DGL

FY23 FULL YEAR RESULTS PRESENTATION

28 August 2023

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NO RELIANCE

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All dollar figures within this document represent Australian Dollars unless otherwise specifically stated.Underlying results exclude the impact of one-off items, predominantly acquisition costs.

Refer to Slide 20 for the reconciliation of statutory to underlying earnings.

BUSINESS OVERVIEW

DGL CONTINUES TO DEVELOP ITS CAPABILITIES TO SERVE A GROWING CUSTOMER BASE

$466.0m
FY23 Sales Revenue

$64.1m
FY23 Underlying EBITDA

$59.3m
FY23 Cashflow from Operations

70+
Sites

200,000t+
Chemical Storage

4,200+
External customers

800+
Employees

330+
Owned Trucks, Tankers and Trailers

- +26% growth in FY23 sales revenue to $466.0 million vs. the prior corresponding period (pcp)
- +27% growth in underlying EBITDA to $64.1m vs. pcp
- +113% growth in cashflow from operations to $59.3m vs. pcp
- Eleven acquisitions during FY23 to build capabilities and ability to service customers
- Highly-skilled workforce with more than 800 employees (+50% since 30 June 2022)
- 4,200+ active external customer base, +31% since 30 June 2022, reflecting a trusted brand
- Growing presence with a network of over 70 strategically located sites
- Enhanced transport and logistics network as fleet size expands to over 330 (+80% since 30 June 2022), amplifying reach and ability to service customers

FY23 FINANCIAL HIGHLIGHTS

DGL

DGL GROUP CONTINUES TO PERFORM STRONGLY

FY23 HIGHLIGHTS (vs FY22)

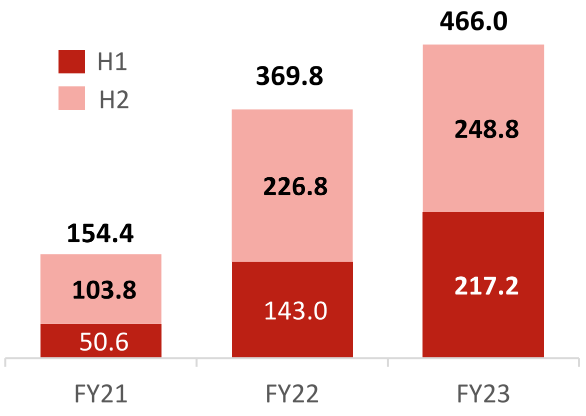
Sales Revenue
$466.0m
+26% (+$96.2m)

Gross Profit
$171.7m
+25% (+$33.8m)

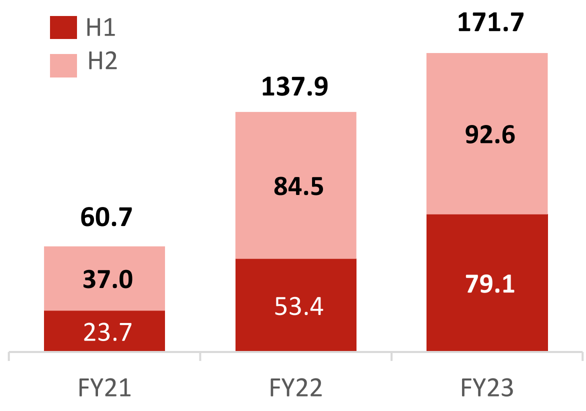
Underlying EBITDA
$64.1m
+27% (+$13.6m)

Underlying EBIT
$41.7m
+25% (+$8.3m)

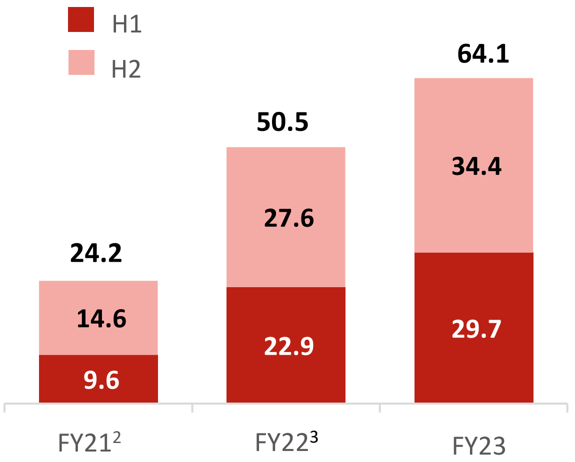
SALES REVENUE ($m)



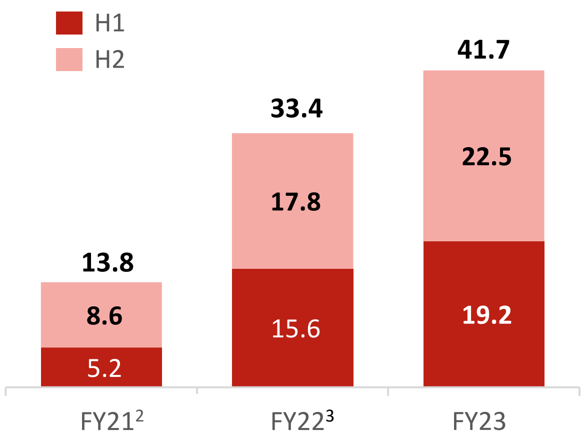
GROSS PROFIT ($m)



UNDERLYING EBITDA[1] ($m)



UNDERLYING EBIT[1] ($m)



