



D&L INDUSTRIES

INVESTOR PRESENTATION

9M25

FILIPINO

MANUFACTURING

CUSTOMIZED SPECIALTY
PRODUCTS

B2B2C



D&L INDUSTRIES is a Filipino company that makes customized, specialty ingredients for food and chemicals

9M25

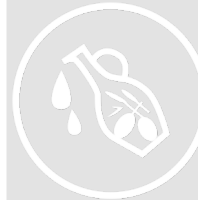
P41 B *Revenues*

P29 B *Net Income*



FOOD INGREDIENTS

Fats, oils and other specialty food ingredients



61%
Revenue

11%
Net Income



**OLEOCHEMICALS & OTHER
SPECIALTY CHEMICALS**

Coco-biodiesel, oleochemicals,
resins and powder coatings



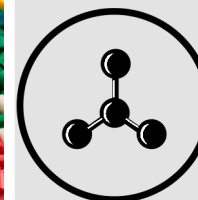
30%
Revenue

49%
Net Income



SPECIALTY PLASTICS

Pigment blends, color and
additive masterbatches and
engineered polymers



6%
Revenue

33%
Net Income



CONSUMER PRODUCTS ODM

Aerosol & non-aerosol products for
homecare, personal care and
maintenance chemicals



3%
Revenue

7%
Net Income

KEY BUSINESS STRATEGIES



**Maintain Market
Leadership**



**Innovate
Continuously**



**Capitalize on Growing
Domestic Consumer Market**

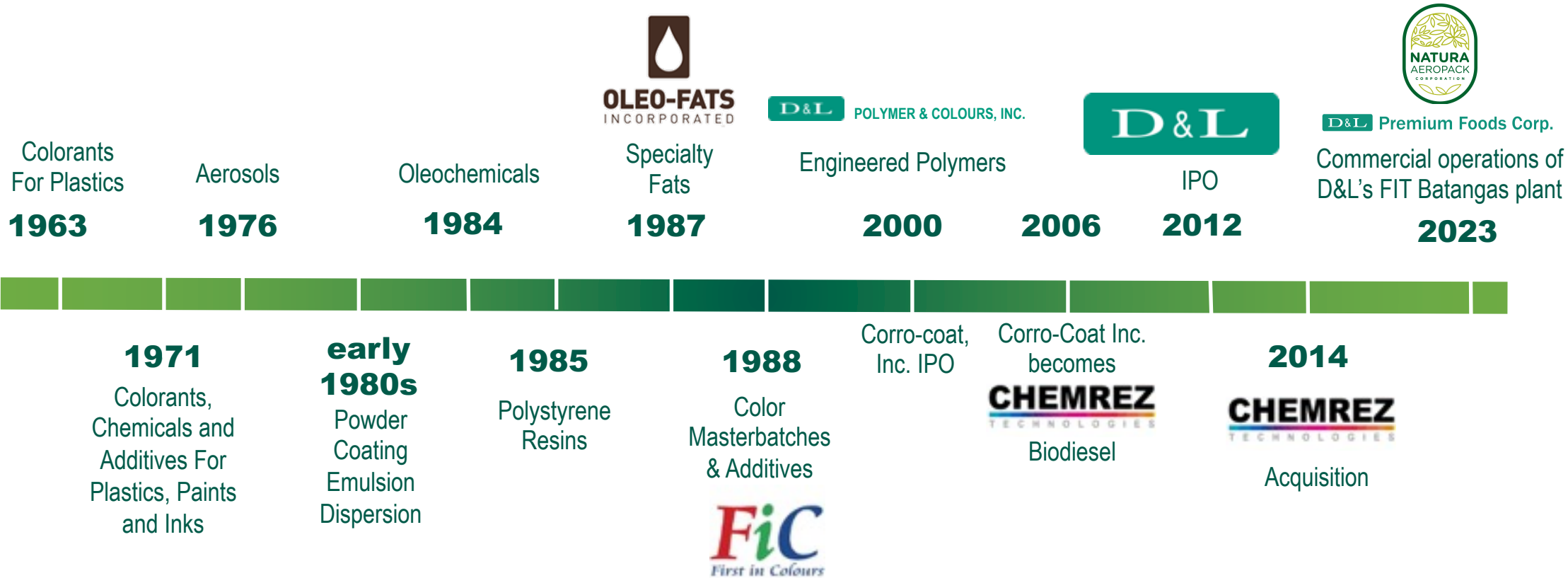


**Enhance Production and
Business Processes**



**Expand
Globally**

Our history of serving customers spans across 60 years



As the leading B2B2C company in the Philippines, we have longstanding customer relationships with mostly consumer companies

>70%

of sales are to
consumer companies

Length of Customer Relationships (in Years)



Shortening
Flavored Toppings
Flavored Glazes
Icings



Frying Oils
Gravy Mixes
Breading
Dipping Sauces



Body Fragrance
Sprays
Insect Control Sprays
Spray Paints
Brake Cleaners



Flavored Coatings
Syrups & Fudges
Whipped Cream
Soft Ice Cream
Mix



Pancake Mix
Butter Compounds
Margarines
Maple Flavored
Syrups

Majority of the Board are independent directors while 3 out of 7 board members are female – highlights the importance we place on good corporate governance and gender diversity.

BOARD OF DIRECTORS*



Yin Yong L. Lao, 72 years old
Chairman & Director
Trustee - Association of Petrochemical Manufacturers of the Philippines
B.A. in General Studies
Ateneo de Manila University
Years of D&L experience : 47



John L. Lao, 70 years old
Vice Chairman
Chairman/President – Aero-Pack
B.S. in Business Administration
University of the East
Years of D&L experience: 46



Alvin D. Lao, 54 years old
CEO & President
Director of Axis REIT; Former President of EO Philippine Chapter, member since 2000
B.S. in IT (Honours) and Statistics from the *University of Western Australia*
MBA from the *MIT Sloan School of Management*.
Years of D&L experience: 22

INDEPENDENT DIRECTORS



Mercedita Nolleddo, 83 years old
Lawyer and CPA
Former Senior Managing Director & Corporate Secretary of Ayala Corp.
Chairman, BPI Investment Management; Trustee, - Ayala Foundation and BPI Foundation
B.S. Business Administration & Bachelor of Laws from the *University of the Philippines*



Karl Kendrick Chua, 46 years old
Former World Bank Senior Economist for the Philippines
Former Secretary of the National Economic and Development Authority
Former Undersecretary for Strategy, Economics, and Results at the Department of Finance
Recipient of the 2018 Outstanding Young Men and Women of the Philippines (TOYM) Award in the field of Economic Development



Corazon S. Dela Paz-Bernardo, 83 years old
CPA
Former President & CEO of Social Security System
Former Senior Partner and Chair at Joaquin Cunanan & Co (PricewaterhouseCoopers Philippines)
First non-European President of the International Social Security Association
B.S. Accountancy from *University of the East*
MBA from *Cornell University*



Lydia Balatbat-Echaz, 77 years old
Former President of Far Eastern University
Director of Metro Pacific Investments
A.B. in Economics and Mathematics from *St. Theresa's College*
MBA from *Ateneo de Manila University*
DBA from *De La Salle University*

Second generation family members with more than 20 years of experience in sales, marketing & business development compose our Senior Management team.

SENIOR MANAGEMENT



Franco Diego Lao, 46 years old
Chief Financial Officer, Treasurer, & Chief Compliance Officer
Former Group Supply Chain Director at D&L
Bachelor of Commerce major in Accounting and Marketing from the *University of Western Australia*
Years of D&L experience: 25



Dean A. Lao, Jr.
57 years old
President & CEO of Chemrez
Chairman - United Coconut Association of the Phils;
Director - ASEAN Oleochemical Manufacturing Group, President - Philippine Oleochemical Manufacturers Association & Philippine Biodiesel Association, Advanced Management Program of *Harvard Business School*
Years of D&L experience: 27



Lester A. Lao,
56 years old
President & CEO of FIC & DLPC
B. A. S. in Information Business from *Edith Cowan University*
Years of D&L experience: 34



Vincent D. Lao,
51 years old
President & CEO of Oleo-Fats
Previously Assistant Trader at Shuwa Co. Ltd. In Japan ,1994-1995
B.A. in Economics and Japanese Studies from the *University of Western Australia*
Years of D&L experience: 30

D&L Ownership Structure

Lao Family

63.3% Jadel Holdings Co., Inc.
(Lao Family holding company)

10.5% Individual Family Members

73.8%

Public

26.2%

D&L

*(legal, MIS, accounting and finance, HR)

FOOD INGREDIENTS



**D&L
PREMIUM
FOODS**

100%

OLEOCHEMICALS, RESINS, & SPECIALTY CHEMICALS

CHEMREZ
TECHNOLOGIES



100%

SPECIALTY PLASTICS

FiC

D&L
POLYMER & COLOURS, INC.

