DCC Market Update and Final Results – 31 March 2025

Tuesday, 13th May 2025

Introduction

Donal Murphy

Chief Executive, DCC plc

Welcome

Good morning, and welcome to DCC's market update and our results presentation for the year ended 31st March 2025. Thank you all for joining us this morning on our webcast.

Agenda

Our presentation this morning will take about 45 minutes, a little longer than our normal results presentation, as we want to spend some time updating you on our opportunity in energy. I am delighted to be joined today by our Group CFO and incoming COO, Kevin Lucey; and Conor Murphy, CFO of DCC Energy and soon to be Group CFO.

Disclaimer

Here is our standard disclaimer.

Key messages from today's presentation

Let us get started with an overview of the key messages from today's presentation. On 12th November 2024, we announced a strategic plan to maximise shareholder value by:

- Firstly, focusing solely on the compelling opportunity in our energy business; and
- Secondly, simplifying the Group's operations through portfolio actions.

We have made significant progress since the announcement. Today, we are announcing a material capital return to shareholders on the back of the sale of DCC Healthcare.

When we announced our strategic change, we said we needed to perform as well as transform. Crucially, we have delivered another year of strong growth and development in Energy. Given its strong returns, our Energy business is our most compelling growth opportunity. We will grow DCC into a global leader in the energy sector.

Our Energy business has excellent financial characteristics:

- Delivering organic growth through the cycle;
- High returns on capital; and
- Excellent cash generation, all while reducing the carbon intensity of our profits.

We believe that these characteristics will continue to be delivered as we grow the business.

Given the characteristics of our business, we are confident we will grow DCC into a global leader in the energy sector.

Significant strategic progress since November 2024

Let us look at our strategic progress now. The plan we announced in November to maximise shareholder value had three actions:

- Firstly, we said the Group will now focus solely on our most compelling growth opportunity, our Energy business;
- Secondly, we launched the process to sell DCC Healthcare;
- Thirdly, we said that within the next 18 to 24 months, we would review our strategic options for DCC Technology.

We have made significant progress since November. We have reached agreement for the sale of DCC Healthcare for £1.05 billion to Investindustrial. We are making good progress on our strategic review of DCC Technology.

To set DCC up for growth as a single sector energy business, we have made a number of leadership changes. At the Board level, Kevin, who has been our Chief Financial Officer and an Executive Director since 2020 will become Chief Operating Officer with effect from the conclusion of our AGM on 10th July. In this newly created role, Kevin will continue to partner with me in the overall management of the Group, will be responsible for driving the performance of our energy activities and will lead our regional management teams. Kevin will continue to be a member of the Board.

Conor will succeed Kevin as CFO and will be appointed as an Executive Director, again, from the conclusion of our AGM on 10th July. Conor joined DCC in 1998. He has held many senior leadership roles, both within the Energy business and at Group level, and he is currently the CFO of DCC Energy.

Fabian Ziegler, CEO of DCC Energy, will leave DCC in July 2025. I would like to thank Fabian for his significant contribution to our business during his tenure as CEO of DCC Energy and wish him every success in the future. I will give you more detail on the new DCC leadership team a little later in the presentation.

Last, but certainly not least, we are announcing today a material capital return to shareholders as a result of the sale of DCC Healthcare.

Sale of DCC Healthcare

In November, we announced our intention to sell DCC Healthcare. After an extensive and competitive process, on 22nd April 2025, we announced that DCC has entered into a definitive agreement for the sale of DCC Healthcare to Investindustrial. The transaction values DCC Healthcare at a total enterprise value of £1.05 billion on a cash-free, debt-free basis.

DCC Healthcare represents 12% of the Group's adjusted operating profit. The total enterprise value for DCC Healthcare represents a multiple of 12.2 times 2025 adjusted operating profit, significantly above the Group's multiple. The total expected net cash proceeds are £945 million, including an unconditional deferred amount of £130 million receivable within two years.

Completion and receipt of the initial cash proceeds is expected in the third quarter of this calendar year post customary regulatory approvals.

Value maximisation plan for DCC Technology over the next 18 months

DCC Technology has also grown strongly over the last decade. The business provides a wide range of products and services across three product areas:

- Pro Tech;
- Life Tech; and
- Info Tech.

DCC Technology is a global leader in Pro Tech and has established a particularly strong footprint in both Pro Tech and Life Tech in North America. Clive Fitzharris continues to lead the division reporting to me.

We have recruited a new CEO and established a new integrated leadership team in North America, and their focus is delivering the operational integration programme over the next 18 months. Our operational integration programme is progressing as planned, and we are confident that it will deliver the benefits we outlined.

The Info Tech business has operated in a very challenging market in Europe in recent years. We are streamlining the business and have exited our consumer operations in France and Iberia, the Middle East and parts of our business in the Nordics. As already mentioned, over the last 18 months, we will review our options for DCC Technology as we conduct our strategic review of the business.

Capital return: 16% of market capitalisation as a result of Healthcare sale

We are announcing today that we intend to return up to £800 million of the proceeds from the sale of DCC Healthcare. The process will commence shortly with an on-market share buyback programme of £100 million.

Following the completion of the sale of DCC Healthcare, DCC will return £600 million to shareholders. We will announce the form of the return, which will likely include a reduction in the share count on completion of the disposal. The final £100 million of proceeds will be returned following receipt of the unconditional deferred consideration.

This £800 million return to shareholders represents approximately 16% of our current market capitalisation. Our pro forma leverage will be unchanged at 0.9 times net debt to EBITDA. The strength of our balance sheet and the cash generative nature of the business provides significant capital for growth and shareholder returns.

I will hand you over to Kevin now, who will take you through the performance for FY 2025. Kevin?

Financial Review

Kevin Lucey

CFO, DCC plc

Financial Highlights

For the year ended 31 March 2025

Thanks, Donal, and good morning, everyone. I will talk you through the highlights of the 2025 performance for the Group overall, and Conor will run through the main points of the Energy trading performance during the year.

Firstly, our strategy to simplify the Group and focus on energy has an impact on how the financial performance is reported this year.

The sale of DCC Healthcare was very materially progressed at year-end and signed shortly after year-end. And so we presented in the financial statements as a discontinued activity. Related assets and liabilities are shown on the balance sheet as held for sale.

Similarly, although smaller, we exited our loss-making activities in Info Tech in France and Iberia. And these are also presented as discontinued.

Also, we will mention throughout the presentation reported and constant currency numbers. In our total reported operating profit, we had a 1.9% headwind from FX translation, approximately £13.5 million, driven by a strengthening sterling. I would not cover every line item on this slide, but just to pick out a few. Revenue on continuing activities was GBP 18 billion in the year, a decline of 4.5%, driven by reduced wholesale cost of energy commodities during the year. This wholesale cost decline does not have an impact on our profitability, given our unit margin business model where we sell energy commodity products.

Group adjusted operating profit on a continuing basis was £617.5 million, up 4.8% on a constant currency basis. Total Group adjusted operating profit, which includes Healthcare, was £703.6 million, 4.9% ahead of prior year on a constant currency basis. Good growth in a pretty volatile macro environment.

