



Company Overview Presentation

March 2013

Disclaimer

This presentation does not constitute an invitation to underwrite, subscribe for or otherwise acquire or dispose of any shares or other securities of DCC plc (“DCC”).

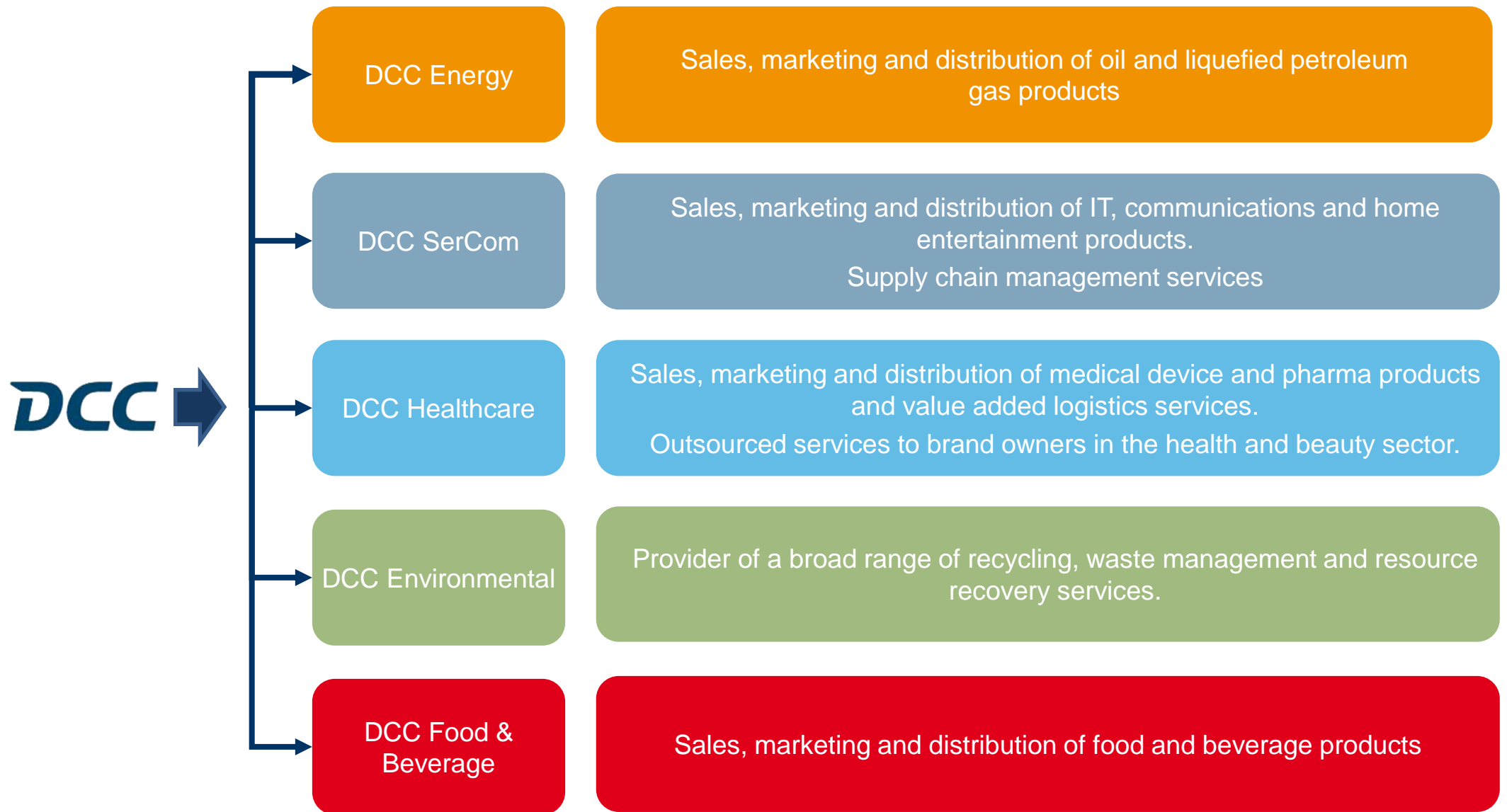
This presentation contains some forward-looking statements that represent DCC’s expectations for its business, based on current expectations about future events, which by their nature involve risks and uncertainties. DCC believes that its expectations and assumptions with respect to these forward-looking statements are reasonable; however because they involve risk and uncertainty, which are in some cases beyond DCC’s control, actual results or performance may differ materially from those expressed or implied by such forward-looking statements. DCC undertakes no duty to and will not necessarily update any such statements in light of new information or future events, except to the extent required by any applicable law or regulation. Recipients of this presentation are therefore cautioned that a number of important factors could cause actual results or outcomes to differ materially from those expressed in any forward-looking statements.

Past performance is no guide to future performance and persons needing advice should consult an independent financial adviser.

Any statement in this presentation which infers that transactions may be earnings accretive does not constitute a profit forecast and should not be interpreted to mean that DCC’s earnings or net assets in the first full financial year following the transactions, nor in any subsequent period, would necessarily match or be greater than those for the relevant preceding financial year.

Your attention is drawn to the risk factors referred to in this presentation and also set out in the Principal Risks and Uncertainties section of DCC’s Annual Report. These risks and uncertainties do not necessarily comprise all the risk factors associated with DCC and/or any recently acquired businesses. There may be other risks which may have an adverse effect on the business, financial condition, results or future prospects of DCC.

