

LEADERS IN MULTI-ENERGY SOLUTIONS

RESULTS
PRESENTATION
19 MAY 2026



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AGENDA

01
**STRATEGIC
PROGRESS**

02
**BUSINESS
REVIEW**

03
**FINANCIAL
REVIEW**

04
**OUTLOOK,
SUMMARY
AND Q&A**

01 STRATEGIC PROGRESS

**DONAL MURPHY
CHIEF EXECUTIVE**



GOOD RESULTS. RETURNS DISCIPLINE. SIMPLIFIED AND FOCUSED.

Adjusted Operating Profit (continuing)

£634.0m

+3.6% growth

Free Cash Flow Conversion

108%

10-year average: 90%+

Return on Capital Employed (ROCE)

16.8%

Significantly above cost of capital

Adjusted EPS (continuing)

438.1p

+9.9% growth

Full year Dividend per Share

216.72p

Plus £700m capital return

Net Debt / EBITDA

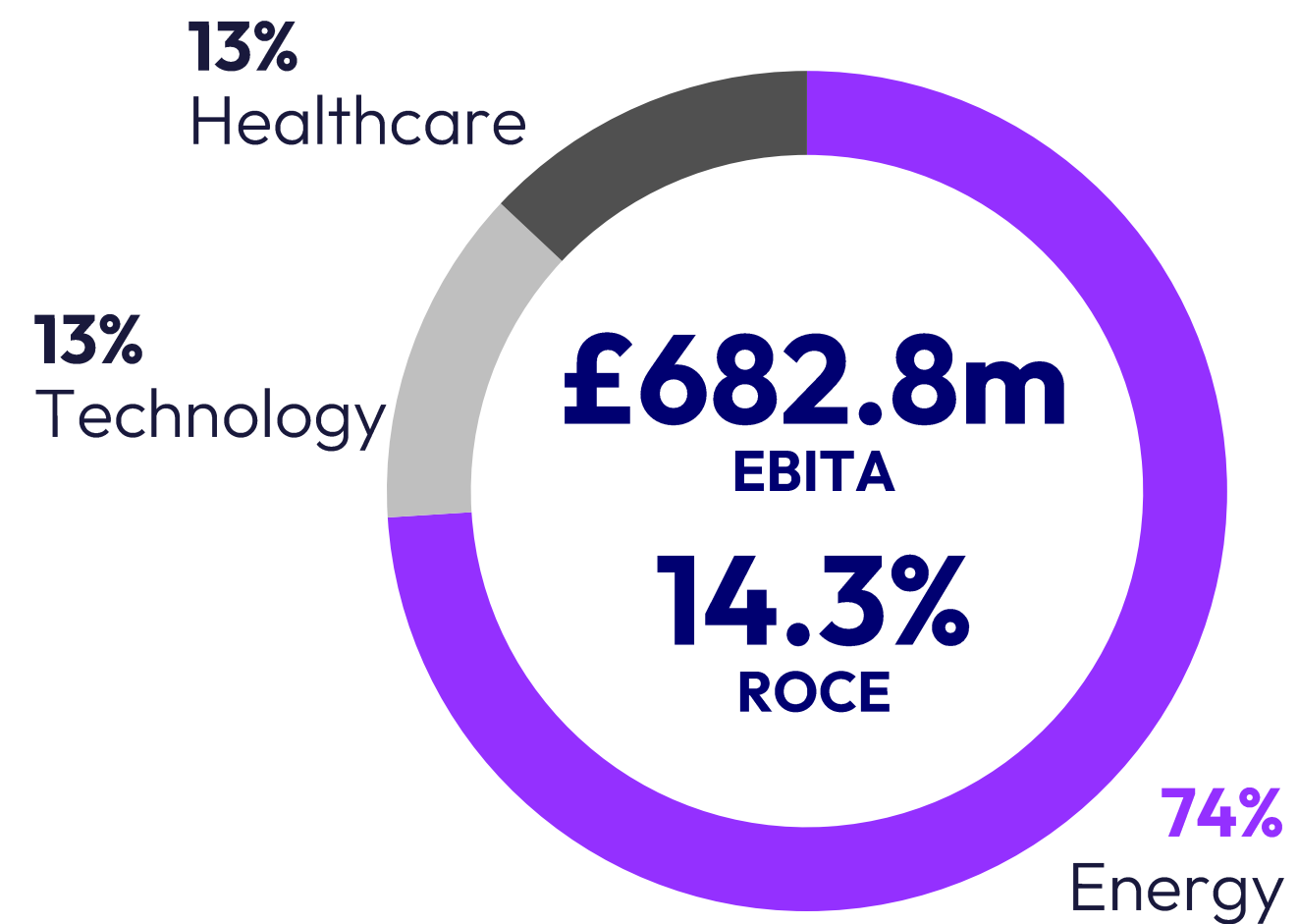
0.9x

Investment grade, significant headroom

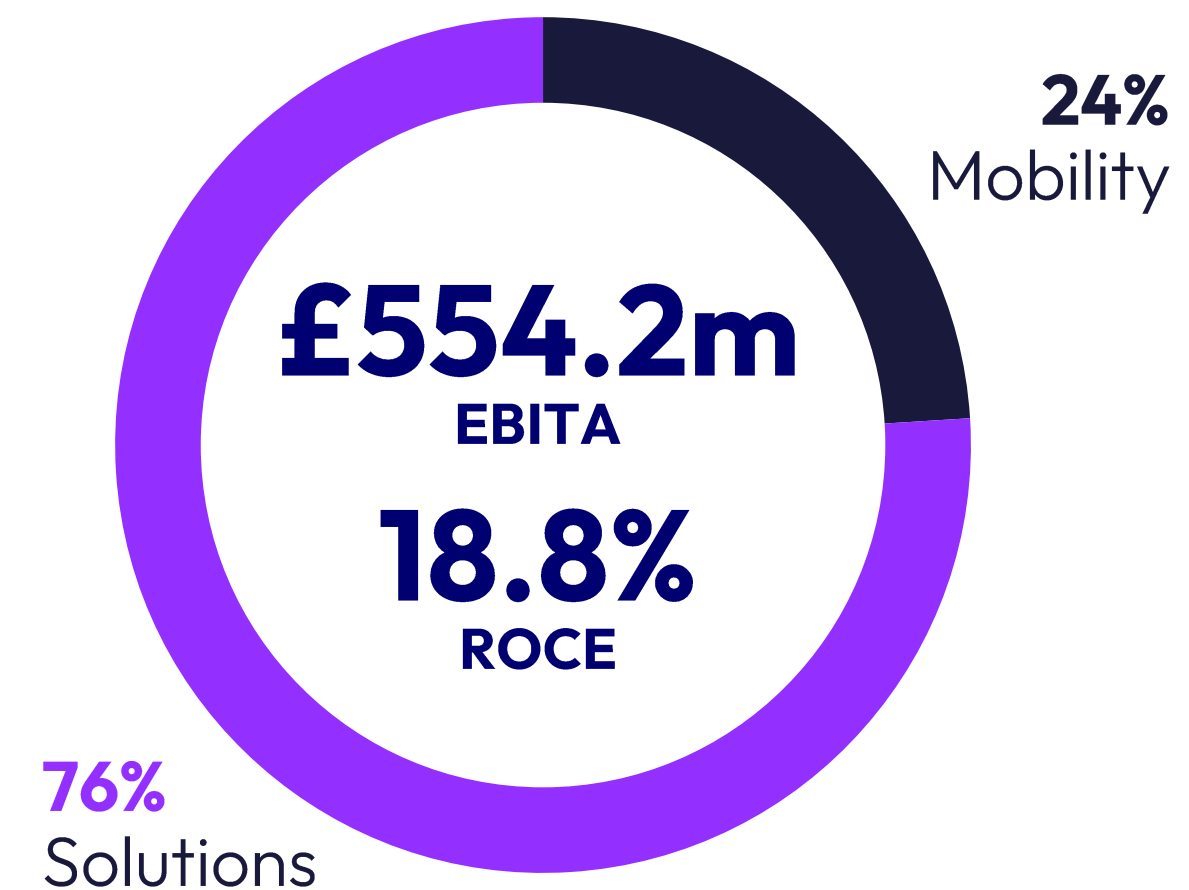
STRATEGIC PROGRESS



DIVERSIFIED GROUP FY24



DCC ENERGY TODAY FY26



Strong momentum: DCC Energy enters its next phase as a focused energy compounder

OUR STRATEGY: AMBITION

DCC Energy will be a global leader in multi-energy sales and distribution

Safely delivering secure, cleaner and competitive energy products and services