Adjusted EPS was up 5.2% on a constant currency basis, modestly ahead of the operating profit growth. The Board have proposed a final dividend increase of 5%, which will give a dividend per share for the year of 206.4p per share. Returns remained very strong in DCC Energy at 18.5%, with overall Group returns at 15.3%.

In terms of net debt, we finished the year at just under £800 million pre-leases, equating to 0.9 times net debt to EBITDA, in line with prior year.

Adjusted operating profit bridge FY24 to FY25 and free cash flow generation

For the year ended 31 March 2025

This waterfall or bridge slide is helpful to express some of the components visually. This is a little different to our normal chart as we split out the discontinued impact now in the waterfall to explain the total growth in the year.

1.9% headwind from FX translation in continuing activities and 5.9% growth from M&A. The organic performance represents the solid organic growth in Energy of 1.8%, being offset by the decline in technology.

Finally, you will see the discontinued profits, which gets you back to the £704 million of total operating profits. In terms of free cash flow conversion, we had an excellent 100% free cash flow conversion in the prior year, driven by material working capital inflow. As expected, we saw working capital outflow in the current year with CAPEX broadly in line with depreciation to give an 84% free cash flow conversion in the current year. The cumulative conversion across both years was a very strong 92%.

Just a couple of other items. The cash flow generated means the balance sheet remains very strong with net debt to EBITDA of approximately 0.9 times, and we have no acquisition spend committed that had not completed at the balance sheet date.

Finally, in the appendix to this deck, we provide our usual information for analysts and investors on some of the items relevant to modelling for FY 2026, including effective tax rate, interest, etc. We have also included this year some pro forma information in respect of the sale of Healthcare and the capital return that Donal mentioned earlier.

Divisional results

For the year ended 31 March 2025

Now a very quick look at the high level divisional performance. Energy reported growth was 6.5% or 8.5% on a constant currency basis. Technology had a difficult year and second half overall, with profits declining 14% on a constant currency basis.

In terms of our continuing operations, Energy now represents just under 90% of profits of the continuing Group. And from a geographic perspective, Continental Europe represents 46%, UK and Ireland 37% with North America 17%.

DCC Technology

Performance Summary

I will now run through DCC Technology's performance and then hand over to Conor to bring you through the Energy performance.

As mentioned already, DCC Technology had a difficult year with the seasonally important second half being weaker than the first half. The technology market context overall was difficult with disimproving consumer confidence.

Revenue was broadly in line with prior year, with growth in Pro Tech in North America, offset by declines in the other segments. Operating profit declined by 15.7% or 14.2% constant currency. As you can see on the right-hand side of the slide, this was driven by a decline in gross margin.

Mix was a feature. We had revenue growth in lower margin Pro Tech products relative to declines in higher margin Life Tech, but we saw like-for-like margin challenges in Europe generally due to the weak demand environment.

The team did a good job at managing the cost base with a reduction in operating costs of approximately 5%, but that wasn't enough to offset the gross profit decline.

Our Pro Tech business in North America was the best performer in the year, and we continue to see market share gains there. In contrast, our Pro Tech operations in Europe saw much more difficult market conditions with weaker business confidence in Germany and France impacting demand and margin levels.

In both Info Tech and Life Tech, we saw revenue declines due to weaker consumer confidence and lower consumer spending in the second half of the year. The team has also been very busy optimising the portfolio. We exited a number of loss-making operations during the year, most materially our consumer business in France, but also our small position in the Middle East and the division of our business in the Nordics.

You will see there is a non-cash impairment associated with the exit in France in the results, and we have also recognised a non-cash impairment in our Info Tech component, which reflects the relatively low return on capital being achieved there. We have a large programme running in North America, which involves substantial integration and operational efficiency projects to improve profitability and returns but also improve our customer proposition in North America.

Finally, we know that tariffs are particularly topical at the moment. Of course, it is difficult to predict exactly where it will finish up. In the US, the team are very busy working with their suppliers, customers and supply chain on the topic. Almost all technology products have some components manufactured in China and Asia more broadly.

From a business model perspective, we will adjust pricing to reflect tariffs. Ultimately, if implemented, they will push up the cost of products in the US, which could impact demand.

I will hand you over now to Conor, who will run through the detail of the Energy performance in the year.

DCC Energy

Conor Murphy

CFO, DCC Energy, DCC plc

DCC Energy

Performance summary

Thank you, Kevin, and good morning. The year ended March 2025 was another year of both profit and strategic growth in DCC Energy. We achieved 8.5% constant currency operating profit growth, and I will touch on the detail behind that growth on the following slide.

Organic growth was 1.8% after a very strong organic performance in 2024. Our key metric, return on capital, continues to be strong at 18.5%. That included our Hong Kong and Macau business, up to the point of its disposal early in the financial year. If we fully exclude that business, our return on capital was even stronger at 18.8%.

Many of you will recall that we have been using a metric to measure the carbon intensity of our profits, which is Scope 3 emissions divided by operating profit. It was really encouraging to see that we have continued to reduce the carbon intensity of our operating profit by a further 8.5% in the year.

As mentioned, we sold a majority stake in our liquid gas business in Hong Kong and Macau and invested £100 million in seven acquisitions, adding to both our Solutions and Mobility businesses. The weighting of operating profit remains broadly the same as it was in the prior year between Solutions at 77% and Mobility at 23%. This takes me on to the following slide with some additional detail of those businesses.

Our Solutions business delivered strong operating profit growth of 9.5% on a constant currency basis, which was driven by M&A activity net of the disposal of Hong Kong and Macau. Organic growth was 0.7% led by our businesses in France.

In Solutions, our Continental European business, which is our largest region, achieved excellent growth with Germany and France being our main drivers. In Germany, we acquired Progas towards the end of financial year 2024, so we benefited from a full year contribution in 2025.

We further strengthened our business in Germany through the acquisition of Wirsol, establishing an excellent energy services offering in that market. We achieved strong organic growth in France across both energy products and energy services. We also completed three acquisitions, further expanding our energy services capability.

Our Nordics business saw a decline in the year after a strong performance in the prior year with a small number of commercial customers reverting to natural gas as prices normalised. We grew strongly in UK and Ireland. We saw good volume growth in Ireland driven by our natural gas and power businesses. Our UK business achieved a robust performance despite facing a weaker underlying economy.

At the beginning of the financial year, we acquired Next Energy, a provider of energy services for domestic customers. That business was a driver of the strong profit growth we achieved for the year.

We highlighted in our results for the first half of the year that our liquid gas business in the US had a difficult start to the year. While our business remained difficult during the third quarter, the business saw good customer demand improvement as seasonal weather returned in December. This improved demand continued through the last quarter of the year.

Our Mobility business, which accounts for 23% of Energy's operating profit, performed very well during the year, achieving 5.4% constant currency operating profit growth, of which organic growth was an excellent 5.2%. Volumes were lower year-on-year due to the loss of one lower margin contract in Denmark. But despite this, our gross profit grew strongly by 4%.