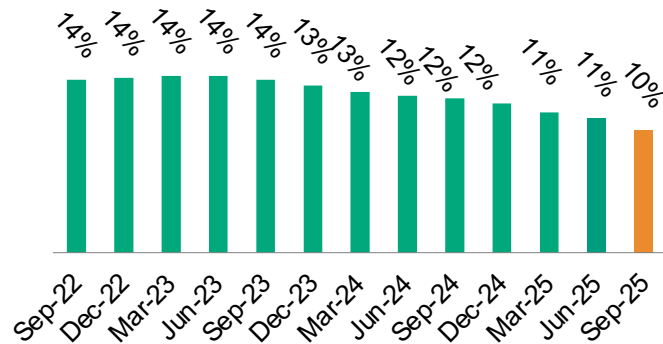
100%

AEROSOLS

AERO-PACK

100%

Foreign Ownership as %
of Outstanding Shares

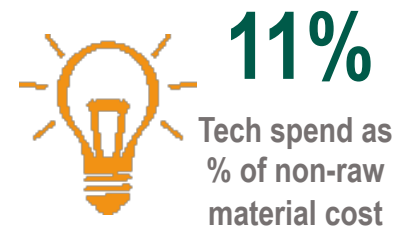
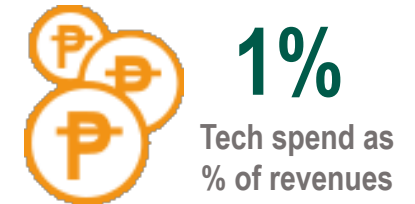
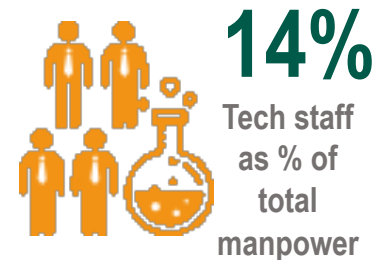


Source: Stock Transfer Service Inc.

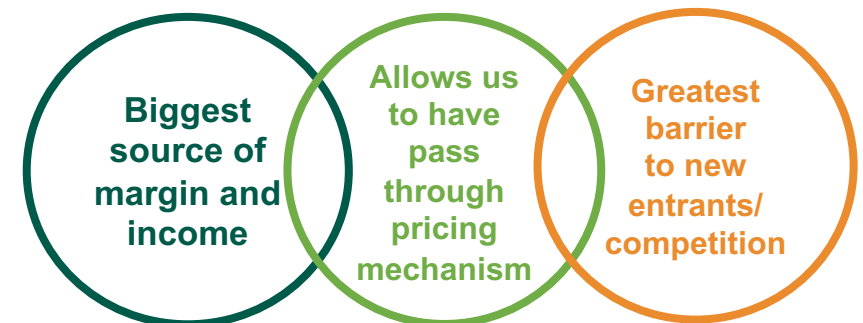
We are shaped and driven by R&D and disciplined innovation

OUR MISSION

- We are dedicated to growth. We are not complacent, timid, or satisfied with status quo
- We are committed to increase productivity and profitability, but not at the expense of ethics
- We will continuously enhance our reputation for quality and value. Our products and services must always represent good value for money and be competitive in the market place
- We will maintain our market leadership through creativity, innovation and excellence in performance tempered with experience
- We are proud of our employees. We consider them as our most valuable asset. We will maintain an atmosphere where our people can develop their abilities and potential while working together enthusiastically to achieve our goal
- We will contribute to the well-being of the communities in which we operate, and accept our responsibilities as citizens of the Philippines



We are research-oriented. We will keep abreast of the latest technology and have our fingers on the pulse of the market to identify the market needs that must be met



We have an integrated supply chain that maximizes efficiency of working capital management



FLEET OF BARGES

Direct access to fleet of 6 barges with an aggregate capacity of 10,000 metric tons to transport crude oils and raw materials to its refineries and storage tanks near the port



STORAGE CAPABILITY

Ability to store 33,000 metric tons of oil; refining facility of 300,000 metric tons per annum is strategically located near port, optimizing transportation efficiency



INTERCONNECTED GROUND TRANSPORT SYSTEM

Superior ground logistics of 42 road tankers with total capacity of over 1,064 metric tons; ensures just-in-time delivery to customer, thereby increasing supply chain efficiency

Key Benefits of Supply Chain Process

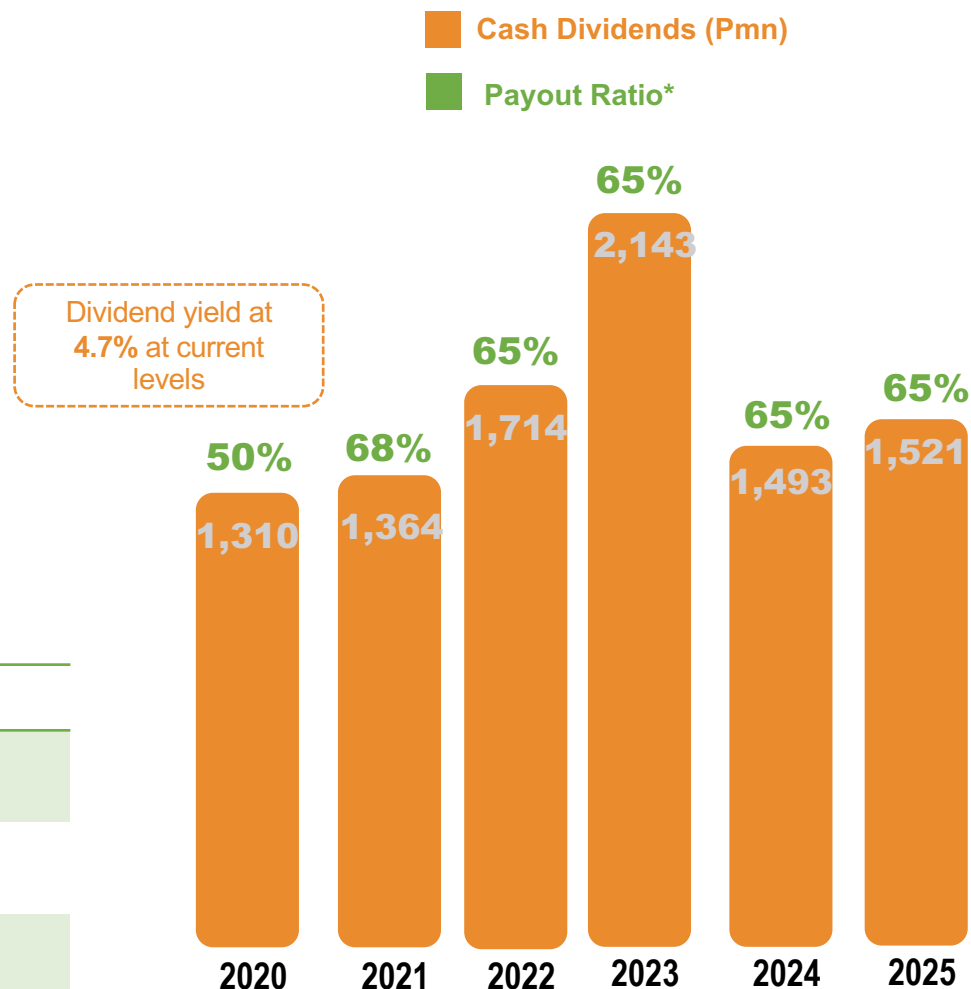
- Know-how of entire supply chain process ensures that the company can anticipate and allocate the optimal resources for transportation of its products
- Not dependent upon third-parties to provide logistics

ASSET-LIGHT MODEL

Rental expenses (paid to affiliates)	Management and Shared Service Fees (MSSF)
land, facilities, warehouses, and barges	D&L provides management and shared services to its subsidiaries and affiliates, including executive management and admin support such as legal, MIS, accounting, human resource, and finance
	MSSF from subsidiaries are eliminated in consolidation
9M25: P570 mn 1% of total costs and expenses	9M25: P70 mn 0.2% of total revenues

Our dividend policy increased from a 25% to 50% payout ratio* (effective 2016)

Dividend Per Share	2020	2021	2022	2023	2024	2025
Total	P0.183	P0.191	P0.24	P0.30	P0.209	P0.213
Regular	P0.183	P0.141	P0.185	P0.24	P0.161	P0.164
Special	-	P0.05	P0.055	P0.06	P0.048	P0.049



Dividends	Cash
Ex-Date	June 17, 2025
Record Date	June 18, 2025
Payment Date	July 02, 2025

INVESTOR RELATION

#64

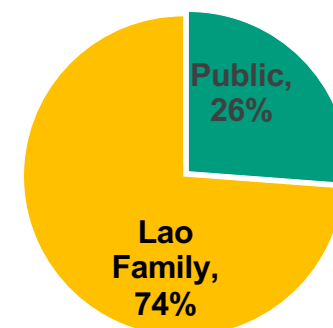
P32 bn*

Ranked 64th
among
Philippines'
largest companies
by market cap

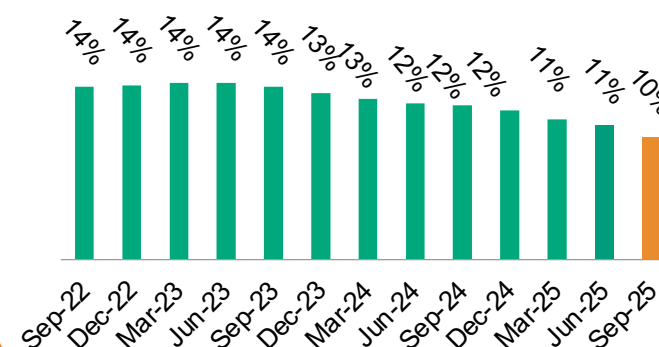
Shares bought back by the Lao Family

Year	# of Shares (in mn)	% of outstanding shares
Since IPO	593	8.3%
2024	20	0.3%
YTD 2025	69	1%

Ownership as of September 2025



Foreign Ownership as % of Outstanding Shares



INVESTOR RELATIONS

Return since IPO

	Price Change	Total Return
DNL PM	+112%	+236%
PCOMP Index	+2%	+18%



Price as of 11/03: P4.49
 Market Cap as of 11/03: P32bn
 USD 546 mn (USD1:P58.74)
 Outstanding Shares: 7,142,857,990

Dividend yield at
 4.7% at current
 levels

DATE	EVENT	VENUE
November 7, 2025	Auerbach Grayson x PNB Emerging & Frontier Markets Investor Conference	Virtual
November 14, 2025	PSE Star Investor Conference	Virtual