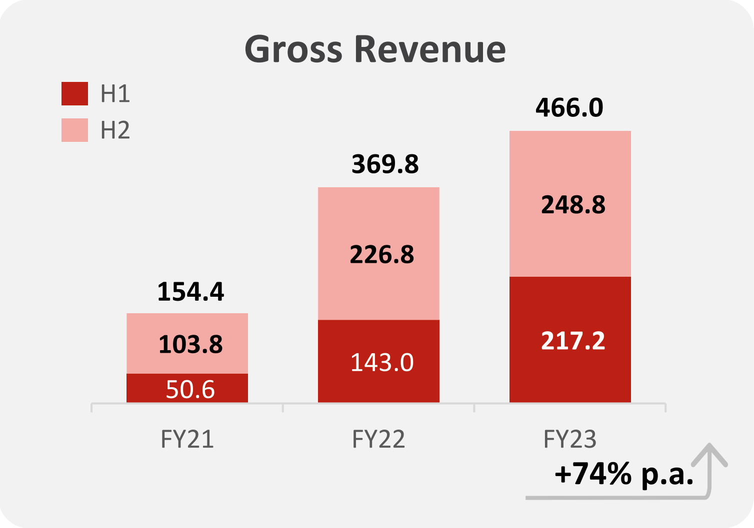
1. Underlying EBITDA and Underlying EBIT reflect the statutory results adjusted for acquisition costs, impairment expense and associated tax effect. See appendix for the reconciliation of FY23.
2. FY21 excludes $40.2m debt forgiveness by Rapaki Property Group Ltd, a related party
3. FY22 excludes management estimate of $15m non-recurring earnings (refer 2022 AGM investor presentation) from supply imbalance issues in sectors serviced by the Manufacturing segment

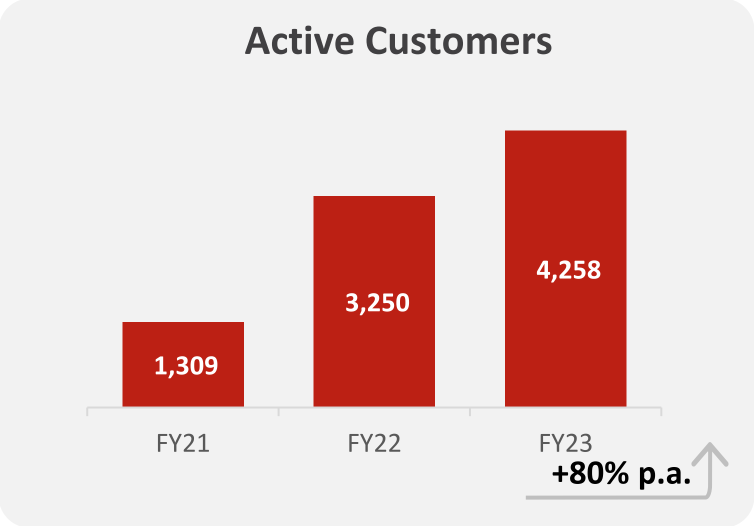
FY23 OPERATIONAL HIGHLIGHTS

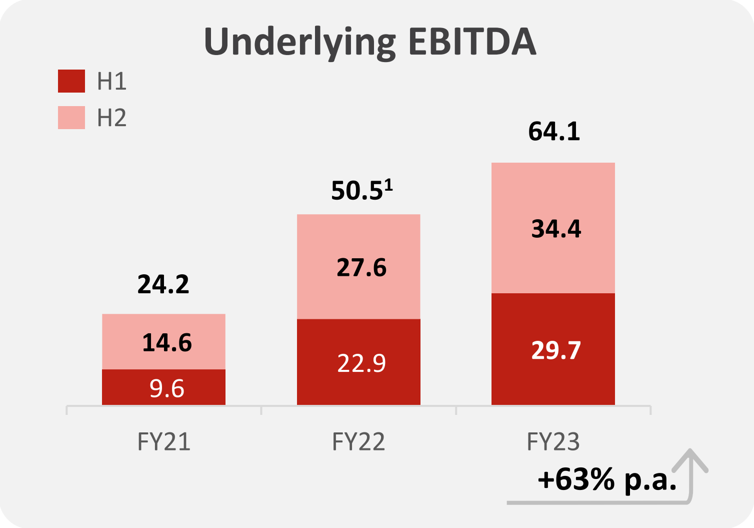
DGL

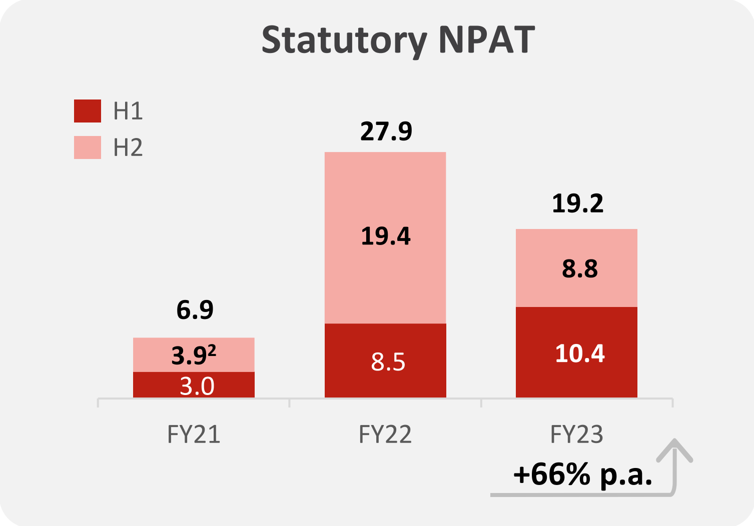
- Leveraging increased scale and broader IP and capabilities to deliver a wider range of services and solutions to our growing customer base
- Further diversification of customers across multiple industries, product and commodity sectors
- Increasing momentum in our chosen markets by bringing together and cross-selling diverse capabilities to provide a more complete service offering
- Delivering ongoing efficiency improvements from integration of our businesses and centralisation of key group services