Growing, scaling and strengthening our business through customer focus, efficient operations and disciplined compounding

Creating compelling returns and building long term value



OUR STRATEGY: HOW WE WIN

OUR OPPORTUNITY

We have a compelling market opportunity

Scale opportunities in new and existing markets

Evolving customer energy needs

OUR ADVANTAGE

With a strong business model

Market leading positions and long-term customer relationships

Agile, entrepreneurial and resilient businesses

OUR MODEL

A repeatable playbook to scale and compound value

Fragmented markets with a deep runway for M&A

Strong operators and market consolidators

THE RESULTS

And a proven track record of delivering results¹

10% growth annually:
3 to 4% organic + 6 to 8% M&A

Cash conversion:
~90+% of profit into cash

Returns (ROCE):
high teens

¹ Results referenced in line with DCC Energy's historic performance (see slide 10)

A SCALABLE PLATFORM WITH SIGNIFICANT ACQUISITION OPPORTUNITY

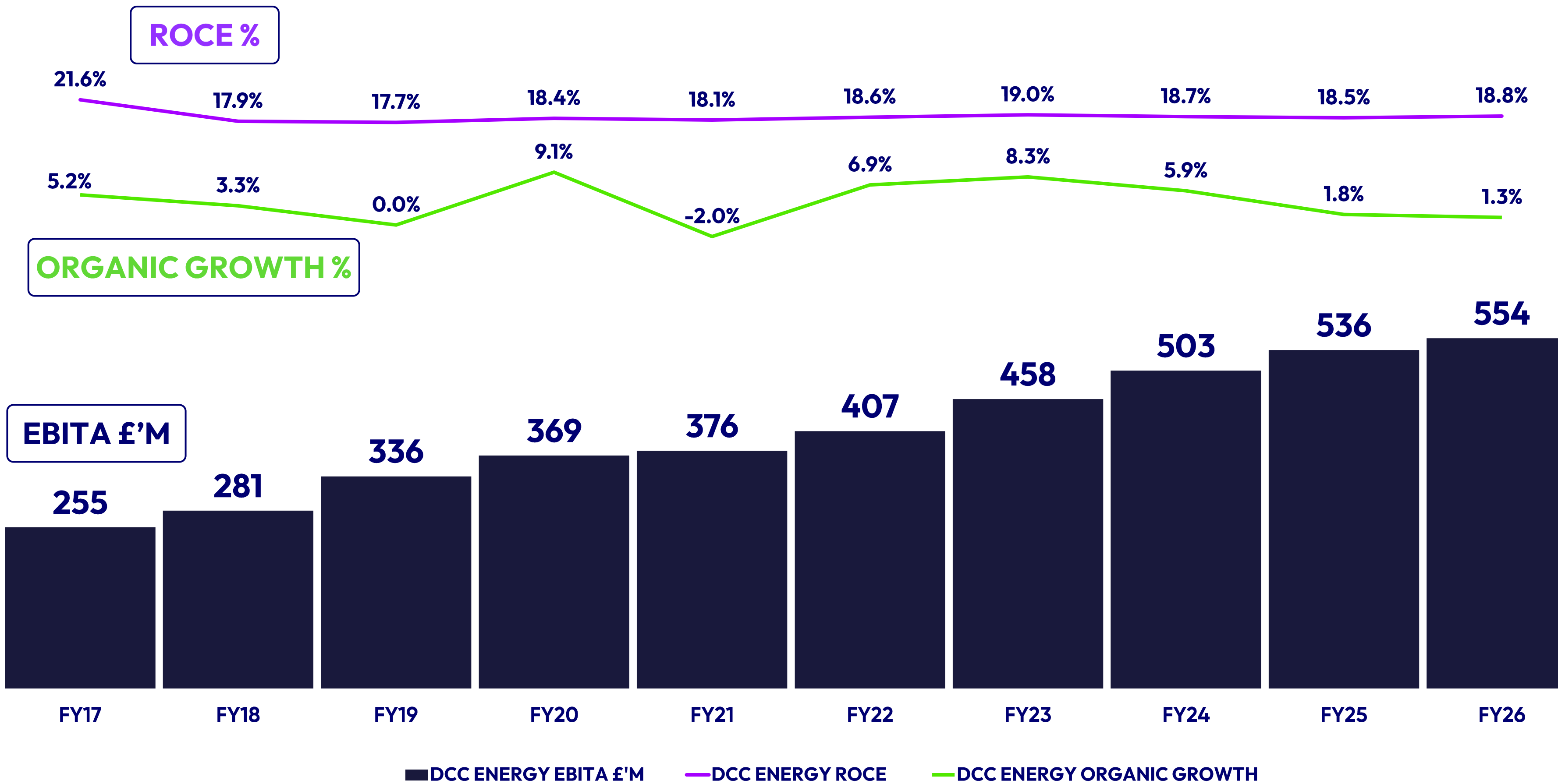
WHERE WE PLAY	GROWTH OPPORTUNITY		
	ENERGY PRODUCTS	ENERGY SERVICES	MOBILITY
France			
UK & Ireland			
Germany			
Austria			
Nordics			
Benelux			
Central-Eastern Europe			
US			
Rest of Europe			

