

APPENDIX 4E, DIRECTORS' REPORT & FINANCIAL REPORT

For the full year ended
30 June 2020

Contents

Appendix 4E

Directors' Report

Auditor's Independence Declaration

Independent Auditor's Report

Directors' Declaration

Financial Statements

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APPENDIX 4E

Period Ending 30 June 2020

Full Yearly Report

Name of Entity:	Gale Pacific Limited
ABN or Equivalent Company Reference:	80 082 263 778
Report for the Year Ended:	30 June 2020
Previous Corresponding Period is the Financial Year Ended:	30 June 2019

Results For Announcement To The Market

		%	\$'000	To	\$'000
Revenues from continuing activities:	Up	4.8	7,121		156,338
Profit from continuing activities after tax attributable to members:	Down	59.6	(5,479)		3,719
Net profit for the period attributable to members:	Down	59.6	(5,479)		3,719
Please refer to the accompanying Directors' announcement to the Australian Securities Exchange for further commentary.					

Dividends

	Amount Per Security	Percentage Franked
Final dividend for the year ending 30 June 2019 (paid 8th Oct 2019)	1 cent	0%
Interim dividend for the 6 months ended 31 Dec 2019	nil	n/a
Final dividend for the year ending 30 June 2020:	1 cent	0%

Date final dividend for year ending 30 June 2020 is payable:	16 October 2020
Record date for determining entitlements to the dividend:	4 September 2020
Trading ex-dividend:	3 September 2020

Please refer to the accompanying Directors' announcement to the Australian Securities Exchange for further commentary.

Amounts Per Security

	Amount Per Security	Ordinary Security Val.
Final dividend for the year ending 30 June 2019 (paid 8th Oct 2019)	1 cent	\$2,822,000

The above table refers to the dividends paid to members during the financial year ended 30 June 2020.

Net Tangible Assets Per Security

	As at 30 June 2020 ¹	As at 30 June 2019
Net tangible assets per security:	29.14 cents	28.99 cents

¹ Net tangible assets for 30 June 2020 includes the right-of-use assets recognised under AASB 16 Leases.

Earnings Per Share

	Year Ending 30 June 2020	Year Ending 30 June 2019
Basic Earnings Per Share	1.34 cents	3.21 cents
Diluted Earnings Per Share	1.32 cents	3.16 cents

Earnings Per Security (EPS)

	2019 / 2020	2018 / 2019
Earnings used in the calculations of basic and diluted earnings per share:	3,719,000	9,198,000
Weighted average number of ordinary shares used in the calculation of basic earnings per share:	277,684,598	286,763,316
Performance rights on issue:		
Weighted average number of performance rights issued in prior years:	4,894,000	3,547,682
Weighted average number of performance rights issued during the year:	497,691	1,217,326
Weighted average number of performance rights lapsed during the year:	(1,854,038)	-
Weighted average number of ordinary shares and potential ordinary shares used in the calculation of diluted earnings per share:	281,222,251	291,528,324

Items To Be Referenced In The Accompanying Audited Financial Statements

- Consolidated statement of profit and loss and other comprehensive income
- Consolidated statement of financial position
- Consolidated statement of changes in equity
- Consolidated statement of cash flows
- Significant accounting policies
- Auditor independence declaration and report
- Any other significant information

Other Information Required By Listing Rules

Other information requiring disclosure to comply with Listing Rule 4.3A is contained in the accompanying 2020 audited financial statements.

There were no entities, associates or joint venture entities over which control was gained or lost during the period.

Gale Pacific Limited advises that its Annual General Meeting will be held on or about Friday, 30 October 2020. The time and other details relating to the meeting will be advised in the Notice of Meeting to be sent to all shareholders and released to ASX immediately after despatch.

In accordance with the ASX Listing Rules, valid nominations for the position of director are required to be lodged at the registered office of the Company by 5:00pm (AEST) Friday, 11 September 2020.

The process and requirements in relation to the nomination of Directors will be per the relevant section of the Constitution.

This report is based on financial statements which have been audited by Deloitte Touche Tohmatsu.

DIRECTORS' REPORT

The Directors of Gale Pacific Limited ("the Company") present their annual financial report for the Company and its controlled entities ("the Group") for the financial year ended 30 June 2020.

State of Affairs

Throughout the COVID-19 pandemic GALE Pacific's primary concern has been ensuring the health and safety of its employees around the world. The Company enacted flexible, 'work from home where able' policies ahead of government requirements in all regions and quickly developed and implemented strict, facility specific safety and hygiene protocols across all global locations. All distribution and manufacturing facilities continue to operate according to best available practice to maintain healthy and safe workplaces for all stakeholders including team members, suppliers, contractors, customers, and consumers while the Company continues its essential business operations. With the implementation of stage 4 restrictions in August 2020 in Melbourne, Australia, the manufacturing facilities in Braeside continue to operate albeit at a reduced two-thirds capacity at its Braeside warehousing location.

Events Subsequent to Balance Date

Apart from the dividend declared, no other matter or circumstance has arisen since 30 June 2020 that has significantly affected, or may significantly affect the Group's operations, the results of those operations, or the Group's state of affairs in future financial years.

Likely Developments

Disclosure of information regarding likely developments in the operations of the Group in future financial years has been made in part in the Chairman's Letter of this Annual Report.

Environmental Regulation and Performance

The Group's operations are not subject to any significant environmental regulations under the Commonwealth or State legislation. The Directors believe that the Group has adequate systems in place for the management of its environmental requirements and is not aware of any breach of those environmental requirements as they apply to the Group.

Dividends

Dividends paid to members during the financial year were as follows:

	2019/2020
Final Dividend for the year ending 30 June 2019 (paid 08 October 2019)	1.00 cent
Interim Dividend for the 6 month ended 31 Dec 2019 (no dividend declared)	0.00 cent

In addition to the above dividends, on the 25 August 2020 the Directors declared a dividend of 1.00 cent per share to the holders of fully paid ordinary shares in respect of the year ended 30 June 2020, payable on 16 October 2020 to shareholders on the register at 4 September 2020. The final dividend will be unfranked. This dividend has not been included as a liability in these financial statements. The total estimated dividend to be paid is \$2,750,000.

For the full year, the dividend of 1.00 cent per share has been declared on earnings of 1.34 cents per share.

Share Based Payments

Performance Rights

The number of performance rights on issue at the date of this report is 2,876,971 (2019: 4,894,000). No amount is payable on the vesting of a performance right. Each performance right entitles the holder to one (1) ordinary share in Gale Pacific Limited in the event that the performance right is exercised. Performance rights carry no rights to dividends and no voting rights.

1,034,971 performance rights were granted to executives on 16 January 2020. The performance rights will vest subject to a continuation of employment to 30 June 2022 and the satisfying of relevant performance hurdles based on the Group's diluted earnings per share over the three year period from 1 July 2019 to 30 June 2022. None of these performance rights can vest until 30 June 2022 and expire on 1 December 2022.

On the 30 June 2019, 1,299,000 performance rights lapsed due to not meeting the performance conditions. The vesting of those performance rights was subject to a continuation of employment for three years and the satisfactory achievement of performance hurdles based on improvements in the Group's diluted earnings per share over the three year period between 1 July 2016 and 30 June 2019.

On the 30 June 2020, 1,753,000 performance rights lapsed due to not meeting the continuation of employment condition by key management personnel exiting the business.

The performance rights are subject to a continuation of employment for three years and then the satisfying of relevant performance hurdles based on improvements in the Group's diluted earnings per share over the three year period.

Further details of the options and performance rights movements during the reporting period are disclosed in the Remuneration Report.

Directors' Shareholdings

The following table sets out each Director's relevant interest in shares, options and performance rights in shares of the Company as at the date of this report.

Directors	Fully Paid Ordinary Shares	Options	Performance Rights
D Allman	4,500,000	N/A	N/A
P Landos	-	N/A	N/A
D McMaster	50,000	N/A	N/A
T Stianos	600,000	N/A	N/A

Directors' Meetings

The table below sets out the attendance by Directors.

Directors	Board of Directors' Meetings		Audit and Risk Committee Meetings		Remuneration Committee Meetings		Nomination Committee Meetings	
	No of Meetings Eligible to Attend	Attended	No of Meetings Eligible to Attend	Attended	No of Meetings Eligible to Attend	Attended	No of Meetings Eligible to Attend	Attended
D Allman	12	12	3	3	1	1	1	1
P Landos	12	12	3	3	-	-	1	1
D McMaster	12	12	-	-	1	1	1	1
N Pritchard	4	4	-	-	-	-	-	-
T Stianos	12	12	3	3	1	1	1	1

As at the date of this report, the Company has an Audit & Risk Committee, a Remuneration Committee and a Nomination Committee of the Board of Directors.

As at the date of this report the members of the Audit & Risk Committee are Peter Landos, Tom Stianos and David Allman. The Chairman of the Audit & Risk Committee is Peter Landos.

As at the date of this report the members of the Remuneration Committee are Tom Stianos, David Allman and Donna McMaster. The current Chairman of the Remuneration Committee is Tom Stianos.

As at the date of this report the members of the Nomination Committee are David Allman, Peter Landos, Donna McMaster, and Tom Stianos. The Chairman of the Nomination Committee is David Allman.

Remuneration Report

This report contains the remuneration arrangements in place for Directors and Executives of the Group.

The Remuneration Committee reviews the remuneration packages of all Directors and Executive Officers on an annual basis and makes recommendations to the Board. Remuneration packages are reviewed with due regard to performance and other relevant factors, and advice is sought from external advisors in relation to their structure.

The Group's remuneration policy is based on the following principles:

- Provide competitive rewards to attract high quality executives;
- Provide an equity incentive for senior executives that will provide an incentive to executives to align their interests with those of the Group and its shareholders; and
- Ensure that rewards are referenced to relevant employment market conditions.

Remuneration packages contain the following key elements:

- Primary benefits – salary/fees;
- Benefits, including the provision of motor vehicles and incentive schemes, including performance rights; and
- Performance rights, if the performance criteria and any Board discretion are satisfied, entitle an executive to be issued shares in the Company at no cost to the executive. Shares are issued subsequently after the time all performance rights vesting conditions are met

Relationship between the remuneration policy and Company performance

The table below set out summary information about the consolidated entity's earnings and movements in shareholder wealth for the five years to 30 June 2020:

	30 June 2020	30 June 2019	30 June 2018	30 June 2017	30 June 2016
Sales	156,338*	149,217*	148,811*	175,265	173,191
Net profit before tax	4,757	11,208	12,484	(4,861)	13,509
Net profit after tax	3,719	9,198	9,807	(8,044)	10,228
Share price at start of year	32.0 cents	35.5 cents	40.0 cents	36.0 cents	17.0 cents
Share price at end of year	16.0 cents	32.0 cents	35.5 cents	40.0 cents	36.0 cents
Interim dividend	0.0 cent	1.00 cent	1.00 cent	1.00 cent	0.75 cents
Final dividend	1.00 cent	1.00 cent	1.00 cent	1.00 cent	1.00 cent
Basic earnings per share	1.34 cents	3.21 cents	3.35 cents	(2.71) cents	3.44 cents
Diluted earnings per share	1.32 cents	3.16 cents	3.29 cents	(2.71) cents	3.40 cents

* Sales in 2020, 2019 and 2018 reflect the adoption of the accounting standard AASB 15 Revenue from Contracts with Customers

Remuneration Practices

The Group policy for determining the nature and amount of emoluments of Board members and Senior Executives is as follows. The remuneration structure for Executive Officers, including Executive Directors, is based on a number of factors including length of service, particular experience of the individual concerned, and overall performance of the Group. The contracts of service between the Group and Executive Directors and Executives are on a continuing basis, the terms of which are not expected to change in the immediate future. Upon retirement Executive Directors and Executives are paid employee benefit entitlements accrued to date of retirement. Payment of bonuses, and other incentive payments are made at the discretion of the Remuneration Committee to Key Executives of the Group based predominantly on an objective review of the Group's financial performance, the individuals' achievement of stated financial and non financial targets and any other factors the Committee deems relevant. Non Executive Directors receive a fee for being Directors of the Company and do not participate in performance based remuneration.

Remuneration Structure

In accordance with best practice corporate governance, the structure of Non Executive Directors and Senior Managers remuneration is separate and distinct.

Non Executive Director Remuneration

Objective

The Board seeks to set remuneration at a level which provides the Company with the ability to attract and retain directors of relevant experience and skill, whilst incurring costs which are acceptable to shareholders.

Structure

The Company's Constitution and the Australian Securities Exchange Listing Rules specify that the aggregate remuneration of Non Executive Directors shall be determined from time to time by a general meeting. An amount not exceeding the amount determined is then divided between the Directors as agreed. The last determination was at the Annual General Meeting held on 25 October 2019 when shareholders approved an increase to the maximum aggregate amount of fees that may be paid each year to the Non-Executive Directors of the Company from \$500,000 to \$600,000. The amount of the aggregate remuneration and the manner in which it is apportioned is reviewed periodically. The Board considers fees paid to Non Executive Directors of comparable companies when undertaking this review process.

Each Non Executive Director receives a fee for being a Director of the Company and does not participate in performance based remuneration.

Senior Manager and Executive Director Remuneration

Objective

The Group aims to reward executives with a level and mix of remuneration commensurate with their position and responsibilities within the Group. The objective of the remuneration policy is:

- Reward executives for Group and individual performance;
- Align the interests of the executives with those of the shareholders; and
- Ensure that total remuneration is competitive by market standards.

Structure

In determining the level and make up of executive remuneration, the Remuneration Committee reviews reports detailing market levels of remuneration for comparable roles. Remuneration consists of fixed and variable elements.

(a). Share Based Payments

The Group maintains a performance rights scheme for certain staff and executives, including the Group Managing Director, as approved by shareholders at an annual general meeting. These schemes are designed to reward key personnel when the Group meets performance hurdles increasing the diluted earnings per share and relate to:

- Improvement in earnings per share; and
- Improvement in return to shareholders.

The number of performance rights on issue at 30 June 2020 was 2,876,971. 956,000 of these performance rights were granted on 23 November 2017 and will not vest until the time of the Company's 2020 annual report is released on the ASX (on or around 1 October 2020). 886,000 of these performance rights were granted on 29 October 2018 and will not vest until the time of the Company's 2021 annual report is released on the ASX (on or around 1 October 2021). 1,034,971 of these performance rights were granted on 16 January 2020 and will not vest until the time of the Company's 2022 annual report is released on the ASX (on or around 1 October 2022). Each performance right entitles the holder to one (1) ordinary share in Gale Pacific Limited and is subject to satisfying the relevant performance hurdles based on improvements in the Group's diluted earnings per share.

Options and performance rights issued to executives during the year were issued in accordance with the Group's remuneration policy which:

- Reward executives for Group and individual performance;
- Align the interests of the executives with those of the shareholders; and
- Ensure that total remuneration is competitive by market standards.