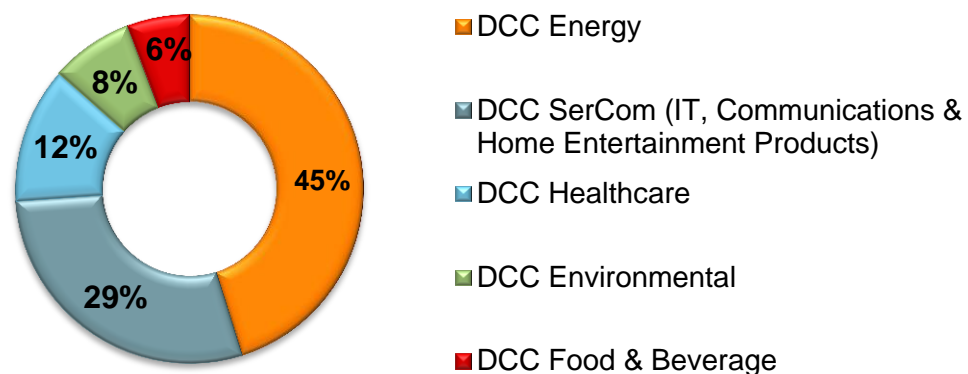
Business Overview



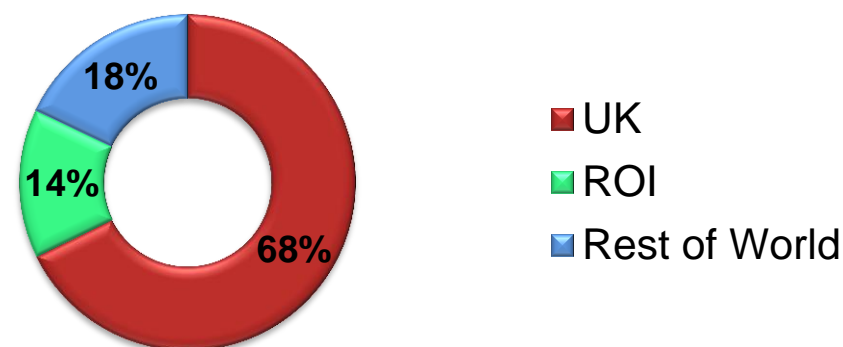
DCC

DCC is a sales, marketing, distribution and business support services Group
operating across 5 divisions

Profit By Division *



Profit by Geography *



DCC – Financial Highlights

Year ended 31 March 2012

Revenue	€10,690.3m	ROCE	14.2%
Operating Profit	€185.0m	Net debt / EDITDA	0.5
Operating Cash flow	€277.3m	Interest cover (times)	10.4

* YE 31 Mar 2012

DCC - History

1976 - 90



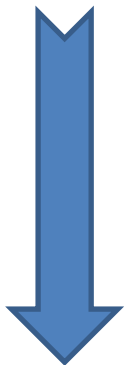
Origins as a venture and development capital company, with clear focus on return on capital employed and operating profit. Generated a compound annual return on investment of 23% over this period.

1990 - 94



Transition to diversified group focused on 5 sectors
➤ Energy, IT, Healthcare, Environmental and Food

Today



2012

Listed under Support Services on the Irish and London stock exchanges
➤ Market capitalisation of c. €2.2 billion
➤ Employs approximately 9,500 people
➤ Operating in 13 countries

DCC's Strategy

Our Objective:

To build a growing, sustainable and cash generative business which consistently provides returns on total capital employed significantly ahead of its cost of capital

We aim to achieve this through:

- *Creating and sustaining leading positions in each of the markets in which we operate*
- *Continuously benchmarking and improving the efficiency of our operating model in each of our businesses*
- *Carefully extending our geographic footprint, to provide new horizons for growth*
- *Attracting and empowering entrepreneurial leadership teams, capable of delivering outstanding performance, through the deployment of a devolved management structure*
- *Maintaining financial strength through a disciplined approach to balance sheet management*

The Business: By Division

DCC Energy

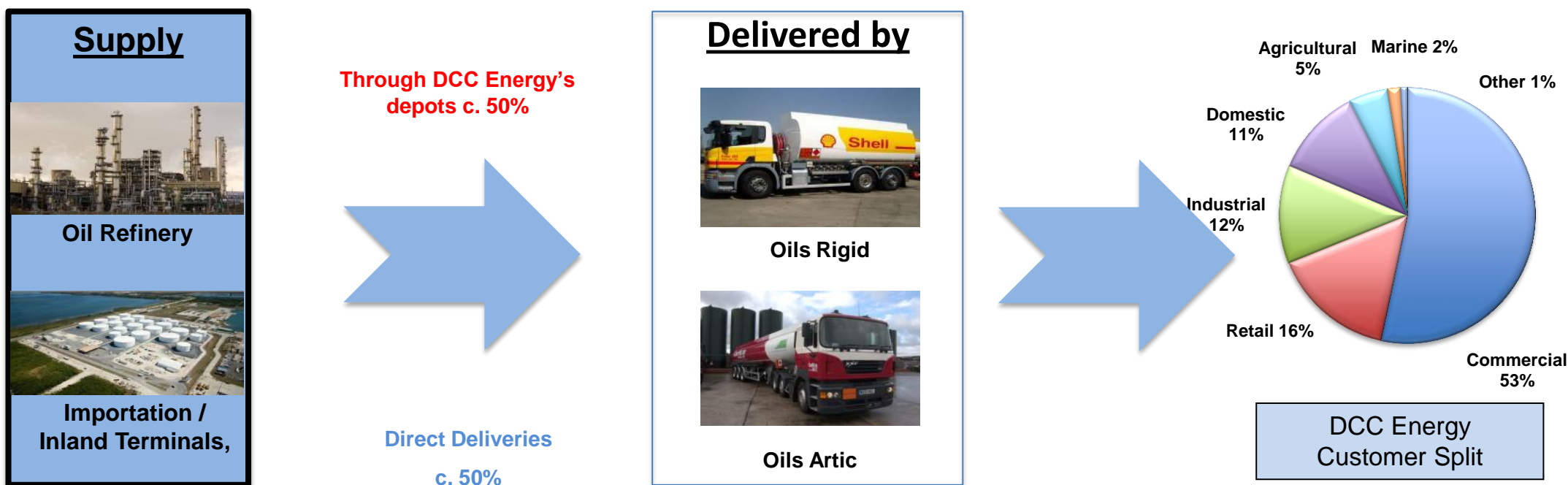
(45% of FY 2012 Group Profit)

Sales, marketing and distribution of oil and liquefied petroleum gas (LPG)

- **Oil** for transport, heating and industrial / agricultural processes
- **LPG** for heating, cooking, transport and industrial / agricultural processes
- Product Split:

