy Solutions

Operating profit	Volume (litres ¹)
£335.7m	10.9bn

Energy Mobility

Operating profit	Volume (litres ¹)
£122.1m	4.6bn

Operating profit by segment



Scope 3

-5.0% in CO₂e

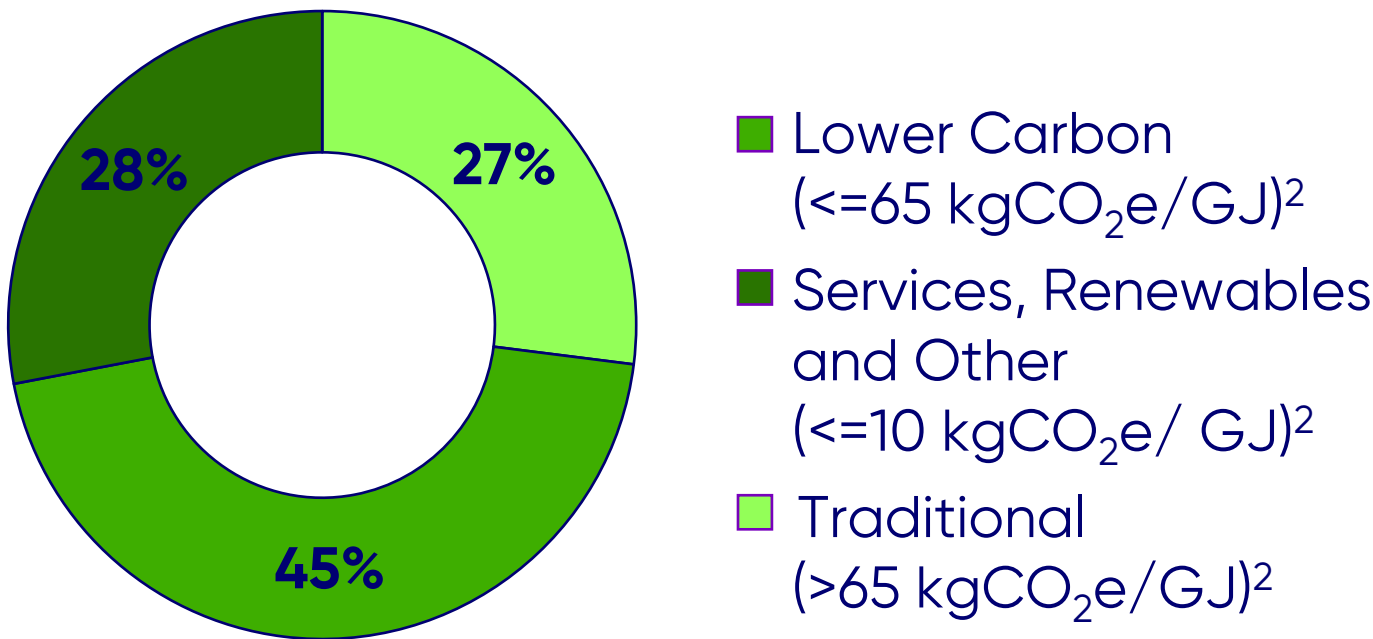
Carbon intensity

72.1 gCO₂e/MJ

Biogenic content

6.3% of all MJ supplied

Operating profit mix



¹ Litres equivalent. Note that c.25% of DCC Energy's operating profit has no direct volume (litres equivalent) attached to it

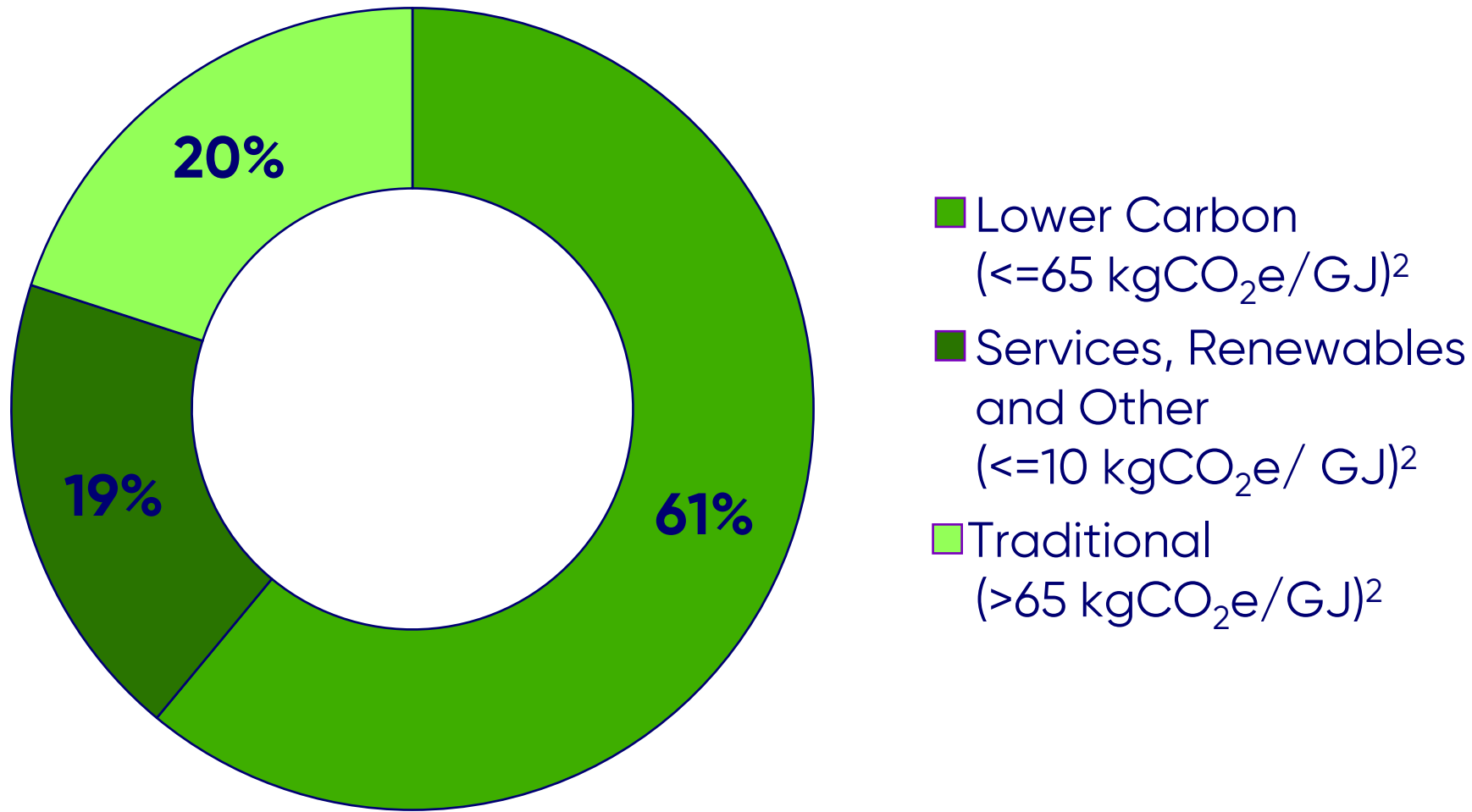
² Carbon intensity value is from use of sold product

