DGL

INVESTOR PRESENTATION







FULL YEAR 2022 RESULTS

31 August 2022

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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. Refer to Page 11 for the reconciliation of statutory to underlying earnings.

AGENDA

01	02	03	04
Business Overview	Financial Results	Strategy Update	Summary and Outlook






BUSINESS OVERVIEW

COMPANY OVERVIEW

END TO END DIVERSIFIED INDUSTRIAL GROUP OFFERING FULL-SERVICE SOLUTION FROM MANUFACTURING TO RECYCLING

$370m
FY22 Sales Revenue

$306m
Net Assets

550+
Staff - Aust. & NZ

3200+
Customers[1]

170,000t
Chemical storage

185
Owned Trucks, Tankers and Trailers

290,000t
Manufacturing capacity p.a.

180,000t
Waste processing capacity p.a.

As at 30 June 2022

1. *High level analysis undertaken. Customer number includes all customers who made a purchase during the period from 1 July 2021 to 30 June 2022 from DGL Group or any business acquired by DGL Group since 1 July 2021.*

TRANS-TASMAN NETWORK

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DIVERSE AND STRATEGIC GEOGRAPHICAL FOOTPRINT ACROSS AUSTRALIA AND NEW ZEALAND WITH GLOBAL CAPABILITIES.

54	475,000m²	$160m
Sites across Aust. & NZ	Total site size	Carrying value of owned sites

HIGHLIGHTS

- ✓ With more than 54 sites, DGL has an unrivalled footprint across the Trans-Tasman, enabling it to service customers across a diverse geographical footprint.
- ✓ Increased utilisation across extensive network of Trans-Tasman assets.

FY22 FINANCIAL HIGHLIGHTS

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STRONG PERFORMANCE, EXCEEDING PROSPECTUS FORECASTS AND IN LINE WITH UPDATED GUIDANCE PROVIDED IN APRIL 2022

($m)	FY21	FY22	VARIANCE	
Sales Revenue	196.5 [2]	369.8	173.3	▲ 88%
Gross Profit	70.6 [2]	137.9	67.3	▲ 95%
Underlying EBITDA [1]	28.1 [2]	65.6	37.5	▲ 133%
Underlying EBIT [1]	16.8 [2]	48.4	31.6	▲ 188%
Underlying NPAT	11.3 [2]	33.6	22.3	▲ 197%
Statutory NPAT	11.3 [2]	27.9	16.6	▲ 147%
Net bank debt	(22.8)	66.2	89	▲ 390%
Gross bank debt to EBITDA ratio	1.1	1.6	0.5	▲ 45%
Net bank debt gearing ratio	(12%)	22%	34%	▲ 283%
ROCE	10.2% [2]	15.9%	5.7%	▲ 56%
Operating Underlying Cash Flow	28.2 [2]	32.9	4.7	▲ 17%

HIGHLIGHTS

- ✓ Strong FY22 performance with all earnings metrics ahead of prior years, and prospectus.
- ✓ Rapid execution of strategic objectives during FY22, expected to continue into FY23. Earnings growth bolstered by these acquisitions, adding accretive earnings, alongside growth of underlying business.
- ✓ Challenging operating conditions in FY22 with continued disruptions to availability of raw materials and labour as well as cost inflation. However, supply chain challenges continued to drive onshoring of chemical supply chain, benefitting DGL.
- ✓ Earnings and debt has been deployed into acquired businesses, working capital, and strategic property.
- ✓ ROCE up 5.7% on earnings growth despite higher capital deployment.

1. *Underlying results excludes acquisition costs and impairment expenses. See appendix for details.*
2. *Proforma results are provided for FY21. See appendix for details.*

2022 – A YEAR OF GROWTH AND EXPANSION

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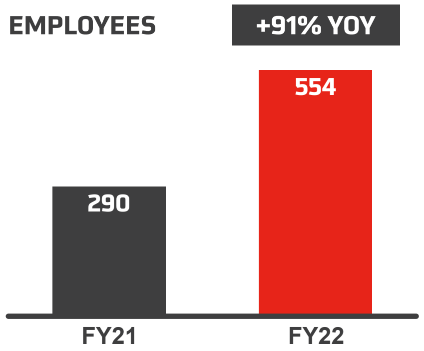
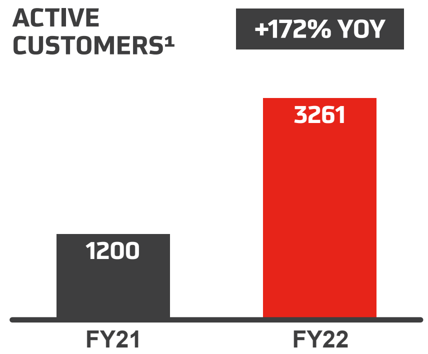
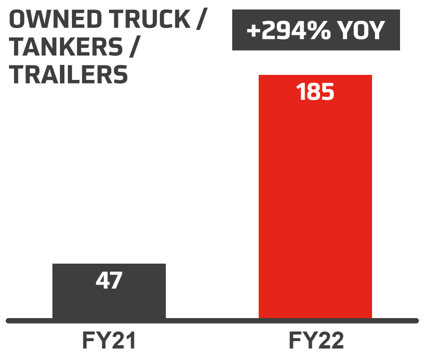
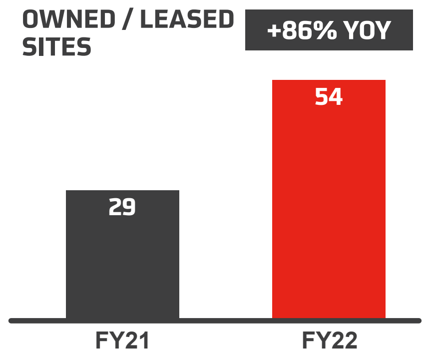
ORGANIC GROWTH AND ACQUISITIONS HAVE INCREASED SIZE AND SCALE OF DGL GROUP DURING FY22









HIGHLIGHTS

- ✓ Size of DGL team almost doubled over last 12 months following acquisitions and scaling of team organically to meet demand.
- ✓ Customer base increased 172% reflecting both demand for our products and services along with the scale from acquired businesses. Diverse mix of customers across multiple industries.
- ✓ Transportation network increased 3 fold on prior period demonstrating strength of full-service offering.
- ✓ Growth in sites reflecting geographical spread of acquisitions.
- ✓ Delivering more services for customers, including integrated warehousing and logistics across more geographies.
- ✓ Execution of our strategic priorities will see continued growth in these areas.

1. High level analysis undertaken. Customer number includes all customers who made a purchase during the period from 1 July 2021 to 30 June 2022 from DGL Group or any business acquired by DGL Group since 1 July 2021.