Road transport	49%	Commercial fuel	21%
Heating oil	24%	LPG	6%

Business model



FY 2012

Revenue	€7,823.0m
Operating profit	€83.5m
ROCE *	14.0%

DCC Energy – our business

Geography	Volume	Market Share	Market Position
Britain - oil	c. 6,500mL	16%	No. 1
Britain - LPG	c. 275kT	c. 25%	No. 2
Ireland - oil	c. 1,000 m	9%	No. 5
Ireland - LPG	c. 65kT	37%	No. 2
Austria - oil	c. 700 m	12%	No. 2
Sweden - oil	c. 500 m	17%	No. 1
Sweden - LPG	c. 182kT	45%	No. 1
Norway - LPG	c.88kT	43%	No. 1
Denmark - oil	c. 300 m	13%	No. 2
Holland - LPG	c. 55kT	c. 26%	No. 1

Business Statistics	(year ended 31 March 2012)
Volumes	c. 11 billion Litres (annualised including acquisitions)
Customers	c. 1 million
Trucks	c. 2,000
Employees	c. 4,300
Sites	340
Retail petrol sites supplied	Britain - 1,350 Ireland - 120



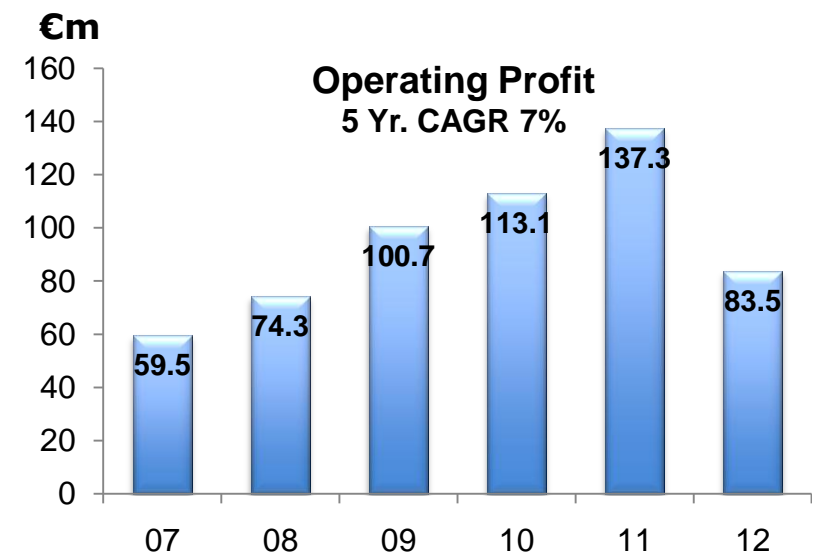
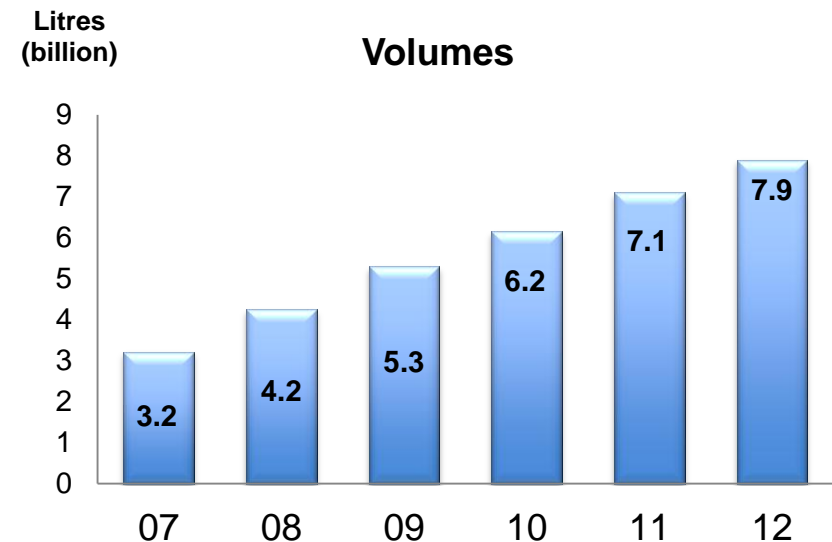
DCC Energy – vision & strategy

DCC Energy's vision is to be the leading oil and LPG sales, marketing and distribution business in Europe

- With strong local market shares
- Operating under multiple brands
- Generating high levels of ROCE
- Expanding into new geographies
- Continuing the development of its presence in the green/renewable energy sector

Strategy

- Continue to consolidate existing markets
- Acquire businesses in new geographies
- Drive organic profit growth by leveraging the scale of the business
 - Prioritise growth in the transport fuels segment
 - Expand sales of differentiated products
 - Cross sell “add-on” products and services
 - Expand product/service offering to include alternative/green energies



