

DIALIGHT

FY26 FULL YEAR RESULTS

INVESTOR PRESENTATION

**FOCUSING ON MEDIUM-
TERM GROWTH**



KEY STRENGTHS OF THE BUSINESS



Leading provider of LED lighting for hazardous and industrial environments, known for performance, reliability, safety, and an industry leading 10-year warranty.



100% LED-native portfolio supports a sustained ~20% US market share in hazardous industrial lighting, with a limited set of direct competitors.



Attractive end-market diversity across industrial sectors with structural demand drivers.



Growth opportunities extend beyond core industrial lighting, supported by demand from AI/data centres and ESG initiatives.



Significant runway for retrofit and replacement demand driven by a large global installed base of legacy industrial lighting.



Strategically valuable platform in a consolidating industry for electrical OEMs and industrial players.



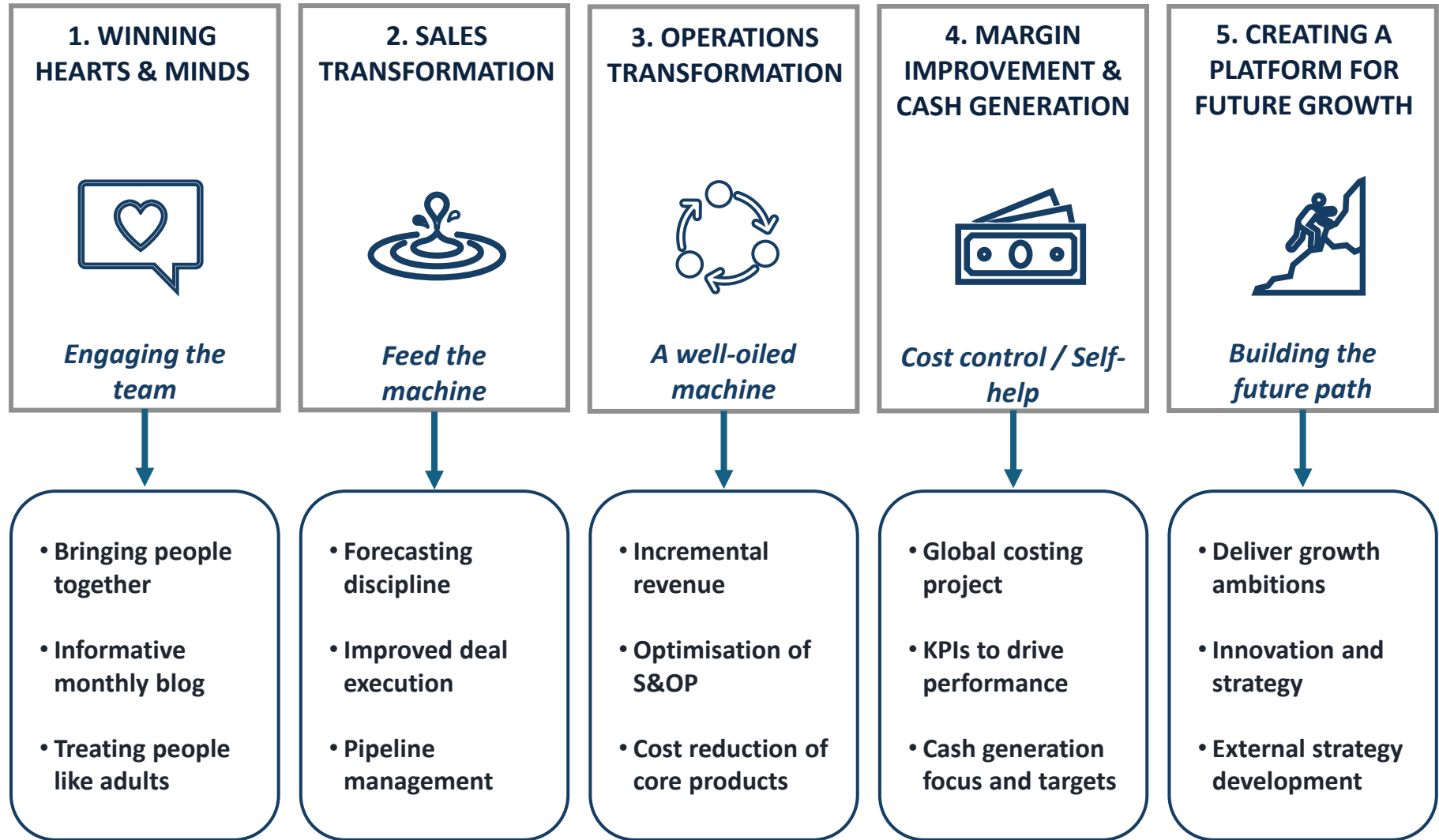
Experienced and energised management team, supported by depth and breadth of wider team.