FY22 ACQUISITIONS OVERVIEW

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ACQUISITIONS DRIVE SCALE AND CAPABILITY DURING FY22

JUL 2021	LABELS CONNECT
SEPT 2021	OPAL AUSTRALASIA
OCT 2021	AQUAPAC water treatment solutions
NOV 2021	Profill
NOV 2021	AUSblue the Australian AdBlue® solution
DEC 2021	Shackell TRANSPORT
DEC 2021	austechemicals
MAR 2022	ALM THE DANGEROUS GOODS SPECIALISTS
APR 2022	Bondlast® Premium Adhesives & Coatings
MAY 2022	TOTAL COOLANTS
JUNE 2022	TEMPLES (WA) PTY LTD
SEPT 2022*	Flexichem Specialising in Silicones

*Post Period

HIGHLIGHTS

- ✓ 11 business acquired during FY22, adding 217 people to the Group.
- ✓ Acquisitions increase scale and add capability across the Group with new intellectual property, sites, talent, and customers.
- ✓ DGL can leverage growing demand from customers with new products and services in more geographies.
- ✓ Some brands maintained, while others have been rebranded to DGL. Dependent on market and profile.
- ✓ Successfully integrated all acquisitions to date with employee, customer, supplier led approach.
- ✓ Coordinated approach to integration with input from both DGL and Vendor teams.
- ✓ $56m of cash and 19.3m new shares issued to acquire businesses in FY22.

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FINANCIAL RESULTS FY22

FY22 Investor Presentation | 31 August 2022

FY22 GROUP PERFORMANCE

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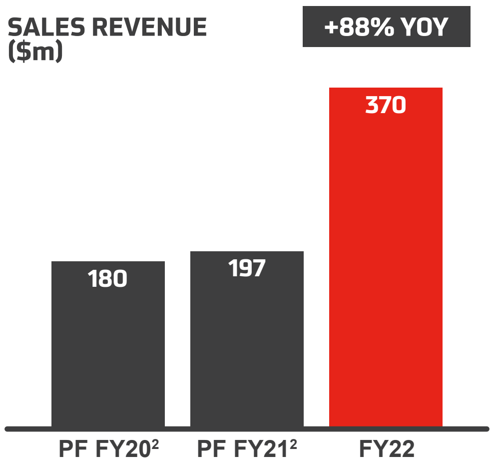
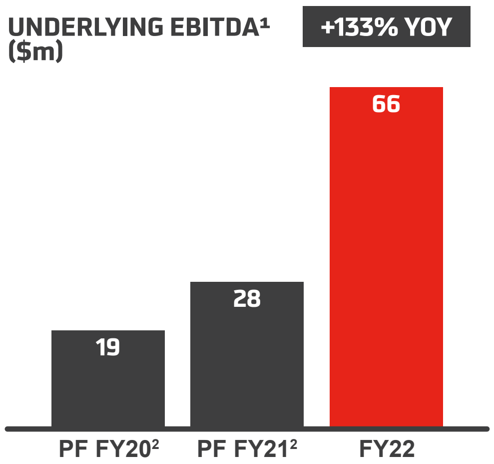
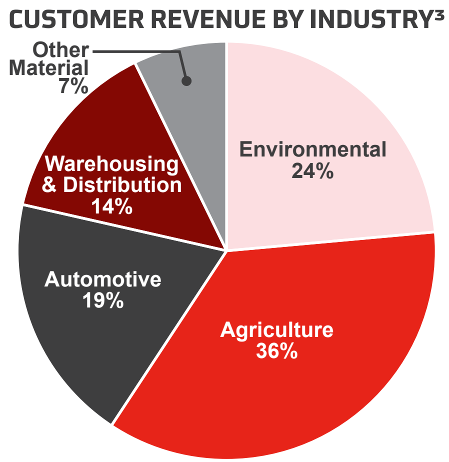
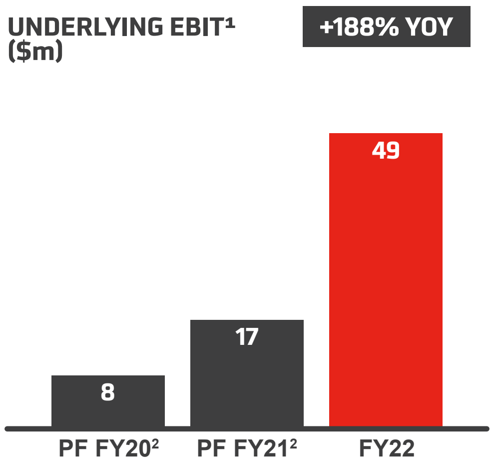
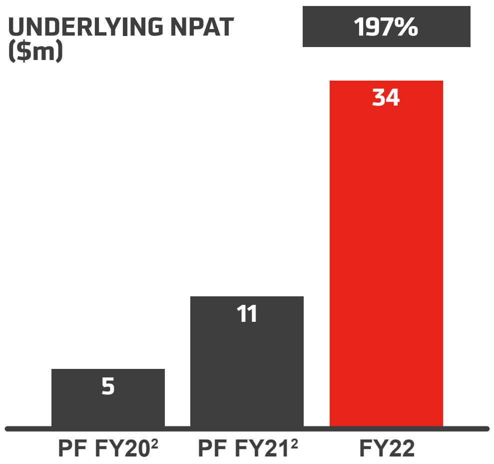
STRONG PERFORMANCE, EXCEEDING PROSPECTUS FORECASTS AND IN LINE WITH UPDATED GUIDANCE PROVIDED IN APRIL 2022

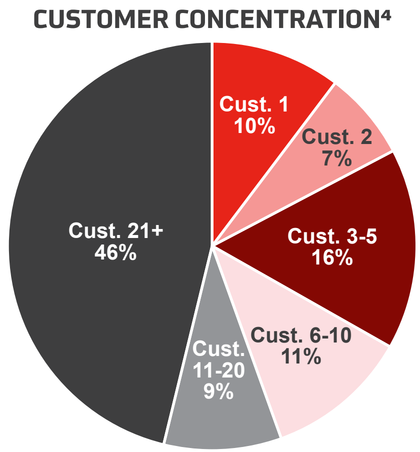












1. *Underlying EBITDA and EBIT excludes acquisition costs and impairment expense. See appendix for details.*
2. *PF = Proforma. Proforma results are provided for FY21 and FY20. See appendix for details.*
3. *Revenue by Industry is indicative only, based on high level analysis. W&D (warehousing & distribution) includes all revenue derived by that segment regardless of customer type. Includes intercompany revenue.*
4. *Pro-forma Customer concentration is indicative only, based on high level analysis. Includes approximate customer revenue from acquisitions from 1 July 2021.*

FY22 GROUP PERFORMANCE

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FINANCIAL PERFORMANCE SUMMARY