In our service station networks, we delivered good volume growth and profit growth in France and Luxembourg, while we also continue to develop non-fuel services that we provide to our customers, including expanding our EV charging. Our business in the Nordic region performed well, where we grew operating profit in each country.

In addition, we have agreed to acquire Esso's fuel card offering in Norway in the coming year, securing volumes and adding to our service offering.

Finally, in fleet services, we grew strongly and continued to develop our customer offering with the acquisition of Cubo, a telematics business.

I will now hand back to Donal to talk through the opportunity that we see in DCC Energy.

Our Opportunity in Energy

Donal Murphy

Chief Executive, DCC plc

Our opportunity in Energy

DCC is a unique energy business with big ambition

Thanks, Conor. Let me now tell you why we are focusing on energy. DCC is a unique energy business providing multi-energy solutions to our customers for five decades. We have built a strong capability in engineering-led decentralised energy solutions, particularly in our liquid gas business.

As the energy systems of the world decentralise, this heritage and our growing skills and capability in energy solutions enables us to win. Our ambition is to be a global leader in the sales, marketing and distribution of energy products and services, delivering high growth and high returns for our shareholders.

We will win by having the best offering of secure, cleaner and competitive products and services and the best service for our customers. Our aim is to be the best customer company in the energy sector.

We have scalable growth opportunities across our sectors, and I will outline later scale opportunities in both liquid gas and energy services.

Our strategy

Provide energy that is secure, cleaner and competitive to drive growth and returns

Our strategy is to grow our customer base by being the provider of choice for essential energy products and to sell more services to our energy customers driving higher organic growth rates.

How do we win? We leverage our strong market positions being number one or number two in most of our markets and with our deeply embedded customer relationships. We are strong and experienced operators in the energy sector and have significant experience in consolidating fragmented energy markets.

By delivering our strategy, we will drive organic growth of 3% to 4% on average per annum, and acquisition growth of 6% to 8% on average per annum to achieve our ambition of delivering double-digit growth in profits.

We aim to turn approximately 90% of our profits into cash and always to deliver returns on capital employed in the high teens.

Five decades of growth

Reaching 10 million energy customers, delivering high returns

From an initial modest investment in 1977 in Ireland to start up a liquid gas business, we have created a substantial business selling energy products and services to approximately 10 million energy customers across 12 countries.

We have delivered strong profit growth, 16.2% per annum over the last decade, high returns on capital, 19%, and turned our profits into cash. The business supports the essential energy needs across commercial, industrial, domestic and transport uses.

The right-hand side of this chart is the most important piece. We set out in 2022, our ambition to double our profitability by 2030. We are well on track to achieve this aim and to continue this growth trajectory beyond.

What we do

We are simplifying how we describe our business in line with how we operate it. This will make it easier for everyone to understand and model our business.

We operate two businesses:

- Solutions; and
- Mobility.

Our Solutions business is 77% of our profitability overall and has two areas:

- Energy Products; and
- Energy Services.

In Energy Products, we market, sell and distribute liquid gas, fuels, biofuels, on-grid gas and renewable power, including power purchase agreements for commercial, industrial and domestic customers. The products are typically used for more energy-intensive activities. Energy Products represent 68% of our profitability.

In Energy Services, we design, install and maintain on-site solar and hybrid heat and power energy systems, mainly for commercial and industrial customers to self-generate power. In addition, we have a small and growing business helping commercial and industrial customers optimize and reduce their carbon footprint through metering, battery storage, retrofit and energy efficiency consulting services.

We have built our energy services from almost nothing in 2022. Energy services is growing rapidly and now represents 9% of our energy profitability. Our Mobility business is 23% of our profitability. We own and operate service stations for Mobility customers, providing fuels, convenience retail, car wash and EV charging. We also offer fleet payment, digital parking and telematics services for our fleet customers. Kevin will talk about the financial value drivers of these businesses later. And you can see the full split of our profits in our new format later in the deck.

How we drive our Cleaner Energy in Your Power strategy for solutions

Become the provider of choice for secure, cleaner and competitive energy solutions

Here is our strategy for the biggest of our two segments, Solutions, 77% of our profits. We will deliver our Cleaner Energy in Your Power strategy for solutions by becoming the provider of choice for secure, cleaner and competitive energy products and services.

In Energy Products, 68% of our profits, we will grow our customer numbers organically by being the best customer company. We will be excellent operators driving best-in-class operational efficiency metrics. We will grow the volume of premium biofuels we sell, which can be delivered straight into customers' tanks as cleaner alternatives. And we will continue to consolidate the fragmented markets through M&A, which will drive greater returns through route density, for example.

In Energy Services, which is 9% of our profits, from a standing start in 2022, we are building a leading energy services business with operations already in eight countries in Europe. We are leading this initiative with on-site solar for electric power generation, predominantly for commercial and industrial customers.

We will continue to expand our range of solutions, both organically and through acquisition, while selling more services to both our Energy Services and Energy Products customers.

Energy Products: How we serve our customers

Our Energy Products business markets, sells and distributes a range of products to commercial, industrial and domestic customers. We are not a producer of energy. We partner with producers and traders to source our liquid gas fuels and power. We have close customer relationships. We sell products to approximately 1.5 million direct customers in the European and US markets. We also supply liquid gas and cylinders to approximately seven million consumers in Europe.

Our liquid gas and fuels customers typically use our products to run industrial processes, heat buildings and heat their homes off the natural gas grid. They typically have intensive energy needs, such as:

- Running mobile machinery;
- High temperature manufacturing; or
- Heating large buildings or campuses.

Over time, we will grow our sales of newer energy services such as on-site solar power solutions to our energy products customers for their less intensive energy needs.

We have grown our Energy Products profits organically by approximately 5% on average per annum over the last decade, and our operating margin per litre by approximately 11% CAGR over the last decade. We win in Energy Products by driving the margin per litre. We create leadership positions, and we are typically number one or number two in most of our current markets, and we will do the same as we enter new markets.

We benefit from network effects and operational efficiencies. We drive cost synergies as we create route density, and we centralise procurement within regions.

In liquid gas, we typically own the tank on site and have provided an engineering solution, giving us a closely embedded relationship with our customers. Across all products, customers stay with us for many years.

Energy Services: How we serve our customers

In Energy Services, we are scaling a leading European energy services business led by on-site solar electric power generation. In 2025, we served approximately 10,000 energy services customers across eight countries. This is a fast-growing business and generates high margins and returns on capital employed.

Many of our customers, such as hypermarkets and property developers, have multiple sites, and we leverage these relationships to expand our services across their networks. In France, we have been a consolidator of the fragmented energy services market and have built a nationwide footprint under the Wewise brand, with a leadership position in the agri and commercial and industrial sectors.

We are particularly focused on expanding the range of recurring revenue services in the business. We win in Energy Services by consolidating the highly fragmented solar and energy services markets, leveraging our existing platforms, by making it easy for our customers to take control of their power needs and gaining energy security and by developing recurring revenue streams and stronger customer loyalty, as we offer multi-energy solutions over time.