DCC ENERGY

MORE THAN HALF OF MOBILITY PROFIT NOW HAS CLOSE TO ZERO CARBON EMISSIONS

Energy Solutions

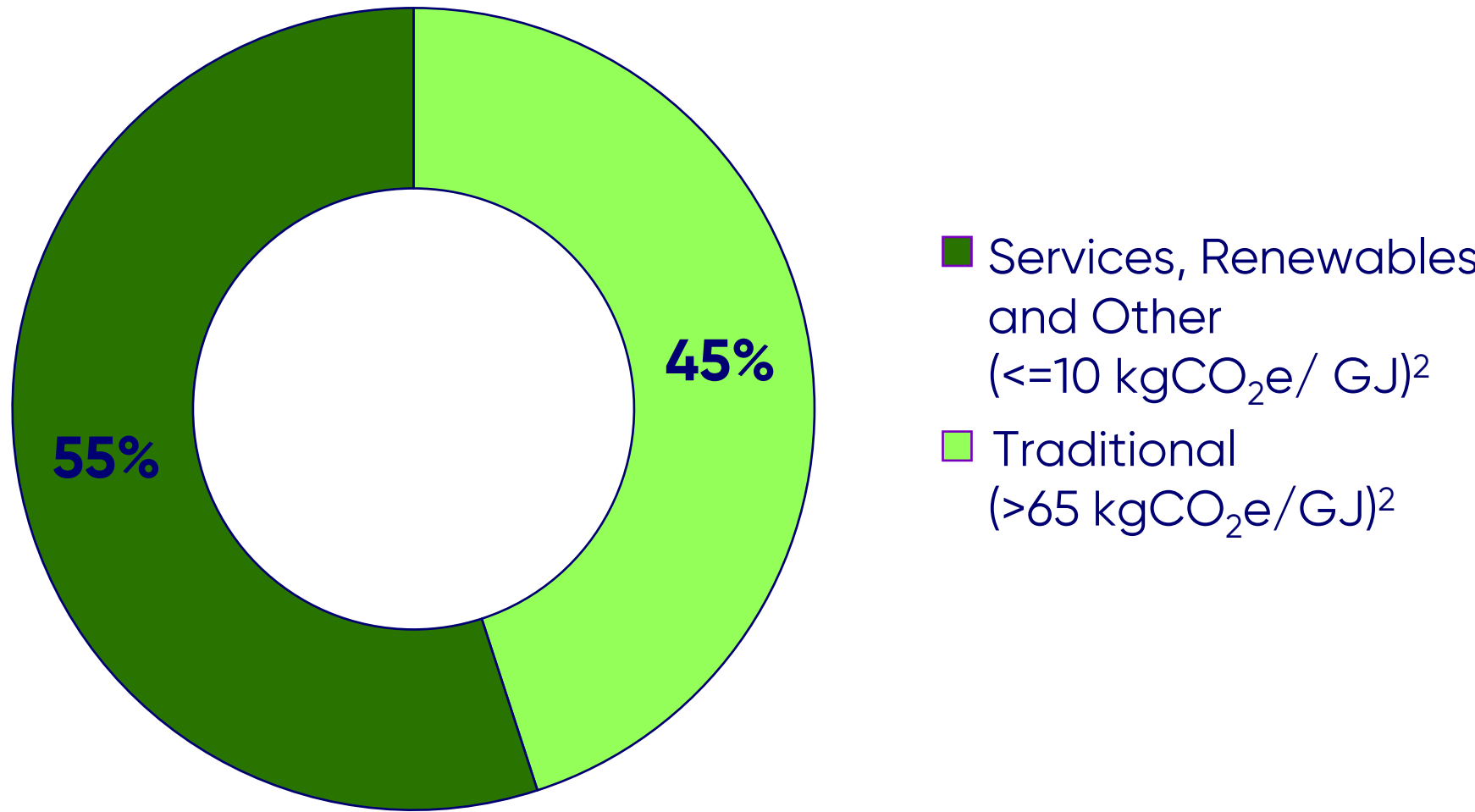
Operating profit mix



Volume (litres ¹)	Installed solar capacity
10.9bn	61 MWh (+67%)

Energy Mobility

Operating profit mix



Retail sites operated	Bunker sites & truck stops
1,175 (98 EV-enabled)	50

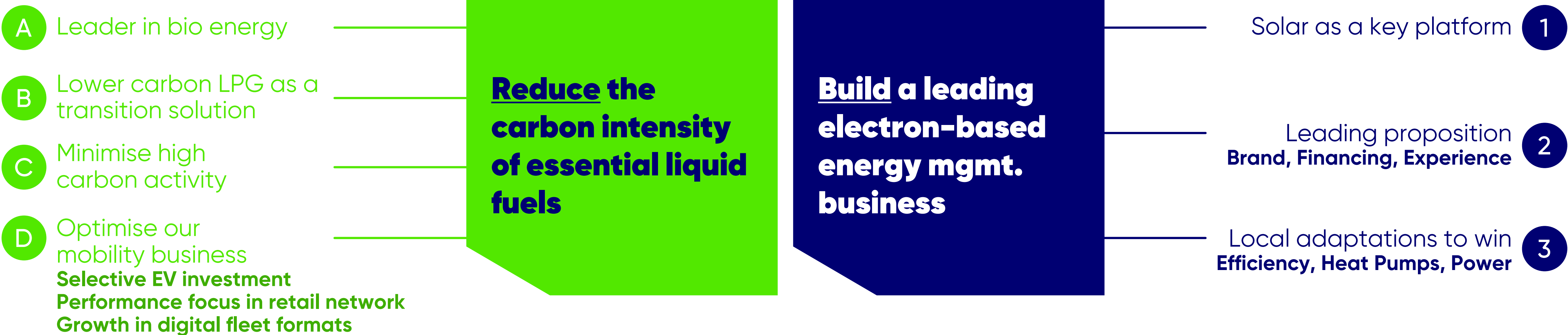
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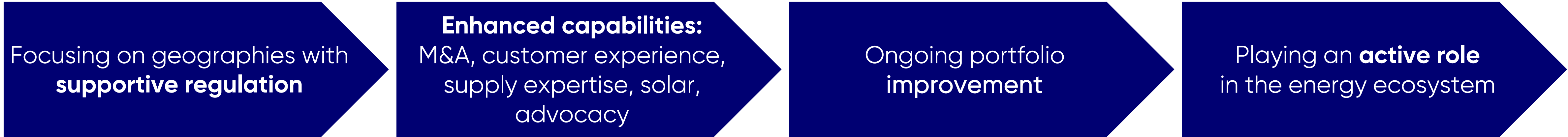
THE WORLD NEEDS CLEANER ENERGY FOR EVERYONE

OUR 2030 VISION - DOUBLE PROFIT THROUGH STRONG CARBON LEADERSHIP

BEST CUSTOMER COMPANY IN ENERGY



We'll make it happen by



THE WORLD NEEDS CLEANER ENERGY FOR EVERYONE

CARBON LEADERSHIP IS A SIGNIFICANT COMMERCIAL OPPORTUNITY

Relentless focus on customer solutions, and embedding CO₂ as a currency



We have a leading carbon reduction plan



We have deep insight into the clean energy journeys of our customers



We have a unique multi-energy focus with service expertise



Increase our number of customers by 50% and grow margin per customer by 50% by 2030