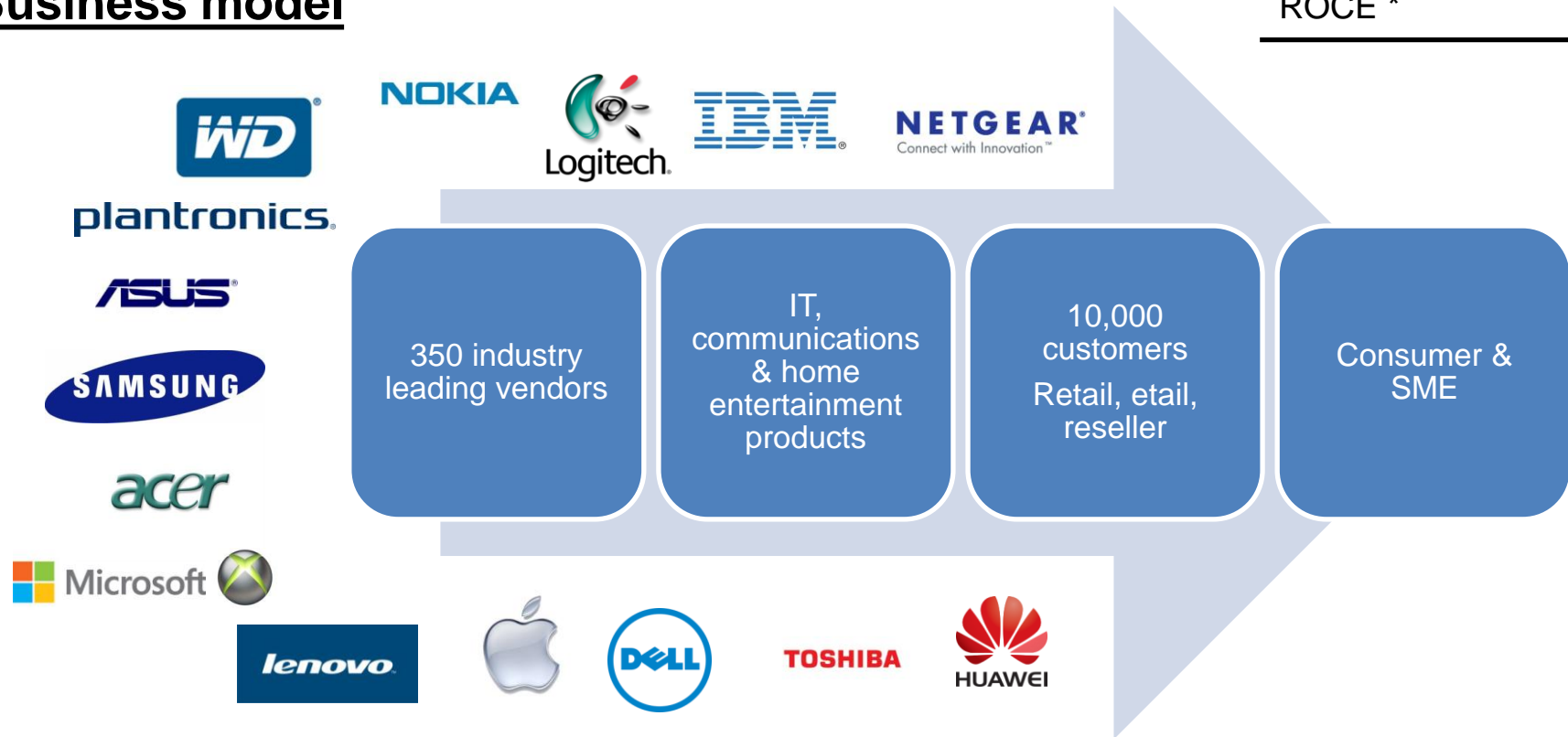
DCC SerCom

(29% of FY 2012 Group Profit)

DCC SerCom - sales, marketing and distribution of IT, communications and home entertainment products and supply chain management services to ICT industry

	FY 2012
Revenue	€2,181.2m
Operating profit	€53.2m
ROCE *	15.7%

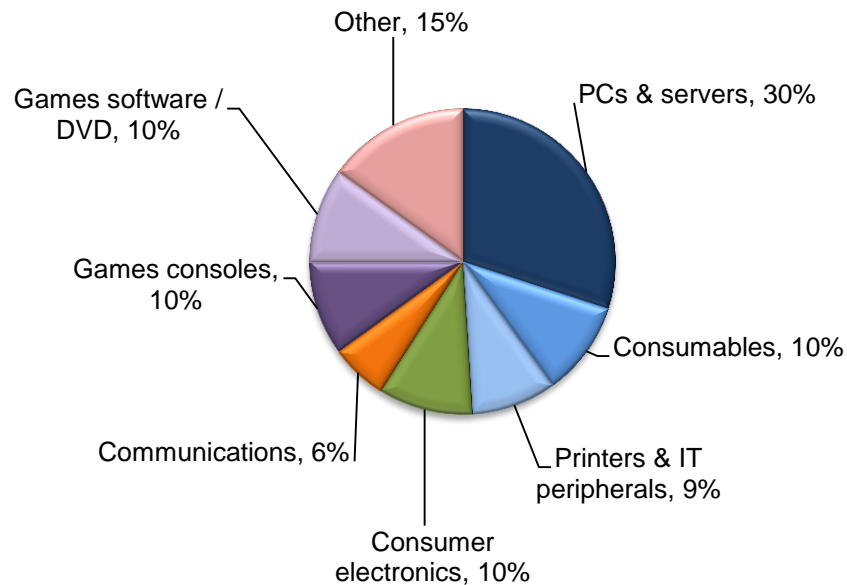
Business model



DCC SerCom provides a full range of services to our vendors and customers, delivering an exceptional route to market for a broad range of innovative products

DCC SerCom – our business

FY 2012 Product Split



DCC SerCom	Geography	Market Position
IT, Communications & Home Entertainment Products	Britain	No. 2
	Ireland	No. 2
	France	No. 7
	Holland	Niche
	Sweden	Niche
	Total Europe	No. 5

DCC SerCom	Services
IT, Communications & Home Entertainment Products	Proactive sales and marketing * Product fulfilment and distribution * Own label product design and sourcing * E-commerce solutions * End user fulfilment * Digital media distribution * Third Party logistics * Category management * Product bundling * Kitting and flashing * VMI programmes * Outsourced procurement * Demand planning and management * Supplier aggregation

DCC SerCom – vision & strategy

DCC SerCom's vision is to be the leading specialist consumer IT distribution business in Western Europe

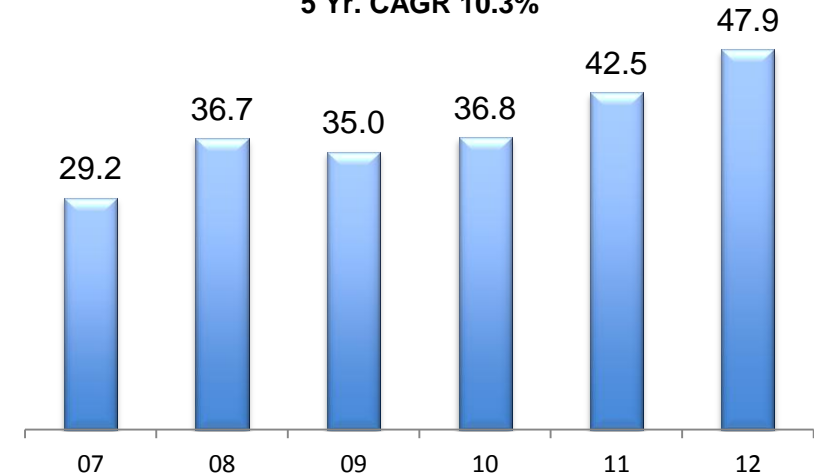
- With strong local market shares
- Generating high levels of ROCE
- Expanding into new geographies
- The obvious partner for a new vendor to access European retail