How we drive our Cleaner Energy in Your Power strategy for Mobility

Now in Mobility, we own or operate service stations and refuelling sites for trucks. We are also growing a digitally led fleet services business in fuel and EV cards, telematics and truck parking services. We have a scale business with operations across eight countries and handle tens of millions of customer transactions in 2025.

We operate approximately 1,200 service stations, about 50% of which we own. We will enhance our very well-located sites close to cities and towns, which are ideal for forecourts of the future in an EV world. We are also expanding our network of motorway service stations. We have invested CAPEX to upgrade 172 sites over the last four years, increasing our profitability per site through EV charging, convenience retail, car wash facilities and biofuels.

We maximise the profit contribution from the remainder of our network through our low cost to serve model and our advanced technology-driven price optimisation.

In fleet services, we have approximately 67,000 direct customers. Our typical customers operate fleets of vans and HGVs. Fuel cards are essential for easy tracking and cost management of fleets as well as saving time for the drivers. In recent years, we have expanded the range of services we provide to our customers to include telematics and a truck parking app that helps fleet managers and drivers to plan their roots across Europe, guaranteeing locations for secure parking, rest and sustenance.

Over the next decade, we will continue to invest in our well-located sites. While in fleet services, we will continue to grow our customer base, expanding the range of services we provide to include fuel cards for ICE and electronic vehicles.

We have grown our Mobility profits organically by approximately 5% on average per annum over the last decade, and our fuel margin per litre by approximately 13% CAGR over the last decade. We win in

Mobility by leveraging our low-cost model and technology-driven margin management to maximise operating margin per litre. We invest in our well-located forecourts to create destination sites for our customers. We leverage our technology-driven fleet services solutions to help our customers reduce their total cost of ownership for their fleets.

Why Energy is attractive: Scale M&A growth opportunity in Energy Products

Grow liquid gas share in selected European markets and in the US

Now you have a good sense of our business model. Let us move to look at the huge growth opportunity we have in Energy.

We leverage DCC's considerable M&A experience to scale our Energy business. In Energy Products, we have a significant opportunity to scale our liquid gas business in many remaining fragmented markets in Europe and in the US. DCC has been in the liquid gas business since 1977 and has built leadership positions in six countries and has established growth platforms in a further three markets.

Overall, DCC has just 5% share of the total addressable market in Europe and the US. We have built approximately 30% share in the European markets where we operate today. In these markets, our leadership positions drive higher returns. We drive higher returns by leveraging network effects, for example, better routing and scheduling of our fleet or optimising our depot infrastructure, reducing the cost to serve our customers and the cost to acquire new customers.

We have a very loyal customer base with relationships that typically last more than 10 years. With the infrastructure we install in our customer sites, we create a deeply embedded relationship. With its lower carbon characteristics, we are attracting new customers from other higher carbon energy sources who want to reduce their carbon footprint.

We have significant opportunities to scale our business by expanding into new fragmented markets and by further consolidating in our existing markets. This is a core competency of DCC.

Why Energy is attractive: Scale organic and M&A opportunity

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

In Energy Services, we have a significant opportunity to scale our business both organically and through acquisition. We are consolidating the fast-growing commercial and industrial solar power market for less intensive energy uses in Europe. Solar power is central to the European Union's Green Deal and plan to get to net zero.

In the power market, solar has increased its share from near zero in 2002 to 2% in 2012 and to 7% in the latest year for which Eurostat data is available. Forecast for solar power Europe anticipate a 5% to 7% growth in solar power generation per annum out to 2028. By 2030, we believe the solar share of the power market will be 10% plus. We will leverage the growth characteristics of the market to deliver high levels of organic growth.

By building this new capability, we will retain our low or energy-intensive product customers through the energy transition. We have multiple repeat customers across many sites in France, for example. We also have the opportunity to grow new revenue streams from cross-selling additional servers such as maintenance, battery storage, reselling power to the grid and energy efficiency services.

The highly fragmented nature of the energy services market plays to DCC's strength as an experience as a consolidator of energy markets.

Why Energy is attractive: Growth potential from strong base

As well as the scale opportunities in liquid gas and energy services, we have opportunities to continue to scale across each of our business areas. On this chart, we outlined the opportunities per market, whether by driving organic growth in the markets where we have large existing market shares, growing share by consolidating in the markets where we have a significant space to grow by M&A and highlighting the markets where we have no existing presence. This highlights the material growth opportunity in front of us and the reasons we believe.

New leadership team: aligned with single sector strategy

Finally, in this section, I would like to return to the leadership changes I referred to earlier. In addition to the changes to the executive director roles, the new DCC leadership team has extensive experience in the energy sector and the commercial agility and drive to build DCC into a global leader.

The DCC leadership team has approximately 200 years' experience in the energy sector, both within the DCC Group and previously in some of the world's leading energy businesses. You will find further details of the DCC leadership team and their experiences on our website.

Now back to Kevin.

Our Financial Framework

Kevin Lucey

CFO, DCC plc

Introduction

Thanks, Donal. Over the next few minutes, we will highlight the really strong financial characteristics of the Energy business, discuss the reporting and additional metrics for Energy that you will see from us from now on, how we see our growth being delivered, and we will finish with our capital allocation framework.

Our Energy business has excellent financial characteristics

Our Energy business has excellent financial characteristics. These characteristics reflect the underlying quality of the business. In Energy, we have produced growth through the cycle. This resilient growth reflects the essential nature of the energy we provide.

We have driven very strong organic growth. We focus on market share gains, efficient operations and identifying and building capability in areas of structural growth and customer needs, such as energy services or biofuels. We produce excellent returns on capital.

Again, this is driven by a long-standing customer base, our scale and our business model where we have relatively asset-light operations or where we invest capital and customer location, building even greater customer stickiness.

The business is highly cash-generative. We carefully manage the capital base, and we enjoy predictable and ratable demand for our products and services.

Finally, our Cleaner Energy in Your Power strategy is reducing the carbon intensity of our profits.

And our strategy delivers: We have a proven record in Energy

Sustainable profit growth at attractive returns

Here is what this looks like over the last 10 years or so. We have produced sustained high returns of capital, 19% on average, as you will see with the purple line in the graph.

We have grown profits at 16.2% CAGR across the last 10 years. Organic CAGR is 5.8%. And again, you will see this in the green line. We have 97% free cash flow conversion across the same period.

Finally, the red line in the graph shows the material reduction in carbon intensity we have achieved in recent years.

DCC: Key financial metrics

Donal presented earlier on how we see the business model across both our Solutions business and our Mobility business and how we see two different business models and solutions.

In terms of the key metrics we focus on across the business, of course, everywhere across DCC, we focus on organic profit growth, cash flow conversion and return on capital employed. They are well understood. We also track closely our customer metrics, market shares and gross margin conversion and, of course, our carbon. Again, they apply across the board.

In Solutions, Donal mentioned, we have both product and service offerings. The key metrics we track there are different. In products, the revenue line is less important as these are unit margin operations. Volume is the key top line metric. The absolute level of gross profit is critical and how we convert that ultimately into EBITA per litre.

In services, the top line dynamics are different. Here, revenue growth is important. Gross margin conversion, again, is key. And the percentage operating margin ultimately displays the value of the service we deliver.