- Material growth opportunity via organic growth and M&A
- Large existing market share; primarily organic growth

- No existing presence; entry via M&A
- Not a current M&A priority

DCC ENERGY: A HISTORY OF VALUE CREATION

Sustained growth, high returns and strong cash generation through the cycle



18.7%
10YR AVERAGE ROCE

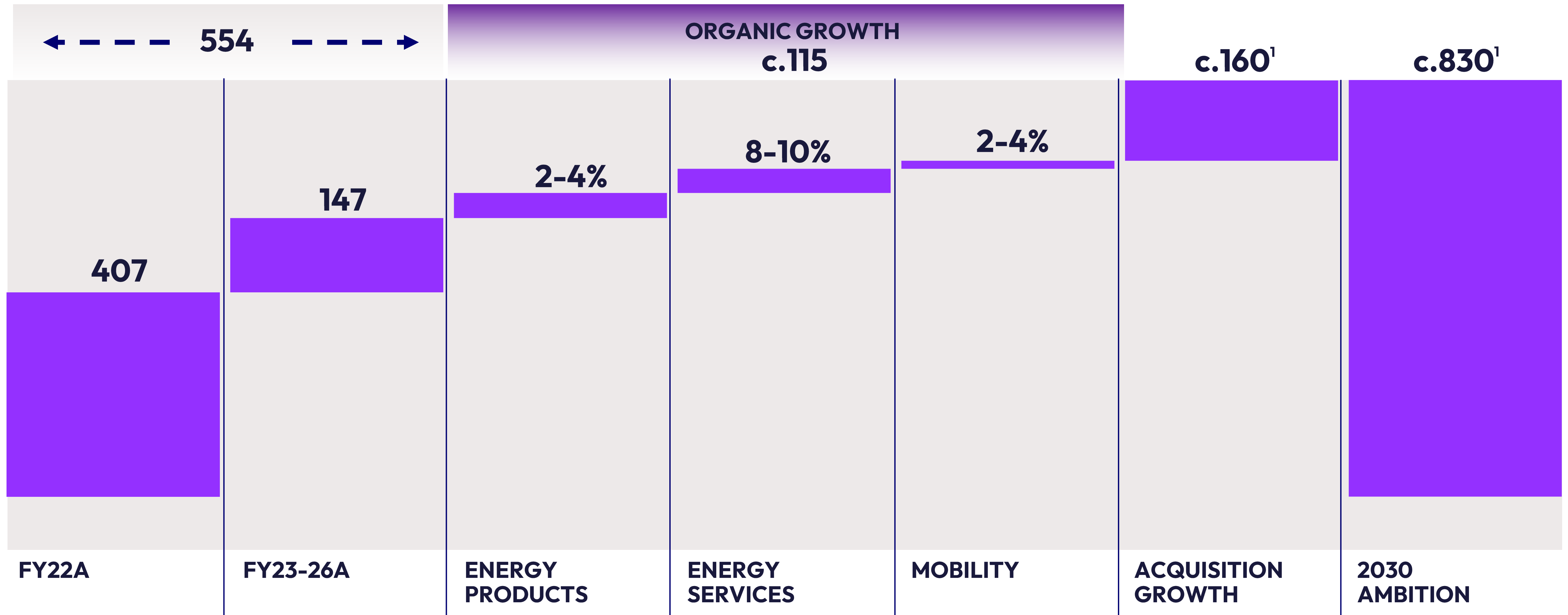
4.0%
10YR AVERAGE ORGANIC GROWTH

10.4%
10YR EBITA CAGR

99%
10YR FCF CONVERSION

OUR 2030 AMBITION¹

EBITA, £M



¹ The 2030 Ambition is not, and should not be construed as, a profit forecast for any specific financial period. It represents an aspirational target intended to outline future goals. Such forward-looking statements are subject to risks, uncertainties, and assumptions, and actual results may differ materially. In particular, M&A activity is inherently uncertain, aspirational and subject to factors beyond management's control. Therefore, there can be no certainty the 2030 Ambition will be achieved.

02 BUSINESS REVIEW

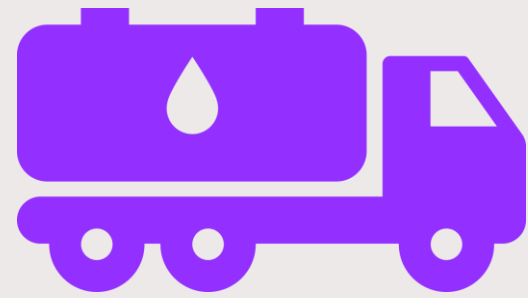
KEVIN LUCEY
CHIEF OPERATING OFFICER



OUR ENERGY BUSINESS

We're leaders in multi-energy sales and distribution in Europe and the US

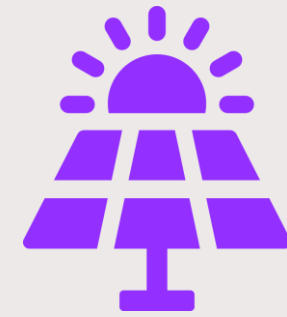
SOLUTIONS



ENERGY PRODUCTS

Liquid gas & fuels, grid gas & power

We sell and distribute liquid gas, fuels and biofuels to commercial & industrial, and domestic customers. We sell mainly to customers off the gas grid with intense energy needs for manufacturing processes and for space heating. We do not produce energy ourselves; we partner across the energy value chain.