1. Reduce the carbon intensity of essential liquid fuels



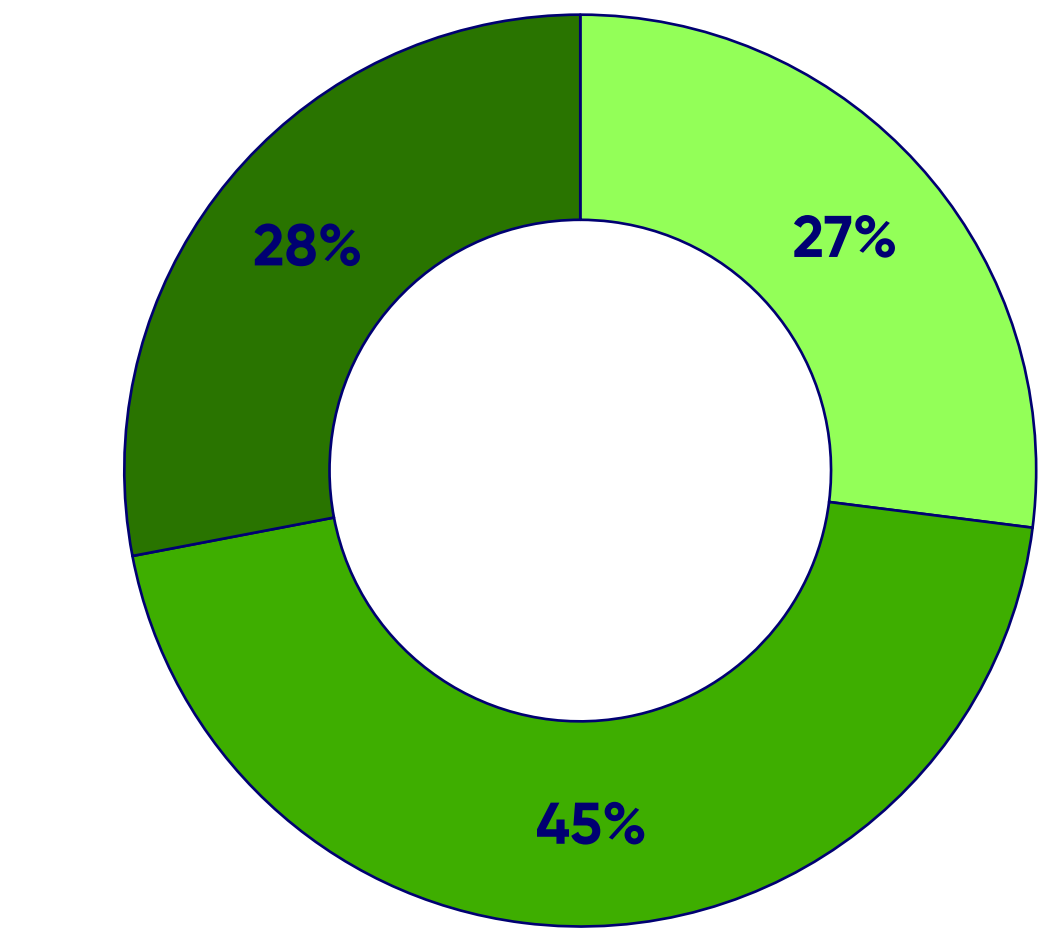
2. Build a leading electron-based energy management business



THE WORLD NEEDS CLEANER ENERGY FOR EVERYONE

STRONG CONVICTION BASED ON OUR RECENT SUCCESS

Grew share of profit from Services and Renewables from 22% to 28%

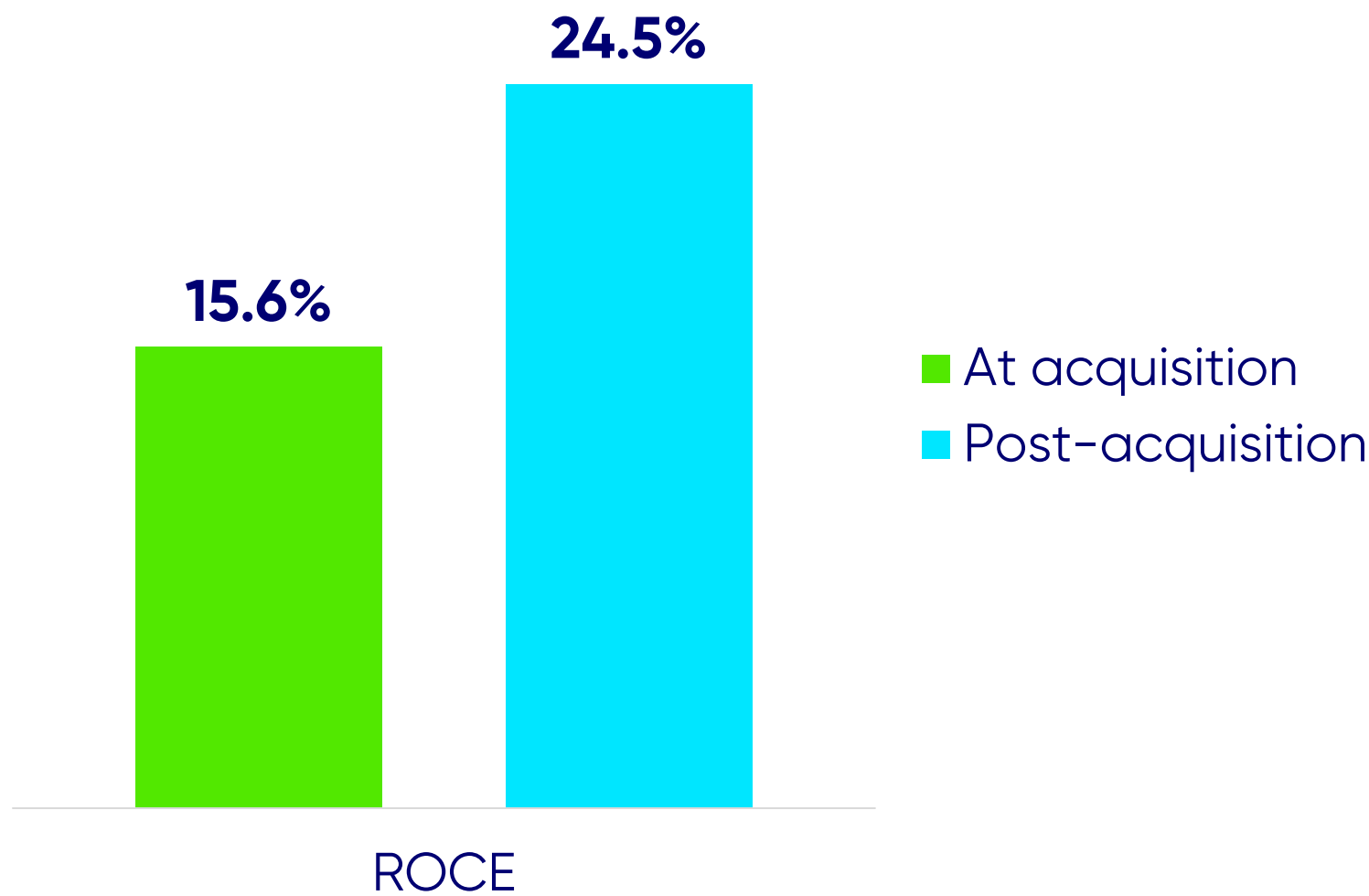


- Lower Carbon (≤ 65 kgCO₂e/GJ)
- Services, Renewables and Other (≤ 10 kgCO₂e/GJ)
- Traditional (> 65 kgCO₂e/GJ)

Completed 10 transactions in services and renewables



Services and renewables delivering returns in line with fossil businesses



Note: Post-acquisition returns (excl. IFRS 16) are based on a combination of actual results for acquired businesses under DCC control for more than 12 months and initial ROCE at acquisition for businesses under DCC control for less than twelve months.

RECURRING REVENUE, CASH GENERATIVE & HIGH ROCE BUSINESS

Energy used by a varied customer base for:

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

Services such as:

- Solar installations
- Solar and heat pump distribution
- CPPA's
- EV charging
- Fleet services
- Convenience retail

- Global business with significant market presence in 13 countries in Europe, Asia and the US
- Over 40 years industry experience - partner of choice for energy distribution
- Broadening the range of energies sold and working with partners to bring innovative solutions to customers
- Developing positions in biofuels, natural gas, renewable electricity, solar, heat pumps – leveraging our sales and marketing capability under established brands
- Aligning our energy operations with long term global goal of achieving net zero



COMMERCIAL & INDUSTRIAL TRANSITION



2020s

Efficiencies and less carbon intensive solutions such as LPG, are driving most emissions reduction for commercial and industrial customers. For early adopters such as light manufacturing or hospitality, solutions such as solar, renewable electricity and biofuels are key parts of the energy mix.