(b). Cash Bonuses

One year short term performance cash bonus payments are awarded in accordance with the Company's remuneration policy. The budget targets for each business unit and the Company overall is established each year by the Board. The performance criteria include sales and earnings before interest and tax growth and working capital management. For corporate executives, the performance criteria include growth in earnings before interest and tax and profit after tax.

Key Management Personnel of the Group Who Held Office During the Year

Directors

D Allman (Chairman Non Executive)
P Landos (Non Executive)
D McMaster (Non Executive)
N Pritchard (Group Managing Director) – Resigned 29 November 2019
J P Marcantonio (CEO and Managing Director) – Effective 14 August 2020
T Stianos (Non Executive)

Executives

A Haidar (General Manager – Middle East & North Africa)
J P Marcantonio (Chief Executive Officer) – From 29 November 2019 to 13 August 2020 (previously President and General Manager Americas)
T Mortleman (General Manager – Australia & New Zealand) – Effective 13 January 2020
M Nicholls (General Manager – EurAsia)
M Parker (Chief Financial Officer) – Resigned 26 July 2019
C Hanchette (Acting Chief Financial Officer) – From 27 July 2019 to 23 September 2019
D Romanelli (Chief Financial Officer) – Effective 24 September 2019
C Zhang (General Manager – China Manufacturing)

The following table discloses the remuneration of the Directors of the Company:

2019 / 2020	Short Term Benefits			Post Employment	Share Based Payments	Termination Benefits	Total	Performance Related	
Directors	Salary & Fees \$	Bonus \$	Non Monetary \$	Super \$	Rights \$	\$	\$	Total %	Rights %
Executive Directors									
N Pritchard ¹	221,755	-	-	10,417	(4,101)	90,643	318,713	(1)%	(1)%
Non-Executive Directors									
D Allman	117,756	-	-	19,752	-	-	137,508	-	-
P Landos	95,388	-	-	7,375	-	-	102,763	-	-
T Stianos	87,123	-	-	8,277	-	-	95,400	-	-
D McMaster	77,169	-	-	7,331	-	-	84,500	-	-
Total	599,191	-	-	53,151	(4,101)	90,643	738,883	-	-

2018 / 2019	Short Term Benefits			Post Employment	Share Based Payments	Termination Benefits	Total	Performance Related	
Directors	Salary & Fees \$	Bonus \$	Non Monetary \$	Super \$	Rights \$	\$	\$	Total %	Rights %
Executive Directors									
N Pritchard	524,717	-	-	25,000	4,101	-	553,818	1%	1%
Non-Executive Directors									
D Allman	121,048	-	-	19,752	-	-	140,800	-	-
P Landos	84,444	-	-	7,989	-	-	92,433	-	-
T Stianos	87,884	-	-	8,566	-	-	96,450	-	-
D McMaster	77,169	-	-	7,331	-	-	84,500	-	-
J Murphy ²	3,570	-	-	1,265	-	-	4,835	-	-
Total	898,832	-	-	69,903	4,101	-	972,836	-	-

¹ Departed 29 November 2019 and the termination benefit represents his statutory employee entitlements.

² Mr J Murphy resigned on the 15 August 2018.

The following table discloses the remuneration of the Group's key management personnel:

2019 / 2020	Short Term Benefits			Post Employment	Share Based Payments	Termination Benefits	Total	Performance Related	
Key Management Personnel	Salary & Fees \$	Bonus \$	Non Monetary \$	Super \$	Rights \$		\$	Total %	Rights %
J P Marcantonio ¹	548,431	27,482	23,643	25,952	(1,887)	-	623,621	4%	0%
M Nicholls ²	232,264	47,710	-	17,228	3,285	-	300,487	17%	1%
C Zhang ³	212,350	59,014	14,628	-	3,347	-	289,338	22%	1%
A Haidar ⁴	279,339	-	-	-	4,434	-	283,773	2%	2%
D Romanelli ⁵	242,308	7,415	-	23,019	7,975	-	280,717	5%	3%
T Mortleman ⁶	130,448	5,093	-	12,393	-	-	147,934	3%	-
M Parker ⁷	24,209	-	-	2,083	(1,448)	13,074	37,918	(4)%	(4)%
Total	1,669,349	146,714	38,271	80,676	15,705	13,074	1,963,788	8%	1%

2018 / 2019	Short Term Benefits			Post Employment	Share Based Payments	Termination Benefits	Total	Performance Related	
Key Management Personnel	Salary & Fees \$	Bonus ⁹ \$	Non Monetary \$	Super \$	Rights \$		\$	Total %	Rights %
J P Marcantonio	397,523	156,425	12,304	19,642	1,887	-	587,781	27%	0%
M Parker	308,194	-	-	25,000	1,448	-	334,642	0%	0%
A Haidar	257,099	-	-	-	1,039	-	258,138	0%	0%
C Zhang	197,053	52,754	21,515	-	724	-	272,046	14%	0%
M Nicholls	201,231	68,414	-	16,138	706	-	286,489	7%	0%
B Marotta ⁸	198,998	-	-	18,905	-	-	217,903	-	-
Total	1,560,099	277,593	33,819	79,685	5,805	-	1,957,000	14%	0%

¹ Mr J P Marcantonio (Chief Executive Officer) - Located in the Americas and is remunerated in United States Dollars.

² Mr M Nicholls (General Manager - EurAsia) - Located in England and is remunerated in Great British Pounds.

³ Mr C Zhang (General Manager - China Manufacturing) - Located in China and is remunerated in Chinese renminbi.

⁴ Mr Haidar (General Manager - Middle East and North Africa) - Located in USA and is remunerated in United States dollars.

⁵ Mr D Romanelli (Chief Financial Officer) - Located in Australia and is remunerated in Australian dollars. D Romanelli commenced 24 September 2019.

⁶ Mr T Mortleman (General Manager - ANZ). Located in Australia and is remunerated in Australian dollars. T Mortleman commenced 13 January 2020.

⁷ Mr M Parker (Chief Financial Officer). Located in Australia and remunerated in Australian dollars. M Parker resigned 26 July 2019.

⁸ Mr B Marotta (General Manager- Supply Chain). Effective 30 June 2019, the role is not considered as Key Management.

⁹ 2018/19 bonus has been restated to reflect accrual basis.

**Directors' and Executives' Equity Holdings:
Fully Paid Ordinary Shares**

2019/2020	Balance 30 June 2019 ¹ No.	Granted as Compensation No.	Received on Exercise of Options No.	Other Movements ² No.	Balance 30 June 2020 No.
<i>Executive Directors</i>					
N Pritchard	1,434,593	-	-	(1,434,593)	-
<i>Non Executive Directors</i>					
D Allman	3,000,000	-	-	1,500,000	4,500,000
T Stianos	200,000	-	-	400,000	600,000
D McMaster	-	-	-	50,000	50,000
<i>Executives</i>					
M Parker	227,257	-	-	(227,257)	-
A Haidar	516,364	-	-	-	516,364
D Romanelli	-	-	-	263,000	263,000
Total	5,378,214	-	-	551,150	5,929,364

2018/2019	Balance 30 June 2018 No.	Granted as Compensation No.	Received on Exercise of Options No.	Other Movements ² No.	Balance 30 June 2019 No.
<i>Executive Directors</i>					
N Pritchard	521,593	913,000	-	-	1,434,593
<i>Non Executive Directors</i>					
D Allman	2,400,000	-	-	600,000	3,000,000
J Murphy	4,416,599	-	-	(4,416,599)	-
T Stianos	100,000	-	-	100,000	200,000
<i>Executives</i>					
M Parker	-	320,000	-	(92,743)	227,257
B Marotta	289,122	299,000	-	-	588,122
A Haidar	334,364	182,000	-	-	516,364
Total	8,061,678	1,714,000	-	(3,809,342)	5,966,336

¹ Opening balance for FY20 excludes B Marotta as he is no longer a KMP.

² Purchases and disposals of shares.

Share Based Compensation

Grant Date	
Value per performance rights at grant date	26 cents

Each performance right entitles the holder to one (1) ordinary share in Gale Pacific Limited in the event that the performance rights are exercised. Performance rights carry no rights to dividends and no voting rights.

The performance rights granted on 23 November 2017 are subject to the continuation of employment to 30 June 2020 and then the satisfying of relevant performance hurdles based on improvements in the Group's diluted earnings per share over the three year period from 1 July 2017 to 30 June 2020. None of these rights can vest until the Company releases its FY20 annual report to the ASX (on or around 20th September 2020) and expire on 1 December 2020.

The performance rights granted on 29 October 2018 are subject to the continuation of employment to 30 June 2021 and then the satisfying of relevant performance hurdles based on improvements in the Group's diluted earnings per share over the three year period from 1 July 2018 to 30 June 2021. None of these rights can vest until the Company releases its FY21 annual report to the ASX (on or around 20th September 2021) and expire on 1 December 2021.

The performance rights granted on 16 January 2020 are subject to the continuation of employment to 30 June 2022 and then the satisfying of relevant performance hurdles based on improvements in the Group's diluted earnings per share over the three year period from 1 July 2020 to 30 June 2022. None of these rights can vest until the Company releases its FY22 annual report to the ASX (on or around 20th September 2022) and expire on 1 December 2022.

In addition to the time requirement of continuous 3 year employment, the diluted EPS needs to increase by greater than 3.0% over the relevant 3-year performance period. The number of Rights vesting will be determined proportionately, on a straight-line basis, between 3.0% and 10.0%.

**Directors' and Executives' Equity Holdings, Compensation Options and Performance Rights:
Granted and Vested During the Year**

Terms and Conditions for Each Grant								
2019 / 2020	Vested Number	Granted Number	Grant Date	Value Per Option / Right at Grant Date	Exercise Price	Expiry Date	First Exercise Date	Last Exercise Date
Executive Directors (Performance Rights)								
None	-	-						
Non-Executive Directors								
None	-	-						
Management Personnel (Performance Rights)								
Key Management	-	849,306	16/01/20	0.2642	Nil	1/12/22	01/10/22	01/10/22
Other Management	-	185,665	16/01/20	0.2642	Nil	1/12/22	01/10/22	01/10/22
Total	-	1,034,971						

Terms and Conditions for Each Grant								
2018 / 2019	Vested Number	Granted Number	Grant Date	Value Per Option / Right at Grant Date	Exercise Price	Expiry Date	First Exercise Date	Last Exercise Date
Executive Directors (Performance Rights)								
N Pritchard	-	691,000	13/11/18	0.3504	Nil	01/12/21	01/10/21	01/10/21
Non-Executive Directors								
None	-							
Management Personnel (Performance Rights)								
Key Management	-	978,000	13/11/18	0.3504	Nil	01/12/21	01/10/21	01/10/21
Other Management	-	152,000	13/11/18	0.3504	Nil	01/12/21	01/10/21	01/10/21
Total	-	1,821,000						

Directors' and Executives' Equity Holdings Compensation Options and Performance Rights: Movements During the Year

2019 / 2020	Balance 1 July 2019	Granted as Compensation	Exercised	Lapsed	Net Other Change ¹	Balance 30 June 2020	Balance Held Nominally	Value of Lapsed Options/Rights
	No.	No.	No.	No.	No.	No.	No.	\$
Executive Directors (Performance Rights)								
N Pritchard	1,875,000	-	-	(578,000)	(1,297,000)	-	-	-
Non-Executive Directors								
None	-	-	-	-	-	-	-	-
Executives (Performance Rights)								
M Parker	659,000	-	-	(203,000)	(456,000)	-	-	-
A Haidar	465,000	216,088	-	(146,000)	-	535,088	-	-
Cliff Zhang	331,000	160,737	-	(105,000)	-	386,737	-	-
J P Marcantonio	588,000	-	-	-	-	588,000	-	-
M Nicholls	232,000	157,585	-	-	-	389,585	-	-
D Romanelli	-	314,896	-	-	-	314,896	-	-
Other Management Personnel (Performance Rights)								
Other Management	744,000	185,665	-	(267,000)	-	662,665	-	-
Total	4,894,000	1,034,971	-	(1,299,000)	(1,753,000)	2,876,971	-	-

2018 / 2019	Balance 1 July 2018	Granted as Compensation	Exercised	Lapsed	Net Other Change	Balance 30 June 2019	Balance Held Nominally	Value of Lapsed Options/Rights
	No.	No.	No.	No.	No.	No.	No.	\$
Executive Directors (Performance Rights)								
N Pritchard	2,097,000	691,000	(913,000)	-	-	1,875,000	-	-
Non-Executive Directors								
None	-	-	-	-	-	-	-	-
Executives (Performance Rights)								
M Parker	735,000	244,000	(320,000)	-	-	659,000	-	-
B Marotta	665,000	-	(299,000)	-	-	366,000	-	-
A Haidar	472,000	175,000	(182,000)	-	-	465,000	-	-
Cliff Zhang	209,000	122,000	-	-	-	331,000	-	-
J P Marcantonio	270,000	318,000	-	-	-	588,000	-	-
M Nicholls	113,000	119,000	-	-	-	232,000	-	-
Other Management Personnel (Performance Rights)								
Other Management	375,000	152,000	(149,000)	-	-	378,000	-	-
Total	4,936,000	1,821,000	(1,863,000)	-	-	4,894,000	-	-

¹ Options forfeited due to not meeting the continuation of employment condition.

Employment Agreements

Executives serve under terms and conditions contained in a standard executive employment agreement, that allows for termination under certain conditions with two to three months' notice. The agreements include restraints of trade on the employee as well as confidentiality and intellectual property agreements.

Indemnity and Insurance of Officers

The Company has indemnified the directors and executives of the Company for costs incurred, in their capacity as a director or executive, for which they may be held personally liable, except where there is a lack of good faith.

During the financial year, the Company paid a premium in respect of a contract to insure the directors and executives of the Company against a liability to the extent permitted by the Corporations Act 2001. The contract of insurance prohibits disclosure of the nature of the liability and the amount of the premium.

Indemnity and Insurance of Auditor

The Company has not, during or since the end of the financial year, indemnified or agreed to indemnify the auditor of the Company or any related entity against a liability incurred by the auditor.

During the financial year, the Company has not paid a premium in respect of a contract to insure the auditor of the Company or any related entity.

Proceedings on Behalf of the Company

No person has applied to the Court under section 237 of the Corporations Act 2001 for leave to bring proceedings on behalf of the Company, or to intervene in any proceedings to which the Company is a party for the purpose of taking responsibility on behalf of the Company for all or part of those proceedings.

Non Audit Services

Details of the amounts paid or payable to the auditor for non-audit services provided during the financial year by the auditor are outlined in note 33 to the financial statements.

The Directors are satisfied that the provision of non-audit services during the financial year, by the auditor (or by another person or firm on the auditor's behalf), is compatible with the general standard of independence for auditors imposed by the Corporations Act 2001.