DGL HAS CONTINUED TO GROW





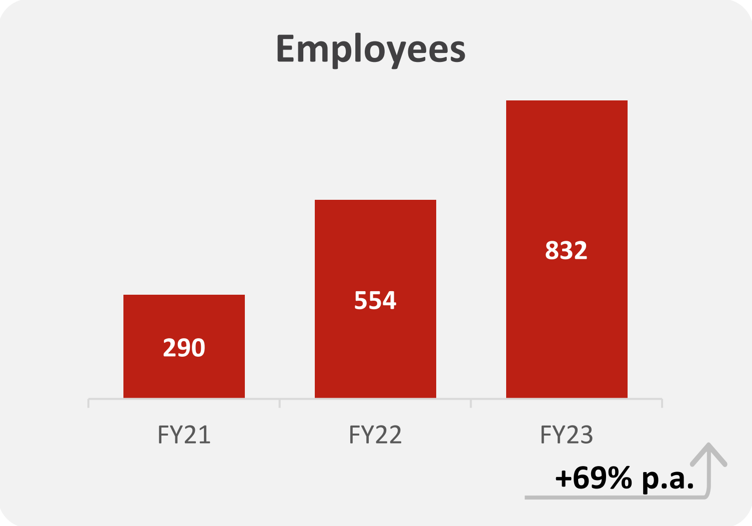


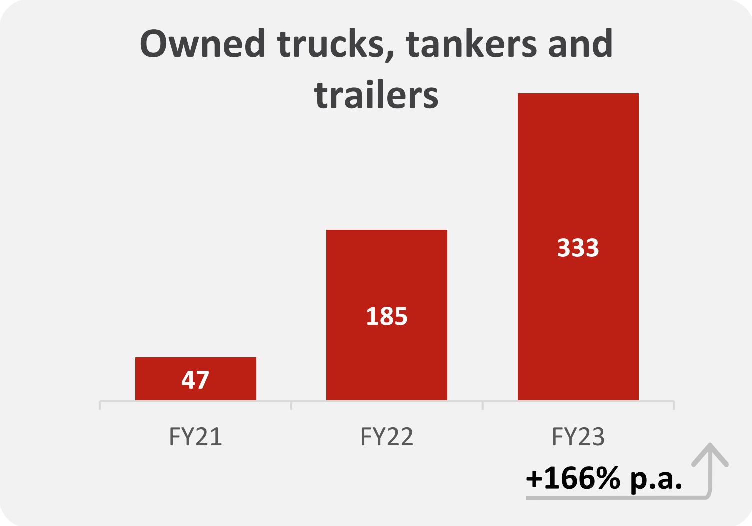


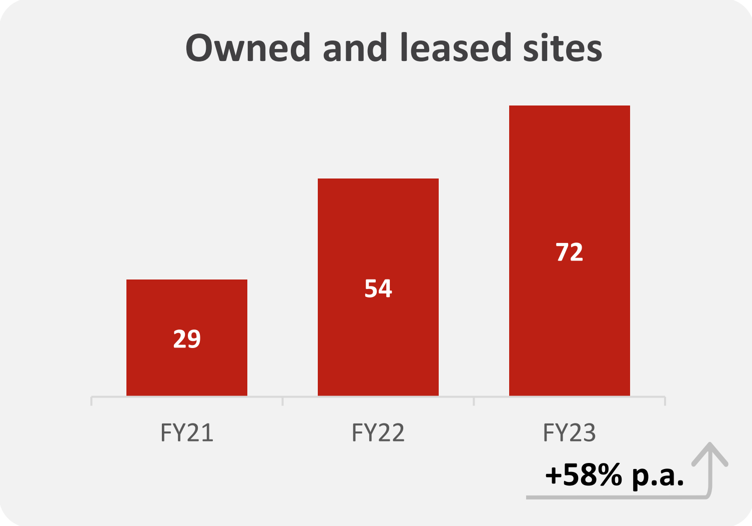
- FY23 revenue growth and increase in market share has been driven by
  - increased sales volumes to existing customers
  - price increases to reflect higher input costs
  - acquisitions and increased cross-sell
  - increased fleet size, breadth of product and service offering
- Revenue growth flowed through to underlying EBITDA, but has been partially offset by inflationary pressure on employee benefit expenses, short-term volatility in key commodity prices and increased waste disposal costs
- FY23 NPAT decreased on the pcp, primarily due to increased finance costs from higher interest rates and increased borrowings, a prior period tax adjustment and more conservative treatment of available tax loss utilisation in New Zealand

1. FY22 excludes management estimate of $15m non-recurring earnings (refer 2022 AGM investor presentation) from supply imbalance issues in sectors serviced by the Manufacturing segment
2. H2 FY21 excludes $40.2m debt forgiveness by Rapaki Property Group Ltd, a related party

INCREASING CAPABILITIES AND SCALE







- Significant added capabilities and new employees from acquisitions with some being promoted into roles with a wider group remit to promote best practice
- Increased fleet size adds scale and increases geographical coverage supporting further cross-selling opportunities and adding value to DGL's service offering
- Additional sites address the capacity constraints that were a feature of FY23 and provide potential to consolidate different segment operations onto the same site