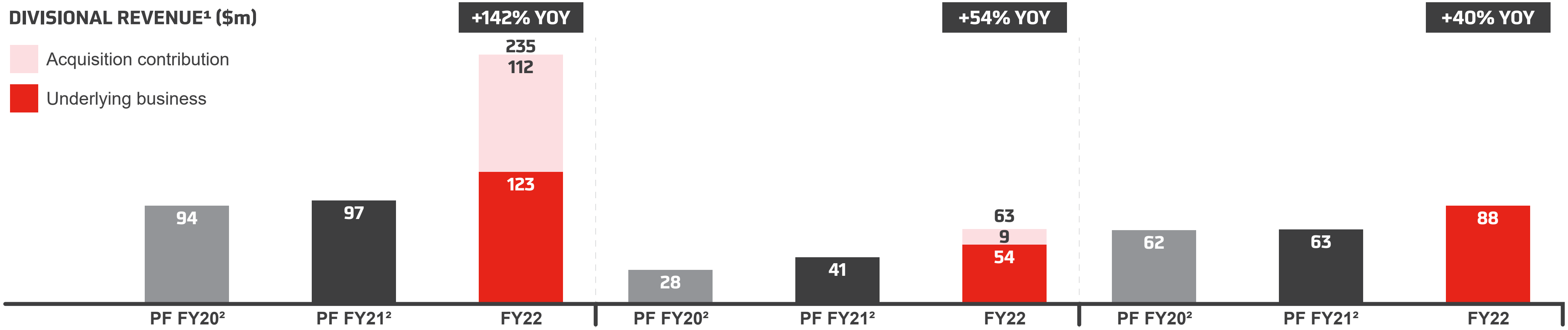
Y/E 30 June (A$m)	Proforma FY21[1]	% of Gross Profit	FY22	% of Gross Profit	Variance on FY22
Sales revenue	**196.5**		**369.8**		**88%**
Cost of sales	(125.9)		(231.9)		84%
Gross profit	**70.6**		**137.9**		**95%**
Other income	0.7		0.9		29%
Employee benefits expense	(29.4)	42%	(47.4)	34%	61%
Administration and general expenses	(7.5)	11%	(16.9)	12%	125%
Legal and professional fees	(1.6)	2%	(2.7)	2%	69%
Occupancy expense	(4.4)	6%	(6.2)	4%	41%
UNDERLYING EBITDA	**28.1**		**65.6**		**133%**
Depreciation and amortisation	(11.3)	16%	(17.1)	12%	51%
UNDERLYING EBIT	**16.8**		**48.5**		**189%**
Acquisition costs	-		(3.6)		
Impairment expense	(0.3)		(1.0)		233%
Finance costs	(2.3)		(2.1)		(9)%
Profit before tax	**14.5**		**41.8**		**188%**
Income tax expense	(3.2)		(13.9)		334%
Net profit after tax	**11.3**		**27.9**		**147%**

HIGHLIGHTS

- ✓ FY22 sales revenue 4% higher than guidance given in April 22 ($354m). $160m higher than prospectus.
- ✓ High sales revenue, in part driven by both higher volumes and increases sales prices. Cost of sale increases driven by higher raw material prices, directly impacting sales prices.
- ✓ Employee benefit expense higher following integration of acquired employees, increased investment in people, and wage growth.
- ✓ Admin and general increases driven by increased scale and activity and increased use of non-employee resources during COVID disrupted year.
- ✓ Strong growth in gross profit and EBITDA reflecting ability to pass these on cost pressures to protect margin.
- ✓ Achieved an underlying FY22 EBITDA of $66m, in line with guidance provided in April 22 ($65m) and $37m higher than prospectus FY22 forecast EBITDA, provided in the prospectus.
- ✓ Add backs to underlying EBITDA include acquisition costs (primarily due diligence costs and stamp duty) and impairment of property held for sale.
- ✓ Movement in deferred tax resulted in higher-than-expected income tax expense.
- ✓ Statutory net profit after tax of $28m.

1. *Pro-forma results are provided for FY21 as outlined in DGL Group FY21 results presentation. See appendix for details.*

FY22 DIVISIONAL REVENUE



MAIN DRIVERS

Chemical Manufacturing

- ✓ Demand in FY22 matched by strong operational performance with higher volumes processed across most sites.
- ✓ Deliberate strategy to procure higher inventory ensuring supply.
- ✓ Some opportunistic revenue as a result of stock holdings, capabilities, balance sheet strength and the Group's execution.
- ✓ Contribution from acquired businesses 93% higher than the FY21 pcp revenue of those entities.[3]

Warehousing & Distribution

- ✓ Near capacity utilisation of the warehousing and distribution network.
- ✓ Higher demand from customers who are forward-ordering to enable servicing of local customers.
- ✓ Logistic assets providing secured link between divisions and customers.
- ✓ Increased fleet size, both acquired and organic, increasing serviceability.
- ✓ Contribution from acquired entities similar to FY21 for pcp.[3]

Environmental Solutions

- ✓ Operational high throughput. Increased sales volumes.
- ✓ VIC Smelter operational and diversifying lead products sold.
- ✓ Favorable trading conditions. Pricing remains high.
- ✓ Ongoing demand for treatment of hazardous waste.

1. *Includes intercompany revenue.*
2. *Proforma results are provided for FY21 and FY20. See appendix for details.*
3. *FY21 prior comparable period ("pcp") revenue of acquisitions equates to the high level pro-rata revenue from acquisitions. This information is unaudited and indicative only.*

BALANCE SHEET

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BALANCE SHEET SUMMARY

($m)	30 JUNE 2021	30 JUNE 2022
Trade and other receivables	22.5	56.6
Inventories	14.4	48.2
Other current assets	3.9	7.5
Trade and other payables	(17.1)	(62.3)
Provisions	(3.1)	(7.0)
NET WORKING CAPITAL	**20.6**	**43.0**
Cash	43.8	25.4
Asset held for sale	-	6.6
Net, current financial liabilities and assets	1.6	0.3
Current tax liabilities	(2.3)	(5.3)
Borrowings	(21.1)	(3.4)
Lease Liabilities	(7.1)	(10.9)
OTHER CURRENT ASSETS AND LIABILITIES	**14.9**	**12.7**
Property, plant and equipment	133.2	218.8
Deferred tax assets	7.3	5.0
Intangible assets	28.0	98.5
Right-of-use assets	22.7	40.5
Borrowings	-	(66.1)
Other liabilities including deferred tax, provisions, lease liabilities	(31.4)	(46.6)
TOTAL NON-CURRENT ASSETS AND LIABILITIES	**159.8**	**250.1**
NET ASSETS	**195.3**	**305.8**
Issued capital	192.3	250.1
Reserves	(31.7)	(7.0)
Retained earnings	34.8	62.7
TOTAL EQUITY	**195.3**	**305.8**

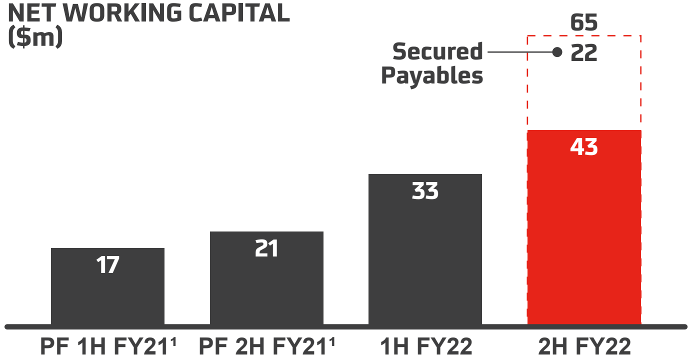
COMMENTARY

- ✓ Net assets increased to $306m, 57% higher than last year. Growth funded by earnings, debt, and scrip.
- ✓ Growth in net working capital which has increased from $21m to $43m.
  - $12m of this increase has been as a result of acquired businesses working capital being added to the Group.
  - The increase in receivables and inventory has been funded both with trade payables and using 90 day secured payables funding ($22m) provided by the bank (included within trade and other payables).
  - 97% of receivables remain with 30 days of due date.
- ✓ Draw downs of core bank debt funding has increased Borrowings to $69m. This has been deployed to acquisitions of businesses and strategic property.
- ✓ Net bank debt (Borrowings plus secured payables less Cash) has increased to $66m.
- ✓ $31m increase in value of strategic property in FY22 following revaluation at June 2022.
- ✓ Overall, strong balance sheet, well positioned to meet customer demand during FY23 supported by $219m of property, plant and equipment.