We have been awarded and recognized both locally and internationally

Institutional Investor

2024 – ASEAN Honored Company; Crissa Bondad as 3rd Best Investor Relations Professional in Asia ex-China, Japan, Consumer Staples Sector

2022 – ASEAN Honored Company; Crissa Bondad as Best Investor Relations Professional in Asia ex-China, Japan, Consumer Staples Sector

2020 – ASEAN Honored Company; Alvin D. Lao as Best CEO in Phils; Crissa Bondad as 2nd Best Investor Relations Professional in the Philippines; 3rd Best IR Team, 3rd Best ESG

2019 – ASEAN Honored Company; Alvin D. Lao as Best CEO in Phils, ranked 2nd in ASEAN; Best Investor Relations Program in Phils; Crissa Bondad as 3rd Best Investor Relations Professional in the Philippines; 2nd Best ESG and Corporate Governance initiatives
2017 – Most Honored Company; Alvin D. Lao as Best CEO; 3rd Best Investor Relations Program

campden 

2017 – Top 50 Global Challengers (2nd place)

ASIAMONEY

2014- Best Managed Company– Small Cap Category (Philippines) candidate

2021 – Most Outstanding Company in the Philippines (Industrial Sector)



2013 - Global Small Cap Index



2014 - Top 10 Corporate Governance and Sustainability Report



2015 - Global Equity Index Asia Pacific ex Japan All Cap & Small Cap

Finance Asia

2019 – Best Mid-Cap Company, 7th Best Investor Relations

2018 – 2nd Best Mid-Cap Company
2015 & 2016 – Best Mid-Cap Company

2015 –Alvin D. Lao as Best CFO – 2nd Place; Best Investor Relations – 9th place

2014 – 3rd Best Mid-Cap



2013- Islamic Market ASEAN Index



2023, 2016 & 2015 - Asia's 200 Best Under a Billion



2021 – Crissa Bondad, IR Rising Star

2015 – Alvin D. Lao, CFO Best IR by a senior management team
 Small & mid-cap – South East Asia



ASIAN DEVELOPMENT BANK

2014 & 2015 - Top 50 Best Performing Philippine-listed Companies - ASEAN Corporate Governance Scorecard

CORPORATE SOCIAL RESPONSIBILITY



LAO FOUNDATION

1%

of D&L's annual net income is committed to corporate social responsibility programs through the foundation

2024

AREAS OF FOCUS



Education



Values formation

P31.2M

Committed amount from D&L

103

Direct scholars in 5 communities

388

Educational Assistance scholars supported through partners

16,872

Total beneficiaries across all LFI Programs in 2021

Our CSR projects focus on education and values formation

PROGRAM	BENEFICIARIES
Partner Based Educational Program	College, TechVoc, High School, Elementary and Hearing Impaired students nationwide
Community Based Educational Program	Various communities and elementary schools where D&L plants are located
ELL Teachers Welfare Program	Sponsoring stipends of retired teachers of Grace Christian High School
LBL Educational Program	Scholarships for the Most In-Need Children & Dependents of D&L Employees Educational Excellence Grants for Children of D&L employees

9M25 Results

9M25 Highlights

1

9M25 net income +8% YoY; 3Q25 +12% YoY

2

Volume growth remains resilient, up 11% YoY, despite unprecedented surge in coconut oil prices

3

Exports continue to drive growth with GP +22% YoY in 9M25

4

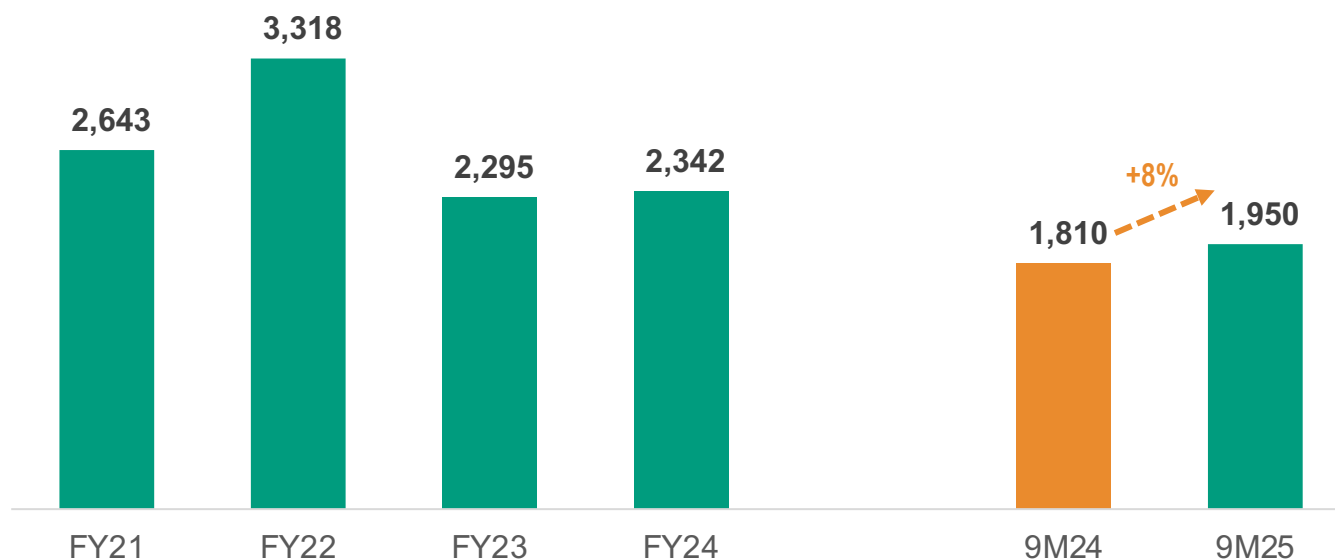
Capex continues to trend lower, providing room for deleveraging once commodity prices ease

5

The company's steady execution amid an exceptionally challenging 2025 reinforces its confidence in delivering stronger performance in the years ahead

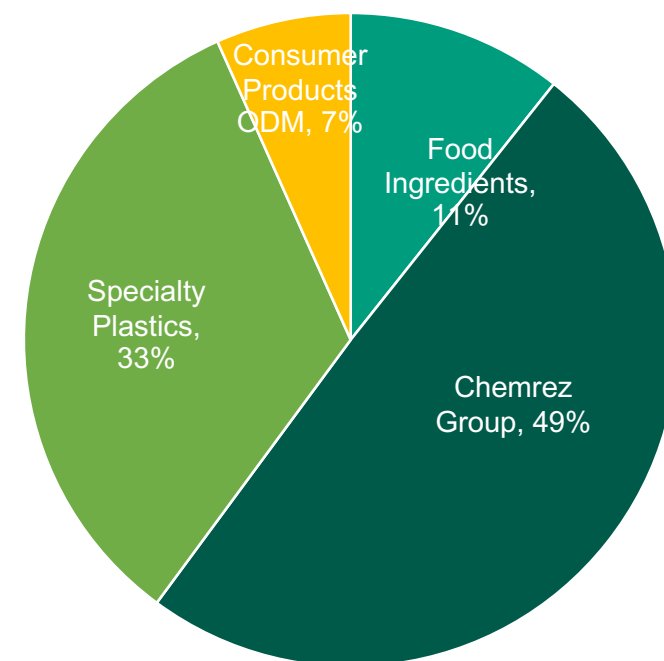
9H25 earnings +8% YoY

Net Income (Php mn)



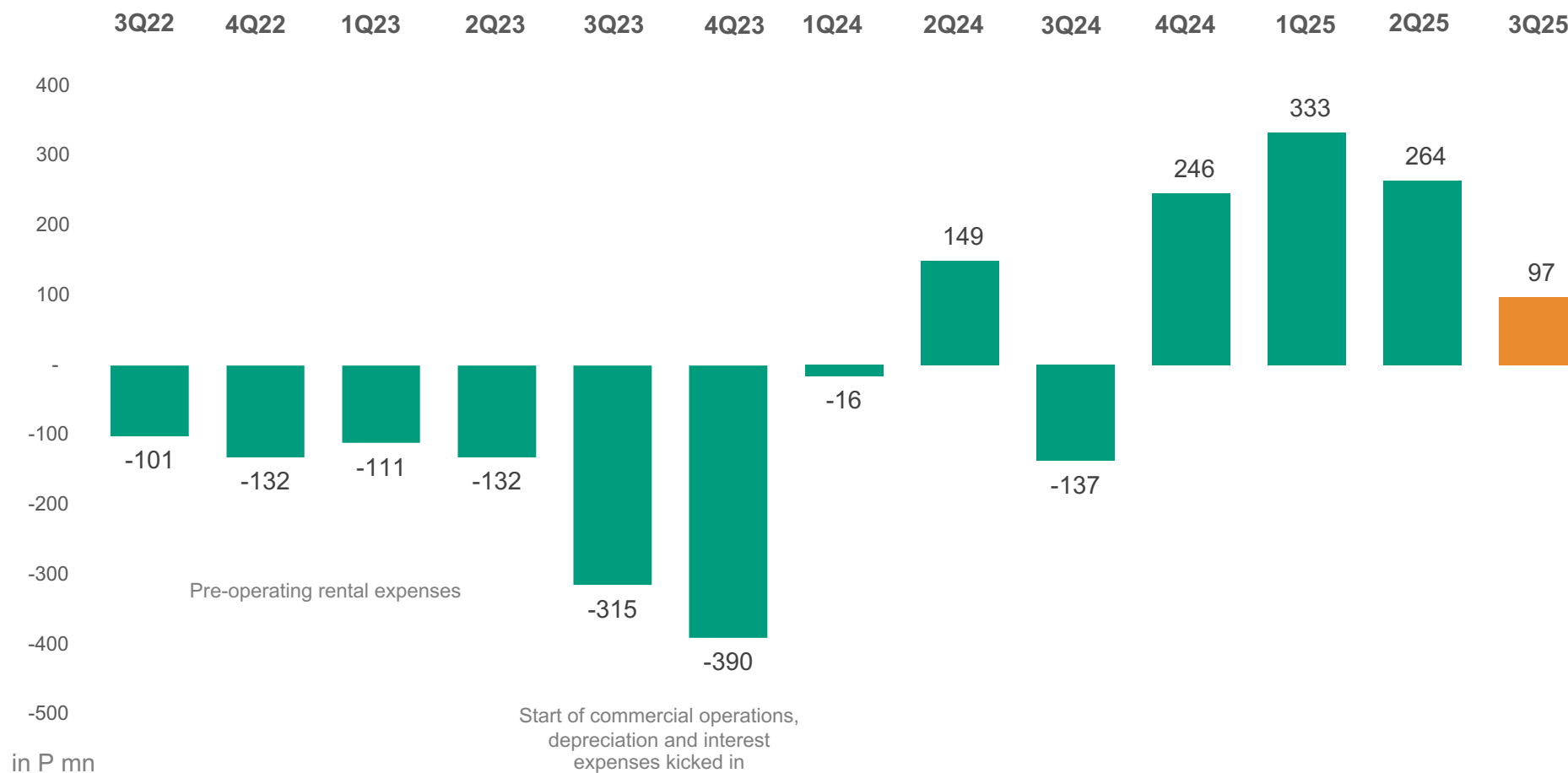
Start of commercial operations of Batangas plant. Incremental expenses weighed on earnings.