The Directors are of the opinion that the services as disclosed in note 33 to the financial statements do not compromise the external auditor's independence requirements of the Corporations Act 2001 for the following reasons:

- all non-audit services have been reviewed and approved to ensure that they do not impact the integrity and objectivity of the auditor; and
- none of the services undermine the general principles relating to auditor independence as set out in APES 110 Code of Ethics for Professional Accountants issued by the Accounting Professional and Ethical Standards Board, including reviewing or auditing the auditor's own work, acting in a management or decision-making capacity for the Company, acting as advocate for the Company or jointly sharing economic risks and rewards.

Officers of the Company who are Former Partners of Deloitte Touche Tohmatsu

There are no officers of the Company who are former partners of Deloitte Touche Tohmatsu.

Rounding of Amounts

The Company is of a kind referred to in Class Order 98/100, issued by the Australian Securities and Investments Commission, relating to 'rounding-off'. Amounts in this report have been rounded off in accordance with that Class Order to the nearest thousand dollars, or in certain cases, the nearest dollar.

Auditor's Independence Declaration

A copy of the auditor's independence declaration as required under section 307C of the Corporations Act 2001 is set out on the following page.

Auditor

Deloitte Touche Tohmatsu continues in office in accordance with section 327 of the Corporations Act 2001.

This report is made in accordance with a resolution of Directors, pursuant to section 298(2)(a) of the Corporations Act 2001.

Auditor's Independence Declaration



Deloitte Touche Tohmatsu
ABN 74 490 121 060

477 Collins Street
Melbourne VIC 3000

Tel: +61 (0) 3 9671 7000
www.deloitte.com.au

25 August 2020

The Board of Directors
Gale Pacific Limited
145 Woodlands Drive
Braeside VIC 3195

Dear Board Members

Gale Pacific Limited

In accordance with section 307C of the Corporations Act 2001, I am pleased to provide the following declaration of independence to the directors of Gale Pacific Limited.

As lead audit partner for the audit of the financial statements of Gale Pacific Limited for the financial year ended 30 June 2020, I declare that to the best of my knowledge and belief, there have been no contraventions of:

- (i) the auditor independence requirements of the Corporations Act 2001 in relation to the audit; and
- (ii) any applicable code of professional conduct in relation to the audit.

Yours faithfully

A handwritten signature in cursive script that reads "Deloitte Touche Tohmatsu".

DELOITTE TOUCHE TOHMATSU

A handwritten signature in cursive script that reads "Geneva Cavallo".

Geneva Cavallo
Partner
Chartered Accountants

Member of Deloitte Asia Pacific Limited and the Deloitte Network
Liability limited by a scheme approved under Professional Standards Legislation.

Independent Auditor's Review Report



Deloitte Touche Tohmatsu
ABN 74 490 121 060

477 Collins Street
Melbourne VIC 3000

Tel: +61 (0) 3 9671 7000
www.deloitte.com.au

Independent Auditor's Report to the members of Gale Pacific Limited

Report on the Audit of the Financial Report

Opinion

We have audited the financial report of Gale Pacific Limited (the "Company") and its subsidiaries (the "Group") which comprises the consolidated statement of financial position as at 30 June 2020, the consolidated statement of profit and loss and other comprehensive income, the consolidated statement of changes in equity and the consolidated statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies including a summary of significant accounting policies, and the directors' declaration.

In our opinion, the accompanying financial report of the Group is in accordance with the *Corporations Act 2001*, including:

- (i) giving a true and fair view of the Group's financial position as at 30 June 2020 and of its financial performance for the year then ended; and
- (ii) complying with Australian Accounting Standards and the *Corporations Regulations 2001*.

Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of our report. We are independent of the Group in accordance with the auditor independence requirements of the *Corporations Act 2001* and the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We confirm that the independence declaration required by the *Corporations Act 2001*, which has been given to the directors of the Company, would be in the same terms if given to the directors as at the time of this auditor's report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key Audit Matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial report for the current period. These matters were addressed in the context of our audit of the financial report as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

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Key Audit Matter	How the scope of our audit responded to the Key Audit Matter
<p>Recoverability of trade receivables in Middle East and North Africa</p> <p><i>Refer to Note 10 Current assets – trade and other receivables.</i></p> <p>As at 30 June 2020, the carrying amounts of Middle East and North Africa ("MENA") trade receivable totalled AU\$10.27 million with AU\$1.89 million of the outstanding balance aged over 365 days as disclosed in Note 10. The balance of the provision for impairment of receivables in MENA accounts for 60% of trade receivables greater than 365 days.</p> <p>The provision determination as to whether the receivables are collectable requires a high level of management judgment and estimates, whereby the management considers specific factors including the age of the balances, historical payment patterns and any other relevant information concerning the creditworthiness of the counterparties.</p>	<p>Our procedures included, but were not limited to:</p> <ul style="list-style-type: none"> • Obtaining an understanding of how the provision for impairment of receivables is estimated by management and assessing management's process in determining the estimated future cash flows of accounts receivables; • Evaluating on a sample basis, the aging analysis and subsequent settlement of the account's receivable to the source documents including invoices and bank statements; • Assessing the reasonableness of provision for impairment of receivables with reference to the credit history including default or delay in payments, settlement records, subsequent settlements and aging analysis of the account's receivables; and • Evaluating the historical accuracy of the management's assessment of provision for receivables by assessing the actual write-offs, the reversal of previous recorded provision and new provision recorded in the current year in respect of accounts receivables. <p>We also assessed the appropriateness of the disclosures included in Note 10 the financial statements.</p>

Key Audit Matter	How the scope of our audit responded to the Key Audit Matter
<p>Carrying value of goodwill relating to the USA business</p> <p>As at 30 June 2020, the Group has recognised goodwill of \$2.98 million as disclosed in Note 13.</p> <p>The assessment of the recoverability of goodwill requires the exercise of significant judgement, in estimating future growth rates, discount rates and the expected cash flows of the cash generating unit ("CGU") to which goodwill has been allocated.</p> <p>As disclosed in Note 13, the Group has prepared a value-in-use impairment model to determine the recoverable amount of each CGU. The Group's impairment model is sensitive to changes in the future growth rates and discount rates.</p>	<p>Our procedures in conjunction with our valuation specialists included, but were not limited to:</p> <ul style="list-style-type: none"> • Understanding the process that management has undertaken to assess the recoverable amount; • Assessing the assumptions and methodology used in the impairment models, in particular those relating to EBITDA and discount rates, including: <ul style="list-style-type: none"> ◦ Agreeing forecasted cash flows to the latest Board approved budget and assessing the historical accuracy of forecasting, ◦ Evaluating the underlying cash flow assumptions in the impairment model including management's assessment of the impact of COVID-19 on the forecasted cash flows, ◦ Testing the calculations in the impairment model for mathematical accuracy, ◦ Considering the sensitivity of the calculations by varying key assumptions within a reasonably possible range and, ◦ Assessing the discount rate and long term growth rate adopted. <p>We also assessed the appropriateness of the disclosures included in Note 13 the financial statements.</p>

Other Information

The directors are responsible for the other information. The other information comprises the information included in the Group's annual report for the year ended 30 June 2020, but does not include the financial report and our auditor's report thereon.

Our opinion on the financial report does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the Directors for the Financial Report

The directors of the Company are responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards and the *Corporations Act 2001* and for such internal control as the directors determine is necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the directors are responsible for assessing the ability of the Group to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the financial report. We are responsible for the direction, supervision and performance of the Group's audit. We remain solely responsible for our audit opinion.

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the directors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.



From the matters communicated with the directors, we determine those matters that were of most significance in the audit of the financial report of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Report on the Remuneration Report

Opinion on the Remuneration Report

We have audited the Remuneration Report included in pages 25 to 31 of the Directors' Report for the year ended 30 June 2020.

In our opinion, the Remuneration Report of Gale Pacific Limited, for the year ended 30 June 2020, complies with section 300A of the *Corporations Act 2001*.

Responsibilities

The directors of the Company are responsible for the preparation and presentation of the Remuneration Report in accordance with section 300A of the *Corporations Act 2001*. Our responsibility is to express an opinion on the Remuneration Report, based on our audit conducted in accordance with Australian Auditing Standards.

Deloitte Touche Tohmatsu

DELOITTE TOUCHE TOHMATSU

Genevra Cavallo

Genevra Cavallo
Partner
Chartered Accountants
Melbourne, 25 August 2020

Directors Declaration


In the directors' opinion:

- the attached financial statements and notes comply with the Corporations Act 2001, the Accounting Standards, the Corporations Regulations 2001 and other mandatory professional reporting requirements;
- the attached financial statements and notes comply with International Financial Reporting Standards as issued by the International Accounting Standards Board as described in note 2 to the financial statements;
- the attached financial statements and notes give a true and fair view of the Group's financial position as at 30 June 2020 and of its performance for the financial year ended on that date; and
- there are reasonable grounds to believe that the Company will be able to pay its debts as and when they become due and payable.

The directors have been given the declarations required by section 295A of the Corporations Act 2001.

Signed in accordance with a resolution of directors made pursuant to section 295(5)(a) of the Corporations Act 2001.

On behalf of the directors



David Allman
Chairman

25 August 2020

Gale Pacific Limited
Statement of profit or loss and other comprehensive income
For the year ended 30 June 2020

	Note	Consolidated 2020 \$'000	2019 \$'000
Revenue			
Sale of goods		156,338	149,217
Other income	5	1,255	1,353
Expenses			
Raw materials and consumables used		(77,121)	(69,604)
Employee benefits expense	6	(34,951)	(33,668)
Depreciation and amortisation expense	6	(11,780)	(6,218)
Marketing and advertising		(2,283)	(2,251)
Occupancy costs		(2,949)	(6,498)
Warehouse and related costs		(10,289)	(9,628)
Other expenses		(11,269)	(9,653)
Finance costs	6	(2,194)	(1,842)
Profit before income tax expense		4,757	11,208
Income tax expense	7	(1,038)	(2,010)
Profit after income tax expense for the year attributable to the owners of Gale Pacific Limited		3,719	9,198
Other comprehensive income			
<i>Items that may be reclassified subsequently to profit or loss</i>			
Net change in the fair value of cash flow hedges taken to equity, net of tax	22	(212)	(106)
Foreign currency translation	22	(505)	1,887
Other comprehensive income for the year, net of tax		(717)	1,781
Total comprehensive income for the year attributable to the owners of Gale Pacific Limited		3,002	10,979
		Cents	Cents
Basic earnings per share	8	1.34	3.21
Diluted earnings per share	8	1.32	3.16

The above statement of profit or loss and other comprehensive income should be read in conjunction with the accompanying notes

Gale Pacific Limited
Statement of financial position
As at 30 June 2020

	Note	Consolidated 2020 \$'000	2019 \$'000
Assets			
Current assets			
Cash and cash equivalents	9	27,811	29,846
Trade and other receivables	10	39,603	28,152
Inventories	11	48,699	46,196
Prepayments		2,221	2,124
Total current assets		118,334	106,318
Non-current assets			
Property, plant and equipment	12	32,354	35,492
Intangibles	13	8,119	8,392
Right-of-use assets	14	21,780	-
Deferred tax	7	11,100	4,345
Total non-current assets		73,353	48,229
Total assets		191,687	154,547
Liabilities			
Current liabilities			
Trade and other payables	15	23,427	15,958
Borrowings	16	23,274	25,793
Lease liabilities	18	3,830	-
Derivative financial instrument - cash flow hedges		595	127
Current tax liabilities	7	1,023	2,169
Employee benefits		3,896	3,230
Provisions	17	144	457
Total current liabilities		56,189	47,734
Non-current liabilities			
Borrowings	19	19,824	14,956
Lease liabilities	20	19,338	-
Deferred tax	7	7,765	1,473
Employee benefits		205	187
Total non-current liabilities		47,132	16,616
Total liabilities		103,321	64,350
Net assets		88,366	90,197
Equity			
Issued capital	21	63,068	65,097
Reserves	22	3,992	4,070
Retained profits		21,306	21,030
Total equity		88,366	90,197

The above statement of financial position should be read in conjunction with the accompanying notes

Gale Pacific Limited
Statement of changes in equity
For the year ended 30 June 2020

Consolidated	Issued Capital \$'000	Reserves (Note 22) \$'000	Retained Profits \$'000	Total equity \$'000
Balance at 1 July 2018	67,641	1,752	18,087	87,480
Profit after income tax expense for the year	-	-	9,198	9,198
Other comprehensive income for the year, net of tax	-	1,781	-	1,781
Total comprehensive income for the year	-	1,781	9,198	10,979
<i>Transactions with owners in their capacity as owners:</i>				
Share-based payments (note 32)	-	11	-	11
Transfer to Enterprise Reserve Fund	-	526	(526)	-
Share Buy Back (note 21)	(2,544)	-	-	(2,544)
Other	-	-	(7)	(7)
Dividends paid (note 23)	-	-	(5,722)	(5,722)
Balance at 30 June 2019	65,097	4,070	21,030	90,197
Consolidated	Issued Capital \$'000	Reserves (Note 22) \$'000	Retained Profits \$'000	Total equity \$'000
Balance at 1 July 2019	65,097	4,070	21,030	90,197
Profit after income tax expense for the year	-	-	3,719	3,719
Other comprehensive income for the year, net of tax	-	(717)	-	(717)
Total comprehensive income for the year	-	(717)	3,719	3,002
<i>Transactions with owners in their capacity as owners:</i>				
Share-based payments (note 32)	-	16	-	16
Transfer to Enterprise Reserve Fund	-	623	(623)	-
Share Buy Back (note 21)	(2,029)	-	-	(2,029)
Other	-	-	2	2
Dividends paid (note 23)	-	-	(2,822)	(2,822)
Balance at 30 June 2020	63,068	3,992	21,306	88,366

The above statement of changes in equity should be read in conjunction with the accompanying notes

Gale Pacific Limited
Statement of cash flows
For the year ended 30 June 2020

	Note	Consolidated 2020 \$'000	2019 \$'000
Cash flows from operating activities			
Profit before income tax expense for the year		4,757	11,208
Adjustments for:			
Depreciation and amortisation		11,780	6,218
Share-based payments		16	11
Foreign currency gain		(793)	518
Interest and other finance costs		2,194	1,842
		17,954	19,797
Change in operating assets and liabilities:			
Decrease/(increase) in trade and other receivables		(11,451)	5,710
Decrease/(increase) in inventories		(2,503)	540
Increase in prepayments		(97)	(573)
Increase/(decrease) in trade and other payables		7,470	(5,836)
Increase/(decrease) in derivative liabilities		256	(459)
Increase in employee benefits		684	116
Decrease in other provisions		(313)	(18)
		12,000	19,277
Interest and other finance costs paid		(2,194)	(1,842)
Income taxes paid		(2,647)	(2,095)
Net cash from operating activities		7,159	15,340
Cash flows from investing activities			
Payments for property, plant and equipment	12	(3,087)	(11,454)
Payments for intangibles	13	(813)	(763)
Proceeds from disposal of property, plant and equipment		240	244
Net cash used in investing activities		(3,660)	(11,973)
Cash flows from financing activities			
Proceeds from borrowings	19	9,144	13,946
Proceeds/(repayment) of leases		(3,401)	-
Payments for share buy-backs	21	(2,029)	(2,544)
Other		-	(7)
Dividends paid	23	(2,822)	(5,722)
Repayment of borrowings	19	(6,793)	(2,912)
Net cash from/(used in) financing activities		(5,901)	2,761
Net increase/(decrease) in cash and cash equivalents		(2,402)	6,128
Cash and cash equivalents at the beginning of the financial year		29,846	22,991
Effects of exchange rate changes on cash and cash equivalents		367	727
Cash and cash equivalents at the end of the financial year	9	27,811	29,846

The above statement of cash flows should be read in conjunction with the accompanying notes

Note 1. General information

The financial report covers Gale Pacific Limited ('Company' or 'parent entity') and controlled entities as a consolidated entity (referred to as the 'Group'). The financial statements are presented in Australian dollars, which is Gale Pacific Limited's functional and presentation currency.