Positioned at a growth inflection point, supported by a five-pillar transformation plan designed to drive profitability and establish a platform for sustainable growth.

TRANSFORMATION PLAN

Focused around 5 key pillars:



FIRST PHASE COMPLETE; FOCUS NOW ON FURTHER INITIATIVES & NEXT GENERATION PRODUCTS

FY26 EXECUTIVE SUMMARY

PROGRESS:

- STRONG UNDERLYING PROFIT AND CASH GENERATION, DESPITE ONGOING CHALLENGING US MARKET CONDITIONS
- SANMINA SETTLED
- HR LEADERSHIP WITH OBJECTIVES AND ASSESSMENTS FOR ALL EMPLOYEES, RETENTION SCHEME, BONUS SCHEME AND LONG-TERM INCENTIVES
- SUCCESSION PLANNING IN PLACE FOR ALL SENIOR ROLES

TRANSFORMATION PLAN:

- FIRST PHASE NOW COMPLETE, DELIVERING FINANCIAL AND OPERATIONAL BENEFITS
- FURTHER INITIATIVES UNDERWAY E.G. ROXBORO CLOSURE, TRANSFER OF S&C (COMPONENTS) PRODUCTS TO PENANG AND HYBRID POWER SUPPLY MANUFACTURING
- RESTRUCTURED SALES & OPERATIONS TEAMS IN PLACE TO DRIVE REVENUE GROWTH

FINANCIAL PERFORMANCE:

- TOTAL GROUP NET REVENUE OF \$166.9m (FY25: \$183.5m)
- UNDERLYING EBITDA \$19.8m (FY25: \$12.9m)
- UNDERLYING OPERATING PROFIT \$10.3m (FY25: \$4.2m)
- UNDERLYING OPERATING CASH FLOW \$34.2m (FY25: \$19.7m)
- NON-UNDERLYING ITEMS \$4.0m (FY25: \$21.6m)
- NET BANK DEBT \$1.9m (FY25: \$17.8m)
- THE GROUP HAS NOW UPGRADED ITS MEDIUM-TERM AMBITIONS (SEE SLIDE 9)

FY26 AT A GLANCE

FACTORIES / SUPPLY CHAIN

- Cost saving projects
- Direct Labour reduction of c.30%
- Focus on stocking high runners
- Favourable global PPV
- Inventory reduction of \$16.6m
- Reorganisation of the management team

PRODUCTS / NEW BUSINESS

- Finished goods SKU reduction of c.30%
- Sales team prioritising the high-margin SKUs
- Source and sell products to optimise sales
- Savings from product cost reduction
- Product launches – lower cost, better features
- Product development and partnerships in S&C

MEDIUM TERM AMBITION

(SET IN JUNE 2025)

2012

Revenue growth	12.3%
Underlying gross margin	39.2%
Underlying EBITDA margin	20%
Return on sales	17%
Net bank debt (\$m)	n/a
Return on average net assets	54.7%
Inventory value (\$m)	31.6

March 2026

Revenue decline	-9%
Underlying gross margin	39.0%
Underlying EBITDA margin	11.9%
Return on sales	6.2%
Net bank debt (\$m)	(1.9)
Return on average net assets	21.9%
Inventory value (\$m)	30

