



CHAIRMAN'S ADDRESS

28 May 2024

2024 ANNUAL GENERAL MEETING ADDRESS TO SHAREHOLDERS

Chairman Sam Randazzo

Good morning to everyone here with us today in Johannesburg, and to those of you joining us via video conference.

My name is Sam Randazzo and I am Chairman of DRA Global Limited. On behalf of my fellow directors, I welcome you to DRA's 2024 Annual General Meeting of shareholders and thank you for your attendance today.

I am joined by our managing director and CEO, James Smith and directors; Lindiwe Mthimunye, Charles Pettit, Valentine Coetzee and Darren Naylor.

Tony Bevan, Group Company Secretary, and Dean Just, who is representing our external auditor, BDO, are joining us via video-conference.

Also present are members of the DRA Executive Committee.

Today I will provide a short address after which we move onto conducting the formal business of the meeting. The meeting will then close and James will deliver his presentation for the past year as well as how the DRA group is progressing in the current year. Following James's presentation, time has been allocated for questions after which those attending in person are invited to join us for light refreshments.

In terms of corporate actions 2023 was an eventful year. In particular:

- CEO, James Smith was appointed to the additional role of Managing Director in July of 2023;
- a new cornerstone shareholder acquired a substantial ownership interest in the company after which Charles Pettit joined the board in July 2023 as that shareholder's representative;
- In October 2023 the composition of the DRA board changed. Peter Mansell, Les Guthrie, Paul Lombard, Sandra Bell and Johnny Velloza all resigned. This was immediately followed with my appointment on 5 October 2023 and the appointment of Darren Naylor, Lindiwe Mthimunye and Valentine Coetzee later in that month.

I am pleased to say the current board is united with aligned goals and the common objective of providing oversight, governance and generally supporting management for the betterment of all stakeholders.



Our safety performance will be covered in James Smith's presentation. I will say however that the wellbeing of our people and contractor partners is paramount. Your directors are fully committed to embedding a strong safety culture and provide active and ongoing oversight, set clear expectations, and promote behaviours that help mitigate risks at the frontline.

Unfortunately, the Mach Energy, Nokeng and Andrew Naude litigation remains ongoing. These are all matters currently before the courts and I am limited in what I can say. Any questions relating to these matters will be taken on notice and, to the extent we can do so, responded to on the "Investors" page of DRA's website.

As I mentioned earlier, James Smith's presentation will take you through the financial performance of the past year and the outlook for the current year. Overall, our results for 2023 reflect significant progress towards our objectives and commitment to financial discipline. Over the past 12 months, we have continued to stabilise our operations – notably achieving consistent earnings performance and cash generation, resulting in a strengthened balance sheet.

This disciplined approach has enabled us to invest in the future of our business, while delivering a dividend of A\$0.11 per share for the financial year ended 31 December 2023, marking our first dividend since listing on the ASX/JSE.

On behalf of the Board, I thank our plus 4,200 employees across all business units worldwide for their hard work and commitment without which the financial results for 2023 would not have been achieved.

We thank our clients, partners and suppliers for entrusting us to be their global partner.

We also express appreciation to our shareholders for their continued support, and for those attending this meeting in person, I look forward to meeting you at the conclusion of today's formal proceedings.

Finally, I must also thank my fellow Directors for their ongoing support, cooperation and diligent commitment without which the seamless transition of Board changes could not have occurred.