FY23 GROUP PERFORMANCE

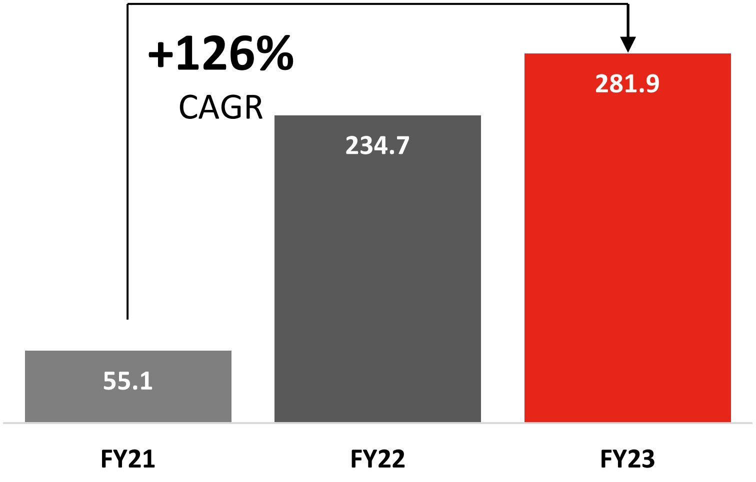
DGL

$Am	FY23	FY22	% Variance
Sales revenue	**466.0**	**369.8**	**26%**
Cost of sales	(294.3)	(231.9)	
Gross Profit	**171.7**	**137.9**	**25%**
Other income	2.6	0.9	
Acquisition costs	(3.1)	(3.6)	
Employee benefits expense	(75.2)	(47.4)	
Administration and general expenses	(23.3)	(17.0)	
Legal and professional fees	(2.8)	(2.7)	
Impairment expense	-	(1.0)	
Occupancy expense	(9.4)	(6.2)	
Statutory EBITDA	**60.5**	**60.9**	**-1%**
Acquisition costs	3.1	3.6	
Provision for site remediation	0.5	-	
Impairment expense	-	1.0	
Normalisation adjustment	-	(15.0)	
Underlying EBITDA	**64.1**	**50.5**	**27%**
Underlying EBITDA margin	**14%**	**14%**	
Depreciation and amortisation expense	(22.4)	(17.1)	
Underlying EBIT	**41.7**	**33.4**	**25%**
Finance costs	(7.6)	(2.1)	
Underlying Profit before income tax	**34.1**	**31.3**	**9%**
Underlying income tax expense	(11.5)	(9.6)	
Underlying Net Profit after income tax	**22.6**	**21.7**	**4%**

- 26% increase in Sales Revenue in line with June 23 guidance (>$450m)
- Sales growth through both volume and price increases. Cost of sales increased in line with revenue including higher raw material prices
- Employee benefits expense higher with integration of 270+ acquired employees, increased investment in people and wage growth
- FY23 Underlying EBITDA up by 27%[1] in line with revised guidance provided in June 23 ($64–$66 million):
- In the second half of FY23, DGL experienced:
  - Continued and more significant used lead-acid battery supply issues, particularly in the final Quarter of FY23
  - Uneven ordering patterns from key customers
- Depreciation expense increased $5.3 million primarily a result of the increased transport fleet (+600% in 2 years)
- Finance costs increased due to higher interest rates, increased borrowings to fund organic growth and acquisitions, as well as the impact of acquired leased assets
- Higher effective FY23 tax rate of 33% due to more conservative treatment of available tax loss utilisation in New Zealand and a prior period tax adjustment

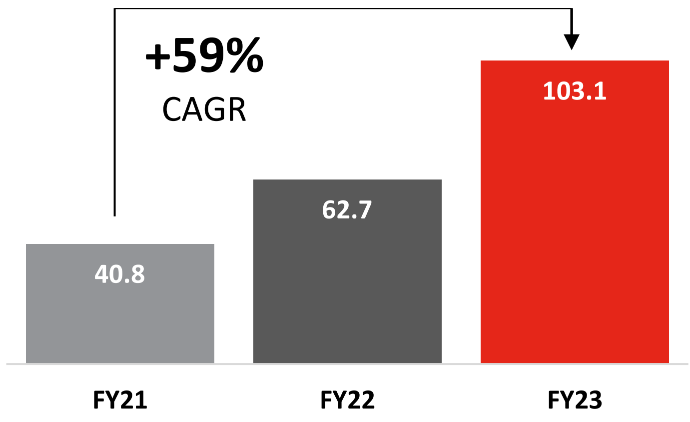
1. FY22 excludes management estimate of $15m non-recurring earnings (refer 2022 AGM investor presentation) from supply imbalance issues in sectors serviced by the Manufacturing segment

FY23 SEGMENT REVENUE[1] ($m)



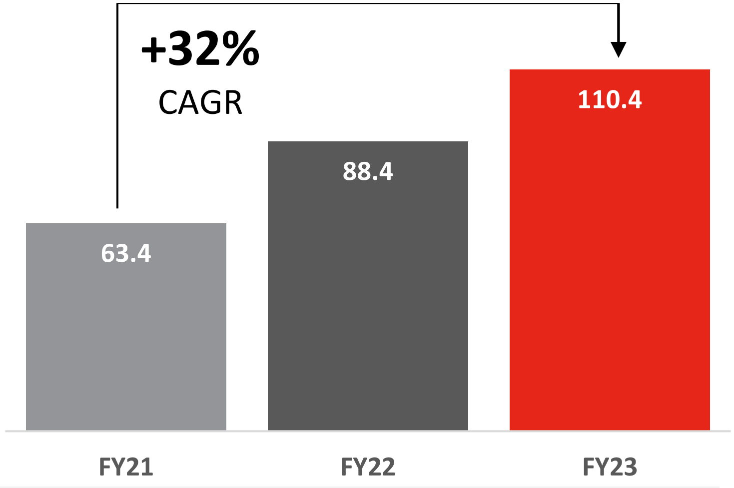
Chemical Manufacturing

- 126% compound annual growth in revenue since FY21
- Demand in FY23 matched by strong operational performance with higher volumes processed across most sites
- Three acquisitions in FY23 contributed $13.8m to segment revenue