Net income breakdown



Batangas plant consistently books profits

Quarterly income of Batangas plant



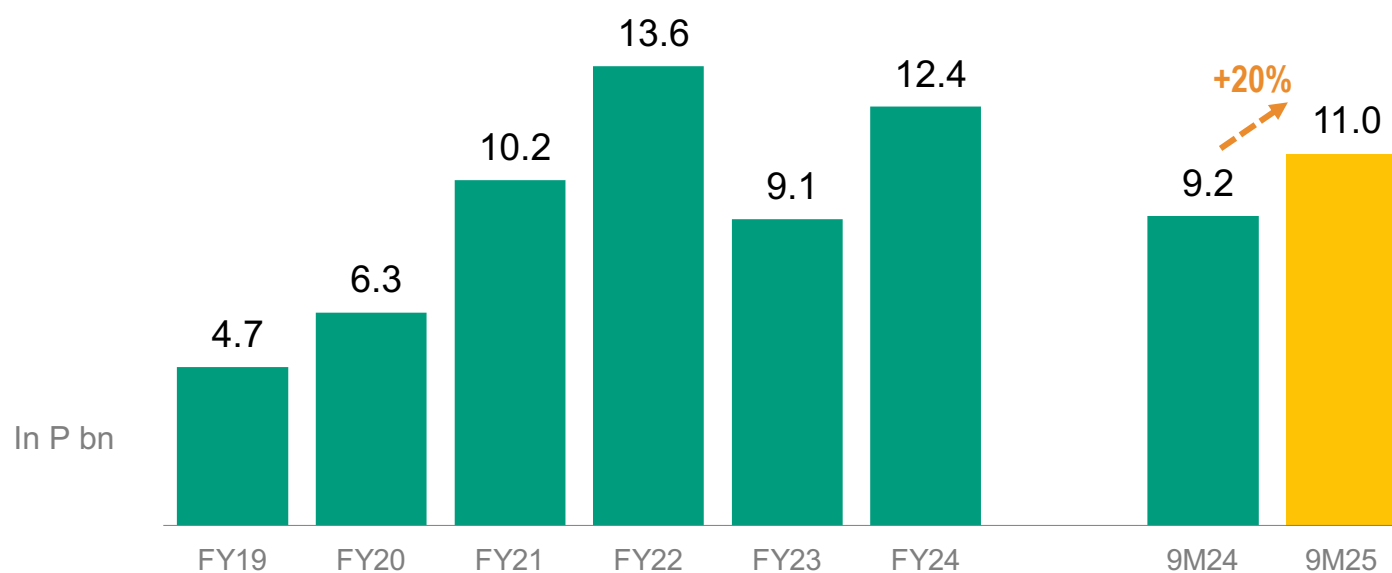
Condensed Income Statement

	9M YoY			3Q YoY			3Q QoQ		
(In P mn)	9M25	9M24	%change	3Q25	3Q24	% change	3Q25	2Q25	% change
Sales	41,294	29,482	40%	14,686	10,508	40%	14,686	12,340	19%
COGS & Cost of Service	(35,953)	(24,729)	45%	(13,028)	(8,819)	48%	(13,028)	(10,464)	25%
Gross Profit	5,340	4,753	12%	1,658	1,689	-2%	1,658	1,876	-12%
Operating expenses	(2,150)	(1,795)	20%	(721)	(670)	8%	(721)	(731)	-1%
Other operating income	2	43	-95%	31	(80)		31	(24)	
Interest expense	(962)	(652)	47%	(346)	(225)	54%	(346)	(312)	11%
Profit before tax	2,231	2,348	-5%	623	714	-13%	623	810	-23%
Income tax	(281)	(539)	-48%	(68)	(220)	-69%	(68)	(96)	-29%
Net Income	1,950	1,810	8%	554	493	12%	554	714	-22%
EPS* (in cents)	27.3	25.3	8%	7.8	6.9	12%	7.8	10.0	-22%
EBITDA	4,237	3,837	10%	1,371	1,248	10%	1,371	1,455	-6%
EBIT	3,193	3,001	6%	968	939	3%	968	1,122	-14%
Gross Profit Margin	12.9%	16.1%	(3.2)	11.3%	16.1%	(4.8)	11.3%	15.2%	(3.9)
Net Profit Margin	4.7%	6.1%	(1.4)	3.8%	4.7%	(0.9)	3.8%	5.8%	(2.0)
EBITDA Margin	10.3%	13.0%	(2.8)	9.3%	11.9%	(2.5)	9.3%	11.8%	(2.5)
EBIT Margin	7.7%	10.2%	(2.4)	6.6%	8.9%	(2.3)	6.6%	9.1%	(2.5)

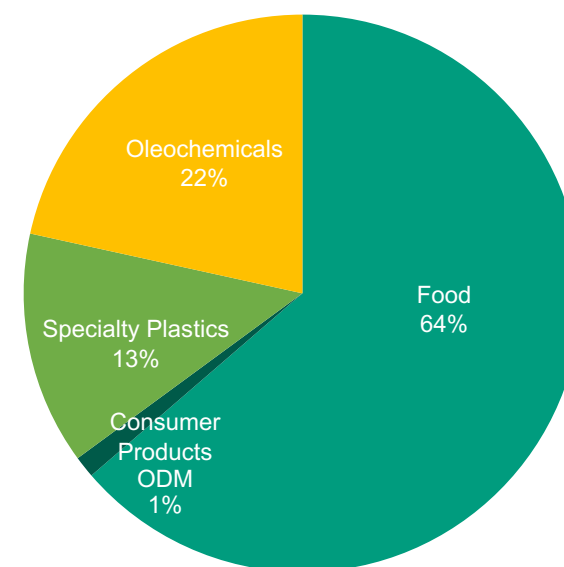
Exports sales

	FY19	FY20	FY21	FY22	FY23	FY24
EXPORT/SALES	21%	29%	33%	31%	27%	30%

9M24	9M25
31%	27%

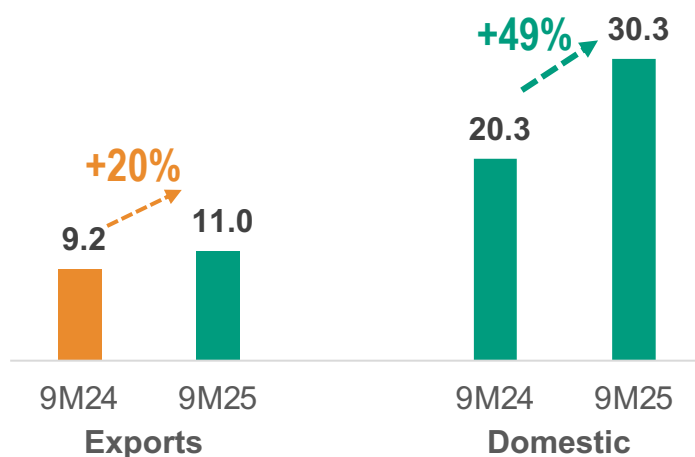


Breakdown of exports

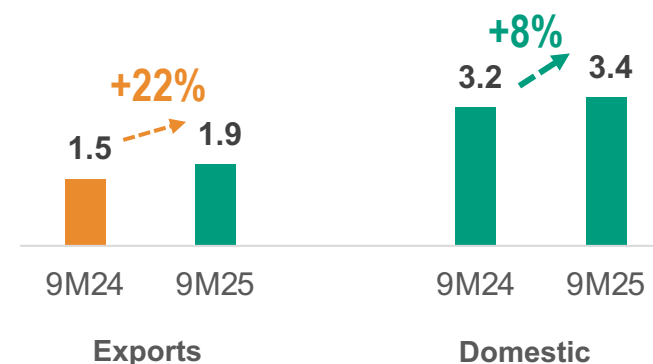


Export vs Domestic Market

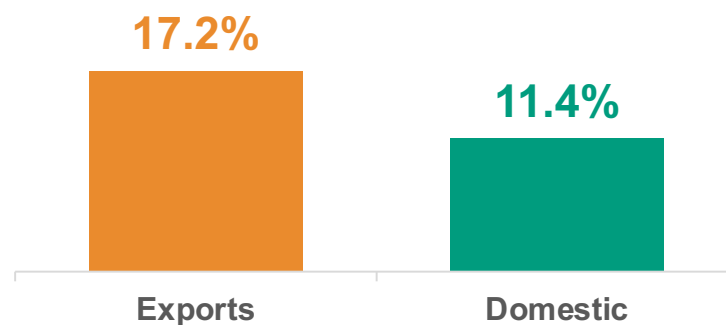
Sales (P bn)