Gale Pacific Limited is a listed public company limited by shares, incorporated and domiciled in Australia. Its registered office and principal place of business is:

145 Woodlands Drive
Braeside, VIC 3195

A description of the nature of the Group's operations is included in the directors' report, which is not part of the financial statements.

The entity's principal activities are the manufacture of branded screening and shading products for domestic, commercial and industrial applications.

The financial statements were authorised for issue, in accordance with a resolution of directors, on 25 August 2020. The directors have the power to amend and reissue the financial statements.

Note 2. Significant accounting policies

The principal accounting policies adopted in the preparation of the financial statements are set out either in the respective notes or below. These policies have been consistently applied to all the years presented, unless otherwise stated.

New or amended Accounting Standards and Interpretations adopted

The Group has adopted all of the new, revised or amending Accounting Standards and Interpretations issued by the Australian Accounting Standards Board ('AASB') that are mandatory for the current reporting period.

New and revised Standards and amendments thereof and Interpretations effective for the current year that are relevant to the Group include:

- AASB 16 *Leases*
- Interpretation 23 *Uncertainty over Income Tax Treatments* and AASB 2017-4 *Amendments to Australian Accounting Standards – Uncertainty over Income Tax Treatment*

AASB 16 Leases

In the current year, the Group has adopted AASB16 Leases from 1 July 2019.

AASB 16 introduces new or amended requirements with respect to lease accounting. It introduces significant changes to lessee accounting by removing the distinction between operating and finance lease and requiring the recognition of a right-of-use asset and a lease liability at commencement for all leases, except for short-term leases and leases of low value assets when such recognition exemptions are adopted. In contrast to lessee accounting, the requirements for lessor accounting have remained largely unchanged. Details of these new requirements are described in Note 3. The impact of the adoption of AASB 16 on the Group's consolidated financial statements is described below.

The date of initial application of AASB 16 for the Group is 1 July 2019.

The Group has applied AASB 16 using the cumulative catch-up approach which:

- Requires the Group to recognise the cumulative effect of initially applying AASB 16 as an adjustment to the opening balance of retained earnings at the date of initial application.
- Does not permit restatement of comparatives, which continue to be presented under IAS 17 and IFRIC 4.

Note 2. Significant accounting policies (continued)

(a) Impact of the new definition of a lease

The Group has made use of the practical expedient available on transition to AASB 16 not to reassess whether a contract is or contains a lease. Accordingly, the definition of a lease in accordance with IAS 17 and IFRIC 4 will continue to be applied to those leases entered or changed before 1 July 2019.

The change in definition of a lease mainly relates to the concept of control. AASB 16 determines whether a contract contains a lease on the basis of whether the customer has the right to control the use of an identified asset for a period of time in exchange for consideration. This is in contrast to the focus on 'risks and rewards' in IAS 17 and IFRIC 4.

(b) Impact on Lessee Accounting

Former operating leases

AASB 16 changes how the Group accounts for leases previously classified as operating leases under IAS 17, which were off balance sheet.

Applying AASB 16, for all leases (except as noted below), the Group:

- Recognises right-of-use assets and lease liabilities in the consolidated statement of financial position, initially measured at the present value of the future lease payments, with the right-of-use asset adjusted by the amount of any prepaid or accrued lease payments in accordance with IFRS

16:C8(b)(ii)

- Recognises depreciation of right-of-use assets and interest on lease liabilities in the consolidated statement of profit or loss;
- Separates the total amount of cash paid into a principal portion (presented within financing activities) and interest (presented within operating activities) in the consolidated statement of cash flows.

Lease incentives (e.g. rent free period) are recognised as part of the measurement of the right-of-use assets and lease liabilities whereas under IAS 17 they resulted in the recognition of a lease incentive, amortised as a reduction of rental expenses on a straight line basis.

Under AASB 16, right-of-use assets are tested for impairment in accordance with IAS 36.

For short-term leases (lease term of 12 months or less) and leases of low-value assets (which includes tablets and personal computers, small items of office furniture and telephones), the Group has opted to recognise a lease expense on a straight-line basis as permitted by AASB 16. This expense is presented within 'other expenses' in profit or loss.

The Group has used the following practical expedients when applying the cumulative catch-up approach to leases previously classified as operating leases applying IAS 17.

The Group has applied a single discount rate to a portfolio of leases with reasonably similar lease periods.

- The Group has adjusted the right-of-use asset at the date of initial application by the amount of provision for onerous leases recognised under IAS 37 in the statement of financial position immediately before the date of initial application as an alternative to performing an impairment review.

- The Group has elected not to recognise right-of-use assets and lease liabilities to leases for which the lease term ends within 12 months of the date of initial application.

- The Group has excluded initial direct costs from the measurement of the right-of-use asset at the date of initial application.

- The Group has used hindsight when determining the lease term when the contract contains options to extend or terminate the lease.

(c) Financial impact of initial application of AASB 16

The weighted average lessees incremental borrowing rate applied to lease liabilities recognised in the statement of financial position on 1 July 2019 is 3.6%.

Note 2. Significant accounting policies (continued)

	Consolidated	
	2020 \$'000	2019 \$'000
Statement of profit or loss		
Depreciation - Right-of use-assets (note 6)	(4,651)	-
Depreciation and amortisation - Property, plant and equipment (note 6)	(5,908)	(4,869)
Finance costs - Lease liabilities (note 6)	(868)	-
Finance costs - Borrowings (note 6)	(1,326)	(1,842)
Occupancy Costs	(2,949)	(6,498)
	<u>(15,702)</u>	<u>(13,209)</u>
	As previously reported \$'000	AASB 16 adjustments \$'000
Statement of financial position		As restated \$'000
Right-of-use assets	-	24,323
Decrease in assets from derecognition of prepaid rent	308	(308)
Deferred Tax Asset	4,345	6,692
Net impact on total assets	<u>4,653</u>	<u>30,707</u>
Lease liabilities	-	(24,015)
Deferred Tax Liability	(1,473)	(6,692)
Net impact on total liabilities	<u>(1,473)</u>	<u>(30,707)</u>
Retained earnings	-	-

The reconciliation of non-cancellable operating lease commitments disclosed at 30 June 2019 to initial lease liabilities recognised as at 1 July 2019 is set out below

	Consolidated 1 July 2019 \$'000
Reconciliation of Lease commitments	
Operating lease commitments disclosed as at 30 June 2019	13,297
Adjustments as a result of a different treatment of extension and termination options	14,885
Short term and low value leases	(190)
Discounting with incremental borrowing rate at the first application of AASB16	<u>(3,977)</u>
Lease liabilities recognised as of 1 July 2019	<u>24,015</u>

Note 2. Significant accounting policies (continued)

Interpretation 23 Uncertainty over Income Tax Treatments

AASB 2017-4 Amendments to Australian Accounting Standards – Uncertainty over Income Tax Treatments

Interpretation 23 clarifies the accounting for uncertainties in income taxes. The interpretation is to be applied to the determination of taxable profit (tax loss), tax bases, unused tax losses, unused tax credits and tax rates ('tax amounts'), when there is uncertainty over income tax treatments under AASB 112 *Income Taxes*.

The Interpretation requires an entity to:

- Use judgement to determine whether each tax treatment should be considered independently or whether some tax treatments should be considered together
- Assume that a taxation authority with the right to examine any amounts reported to it will examine those amounts and will have full knowledge of all relevant information when doing so
- Determine tax amounts on a basis that is consistent with the tax treatment included in its income tax filings if an entity concludes that it is probable that a particular tax treatment will be accepted by the taxation authorities
- Determine tax amounts using the most likely amount or expected value of the tax treatment (whichever provides better predictions of the resolution of the uncertainty) where an entity concludes that it is not probable that a particular tax treatment will be accepted by the taxation authorities.

The adoption of Interpretation 23 does not have a material impact on the financial statements of the Group.

Any new or amended Accounting Standards or Interpretations that are not yet mandatory have not been early adopted.

Statement of Compliance

These financial statements are general purpose financial statements which have been prepared in accordance with the Corporations Act 2001, Accounting Standards and Interpretations, and comply with other requirements of the law. The financial statements comprise the consolidated financial statements of the Group.

For the purposes of preparing the consolidated financial statements, the Company is a for-profit entity.

Accounting Standards include Australian Accounting Standards. Compliance with Australian Accounting Standards ensures that the financial statements and notes of the company and the Group comply with International Financial Reporting Standards ('IFRS').

Basis of Preparation

The consolidated financial statements have been prepared on the basis of historical cost, except for certain financial instruments that are measured at revalued amounts or fair values at the end of each reporting period, as explained in the accounting policies below.

Historical cost is generally based on the fair values of the consideration given in exchange for goods and services. All amounts are presented in Australian dollars, unless otherwise noted.

Principles of consolidation

The consolidated financial statements incorporate the assets and liabilities of all subsidiaries of Gale Pacific Limited as at 30 June 2019 and the results of all subsidiaries for the year then ended.

Subsidiaries are all those entities over which the Group has control. The Group controls an entity when the Group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power to direct the activities of the entity. Subsidiaries are consolidated from the date on which control is transferred to the Group. They are de-consolidated from the date that control ceases.

Intercompany transactions, balances and unrealised gains on transactions between entities in the Group are eliminated. Unrealised losses are also eliminated unless the transaction provides evidence of the impairment of the asset transferred. Accounting policies of subsidiaries have been changed where necessary to ensure consistency with the policies adopted by the Group.

The acquisition of subsidiaries is accounted for using the acquisition method of accounting. A change in ownership interest, without the loss of control, is accounted for as an equity transaction, where the difference between the consideration transferred and the book value of the share of the non-controlling interest acquired is recognised directly in equity attributable to the parent.

Note 2. Significant accounting policies (continued)

Where the Group loses control over a subsidiary, it derecognises the assets including goodwill, liabilities and non-controlling interest in the subsidiary together with any cumulative translation differences recognised in equity. The Group recognises the fair value of the consideration received and the fair value of any investment retained together with any gain or loss in profit or loss.

Foreign currencies and translations

Foreign currency transactions

Foreign currency transactions are translated into the entity's functional currency using the exchange rates prevailing at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at financial year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in profit or loss.

Foreign operations

The assets and liabilities of foreign operations are translated into Australian dollars using the exchange rates at the reporting date. The revenues and expenses of foreign operations are translated into Australian dollars using the average exchange rates, which approximate the rates at the dates of the transactions, for the period. All resulting foreign exchange differences are recognised in other comprehensive income through the foreign currency reserve in equity.

On the disposal of a foreign operation (i.e. a disposal of the Group's entire interest in a foreign operation, or a disposal involving loss of control over a subsidiary that includes a foreign operation, loss of joint control over a jointly controlled entity that includes a foreign operation, or loss of significant influence over an associate that includes a foreign operation), the cumulative amount in the foreign currency translation reserve in respect of that operation is then recognised in profit or loss.

Monetary items forming net investment in foreign operations

The Group classifies monetary items of a non-current nature where settlement is not planned in the foreseeable future as part of the net investment in foreign operations. All foreign exchange differences on these items are recognised in other comprehensive income through the foreign currency reserve in equity. As and when settlements occur, the cumulative amount in the foreign currency translation reserve is then recognised in profit or loss.

Revenue recognition

The Group recognises revenue as follows:

Sale of goods

Revenue is recognised at an amount that reflects the consideration to which the Group is expected to be entitled in exchange for transferring goods or services to a customer. For each contract with a customer, the Group: identifies the contract with a customer; identifies the performance obligations in the contract; determines the transaction price which takes into account estimates of variable consideration and the time value of money; allocates the transaction price to the separate performance obligations on the basis of the relative stand-alone selling price of each distinct good or service to be delivered; and recognises revenue when or as each performance obligation is satisfied in a manner that depicts the transfer to the customer of the goods or services promised.

Variable consideration within the transaction price, if any, reflects concessions provided to the customer such as discounts, rebates and refunds, any potential bonuses receivable from the customer and any other contingent events. Such estimates are determined using either the 'expected value' or 'most likely amount' method. The measurement of variable consideration is subject to a constraining principle whereby revenue will only be recognised to the extent that it is highly probable that a significant reversal in the amount of cumulative revenue recognised will not occur. The measurement constraint continues until the uncertainty associated with the variable consideration is subsequently resolved. Amounts received that are subject to the constraining principle are recognised as a refund liability.

Revenue from the sale of goods is recognised at the point in time when the customer obtains control of the goods, which is generally at the time of delivery.

Other income

Other income is recognised when it is received or when the right to receive payment is established.

Current and non-current classification

Assets and liabilities are presented in the statement of financial position based on current and non-current classification.

Note 2. Significant accounting policies (continued)

An asset is classified as current when: it is either expected to be realised or intended to be sold or consumed in the Group's normal operating cycle; it is held primarily for the purpose of trading; it is expected to be realised within 12 months after the reporting period; or the asset is cash or cash equivalent unless restricted from being exchanged or used to settle a liability for at least 12 months after the reporting period. All other assets are classified as non-current.

A liability is classified as current when: it is either expected to be settled in the Group's normal operating cycle; it is held primarily for the purpose of trading; it is due to be settled within 12 months after the reporting period; or there is no unconditional right to defer the settlement of the liability for at least 12 months after the reporting period. All other liabilities are classified as non-current.

Deferred tax assets and liabilities are always classified as non-current.

Derivative financial instruments

Derivatives are initially recognised at fair value on the date a derivative contract is entered into and are subsequently remeasured to their fair value at each reporting date. The accounting for subsequent changes in fair value depends on whether the derivative is designated as a hedging instrument, and if so, the nature of the item being hedged.

Derivatives are classified as current or non-current depending on the expected period of realisation.

Cash flow hedges

Cash flow hedges are used to cover the Group's exposure to variability in cash flows that is attributable to particular risks associated with a recognised asset or liability or a firm commitment which could affect profit or loss. The effective portion of the gain or loss on the hedging instrument is recognised in other comprehensive income through the cash flow hedges reserve in equity, whilst the ineffective portion is recognised in profit or loss. Amounts taken to equity are transferred out of equity and included in the measurement of the hedged transaction when the forecast transaction occurs.