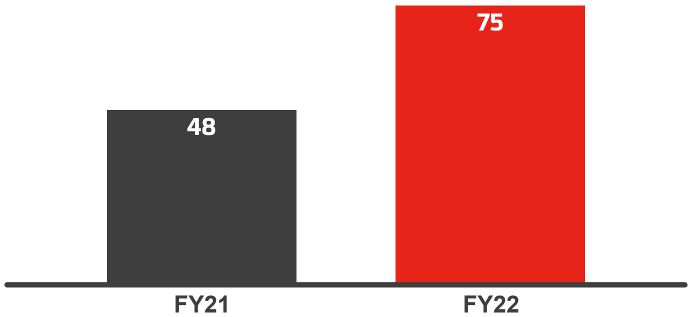
WORKING CAPITAL AND BALANCE SHEET STRENGTH

DGL

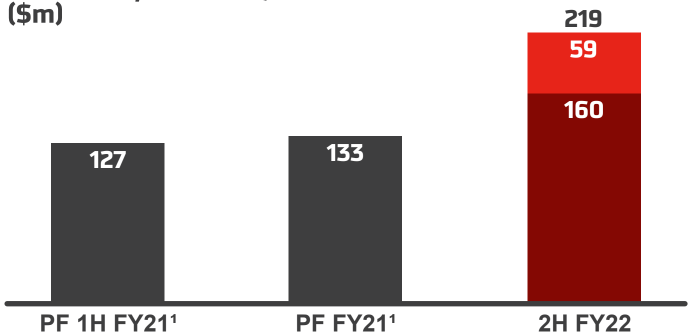
NET WORKING CAPITAL ($m)



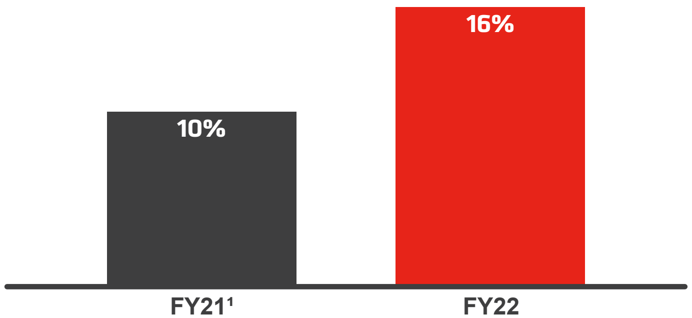
INDICATIVE INVENTORY DAYS³



PROPERTY, PLANT EQUIPMENT ($m)



ROCE



HIGHLIGHTS

- ✓ Net working capital has increased to $43m with growth of Group. If we exclude the secured payables funded by the bank, DGL's investment in net working capital increases to $65m.
- ✓ On a like-for-like basis, inventory days is approximately 27-days higher, translating to an ~$18m increase in inventory holdings.
- ✓ Deliberate strategy to hold higher inventories to supply demand and capture margin. Strength of DGL during times where supply chain was severely disrupted.
- ✓ Property, plant and equipment has increased to $219m. $160m related to strategic property, balance of $59m is operating plant and equipment.
- ✓ Despite property investment and NWC build, return on capital employed has increased to 16% in FY22. A 5.6% increase on FY21 and a reflection of positive capital allocation.

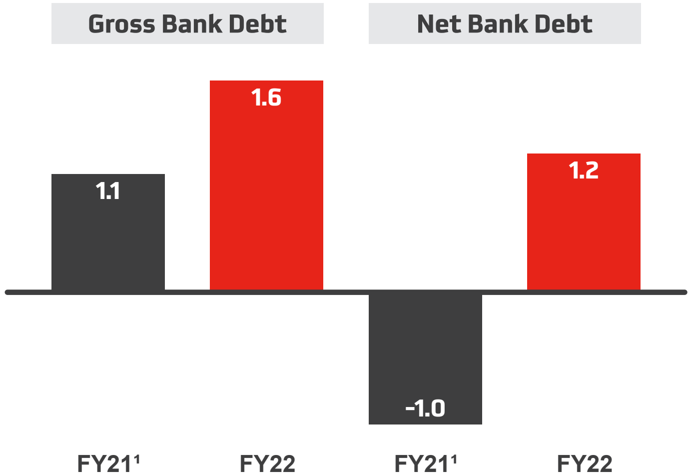
1. *Proforma results are provided for PF FY21, 1H FY21, 2H FY21 as outlined in FY21 results presentation and DGL Group 1H FY22 results presentation.*
2. *ROCE = Underlying EBIT / average net debt and equity. FY21 averages use net debt and equity balances as at Dec-20 and Jun-21.*
3. *Indicative inventory days are high level and uses unaudited information. Have included full impact of FY22 acquisitions in both FY21 and FY22.*

NET DEBT

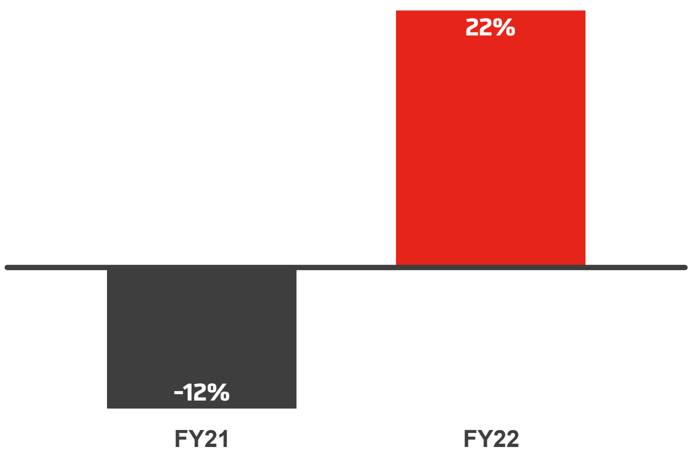
NET DEBT SUMMARY

($m)	31 DEC 2020	30 JUNE 2021	30 JUNE 2022
Bank loans	42.8	16.1	67.8
Other borrowings	0.0	4.9	1.7
Secured payables	-	-	22.1
Gross bank debt	**42.8**	**21.0**	**91.6**
Cash	(3.6)	(43.8)	(25.4)
Net bank debt	**39.2**	**(22.8)**	**66.2**
Lease liabilities	27.3	23.9	41.9
Net debt	**73.7**	**1.1**	**108.1**

BANK DEBT TO UNDERLYING EBITDA[2] RATIO



NET BANK DEBT GEARING RATIO[3]



HIGHLIGHTS

- ✓ Total available bank facility (Borrowing, secured payables, and other ancillaries) is $135m[3].
- ✓ Total at June 2022 drawn is $90m[3] and most of the debt has a maturity date of September 2024.
- ✓ DGL remains well within covenant limits of less than 3x Gross Bank Debt to Underlying EBITDA[2]. The ratio has increased to 1.6 as at June 2022.
- ✓ Other covenants include debt capitalisation and fixed charge cover which are well covered.
- ✓ Gearing ratio (net bank debt to closing equity) has increased to 22%.
- ✓ Strong balance sheet to allow for further debt finance to be raised and deployed.