2030s

Technologies that were piloted by early adopters in the 2020s will reach scale adoption. Solar and efficiencies adoption will be widespread and advanced biofuels combined with increased supply will drive the next phase of decarbonisation.

2040s

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

SAMPLE UK HOSPITALITY CUSTOMER



DOMESTIC TRANSITION



2020s

Efficiencies will be the main decarbonisation driver in the 2020s with early adopters helping to build capabilities in biofuels and heat pump systems.

2030s

Greater mass adoption of new heating solutions including advanced biofuels and heat pump systems. Greater power solutions will be required to allow more widespread domestic EV charging.

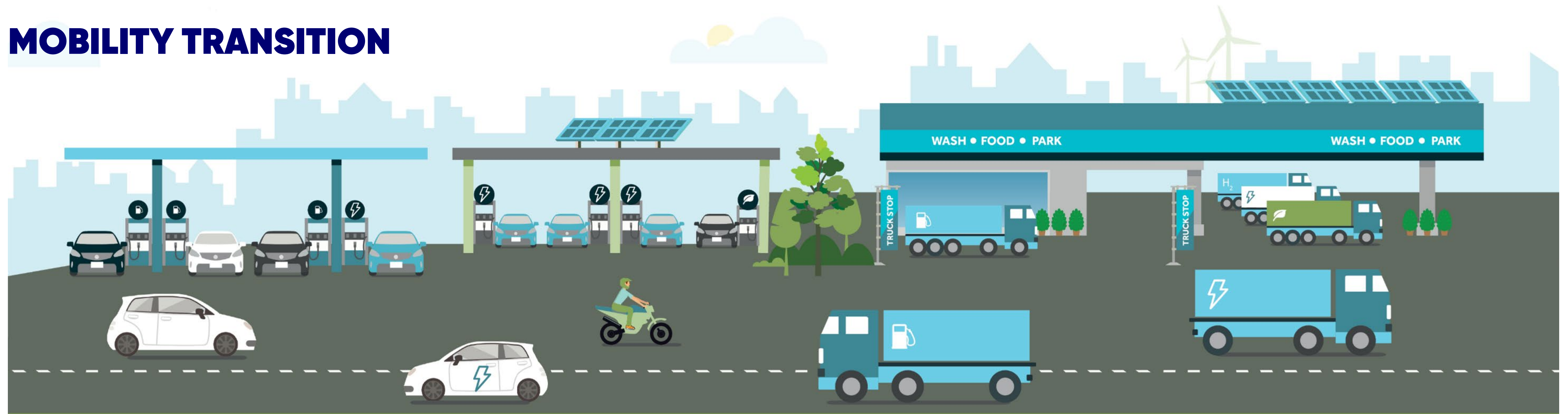
2040s

Advanced power solutions with self-generation, battery storage solutions, scaled bidirectional EV charging capabilities in homes. Advanced biofuels for complex heating solutions.

SAMPLE UK DOMESTIC TRANSITION



MOBILITY TRANSITION



2020s

A focus on premium destination energy hubs with mix of blended bio and hydrocarbon pumps, alongside growing reliable EV charging and shared convenience.

2030s

High-value reliable charging destinations with high percentage biofuel offerings.

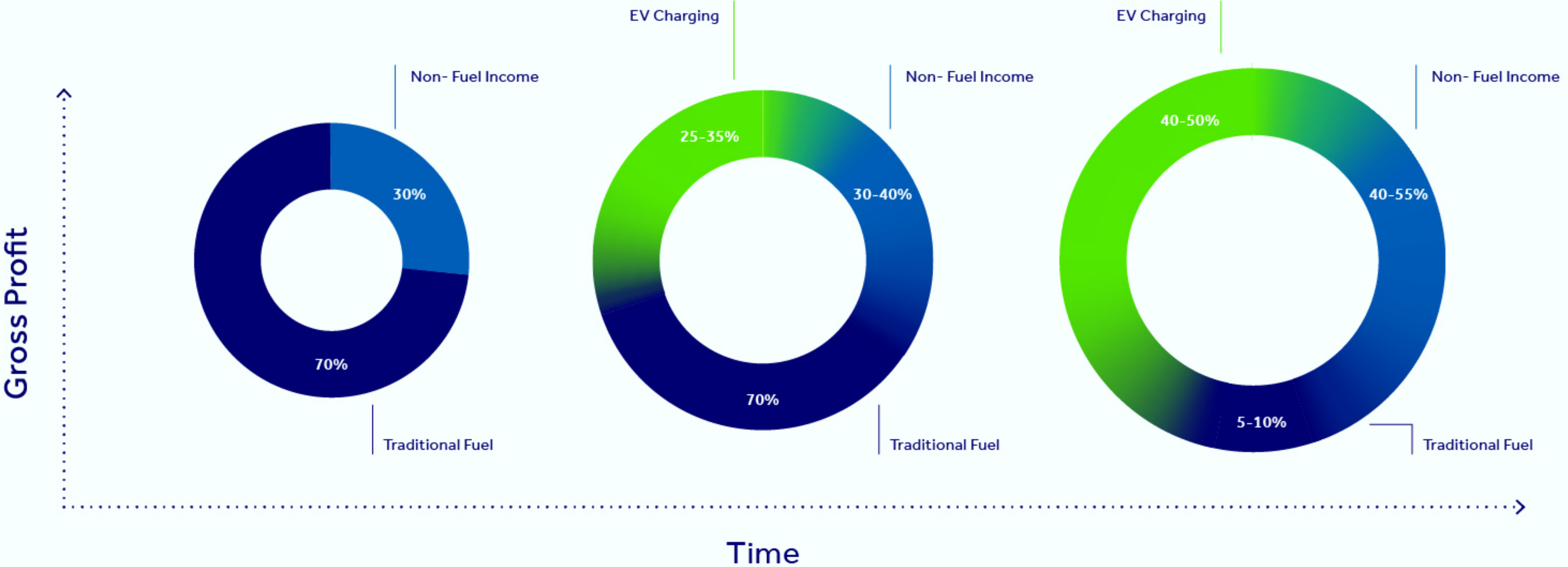
2020s/2030s

Increasing HGV efficiencies and biofuel penetration will drive emissions reduction at scale. Secure parking, convenience and payment services drive additional revenue growth. Some experimentation in eHGV, hydrogen, and bioCNG.

2040s

New technologies begin to scale across the HGV fleet after a decade of innovation and commercialisation of alternative fuel types - hydrogen, biofuels or eHGV.