Gross Profits (P bn)

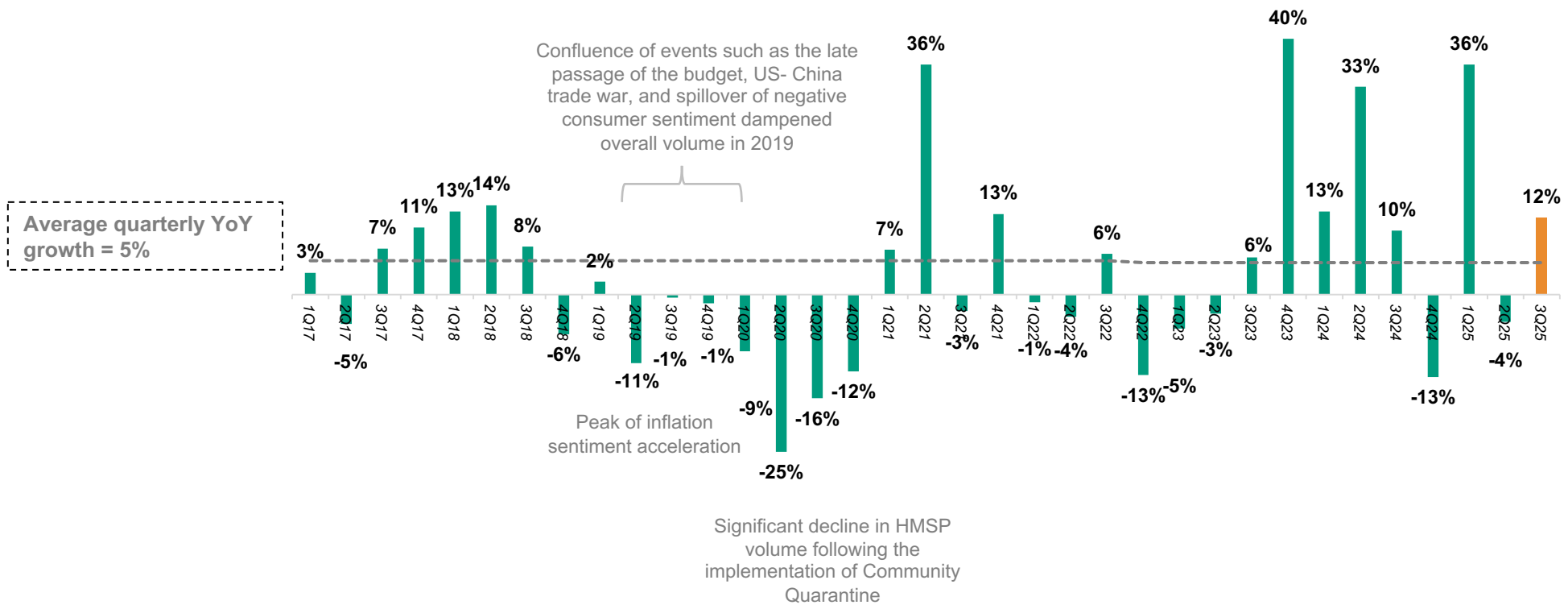


Blended Gross Profit Margins



HMSP Volume Growth (YoY)

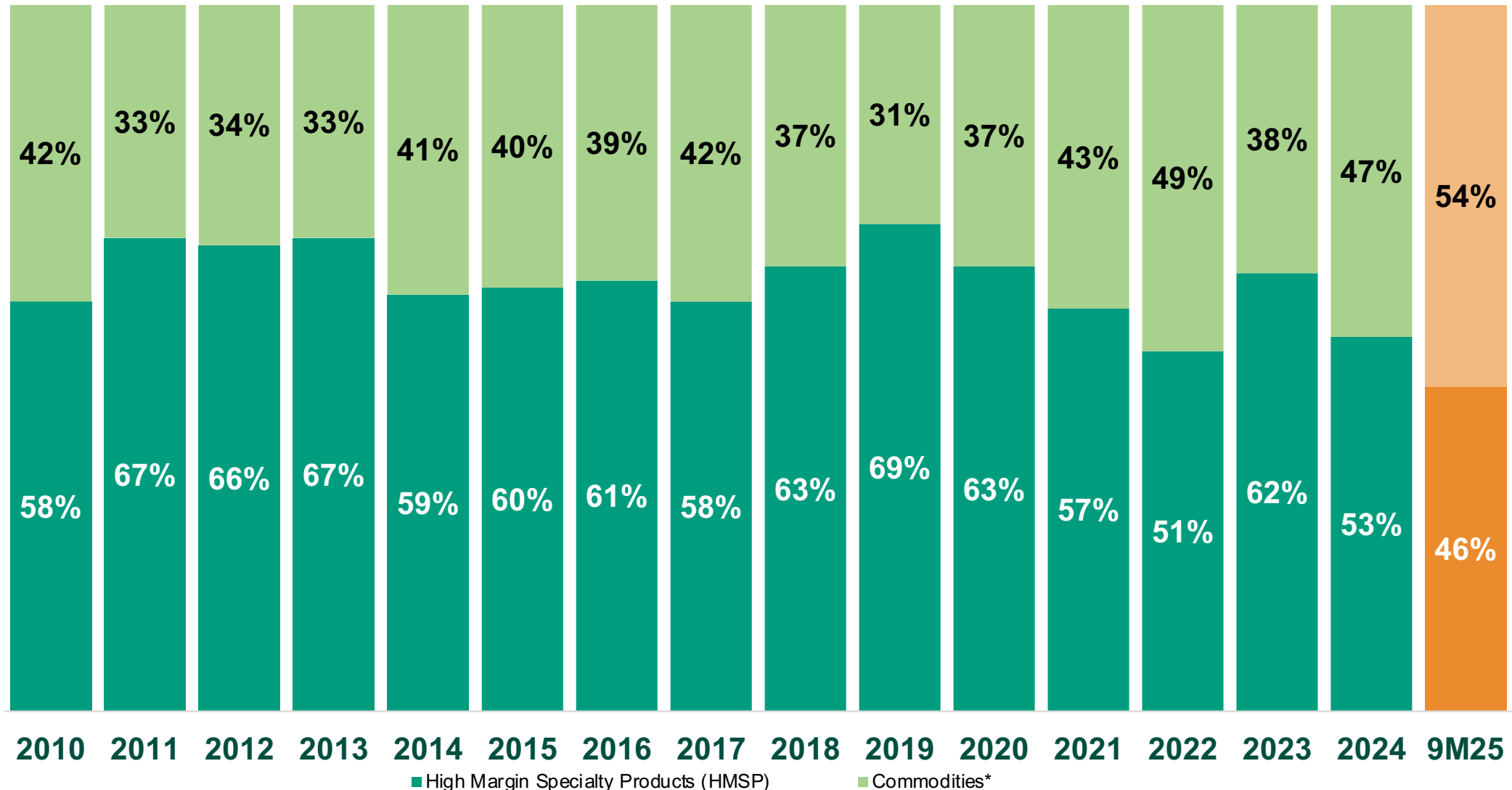
HMSP volume growth (YoY)



