



DCC will be 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 will do this by accessing our scale and near 50-year heritage in the energy sector which has resulted in:

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

2. 10 year + customer relationships

3. Strong operators and M&A consolidators

KEY TAKEAWAYS: FY RESULTS 2025

STRATEGIC PROGRESS:

Simplifying Group and capital return to shareholders

PERFORMANCE:

Another strong year of profit growth in Energy

OUR OPPORTUNITY IN ENERGY:

Leadership positions and sustainable profit growth

FINANCIAL FRAMEWORK

Growth, ROCE and shareholder returns

SIGNIFICANT STRATEGIC PROGRESS

- Agreed Healthcare sale for EV of £1,050m; net cash proceeds £945m
- Technology strategic review to progress over next 18 months
- Leadership in place to grow a single-sector energy business
- Intention to return £800m from Healthcare sale

OUR ENERGY BUSINESS

ENERGY SOLUTIONS

- We sell and distribute liquid gas and other fuel products to commercial, industrial and domestic customers with intense energy needs.
- We have 1.5 million direct customers, many of whom are contracted.
- We operate across 11 countries, with leading market shares.

ENERGY MOBILITY

- 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.
- We operate across eight countries in Europe including Sweden, France, Norway, Denmark and the UK

DCC TECHNOLOGY PROGRESS AND STRATEGIC REVIEW

- New North American leadership established
- Our operational efficiency programme in North America is in place and tracking as expected
- Info Tech streamlining is underway: we have exited our consumer products French business and closed or sold other small operations
- We will review our strategic options for the business over the next 18 months as set out in November '24

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

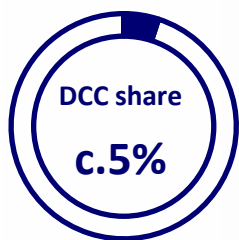
We own or operate service stations (gas stations) for mobility customers: providing fuels, convenience retail, car wash and electric vehicle charging; and offer fleet payment, digital parking and telematic services

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



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

KEY:

— Indicative DCC share

1 Source: Argus

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

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

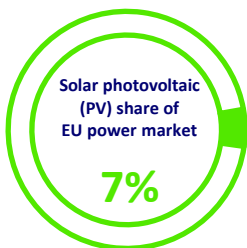
02. Loyal customer base, costly for them to move to another supplier or energy type

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

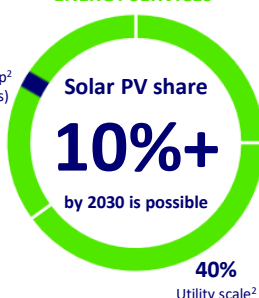


EU power market production

(2.9m GWh)¹

2012: only 2%
2002: 0.1%

35%
C&I rooftop²
(DCC focus)



25%
Domestic²

40%
Utility scale²

KEY:

— Indicative DCC share

— Non-DCC current share

1 Source: Eurostat 2022

2 Source: Solar Power Europe, December 2024

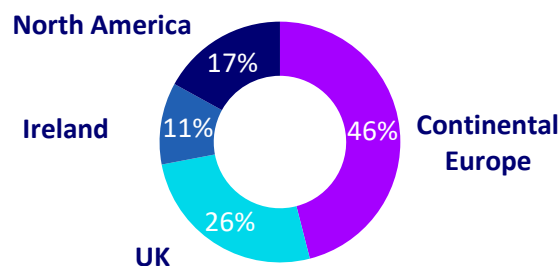
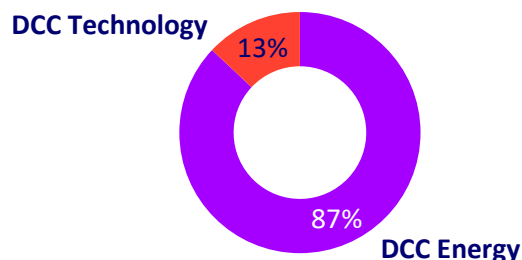
01. Solar self-generation growth drivers:

- Electric power demand will grow
- Solar market share of power market to keep growing rapidly:
5-7% growth expected to 20282
- 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

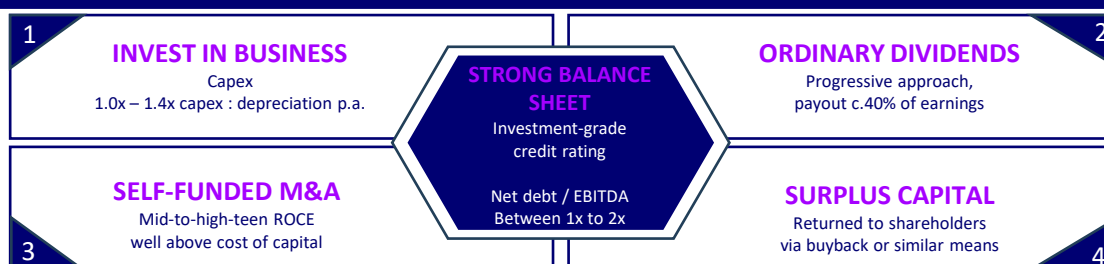
PROFIT BY DIVISION AND GEOGRAPHY (continuing operations)



FY25 FINANCIAL HIGHLIGHTS

Year ended 31 March	FY25	FY24	% change
Group adjusted operating profit (continuing)	617.5	600.2	+2.9%
Adjusted EPS (pence)	470.2	455.0	+3.3%
Free cash flow	588.8	681.1	
Dividend per share (pence)	206.40	196.57	+5.0%
Return on capital employed (ROCE) (continuing)	15.3%	15.5%	

OUR CAPITAL ALLOCATION FRAMEWORK



MANAGEMENT TEAM



Donal Murphy
Chief Executive
27 years at DCC. Joined board in 2008. Previously MD DCC Technology and MD DCC Energy



Kevin Lucey
Chief Operating Officer (incoming)
13 years at DCC. CFO since July 2020. Previously Head of Capital Markets and Head of Group Finance



Conor Murphy
Chief Financial Officer (incoming)
27 years at DCC. CFO of DCC Energy since 2022, Previously Finance Director of DCC Energy

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