Logistics

- 59% compound annual growth in revenue since FY21
- Continued higher demand from customers who are forward-ordering to enable servicing of local customers
- Increased fleet size to 330+, both acquired and organic, increasing serviceability
- Four acquisitions in FY23 contributed $29.3 million to segment revenue



Environmental Solutions

- 32% compound annual growth in revenue since FY21
- FY23 was a challenging year with shortage of raw material for lead recycling and inflationary pressures on input costs
- Strong demand for water treatment services a highlight
- Four acquisitions contributed $28.5m to segment revenue

1. Total exceeds Group Revenue due to intercompany trading. Please refer to note 24 of the statutory financial statements for the reconciliation of segment results

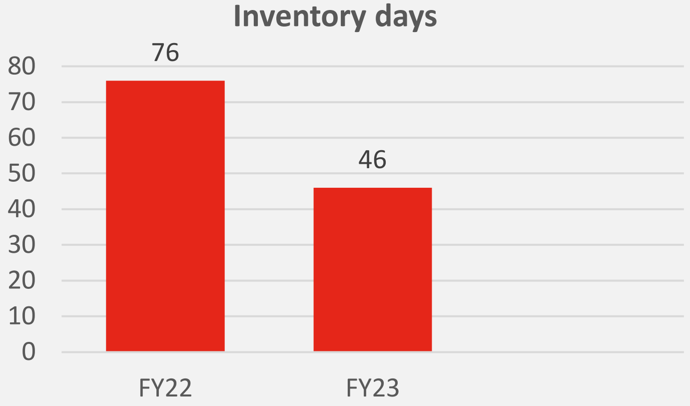
BALANCE SHEET

DGL

(A$m)	30-Jun-23	30-Jun-22	Variance
Cash & cash equivalents	36.9	25.4	11.5
Trade and other receivables	52.5	56.6	(4.1)
Inventories	37.4	48.2	(10.8)
Asset held for sale	0.0	6.6	(6.6)
Other financial assets	0.1	0.3	(0.2)
Other assets	8.6	7.5	1.1
Total Current Assets	**135.5**	**144.6**	**(9.1)**
Property, plant & equipment	246.4	218.8	27.6
Intangible assets	144.1	98.5	45.6
Right-of-use assets	43.8	40.4	3.4
Total Non-Current Assets	**434.3**	**357.7**	**76.6**
TOTAL ASSETS	**569.8**	**502.3**	**67.5**
Trade & other payables	33.5	62.3	(28.8)
Borrowings	6.4	3.4	3.0
Provisions	9.5	7.0	2.5
Lease liabilities	14.2	10.9	3.3
Current tax liabilities	4.0	5.3	(1.3)
Total Current Liabilities	**67.6**	**88.9**	**(21.3)**
Borrowings	121.6	66.1	55.5
Lease liabilities	32.0	30.9	1.1
Deferred tax liabilities	13.4	9.8	3.6
Provisions	1.7	0.8	0.8
Total Non-Current Liabilities	**168.7**	**107.6**	**61.0**
TOTAL LIABILITIES	**236.2**	**196.5**	**39.7**
NET ASSETS	**333.6**	**305.7**	**27.8**
Issued capital	258.4	250.1	8.2
Reserves	(7.7)	(7.0)	(.7)
Retained earnings	82.9	62.6	20.3
TOTAL EQUITY	**333.6**	**305.7**	**27.8**

- Strong balance sheet with flexibility to support future growth and meet customer demand during FY24
- Net assets increased to $333.6 million, a 9% increase on the previous year funded by earnings
- Net working capital ($56.4 million) $8.1 million lower than FY22 ($64.5 million[1])
- Property, plant & equipment increased $27.6 million, with $18.1 million and $9.5 million through acquisitions and additional CAPEX respectively
- Net debt of $91.1 million as at 30 June (~1.4x net debt / EBITDA[2])

INDICATIVE WORKING CAPITAL DAYS[3]



- Indicative inventory days reduced from 76 Days (pcp) to 46 days
- Inventory consists of $25.9m raw materials, $11.3m finished goods and WIP $200k

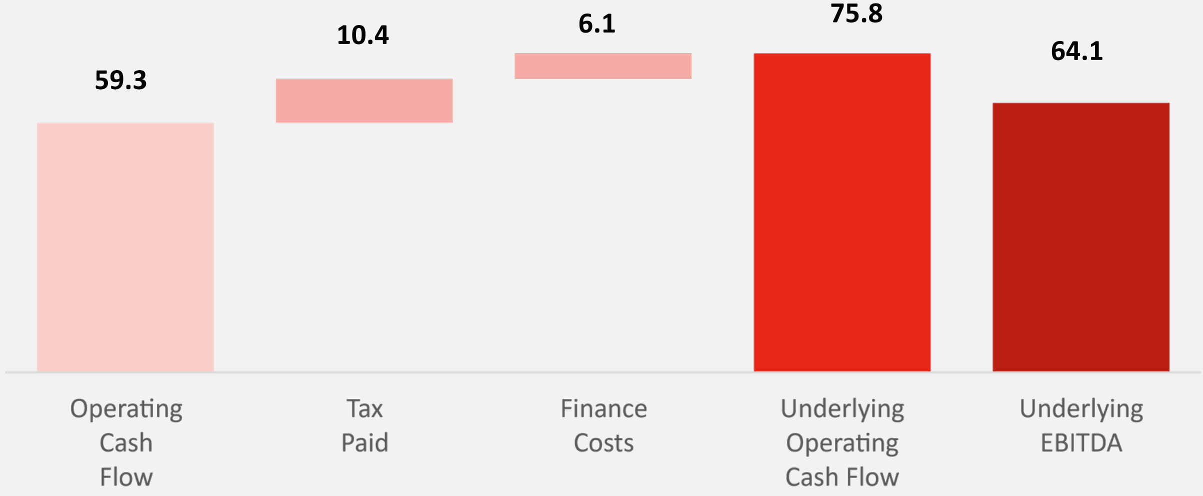
1. Excludes $22 million trade payables in FY22 associated with the now superseded trade finance facility
2. Net debt to FY23 Underlying EBITDA
3. Working capital days figures are a management estimate and use unaudited information. Have included impact of acquisitions in both FY23 and FY22