Strategy

- Grow market position in converging mobile telephony / IT market
- Further organic growth with complementary acquisitions in Britain and Europe in Audio Visual, Mobile and Accessories, Unified Communications
- Service expansion – white label, vendor shops, employee programmes, third party logistics, category management
- Acquisition and organic expansion into new geographies

Operating Profit * (€m)

5 Yr. CAGR 10.3%



** based on continuing activities i.e. excluding DCC SerCom's Enterprise distribution business which was disposed of in June 2012.*



DCC Healthcare

(12% of FY 2012 Group Profit)

Sales marketing and distribution of pharmaceutical and medical products and provision of services to health & beauty sector brand owners

- **DCC Vital** - provision of sales, marketing, distribution and other services in Ireland and Britain to medical device and pharma companies and to healthcare providers
- **DCC Health & Beauty Solutions** - provision of outsourced services to health and beauty brand owners in Europe, principally in VMS and skin care

	FY 2012
Revenue	€330.0m
Operating profit	€23.4m
ROCE *	15.4%

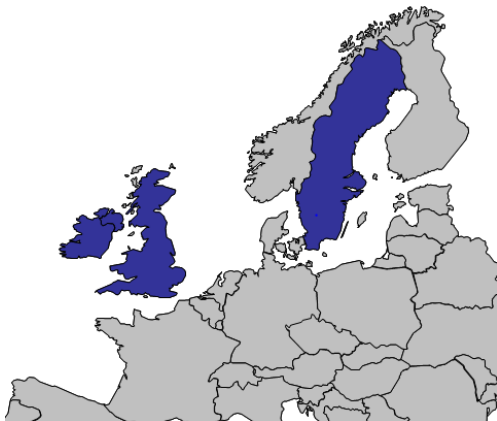
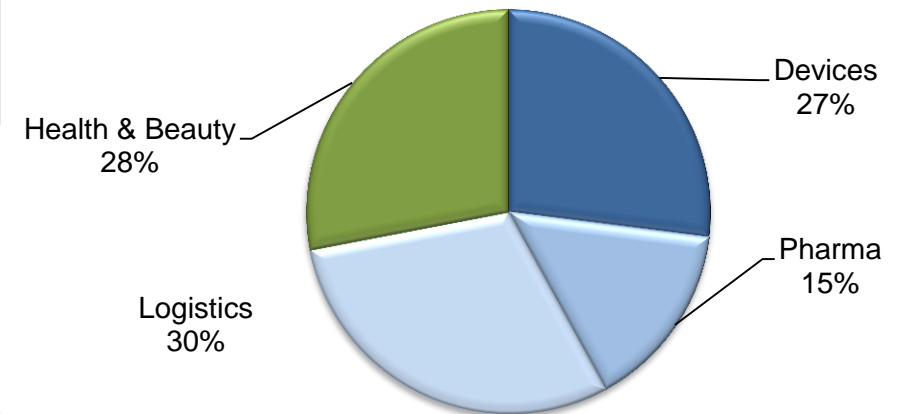
Business model



DCC Healthcare – our business

Geography	Market Position
Ireland	No. 1 sales, marketing & distribution of medical devices and pharma products No. 1 pharma compounding service provider
Britain	A leading player in the UK generic pharmaceutical market No. 1 UK based Health & Beauty contract manufacturing service provider A leading value added healthcare logistics services provider
Sweden	A leading Health & Beauty outsourced service provider

Analysis of FY12 sales



DCC Healthcare – vision & strategy

DCC Healthcare's vision is to build a substantial healthcare business principally focused on the provision of value added services to the medical device, pharma and health & beauty sectors

- With strong local market shares
- Generating high levels of ROCE
- Expanding into new geographies

Strategy

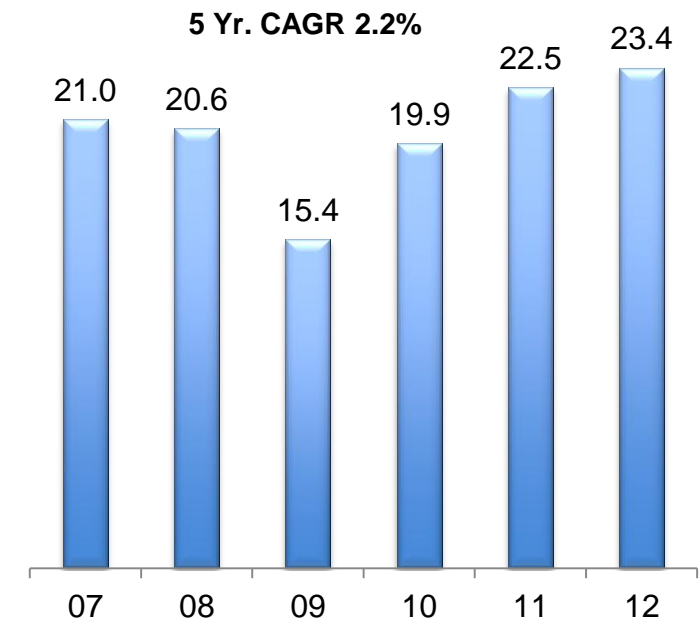
DCC Vital

- Expansion of pharma product and medical device portfolios and related service offerings
- Acquisition focus – pharma product licences/dossiers, specialist and service based businesses in Britain; bolt on acquisitions in Ireland

DCC Health & Beauty Solutions

- Continued focus on product development and expansion of European sales network
- Acquisition focus: expand customer base / geographic penetration in Continental Europe; enhance service offering

Operating Profit* (€m)