Robust biodiesel sales shifted the sales mix towards commodities

REVENUES

% share to total group revenues

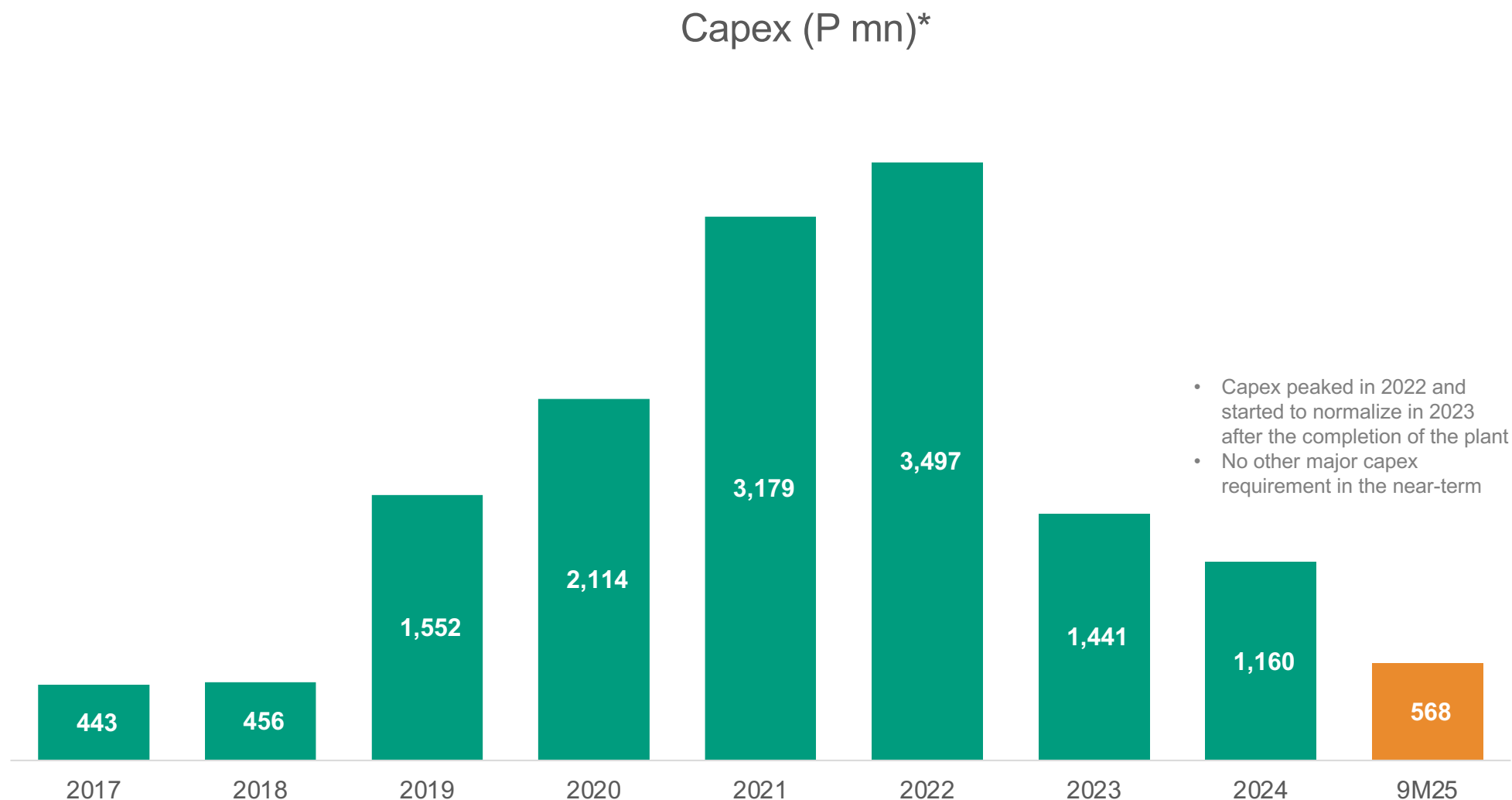


Condensed Statement of Cash Flows

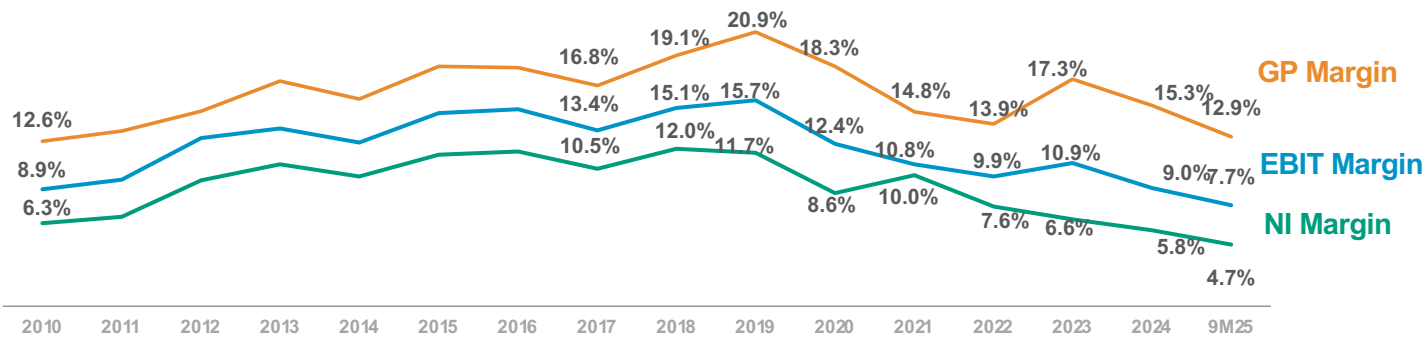
Largely due to unprecedented increase in coconut oil prices

In P mn	9M25	FY24
EBITDA	4,237	5,012
Interest Received	4	10
Paid taxes	(231)	(595)
Non cash items	58	82
Change in working capital	(4,607)	(4,462)
Net Operating Cash Flow	(539)	48
Capex	(431)	(1,090)
Free Cash Flow	(969)	(1,042)

Capex normalizing after the completion of Batangas plant



Pass-through pricing mechanism as natural hedge against volatility in forex and commodity prices



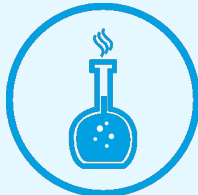
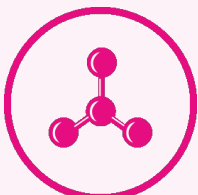
We expect margins to improve over time as we further invest in R&D



Average 9M25 Prices
Coconut Oil +78% y-o-y
Palm Oil +15% y-o-y

Average Php:US\$
9M25: P57.13
9M24: P57.00

9M25 Group Results

	 Food Ingredients	 Oleochemicals & Other Specialty Chemicals	 Specialty Plastics	 Consumer Products ODM	 D&L Industries - Consolidated
% change in Revenues	+40%	+90%	+3%	+32%	+40%
% change in Net Income*	(66%)	+88%	+2%	+50%	+8%

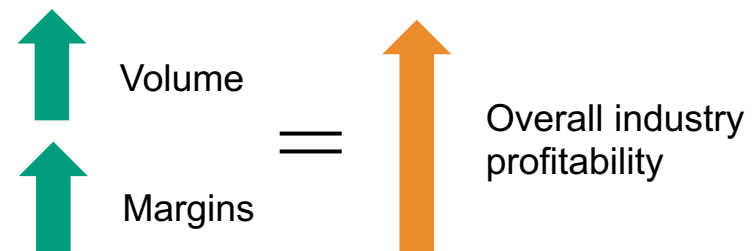
Biodiesel blend to remain at 3% (B3); B4 and B5 implementation postponed

Biofuels industry short overview

- 2006 – Biofuels law was passed with the intention of a **5% biodiesel blend (B5)**
- 2007 – implementation of **1% blend (B1)**
- 2009 – implementation of **2% blend (B2)**
- *After 15 years*
- 2024 – blend to increase to **3% (B3)**

B4 and **B5** implementation has been deferred from their original roll out dates of October 1, 2025 and October 1, 2026, respectively

Impact of a higher biodiesel blend to the industry

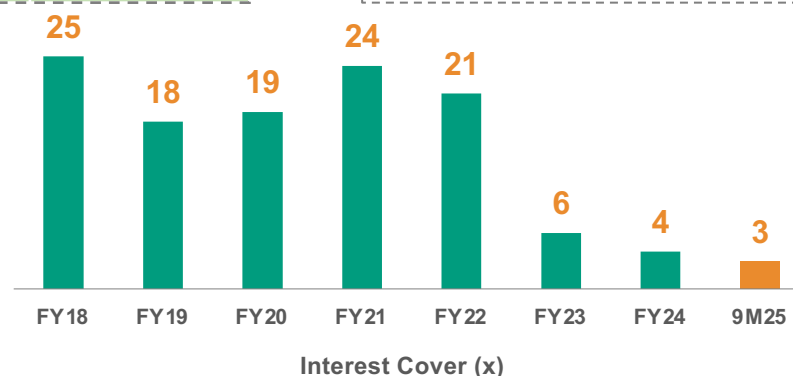
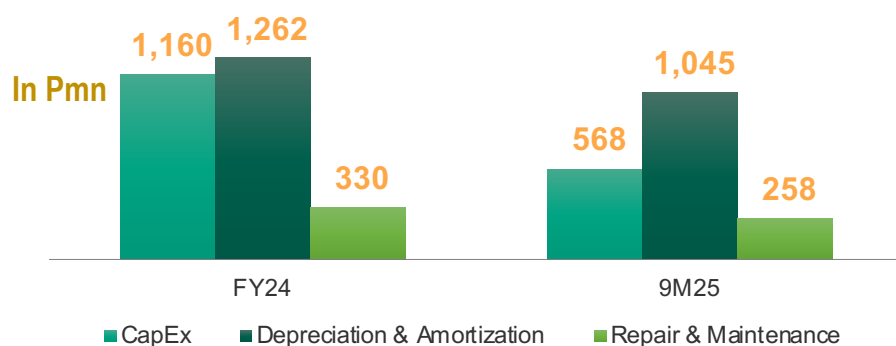
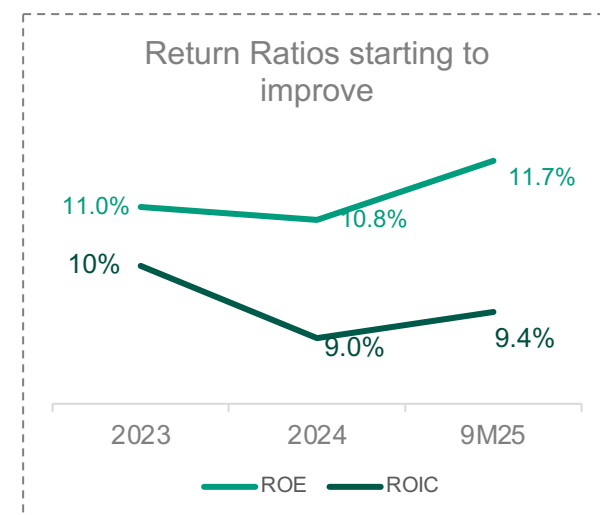


Other benefits:

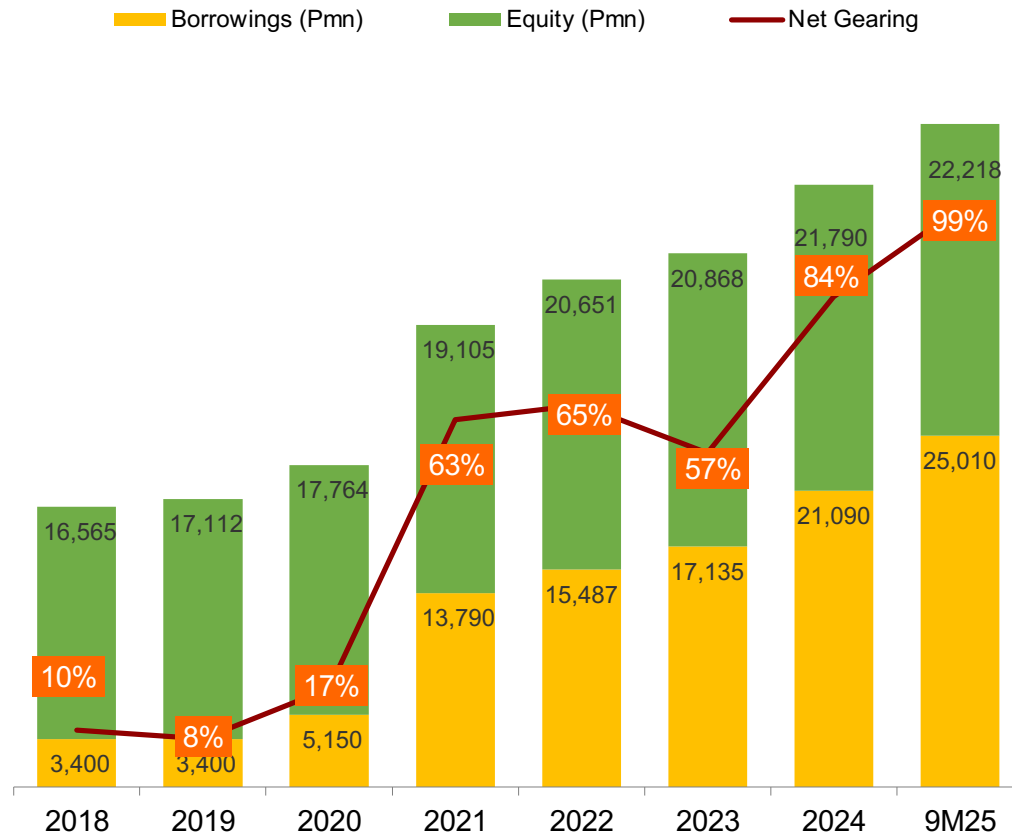
- Lower pollution
- Import substitution
- Value adding of coconut oil
- Mileage improvement

Balance Sheet remains robust

In Pmn	As of end Sept-25	As of end Dec-24	In P mn	As of end Sept-25	As of end Dec-24
Cash	3,013	2,838	Book Value	22,218	21,790
Current Assets	33,147	28,396	BVPS ¹ (in P)	3.11	3.05
Total Assets	52,339	48,369	Debt-to-equity (Borrowings/ Equity)	1.13x	0.97x
Borrowings	25,010	21,090	Return on Equity	11.7%	10.8%
Total Liabilities	30,122	26,580	Return on Invested Capital ²	9.4%	9.0%



Capital Structure



3x

interest
cover

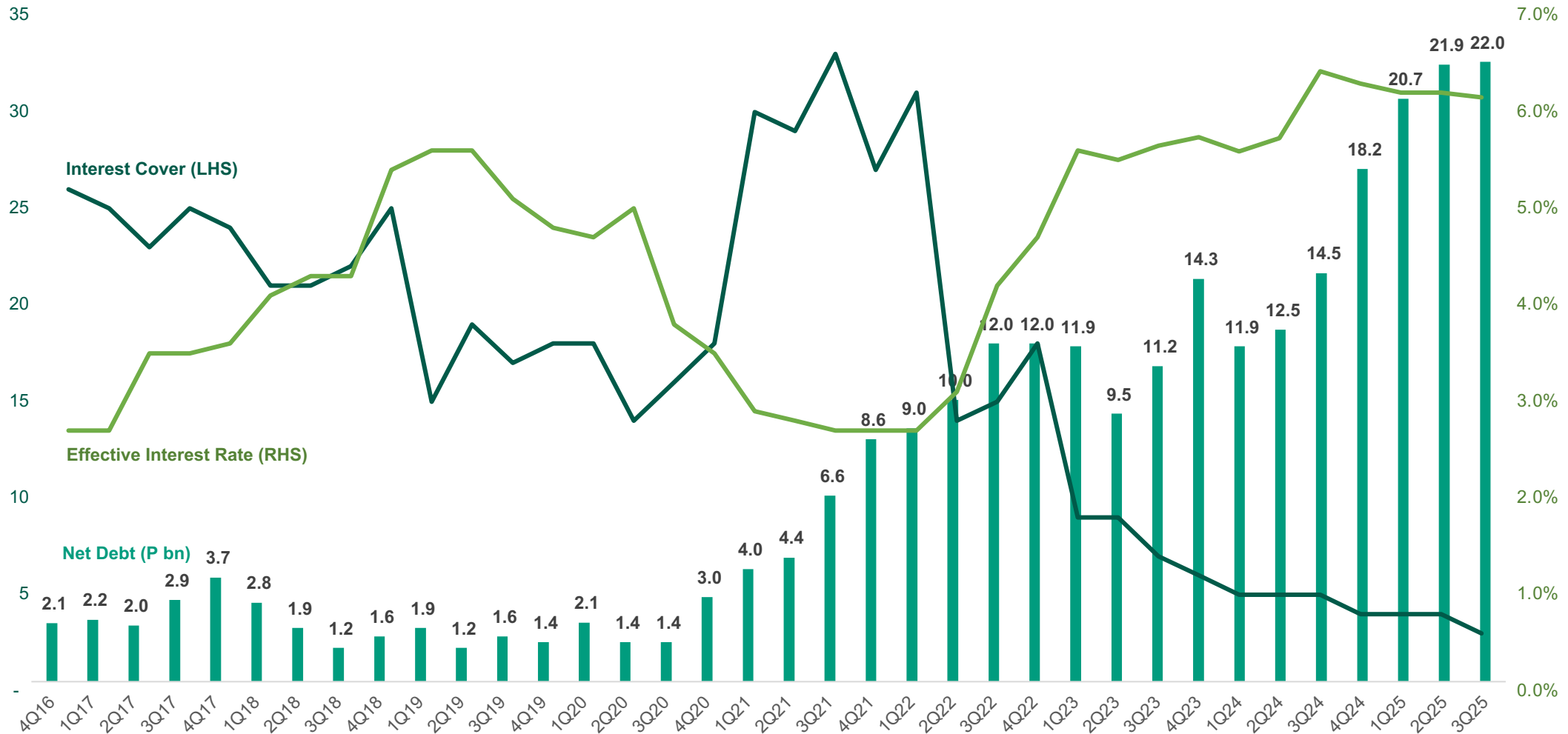
P22
Billion

net
debt

~6.15%
p.a.