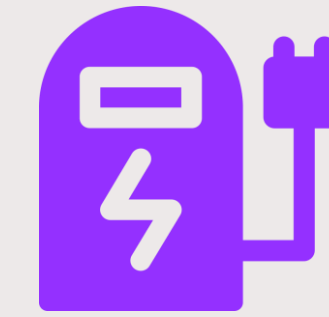


ENERGY SERVICES

Solar and other energy services

We design, install and maintain solar PV and other energy systems, provide Solar-as-a-Service financing and help commercial & industrial customers optimise energy usage through metering, battery storage and energy efficiency consulting.

MOBILITY



MOBILITY

Service stations and fleet services

We own or operate service stations (gas stations) for vehicles and refueling sites for trucks. We are also growing our fleet service business in fuel/electric vehicle cards, telematics and digital truck parking services.

OPERATIONAL FOCUS DURING FY26

Operating model delivering growth & high cash conversion

Despite market volatility, disciplined execution locally delivered growth and excellent free cash flow generation

Integration and optimisation benefits

Acquisitions integrated effectively, unlocking efficiencies and margin improvement

Procurement initiatives delivering

Active management of supply positions and centralised procurement delivering margin improvement across Energy Products and Mobility

Safety, digital investment core operational priorities

Continued overhead and capex investment to support future growth, including in our services business

DCC ENERGY

PERFORMANCE SUMMARY

DCC ENERGY	2026	2025	% CHANGE	% CHANGE CC
Gross profit (£'bn)	1.985	1.850	+7.3%	+5.7%
Operating profit (£'m)	554.2	535.5	+3.5%	+1.8%
Organic growth	+1.3%	+1.8%		
ROCE excl.IFRS 16	18.8%	18.5%		
CO2e/Operating profit	-7.2%	-8.5%		

DCC ENERGY

- Good growth delivered for the year, with strong performance in H2 – modestly ahead of expectation
- Organic growth overall driven by Energy Products within Solutions and excellent performance from Mobility
- Particularly strong free cash flow performance drove another very solid year of ROCE delivery
- Continued delivery of Energy growth strategy – integration of LG in Austria and planning for CEE LG acquisitions which will complete during the summer



DCC ENERGY

PERFORMANCE SUMMARY

SOLUTIONS	2026	2025	% CHANGE	% CHANGE CC
Gross profit (£'bn)	1.563	1.468	+6.5%	+5.1%
Operating profit (£'m)	419.8	411.8	+1.9%	+0.6%
Organic growth	+0.0%	+0.7%		

ENERGY PRODUCTS	2026	2025	% CHANGE
Volume (bn litres)	10.6	10.9	-3.1%
Gross profit (£'bn)	1.436	1.325	+8.4%
Gross profit (ppl)	13.6	12.2	
Operating profit (£'m)	404.1	363.5	+11.1%
Operating profit (ppl)	3.8	3.3	

ENERGY SERVICES	2026	2025	% CHANGE
Revenue (£'m)	342.0	336.4	+1.7%
Gross profit (£'m)	126.5	142.5	-11.3%
Operating profit (£'m)	15.7	48.3	-67.5%
Operating margin %	4.6%	14.3%	

SOLUTIONS

- Solutions operating profit +1.9% to £419.8m, reflecting strong delivery in Energy Products, weaker performance in Energy Services

ENERGY PRODUCTS

- Energy Products delivered strong operating profit growth, with an excellent performance in the second half
- Volume decline reflected lower commercial volumes in Nordic region, impact of milder weather (particularly in France) and prior year disposal of business in HK&M
- Strong profit growth in North America, UK & Ireland and in Germany
- Modest benefit from LG acquisition in Austria

ENERGY SERVICES

- Performance was weak, reflecting challenging market conditions, particularly in UK
- Actions taken to strengthen capability and protect long term value – customer offerings strengthened, infrastructure improvements to capture market recovery

DCC ENERGY

PERFORMANCE SUMMARY

MOBILITY	2026	2025	% CHANGE	% CHANGE CC
Volumes (bn litres)	4.2	4.3	-3.4%	
Gross profit (£'m)	422.4	382.3	+10.5%	+7.7%
-Fuel	300.3	278.3	+7.9%	
-Non-fuel services	122.1	104.0	+17.4%	
Gross fuel margin (ppl)	7.2	6.5		
Operating profit (£'m)	134.4	123.7	+8.6%	+5.8%
Organic growth	+5.6%	+5.2%		

MOBILITY

- Operating profit increased 8.6% to £134.4m
- Continued strong operational execution: disciplined pricing, cost control and network optimisation – Nordics particularly good performance
- Strong contribution and balanced growth across both fuels and non-fuel activity, non-fuel gross profit +17.4%
- Network optimisation and development included further motorway investment and services growth led by fuel card, telematics and digital parking products



03 FINANCIAL REVIEW

**CONOR MURPHY
CHIEF FINANCIAL OFFICER**



FINANCIAL HIGHLIGHTS

FOR THE YEAR ENDED 31 MARCH 2026

£'M	2026	RESTATED ¹ 2025	% CHANGE	% CHANGE CC
Revenue (billion) – continuing ¹	15.4	15.9	-2.9%	-4.2%
Group adjusted operating profit ² – continuing ¹	634.0	612.1	+3.6%	+2.8%
Adjusted EPS (pence) ² – continuing ¹	438.1	398.5	+9.9%	+8.8%
Free cash flow ²	689.6	588.8		
Dividend per share (pence)	216.72	206.4	+5.0%	
Return on capital employed (ROCE) ³ – DCC Energy	18.8%	18.5%		
Return on capital employed (ROCE) ³ – continuing ¹	16.8%	16.5%		
Net debt at 31 March (excl. lease creditors) ⁴	690.5	795.9		

¹ Refer to the Discontinued Operations note on page 6 of the results announcement for further details

² Refer to Alternative Performance Measures on page 41 of the results announcement for further details

³ Excluding the impact of IFRS 16 Leases. ROCE represents adjusted operating profit expressed as a percentage of the average total capital employed

