


27 May 2026

ANNUAL GENERAL MEETING – PRESENTATION

SYDNEY, AUSTRALIA – Dicker Data (ASX: DDR) (“Dicker Data” or the “Company”) provides the attached Chair’s Address to be delivered at today’s Annual General Meeting commencing at 1.00pm AEST.

Authorised for release by the Board of Dicker Data Limited,



Erin McMullen

Company Secretary

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Investor Relations

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About Dicker Data

Dicker Data (ASX: DDR) is an Australian-owned and operated, ASX-listed technology hardware, software, and [cloud](#) distributor in business since 1978. Our sales and [presales](#) teams are experienced product specialists who are dedicated to helping our partners tailor solutions to suit their client's needs.

As a distributor, we sell exclusively to our valued partner base. We pride ourselves on developing strong long-term relationships with our customers and [helping them grow](#). This customer-first approach means we are proactive in engaging with our resellers and allows us to dynamically shift with changing market conditions, in turn helping to [increase profitability](#).

Dicker Data distributes a wide portfolio of products from the world's leading technology vendors, including [Cisco](#), [Citrix](#), [Dell Technologies](#), [Hewlett Packard Enterprise](#), [HP](#), [Lenovo](#), [Microsoft](#), and [other Tier 1 global brands](#). As the leading Australian distributor for many of these vendors, Dicker Data is dedicated to helping our partners deliver industry-leading solutions built on the world's best technologies.

<https://www.dickerdata.com.au/>

27/05/2026

2026 AGM: Executive Chair Address

Introduction

Good afternoon shareholders, board members, colleagues, and guests. Thank you for joining us at Dicker Data's 2026 Annual General Meeting, and for those here with us for the first time, welcome to our headquarters in Kurnell.

Before we commence, I would like to briefly acknowledge the evolution of my role over the past 12 months. As of April, I have assumed the combined position of Executive Chair and Managing Director. While very much business as usual, I would like to thank the Board for their continued trust and support and I look forward to continuing my work with the Executive team to drive the Company forward.

FY25 Performance

I will now turn to the Company's performance for the financial year ended 31 December 2025.

FY25 was a strong year for Dicker Data, with the Company delivering accelerated top line performance while exceeding the guidance range provided to the market. Specifically, gross revenue finalised at \$3.9 billion, growing by 14.9% on the prior year.

This result not only reflects the resilience of our business model and the strength of our growing partner and vendor ecosystem, but also, the team's ability to adapt to changing market conditions while maintaining a disciplined, customer-focused approach.

Growth in FY25 was driven by two key areas. Firstly, our software business continued to scale, both in absolute performance as well as number of partners, growing by 21.0%. This result was reflective of strong ongoing demand for recurring and cloud-based solutions. We also experienced a significant uplift of 18.9% in endpoint sales during FY25, predominantly driven by the Windows 10 End of Support refresh cycle and strong execution across our partner base.

Business Momentum and Execution

Beyond the headline result, FY25 also reflected continued evolution in the shape of our business.

The enterprise segment has represented an increasingly important part of our growth profile in recent years and continued to drive strong top-line outcomes in FY25. Despite the typically lower margin nature of this market and its growing portion of our overall revenue mix, the Company delivered a strong gross profit result for FY25, reflected by 9.0% GP margin for the year. Notwithstanding this, the Company remains strongly committed to supporting its SMB and Mid-Market partners. Throughout FY25 we worked to onboard new vendors and launch new initiatives designed to further extend our position as the leading SMB and Mid-Market distributor in Australia and New Zealand, and we have commenced FY26 in a particularly strong position to accelerate growth in these segments.

Overall, we also saw increasing momentum in Artificial Intelligence (AI) across FY25, building on several years of deliberate strategic investment and capability development. As adoption accelerates, AI is now contributing more meaningfully across our business, compounding revenue growth, deepening partner engagement, and an increasing reliance on Dicker Data from our partners for enablement and support. We expect this trend to continue as AI becomes further entrenched in Australian and New Zealand businesses, and as the pace of innovation accelerates.

Capital Management

The Company continues to operate from a position of financial strength. We have maintained a disciplined approach to cost management and capital allocation, while continuing to invest in areas that support long-term growth.

The Company remains committed to disciplined capital management and delivering consistent returns to shareholders. In FY25, earnings per share increased to 47.4c.

Additionally, in February 2026 the Company announced an update to its dividend policy, adopting a revised payout range of 80% to 100% of Net Profit After Tax, subject to cash flow and capital requirements. Dividends will continue to be determined and paid on a quarterly basis. This approach provides certainty to shareholders while supporting disciplined capital allocation. In FY25, net debt decreased by \$12.8 million, with retained earnings in FY26 being applied to further reduce debt.

FY26 Trading Update & Outlook

The Company has entered FY26 with strong momentum, with the first four months delivering a robust result that reflects both healthy underlying demand and the benefits of strategic investments made across the business in FY25. Performance during the first four months ending April 2026 has also been supported by favourable margin outcomes on the sale of existing inventory, contributing to a meaningfully elevated profit outcome in the FY26 year-to-date period.

Looking ahead, the Company expects the traditionally robust Australian end-of-financial-year trading period to support continued momentum through the first half. Beyond the first half, second half performance is expected to reflect more typical market conditions, including the impact of changes to vendor pricing strategies in conjunction with elevated inventory replenishment costs. While these factors may result in reduced unit demand, our absolute revenue demand expectation remains strong. The Company remains well positioned to deliver year on year profit growth, supported by ongoing execution across its core business and increasing contribution from strategic growth areas including AI and datacentre infrastructure refresh motions.

Closing Statement

In closing, FY25 represented a strong step forward for the Company.


We have delivered a return to double-digit growth, continued to positively evolve the business, and reinforced the foundations required to support long-term scale. Importantly, we have done so while maintaining discipline and continuing to invest in the capabilities that will shape the Company's future.

The Board, and in particular the Company's Executive Directors, remain focused on ensuring that Dicker Data continues to grow in a balanced and sustainable way. We recognise the personal responsibility that comes with these decisions, and approach capital allocation, risk and long-term investment with that accountability front of mind.

On behalf of the Board, I would like to thank our shareholders for your continued support, and our partners, vendors and employees for their contribution to the Company's success.

We remain confident in the Company's positioning and our ability to execute on the opportunities ahead.

Authorised for release by the Board of Dicker Data Limited.



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