ANNUAL GENERAL MEETING

CEO ADDRESS

10 November 2026

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FY26 FINANCIAL PERFORMANCE[1]

FY26 REVENUE

$457.9m

FY25 $481.2m, -4.8% vs pcp

FY26 CASH FLOW FROM OPERATIONS

$15.8m

FY25 $44.7m, -64.7% vs pcp

FY26 OPERATING CASH CONVERSION[2]

100%

FY25 110%, -10% vs pcp

FY26 UNDERLYING EBITDA

$41.3m

FY25 $52.1m, -20.7% vs pcp

FY26 UNDERLYING NPAT

($5.8m)

FY25 $3.5m, -265.7% vs pcp

FY26 STATUTORY NPAT

($40.2m)

FY25 ($27.9m), -44.1% vs pcp

1. Based on the audited financial report for the year ended 30 June 2026, with the exception of non-IFRS numbers such as “Underlying EBITDA” and “Underlying NPAT”

2. Operating cash flow excluding interest and tax divided by underlying EBITDA

KEY DRIVERS IN FY26

A challenging year for DGL

- Manufacturing and logistics revenue increased. Environmental revenue fell significantly, primarily because the Victorian battery recycling facility closed in late FY25 and was sold in FY26.
- However, margins impacted by higher fuel and raw material costs, increased international shipping rates, and low-cost imports of fully-formulated chemical products
- Generally weaker economic conditions, availability of used lead-acid batteries, and driver shortages leading to increased use of subcontractors also impacted earnings
- Strategic expansion of warehouse and manufacturing facilities also impacted margins due to underutilised capacity as DGL ramps up utilisation

Strong base for profitability

- Since DGL listed on the ASX in 2021, it has built up a strong portfolio of strategic assets and is now focussed on extracting the maximum return from these assets
- Substantial capital investments during the year, expanding capacity and capability across our manufacturing network. Key projects included the commissioning of a new manufacturing facility at Narangba, Queensland, powder repacking capabilities at Derrimut, Victoria, boiler upgrades at Wingfield, South Australia, and investment in advanced manufacturing equipment and services at St Marys and Somersby in New South Wales
- Civil works for the new liquid waste treatment plant completed, final installation works underway, and commissioning expected during H1 FY27
- Upwards trend in capacity utilisation in new warehouses, expected to continue
- Significant cost reduction initiatives implemented, with the full benefit expected to be realised in FY27
- Focus on maximising the return from DGL's portfolio of assets

ACTIONS TO ADDRESS PERFORMANCE

Lead recycling	• Sale of lead recycling operations at Laverton, Victoria, with significant cost reductions at Unanderra, New South Wales
Growth initiatives	• Expansion of manufacturing capacity in crop protection and automotive • New liquid waste treatment plant expected to come on-line in NSW in H1 FY27 • Driving utilisation of expanded warehouse and manufacturing capacity
Premises	• Continued consolidation of sites to achieve greater efficiency
Cost Management	• Significant cost reduction initiatives implemented, in both shared services and operations • Consolidation of systems and continued realisation of efficiencies in support costs • Agility in pricing in response to increase in input costs
Integration	• Integration of businesses, operations and assets to improve productivity • Simplification of corporate structure
Systems	• Significant investment in group-wide ERP, HR/Payroll and logistics management systems to deliver substantial benefits • Removal of more than 30 existing systems to reduce administration costs and improve productivity

DGL'S BUSINESS



DGL Manufacturing

Key Industries

- Crop Protection
- Mining
- Automotive
- Water Treatment
- Construction

Services

- Formulation
- Toll Blending
- Product Development
- Downpacking
- Labels & Compliance
- Packaging



DGL Logistics

Warehousing

- Classed Dangerous Goods
- General Goods
- Pick and Pack
- Container Unpacking Services
- Product Management & Relabelling

Transport

- Road Freight (intra and interstate)
- Bulk Liquids & Powders
- International Transport
- Steel & Oversize Freight
- Port Services



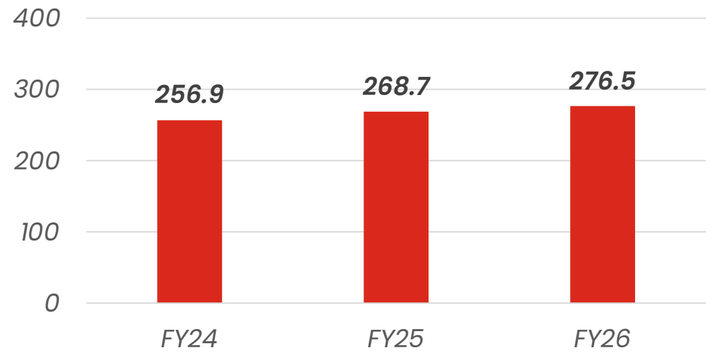
DGL Environmental

Services

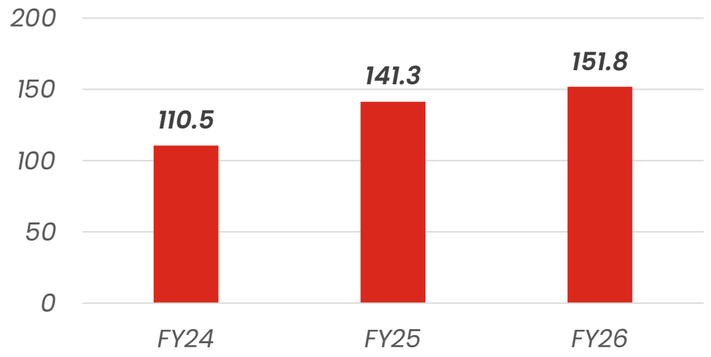
- Waste Removal
- Liquid Waste Transport and Treatment
- Recycling
- Tank & Container Cleaning
- Plastic Recycling
- Battery Recycling