1. *Proforma results are provided for Dec-2020. See appendix for details.*
2. *Net bank debt to EBITDA Ratio excludes the impacts of AASB 16 leases (bank debt excludes lease liabilities, EBITDA for this purpose includes rent costs). Certain other adjustments are made to the ratio calculation (i.e. the covenant allows further adjustments for EBITDA from acquisitions pre-settlement) however these have not been included for this purpose. Facility also includes Excludes credit card and standby letter of credit / guarantee, not included for this purpose.*
3. *Excludes credit card and standby letter of credit / guarantee facilities.*

CASH FLOW

DGL

CASH FLOW SUMMARY

Y/E 30 JUNE ($m)	PRO FORMA FY21[1]	FY22
Receipts from customers	203.7	339.8
Payments to suppliers and employees	(174.0)	(310.3)
Interest received/other income	0.1	1.5
Finance cost	(1.6)	(1.3)
Income tax (paid)/refunded	(0.2)	(5.4)
Net cash generated by operating activities	**28.0**	**24.3**
Purchase of property, plant and equipment, Net	(20.9)	(47.4)
Purchase of intangibles	(0.1)	(2.0)
Purchase of business and assets	-	(30.9)
Purchase of subsidiary	(28.6)	(25.3)
Release of term deposits for bank guarantee	-	1.4
Cash acquired from acquisition of subsidiary	2.1	2.3
Net cash (used in)/ generated by investing activities	**(47.5)**	**(101.9)**
Proceeds from issue of shares	100.0	-
Payments of capital raising costs	(5.4)	(0.2)
Loans from related parties – net amount (repaid)/received	-	(1.5)
Net proceeds from short-term financing activities	-	22.1
Net proceeds from borrowings	(19.6)	48.3
Dividends paid	(8.7)	-
Repayment of lease liabilities	(6.9)	(9.5)
Net cash provided by/ (used in) financing activities	**59.4**	**59.2**
Net increase/(decrease) in cash held	**39.9**	**(18.4)**

COMMENTARY

- ✓ $102m of investing cash flows in FY22, partially funded by operating and financing activities. $100m of capital raised in FY21 now deployed.
- ✓ Operating cash flow of $24m in FY22.
  - Outflows during period includes $34m investment in inventory, partially due to volumes and value.
  - Higher tax payments in FY22.
- ✓ No dividends paid in FY22. Policy on dividends remains unchanged. Earnings to be reinvested into growing business in the medium term.

FY22 Maintenance capex	FY22 Growth capex	Property
~$4m	**~$8m**	**$38m**

- ✓ Growth capex consists of commissioning of new plant, expansion of fleet, development of ERP and associated hardware.
- ✓ Growth capex is planned to be higher in FY23 but reliant on external approvals for projects.
- ✓ Continue to invest to support customer growth.

1. Proforma results are provided for FY21 as outlined in FY21 results presentation.

CASH FLOW BRIDGE

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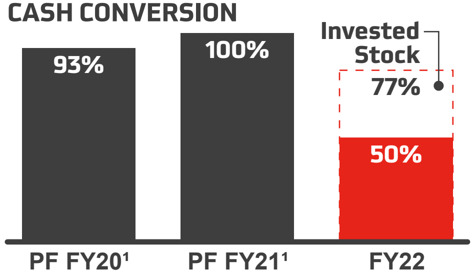
UNDERLYING OPERATING CASH FLOW SUMMARY

($m)	PF FY20[1]	PF FY21[1]	FY22
Operating Cash Flow	17.6	28.0	24.3
Tax payments	0.2	0.2	5.4
Acquisition Costs paid	0	0.0	3.2
Underlying operating cash flow	**17.8**	**28.2**	**32.9**
Add back: Invested stock	-	-	18
Adjusted underlying operating cash flow	**17.8**	**28.2**	**50.9**

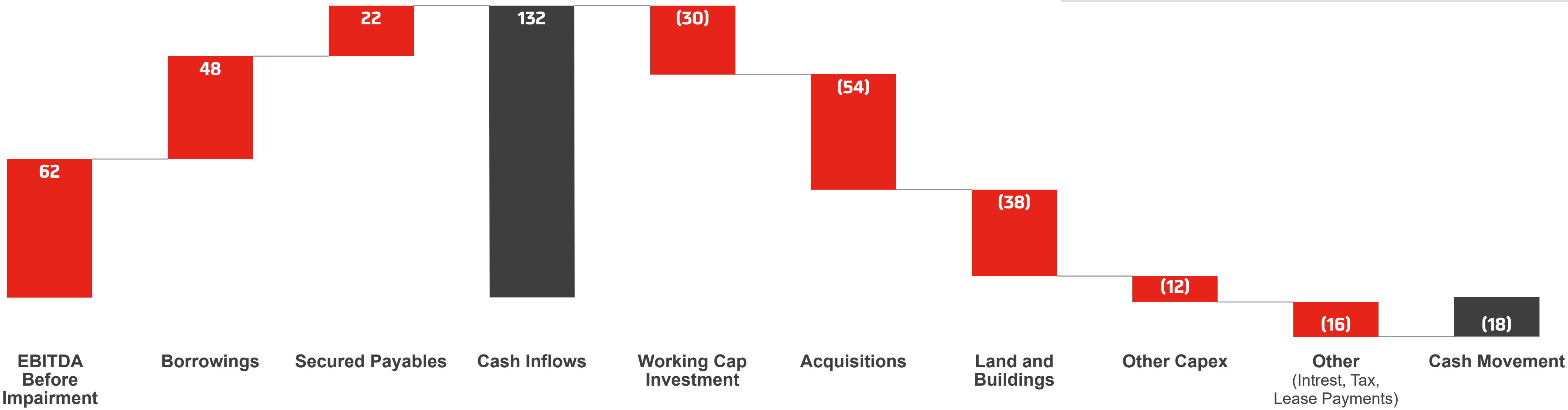
CASH CONVERSION



HIGHLIGHTS

- ✓ Underlying operating cash flow has increased to $33m.
- ✓ If not for a strategic investment in stock, underlying operating cash flow would have been $51m.
- ✓ Following an exceptional operating cash flow ratio of 100% in FY21, the adjusted cash flow conversion ratio in FY22 equated to 77%.
- ✓ Bridge below highlights the significant outflows to acquisitions and strategic properties.