⁴ Current year net debt including lease creditors is £1,080.3m

DIVISIONAL RESULTS

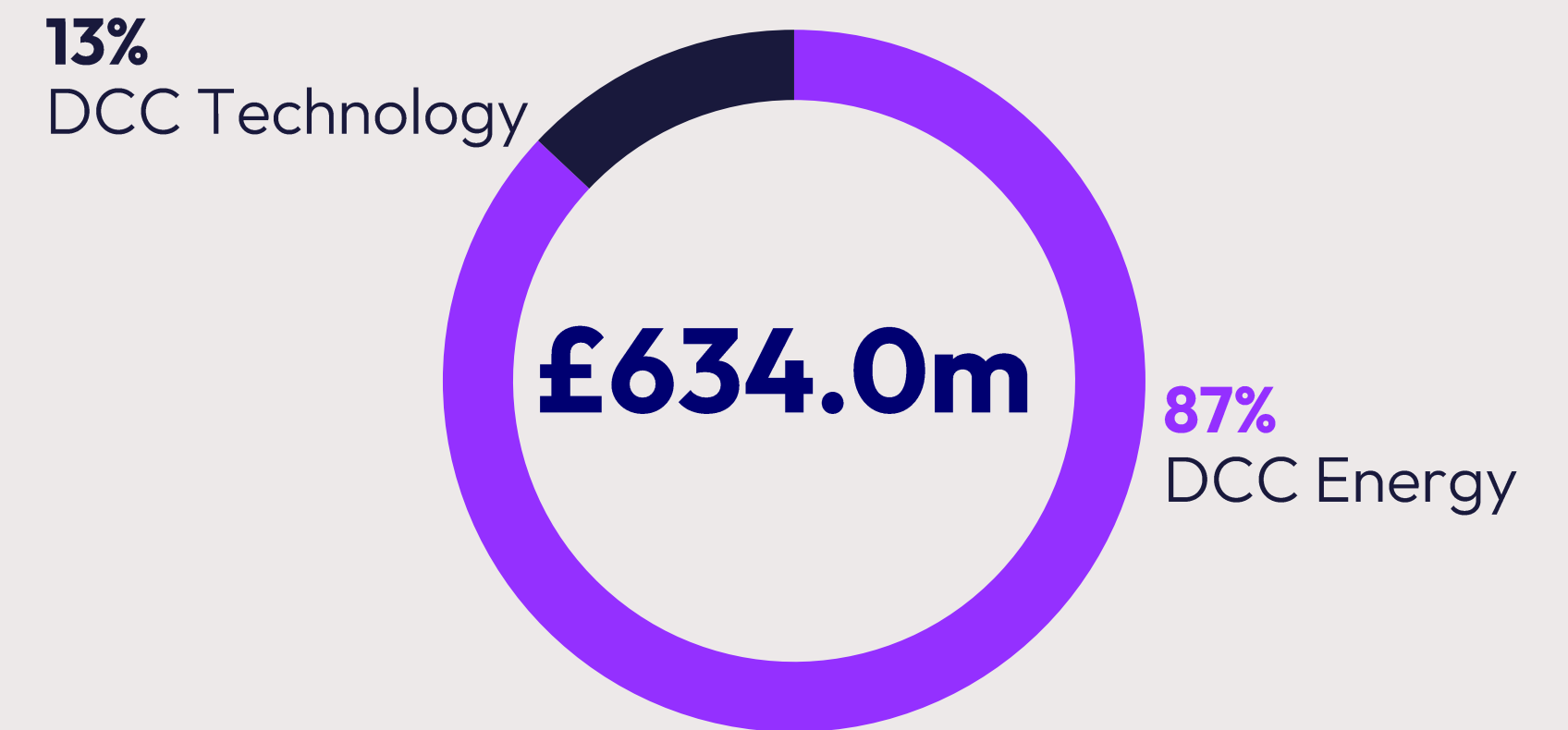
FOR THE YEAR ENDED 31 MARCH 2026

£'M	2026	RESTATED ¹ 2025	% CHANGE	% CHANGE CC
Adjusted operating profit ²				
DCC Energy	554.2	535.5	+3.5%	+1.8%
DCC Technology	79.8	76.6	+4.3%	+9.2%
Continuing operations ¹	634.0	612.1	+3.6%	+2.8%

¹ Refer to the Discontinued Operations note on page 6 of the results announcement for further details

² Refer to the Alternative Performance Measures on page 41 of the results announcement for further details