DIVISIONAL PERFORMANCE

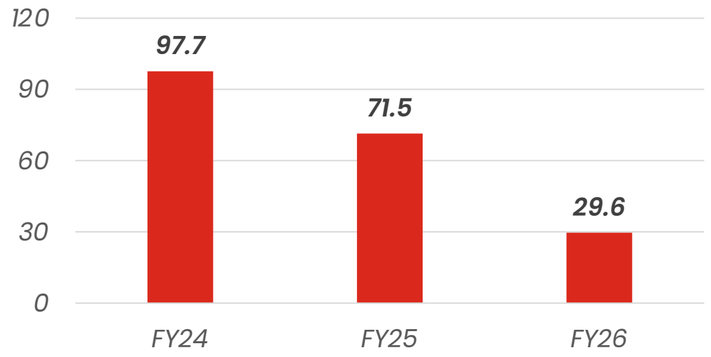
Manufacturing Revenue ($m)



Logistics Revenue ($m)



Environmental Revenue ($m)



Manufacturing

- Stronger sales however earnings declined
- Higher overheads and operating costs at the expanded Victoria facility reduced profitability.
- Higher raw material costs, competitive imports and underused new capacity put pressure on margins.
- FY27 focus on driving utilisation of installed capacity and staying agile to mitigate input cost increases

Logistics

- Warehouse capacity and utilisation drove revenue growth. Storage capacity rose 20% in FY26 to over 120,000 tonnes of chemicals across the network.
- Lower utilisation of expanded capacity weighed on storage earnings.
- Higher fuel costs and greater use of subcontractors due to driver shortages weighed on transport earnings.
- In FY27, DGL will focus on using more installed capacity, reducing subcontracting and improving fleet productivity.

Environmental

- Employee and overhead expenses rationalised in H2 FY25 to align expenses
- Civil works at NSW's new liquid waste treatment plant are nearing completion. Final installation is underway, with full operation expected in H2 FY27.
- DGL has applied for additional licences to treat a wider range and greater volumes of industrial liquid waste.

DGL BUSINESS STRATEGY

PURPOSE	**Supplying chemical logistics and services to essential industries in Australia, New Zealand and beyond.**				
FOCUS	**Regulated chemical markets in Australia and New Zealand, where licenses and accreditations are required to operate, for the safe and secure manufacture, storage and supply of chemicals and other materials.**				
PRIORITIES	**Safety & Environment** • Worker, Customer and Community Health and Safety. • Continued investment in safer plant, equipment and processes.	**Expanding operations** • Completion of new liquid waste treatment plant. • Obtaining licences to increase LWTP capacity.	**Integration** • Consolidation of manufacturing operations to improve productivity. • Further simplification of corporate structure and standardisation of processes.	**Leveraging capabilities** • Fleet and route rationalisation to improve asset utilisation. • Increasing utilisation of expanded warehousing network. • Optimum utilisation of existing plant footprints.	**Systems enhancement** • Completion of ERP and logistics systems rollout to improve productivity, quality of information and customer service. • Implementing best practice group processes and procedures.
VALUES	**Safety, Together, Environment, Performance, Service.**				
CULTURE	**Performance and accountability.**				

DIVISIONAL TRADING UPDATE

Manufacturing

- Middle East volatility continues to affect Automotive, particularly solvent prices. Price increases and lower overheads are helping offset the pressure.
- As a result of favourable climatic conditions, demand for agricultural chemicals remains strong.
- Crop Protection is producing for the H2 FY27 selling season. Home & Garden retail sales were strong during the Q1 FY27 spring build.
- Throughput in Water and Mining remains steady, with new Water sites in NSW.

Logistics

- Additional warehouse capacity in NSW, SA, VIC and WA is supporting month-on-month growth in storage volumes across all states.
- Warehousing is attracting new customers, and existing customers are expanding into multiple states. The pipeline of new business and tenders remains strong.
- Driver recruitment and retention have improved but remain an ongoing challenge.
- Closer integration of bulk and packaged transport has improved fleet utilisation. Bringing cross-docking and transport together has secured new work from wharf collection through to final delivery.

Environmental

- Work to improve efficiency and reduce downtime at the battery recycling plant is ongoing.
- Physical works on the liquid waste treatment plant are targeted for completion in December 2026. DGL has applied for additional waste codes. Subject to commissioning and approval of those codes, volumes are expected to increase in H2 FY27.
- Cost control remains a focus at our NSW plant to improve profitability
- Clean-up at DGL's Melbourne packaged waste facility (Envirostore) continues following a fire in June. Melbourne packaged waste operations are expanding to a second facility.

OUTLOOK

Trading Update & Outlook for FY27

- Trading in the first three months of FY27 showed a material improvement in earnings before interest and tax (EBIT) compared with the same period in FY26.
- FY26 investments and operational decisions are paying off. Utilisation has improved across DGL's expanded warehousing network.
- Broadly speaking, demand for DGL's materials and services is strong across Australia, New Zealand and international markets.
- The majority of DGL sites are profitable and sustained pressure is being maintained to turn around lagging sites, with the aim of maximising returns from DGL's installed assets.
- DGL remains positive about the FY27 outlook following the improvement in trading. Challenging economic and geopolitical conditions continue to pose a risk.