CASH MOVEMENT BRIDGE ($m)



1. PF = Proforma. Proforma results are provided for FY21 and FY20 as outlined in FY21 results presentation.






STRATEGY UPDATE

SUPPORTIVE MARKET CONDITIONS

DGL

INDUSTRY TRENDS

- Onshoring of chemical supply chain
- Customers holding more stock on shore

WAREHOUSING & DISTRIBUTION

$1.2bn market opportunity[1,2]

MARKET DRIVERS

- Supply chain disruption causing structural shift towards reliable providers
- Stringent regulatory / compliance in handling and transporting of chemicals

CHEMICAL MANUFACTURING

$40.8bn market opportunity[1]

MARKET DRIVERS

- Growing agricultural sector driving demand for pesticides, herbicides and fertilisers
- Trend towards home and garden DIY
- Growing requirement for chemically treated compliant potable water
- Construction and infrastructure industries requiring admixtures
- Mining industry increasing chemical dosage requirements

ENVIRONMENTAL SOLUTIONS

$3.6bn market opportunity[1]

MARKET DRIVERS

- Growth in the generation of hazardous liquid wastes and requirements to correctly dispose

1. *Projected growth by 2026, Frost & Sullivan*
2. *Dangerous goods logistics market*

CLEAR STRATEGY TO DRIVE GROWTH

DGL

OUR OBJECTIVE:
TO BE A LEADING FULLY INTEGRATED, END-TO-END DIVERSIFIED INDUSTRIAL GROUP

STRATEGIC PRIORITIES

DRIVE CROSS SELLING BETWEEN DIVISIONS

Encourage greater cross-usage of services by customers across DGL's three divisions, by building capability and increasing marketing.

Result: Stronger customer relationships and increased customer spend.

ACHIEVE FURTHER ECONOMIES OF SCALE

Size and scale offers pricing opportunities including increased buyer power, leveraging and increasing utilisation of Group assets and infrastructure.

Result: Maximum return from high quality assets to improve operating margin.

INVESTMENT IN CAPITAL PROJECTS

Expand existing network, products and services. Covering more geographies, customer base, and services. Additional investment in plant and equipment to meet customer requirements.

Result: Appeal to a wider target market and drive top line growth.

IDENTIFY ACQUISITIONS

Significant consolidation opportunities in target industries, with opportunities to add capabilities and customers.

Result: Grow market share, increased geographical presence, add skills and capability.

FY22 STRATEGY PROGRESS

DGL

SUBSTANTIAL PROGRESS ACROSS ALL KEY AREAS OF FOCUS

FY22 ACHIEVEMENTS

DRIVE CROSS SELLING BETWEEN DIVISIONS

- 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. Trialling new products in Queensland and New Zealand to service 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. Chemical Manufacturing & Environmental divisions increasing utilisation of Warehousing and Distribution network.
- More effective utilisation of DGL's extensive workforce between divisions, sharing skills and resources (e.g. sharing engineering and procurement expertise across Group).

INVESTMENT IN CAPITAL PROJECTS

- Establishing manufacturing facilities in Northern Queensland and Regional Victoria. Commissioning of formulation plant in Victoria.
- Growth of customs clearing service.
- Development of chemical manufacturing in New Zealand.
- Assessing new capital projects presented by acquisitions.

IDENTIFY ACQUISITIONS

- Acquired 11 businesses in to the DGL Group, adding 217 employees, intellectual property on new products and services and new geographies.
- Successful integration of the 11 businesses into the DGL Group.
- Developed a model for successful integration of acquisitions, with alignment on finance, workplace safety and other operational areas a particular focus.

FY22 ACQUISITION CASE STUDY – AUSTECH CHEMICALS

DGL

WITH DGL'S SCALE, AUSTECH PROVIDES OPPORTUNITIES IN RENEWABLE ENERGY AND MINING SECTOR

INTEGRATION

- Acquired in November 2021 for $13.0 million cash plus 5.3 fully paid ordinary DGL shares
- Austech Chemicals specialises in the development and manufacturing of automotive chemicals such as coolant, brake fluids, solvents, flammables and aerosols, cleaning and conditioning products.
- All employees and major customers were retained. DGL and Austech worked together to ensure a seamless transition for employees, customers and suppliers.

austechemicals

NEW CAPABILITIES AND OPPORTUNITIES

- DGL's diverse geographical assets have been leveraged to more efficiently service Austech's customer base of retail blue chip customers.
- DGL’s procurement and supply chain resources are being shared with Austech to obtain better margins. In addition, Austech manufactures key raw materials for other Group products further increasing margin of the wider Group.

ORGANIC GROWTH

- Austech's intellectual property has allowed the development of a decentralised manufacturing model that enables DGL to service new and evolving markets.
- Growing reliance on Australian chemical manufacturing due to higher import shipping costs.
- DGL has been able to target the renewable and sustainable energy market across Australia and New Zealand.
- DGL has began developing a plant and equipment consumables offering for the mining sector.

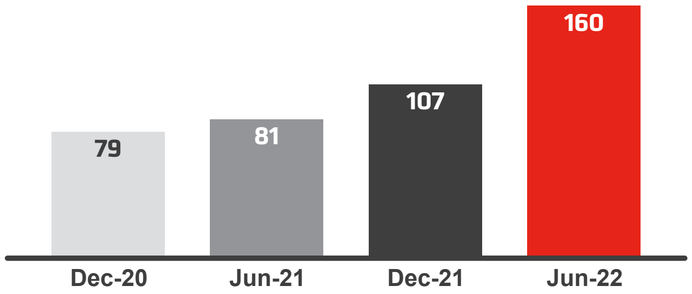
PROPERTY AND PROJECTS

INVESTMENT IN STRATEGIC PROPERTY PROVIDES FLEXIBILITY AND SECURITY

FY22 PROJECT HIGHLIGHTS & FY23 OUTLOOK

- ✓ Expansion of formulation and blending manufacturing plant across Australia.
- ✓ Completion of manufacturing plants in regional Victoria and Townsville in FY23.
- ✓ Continued investment in the Environmental segment. Consenting delays pushing commissioning of the new liquid waste treatment plant to Q4 FY23.
- ✓ Redevelopment of the Seven Hills, NSW to rationalise multiple sites and improve production capacity and efficiencies.
- ✓ Assessing the rationalisation of some sites to utilise recently acquired strategic properties.
- ✓ Auckland chemical storage facility completed February 2022.
- ✓ Continued assessment of new of Christchurch and Hawkes Bay warehouse construction projects.

VALUE OF OWNED PROPERTY PORTFOLIO ($m)



FY22 PROPERTY HIGHLIGHTS

- ✓ DGL has been strategically managing a high-value portfolio that supports its long-term strategy.
- ✓ DGL now owns 20 properties valued at $160m.
- ✓ Acquired eight properties during FY22 including
  - QLD brownfield site in Townsville ($3m)
  - QLD properties bordering one-another ($17m)
  - VIC owner-occupier properties housing recently acquired ALM business ($2m) and Chempack main site ($6m)
  - NZ land for development ($2m)
  - WA Property and QLD property acquired as part of two business acquisitions ($8m)
- ✓ Property in NZ ($7m) sold in July 22. Classified as held for sale on balance sheet.
- ✓ $31m uplift following revalation of strategic property portfolio.