CASH FLOWS

A$m	FY23	FY22
CASH FLOWS FROM OPERATING ACTIVITIES		
Receipts from customers	514.8	339.8
Payments to suppliers and employees	(440.3)	(305.9)
Interest received/other income	1.3	0.7
Finance costs	(6.1)	(1.3)
Income tax (paid)/refunded	(10.4)	(5.4)
Net cash generated by operating activities	**59.3**	**27.9**
CASH FLOWS FROM INVESTING ACTIVITIES		
Purchase of property, plant and equipment	(24.9)	(47.8)
Proceeds from sale of property	16.0	0.4
Payments for acquisition costs	(3.0)	(3.6)
Purchase of intangibles	(0.9)	(2.0)
Purchase of subsidiary	(28.2)	(25.3)
Purchase of business and assets	(31.4)	(30.8)
Release of term deposits for bank guarantees	-	1.3
Cash acquired from acquisition of subsidiary	2.4	2.2
Net cash (used in)/ generated by investing activitie	**(70.0)**	**(105.6)**
CASH FLOWS FROM FINANCING ACTIVITIES		
Payments of capital raising costs	(0.1)	(0.2)
Proceeds/(Repayment) of trade finance	(22.1)	22.1
Loan repayments made to related parties	-	(1.5)
Proceeds from borrowings	57.7	48.3
Repayment of lease liabilities	(13.4)	(9.4)
Net cash provided by/ (used in) financing activities	**22.1**	**59.3**
Net increase/(decrease) in cash held	**11.4**	**(18.4)**

- Robust operating cash flow of $59.3m (+113% vs pcp)
- $24.9m investment in PPE, $16.4m in growth CAPEX and $8.5m in maintenance CAPEX
- $59.6m of investing cash outflows relate to acquisitions and asset purchases
- Within financing activities:
  - $22.1m for settlement of trade finance facility
  - $57.7m of borrowings for acquisitions and growth CAPEX
- FY23 underlying operating cash flow has increased to $69.3m, cash flow conversion is ~118%[1] (vs. ~108% in H1 FY23[2])
- No dividends paid in FY23. Dividend policy remains unchanged, with all earnings reinvested to support growth

FY23 OPERATING CASH FLOW[1]



1. Operating cash flow adjusted for tax paid and finance costs, divided by Underlying EBITDA.

MARKET CONDITIONS DRIVE ONGOING DEMAND

DGL

- Strong performance in face of price volatility, inflationary pressure and resource shortages
- Well-capitalised, with a diverse range of customers, industry exposure, and geography
- Strong relationships with raw material providers and end markets
- Provider of essential services across key industries that are continuously in demand from a growing customer base

CHEMICAL MANUFACTURING

MARKET DRIVERS:

- Robust demand from a broad customer base for an increased range of chemicals and formulations
- Supply chain disruptions causing shifts towards reliable, well-capitalised and compliant providers
- Stringent regulatory compliance requirements for the handling and transporting of chemicals creates demand for DGL's services

LOGISTICS

MARKET DRIVERS:

- Strong demand and record high utilisation driven by customers holding higher levels of inventory due to supply constraints and fear of disruption
- Ongoing rationalisation within the sector resulting in fewer players

ENVIRONMENTAL SOLUTIONS

MARKET DRIVERS:

- Increasing demand for DGL's services due to growing regulatory compliance requirements
- Stringent disposal requirements drive growth in hazardous waste disposal
- Increased demand for chemically treated potable water
- Mining industry increasing chemical dosage requirements

FY23 ACHIEVEMENTS

DGL

FY23 ACHIEVEMENTS

DRIVE CROSS SELLING BETWEEN SEGMENTS

- Newly acquired businesses provide opportunities for greater cross-selling of DGL services
- Taking IP to new locations and increasing product and services range to existing customers (e.g. trialing new products in Qld and New Zealand to service the mining and construction industries)
- Key customers continue to rationalise suppliers, benefitting DGL

ACHIEVE FURTHER ECONOMIES OF SCALE

- Increased utilisation of warehousing facilities and logistics assets by Chemical Manufacturing & Environmental Solutions segments
- More effective utilisation of DGL's extensive workforce between segments, sharing skills and resources (e.g. sharing engineering and procurement expertise across the Group)

INVESTMENT IN CAPITAL PROJECTS

- Established additional manufacturing capabilities including plant expansion in Derrimut, VIC
- Assessing new capital projects presented by acquisitions
- Reinvest earnings across the whole group to achieve strong organic growth

IDENTIFY ACQUISTIONS

- Strategic acquisitions are being further integrated into the Group
- These acquisitions added employees, intellectual property, products, licenses, capacity, scale and geographies
- Through the acquisitions made since IPO, we have developed internal processes to rapidly integrate businesses into the Group

PLANNED ACTIVITIES FOR FY24

DGL

PLANNED ACTIVITIES FOR FY24

DRIVE CROSS SELLING BETWEEN SEGMENTS

- Ongoing integration of businesses acquired since the IPO
- Strategic focus on organic growth opportunities
- Leveraging DGL's expanded geographic spread to increase reach into related industries