3-5 YEAR AMBITION*

Revenue growth	3-5%
Underlying gross margin	45.0%
Underlying EBITDA margin	15.0%
Return on sales	11-13%+
Net bank debt (\$m)	Eliminate
Return on average net assets	25%+
Inventory value (\$m)	35 - 40

* Updated 3–5-year ambition can be found on slide 9

REVENUE GROWTH STRATEGY



COST IMPROVEMENT INITIATIVES

Annualisation
of cost
reduction
benefits

Transfer of
Roxboro
activities to
Mexico &
subsequent
closure

S&C clean,
automate,
transfer to
Penang
(hybrid)

Hybrid
manufacturing

Further
automation
initiatives



MEDIUM TERM AMBITION

UPDATED VIEW

3-5 YEAR AMBITION

JUNE 2025

Revenue growth	3-5%
Underlying gross margin	45.0%
Underlying EBITDA margin	15.0%
Return on sales	11-13%+
Net bank debt (\$m)	Eliminate
Return on average net assets	25%+

3-5 YEAR AMBITION

JUNE 2026

Revenue growth	3-5%
Underlying gross margin	45.0%+
Underlying EBITDA margin	18.0%+
Return on sales	15%+
Net bank debt (\$m)	Cash positive
Return on average net assets	25-50%

INCOME STATEMENT

	Year-ended 31 March 2026	Year-ended 31 March 2025
	\$m	\$m
Revenue	166.9	183.5
Cost of sales	(101.8)	(118.2)
Underlying gross profit	65.1	65.3
<i>Gross margin % ¹</i>	<i>39.0%</i>	<i>35.6%</i>
Underlying overheads	(54.8)	(61.1)
Underlying operating profit	10.3	4.2
Non-underlying items	(4.0)	(21.6)
(Loss)/gain on disposal of business	(0.1)	5.8
Operating profit/(loss)	6.2	(11.6)
EPS/(LPS) (cents)	1.0	(34.7)

1 If the now-exited Traffic business is excluded, FY26 full year gross margin improves to 40.8% (H2 only would be 43.6%).

2 The estimated annualised cost of being listed is c.\$4m.

NON-UNDERLYING ITEMS

	Year ended 31 March 2026 \$m	Year ended 31 March 2025 \$m
Transformation Plan ¹	(4.4)	(4.1)
Defined benefit pension scheme administrative costs ²	(1.3)	-
Other non-underlying costs ³	(1.0)	(0.6)
Sanmina litigation costs ⁴	(0.2)	(17.8)
ERCs ⁵	2.9	-
Business disposal income	-	0.9
Total	(4.0)	(21.6)

¹ Resetting and realigning the Group's cost base including severances and related legal and professional fees.

² Legal and professional fees for the buy-in transaction.

³ One-off costs relating to previous financial periods to allow full comparability.

⁴ Residual legal fees.

⁵ Two Employee Retention Credits (ERCs) in respect of claims filed in 2023.