DEVELOPMENT OF AN ESG FRAMEWORK

ESG FRAMEWORK REFLECTS EVOLUTION AND MATURATION OF OUR COMPANY

ESG DEVELOPMENT

- Commenced the development of an Environmental, Social and Governance (ESG) framework to support the business to better understand and manage its ESG risks and opportunities.

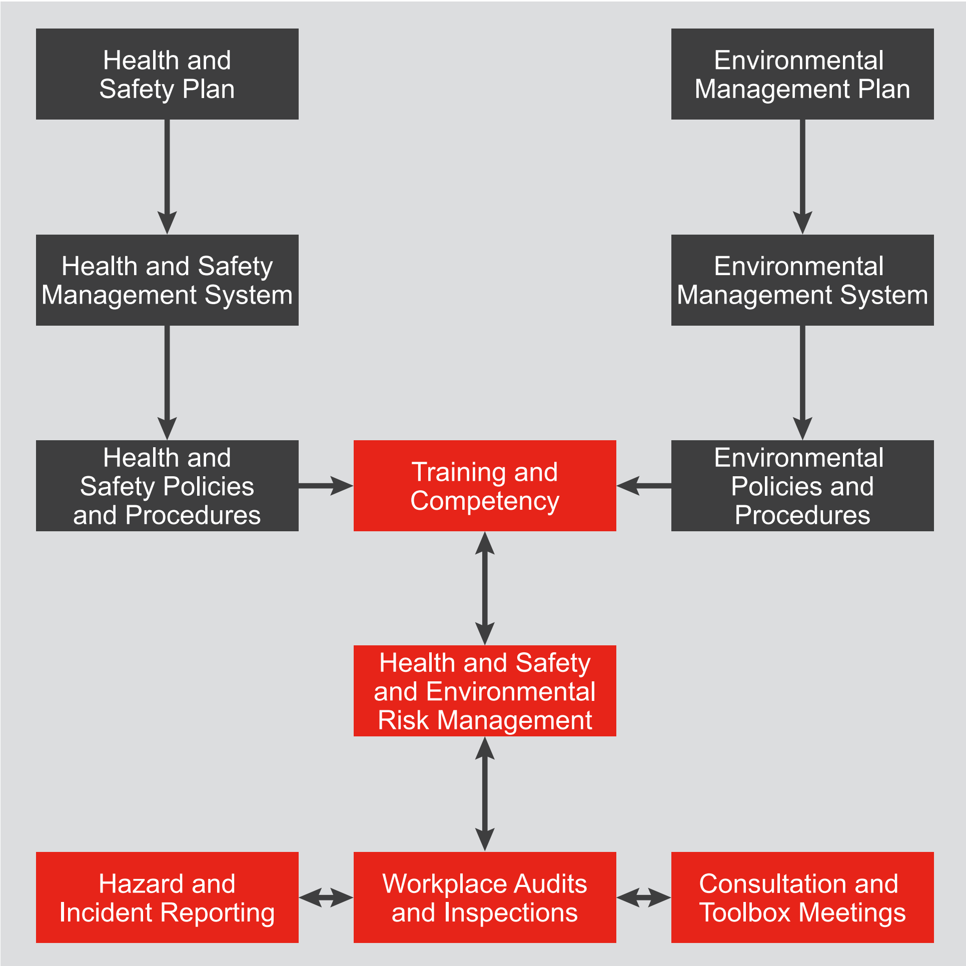
- External benchmarking was conducted and DGL's internal policies were reviewed as a first step. Secondly, interviews were undertaken with internal and external stakeholders, culminating in a materiality workshop to evaluate input and ultimately confirm materiality as well as prioritisation of topics.

DGL PEOPLE AND CULTURE

- In line with our plans to continue the rapid scaling of the business while providing good employment opportunities, and following inappropriate public comments expressed by a senior company representative, the Board initiated a competitive tender process to engage a suitably qualified firm to undertake an independent culture review of DGL Group. After a rigorous process, the Board engaged culture expert Rhonda Brighton-Hall and her firm MWAH to conduct the independent review.
- The review found DGL has a diverse workforce and a positive and inclusive culture that is both hard-working and ambitious. Trust and respect were found to be consistent across the business.
- Given DGL's rapid pace of acquisitions and integration, the review recommended introducing a more consistent approach to people and culture, ensuring the organisational structure and leadership capability continues to evolve and mature in line with growth, and that more gender diversity be introduced into senior management and leadership positions.
- Supporting the recommendations of the review, DGL appointed a Chief People Officer.

QUALITY, HEALTH, SAFETY & ENVIRONMENT

NO SIGNIFICANT HEALTH, SAFETY AND ENVIRONMENTAL BREACHES DURING FY22



Annual Independent Audit by Benchmark OHS Consulting

Licence and Accreditation Portfolio

20 years of accumulated IP, licences and permits to ensure safety in operations, and environmental and quality 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

FY23 STRATEGY FOCUS AREAS

DGL

A CLEAR FOCUS ON EXECUTING ON OUR STRATEGY TO BE A FULL-SERVICE CHEMICALS AND MATERIALS BUSINESS

DRIVE CROSS SELLING BETWEEN DIVISIONS	ACHIEVE FURTHER ECONOMIES OF SCALE	INVESTMENT IN CAPITAL PROJECTS	IDENTIFY ACQUISITIONS

PLANNED ACTIVITIES IN FY23

Drive cross selling between divisions

- Redeployment of key staff from acquisitions to commercial roles Group wide.
- Realign business units to facilitate stronger cross selling capabilities.
- Increase visibility between business units driven by better systems.
- Spread intellectual property across more customers.

Achieve further economies of scale

- Assess procurement and supply chain opportunities from the recent business acquisitions.
- Move to increase production and batch sizes to increase efficiency.
- Rationalisation of customer requirements to most efficient operations.
- Leverage international trade connections to increase buying power and sales.

Investment in capital projects

- Commissioning of liquid waste treatment plant at Unanderra.
- Investment in key machinery to increase capacity and capabilities.
- Assessment of property projects.
- Development of chemical manufacturing capability in New Zealand.

Identify acquisitions

- Post period confirmation of several acquisitions.
- Further diversify customer base.
- Continue to identify strategic acquisitions that fill capability or geographical gaps.

STRATEGIC CAPITAL ALLOCATION

UPCOMING ACQUISITIONS

Flexichem

- Flexichem specialise in complex silicone-based manufacturing targeted for water treatment, industrial and specialty product applications for both domestic and export customers.

BTX

- BTX's success nationally in waste water management solutions for the mining sector has been achieved through its extensive intellectual property in water treatment products and services.