Cash flow hedges are tested for effectiveness on a regular basis both retrospectively and prospectively to ensure that each hedge is highly effective and continues to be designated as a cash flow hedge. If the forecast transaction is no longer expected to occur, the amounts recognised in equity are transferred to profit or loss.

If the hedging instrument is sold, terminated, expires, exercised without replacement or rollover, or if the hedge becomes ineffective and is no longer a designated hedge, the amounts previously recognised in equity remain in equity until the forecast transaction occurs.

Leases

Operating lease payments, net of any incentives received from the lessor, are charged to profit or loss on a straight-line basis over the term of the lease. The Group has no finance leases.

Impairment of assets

Goodwill, other intangible assets that have an indefinite useful life, and assets not yet ready for use as intended by management, are not subject to amortisation and are tested annually for impairment, or more frequently if events or changes in circumstances indicate that they might be impaired. Other non-financial assets are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. Where the asset does not generate independent cash flows, the Group estimates the recoverable amount of the cash generating unit ('CGU') to which the asset belongs.

Recoverable amount is the higher of fair value less cost of disposal and value-in-use. In assessing value-in-use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset for which the estimates of future cash flows have not been adjusted. In assessing fair value less cost of disposal, recognised valuation methodologies are applied, utilising current and forecast financial information as appropriate, benchmarked against relevant market data.

Employee benefits

Short-term employee benefits

Liabilities for wages and salaries, including non-monetary benefits, annual leave and long service leave expected to be settled wholly within 12 months of the reporting date is measured at the amounts expected to be paid when the liabilities are settled.

Note 2. Significant accounting policies (continued)

Long-term employee benefits

The liability for annual leave and long service leave not expected to be settled within 12 months of the reporting date are measured as the present value of expected future payments to be made in respect of services provided by employees up to the reporting date using the projected unit credit method. Consideration is given to expected future wage and salary levels, experience of employee departures and periods of service. Expected future payments are discounted using market yields at the reporting date on corporate bonds with terms to maturity and currency that match, as closely as possible, the estimated future cash outflows.

Defined contribution superannuation expense

Contributions to defined contribution superannuation plans are expensed in the period in which they are incurred.

Rounding of amounts

The Company is of a kind referred to in ASIC Corporations (Rounding in Financial/Directors' Reports) Instrument 2016/191, issued by the Australian Securities and Investments Commission, relating to 'rounding-off'. Amounts in this report have been rounded off in accordance with that Instrument to the nearest thousand dollars, or in certain cases, the nearest dollar.

Note 3. Critical accounting judgements, estimates and assumptions

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts in the financial statements. Management continually evaluates its judgements and estimates in relation to assets, liabilities, contingent liabilities, revenue and expenses. Management bases its judgements, estimates and assumptions on historical experience and on other various factors, including expectations of future events, management believes to be reasonable under the circumstances. There are no critical accounting judgements, estimates and assumptions that are likely to affect the current or future financial years.

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts in the financial statements. Management continually evaluates its judgements and estimates in relation to assets, liabilities, contingent liabilities, revenue and expenses. Management bases its judgements, estimates and assumptions on historical experience and on other various factors, including expectations of future events, management believes to be reasonable under the circumstances. The resulting accounting judgements and estimates will seldom equal the related actual results. The judgements, estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities (refer to the respective notes) within the next financial year are discussed below.

In addition, the known and potential impacts of the COVID-19 pandemic in the near future have been taken into consideration when determining significant estimates and judgements. We are not aware, as at the date of this report, of a material uncertainty arising from COVID-19 that casts significant doubt on the ability of Gale Pacific Limited to continue as a going concern.

Share-based payment transactions

The Group measures the cost of equity-settled transactions with employees by reference to the fair value of the equity instruments at the date at which they are granted. The fair value is determined by using the Binomial model taking into account the terms and conditions upon which the instruments were granted. The accounting estimates and assumptions relating to equity-settled share-based payments would have no impact on the carrying amounts of assets and liabilities within the next annual reporting period but may impact profit or loss and equity.

Allowance for expected credit losses

The allowance for expected credit losses assessment requires a degree of estimation and judgement. It is based on the lifetime expected credit loss, grouped based on days overdue, and makes assumptions to allocate an overall expected credit loss rate for each group. These assumptions include recent sales experience and historical collection rates.

Provision for impairment of inventories

The provision for impairment of inventories assessment requires a degree of estimation and judgement. The level of the provision is assessed by taking into account the recent sales experience, the ageing of inventories and other factors that affect inventory obsolescence.

Note 3. Critical accounting judgements, estimates and assumptions (continued)

Goodwill

The Group tests annually, or more frequently if events or changes in circumstances indicate impairment, whether goodwill has suffered any impairment, in accordance with the accounting policy stated in note 2. The recoverable amounts of cash-generating units have been determined based on value-in-use calculations. These calculations require the use of assumptions, including estimated discount rates based on the current cost of capital and growth rates of the estimated future cash flows.

Income tax

The Group is subject to income taxes in the jurisdictions in which it operates. Significant judgement is required in determining the provision for income tax. There are many transactions and calculations undertaken during the ordinary course of business for which the ultimate tax determination is uncertain. Where the final tax outcome of these matters is different from the carrying amounts, such differences will impact the current and deferred tax provisions in the period in which such determination is made.

Recovery of deferred tax assets

Deferred tax assets are recognised for deductible temporary differences and tax losses only if the Group considers it is probable that future taxable amounts will be available to utilise those temporary differences and losses.

Derivative financial instruments

Cash Flow Hedges

Forward foreign exchange contracts, designated as cash flow hedges, are measured at fair value. Reliance is placed on future cash flows and judgement is made on a regular basis, through prospective and retrospective testing, including at the reporting date, that the hedges are still highly effective.

Fair Value Hedges

Forward foreign exchange contracts, designated as fair value hedges, are measured as such. Changes in the fair value of derivatives that are designated and qualify as fair value hedges are recognised in profit or loss immediately, together with any changes in the fair value of the hedged asset or liability that are attributable to the hedged risk.

Hedge accounting is discontinued when the Group revokes the hedging relationship, when the hedging instrument expires or is sold, terminated, or exercised, or when it no longer qualifies for hedge accounting. The fair value adjustment to the carrying amount of the hedged item arising from the hedged risk is amortised to profit or loss from that date.

Note 4. Operating segments

Identification of reportable operating segments

The Group is organised into four operating segments identified by geographic location and identity of the service line manager, together with Corporate. These operating segments are based on the internal reports that are reviewed and used by the Group Managing Director (who is identified as the Chief Operating Decision Maker ('CODM')) in assessing performance and in determining the allocation of resources. There is no aggregation of operating segments.

The Group operates predominantly in one market segment, being branded shading, screening and home improvement products.

The CODM reviews revenue and segment earnings, before interest, tax, depreciation and amortisation ('EBITDA'). The accounting policies adopted for internal reporting to the CODM are consistent with those adopted in the financial statements.

Discrete financial information about each of these segments is reported on a monthly basis.

To continuously improve the transparency of GALE Pacific's management reporting GALE Pacific Limited follows an activity-based allocation method of reporting. Intersegment sales/margin and central costs have allocated to external revenue generating segments where the final economic benefit is derived. This enhanced method of reporting is being used by the Group Managing Director (who is identified as the Chief Operating Decision Maker ('CODM')), to target product costing, product line profitability analysis, customer profitability analysis, and service pricing structures.

Note 4. Operating segments (continued)

The operating segments are as follows:

Australasia	Manufacturing and distribution facilities are located in Australia, and distribution facilities are located in New Zealand. Sales offices are located in all states in Australia and in New Zealand.
EurAsia	Sales distribution based in China and Australasia, servicing European and Asian countries.
Americas	Sales office is located in Florida. Custom blind assembly and distribution facilities are located in both California and Florida which service the North American region.
Middle East and North Africa ('MENA')	A sales office and distribution facility is located in the United Arab Emirates to service this market.

The 'Other Segments' represents Corporate and Intersegment eliminations.

Major customers

During the year ended 30 June 2020 approximately 35% (2019: 38%) of the Group's external revenue was derived from sales to two customers (2019: Two), one customer located in the Australasian region and one customer located in the Americas region.

Operating segment information

Consolidated - 2020	Australasia \$'000	Americas \$'000	MENA \$'000	EurAsia \$'000	Other Segments \$'000	Total \$'000
Revenue						
Sales to external customers	64,554	73,337	10,469	7,978	-	156,338
Total revenue	<u>64,554</u>	<u>73,337</u>	<u>10,469</u>	<u>7,978</u>	<u>-</u>	<u>156,338</u>
Segment EBITDA	5,397	11,827	2,161	2,656	(3,310)	18,731
Depreciation and amortisation	(4,465)	(6,389)	(514)	(412)	-	(11,780)
Finance costs	(752)	(1,243)	(89)	(64)	(46)	(2,194)
Profit/(loss) before income tax expense	<u>180</u>	<u>4,195</u>	<u>1,558</u>	<u>2,180</u>	<u>(3,356)</u>	<u>4,757</u>
Income tax expense						(1,038)
Profit after income tax expense						<u>3,719</u>
Assets						
Segment assets	45,575	74,139	15,871	36,185	19,917	191,687
Total assets						<u>191,687</u>
Liabilities						
Segment liabilities	23,814	32,481	639	15,072	31,315	103,321
Total liabilities						<u>103,321</u>

Note 4. Operating segments (continued)

Consolidated - 2019	Australasia \$'000	Americas \$'000	MENA \$'000	EurAsia \$'000	Other Segments \$'000	Total \$'000
Revenue						
Sales to external customers	57,988	70,954	12,922	7,353	-	149,217
Total revenue	<u>57,988</u>	<u>70,954</u>	<u>12,922</u>	<u>7,353</u>	<u>-</u>	<u>149,217</u>
Segment EBITDA	2,792	13,849	3,975	2,310	(3,658)	19,268
Depreciation and amortisation	(1,227)	(4,184)	(343)	(433)	(31)	(6,218)
Finance costs	(458)	(1,146)	(140)	(98)	-	(1,842)
Profit/(loss) before income tax expense	<u>1,107</u>	<u>8,519</u>	<u>3,492</u>	<u>1,779</u>	<u>(3,689)</u>	<u>11,208</u>
Income tax expense						(2,010)
Profit after income tax expense						<u>9,198</u>
Assets						
Segment assets	36,095	45,937	16,994	35,601	19,920	154,547
Total assets						<u>154,547</u>
Liabilities						
Segment liabilities	6,806	19,507	617	12,712	24,708	64,350
Total liabilities						<u>64,350</u>

Accounting policy for operating segments

Operating segments are presented using the 'management approach', where the information presented is on the same basis as the internal reports provided to the CODM. The CODM is responsible for the allocation of resources to operating segments and assessing their performance.

Note 5. Other income

	Consolidated	
	2020	2019
	\$'000	\$'000
Other income (including sales of scrap material from manufacturing)	<u>1,255</u>	<u>1,353</u>

Note 6. Expenses

	Consolidated 2020 \$'000	2019 \$'000
Profit before income tax includes the following specific expenses:		
<i>Depreciation</i>		
Property, plant and equipment (note 12)	5,908	4,869
Right-of-use assets (note 14)	4,651	-
Total depreciation	10,559	4,869
<i>Amortisation</i>		
Intangible assets (note 13)	1,221	1,349
Total depreciation and amortisation	11,780	6,218
<i>Employee benefit expense</i>		
Employment costs and benefits	34,951	33,668
Share-based payment expense	16	11
Total employee benefit expense	34,967	33,679
<i>Finance costs</i>		
Interest and finance charges paid/payable on borrowings	1,326	1,842
Interest and finance charges paid/payable on lease liabilities	868	-
Finance costs expensed	2,194	1,842
<i>Leases</i>		
Minimum lease payments	-	5,890
Variable lease payments	2,016	-
	2,016	5,890

PAGE 55

The 2020 net deferred tax asset of \$3,335,000 (2019: \$2,872,000) is comprised of \$11,100,000 in deferred tax assets (2019: \$4,345,000) and \$7,765,000 (2019: \$1,473,000) in deferred tax liabilities, reflecting various tax positions in different jurisdictions. The increase in deferred tax assets and deferred tax liabilities for the financial year is predominantly due to the implementation of AASB16 (Refer Note 2).

The tax currently payable is based on taxable profit for the financial year. Taxable profit differs from profit as reported in the statement of comprehensive income because of items of income or expense that are taxable or deductible in other years and items that are never taxable or deductible. The Group's liability for current tax is calculated using tax rates that have been enacted or substantively enacted by the end of the reporting period.

- When the deferred income tax asset or liability arises from the initial recognition of goodwill or an asset or liability in a transaction that is not a business combination and that, at the time of the transaction, affects neither the accounting nor taxable profits; or
- When the taxable temporary difference is associated with interests in subsidiaries, associates or joint ventures, and the timing of the reversal can be controlled and it is probable that the temporary difference will not reverse in the foreseeable future.

PAGE 56

Note 7. Income tax (continued)

The carrying amount of recognised and unrecognised deferred tax assets are reviewed at each reporting date. Deferred tax assets recognised are reduced to the extent that it is no longer probable that future taxable profits will be available for the carrying amount to be recovered. Previously unrecognised deferred tax assets are recognised to the extent that it is probable that there are future taxable profits available to recover the asset.

Deferred tax assets and liabilities are offset only where there is a legally enforceable right to offset current tax assets against current tax liabilities and deferred tax assets against deferred tax liabilities; and they relate to the same taxable authority on either the same taxable entity or different taxable entities which intend to settle simultaneously.

Gale Pacific Limited (the 'head entity') and its wholly-owned Australian subsidiaries have formed an income tax consolidated group under the tax consolidation regime. The head entity and each subsidiary in the tax consolidated group continue to account for their own current and deferred tax amounts. The tax consolidated group has applied the 'separate taxpayer within group' approach in determining the appropriate amount of taxes to allocate to members of the tax consolidated group.

In addition to its own current and deferred tax amounts, the head entity also recognises the current tax liabilities (or assets) and the deferred tax assets arising from unused tax losses and unused tax credits assumed from each subsidiary in the tax consolidated group.

Assets or liabilities arising under tax funding agreements with the tax consolidated entities are recognised as amounts receivable from or payable to other entities in the tax consolidated group. The tax funding arrangement ensures that the intercompany charge equals the current tax liability or benefit of each tax consolidated group member, resulting in neither a contribution by the head entity to the subsidiaries nor a distribution by the subsidiaries to the head entity.