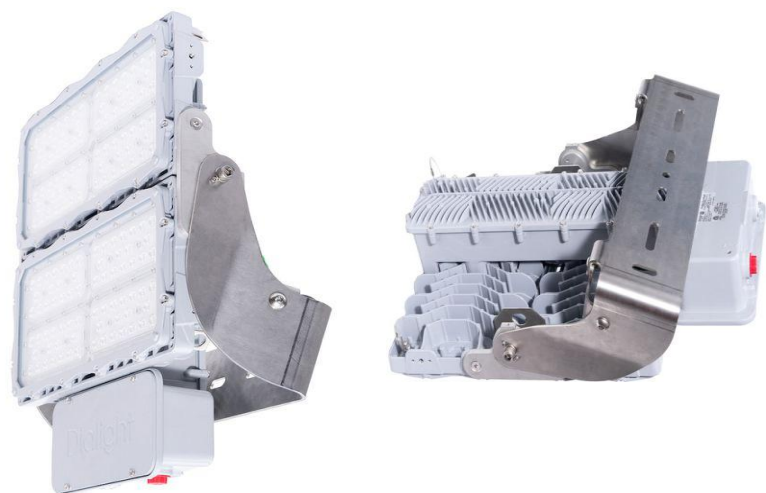
EBITDA BRIDGE

	Year ended 31 March 2026	Year ended 31 March 2025
	\$m	\$m
Operating profit/(loss)	6.2	(11.6)
Non-underlying items	4.0	21.6
Loss/(gain) on disposal of business	0.1	(5.8)
Underlying operating profit	10.3	4.2
Depreciation of property, plant and equipment	3.1	3.2
Loss on disposal of property, plant and equipment	-	0.3
Depreciation of right-of-use assets	2.6	2.5
Amortisation of intangible assets	2.3	2.6
Impairment of intangible assets	1.5	0.1
Underlying EBITDA	19.8	12.9

BALANCE SHEET

Highlights:

- Inventory reduction of \$16.6m
- Net bank debt reduced to \$1.9m, driven by increased profit and strong cash generation
- Sanmina liability fully settled; \$7.7m paid in year



	31 March 2026 \$m	31 March 2025 \$m
Assets		
Property, plant and equipment	12.3	13.5
Right-of-use assets	7.3	9.0
Intangibles assets	7.6	9.0
Deferred tax assets	7.7	8.5
Employee benefits assets	0.7	2.2
Other receivables	0.7	0.5
Total non-current assets	36.3	42.7
Inventories	30.0	46.6
Trade and other receivables	27.8	34.3
Current tax assets	0.1	0.4
Cash and cash equivalents	7.1	7.9
Total current assets	65.0	89.2
Total assets	101.3	131.9
Liabilities		
Trade and other payables	(32.3)	(40.1)
Provisions	(1.4)	(2.4)
Current tax liabilities	(0.2)	(0.5)
Lease liabilities	(2.7)	(2.5)
Total current liabilities	(36.6)	(45.5)
Trade and other payables	-	(3.8)
Provisions	(2.3)	(2.1)
Employee benefits liabilities	(0.7)	-
Borrowings	(9.0)	(25.7)
Lease liabilities	(5.6)	(7.5)
Total non-current liabilities	(17.6)	(39.1)
Total liabilities	(54.2)	(84.6)
Net assets	47.1	47.3

CASHFLOW

Net bank debt	\$m	\$m
Opening balance at 1 April 2025		(17.8)
Underlying EBITDA	19.8	
Share-based payments	1.0	
Net impairment losses on financial assets	0.5	
Decrease in inventories (after impact of \$0.4m non-underlying)	17.5	
Decrease in trade and other receivables	5.2	
Decrease in trade and other payables (after impact of \$0.5m non-underlying)	(5.4)	
Provisions and pensions (after impact of \$0.1m non-underlying)	(1.4)	
Repayment of lease liabilities (including \$0.5m interest)	(3.0)	
Underlying operating cash flow		34.2
Cash outflows and other movements:		
Sanmina payments		(7.7)
Non-underlying ERCs cash receipts		2.9
Non-underlying cash costs		(4.7)
Capital expenditure (including additions to intangible assets)		(4.8)
Interest and tax paid (excluding \$0.5m interest on leases)		(3.6)
Proceeds on disposal of business		0.5
Purchase of own shares		(0.1)
Effects of foreign exchange rates		(0.8)
Closing balance at 31 March 2026		(1.9)

SUMMARY



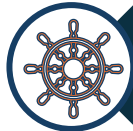
UNDERLYING OPERATING PROFIT STRONGLY AHEAD OF FY25



REVENUE DOWN YoY; FOCUSED INITIATIVES TO DRIVE FUTURE GROWTH



FOCUS ON HIGHER MARGIN PRODUCTS



COST BASE TIGHTLY CONTROLLED



RATIONALISATION OF MANUFACTURING FACILITIES



SIGNIFICANT REDUCTION IN NET DEBT (\$1.9M AT YEAR-END)