ADJUSTED OPERATING PROFIT BY DIVISION



ADJUSTED OPERATING PROFIT BY GEOGRAPHY



DCC TECHNOLOGY

PERFORMANCE SUMMARY

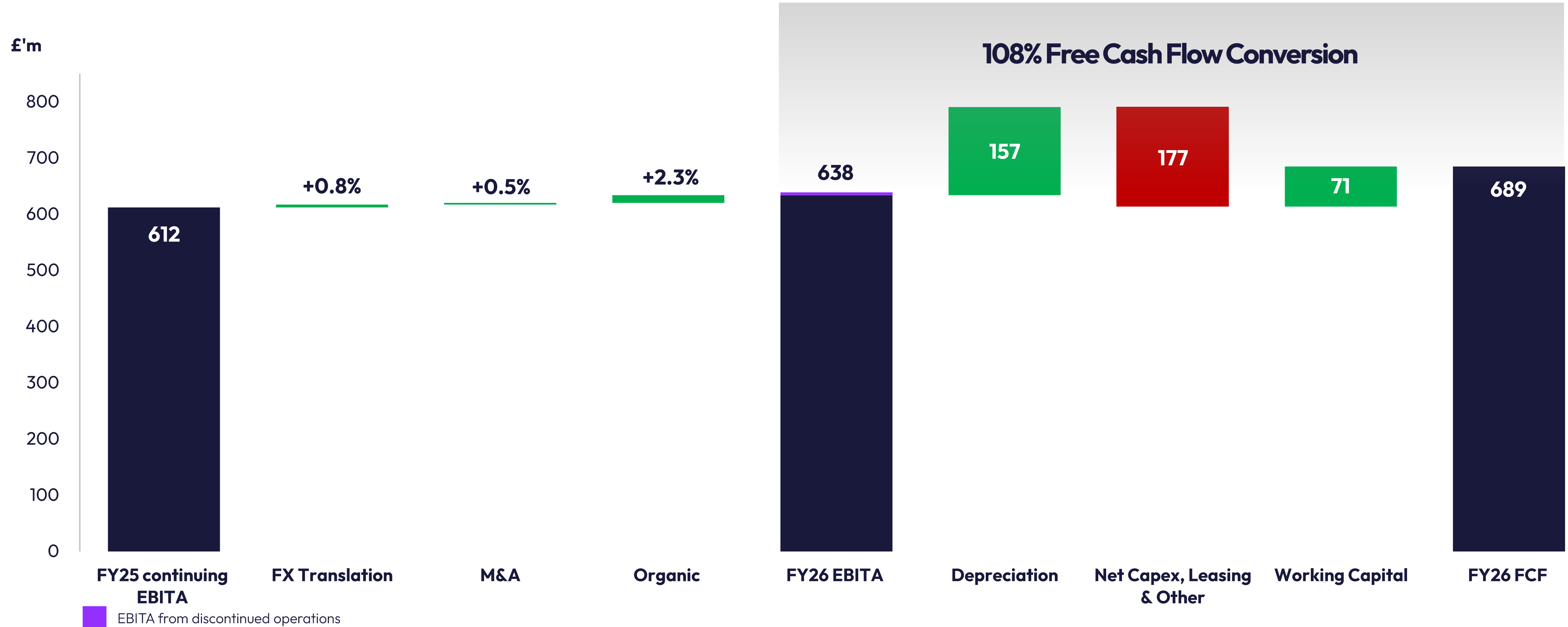
DCC TECHNOLOGY CONTINUING ¹	2026	RESTATED ¹ 2025	% CHANGE	% CHANGE CC
Revenue (£'bn)	2.452	2.538	-3.4%	-1.3%
Gross profit (£'m)	376.6	371.7	+1.4%	+4.0%
Operating profit (£'m)	79.8	76.6	+4.3%	+9.2%
Operating margin	3.3%	3.0%		
Organic growth	+8.7%	-18.8%		
ROCE excl.IFRS 16	9.7%	9.4%		

STRENGTHENED PERFORMANCE, DISPOSAL UNDERWAY

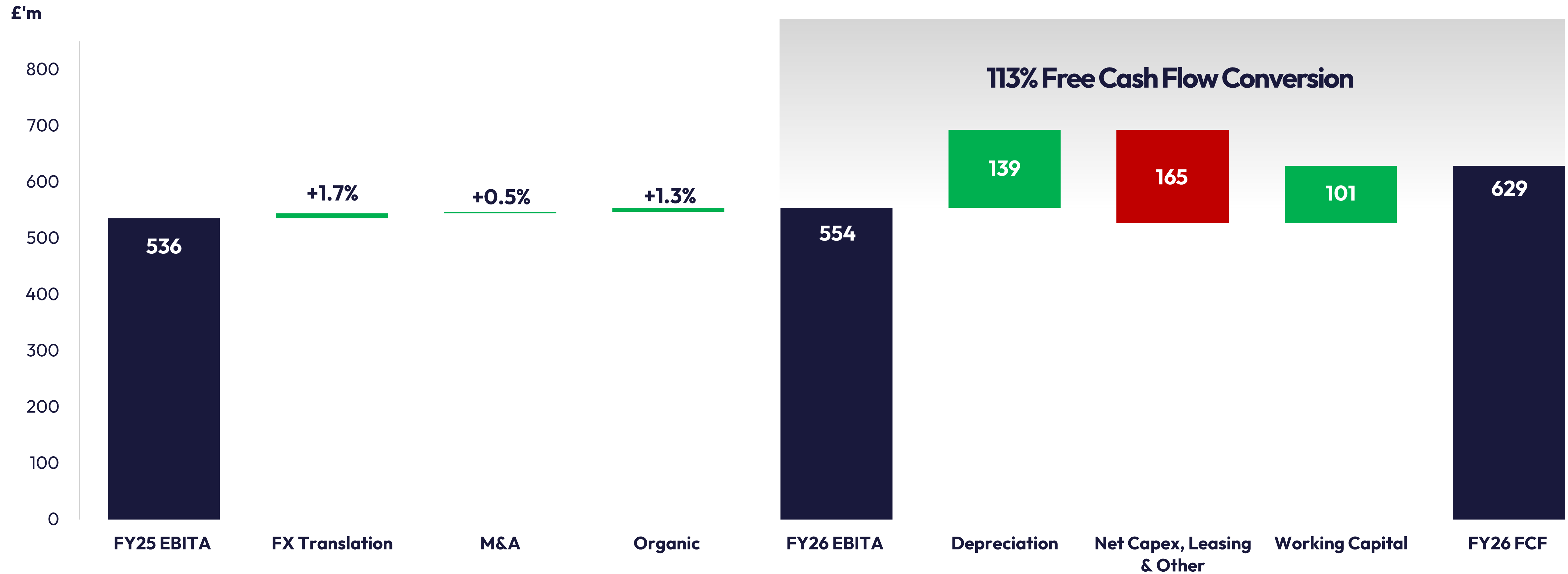
- Info Tech disposal completed; remaining business simplified and repositioned
- Trading improved through the year following a weaker start
- Profitability improved through margin and cost action, operating profit +4.3% (+9.2% CC)
- Disposal progressing in line with plan. Intend to reach agreement for sale of remaining Technology business by end of calendar 2026.

¹ Refer to the Discontinued Operations note on page 6 of the results announcement for further details

ADJUSTED OPERATING PROFIT BRIDGE AND FREE CASH FLOW GENERATION FOR THE YEAR ENDED 31 MARCH 2026



DCC ENERGY ADJUSTED OPERATING PROFIT BRIDGE AND FREE CASH FLOW GENERATION FOR THE YEAR ENDED 31 MARCH 2026



ENERGY PERFORMANCE BY BUSINESS

TOTAL EBITA OF £554.2M IN FY26

	SOLUTIONS £419.8m: 76% operating profit						MOBILITY £134.4m: 24% operating profit		
	ENERGY PRODUCTS			ENERGY SERVICES			SERVICE STATIONS AND FLEET SERVICES		
	2026	2025	% CHANGE	2026	2025	% CHANGE	2026	2025	% CHANGE
Volume (bn litre equivalent)	10.6	10.9	-3.1%				4.2	4.3	-3.4%
Revenue (£'m) (non-volume sales)				342.0	336.4	+1.7%			
Gross profit (£'m)	1,436	1,325	+8.4%	126.5	142.5	-11.3%	422.4	382.3	+10.5%
- of which fuel							300.3	278.3	+7.9%
- of which non-fuel services							122.1	104.0	+17.4%
Gross fuel margin (pence per litre)	13.6	12.2					7.2	6.5	
Adj. operating profit (EBITA) (£'m)	404.1	363.5	+11.1%	15.7	48.3	-67.5%	134.4	123.7	+8.6%
Operating margin (pence per litre)	3.8	3.3							
Operating margin (%)				4.6%	14.3%				

OUR CAPITAL ALLOCATION FRAMEWORK

SHARPENING OUR FOCUS ON SELF-FUNDED DEVELOPMENT AND SHAREHOLDER RETURNS

01 INVEST IN BUSINESS

Capex: depreciation
1.0 - 1.4x p.a.