Note 8. Earnings per share

	Consolidated	
	2020	2019
	\$'000	\$'000
Profit after income tax attributable to the owners of Gale Pacific Limited	3,719	9,198
	Number	Number
Weighted average number of ordinary shares used in calculating basic earnings per share	277,684,598	286,763,316
Adjustments for calculation of diluted earnings per share:		
Performance rights	3,537,653	4,765,008
Weighted average number of ordinary shares used in calculating diluted earnings per share	281,222,251	291,528,324
	Cents	Cents
Basic earnings per share	1.34	3.21
Diluted earnings per share	1.32	3.16

Accounting policy for earnings per share

Basic earnings per share

Basic earnings per share is calculated by dividing the profit attributable to the owners of Gale Pacific Limited, excluding any costs of servicing equity other than ordinary shares, by the weighted average number of ordinary shares outstanding during the financial year, adjusted for bonus elements in ordinary shares issued during the financial year.

Diluted earnings per share

Diluted earnings per share adjusts the figures used in the determination of basic earnings per share to take into account the after income tax effect of interest and other financing costs associated with dilutive potential ordinary shares and the weighted average number of shares assumed to have been issued for no consideration in relation to dilutive potential ordinary shares.

Note 9. Current assets - cash and cash equivalents

	Consolidated 2020 \$'000	2019 \$'000
Cash on hand	7	2
Cash at bank	27,804	29,844
	<u>27,811</u>	<u>29,846</u>

Accounting policy for cash and cash equivalents

Cash and cash equivalents includes cash on hand, deposits held at call with financial institutions, other short-term, highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

Note 10. Current assets - trade and other receivables

	Consolidated 2020 \$'000	2019 \$'000
Trade receivables	40,644	28,431
Less: Allowance for expected credit losses	(1,199)	(406)
	<u>39,445</u>	<u>28,025</u>
Other receivables	158	127
	<u>39,603</u>	<u>28,152</u>

The Group has recognised a loss of \$884,000 (2019: \$178,000) in profit or loss in respect of impairment of receivables for the year ended 30 June 2020.

	Consolidated 2020 \$'000	2019 \$'000
1 to 4 months overdue	27	-
4 to 12 months overdue	12	46
Over 12 months overdue	1,160	360
	<u>1,199</u>	<u>406</u>

Movements in the allowance for expected credit losses are as follows:

	Consolidated 2020 \$'000	2019 \$'000
Opening balance	406	277
Additional provisions recognised	884	178
Receivables written off during the year as uncollectable	(91)	(49)
Closing balance	<u>1,199</u>	<u>406</u>

Past due but not impaired

Customers with balances past due but without provision for impairment of the receivables amount to \$11,554,000 as at 30 June 2020 (\$8,933,000 as at 30 June 2019)

Note 10. Current assets - trade and other receivables (continued)

Group did not consider a credit risk on the aggregate balances after reviewing the credit terms of customers based on recent collection practices.

The ageing of trade receivables not impaired at the reporting date was:

	Consolidated	
	2020	2019
	\$'000	\$'000
Consolidated		
Outside Credit Terms 0-30 Days	4,295	1,721
Outside Credit Terms 31-120 Days	2,956	3,392
Outside Credit Terms 121 Days to one year	3,556	3,260
More than One Year	747	560
	<u>11,554</u>	<u>8,933</u>

Accounting policy for trade and other receivables

Trade receivables are initially recognised at fair value and subsequently measured at amortised cost using the effective interest method, less any provision for impairment.

Other receivables are recognised at amortised cost, less any allowance for expected credit losses.

Collectability of trade receivables is reviewed on an ongoing basis. Debts which are known to be uncollectable are written off by reducing the carrying amount directly. A provision for impairment of trade receivables is raised when there is objective evidence that the Group will not be able to collect all amounts due according to the original terms of the receivables. Significant financial difficulties of the debtor, probability that the debtor will enter bankruptcy or financial reorganisation and default or delinquency in payments are considered indicators that the trade receivable may be impaired. The amount of the impairment allowance is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the original effective interest rate.

Note 11. Current assets - inventories

	Consolidated	
	2020	2019
	\$'000	\$'000
Raw materials - at cost	5,948	6,967
Work in progress - at cost	2,717	2,151
Finished goods - at cost	43,251	39,062
Less: Provision for impairment	(3,217)	(1,984)
	<u>40,034</u>	<u>37,078</u>
	<u>48,699</u>	<u>46,196</u>

Accounting policy for inventories

Raw materials, work in progress and finished goods are stated at the lower of cost and net realisable value on a 'first in first out' basis. Cost comprises of direct materials and delivery costs, direct labour, import duties and other taxes, an appropriate proportion of variable and fixed overhead expenditure based on normal operating capacity, and, where applicable, transfers from cash flow hedging reserves in equity. Costs of purchased inventory are determined after deducting rebates and discounts received or receivable.

Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

Note 12. Non-current assets - property, plant and equipment

	Consolidated 2020 \$'000	2019 \$'000
Buildings and leasehold improvements - at cost	17,708	17,663
Less: Accumulated depreciation	(7,243)	(6,735)
	<u>10,465</u>	<u>10,928</u>
Plant and equipment - at cost	113,402	107,979
Less: Accumulated depreciation	(92,024)	(92,074)
	<u>21,378</u>	<u>15,905</u>
Motor vehicles - at cost	248	312
Less: Accumulated depreciation	(130)	(218)
	<u>118</u>	<u>94</u>
Capital work-in-progress - at cost	393	8,565
	<u>32,354</u>	<u>35,492</u>

Reconciliations

Reconciliations of the movements in property, plant and equipment at the beginning and end of the current and previous financial year are set out below:

	Buildings and leasehold improvements \$'000	Plant and equipment \$'000	Motor vehicles \$'000	Capital work- in-progress \$'000	Total \$'000
Consolidated					
Balance at 1 July 2018	10,078	16,265	97	3,683	30,123
Additions	201	2,044	-	9,209	11,454
Disposals	-	(244)	-	-	(244)
Exchange differences	136	297	-	13	446
Transfers in/(out)	1,212	1,710	-	(4,340)	(1,418)
Depreciation expense	(699)	(4,167)	(3)	-	(4,869)
Balance at 30 June 2019	10,928	15,905	94	8,565	35,492
Additions	9	552	38	2,488	3,087
Disposals	-	(230)	(10)	-	(240)
Exchange differences	(52)	3	-	26	(23)
Transfers in/(out)	511	10,121	-	(10,686)	(54)
Depreciation expense	(931)	(4,973)	(4)	-	(5,908)
Balance at 30 June 2020	<u>10,465</u>	<u>21,378</u>	<u>118</u>	<u>393</u>	<u>32,354</u>

Accounting policy for property, plant and equipment

Property, plant and equipment is stated at historical cost less accumulated depreciation and impairment. Historical cost includes expenditure that is directly attributable to the acquisition of the items.

Depreciation is calculated on a straight line basis to write off the net cost of each item of property, plant and equipment over their estimated useful lives as follows:

Buildings	45 years
Leasehold improvements	Over lease term
Plant and equipment	2-15 years
Motor vehicles	2-5 years

Note 12. Non-current assets - property, plant and equipment (continued)

Depreciation commences from the time the asset is held ready for use. The residual values, useful lives and depreciation methods are reviewed, and adjusted if appropriate, at each reporting date. When changes are made, adjustments are reflected in current and future periods only.

Leasehold improvements are depreciated over the unexpired period of the lease or the estimated useful life of the assets, whichever is shorter.

An item of property, plant and equipment is derecognised upon disposal or when there is no future economic benefit to the Group. Gains and losses between the carrying amount and the disposal proceeds are taken to profit or loss.

Impairment testing for property, plant and equipment

During the year, as a result of current economic conditions including COVID19, the Group carried out a review of the recoverable amount of property, plant and equipment. The review had a particular focus on the Australasia segment as the segment holding the majority of the Group's assets, coupled with the fact that assets within the America's segment were considered as part of goodwill impairment testing detailed further in Note 13.

Similar to goodwill impairment testing recoverable amount was determined based on value-in-use. Value-in-use was calculated based on the present value of cash flow projections over a five year period with the period extending beyond five years extrapolated using a terminal growth rate of 2% and a discount rate of 10.5%. The review did not result in an impairment charge being recognised by the Group for the year ended 30 June 2020.

Note 13. Non-current assets - intangibles

	Consolidated 2020 \$'000	2019 \$'000
Goodwill - at cost	11,286	11,222
Less: Impairment	(7,961)	(7,961)
	<u>3,325</u>	<u>3,261</u>
Development - at cost	3,242	2,452
Less: Accumulated amortisation	(191)	(95)
	<u>3,051</u>	<u>2,357</u>
Patents, trademarks and licenses - at cost	1,658	1,629
Less: Accumulated amortisation	(1,381)	(1,324)
	<u>277</u>	<u>305</u>
Application software - at cost	9,264	9,143
Less: Accumulated amortisation	(7,798)	(6,674)
	<u>1,466</u>	<u>2,469</u>
	<u><u>8,119</u></u>	<u><u>8,392</u></u>

Note 13. Non-current assets - intangibles (continued)

Reconciliations

Reconciliations of the written down values at the beginning and end of the current and previous financial year are set out below:

	Goodwill \$'000	Development \$'000	Patents, trademarks and licenses \$'000	Application software \$'000	Total \$'000
Consolidated					
Balance at 1 July 2018	3,112	1,666	327	2,259	7,364
Additions	-	739	1	23	763
Exchange differences	149	-	1	46	196
Transfers in/(out)	-	-	9	1,409	1,418
Amortisation expense	-	(48)	(33)	(1,268)	(1,349)
Balance at 30 June 2019	3,261	2,357	305	2,469	8,392
Additions	-	790	-	23	813
Exchange differences	64	-	-	17	81
Transfers in/(out)	-	-	29	25	54
Amortisation expense	-	(96)	(52)	(1,073)	(1,221)
Balance at 30 June 2020	<u>3,325</u>	<u>3,051</u>	<u>282</u>	<u>1,461</u>	<u>8,119</u>

Goodwill acquired through business combinations have been allocated to the following cash generating units (CGU):

	Consolidated 2020 \$'000	2019 \$'000
Goodwill		
USA (2020: US\$2,077,000; 2019: US\$ 2,077,000)	2,978	2,914
China	<u>347</u>	<u>347</u>
	<u><u>3,325</u></u>	<u><u>3,261</u></u>

Impairment testing for goodwill

In accordance with the accounting policies, the Group performs an annual impairment assessment of goodwill. The review did not result in an impairment charge being recognised by the Group for the year ended 30 June 2020.

Impairment testing approach

Impairment testing compares the carrying value of a CGU with its recoverable amount, based on value-in-use. Value-in-use was calculated based on the present value of cash flow projections over a five year period with the period extending beyond five years extrapolated using a terminal growth rate of 1.9%.

USA

In assessing the recoverable amount of the USA CGU, management considered information available from industry analysts and other sources in relation to the key assumptions used. Management considers that it has taken an appropriate view of the market conditions and business operations.

Note 13. Non-current assets - intangibles (continued)

The following assumptions were used in the value-in-use calculations in the model for USA:

Discount Rate

The discount rate used in the model is 10.0% (2019:10%)

EBITDA assumptions

EBITDA for FY 2021 is based on the Board approved budget, with FY2022 to FY2025 increasing by an average of 1.9% per annum, which is lower than historical growth rates. Management believe this is achievable based on historical trends and the plans to continue to invest in product development and expansion within the Americas region.

Sensitivity Analysis

Management have conducted an analysis of the sensitivity of the impairment test to reasonably possible changes in the key assumptions used to determine the recoverable amount of the CGU. This sensitivity analysis highlights that the recoverable amount is sensitive to the achievement of short term EBITDA and that achievement of 95% of FY2021 EBITDA would reduce the headroom in the CGU to nil but would not result in an impairment charge.

China

In assessing the recoverable amount of the China CGU, management made a number of significant assumptions including assumptions regarding foreign exchange rates, and risk adjustments to future cash flows. Management considered information available from industry analysts and other sources in relation to key assumptions used. Management considers that it has taken a conservative view of the market conditions and business operations.

Management believes that any reasonably possible change in the key assumptions on which recoverable amount is based would not cause the carrying amount to exceed the recoverable amount of the CGU.

Accounting policy for intangible assets

Intangible assets acquired as part of a business combination, other than goodwill, are initially measured at their fair value at the date of the acquisition. Intangible assets acquired separately are initially recognised at cost. Indefinite life intangible assets are not amortised and are subsequently measured at cost less any impairment. Finite life intangible assets are subsequently measured at cost less amortisation and any impairment. The gains or losses recognised in profit or loss arising from the derecognition of intangible assets are measured as the difference between net disposal proceeds and the carrying amount of the intangible asset. The method and useful lives of finite life intangible assets are reviewed annually. Changes in the expected pattern of consumption or useful life are accounted for prospectively by changing the amortisation method or period.

Goodwill

Goodwill arises on the acquisition of a business. Goodwill is not amortised. Instead, goodwill is tested annually for impairment, or more frequently if events or changes in circumstances indicate that it might be impaired, and is carried at cost less accumulated impairment losses. Impairment losses on goodwill are taken to profit or loss and are not subsequently reversed.

Research and development

Research costs are expensed in the period in which they are incurred. Development costs are capitalised when it is probable that the project will be a success considering its commercial and technical feasibility; the Group is able to use or sell the asset; the Group has sufficient resources; and intent to complete the development and its costs can be measured reliably. Capitalised development costs are amortised on a straight-line basis over the period of their expected benefit.

Patents, trademarks and licenses

Significant costs associated with patents and trademarks are deferred and amortised on a straight-line basis over the period of their expected benefit, being their finite useful life of 20 years.

Application software

Significant costs associated with software are deferred and amortised on a straight-line basis over the period of their expected benefit, being their finite useful life of 5 years.

Note 14. Non-current assets - right-of-use assets

	Consolidated 2020 \$'000	2019 \$'000
Land and buildings - right-of-use	26,371	-
Less: Accumulated depreciation	(4,591)	-
	<u>21,780</u>	<u>-</u>

Reconciliations

Reconciliations of the written down values at the beginning and end of the current and previous financial year are set out below:

Consolidated	Land and buildings - right-of-use \$'000	Total \$'000
Balance at 1 July 2018	-	-
Balance at 30 June 2019	-	-
Balance on initial adoption of AASB16 on 1 July 2019	24,323	24,323
Additions	2,246	2,246
Exchange differences	(138)	(138)
Depreciation expense	(4,651)	(4,651)
Balance at 30 June 2020	<u>21,780</u>	<u>21,780</u>

Accounting policy for right-of-use assets

A right-of-use asset is recognised at the commencement date of a lease. The right-of-use asset is measured at cost, which comprises the initial amount of the lease liability, adjusted for, as applicable, any lease payments made at or before the commencement date net of any lease incentives received, any initial direct costs incurred, and, except where included in the cost of inventories, an estimate of costs expected to be incurred for dismantling and removing the underlying asset, and restoring the site or asset.

Right-of-use assets are depreciated on a straight-line basis over the unexpired period of the lease or the estimated useful life of the asset, whichever is the shorter. Where the Group expects to obtain ownership of the leased asset at the end of the lease term, the depreciation is over its estimated useful life. Right-of use assets are subject to impairment or adjusted for any remeasurement of lease liabilities.