Aquadex

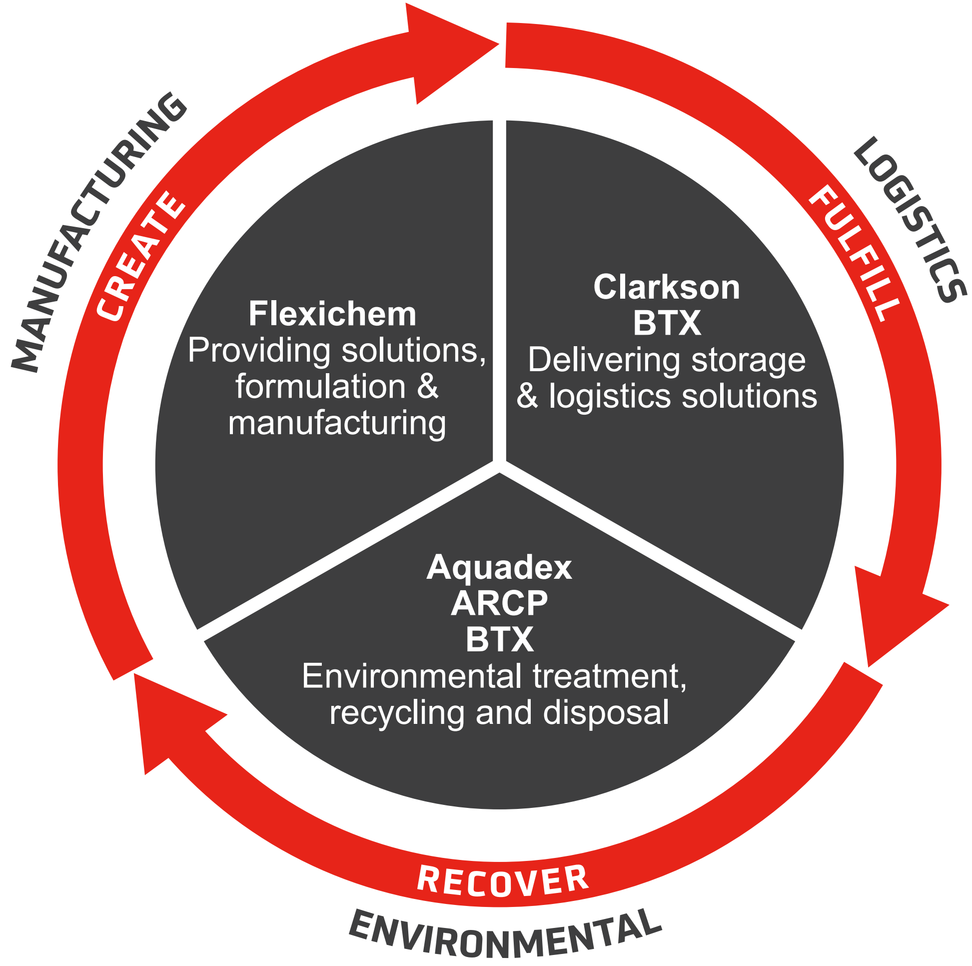
- Aquadex's award winning Chlorine manufacturing process reduces the environmental impact by utilising clean technology that can be co-located on municipal and mining sites.

Acacia Ridge Container Park

- ARCP is the leading Queensland ISO Bulk Tank Container and bulk liquid tanker waste management facility. Providing full treatment and management services for bulk chemical transport equipment.

Clarkson Freightliners

- Clarkson's provides bespoke freight services to the mining, infrastructure and agricultural sectors in Western Australia.








OUTLOOK AND SUMMARY

Presented by Simon Henry, CEO

SUMMARY AND OUTLOOK

- Business has performed strongly in FY22 with earnings results in-line with guidance announced in April 2022.
- Strategy continues to be focused on growing organically and through acquisitions that provide strategic value to DGL.
- Opportunities to work with new and existing Trans-Tasman customers continue to present themselves. Some opportunities may require capital investment.
- Supply chain disruptions will continue and may provide opportunities for DGL to secure market share gains across industries using both balance sheet strength and growing logistics network,
- That demand for DGL's products and services will continue at strong levels. DGL continues to maintain higher than normal stock to meet this demand,
- As we noted in our April 2022 earnings upgrade, meeting the increased business activity and performance is subject to a range of variables, including supply chain and operational risks as well as risks arising from ongoing COVID and geopolitical issues. These risks are monitored closely.
- In FY22, because of strategically higher stock holdings, expanded capabilities, balance sheet strength and the Group's execution, DGL achieved some opportunistic growth in earnings which is unlikely to be replicated to the same extent in FY23. In addition, inflationary cost pressures across the globe may also have an impact on the earnings growth, albeit the Group will look to respond accordingly. These impacts are expected to be offset by a full year's contribution from the Group's FY22 acquisitions and other organic growth projects. Therefore, the Group anticipates its earnings growth to flatten in FY23 as a result.
- DGL will continue to progress along our ESG journey.
- We will provide a trading update at our AGM later this year.






Q&A

PRO-FORMA RESULTS AS PRESENTED IN THE IPO PROSPECTUS AND PREVIOUS RESULTS ANNOUNCEMENTS

FY20, 1H FY21 include Chem Pack contribution on a pro-forma basis as detailed in the IPO Prospectus and previous DGL announcements. Summarised in the tables below.

Summary Pro-forma Income Statement ($m)	FY20	FY21	1H FY21	1H FY22
Sales revenue	**180**	**197**	**93**	**143**
Cost of sales	(124)	(126)	(60)	(90)
Gross profit	**56**	**71**	**33**	**53**
Normalised EBITDA from continuing operations	**19**	**28**	**13**	**23**
Acquisition Costs	-	-	-	(2)
Depreciation and amortisation expense	(12)	(11)	(5)	(7)
EBIT	**8**	**17**	**8**	**13**
Finance costs	(2)	(2)	(1)	(1)
Profit / (loss) before tax	**6**	**15**	**7**	**13**
Income tax expense	(1)	(3)	(2)	(4)
Net profit after tax	**5**	**11**	**5**	**9**

Summary Pro-forma Balance Sheet pre offer ($m)	31 DEC 2020
Cash and cash equivalents	4
Trade and other receivables	23
Inventories	11
Property, plant and equipment	127
Other Assets	40
TOTAL ASSETS	**205**
Trade and other payables	20
Borrowings	77
Other Liabilities	50
TOTAL LIABILITIES	**147**
NET ASSETS	**58**
Issued Capital	35
Reserves	29
Retained Earnings	(5)
TOTAL EQUITY	**58**

DEFINITIONS

- **EBITDA** and **Underlying EBIT** represents true profit under AAS adjusted for intrest, tax and other specified items.
- **EBITDA** and **Underlying EBIT** are non-statutory financial measures which are not prescribed by Australian Accounting Standards (AAS). They represent the profit under AAS adjusted for interest, tax, depreciation and amortisation and certain other specified items. The Directors consider that EBITDA and Underlying EBITDA reflect core earnings of the entity consistent with internal reporting.
- **m** is defined as millions.
- **Net Tangible Asset** is a non-statutory financial measure calculated as net asset less intangible assets.
- **NPAT** is defined as Net Profit after Tax.
- **PF** is defined as Proforma.
- **PCP** is defined as prior comparable period.
- **t** is defined as metric tonnes.