FURTHER INVENTORY REDUCTION OF \$16.6M

**STRONG PERFORMANCE DRIVEN MAINLY BY INCREASED GROSS MARGIN AND COST CONTROL
FOCUS IS ON PROFITABLE REVENUE GROWTH MOVING FORWARD**

APPENDIX



REVISITING OLD CUSTOMERS

EXAMPLE ENERGY CUSTOMER: 25,000 FIXTURES INSTALLED SINCE 2014, REPRESENTING C.\$20M OF REPLACEMENT VALUE

- **Leverage Salesforce** to identify end-of-warranty opportunities, retain existing socket users, drive upgrades, and secure new socket placements across key accounts.
- **Implement customer engagement programmes**, including Lunch & Learn sessions and Buy One Get One Free (BOGOF) trial initiatives, to increase product awareness, encourage product evaluation, and accelerate conversion to long-term usage.
- **Collaborate closely with manufacturer representatives** to expand market penetration, increase account coverage, and grow market share through joint customer visits, targeted campaigns, and territory development plans.

BEFORE



AFTER



CASE STUDY: PAPER MILL

- Successfully won back business that had been lost within the previous five years, re-establishing Dialight as the preferred lighting partner.
- Demonstrated the value of Dialight's solutions through energy-saving benefits and enhanced health & safety performance, which were key factors in the customer's decision to convert back to Dialight.
- Delivered a positive customer experience, resulting in a highly satisfied customer and the identification of additional opportunities to convert other facilities and expand the relationship.

BEFORE

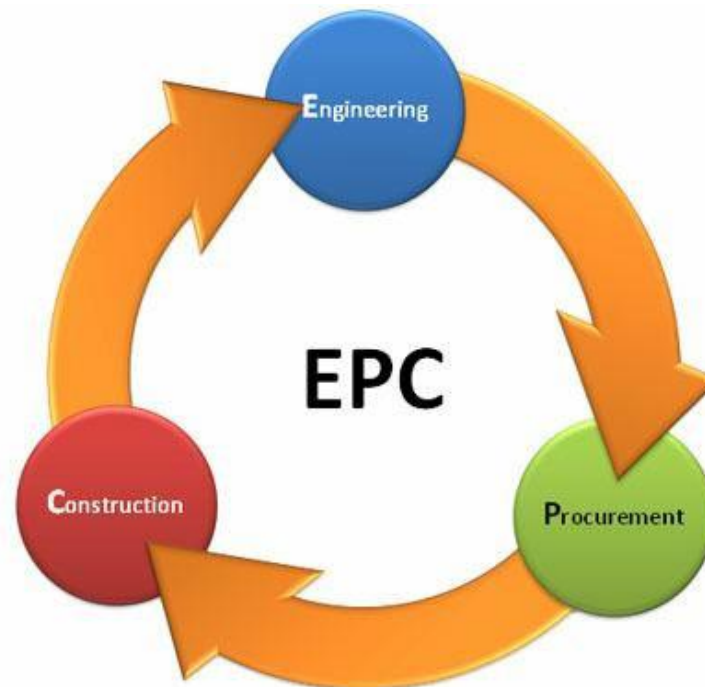


AFTER



WHAT IS AN EPC?

- EPC stands for Engineering, Procurement, and Construction and is a prominent form of contracting agreement in the construction industry.
- The engineering and construction contractors carry out the detailed engineering design of the project, procure the equipment and materials, and then construct to deliver a functioning facility or asset to their clients.
- Typical EPC Project size: \$150k - \$4m+
 - Oil & Gas, Power, Pulp & Paper, Water Wastewater, Industrial Manufacturing.
- Project Lifecycle: up to 3+ years for a project to make it through Full Design Phase to kick-off and can take years to complete.



EXPECTED FINANCIAL CALENDAR

- *Year-end FY26 preliminary results: June 2026*
- *AGM and trading update: September 2026*
- *Interim FY27 results: November 2026*
- *Trading update: January 2027*

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