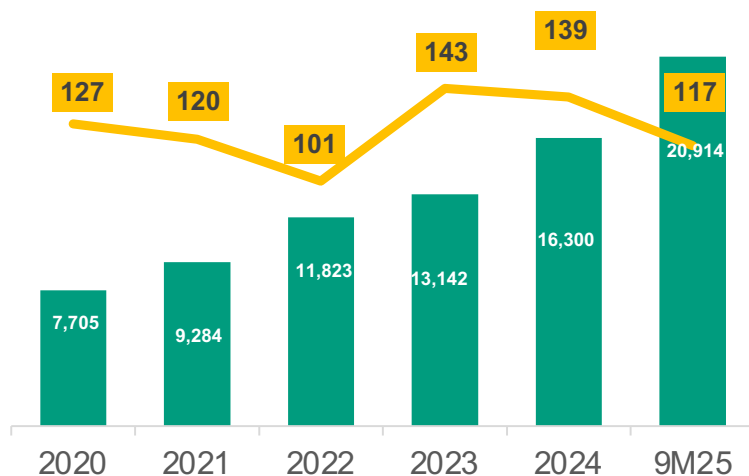
average
cost of debt*

Net debt, effective interest rate, and interest cover

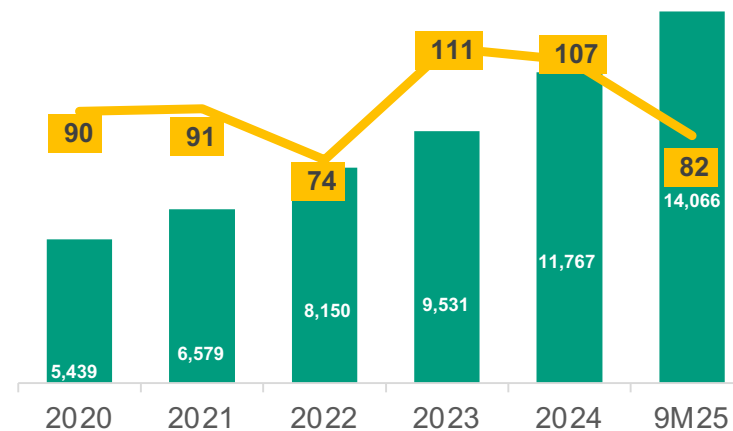


Working Capital Cycle

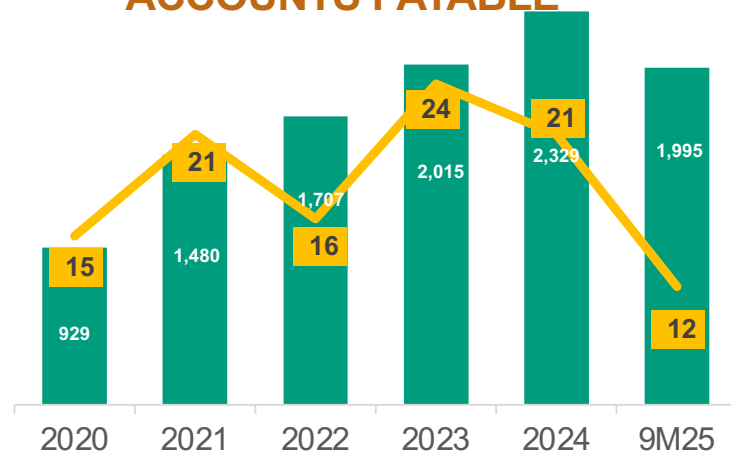
CASH CONVERSION



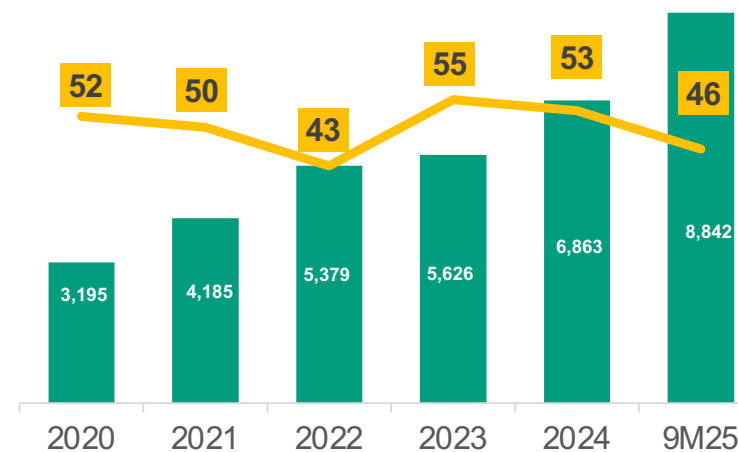
INVENTORY



ACCOUNTS PAYABLE



ACCOUNTS RECEIVABLE



Average balance (P mn)
 Cycle (in days)

Q & A

FIT Expansion



CNO & CPO 5-yr Price Chart





MAIDEN BOND OFFERING

***Awarded Best New Bond (Philippines) by the Asset Magazine**

Offer Size

Base offer: **P3bn** (Series A)

Oversubscription option: **P2bn** (Series B)

Interest Rate

2.7885% p.a.

3.5962% p.a.

Tenor

3 years

5 years

Spread over BVAL

+50 bps

+60 bps

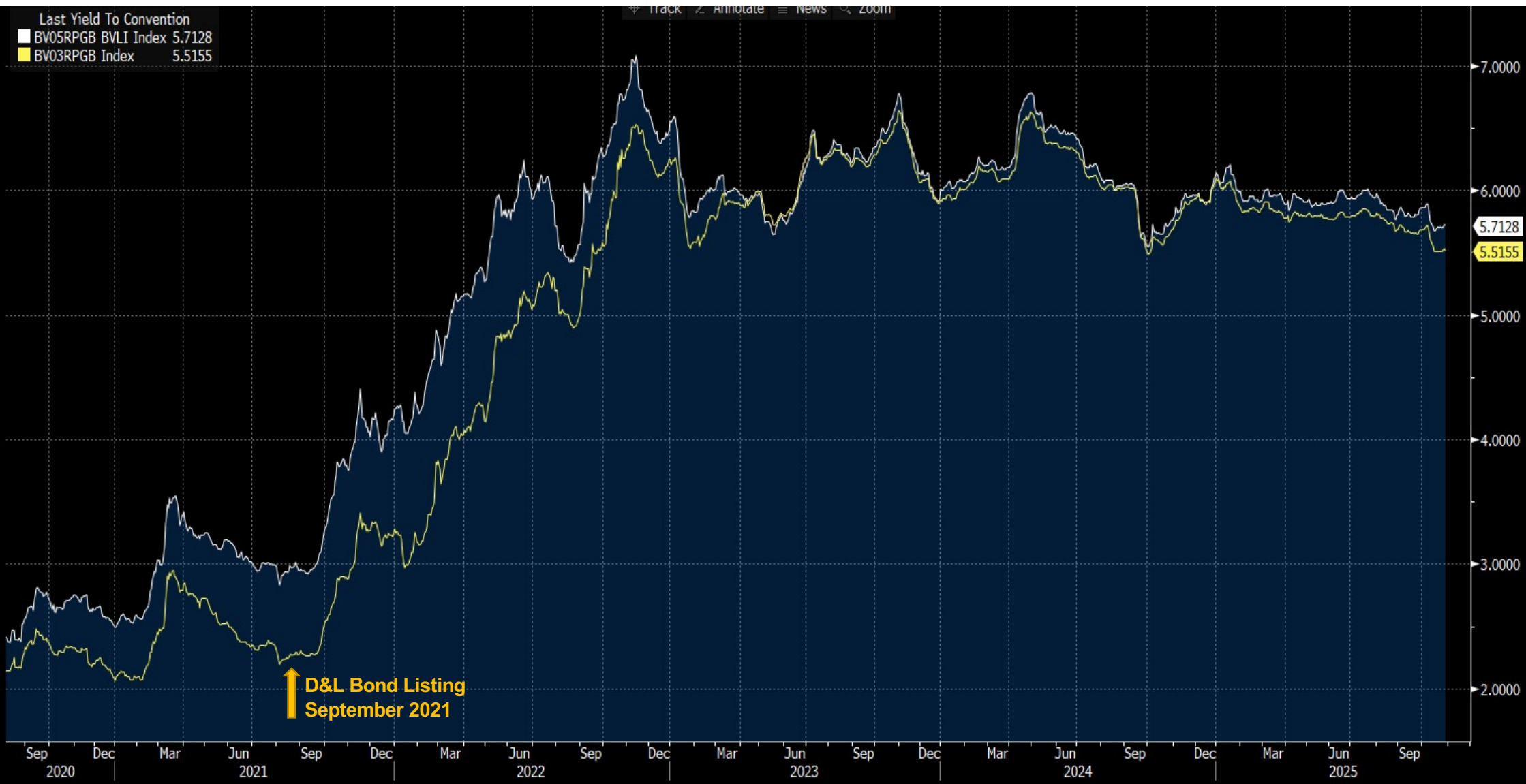
Bond Rating **PRS Aaa with Stable Outlook**

Use of Proceeds **Financing of Batangas expansion & repayment of bridge loans**

Other Terms & Conditions

- Date of listing: September 14, 2021
- Issue price at 100% of face value
- Interest payment: payable quarterly in arrears
- Covenants
 - D/E of not more than 2.5x
 - Current ratio of not less than 1.0x

3yr and 5yr BVAL rates



NEWS AND DEVELOPMENTS

2017

APPOINTMENT OF NEW INDEPENDENT DIRECTORS



Corazon S. Dela Paz-Bernardo, 76 years old

CPA

Former President & CEO of Social Security System

Former Senior Partner and Chair at Joaquin Cunanan & Co (PricewaterhouseCoopers Philippines)

First non-European President of the International Social Security Association

B.S. Accountancy from *University of the East*

MBA from *Cornell University*



Lydia Balatbat-Echauz, 69 years old

Former President of Far Eastern University

Director of Metro Pacific Investments

A.B. in Economics and Mathematics from *St. Theresa's College*

MBA from *Ateneo de Manila University*

DBA from *De La Salle University*

NEWS AND DEVELOPMENTS

2016

OLEO-FATS (FOOD INGREDIENTS)	Distribution agreement with Bunge Limited (NYSE:BG)	premium soft oils, including coconut oil (under Bunge's Farm Origin brand)	• Exports within Asia Pacific • Food service and retail
Management Changes	Effective August 1	• Dean L. Lao, one of D&L's founders, stepped down as Director. He remains as Chairman Emeritus. • John L. Lao stepped down as President and Chief Executive Officer. He remains as Director. • Alvin D. Lao is the new President and CEO and joins the board as Director. • Amorsolo M. Rosario is the new CFO.	
	Effective April 4	• Mercedita S. Nollado joins the Board of Directors as Independent Director	

BUNGE SOFT OIL PRODUCTS



NEWS AND DEVELOPMENTS

2015

INCREASE IN CAPITAL STOCK

Capital Stock	Pre - Inc in ACS	Post - Inc in ACS
Authorized	₱4,000,000,000	₱18,000,000,000
Subscribed	₱3,571,428,995	₱7,142,857,990
Paid-up	₱6,826,595,440	₱10,398,024,435
Issued & Outstanding Shares	3,571,428,995	7,142,857,990

Dividends taken from retained earnings as of March 31, 2015

No changes in equity

Issued and Outstanding shares doubled effective September 17, 2015

Non-recurring gain of P83 million from sale of land booked in 4Q2015

SALE OF CHEMREZ PROPERTY

66 INDUSTRIA – 6,000 sqm

NEWS AND DEVELOPMENTS

2014

ACQUISITION OF CHEMREZ	Transaction Details	• buying 65.3% of Chemrez for P6/share • Chemrez now wholly-owned subsidiary • funded with 2/3s short-term debt, 1/3 cash	Strategic Rationale	• Taking Chemrez private for competitive reasons • New product innovations with large potential for margin improvement
	Financial Rationale	• Valued Chemrez at 13x 2015 PER • Offer price at 24% premium over Chemrez's 60-day moving average before the announcement (Aug 29)	Status	• Transaction completed on October 10 • D&L now owns 99.7% of Chemrez Technologies • Full consolidation started October 7
OLEO-FATS (FOOD INGREDIENTS)	Supply contract with Ventura Foods (US)	specialty fats and oils & specialty ingredients	• Exports within Asia Pacific • Food service	