In Mobility, at a forecourt or with fleet customers, we have both fuel and non-fuel income streams. Again, we focus very much here on the absolute value of gross profit. We look at how that is developing across fuel and non-fuel categories. Clearly, we track how that translates at the bottom line.

Performance by business area

Total EBITA of £535.5m in FY25

Here, you will see the results presented through this lens or this framework. Starting at the top, Solution represents 77% of profits or £411.8 million in FY 2025, Mobility is 23% or £123.7 million.

Within Solutions, Energy Products are 68% of overall energy profits, and Energy Services, which clearly is a much newer area for us, represents 9%. I will not cover all of the numbers in here, you will be glad to hear, but this is how we will be reporting the energy business going forward.

The additional information in Solutions is hopefully easier to digest, easier to correlate to the business model in products and services. It gives clearly much more granularity to the makeup of the Solutions business. We have produced revenue and percentage margin for energy services here for the first time, given it is a newer part of the business and it is growing very quickly at good margins.

The additional disclosure provided in Mobility will allow you to track both fuel and non-fuel performance.

Just to finish here, we see this as a very much more intuitive way to model the business and operations. We know that some people had started using our carbon definitions around lower carbon and SRO, which are not aligned necessarily with how the business operates. These carbon disclosures are still being reported, but are in the appendix to this deck and we include hopefully a helpful reconciliation from SRO to the new reporting framework also.

Solutions: Organic growth and margin story

Again, you will be glad to hear, I will not comment in detail on this busy slide, but the purpose of this slide is to look at the growth, organic growth and margin history of our Solutions business. We have a long track record in the product space, and we are really only active in the energy services area since FY 2022.

The Energy Products markets in Europe and the US tend to be reasonably mature markets. The growth you will see here is set against that context. In Energy Products, we have steadily grown our profits and produced good organic growth, 5% on average, as you will see on the left-hand side here. Mix has been helpful in terms of the total operating margin per litre rather than organically over the period, as you will see in the bottom section, with more sales of liquid gas and more recently bioproducts benefiting our margin profile.

Services on the right-hand side is clearly more recent and has grown very well, a lot through acquisition, but as you will see, we have also seen very strong organic growth, albeit from a standing start and low base. The overall market context is different here, of course, a much less mature market and one which we expect to continue to grow given the necessity for secure, cleaner and competitive energy solutions.

Mobility: Organic growth and margin history

This slide presents similar data for our Mobility business. Again, here, the market context has been a mature market. You will see that the overall track record in Mobility, again, is very solid, and the business has grown very well over the last decade. The overall profit growth record is strong, and this has been delivered by good growth across our fuels offering and our non-fuel and fleet services offerings.

On track to deliver our 2030 ambition of c. £830m EBITA – more than 2x FY 22

In 2023, we set out our plan to more than double the profits of our Energy business by end of the decade. We are well on the way, reaching, as you will see on the left-hand side here, £536 million this year. From 2022, that is an EBITA CAGR of 10%.

In terms of how we see the business evolving towards the end of the decade, we have represented this to show both the products and services areas within Solutions and then Mobility, and how we see the contribution from M&A. Of course, this will be subject to change as actual performance is delivered, but the key message remains that we are well on track.

We aim to deliver 3% to 4% organic EBITA growth on average in Energy

Drive organic growth through customer growth, efficiency and services

In terms of the organic contribution to that bridge, we aim to deliver 3% to 4% organic profit growth in total. We have a strong track record in terms of delivering this by focusing on the customer, driving efficiency and adding services over time. Again, I will not go through each line item here, which add up to the 3% to 4% growth. But in terms of the businesses, we are very comfortable operating in relatively mature energy markets, be that in Energy Products or in Mobility. We focus on adding new product capability here, driving margin and cost performances.

Energy services within Solutions clearly is different. We see continued potential for strong growth even with a slower energy transition than seemed likely a few years ago in areas such as solar, self-generation of electric power, energy and power management and energy efficiency solutions. We have a higher organic aspiration in this area, albeit, it is a relatively smaller contributor today.

Similarly, our fleet services within Mobility, we think also has this higher organic growth potential, as you will see on the bottom of the slide.

We aim to deliver 6% to 8% M&A growth utilising our excellent M&A capability

c. 400 transactions since going public at high teen returns; Continue to build our pipeline

We aim to deliver 6% to 8% growth through our M&A capability. The heritage of DCC is in venture capital or private equity, and this skill set or DNA is very much alive in DCC today. The 6% to 8% we see here is very much a self-funded acquisition model. We continue to build our pipeline and ensure that we have development plans in line with our strategy.

We build our pipeline through multiple means, and we have a well embedded process and governance structure around M&A. But fundamentally, the simple questions are always, how does the opportunity fit with strategy? How does it make our business better? What does the growth look like and returns look like? What is the probability of delivering that growth in return? And can we carefully integrate the business?

And as evidenced by our recent disposal in Hong Kong, we use the same lens to look at our current business portfolio to recycle capital. We look at around 200 opportunities a year, and we always have about 20 to 30 things that could be active. Exactly how this translates into acquisition activity will always depend on valuation and due diligence, but we have the capability to complete well over 10 deals a year, and we have done this in Energy in the recent past.

Our capital allocation framework

Sharpening our focus on self-funded development and shareholder returns

A final slide for me. I have talked a lot about the financial characteristics of our business, in particular, the returns and cash flow characteristics and the growth we have already and expect to continue to deliver.

One thing that we are committed to maintaining is a strong balance sheet and investment-grade credit rating. I will come back to that in a moment. As we simplify the Group, we have thought about what changes, if any, we should make to how we allocate capital. These are our capital allocation priorities.

We see investing in our business to grow organically as our first priority. Typically, this means that CAPEX will track a little ahead of depreciation. This supports organic growth at high returns.

Second, we have always used dividend as a way to provide predictable and progressive shareholder returns, and we see this continuing to be a priority for us.

Our third priority, as outlined in our strategy and our growth ambition to 2030, is to deliver self-funded M&A growth, provided it improves our business and will deliver strong returns on capital. We expect to deploy at least £1.5 billion on M&A to 2030 with leverage moving modestly into the range illustrated at the centre of the chart. We would like to spend £250 million to £300 million per annum over the next couple of years, subject to opportunity set, and as always, valuation and returns.

Finally, we do very much see share buybacks or similar mechanisms as being our fourth lever. It may well arise that, for whatever reason, M&A opportunities are not attractive. If this situation were to persist, we would have surplus capital. And if so, we would return it to shareholders. That is where we find ourselves at the moment, for example, with the Healthcare sale generating surplus capital, and we have announced today our intention to return that surplus to shareholders.

Now I will hand you back to Donal for his closing remarks.

Outlook & Summary

Donal Murphy

Chief Executive, DCC plc

Why invest in DCC?

Thank you, Kevin. Just before we open up to Q&A. Why invest in DCC?