02 ORDINARY DIVIDENDS

Progressive approach, payout
c.40% of earnings

STRONG BALANCE SHEET

Investment-grade credit rating

Net debt / EBITDA
Between 1x to 2x

03 SELF FUNDED M&A

Mid-to-high-teen ROCE well
above cost of capital

04 SURPLUS CAPITAL

Returned to shareholders via
buyback or capital return

OUR CAPITAL ALLOCATION FRAMEWORK

SHARPENING OUR FOCUS ON SELF-FUNDED DEVELOPMENT AND SHAREHOLDER RETURNS

01 INVEST IN BUSINESS

Capex: depreciation 1.1x
£160m capex spend

02 ORDINARY DIVIDENDS

5% increase

STRONG BALANCE SHEET

Investment-grade credit rating

Net debt / EBITDA
Between 1x to 2x

03 SELF FUNDED M&A

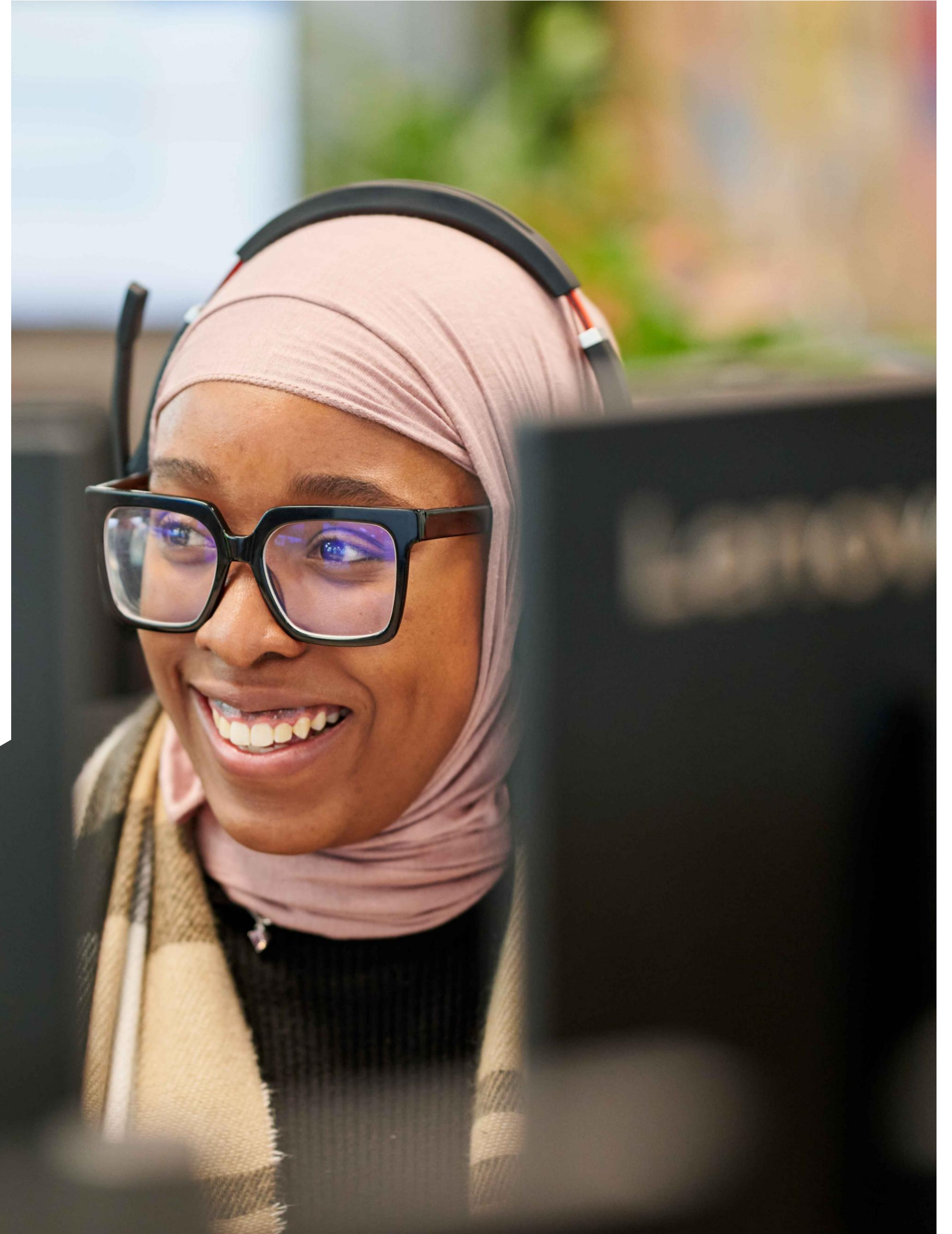
£110m liquid gas acquisitions

04 SURPLUS CAPITAL

£700m returned to shareholders

04 OUTLOOK, SUMMARY, AND Q&A

DONAL MURPHY
CHIEF EXECUTIVE



OUTLOOK FY27

DCC expects to deliver ongoing strategic progress, growth and continued development activity in the year ahead



TO SUMMARISE

Performance: good FY26 in a period of substantial change

Ambition: on track to double EBITA to £830m by 2030¹

Returns: long-held philosophy of disciplined capital allocation

Compounder: significant runway for growth in existing and new markets

¹ The 2030 Ambition is not, and should not be construed as, a profit forecast for any specific financial period. It represents an aspirational target intended to outline future goals. Such forward-looking statements are subject to risks, uncertainties, and assumptions, and actual results may differ materially. In particular, M&A activity is inherently uncertain, aspirational and subject to factors beyond management's control. Therefore, there can be no certainty the 2030 Ambition will be achieved.