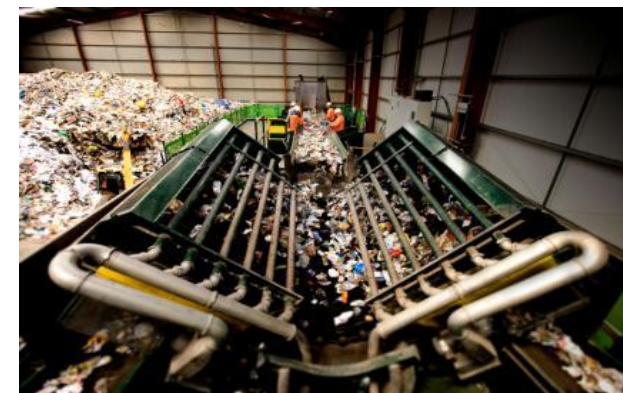
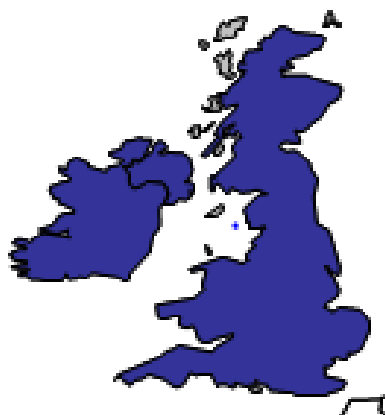
* excluding M&R sold to Patterson Medical in June 2010

DCC Environmental – our business

(8% of FY 2012 Group Profit)

Geography	Market Position
Ireland	No. 1 hazardous waste management business
Britain	A leading recycling, waste management and resource recovery business – market leading positions in Scotland and the East Midlands region

Business Stats	(year ended 31 March 2012)
Revenue	€132.7m
Operating Profit	€14.2m
ROCE	10.2% *
Volume	1.5 m tonnes
Recovery rate	74%
Licensed sites	21 facilities
Vehicles	350
Employees	c. 900



DCC Environmental – vision & strategy

DCC Environmental's vision is to be a leading broadly based waste management and recycling business in Britain and Ireland

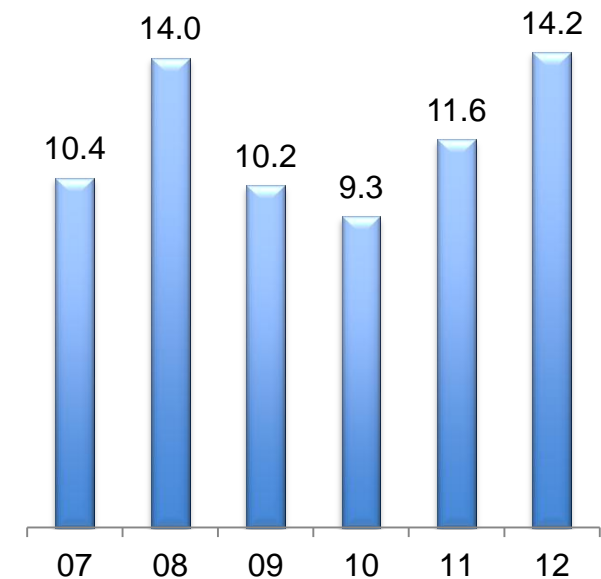
- With strong local market shares
- Generating high levels of ROCE
- Taking advantage of the trends towards more sustainable waste management
- Emphasis on resource recovery and recycling

Strategy

- Expand non hazardous waste management services regionally in Britain from current strong positions in Scotland and the East Midlands region
 - Continue to expand innovation led hazardous waste management service
 - Align business to support transition to low carbon economy
-

Operating Profit (€m)

5 Yr. CAGR 6.4%

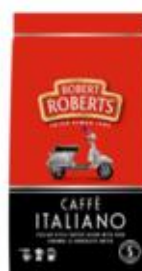
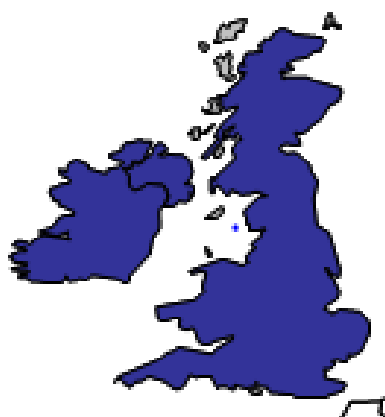


DCC Food & Beverage – our business

(6% of FY 2012 Group Profit)

Category	Market Position
Healthy Foods	No. 1 in ambient healthy foods in ROI
Wine	A leading independent wine distributor in Ireland Strong position in off trade in UK
Freshly Ground Coffee	No. 2 in ROI
Other	A number of leading market positions

Business Stats	(year ended 31 March 2012)
Revenue	€223.4m
Operating Profit	€10.7m
ROCE	13.7% *
SKUs	c. 4,500
Customers	c. 10,000
% revenue accounted for by DCC “owned” brands	36%
Employees	c. 900
Warehouse space	c. 335,000 sq ft.



DCC Food & Beverage – vision & strategy

DCC Food & Beverage's vision is to be a leading added value sales, marketing and distribution business, building number 1 or number 2 branded positions in focused segments

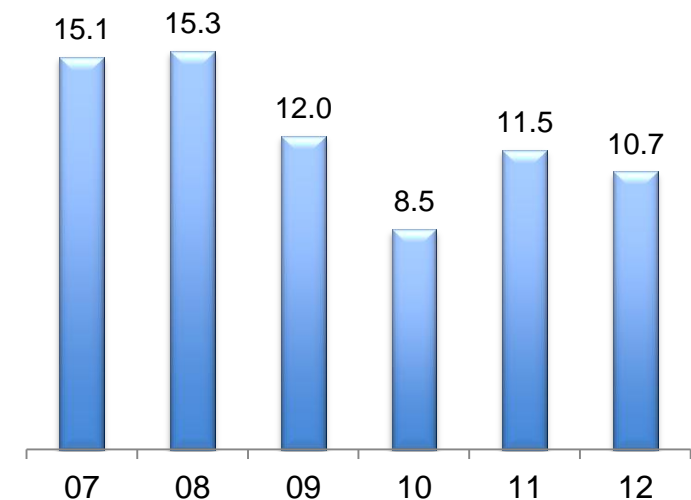
- With strong market shares
- Generating high levels of ROCE
- Emphasis on healthy foods and indulgence categories

Strategy

- Development of range of both company owned and third party branded products
 - Acquisition of complementary businesses and brands
-

Operating Profit (€m)

5 Yr. CAGR -6.7%



Operating Profit * (€'m)