Well, global energy demand will grow, customers need secure, cleaner and competitive solutions. We have scale growth opportunities in new and existing markets. We have market-leading positions and long-term customer relationships, and we are strong operators. And we have an agile, entrepreneurial and resilient business model founded on a strong balance sheet and cash generation, self-funding, double-digit growth. We are a highly experienced compounder, almost 400 acquisitions at high returns.

We are confident that this will deliver superior returns and compounding growth for our shareholders.

Outlook

Our outlook for FY2026. DCC expects that the year ending 31st March 2026 will be a year of:

- Good operating profit growth on a continuing basis;
- Strategic progress; and
- Continued development activity.

Summary

Finally, in summary, it has been a year of good growth, development activity and significant strategic momentum. We have scale opportunities in energy, and we are well on track to deliver our ambition to double our profits by 2030. We are focused on the future and know we will build DCC into a global leader in the energy sector.

Thank you all for listening, and we look forward to answering your questions.

Q&A

Ryan Flight (Jefferies): Thank you for the presentation. Just three, if I may. On the first question, it looks like a great step on disclosure for the Energy division. Just looking at that Services piece. I mean, the 49% organic profitability growth is obviously pretty groundbreaking. I wondered if you could give us some extra colour on where you are seeing the most traction and what is driving that along with current trends and themes?

Then the second question on the products piece. You have seen EBIT per tonne litre expansion most years over the history that you have provided, I guess, on scale and mix but a little bit of a dip this year. I wondered if you could give us some colour on that. Again, your thoughts on current trends and themes over the next few years?

Then just final question on Tech. There is obviously some bits that are doing very well and some bits that are seeing some softness. When you think about the strategic review, are you increasingly seeing that division in two parts?

Donal Murphy: Super. Thanks, Ryan. Thank you for your comments on the disclosure. We have listened to all our analysts and consulted and hopefully what you see today is will make life easier for you and definitely make life easier for us in explaining the business.

Just on the Services side, Ryan, just to start, like as we outlined, there is really strong underlying organic growth within this part of the market. Where we have seen the greatest level of growth is within France where we are most mature, we have acquired seven businesses there. We have created a nationwide platform, and we are delivering very high levels of organic growth, and we have a very strong pipeline into the current year.

Services and the way we outlined it now, I think you are going to see is a very high growth, very attractive business, delivering high operating margins as well.

On the product side, and you will see from time to time, Ryan, that the margin per litre will move around a little bit. That is predominantly driven by mix. That would not have been any different in the current year. It is really about looking at the trajectory on the margin side. I do not know, Kevin, if you could add anything on that?

Kevin Lucey: I mean you have made the majority of the point there, Donal. I mean, I think, Ryan, you will know that FY 2024 for us was an exceptionally strong year across Solutions, and we delivered over 8% organic growth. We did benefit a little bit as you will have read in the statement from some of the dislocation in the natural gas markets in particular, where we saw exceptional demand maybe across liquid gas as a result. That is a little bit of the driver of it is just the context of 2024 being particularly strong, but you will have seen we have tracked up from 2.5p to 3p to now over 3.3p per litre.

Like as said, the progression over time has been strong. I think the 3.4p to 3.3p this year, you have really got to look at the 3.4p as being a standout year. Really, we are well above where we would have been operating in 2021-2022.

Donal Murphy: Just on the Tech side, Ryan, while we have three parts of the business: Pro Tech, Life Tech and Info Tech, I suppose you can look at it in two parts. Info Tech, which is the high volume, lower margin activities that have been pretty challenging actually over the last number of years, a lot of self-help that we talked about there during the presentation and including walking away from some loss making activities.

The Pro Tech, Life Tech business is actually while last year was a difficult enough year is a real high quality business. We are very much working on the integration programme in North America, which we are on track to deliver the £20 million to £30 million of improvements that we talked about. Clearly, Tech, as Kevin outlined, is a tough market area at the moment. We do believe technology will be back in growth in the current year.

We do believe we will deliver on that operational integration programme and will continue with our strategic review. There is two different parts really to the business, and that might lead to do different solutions at a point in time, but it is really about delivering the operational integration programme now and delivering the synergies. Thanks, Ryan.

Rory McKenzie (UBS): Yes, I also have two questions based on the outlook now that the new disclosure helpfully matched it to your operating model a bit more. On that slide 40, can you firstly talk about the assumptions within Energy Products volumes? Is that reflecting bottom-up views on organic fuel volumes, liquid gas volumes, etc.?

Then does that margin outlook reflect the mix of that volume shift, or is there any like-for-like improvement you're assuming in that margin pence per litre as well?

Then secondly, for Energy Services, you say that you expect the EBIT margin to be kind of flat to plus 1% impact. But as on slide 37, that margin percentage has been moving around quite a bit, I guess, given the evolving portfolio. Do you see the mix of that as being pretty stable from here?

Then just a final one on the actual results. Can you just comment on the working capital, which I think was a bit more of an outflow in H2 than expected and what we should assume for FY 2026?

Donal Murphy: Okay. Thanks, Rory. Maybe just on the Services, I'll start, and then Kevin might talk through just to buildup in the model going forward. On the Services side, we started obviously from literally a startup a number of years ago. So as the business is scaling, there is a little bit, obviously, of movement depending on the types of contracts that we are doing over the years. But we think those margins are going to be pretty stable at that level.

It is a high margin activity. It is obviously low capital intensity as well. And further consolidation, Rory, as we do it within market, as I say, France has the highest returns because we have been buying businesses and integrating them and leverage those compounding benefit. You will see that coming through going forward. But I think we would see the margins within that level.

Kevin Lucey: Yes. Thanks, Rory, for the questions. I mean, yes, I guess, the slide 40 that you referred to, just for everyone's benefit, is outlining the 3% to 4% organic aspiration that we have in terms of operating profit growth. Obviously, we have set out some constituent parts to that.

Yes, across the products piece, Rory, I guess, from a volume perspective, I referenced it a couple of times in the presentation, our business operates in Europe and North America in the product sector in relatively mature markets. What we tend to find is that while there may be opportunities for us to increase market share, which we will always target, the market is pretty flat overall. Therefore, it is up to us and incumbent on us to find those areas that are growing.

We do see demand growth in areas like liquid gas, and we see greater demand from commercial and industrial customers in that market. There are certain parts of the market on the domestic side that are a little bit more mature and we see greater home efficiency measures coming into play over time. There is typically a little bit of growth in energy demand and offset by some efficiency measures that are in the energy system. That is why you see we have a minus 1% to plus 2% volume piece around that. That represents mix, but it also represents our best call at this point in terms of how we see the next five, six, seven and beyond years evolving.

I think on the margin side of that, clearly, we have some higher margin products, which is built into the margin per litre evolution that we see of plus 1%, plus 3% margin per litre. That includes things like greater contribution from liquid gas and from biofuels over time, which tend to be slightly higher margin products for us, but it also includes just the incessant approach in DCC to ensure that we are being as efficient as possible that we are maximising the contribution from the fuels and products that we sell.

There is a little bit of mix in that, but it also includes the general margin improvement that we have delivered, as you go through the detail of the deck, you will see it as we have delivered over the last decade. All of that adds up to the 2% to 4% organic growth aspiration in the products area.