OPERATIONAL EXCELLENCE FOR OUR RETAIL NETWORK



Existing mix
contributes approx.
~£60k average profit

Short-term growth
in EV Charging and Non-Fuel
income, while managing cash
contribution from trad. fuel

Long-term growth
in profitability from
EV charging and from
growth in convenience

DCC

HEALTHCARE

THE WORLD NEEDS LIFELONG HEALTH



DCC HEALTHCARE

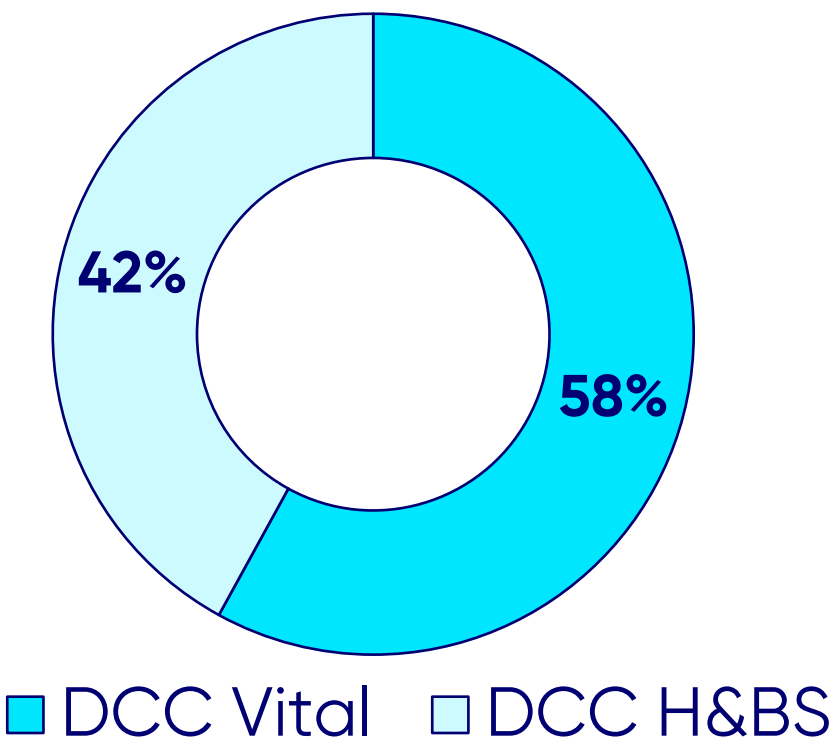
Employees
3,400

Revenue	Operating profit	ROCE
£821.5m	£91.7m	13.0%

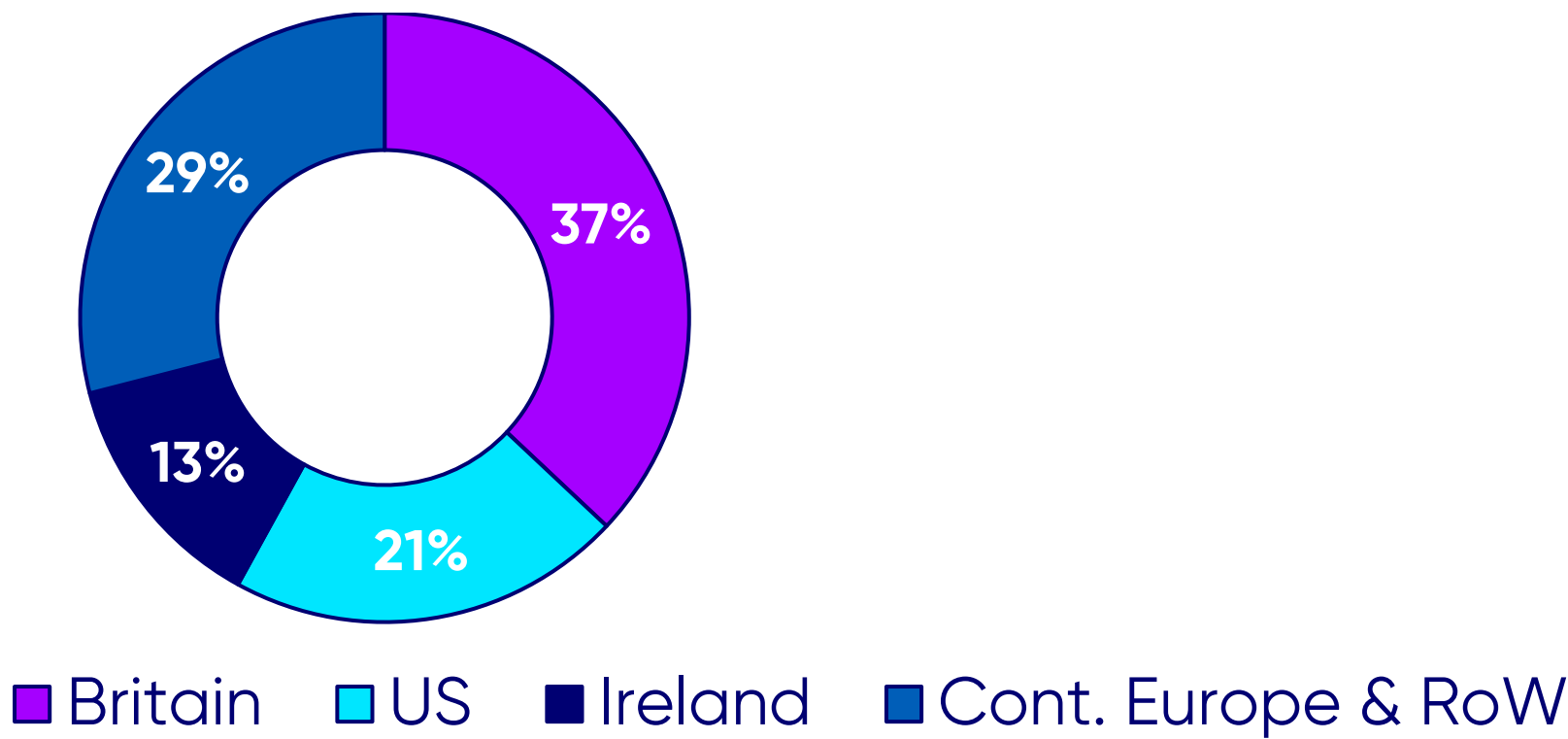
People are living longer. But whatever stage of life they're at, we want them to be healthy too. So we support consumers' everyday health and wellness, as well as providing products that enable healthcare providers to diagnose and treat illness.

Note: graphs are on proforma basis, annualising for Medi-Globe acquisition

Revenue by business



Revenue by geography



THE WORLD NEEDS LIFELONG HEALTH

OUR VISION

**TO ENABLE PEOPLE TO LEAD HEALTHIER LIVES,
THROUGHOUT THEIR LIVES**

DCC VITAL

Patient Health

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

DCC HEALTH & BEAUTY SOLUTIONS

Consumer Health

We develop and manufacture nutritional supplements and beauty products for brand owners in a growing health and beauty market.

We are addressing growth markets underpinned by strong macro factors

- Healthcare is a 4-6% organic growth market
- We've outperformed – CAGR of 8% in organic profit over last 10 years

DCC VITAL
WHAT WE DO

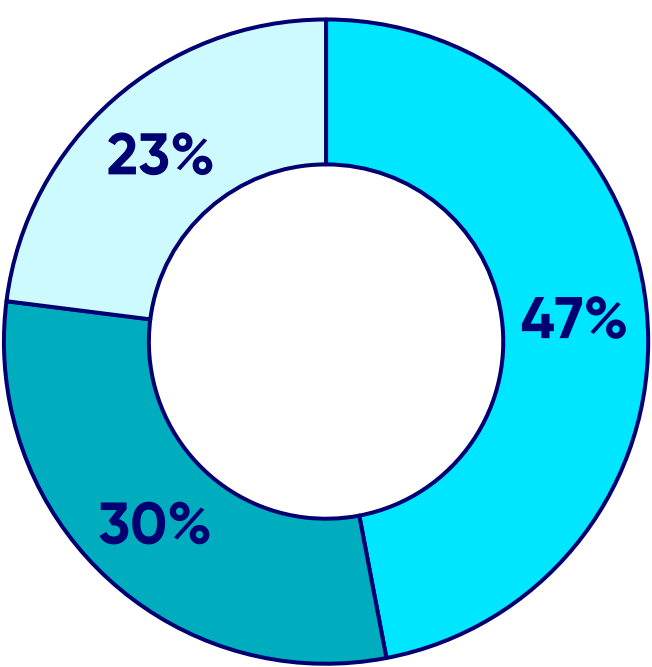
- Leading European business in the manufacturing, sales, marketing and distribution of medical products to healthcare providers
 - Medical devices
 - Primary care supplies and services
 - Agency distribution & related services (Ireland)
- Broad product portfolio
 - Own and third party brands
- Extensive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