ACHIEVE FURTHER ECONOMIES OF SCALE

- Enhance procurement and manufacturing opportunities from recent acquisitions
- Expansion of DGL's formulation and transportation offerings
- Continued efficiencies from shared services

INVESTMENT IN CAPITAL PROJECTS

- Commissioning of industrial battery recycling plant at Laverton, VIC
- Commissioning of a new Liquid Waste Treatment Plant in Unanderra, NSW
- Increased chemical production capacity through development of recently acquired sites
- Implementation of new ERP and payroll systems to automate and streamline current processes

IDENTIFY ACQUISTIONS

- Target well-priced, strategic acquisitions that bring increased capacity and scale across all geographies
- Focus on opportunities that bring in new customers and link to growing industries and sectors in Australia and New Zealand

EXECUTIVE TEAM

SIMON HENRY
Founder, Executive Director and CEO
Simon is the founder of DGL. He has been the CEO of DGL since 1999. He has over 35 years' experience in industrial property development, logistics, international trading, manufacturing, and production in Australia, New Zealand and Asia-Pacific.

RYAN AISHER
Chief Operating Officer
Ryan joined DGL in 2010. He has over 13 years' experience in sales, procurement, processing and E-waste, international commodity trading and waste shipping.

ALEX WING
DGL Chemical Manufacturing
Alex is an experienced Operations & Manufacturing manager across the Mining and Waste Industries. He combines his diverse technical knowledge and business acumen to optimise DGL's processes and manufacturing performance.

AARON BARDELL
DGL Logistics
Aaron has more than 20 years' industry experience managing 3PL warehouse and distribution operations. He has diverse industry understanding and knowledge and specialises in the Dangerous & Hazardous, Agriculture, Food & Pharmaceutical and FMCG sectors.

ROB PERKINS
Chief Financial Officer
Rob has held senior commercial roles in multinational industrial groups for more than 20 years, accumulating experience in managing fast growing companies, performing due diligence and strategic change projects.

ROBERT SUSHAMES
Executive Director and General Manager, DGL Chemical Manufacturing
Robert has over 20 years' experience in the manufacturing and agricultural chemical industries. He has experience in international procurement, chemical processing plants, contract manufacturing, and warehousing.

KEITH MAU
DGL Environmental Solutions
Keith has more than 15 years' experience working in the hydro and pyro-metallurgical industries. He has a robust understanding of the resource recovery business.

BILL SAY
Commercial Manager
Bill has over 35 years in the water treatment industry and has valuable experience and knowledge in chemical sales, compliance and business development.

ENVIRONMENTAL, SOCIAL, GOVERNANCE

OUR ESG FRAMEWORK REFLECTS AN EVOLUTION AND ENHANCED MATURATION OF DGL GROUP

Our Environmental Social and Government approach centres on the following United Nations Sustainability Development Goals:

In our role as an end-to-end supply chain service, with ever-growing reach into critical industries such as agriculture, automotive, transport, manufacturing, home and garden, food, and pharmaceutical, we play a role in managing ESG risks and impacts.

DGL Group is committed to developing and implementing a company-wide environmental, social and corporate governance framework that encompasses all its business units, evidenced by notable achievements and initiatives.

KEY INITIATIVES

Environmental

CLEAN WATER

- Volume of potable water produced is estimated at 125,000 megalitres per annum
- 60,000 megalitres per annum will be disinfected with DGL Green Chlorine by FY25
- 5,000,000L of mine wastewater treated

WASTE MINIMISATION & RECYCLING

- Achieved FY23 target in liquid waste processing of >30,000 tonnes
- At Derrimut site in Victoria, Australia, recycling of plastics, paper and cardboard, and metals is underway. Recoverable liquids are recycled through various manufacturing processes; non-recoverable liquids are disposed through prescribed waste streams including on-site treatment using water distillation unit

ENERGY MANAGEMENT

- 4 sites with solar, additional 3 sites under review
- Energy saving for 2 sites in 2023 (calendar year) was ~$100k

CARBON FOOTPRINT

- Pollution reduction due to AdBlue is estimated at 2,500 MT of NOx per annum
- On-site chlorine modules will save over 350,000 km per annum in transportation
- Through the acquisition of Nightingale, we are able to provide sustainable supply chains through utilisation of fleet