Q&A



05 APPENDIX



FINANCIAL CONSIDERATIONS

REGARDING FY27 OUTLOOK (AS AT 19 MAY 2026)

FX translation impact on adj. operating profit	c. Flat
Net finance costs	c.£95m
Effective tax rate	c.22.4%
Non-controlling interest	c.£15m
Current number of shares outstanding	85,424,135



FINANCIAL SUMMARY – HALF YEAR SPLITS

FOR THE YEAR ENDED 31 MARCH 2026

ADJ. OPERATING PROFIT ¹	2026			2025			% CHANGE		
	H1 £'M	H2 £'M	FY £'M	H1 £'M	H2 £'M	FY £'M	H1 %	H2 %	FY %
DCC Energy	173.3	380.9	554.2	182.7	352.8	535.5	-5.2%	+7.9%	+3.5%
DCC Technology	35.6	44.2	79.8	37.4	39.2	76.6	-4.7%	+12.9%	+4.3%
Group - continuing	208.9	425.1	634.0	220.1	392.0	612.1	-5.1%	+8.4%	+3.6%

¹Refer to the Alternative Performance Measures on page 41 of the results announcement for further details

NET EXCEPTIONAL CHARGE (INCLUDING IMPAIRMENTS)

FOR THE YEAR ENDED 31 MARCH 2026

	NOTE	2026 £m
Restructuring and integration costs and other		(45.7)
Acquisition and related costs		(7.5)
Adjustments to contingent acquisition consideration		24.4
IAS 39 mark-to-market charge		0.2
		(28.6)
Impairment of goodwill and intangible assets	(a)	(43.1)
Net exceptional items before tax - continuing		(71.7)
Tax attaching to exceptional items		8.5
Net exceptional items after tax - continuing		(63.2)
Net exceptional items after tax – discontinued	(b)	(256.9)
Net exceptional charge		(320.1)

A. EXCEPTIONAL IMPAIRMENTS:

- The Group recognised a non-cash impairment charge in respect of goodwill and intangible assets relating to the exited solar distribution business in the Netherlands. A related tax credit of £4.9 million was recognised in respect of this charge.

B. EXCEPTIONALS RELATED TO DISCONTINUED OPERATIONS:

- The charge for net exceptional items on discontinued operations of £256.9 million primarily relates to the disposal of DCC Technology's Info Tech business. The proceeds on disposal gave rise to a total loss on disposal of approximately £278.8 million which includes an impairment loss of £228.6 million. The Group recognised a net profit on the disposal of the Healthcare division of £49.8 million (after costs) which was completed in September 2025. The Group also recognised an impairment charge in relation to the closure of its smaller DCC Technology business in the Netherlands.

SUMMARY OF GROSS DEBT

FOR THE YEAR ENDED 31 MARCH 2026

	FY26 AVERAGE O/S	FY26 AVERAGE RATE	AT 31 MARCH 26 O/S	AT 31 MARCH 26 AVERAGE RATE
Unsecured Notes fixed net ¹		4.89%	£1.37bn	4.89%
Unsecured Notes floating net ²		4.55%	£0.49bn	4.41%
Total Unsecured Notes ³	£1.85bn	4.80%	£1.86bn	4.77%
Revolving credit facility	£0.0bn			

¹ Net amount at fixed rates after cross-currency swaps

² Net amount at floating rates after interest rate and cross-currency swaps

³ The Group's Unsecured Notes fall due between 21 May 2026 and 4 April 2034 with an average maturity of 4.0 years at 31 March 2026

BUSINESS MODEL CONTINUES TO DELIVER 32-YEAR CASHFLOW, FY26 CASHFLOW

	2026	32 Years	Metric
	£m	£m	
Operating profit	638.7	7,998.8	
Decrease in working capital	71.4	437.9	
Capex investment > depreciation	(20.5)	(603.1)	1.1x Capex : Depreciation
Free cash flow	689.6	7,833.6	98% 32 Year FCF Convert
Interest and tax	(198.0)	(1,902.7)	
Free cash flow after interest and tax	491.6	5,930.9	
Acquisitions, divestments/exceptional (net)	516.0	(4,574.5)	
Dividends	(217.1)	(2,075.1)	13% 32 Year CAGR
Share issue / buybacks	(699.5)	69.2	
Net cash inflow/(outflow)	91.0	(649.5)	
Opening net debt	(1,152.1)	(1.6)	
IFRS 16 adjustment, translation and other	(19.2)	(429.2)	
Closing net debt	(1,080.3)	(1,080.3)	
Closing net debt – excl. IFRS 16 leases	(690.4)	(690.4)	0.9x Net Debt : EBITDA

**ORGANIC
DEVELOPMENT**

**M&A
CAPABILITY**

**RETURNS TO
SHAREHOLDERS**

SUSTAINABILITY TARGETS AND PROGRESS

FOR THE YEAR ENDED 31 MARCH 2026

STRATEGIC PRIORITIES	2030 TARGETS	2026	2025	% CHANGE	VS BASELINE / COMMENTARY
CLIMATE CHANGE	50% reduction ¹ Scope 1 & 2 GHG emissions (ktCO ₂ e, Group)	63	68	-7.4%	-44.7% reduction since 2019 baseline
	35% reduction Scope 3 GHG emissions (MtCO ₂ e, DCC Energy)	36.4	37.9	-4.0%	-14.2% reduction since 2022 baseline
HEALTH & SAFETY	LTIFR <1 ² Lost time injury frequency rate for every 200,000 hours worked	1.00	0.90		Overall low levels, but some increase vs prior year
OUR PEOPLE	>80% ³ Employee Engagement Score	79%	79%		Level of engagement maintained for Energy businesses
BUSINESS CONDUCT	Ethics and Integrity highest standards Material data privacy breaches Anti-corruption and bribery convictions	0	0		Highest standards maintained

¹ Financial year 2025 Scope 1 figure restated to account for improved methodology within business operations. Scope 1 & 2 figures presented include all businesses up until the date of divestment, which is aligned with the GHG Protocol.

² Health and Safety figures are presented on the basis of continuing operations as at year end and financial year 2025 is restated on the same basis to allow like for like comparison.

³ The Engagement Survey scores of our people are presented for Energy only in FY 2026 and restated for FY 2025 on the same basis, to allow like for like comparison.