Proforma Revenue
c.£500m

Employees
c.1,300

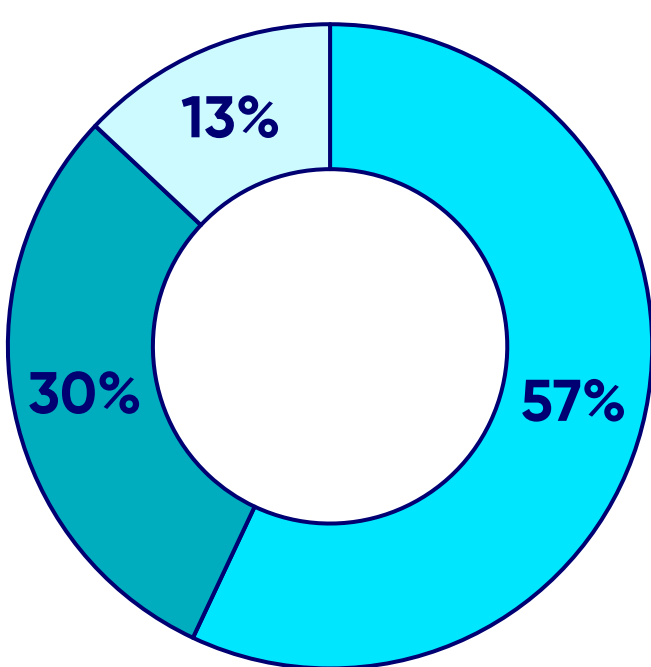
FY23 Proforma gross profit by:

Business Unit



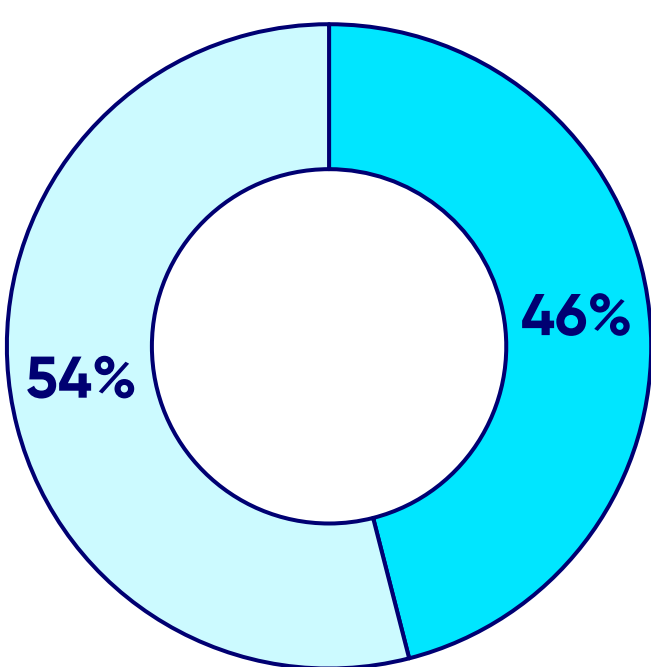
■ Medical Devices
■ Primary Care
□ Ireland

Channel



■ Hospitals
■ Primary Care
□ Life Sciences & Distributors

Brand



■ Own Brand
□ Third Party

DCC VITAL
OWN & THIRD PARTY PRODUCTS

Own Brands



Exclusive Partners



DCC VITAL – PATIENT HEALTH

WE HAVE THE PLATFORMS TO GROW FOR YEARS TO COME

STRATEGY – BUILD A SUBSTANTIAL INTERNATIONAL MEDICAL PRODUCTS BUSINESS

Key Growth Platforms

- Medical Devices – mid-tech, single use medical devices for minimally invasive diagnostic and surgical procedures
- Primary Care – supply of products and services to primary care providers

Key Growth Drivers

- Expand of product range through innovation & acquisition
- Grow international presence
- Invest in talent, technology and infrastructure

DCC HEALTH & BEAUTY SOLUTIONS

WHAT WE DO

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

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

Our Services

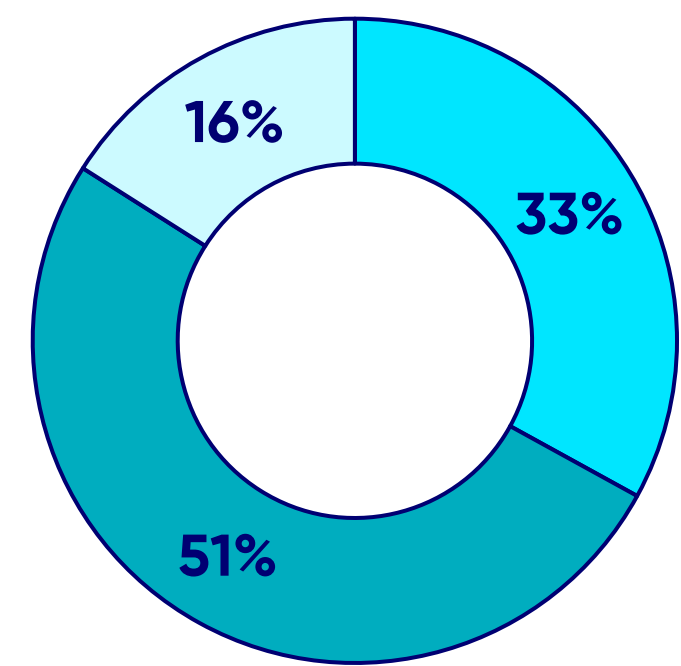
- Product development
- Contract manufacturing
- Packing of health & beauty products

Our Customers

- Health & beauty brand owners
- Specialist health & beauty retailers
- Direct sales/mail order companies

Revenue
c.£375m

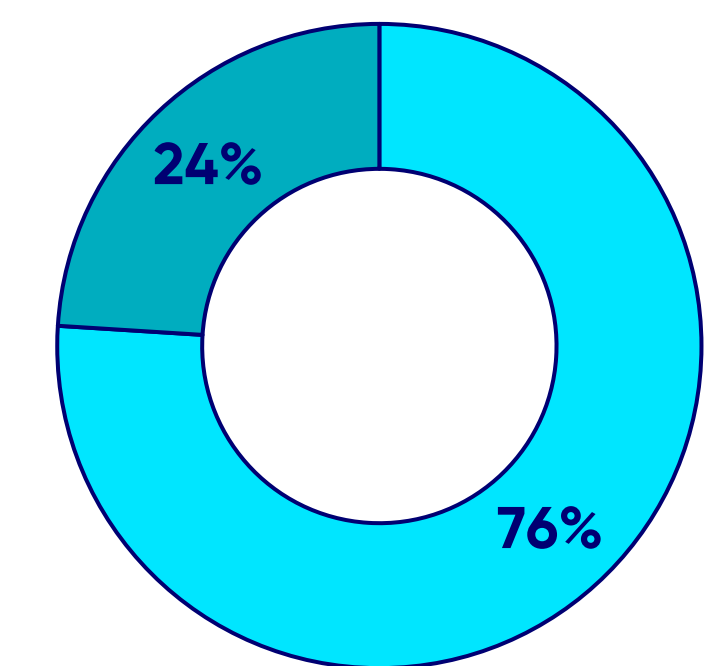
Sales by destination



■ UK ■ US ■ RoW

Employees
c.2,100

Revenue by business



■ Nutrition ■ Beauty

DCC HEALTH & BEAUTY SOLUTIONS

A SELECTION OF BRANDS WE SUPPORT



æ arbonne®

EVE LOM



ORIFLAME
SWEDEN

HALEON

ESTÉE LAUDER



DCC H&BS – CONSUMER HEALTH

WE HAVE THE PLATFORMS TO GROW FOR YEARS TO COME

STRATEGY – BUILD A SUBSTANTIAL INTERNATIONAL CDMO FOCUSED ON PROVIDING SERVICES TO HEALTH & BEAUTY BRAND OWNERS

Key Growth Platform

- Contract manufacturing of health supplements

Growth Drivers

- Innovation-led new business development
- Build long term partnership relationships based on technical and service excellence
- Invest to expand our manufacturing footprint & form factor offering – organically and by acquisition

SUSTAINABILITY INITIATIVES

DCC Health & Beauty Solutions

We work with the Marine Stewardship Council, the Soil Association and Friends of the Sea to ensure **the use of sustainable raw materials** in our processes

All our manufacturing businesses have **eliminated all Scope 2** emissions, including switching to renewable sources of electricity

Roll out of solar panels; **substantial projects underway in Amerilab and Thompson & Capper**. EuroCaps self-generates c. 30% of its electricity needs through combination of wind and solar.



