ASX ANNOUNCEMENT
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2026 AGM – Chair and CEO's Addresses

Chair Address

Good morning and welcome to the 2026 Annual General Meeting for DXN Limited.

As we reflect on the past year I would like to cover three areas, how we closed FY26, what has changed and how we as a Board are approaching the future.

FY26 was a year of two halves. Customer-driven project deferrals held back the first half, and revenue from continuing operations finished at $10.1 million, down 33 per cent. This combined with under-used factory capacity, compressed gross profit to $1.8 million, and we reported a full-year loss after tax of $6.6 million. The headline financial result does not tell the full story of a year where the Company's long-term investment came into focus, with our strategic initiatives leading to commercial outcomes within the AI HPC space, leading to our strongest pipeline of opportunities to date.

During FY26 we laid the foundations for growth in South-East Asia. With our new Johor, Malaysia manufacturing site and our planned expansion in Indonesia, our first manufacturing facilities outside Australia position us in a region investing heavily in digital infrastructure. South-East Asia is experiencing rapid digital growth and needs flexible, scalable, cost-effective infrastructure. We believe expanding our geographic footprint to this region positions us at the forefront of a growing market opportunity, across prefabricated AI Infrastructure.

In the second half of FY26, tender activity picked up, and a $7.0 million capital raise gave us the ability to scale ahead of demand. The industry moved our way. Power and supply constraints are holding back conventional builds, speed to deployment has become the deciding factor, and customers are increasingly turning to modular construction to compress their timelines. Our AI HPC module answers that need as a productised, factory-built, AI-ready facility. Our maiden AI customer has since told us it intends to cancel its contract because of a strategic shift in its business; however the credibility that contract earned us has opened new conversations across the industry, and our pipeline of opportunities is the largest in our history by value.

The AI infrastructure market is evolving rapidly, and the Board is continually assessing how best to position DXN for growth as AI HPC data centres are built out. Four shifts stand out against the current backdrop.

First, demand remains strong for compute, but money has become more selective. Many AI cloud operators, including neoclouds, have funded themselves with debt. In October, financing conditions for AI-related borrowers tightened and prominent industry voices predicted a shake-out and consolidation. For a supplier like DXN, the funding and strategy of the customer matter as much as the size of the order.

Second, power is increasingly the limit. Grid capacity is scarce, and governments (including Australia's) are moving towards requiring large data centres to secure their own energy and to meet new grid standards. Communities are also pushing back on large campuses over land, noise and water, and some projects have been delayed or withdrawn.

Third, customers are looking at reducing the time to reach readiness of data centre facilities.

Industry reports suggest developers are weighing smaller, faster sites in preference to waiting years for the largest campuses.

Fourth, the industry is validating prefabrication. NVIDIA's DSX POD reference design, launched in October, is built around factory-made modular units, and NVIDIA says it can cut deployment on a prepared site from about six months to a matter of weeks. That supports DXN's model. It is also a reminder that larger vendors are moving into the space, so our advantage has to come from local engineering, compliance and manufacturing, built around the equipment our customers choose.

The Board's response is discipline. We will keep growth capital-light, scale manufacturing in step with contracted demand, weigh customer quality and contract terms, including progress payments, alongside order size, and continue to hold the cash to deliver the backlog we have.

Against this backdrop, the Board has deliberately strengthened both its own skills and those of management to sharpen DXN's strategic direction. I thank Brendan Power for his service and welcome Vikas Gour as a Non-Executive Director, with more than 20 years of digital infrastructure investing and operating experience. Alongside the Board changes the management team has grown to support our growth ambitions. John Stevens joined as Chief Operating Officer and Darren McSorley as Chief Development Officer. Shalini will talk more to these appointments.

Finally, I would like to extend my thanks to Shalini and the DXN team for their execution, and you, our shareholders, for your support. I now invite Shalini to address the meeting.

CEO Address

Thank you, Myo, and good morning, everyone.

Our activity in FY26 has positioned us for growth, including our strongest backlog and pipeline of opportunities to date. In August we signed a second AI high-performance computing (AI HPC) contract of approximately $12.2 million for a 2-megawatt turnkey modular data centre. It combines our AI modules with an upgrade of the customer's existing infrastructure in a single high-density data hall, and it is the first phase of a potentially larger deployment. Design is complete, the build is under way, and we expect the site to be operational in early calendar 2027.