Social

DIVERSITY

- Supporting regional areas through local employment at our sites

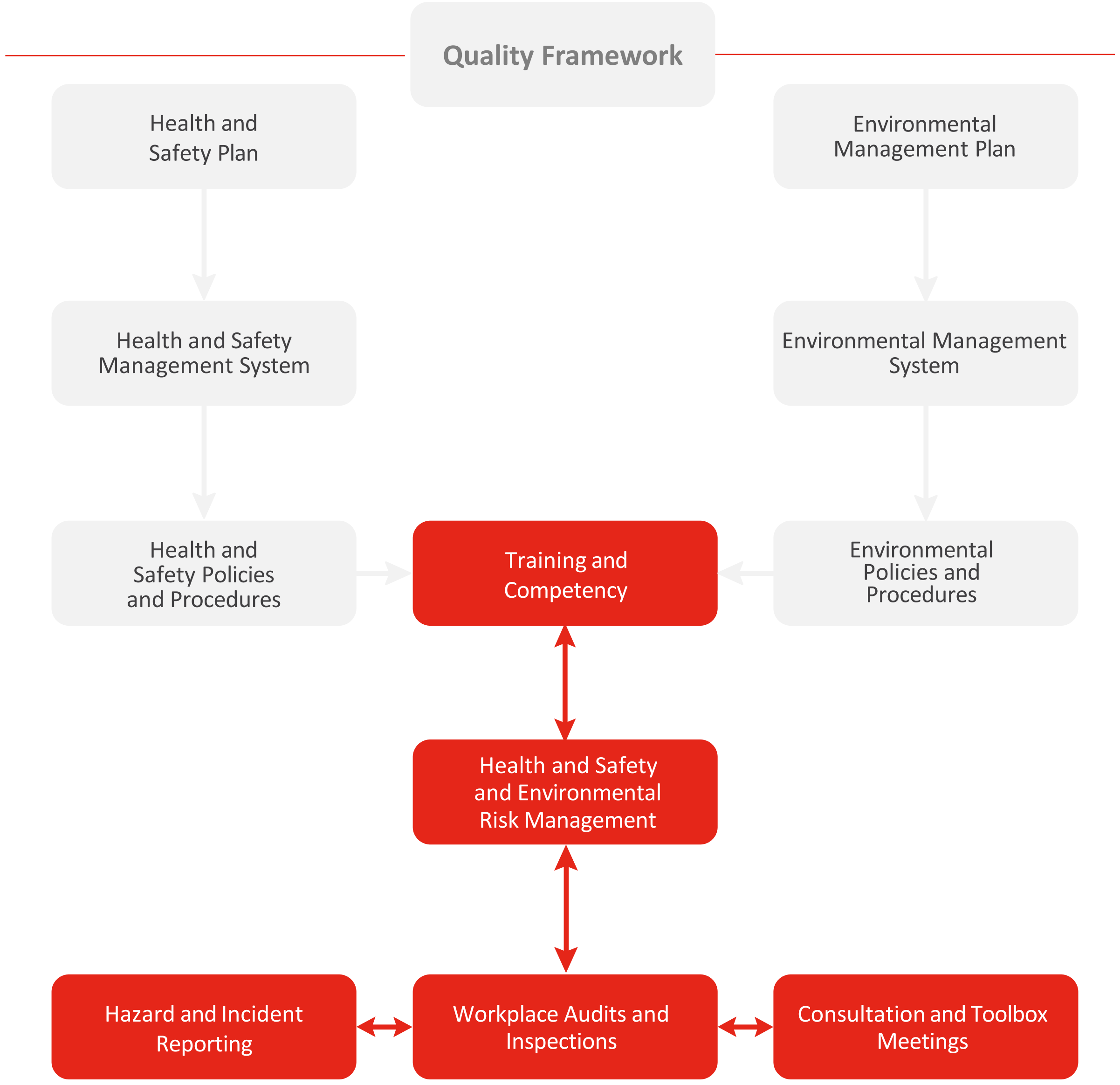
Governance

MODERN SLAVERY

- Board ratification of Modern Slavery Statement, published on DGL Group website

HEALTH, SAFETY, ENVIRONMENT, QUALITY

HEALTH, SAFETY, ENVIRONMENT AND QUALITY REMAINS DGL'S NUMBER ONE PRIORITY



Annual Independent Audit by Benchmark OHS Consulting

There were no major safety and environmental incidents in FY23

Licence and Accreditation Portfolio

More than 20 years of accumulated IP and licenses to ensure HSEQ standards. Beginning in FY24, DGL will achieve a centralised third-party accreditation to the International Standards ISO 45001 (Safety), ISO 9001 (Quality) and ISO 14001 (Environment).

Integrated Management System

In FY24, DGL will implement an Integrated Management System for HSEQ across the Manufacturing Division, with the aim to standardise the completion of tasks by mapping the high-level processes and documenting the DGL standards.

Safety Procedures

Comprehensive safety plans, systems and procedures in order to comply with the range of regulations that apply to the sectors in which it operates.

Employee Training

- Compulsory on-the-job training
- Logging of all potential hazards and incidents
- Annual independent external audits and ad-hoc inspections

SUMMARY AND OUTLOOK

DGL

Summary

- DGL continues to experience unprecedented demand for products and services with opportunities to sell more products and services, particularly on the east coast of Australia
- Our challenge is to delivery sufficient additional capacity to meet demand

Priorities

- Increase sales while being measured with new capital commitment by extracting greater value from our existing asset base and infrastructure
- Continue to develop and deliver our pipeline of organic growth investments over the medium to longer term
- Maintain a very selective approach to assessing and selecting potential strategic acquisitions
- Ongoing centralisation of services and support functions to increase returns by driving efficiencies

Outlook

- DGL has experienced a solid start to trading in FY24, giving the Board confidence that, despite ongoing volatility and uncertainties, the Company's strong growth trajectory will continue through FY24
- The Company will remain focussed over the next 3-4 years on our current markets in Australia and New Zealand to execute its long growth runway, before looking further afield

Appendix

APPENDIX

Summary Underlying Income Statement (A$m)	Statutory FY23	Adjustments	Underlying FY23
Sales revenue	466.0		466.0
Cost of sales[1]	(294.3)	0.5	(293.8)
Gross profit	**171.7**	**0.5**	**172.2**
Overhead expenses	(108.1)		(108.1)
Acquisition costs	(3.1)	3.1	0.0
EBITDA from continuing operations	**60.5**	**3.6**	**64.1**
Depreciation and amortisation expense	(22.4)		(22.4)
EBIT	**38.1**	**3.6**	**41.7**
Finance costs	(7.6)		(7.6)
Profit before income tax	**30.5**	**3.6**	**34.1**
Tax expense	(11.3)	(0.2)	(11.5)
Net profit from continuing operations	**19.2**	**3.4**	**22.6**

[1] Cost of sales includes $0.5m provision for site remediation

DGL

Thank you

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