DCC Vital

Our UK primary care facility warehouse reconfiguration supported a reduction in its carbon footprint by reducing paper & packaging (c. 60% like-for-like reduction achieved); drove improved utilisation of transport and provided customers with a fully recyclable solution.

The **NHS requires** all suppliers to submit a carbon reduction plan when tendering for business >£5M from April 2023 in addition to reporting on supply chain integrity. DCC Vital is well placed to meet the increased reporting demands given the business's strong compliance controls.

Williams recycled 63 tonnes of cardboard and 28 tonnes of plastic through its **"zero to landfill policy"** and introduced **Wool Cool** for its packaging of cold chain pharma products.



DCC

TECHNOLOGY

THE WORLD NEEDS PROGRESS MAKERS

DCC TECHNOLOGY – MAKE PROGRESS HAPPEN

DCC Technology operates in 18 countries, across Pro Tech, Info Tech and Life Tech principally under the exertis brand.



Revenue	Operating profit	ROCE	Employees
£5,264m	£106.1m	8.7%	4,800

We are progress makers. Whatever the industry. Whatever the challenge. We make technology provide the solution. The whole solution.

Acting as an enabler between global technology brands and the people and businesses who use their products, we create solutions that save time, enhance experiences and improve lifestyles.

THE WORLD NEEDS PROGRESS MAKERS

OUR VISION: A PROGRESSIVE TECHNOLOGICALLY-ENHANCED WORLD

PRO TECH

WE MAKE ENHANCED EXPERIENCES HAPPEN

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

**#1 GLOBAL
AV SPECIALIST
DISTRIBUTOR
BY TURNOVER**

INFO TECH

WE MAKE FASTER CONNECTIONS HAPPEN

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

**#6 WESTERN EUROPEAN
INFO TECH/
BROADLINE DISTRIBUTOR
BY TURNOVER¹**

LIFE TECH

WE MAKE HIGH-QUALITY LIFESTYLES HAPPEN

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

**#1 NORTH AMERICAN
LIFE TECH DISTRIBUTOR
BY TURNOVER²**

¹ CONTEXT distribution revenue tracker Q1 2023 including UK, IE, FR, ES, DE, NO, SE

² Lifestyle markets include appliances and musical instruments in North America

THE WORLD NEEDS PROGRESS MAKERS WE HAVE THE PLATFORMS TO GROW FOR YEARS TO COME

Technology is a 3–5% organic growth market

Pro Tech, Info Tech and Life Tech

GROWTH DELIVERED

- Operating profit up 120% in five years
- Gross margin up from 7.6% to 11.7% in same period
- UK organic headwind in recent years, strong growth elsewhere

STRATEGY

- Grow and develop our high value-add sectors of Pro Tech and Life Tech: **#1 global specialist in AV**
- Optimise our existing Info Tech portfolio

Info Tech and Life Tech

RETURNS OPPORTUNITY

Info Tech – UK

- Granular improvement plan in execution
- Leverages digital investments with strong project management

Life Tech – US fulfilment

- New ecommerce talent in place
- Upgraded digital tooling and systems

Medium-term material improvement of ROCE and Operating Profit

WE MAKE PROGRESS HAPPEN

A whatever the industry. Whatever the challenge. We make technology provide the solution. The whole solution.



We enable people and businesses to make the most of technology



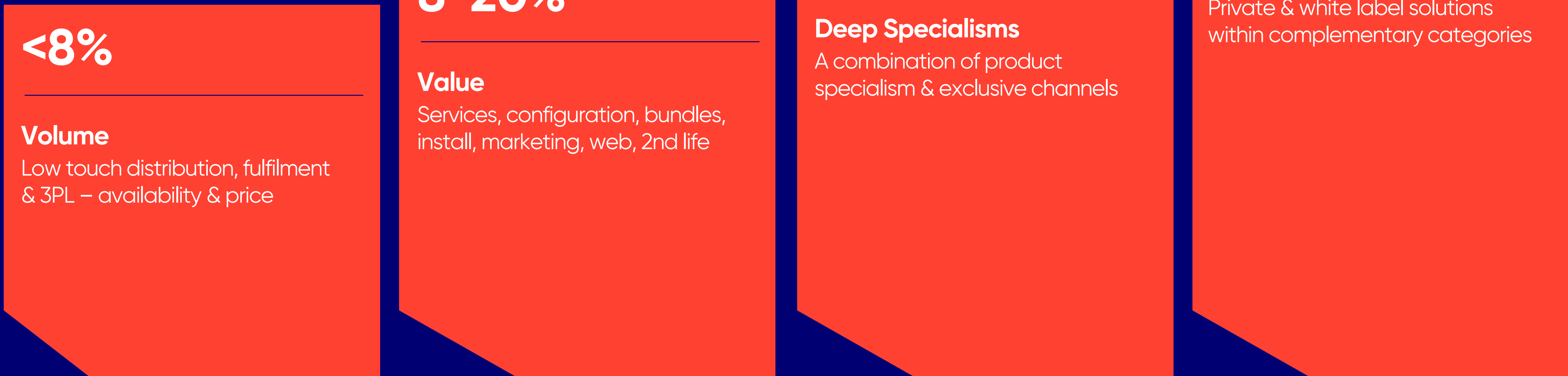
To save time, enhance experiences and improve lifestyles



