



DCC is a global leader in the sales, marketing and distribution of energy products and services. We aim to be the best customer company in the energy sector. We have a near 50-year heritage in energy.

1. No. 1 or 2 in most markets we operate in

2. 10 year + customer relationships

3. Strong operators and M&A consolidators

H1 HY26 RESULTS

OUR STRATEGY

**SIMPLIFY THE
GROUP'S
OPERATIONS**

**RETURN
SURPLUS CASH
TO OUR
SHAREHOLDERS**

**AMBITIOUS
2030
GROWTH
TARGETS**

STRATEGIC PROGRESS

- Completed Healthcare sale for EV of £1,050m
- Intention to return £600m to shareholders via Tender Offer by end of calendar year 2025
- Completed £100m Share buyback in September 2025
- Completed sale of Info Tech in the UK and Ireland
- Leadership in place to grow a single-sector energy business

OUR ENERGY BUSINESS

ENERGY SOLUTIONS

(11 countries)

- We sell and distribute liquid gas and other products to commercial, industrial and domestic customers with intense energy needs.
- We also have a small, growing zero carbon energy services business.
- We have 1.5 million direct customers, many of whom are contracted.

ENERGY MOBILITY

(8 countries)

- We sell fuel, EV charging and retail goods to customers at service stations.
- And we're expanding our fleet payment, digital parking and telematic solutions.

DCC TECHNOLOGY

- Completed the sale of DCC Technology's Info Tech business in the UK and Ireland.
- The remainder of DCC Technology, our specialist Pro Tech business, is predominantly based in North America.
- DCC Technology is a global leader in the sales, marketing and distribution of Pro AV, Pro Audio and related products.
- It is our intention to have agreed the sale of our remaining Technology business by the end of calendar year 2026.

ENERGY SOLUTIONS: 77% EBITA

ENERGY PRODUCTS: 68% EBITA



LIQUID GAS, FUELS, GRID GAS AND POWER

We sell and distribute liquid gas, fuels, biofuel, on-grid gas, and renewable power to commercial and industrial (C&I), and domestic customers

More intensive energy use cases

ENERGY SERVICES: 9% EBITA



SOLAR AND OTHER ENERGY SERVICES

We design, install and maintain on-site solar and hybrid energy systems mainly for C&I customers to self-generate electric power; and sell energy efficiency solutions

Less intensive energy use cases

ENERGY MOBILITY: 23% EBITA



SERVICE STATIONS AND FLEET SERVICES

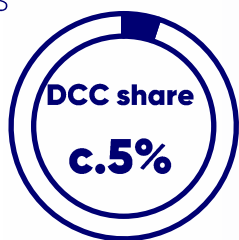
We own or operate service stations (gas stations) for mobility customers: providing fuels, convenience retail, car wash and electric vehicle charging; and offer fleet payment, digital parking and telematic services

Transport and mobility use cases

OUR OPPORTUNITY IN ENERGY

PRODUCTS – SCALE M&A GROWTH OPPORTUNITY

Grow liquid gas share in selected European markets and the US



We have a 5% share of our **total addressable European and US market (TAM)** which is **c.74bn litres**

1 Source: Argus



We have a >30% share in the **European markets** where we operate today: leadership positions drive returns

KEY:

– **Indicative DCC share**

01. We drive value as we create leadership positions through:

- Consolidating fragmented markets
- Economies of scale in procurement
- Cost synergies: create route density

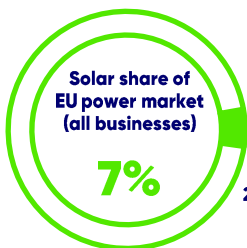
02. Loyal customer base, costly for them to move to another supplier or energy type

03. We attract customers with carbon reduction >15% shifting from fuel or coal

SERVICES – SCALE ORGANIC AND M&A OPPORTUNITY

Consolidate fast-growing commercial and industrial solar power self-generation in Europe

OUR SCALE OPPORTUNITY IN OTHER EUROPEAN ENERGY SERVICES

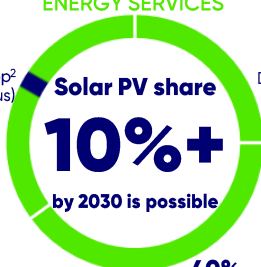


2012: only 2%
2002: 0.1%

EU power market production

(2.9m GWh)¹

35%
C&I rooftop²
(DCC focus)



25%
Domestic²

40%
Utility scale²

KEY:

– **Indicative DCC share**

– **Non-DCC current share**

01. Solar self-generation growth drivers:

- Electric power demand will grow
- Solar market share of power market to keep growing rapidly:
5–7% growth expected to 2028
- C&I share of solar mix to grow

02. We now have new capability to retain our products customers if they can shift to less intensive energy

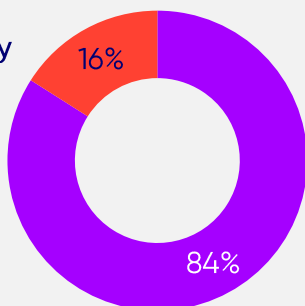
03. New revenue streams from cross-selling e.g. maintenance, battery storage, energy efficiency services

1 Source: Eurostat 2022

2 Source: Solar Power Europe, December 2024

PROFIT BY DIVISION AT 30 SEPTEMBER 2025

DCC Technology



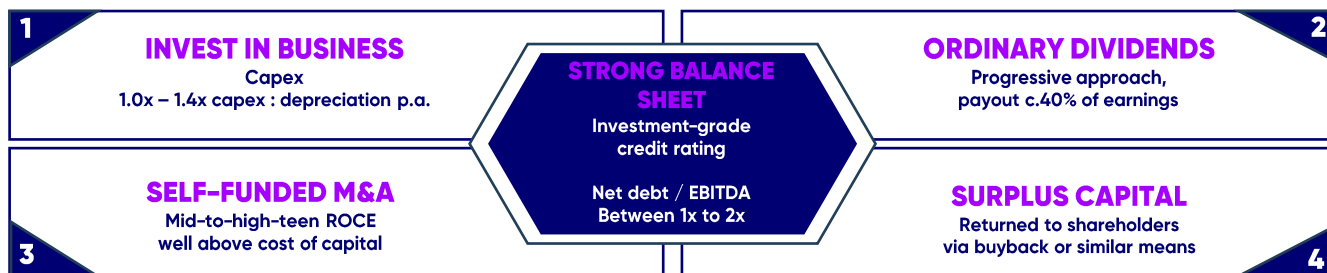
DCC Energy



INTERIM FINANCIAL HIGHLIGHTS (continuing operations)

Six months ended 30 September	H1 FY26	H2 FY25	% change
Group adjusted operating profit £'m	206.7	218.5	-5.2%
Adjusted EPS (pence)	120.8p	126.1p	-4.2%
Interim dividend per share (pence)	69.50p	66.19p	+5.0%
Net debt (excl. lease creditors) £'m	522.3	1,092.1	

OUR CAPITAL ALLOCATION FRAMEWORK



MANAGEMENT TEAM



Donal Murphy

Chief Executive

25 years at DCC. Joined board in 2008. Previously MD DCC Technology and MD DCC Energy



Conor Murphy

Chief Financial Officer

27 years at DCC. CFO of DCC Energy since 2022, Previously FD of DCC Energy

CONTACT US

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