Our core market continues to grow and support the AI infrastructure projects. Last week we announced a fourth repeat order for a global internet customer. This contract, valued at approximately $4.8 million, cements our position as a trusted advisor and delivery partner for mission-critical subsea cable infrastructure. Alongside projects like the edge data centre for Melbourne Airport, our satellite DCaaS site our Darwin data centre operations give us a diversified base that does not depend on any one customer or one technology.

Our maiden AI HPC customer has told us it intends to cancel its contract. That is a result of the customer's strategic shift, not of how DXN performed, and we understand why it is disappointing news. The contract protected us, our background IP remains ours, and the inbound interest since then tells us the market recognises the product we have built.

The contract is paid on progress, and we expect to be paid approximately $4.2 million for work done and costs committed. The customer has not disputed that. But we want to be direct that the larger follow-on campus opportunity we referred to when we signed that contract is not expected to proceed with this customer.

What matters now is what it has left us with: a platform standardised for volume manufacturing, and relationships in the US that are generating new enquiries. In a fast-moving industry, we believe we are well positioned to continue winning and delivering in AI HPC.

As Myo said, the industry is changing fast. For a newer shareholder, the simplest way to look at the landscape is that there are three ways modular data centres get built. Large operators build and own the whole stack themselves. Equipment makers sell their own integrated systems. And system integrators, like DXN, take the equipment the customer has chosen, then design, build, test and install it in a factory-built module. As the large equipment makers focus on the biggest projects, many smaller and mid-sized operators turn to integrators. That is the space we occupy.

Our edge is delivery, not a patent: a productised platform, a certified track record in demanding environments, and local manufacturing that gets customers to power faster. NVIDIA's DSX POD announcement validates the modular approach.[1] It also means we must keep moving quickly, and that is why standardising our designs and outsourcing repeatable non-core work such as doors and bulkheads are our operating priorities for FY27.

Our priorities for FY27 are clear. First, deliver our AI HPC, satellite and subsea cable projects on time and on budget, and keep building customer relationships on the strength of how we execute. Second, convert our backlog, which today includes our most recent CLS win and stands at $33.8 million. We expect to deliver $11.0 million of revenue in the first half of FY27. Third, build our pipeline, where we are targeting higher-value AI HPC projects and growing StructCore opportunities, so that we can grow in FY27 and beyond.

This will be supported by bringing the new manufacturing sites into production. Today production is concentrated in Welshpool, Western Australia. We have opened a temporary facility at Seven Hills in New South Wales for short-term demand over the current quarter, secured the lease for our first overseas factory in Johor, Malaysia, where production is targeted for this quarter of FY27, and are securing a permanent southern NSW site. We are targeting our permanent sites to be fully operational by the end of the third quarter of FY27. We are doing this in a capital-light way so that capacity can scale with demand.

To support our growth plans this year we have strengthened the management team with the appointment of John Stevens as COO and Darren McSorley as CDO. Both join DXN with deep experience in large-scale manufacturing, infrastructure development and customer growth. John will lead the build-out of our manufacturing network, including bringing our permanent sites in Malaysia, and southern NSW into full operation by the end of the third quarter of FY27, while keeping delivery on schedule across the backlog. Darren will lead our pipeline and customer development, including AI HPC opportunities and the growth of our South-East Asian presence. Together, they give us the operational capacity and commercial focus to convert our pipeline into delivered projects. The appointments also free me up to concentrate on strategy and customer relationships as DXN scales.

In closing, I would like to thank our team, who have delivered through a demanding year, to Myo and the Board, and to you, our shareholders. I look forward to your questions.

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[1] NVIDIA, "NVIDIA Introduces DSX POD AI Factories to Accelerate Europe's Infrastructure Deployment" (GTC Berlin, 21 October 2026), https://nvidianews.nvidia.com/news/nvidia-introduces-dsx-pod-ai-factories-to-accelerate-europes-infrastructure-deployment. NVIDIA states the reference design could reduce onsite deployment at prepared sites from six months to as little as 14 days (excluding site preparation).

About DXN Limited

DXN is a vertically integrated manufacturer and operator of modular data centres in Asia Pacific. DXN's core business is designing, engineering, manufacturing, maintaining and operating data centres.
The Company works with major government and blue-chip enterprise customers.
It has two core divisions:

1. Modular Division – designs, engineers, manufactures, and deploys EDGE facilities and critical DC infrastructure; and
2. Data Centre Operations - operates, maintains and markets data centres and critical infrastructure for our own DXN data centres as well as our modular customers. For more https://dxn.solutions.