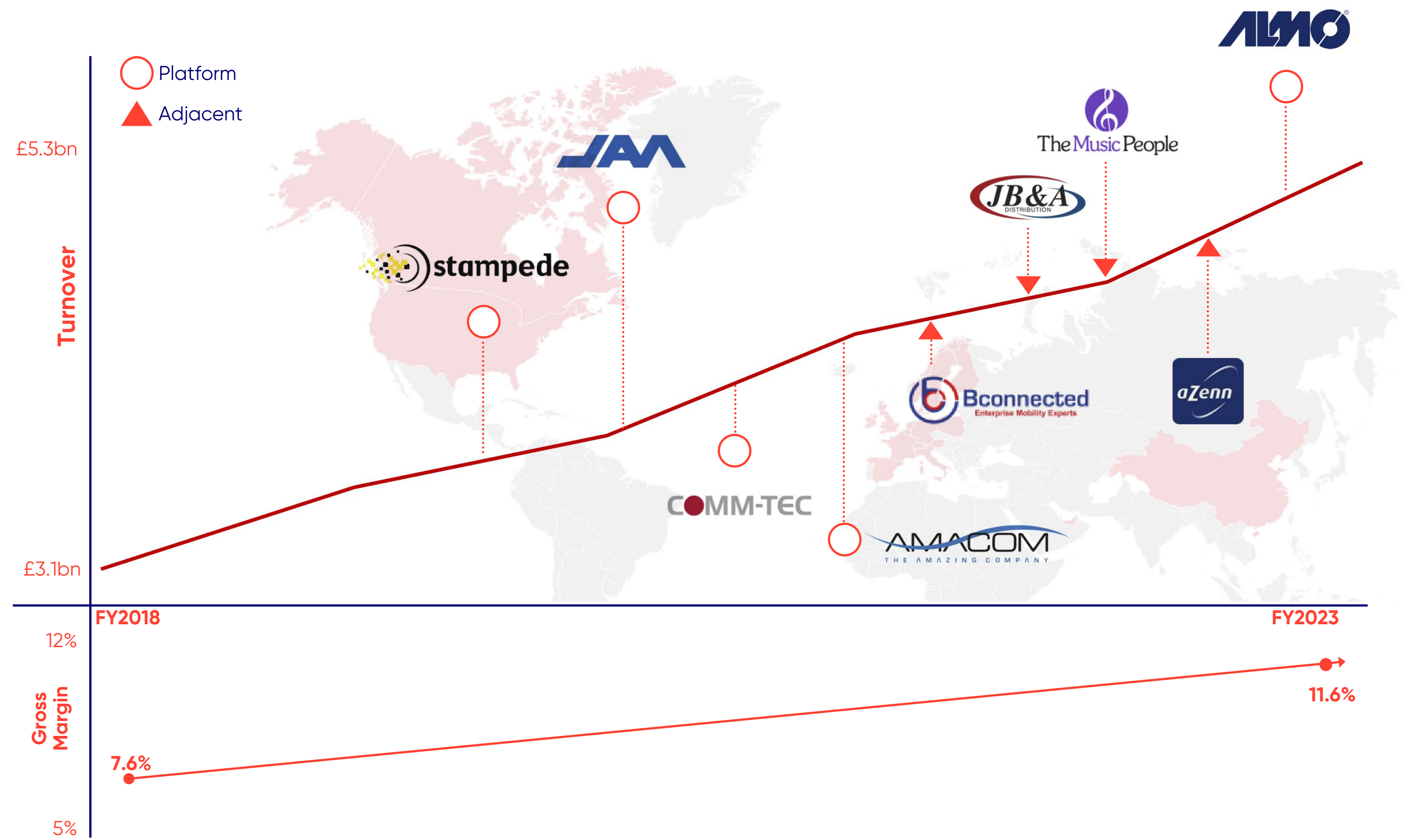
Our services help make progress happen in every corner of life

GROWING MARGINS WITH ADDED-VALUE & SPECIALISM

GROSS MARGIN %



GROWING OUR MARGINS WHILE SCALING OUR PLATFORMS



LEADING MARKET POSITIONS AND SPECIALIST FOCUS

NORTH AMERICA

Now the leading specialist distributor of AV in North America

Leading distributor of premium appliances and lifestyle products

Platform for acquisitions in growing, fragmented, \$34b market with modest 7% current share

Sustainability is embedded in our operations

Nationwide Warehouse Footprint



SUSTAINABILITY





DCC

THE WORLD NEEDS PROGRESS FOR ALL

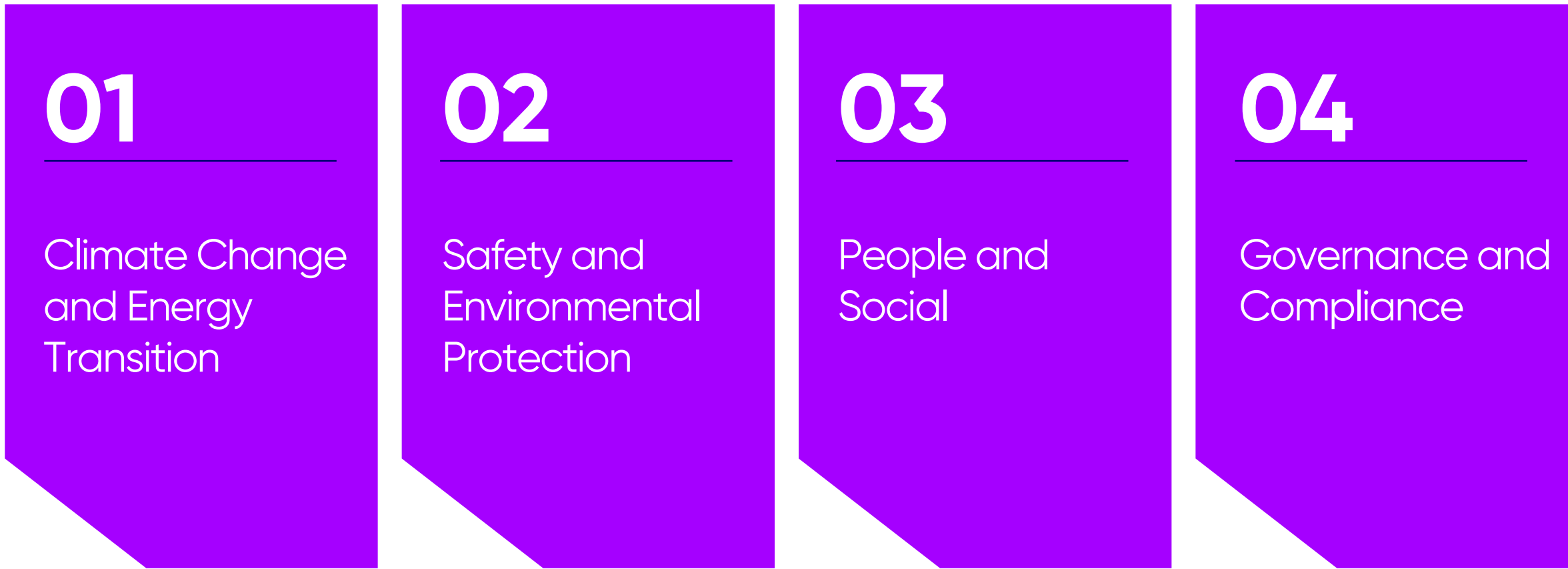
COMPANY OVERVIEW

MAY 2023

SUSTAINABILITY IN DCC

WE ARE CLEAR ON THE QUESTIONS THAT ARE MOST RELEVANT TO THE SUSTAINABILITY OF OUR BUSINESS AND TO OUR STAKEHOLDERS.

OUR SUSTAINABILITY REPORTING FRAMEWORK IS STRUCTURED ACROSS FOUR PILLARS:



These pillars are aligned with our **purpose**, Group and divisional **strategy**, the UN Sustainable Development Goals and relevant GRI and SASB standards. They reflect the importance we place on building long term partnerships with our stakeholders.

SOME RECENT SUSTAINABILITY HIGHLIGHTS – MAKING MEANINGFUL CHANGES:

- Double materiality exercise completed in FY23
- Scope emissions down 5% in FY23
- Net zero target put in place for Scope 3
- New Scope 1 and 2 targets set – 50% reduction by 2030, emissions already down 33% from 2019 baseline
- TCFD framework adopted in our reporting
- New position at Group Management Team
- Strategy and capital allocation priorities continue to reduce the carbon intensity of the Group, non fossil profits up to 50%
- Sustainability linked revolving credit facility put in place

PROGRESS IN SUSTAINABILITY RATINGS



DCC retained its B rating

MSCI
ESG RATINGS



CCC

B

BB

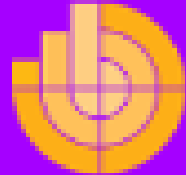
BBB

A

AA

AAA

DCC retained its AAA rating

 SUSTAINALYTICS

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

SUSTAINABILITY PROGRESS

FOR THE YEAR ENDED 31 MARCH 2023

	2023	2022	% change	% change vs. 2019 baseline
Scope 1 & 2 carbon emissions (mtCO ₂ e, Group)	0.078	0.086	-9.3%	-32.8%
Customer Scope 3 carbon emissions (mtCO ₂ e, DCC Energy)	39.1	41.2	-5.0%	-5.9%
Renewable share of energy sold (GJ)	6.3%	4.0%		