Indeed, Mobility is very similar. Again, mature market and includes all of the EBITA margin from a mix perspective, and indeed, from a little bit of self-help on the margin line and getting our pricing spot on.

From a working capital perspective, you mentioned, Rory, just to finish there. Obviously, the working capital performance in this year is set against the context of the prior year where we had an exceptional working capital performance and delivered 100% free cash flow conversion. We had expected an outflow in FY 2025, and that is ultimately what came to pass.

As we think forward, in FY 2026, we do again foresee a relatively modest working capital outflow of the order of about £30 million to £40 million as we grow organically into FY 2026. Across 2024 and 2025, we delivered an excellent 92% free cash flow conversion. Just to say that the performance in the current year really reflects an excellent performance in the prior year.

Donal Murphy: Rory, just the benefit of age, maybe being around the Energy businesses for almost 27 years. Now at this stage, we have always been able to grow our margin per segment ahead of inflation and well ahead of inflation. While the markets might be flattish, our ability to grow margin has really been there overall my time within the business, and we certainly do not see that changing.

Colin Grant (Davy): Just a couple of questions for me. Just looking at the previous slide 39, where you have got your EBITA bridge going out to the £830 million in fiscal 2030. We are three years into this eight-year time frame now. You are running slightly ahead of the run rate required, which is very positive. I am just thinking now as we stand here looking over the remaining five years, could you just maybe give us a sense of your confidence level of getting to that £830 million in five years? In particular, just I am interested on the Energy Products organic growth where you are looking at 2% to 4% per annum, that is obviously the main part of the division?

Then just secondly related to that, there is a £175 million element of that coming from acquisitions within that time frame. I am wondering if you could just give us a little bit of colour. I know the deals are lumpy and they come and they do not come. But if you could give us some thoughts as to how you think that might play out in terms of different businesses it might be, whether it is LPG or SRO and also the geographies where you think you might look to try and be doing deals over that time frame.

Donal Murphy: Thanks, Colin. I think we should just give you… our pipeline really is basically what you are asking for. Maybe starting with the second one. Look, we are very confident in terms of our ability to deploy capital. Joking apart, we do have a good pipeline. As you say, deals come at different times and maybe people were saying, well, there was not a lot in the second half of the year, but just to remind everyone, we have bought a lot of businesses in the previous 18 months, and we had to digest a lot of those businesses. Pipeline is good.

We are very confident that we will deliver that level of growth between now and 2030. It will come, and that is always the piece. Kevin said, you cannot really say precisely what areas that will come in. I think we outlined in the presentation the areas of growth, those that are real scale opportunities in liquid gas and energy services, but there is growth opportunities from an acquisition perspective in each of our sectors, in each of our geographies, where we have a very high quality development team who are really busy, and we just, I suppose, get the best or buy the best businesses that will deliver us the best returns and continue to deliver on our strategy.

On the £830 million, Colin, we are highly confident of hitting the £830 million, and you can ask Conor beside me here or you can ask Kevin or anyone else. We are on track. You said we are ahead of track. We are on track. You know us well enough that our aim is to outperform, not to underperform, and that certainly is our focus.

Ken Rumph (Goodbody): If I could ask a couple of questions. Firstly, overall, you have given guidance for this year of good operating profit growth, which is the same phrase you used last year. Last year, there was a significant part of M&A in achieving that growth. How much M&A that you have done already remains to flow through into 2026? I imagine not that much, given it was earlier in the year. Therefore, that does seem to imply that if we are going to get a similar outcome, more of it would be organic.

Second question, on the Mobility side. In a way, it feels a little bit like Mobility on a smaller scale resembles the Services side, the other energy part, whereby it has got a volume-driven part and a service-driven part. Do the fleet services, telematics, fuel cards and so on, do they generate the operating margins that you see in the Energy services on the other side of the business?

Donal Murphy: Super. Thanks, Ken. Look, I think you broadly answered the question yourself. On the outlook for the year, it is principally all organic. Most of our acquisitions have been contributing for the full year. We have a little bit of still Hong Kong that will go out of our numbers in the first couple of months of this year. The underlying growth is all really organic. Take it as organic, and we have money to spend, hopefully, from an M&A perspective.

Conor, will you talk about maybe the Mobility piece?

Conor Murphy: Yes, sure. Thanks, Ken. I guess on the Mobility side, obviously, we have split out for the first time, the fuel, non-fuel services from a gross margin point of view. We do not drop that down to operating profit because as you can imagine, there is lots of convenience, car wash, all the services that happen on the sites that you cannot break down, that the cost piece below that. But the other services, the fleet services, the telematics, they are good gross margin, as you can imagine, and they're strong operating margin. You asked were they in line with the Services? On the Services side from a products perspective, they broadly are broadly in that double-digit operating margin side.

Donal Murphy: They would have really high returns on capital employed as well because they are capital light.

Conor Murphy: Very little capital, very little fixed infrastructure in those. Yes, very high return on capital, which, as you know, we love.

David Brockton (Deutsche Numis): Can I ask two questions around the technology division? Just in terms of the £82 million operating profit that you reported in the year that is just completed, does that include any benefit from the £20 million to £30 million gains that you hope to drive in Pro Tech and Life Tech? Or should we still think of that as all of that still to flow through, and this should really be £100 million to £110 million in terms of reference EBIT for the division as you reach the end of the review?

Then the second question. Are you able to give any more insight into how much that EBIT splits between Pro Tech, Life Tech and Info Tech?

Donal Murphy: Yes. Thanks, David. There was a little bit in the current year of the operational integration programme in North America, but it is like really we only started into that programme during the year, and our focus has been actually in bringing an integrated management team together in North America, which we have done. The vast bulk of that is to come.

We talked earlier about delivering growth in the current year. That will be driven by self-help. We do not believe the market is going to be too beneficial to us within the current year. Think about Pro Tech and Life Tech together, and clearly, the vast bulk of the profitability of our business is coming from Pro Tech and Life Tech. Info Tech is marginally profitable. It is really all in the Pro Tech and Life Tech space.

Joe Brent (Panmure Liberum): Yes, it is Joe Brent from Panmure Liberum. Three questions, if I may, perhaps one by one, if that helps. Firstly, could you talk a little bit more about the nature of the £600 million capital return? It sounds like a one-off transaction. Are we right to think that means special dividend or tender offer?

Kevin Lucey: Joe, do you want to give all three questions, and we will try and answer them as efficiently as possible for you?

Joe Brent: Absolutely, if you prefer. Secondly, one was about Energy services. Thanks for the better disclosure on that. Could you give us an indication of what the organic profit growth was in the second half?

Then finally, the US Solutions business seems quite subscale. I think I am right in thinking that your M&A is focused mainly on Europe. What are the plans for the US Solutions business?

Donal Murphy: Do you want to talk?

Kevin Lucey: Yes. Thanks, Joe, for the three questions. On the £600 million, look, yes, we are obviously planning a material, call it, special event later in the year. The form is yet to be decided, Joe, and we will get into that over the coming weeks and months. But I think if you are thinking about it, you should expect a material reduction in the share count as a result of that. That is what we are aiming towards.