18 year CAGR **

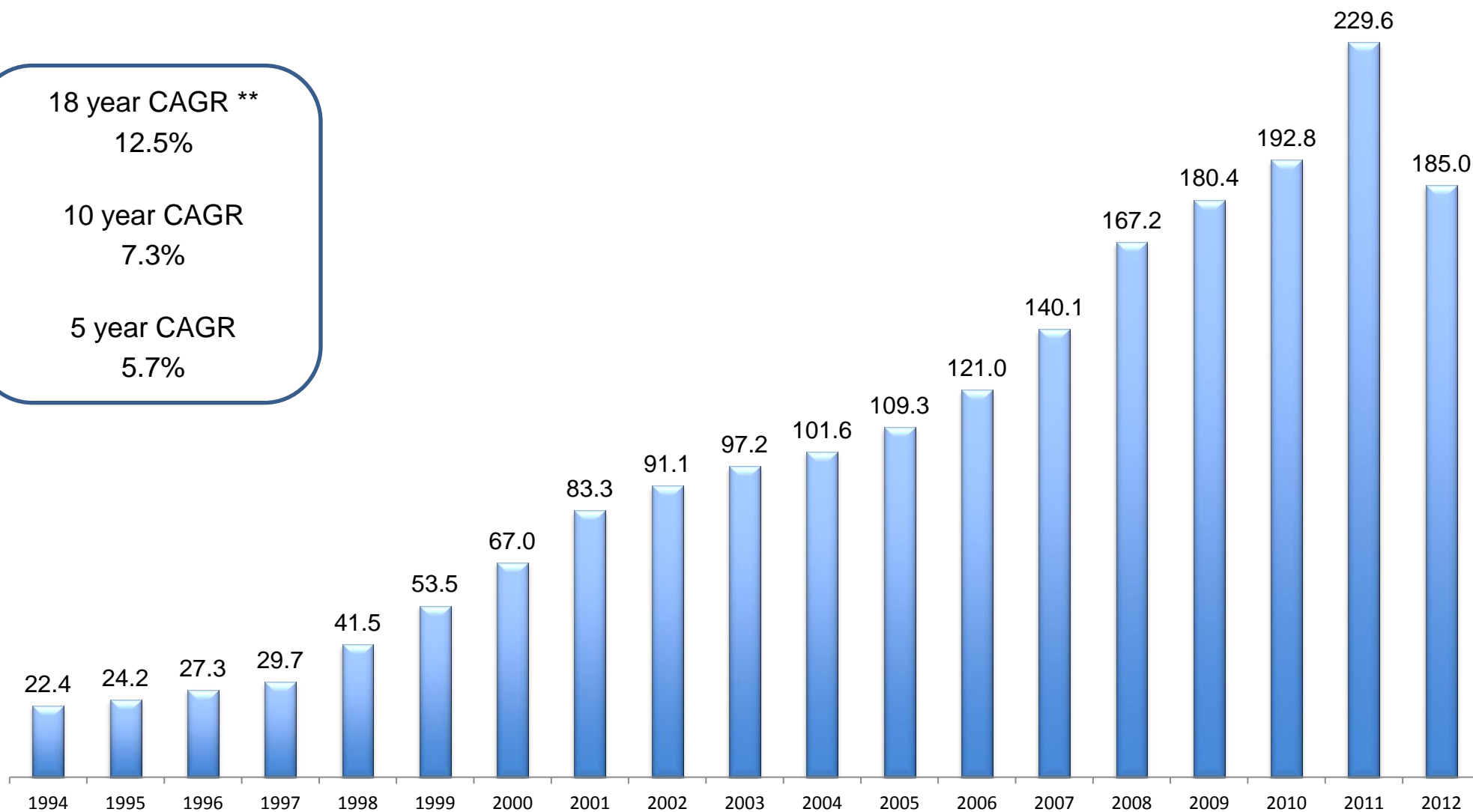
12.5%

10 year CAGR

7.3%

5 year CAGR

5.7%



Years ended 31 March

* excluding net exceptionals, MPH and amortisation of intangible assets

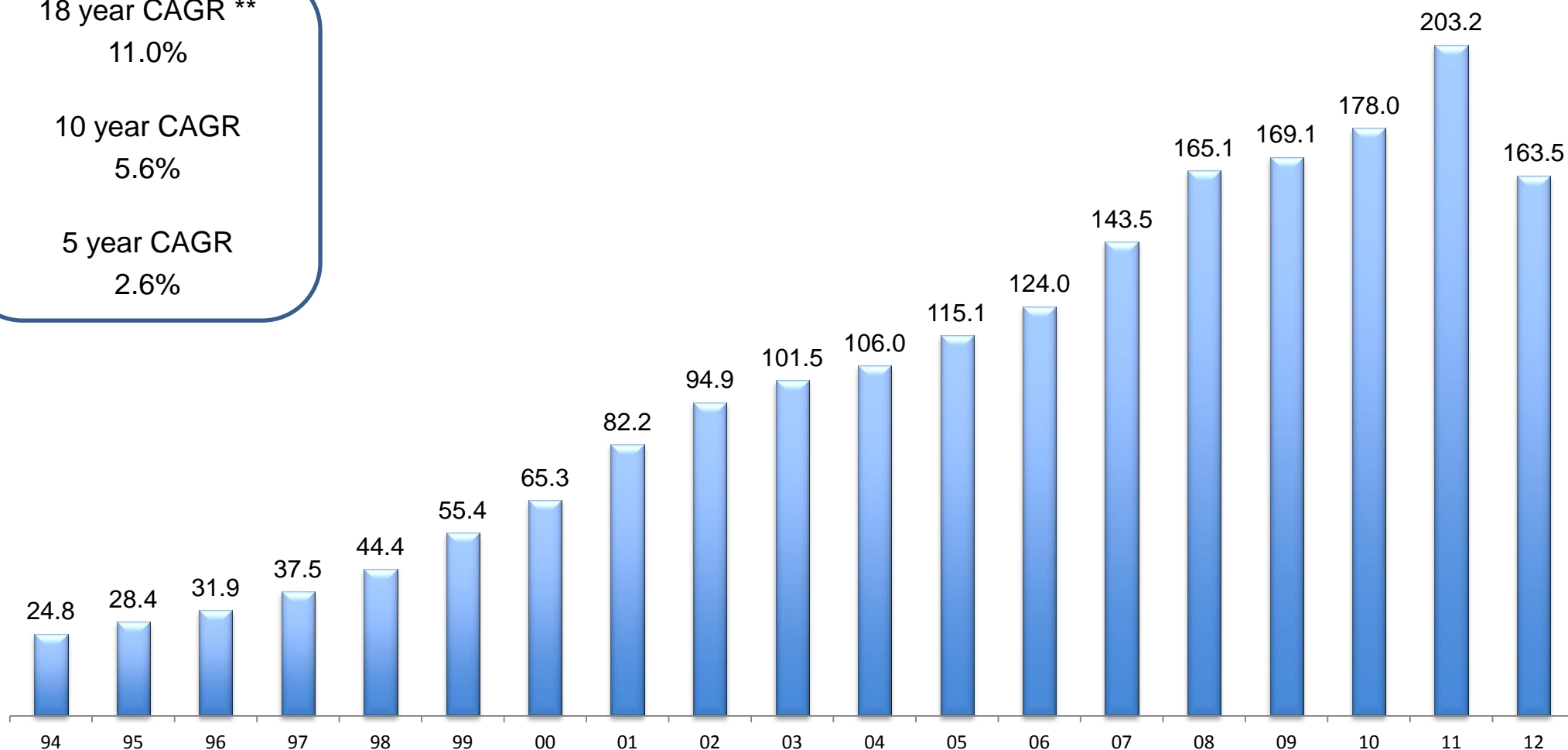
** since flotation in 1994

Adjusted EPS* (cent)

18 year CAGR **
11.0%

10 year CAGR
5.6%

5 year CAGR
2.6%



Years ended 31 March

* excluding net exceptionals, MPH and amortisation of intangible assets