The Group has elected not to recognise a right-of-use asset and corresponding lease liability for short-term leases with terms of 12 months or less and leases of low-value assets. Lease payments on these assets are expensed to profit or loss as incurred.

Note 15. Current liabilities - trade and other payables

	Consolidated	
	2020	2019
	\$'000	\$'000
Trade payables	14,390	10,762
Sundry payables and accruals	9,037	5,196
	<u>23,427</u>	<u>15,958</u>

Refer to note 25 for further information on financial instruments.

Accounting policy for trade and other payables

These amounts represent liabilities for goods and services provided to the Group prior to the end of the financial year and which are unpaid. Due to their short-term nature they are measured at amortised cost and are not discounted. The amounts are unsecured and are usually paid within 30 days of recognition.

Note 16. Current liabilities - borrowings

	Consolidated	
	2020	2019
	\$'000	\$'000
Bank loans	<u>23,274</u>	<u>25,793</u>

Refer to note 25 for further information on financial instruments.

Note 17. Current liabilities - provisions

	Consolidated	
	2020	2019
	\$'000	\$'000
Warranties	<u>144</u>	<u>457</u>

Warranties

The provision represents the estimated warranty claims in respect of products sold which are still under warranty at the reporting date. The provision is estimated based on historical warranty claim information, sales levels and any recent trends that may suggest future claims could differ from historical amounts.

	Consolidated	
	2020	2019
	\$'000	\$'000
Warranty movements		
Carrying amount at the start of the year	457	475
Additional provisions recognised	312	664
Claims	<u>(625)</u>	<u>(682)</u>
Carrying amount at the end of the year	<u>144</u>	<u>457</u>

Accounting policy for provisions

Provisions are recognised when the Group has a present (legal or constructive) obligation as a result of a past event, it is probable the Group will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation. The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the reporting date, taking into account the risks and uncertainties surrounding the obligation. If the time value of money is material, provisions are discounted using a current pre-tax rate specific to the liability. The increase in the provision resulting from the passage of time is recognised as a finance cost in profit or loss.

Note 18. Current liabilities - lease liabilities

	Consolidated	
	2020	2019
	\$'000	\$'000
Lease liability	3,830	-

Refer to note 25 for further information on financial instruments.

Note 19. Non-current liabilities - borrowings

	Consolidated	
	2020	2019
	\$'000	\$'000
Total Bank loans	19,824	14,956

Refer to note 25 for further information on financial instruments.

Total secured liabilities

The total secured liabilities (current and non-current) are as follows:

	Consolidated	
	2020	2019
	\$'000	\$'000
Total Bank loans	43,098	40,749

Assets pledged as security

The bank loans are secured by a fixed and floating charge (or equivalent foreign charge) over all the assets and undertakings, including uncalled capital of each entity in the Group.

Accounting policy for borrowings

Loans and borrowings are initially recognised at the fair value of the consideration received, net of transaction costs. They are subsequently measured at amortised cost using the effective interest method.

Note 20. Non-current liabilities - lease liabilities

	Consolidated	
	2020	2019
	\$'000	\$'000
Lease liability	19,338	-

Refer to note 25 for further information on financial instruments.

Accounting policy for lease liabilities

A lease liability is recognised at the commencement date of a lease. The lease liability is initially recognised at the present value of the lease payments to be made over the term of the lease, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, the Group's incremental borrowing rate. Lease payments comprise of fixed payments less any lease incentives receivable, variable lease payments that depend on an index or a rate, amounts expected to be paid under residual value guarantees, exercise price of a purchase option when the exercise of the option is reasonably certain to occur, and any anticipated termination penalties. The variable lease payments that do not depend on an index or a rate are expensed in the period in which they are incurred.

Lease liabilities are measured at amortised cost using the effective interest method. The carrying amounts are remeasured if there is a change in the following: future lease payments arising from a change in an index or a rate used; residual guarantee; lease term; certainty of a purchase option and termination penalties. When a lease liability is remeasured, an adjustment is made to the corresponding right-of use asset, or to profit or loss if the carrying amount of the right-of-use asset is fully written down.

Note 21. Equity - issued capital

	2020 Shares	Consolidated 2019 Shares	Consolidated 2020 \$'000	2019 \$'000
Ordinary shares - fully paid	275,391,310	282,217,475	63,068	65,097
Movements in ordinary share capital				
	Consolidated 2020 Shares	Consolidated 2019 Shares	Consolidated 2020 \$'000	Consolidated 2019 \$'000
Opening Balance	282,217,475	288,181,757	65,097	67,641
Shares Issued	-	1,863,000	-	-
Shares Buy Back	(6,826,165)	(7,827,282)	(2,029)	(2,544)
Closing Balance	275,391,310	282,217,475	63,068	65,097

Ordinary shares

Ordinary shares entitle the holder to participate in dividends and the proceeds on the winding up of the Company in proportion to the number of and amounts paid on the shares held. The fully paid ordinary shares have no par value and the Company does not have a limited amount of authorised capital.

On a show of hands every member present at a meeting in person or by proxy shall have one vote and upon a poll each share shall have one vote.

Share buy-back

On March 28th 2019 an on-market share buy-back was announced. It ran from 15th April 2019 to 14th April 2020. At the end of this program, a total of 9,641,360 shares were bought by the company. No new buy-back scheme has been initiated up until 30 June 2020.

Capital risk management

The Group's objectives when managing capital is to safeguard its ability to continue as a going concern, so that it can provide returns for shareholders and benefits for other stakeholders and to maintain an optimum capital structure to reduce the cost of capital. This is achieved through monitoring of historical and forecast performance and cash flows.

Capital is regarded as total equity, as recognised in the statement of financial position, plus net debt. Net debt is calculated as total borrowings less cash and cash equivalents.

In order to maintain or adjust the capital structure, the Group may adjust the amount of dividends paid to shareholders, return capital to shareholders, issue new shares or sell assets to reduce debt.

Accounting policy for issued capital

Ordinary shares are classified as equity.

Incremental costs directly attributable to the issue of new shares or options are shown in equity as a deduction, net of tax, from the proceeds.

Note 22. Equity - reserves

	Consolidated 2020 \$'000	2019 \$'000
Foreign currency reserve	(991)	(486)
Hedging reserve - cash flow hedges	(145)	67
Share-based payments reserve	1,172	1,156
Enterprise reserve fund	3,956	3,333
	<u>3,992</u>	<u>4,070</u>

Foreign currency reserve

The reserve is used to recognise exchange differences arising from the translation of the financial statements of foreign operations to Australian dollars. It is also used to recognise gains and losses on hedges of the net investments in foreign operations.

Hedging reserve - cash flow hedges

The reserve is used to recognise the effective portion of the gain or loss of cash flow hedge instruments that is determined to be an effective hedge.

Share-based payments reserve

The reserve is used to recognise the value of equity benefits provided to employees and directors as part of their remuneration, and other parties as part of their compensation for services.

Enterprise reserve fund

Gale Pacific Special Textiles (Ningbo) Limited and Gale Pacific Trading (Ningbo) Limited are required by Chinese Company Law to maintain this reserve in its financial statements. This reserve is unavailable for distribution to shareholders but can be used to expand the entity's business, make up losses or increase the registered capital. Both companies are required to allocate 10% of their annual profit after tax to this reserve until it reaches 50% of the registered capital.

Movements in reserves

Movements in each class of reserve during the current and previous financial year are set out below:

Consolidated	Foreign currency \$'000	Hedging \$'000	Share-based payments \$'000	Enterprise reserve fund \$'000	Total \$'000
Balance at 1 July 2018	(2,374)	173	1,145	2,808	1,752
Foreign currency translation *	1,887	-	-	-	1,887
Movement in hedge	-	(152)	-	-	(152)
Income tax	-	46	-	-	46
Share-based payment	-	-	11	-	11
Statutory transfers from retained earnings	-	-	-	526	526
Balance at 30 June 2019	(487)	67	1,156	3,334	4,070
Foreign currency translation *	(504)	-	-	-	(504)
Movement in hedge	-	(303)	-	-	(303)
Income tax	-	91	-	-	91
Share-based payment	-	-	16	-	16
Statutory transfers from retained earnings	-	-	-	622	622
Balance at 30 June 2020	<u>(991)</u>	<u>(145)</u>	<u>1,172</u>	<u>3,956</u>	<u>3,992</u>

* Refer to note 24 for details of monetary items identified as a net investment in a foreign operation

Note 23. Equity - dividends

Dividends paid during the financial year were as follows:

	Consolidated	
	2020	2019
	\$'000	\$'000
Final Dividend for the year ended 30 June 2018 of 1.00 cents per ordinary share (unfranked)	-	2,872
Interim Dividend for the year ended 30 June 2019 of 1.00 cents per ordinary share (unfranked)	-	2,850
Final Dividend for the year ended 30 June 2019 of 1.00 cents per ordinary share (unfranked)	2,822	-
	<u>2,822</u>	<u>5,722</u>

On 25 August 2020 the Directors declared a dividend of 1.00 cent per share to the holders of fully paid ordinary shares in respect of the year ended 30 June 2020. This dividend has not been included as a liability in these financial statements. Including the final dividend with respect to 30 June 2020, for the full year, the dividends of 1.00 cent per ordinary share have been declared on earnings of 1.34 cents per share.

Accounting policy for dividends

Dividends are recognised when declared during the financial year and no longer at the discretion of the Company.

Note 24. Monetary items identified as a net investment in a foreign operation

	Consolidated	
	2020	2019
	\$'000	\$'000
Related party receivable to the Company from Gale Pacific Special Textiles (Ningbo) Limited	10,345	10,124
Related party receivable to the Company from Gale Pacific (New Zealand) Limited	3,905	4,038
Monetary items identified as a net investment in a foreign operation	<u>14,250</u>	<u>14,162</u>

The foreign exchange gain arising during the financial year on monetary items forming part of the net investment in related party, recognised in foreign currency translation reserve is detailed in note 22.

Note 25. Financial instruments

Financial risk management objectives

The Group's activities expose it to a variety of financial risks: market risk, credit risk and liquidity risk.

The Group's financial risk management processes and procedures seek to minimise the potential adverse effects on the Group's financial performance that may occur due to the unpredictability of financial markets. Risk management policies are reviewed regularly to reflect changes in market conditions and the Group's activities.

Derivative financial instruments are used by the Group to limit exposure to exchange rate risk associated with foreign currency transactions. Transactions to reduce foreign currency exposure are undertaken without the use of collateral as the Group only deals with reputable institutions with sound financial positions. The Group does not enter into or trade financial instruments, including derivative financial instruments, for speculative purposes.

Market risk

Foreign currency risk

The Group undertakes certain transactions denominated in foreign currency and is exposed to foreign currency risk through foreign exchange rate fluctuations.

Note 25. Financial instruments (continued)

The Group enters into foreign exchange contracts to buy and sell specified amounts of foreign currency in the future at stipulated exchange rates. The objective of entering into forward exchange contracts is to protect the Group against exchange rate movements for both contracted and anticipated future sales and purchases undertaken in foreign currencies. There was no cash flow hedge ineffectiveness during the reporting period.

The Group adopts hedge accounting and classifies applicable forward exchange contracts as cash flow hedges where these contracts are hedging highly probable forecasted transactions and they are timed to mature when the cash flow from the underlying transaction is scheduled to occur. Cash flows are expected to occur during the next financial year.

The Group adopts fair value hedge accounting on forward exchange contracts that are designated and qualify as fair value hedges. Forward exchange contracts are recognised in the profit and loss immediately, together with any changes in the fair value of the hedged asset or liability that are attributable to the hedged risk.

The maturity, settlement amounts and the average contractual exchange rates of the Group's outstanding forward foreign exchange contracts at the reporting date were as follows:

	Sell Australian dollars		Average exchange rates	
	2020	2019	2020	2019
	\$'000	\$'000		
Buy US dollars/sell Australian dollars				
Maturity:				
Less than 6 months	9,828	12,063	0.6715	0.7129
6 - 12 months	1,508	719	0.6632	0.6950
	Sell US dollars		Average exchange rates	
	2020	2019	2020	2019
	\$'000	\$'000		
Buy Chinese Yuan/sell US Dollars				
Maturity:				
Less than 6 months	23,000	17,000	7.0093	6.7838

The carrying amount of the Group's foreign currency denominated financial assets and financial liabilities at the reporting date were as follows:

	Assets		Liabilities	
	2020	2019	2020	2019
	\$'000	\$'000	\$'000	\$'000
Consolidated				
US dollars	52,903	49,456	28,603	28,578
New Zealand dollars	583	289	154	183
Chinese renminbi	272	1,132	-	-
UAE dirham	860	1,098	-	-
	<u>54,618</u>	<u>51,975</u>	<u>28,757</u>	<u>28,761</u>

The Group had net assets denominated in foreign currencies of \$25,861,000 (assets of \$54,618,000 less liabilities of \$28,757,000 as at 30 June 2020 (2019: \$23,214,000 (assets of \$51,975,000 less liabilities of \$28,761,000)). Based on this exposure, had the Australian dollar strengthened by 10% / weakened by 10% (2019: strengthened by 10% / weakened by 10%) against these foreign currencies with all other variables held constant, the Group's profit before tax for the year would have been \$322,000 higher/lower (2019: \$448,000 lower/ higher) and equity would have been \$2,601,000 higher/lower (2019: \$1,620,000 higher/lower). The percentage change is the expected overall volatility of the significant currencies, which is based on management's assessment of reasonable possible fluctuations taking into consideration movements over the last 12 months each year and the spot rate at each reporting date.

Price risk

The Group is not exposed to any significant price risk.

Note 25. Financial instruments (continued)

Interest rate risk

The Group is exposed to interest rate risk as entities in the Group borrow and deposit funds at both fixed and variable interest rates. Effective weighted average interest rates on classes of financial liabilities are disclosed under liquidity risk. The Group does not use interest rate swaps to manage the risk of interest rate changes.

As at the reporting date, the Group had the following variable rate bank balances and borrowings outstanding:

	2020		2019	
	Weighted average interest rate %	Balance \$'000	Weighted average interest rate %	Balance \$'000
Consolidated				
Cash and cash equivalents	-	27,810	-	29,846
Bank loans	2.49%	(43,036)	3.47%	(40,749)
Net exposure to cash flow interest rate risk		<u>(15,226)</u>		<u>(10,903)</u>

An analysis by remaining contractual maturities is shown in 'liquidity and interest rate risk management' below.

An official increase/decrease in interest rates of 100 (2019: 100) basis points would have an adverse/favourable effect on profit before tax of \$430,350 (2019: \$407,500) per annum. The percentage change is based on the expected volatility of interest rates using market data and analysts forecasts.

Credit risk

Credit risk refers to the risk that a counterparty will default on its contractual obligations resulting in financial loss to the Group. Before accepting any new customer, the Group uses internal resources and criteria to assess the potential customer's credit quality and defines credit limits by customer. The maximum exposure to credit risk at the reporting date to recognised financial assets is the carrying amount, net of any provisions for impairment of those assets, as disclosed in the statement of financial position and notes to the financial statements. The Group does not hold any collateral.