Donal Murphy: Yes. Look, clearly, the growth is pretty stellar in the services business and the organic growth is pretty stellar in the services business. As I said earlier, that is mainly coming from our business in France.

In terms of the Solutions business, the US is still a real focus for us. We talk about Europe. I think people maybe had forgotten a little bit about opportunities within Europe, but we do want to deploy capital, both in Europe and in the US. Thanks, Joe.

Kevin Lucey: Joe, the only other thing to add, just I think on the H1, H2 split for services. Look, it is broadly consistent. We have seen strong growth throughout the year. There is less seasonal weighting in that business than you might expect in the products business of our Energy business. We have broadly consistent profitability trends through the year.

Christopher Bamberry (Peel Hunt): I have three questions. First with regard to the North American technology integration programme, what are the key outstanding actions to deliver that £20 million to £30 million of profit improvement?

Second, are there any further potential portfolio disposals in Technology?

Finally, looking at restructuring exceptional, those were £37 million last year. What are your thoughts on this year's sum, given the ongoing restructuring in Technology?

Donal Murphy: Thanks, Chris. Look, the North American programme, the actions, and as I said, we have really started that. There is, what I am calling, the harder synergy or extraction options, which is managing our freight effectively. It is the integration or the rationalisation of our warehouse infrastructure.

Then there is a lot that we are focused on in terms of the commercial improvement around using AI around our pricing and supply chain management. There is a line-by-line detailed items, a very substantial programme that we have supported by a third party as well. It is early days in it. It is delivering. It is on track, and we are very confident in the £20 million to £30 million delivery of profitability over the next 18 months.

On portfolio side, well, clearly, all of tech is in sight obviously as we head to being a single sector business. We will continue to review our strategic options over the next 18 months, as we said, and deliver on that. Maybe restructuring, Kevin?

Kevin Lucey: Yes. Chris, look, as best we can call it and as we see it today, you are probably looking at somewhere between £15 million and £20 million into FY 2026, depending on progress, depending on the strategic review progress as well. They are not all fully baked in at this stage, but that would be a reasonable estimate.

Daniel Cowan (HSBC): I have got just two questions, please. The first one is on net debt at year end with all the moving parts and assuming that you get away the capital return, as you have outlined here this morning, where would you see year end net debt, please?

The second question is, I wonder if you could give us a bit more colour on tariff impact. I am sure you have had some discussions on this, and I appreciate this has been a very open-ended topic. But any thoughts on mechanisms and how that might affect the business, both in terms of direct effect and then second order effect, please? That is it for me.

Donal Murphy: Thanks, Dan. Maybe I will start with the great question on tariffs. Look, firstly, in our Energy business, we buy and sell products in country for the country. So tariffs do not have any impact on the vast bulk of our business. It is relevant clearly within the tech business.

For any distribution business, they are pass-through businesses, Dan, as you know, and our job is to pass any price increase, whether it is product price, whether it is tariff into the market. We are pretty confident that we will be able to do that. The question will be, as that happens or if it happens, what impact that has on demand.

As I said earlier, for technology, we are expecting the growth in the current year to come from self-help, not coming from the market. Look, we will have to wait and see. Every day, you wake up, there is new news on tariffs.

Kevin Lucey: Yes. Thanks, Dan. On net debt-to-EBITDA and net debt. I guess, clearly, the sale of Healthcare we expect to complete during the year, and indeed we expect to return, obviously, a substantial proportion of proceeds to shareholders. I think if you were to look firstly at FY2025 net debt to EBITDA at around 0.9 times and you were to pro forma that for the announced sale of Healthcare and the capital return, you end up at the same number.

We do not see any increase or decrease in leverage arising from the Healthcare transaction. We see that at 0.9 times. Then as you think forward to FY 2026, I guess, where we see things, assuming no further acquisition spend, so modest outflow in working capital, as described, a little bit of CAPEX ahead of depreciation. You pay your interest, your taxes, dividend, etc., we probably finish at about 0.7 times net debt to EBITDA at the end of FY 2026 as a broad rule of thumb. But as I said, that assumes no acquisition spend.

Clearly, that is not what we expect to unfold as the year goes on, and we do expect to be deploying capital. But balance sheet is in good shape, remains in very good shape after the return of capital to shareholders, and provides us with ample liquidity and space to continue to be acquisitive through FY 2026.

Sylvia Barker (JP Morgan): Three for me, I am afraid. First one, just on D&A versus CAPEX. I guess we have ended up with, let us say, £180 million of CAPEX, £160 million of D&A. I do not know if that is accurate but I guess it is quite a bit above one at least on our estimates. Can you just talk about how much of that do you think both CAPEX and D&A will be within Energy and how much within Tech? And what actually you expect to be investing in most ahead of depreciation?

Question number two. Just looking at 2026 specifically and if we think about the organic within Energy, how do you think about product services and mobility compared to that medium term slide that you have put up, slide 40?

Then finally, on the benefit from the synergies between Pro and Life Tech. How much of that £25 million to £30 million are from EMEA in full year 2026?

Donal Murphy: Thanks, Sylvia. Maybe we will just go backwards and I will leave CAPEX to Kevin. On the synergy side, in North America, because as you implement these changes, you would not have them for the full year as a whole. If you look at about just less than half of it probably coming in, within this financial year. I said that is in our view of what the growth is likely to be in Technology, then offset obviously by weaker market conditions.

If I am going back to, I suppose, we talked about just earlier that there is pretty much no acquisition contribution in the current year. Again, we would see the Energy business being kind of in that range of what we have talked organic would be for the year. We do clearly hope to spend money on acquisitions to drive that even higher.

Kevin Lucey: Yes. Sylvia, sorry, just on the CAPEX piece of it. No surprise for you to expect that the vast majority of the £180 million roughly of CAPEX we expect in FY 2026 is associated with DCC Energy. DCC Technology would be much less capital-intensive in general terms, but we will have, say, maybe £20 million or so CAPEX within the Technology division, so the vast majority of it will be within Energy, and the depreciation would follow. Of the £160 million of depreciation, the vast majority of that similarly is within Energy.

Conor Murphy: The areas that we are spending in ahead of depreciation, it is areas where you are gaining customers, tanks and cylinders on the liquid gas side and investing on the enhanced side from our Mobility business. It is those areas where we see the highest organic growth.

Donal Murphy: Super. Thanks, Sylvia. I think that is all the questions.

Great. Look, just firstly, to thank you all for bearing with us this morning. That was much longer than we would normally present, but hopefully you all found it beneficial. We are super excited about the opportunities that sit in front of us within the Energy business. Hopefully, that came across in the presentation. We set out a material strategic change last November. We are making really good progress on that change to-date.

The sale of Healthcare was crucially important, the £800 million return of capital. But we promised you that we would perform while we are transforming, and I think the performance in the year with our Energy business up 8.5% demonstrates that.

Look, it has been a big year for us, a year of change, and it is the start of the next phase of growth for DCC. Thank you all for your support. We look forward to seeing many of you over the week and next week. See you all soon. Thank you.

[END OF TRANSCRIPT]