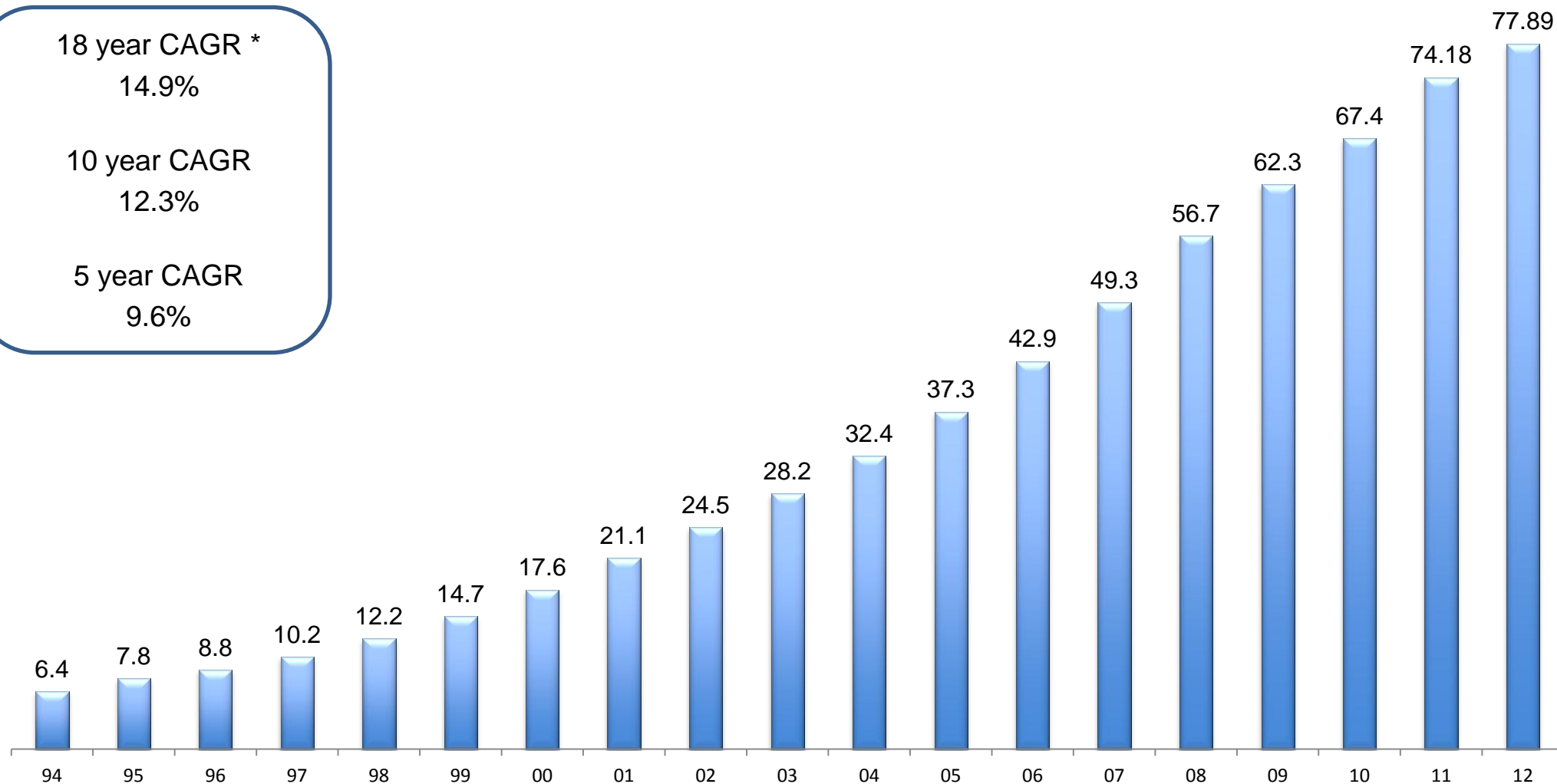
** since flotation in 1994

Dividend (cent)

18 year CAGR *
14.9%

10 year CAGR
12.3%

5 year CAGR
9.6%



Years ended 31 March

* Since flotation in 1994

Shareholder base

	Oct 2012
	(% Holding)
Institutions	
North America	34.3%
UK	27.1%
Cont Europe/Asia	<u>8.5%</u>
Total overseas	69.9%
Irish	<u>7.9%</u>
Total institutional	77.8%
Retail	11.5%
Management	2.8%
Lending/Market Makers	<u>7.9%</u>
	100.0%