The Group has adopted a lifetime expected loss allowance in estimating expected credit losses to trade receivables through the use of a provisions matrix using fixed rates of credit loss provisioning. These provisions are considered representative across all customers of the Group based on recent sales experience, historical collection rates and forward-looking information that is available.

Generally, trade receivables are written off when there is no reasonable expectation of recovery. Indicators of this include the failure of a debtor to engage in a repayment plan, no active enforcement activity and a failure to make contractual payments for a period greater than 1 year.

Liquidity risk

Liquidity risk is the risk that the Group will not be able to meet its financial obligations as they fall due. The Group's approach to managing liquidity is to ensure, as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the Group's reputation.

The Group manages liquidity risk by maintaining adequate cash reserves and available borrowing facilities by continuously monitoring actual and forecast cash flows and matching the maturity profiles of financial assets and liabilities.

Note 25. Financial instruments (continued)

Remaining contractual maturities

The following tables detail the Group's remaining contractual maturity for its financial instrument liabilities. The tables have been drawn up based on the undiscounted cash flows of financial liabilities based on the earliest date on which the financial liabilities are required to be paid. The tables include both interest and principal cash flows disclosed as remaining contractual maturities and therefore these totals may differ from their carrying amount in the statement of financial position.

	Weighted average interest rate %	1 year or less \$'000	Between 1 and 2 years \$'000	Between 2 and 5 years \$'000	Over 5 years \$'000	Remaining contractual maturities \$'000
Consolidated - 2019						
Non-derivatives						
<i>Non-interest bearing</i>						
Trade payables	-	13,507	-	-	-	13,507
Sundry payables and accruals	-	9,063	-	-	-	9,063
<i>Interest-bearing - variable</i>						
Lease liability	3.60%	3,830	-	19,338	-	23,168
<i>Interest-bearing - fixed rate</i>						
Bank loans	2.49%	23,274	19,824	-	-	43,098
Total non-derivatives		49,674	19,824	19,338	-	88,836

The cash flows in the maturity analysis above are not expected to occur significantly earlier than contractually disclosed above.

Note 26. Fair value measurement

Fair value hierarchy

The following tables detail the Group's assets and liabilities, measured or disclosed at fair value, using a three level hierarchy, based on the lowest level of input that is significant to the entire fair value measurement, being:

Level 1: Quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date

Level 2: Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly

Level 3: Unobservable inputs for the asset or liability

	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Total \$'000
Consolidated - 2020				
<i>Liabilities</i>				
Forward foreign exchange contracts	-	595	-	595
Total liabilities	-	595	-	595
Consolidated - 2019				
<i>Liabilities</i>				
Forward foreign exchange contracts	-	127	-	127
Total liabilities	-	127	-	127

There were no transfers between levels during the financial year.

The net fair value of assets and liabilities approximates their carrying value. No financial assets or financial liabilities are readily traded on organised markets in standardised form other than forward exchange contracts.

Valuation techniques for fair value measurements categorised within level 2 and level 3

Derivative financial instruments have been valued using quoted market rates. This valuation technique maximises the use of observable market data where it is available and relies as little as possible on entity specific estimates.

Note 26. Fair value measurement (continued)

Accounting policy for fair value measurement

When an asset or liability, financial or non-financial, is measured at fair value for recognition or disclosure purposes, the fair value is based on the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date; and assumes that the transaction will take place either: in the principal market; or in the absence of a principal market, in the most advantageous market.

Fair value is measured using the assumptions that market participants would use when pricing the asset or liability, assuming they act in their economic best interests. For non-financial assets, the fair value measurement is based on its highest and best use. Valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, are used, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

Assets and liabilities measured at fair value are classified into three levels, using a fair value hierarchy that reflects the significance of the inputs used in making the measurements. Classifications are reviewed at each reporting date and transfers between levels are determined based on a reassessment of the lowest level of input that is significant to the fair value measurement.

For recurring and non-recurring fair value measurements, external valuers may be used when internal expertise is either not available or when the valuation is deemed to be significant. External valuers are selected based on market knowledge and reputation. Where there is a significant change in fair value of an asset or liability from one period to another, an analysis is undertaken, which includes a verification of the major inputs applied in the latest valuation and a comparison, where applicable, with external sources of data.

Note 27. Commitments

Lease commitments - operating

Committed at the reporting date but not recognised as liabilities, payable:

	Consolidated 2020 \$'000	2019 \$'000
Within one year	61	4,901
One to five years	-	8,396
	<u>61</u>	<u>13,297</u>

Note 28. Related party transactions

Parent entity

Gale Pacific Limited is the parent entity.

Subsidiaries

Interests in subsidiaries are set out in note 31.

Key management personnel

Disclosures relating to key management personnel are set out in note 29 and the remuneration report included in the directors' report.

Receivable from and payable to related parties

There were no trade receivables from or trade payables to related parties at the current and previous reporting date.

Loans to/from related parties

There were no loans to or from related parties at the current and previous reporting date.

Note 29. Key management personnel disclosures

Compensation

The aggregate compensation made to directors and other members of key management personnel of the Group is set out below:

	Consolidated	
	2020	2019
	\$	\$
Short-term employee benefits	2,453,525	2,770,342
Post-employment benefits	133,827	149,588
Termination benefits	103,717	-
Share-based payments	11,604	9,906
	<u>2,702,673</u>	<u>2,929,836</u>

Note 30. Parent entity information

Set out below is the supplementary information about the parent entity.

Statement of profit or loss and other comprehensive income

	Parent	
	2020	2019
	\$'000	\$'000
Profit after income tax	<u>2,550</u>	<u>5,201</u>
Total comprehensive income	<u>2,338</u>	<u>5,095</u>

Statement of financial position

	Parent	
	2020	2019
	\$'000	\$'000
Total current assets	<u>25,758</u>	<u>19,507</u>
Total assets	<u>123,030</u>	<u>101,978</u>
Total current liabilities	<u>21,584</u>	<u>16,104</u>
Total liabilities	<u>54,796</u>	<u>31,247</u>
Equity		
Issued capital	63,068	65,097
Hedging reserve - cash flow hedges	(145)	67
Share-based payments reserve	1,172	1,156
Retained profits	<u>4,139</u>	<u>4,411</u>
Total equity	<u>68,234</u>	<u>70,731</u>

Guarantees entered into by the parent entity in relation to the debts of its subsidiaries

The parent entity has guarantees in relation to the debts of its subsidiaries in fixed and floating charges (or equivalent foreign charge) over all the assets and undertakings, including uncalled capital of each entity in the Group as at 30 June 2020 and 30 June 2019.

Please note comparative year has been changed to reflect consolidation entries between group entities.

Note 30. Parent entity information (continued)

Contingent liabilities

The parent entity had no contingent liabilities as at 30 June 2020 and 30 June 2019.

Significant accounting policies

The accounting policies of the parent entity are consistent with those of the Group, as disclosed in note 2, except for the following:

- Investments in subsidiaries are accounted for at cost, less any impairment, in the parent entity.
- Dividends received from subsidiaries are recognised as other income by the parent entity and its receipt may be an indicator of an impairment of the investment.

Note 31. Interests in subsidiaries

The consolidated financial statements incorporate the assets, liabilities and results of the following subsidiaries in accordance with the accounting policy described in note 2:

Name	Principal place of business / Country of incorporation	Ownership interest	
		2020 %	2019 %
Gale Pacific (New Zealand) Limited	New Zealand	100%	100%
Gale Pacific FZE	United Arab Emirates	100%	100%
Gale Pacific Special Textiles (Ningbo) Limited	China	100%	100%
Gale Pacific Trading (Ningbo) Limited	China	100%	100%
Gale Pacific USA, Inc.	USA	100%	100%
Zone Hardware Pty Ltd	Australia	100%	100%
Riva Window Fashions Pty Ltd	Australia	100%	100%

Note 32. Share-based payments

The Group maintains a performance rights scheme for certain staff and executives, including executive directors, as approved by shareholders at an annual general meeting. The scheme is designed to reward key personnel when the Group meets performance hurdles relating to:

- Improvement in earnings per share; and
- Improvement in return to shareholders.

Each performance right entitles the holder one ordinary share in the Company when exercised and is subject to the satisfying of relevant performance hurdles based on improvements in the Group's diluted earnings per share.

Performance rights issued to executives during the financial year were issued in accordance with the Group's remuneration policy which:

- Reward executives for Group and individual performance;
- Align the interests of the executives with those of the shareholders; and
- Ensure that total remuneration is competitive by market standards.

Refer to note 6 for the amount expensed to profit or loss during the financial year.

A share option plan has been established by the Group and approved by shareholders at a general meeting, whereby the Group may, at the discretion of the Nomination and Remuneration Committee, grant options over ordinary shares in the Company to certain key management personnel of the Group. The options are issued for nil consideration and are granted in accordance with performance guidelines established by the Nomination and Remuneration Committee.

Note 32. Share-based payments (continued)

Set out below are summaries of performance rights granted under the plan:

2020

Grant date	Expiry date	Grant price	Balance at the start of the year	Granted	Exercised	Expired/ forfeited/ other	Balance at the end of the year
21/09/2016	01/12/2019	\$0.35	1,299,000	-	-	(1,299,000)	-
22/11/2017	01/12/2020	\$0.31	1,774,000	-	-	(818,000)	956,000
13/11/2018	01/12/2021	\$0.35	1,821,000	-	-	(935,000)	886,000
16/01/2020	01/12/2022	\$0.31	-	1,034,971	-	-	1,034,971
			4,894,000	1,034,971	-	(3,052,000)	2,876,971

2019

Grant date	Expiry date	Grant price	Balance at the start of the year	Granted	Exercised	Expired/ forfeited/ other	Balance at the end of the year
09/10/2015	01/12/2018	\$0.23	1,863,000	-	(1,863,000)	-	-
21/09/2016	01/12/2019	\$0.35	1,299,000	-	-	-	1,299,000
22/11/2017	01/12/2020	\$0.31	1,774,000	-	-	-	1,774,000
13/11/2018	01/12/2021	\$0.35	-	1,821,000	-	-	1,821,000
			4,936,000	1,821,000	(1,863,000)	-	4,894,000

Accounting policy for share-based payments

Equity-settled share-based compensation benefits are provided to certain employees including executive directors. Equity-settled transactions are awards of performance rights over shares, that are provided to employees in exchange for the rendering of services.

The cost of equity-settled transactions is measured at fair value on grant date. Fair value is independently determined using the Binomial option pricing model that takes into account the exercise price, the term of the option, the impact of dilution, the share price at grant date and expected price volatility of the underlying share, the expected dividend yield and the risk free interest rate for the term of the option, together with non-vesting conditions that do not determine whether the Group receives the services that entitle the employees to receive payment. No account is taken of any other vesting conditions.

The cost of equity-settled transactions are recognised as an expense with a corresponding increase in equity over the vesting period. The cumulative charge to profit or loss is calculated based on the grant date fair value of the award, the best estimate of the number of awards that are likely to vest and the expired portion of the vesting period. The amount recognised in profit or loss for the period is the cumulative amount calculated at each reporting date less amounts already recognised in previous periods.

Market conditions are taken into consideration in determining fair value. Therefore any awards subject to market conditions are considered to vest irrespective of whether or not that market condition has been met, provided all other conditions are satisfied.

The weighted average fair value of the share options granted during the financial year is \$0.31 (2019: \$0.35).

Expected volatility is based on the historical share price volatility over the past 3 years. To allow for the effects of early exercise, it was assumed that executives and senior employees would exercise the options after vesting date when the share price is two and a half times the exercise price.

If equity-settled awards are modified, as a minimum an expense is recognised as if the modification has not been made. An additional expense is recognised, over the remaining vesting period, for any modification that increases the total fair value of the share-based compensation benefit as at the date of modification.

If the non-vesting condition is within the control of the Group or employee, the failure to satisfy the condition is treated as a cancellation. If the condition is not within the control of the Group or employee and is not satisfied during the vesting period, any remaining expense for the award is recognised over the remaining vesting period, unless the award is forfeited.

Note 32. Share-based payments (continued)

If equity-settled awards are cancelled, it is treated as if it has vested on the date of cancellation, and any remaining expense is recognised immediately. If a new replacement award is substituted for the cancelled award, the cancelled and new award is treated as if they were a modification.

Note 33. Remuneration of auditors

During the financial year the following fees were paid or payable for services provided by Deloitte Touche Tohmatsu, the auditor of the Company:

	Consolidated	
	2020	2019
	\$	\$
<i>Audit services - Deloitte Touche Tohmatsu</i>		
Audit or review of the financial statements	320,640	335,775
<i>Other services - Deloitte Touche Tohmatsu</i>		
Other services (including tax services)	302,309	79,631
	<u>622,949</u>	<u>415,406</u>

Note 34. New Accounting Standards and Interpretations not yet mandatory or early adopted

At the date of authorisation of the consolidated financial statements, other Standards and Interpretations in issue but not yet effective were listed below.

Standard and Interpretation	Effective for annual reporting periods beginning on or after	Expected to be initially applied in the financial year ending
AASB 2014-10 Amendments to Australian Accounting Standards - Sale or Contribution of Assets between an Investor and its Associate or Joint Venture (AASB10 & AASB128), AASB 2015-10 Amendments to Australian Accounting Standards - Effective Date of Amendments to AASB 10 and AASB 128 and AASB 2017-5 Amendments to Australian Accounting Standards - Effective Date of Amendments to AASB 10 and AASB 128 and Editorial Corrections	1 January 2022	30 June 2023
AASB 2018-6 Amendments to Australian Accounting Standards - Definition of a Business	1 January 2020	30 June 2021
AASB 2018-7 Amendments to Australian Accounting Standards - Definition of Material	1 January 2020	30 June 2021
AASB 2019-1 Amendments to Australian Accounting Standards - References to the Conceptual Framework	1 January 2020	30 June 2021
AASB 2019-3 Amendments to Australian Accounting Standards - Interest Rate Benchmark Reform	1 January 2020	30 June 2021
AASB 2019-5 Amendments to Australian Accounting Standards - Disclosure of the Effect of New IFRS Standards Not Yet Issued in Australia	1 January 2020	30 June 2021

In addition, at the date of authorisation of the financial statements no IASB Standards and IFRIC Interpretations were on issue but not yet effective, but for which Australian equivalent Standards and Interpretations have not yet been issued. The Directors of the Group do not anticipate that the adoption of above amendments will have a material impact in future periods on the financial statements of the Group.

Note 35. Events after the reporting period

The Group has reviewed the impact of the additional lockdown measures in the state of Victoria from 5 August 2020 on the Group's operations, customers, suppliers and employees across the business and concluded that there were no matters evident at the date of the financial report that require adjustment.

No other matter or circumstance has arisen since 30 June 2020 that has significantly affected, or may significantly affect the Group's operations, the results of those operations, or the Group's state of affairs in future financial years.