



Investor Overview

and Braeside Site Tour



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June 17th, 2026

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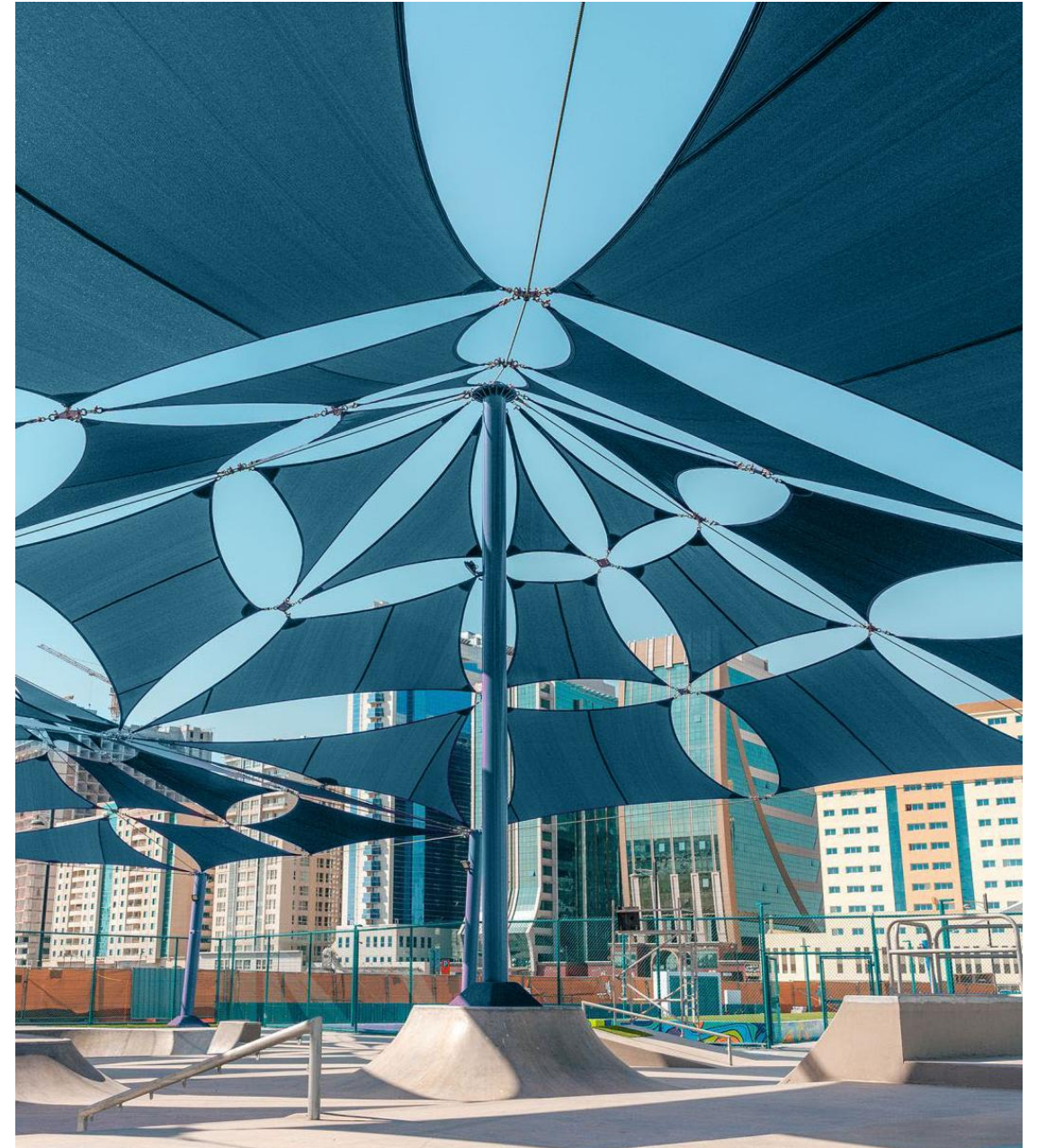
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Agenda

1. Brief Overview
2. Trading Conditions
3. Strategy
4. Key Strategic Priorities
5. Growth Priorities
6. Site Tour
7. Questions





LOS ANGELES, CA
Warehouse

CHARLOTTE, NC
Americas Head Office



DUBAI, UAE
Middle East
Sales Office



NINGBO, CHINA
Fabric Mfg. Operation

Global Company with Australian Roots



PERTH, AUS
Warehouse

MELBOURNE, AUS
AUS Head Office,
R&D, Coated Mfg.



AUCKLAND, NZ
Warehouse

GALE Pacific at a glance



75 years of technical textile
and shade innovation



Global distribution
footprint



Vertically integrated
manufacturing



Consumer, commercial
and industrial end markets



Ranged with major
global retailers



Closed-loop
recycling pioneer

Retail

Knitted Fabrics



Shade fabric



Shade sails



Outdoor roller shades



Elevated pet beds

Structures



Umbrellas



Gazebos

Commercial

Knitted Fabrics



**Architectural
shade fabric**



Horticultural netting



Agricultural shade fabric

Coated Fabrics



Agricultural crop storage fabric



Water containment fabric



Greenhouse fabric



Waterproof shelter fabric

Retail – Australia & New Zealand



Bunnings Partnership

- ~220 SKUs in 350+ stores in Australia
- ~50-90% share of shelf across five product categories
- Coolaroo & Bunnings private label range assortment



Additional Retailers



Cancer Council

Exclusive Cancer Council Australia endorsement



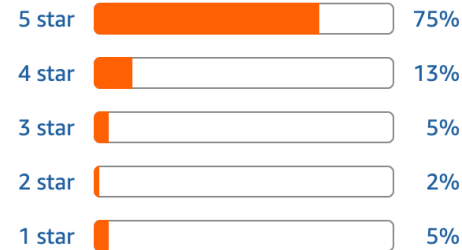
Retail - Americas



Customer reviews

★★★★☆ 4.5 out of 5

79,801 global ratings



US Retailers

~25 SKUs in 3,800 stores



Retail Partnership

Sole supplier to Lowe's & Home Depot for on-the-shelf & custom outdoor roller shade programs

Ecommerce

- #1 elevated pet bed with > 56,000 five-star reviews on [amazon](#)
- Ranging at: [chewy](#) [BLINDS.COM](#)
- FY26 Launched [Coolaroo](#) Online

Beyond the US

Ranging at Costco Canada & Mexico
Distributor network in Mexico, Argentina & Chile



Commercial – Australia & New Zealand



Grain Storage

Primary coated fabric supplier for GrainCorp for use across 160+ grain storage sites in Australia



Water Security

Sole supplier of liner fabric to top two water tank manufacturers



Shade

Leading supplier to fabricators providing solutions for car parks, schools, playgrounds and other applications



Horticulture

Key supplier of orchard & vineyard netting to Australia's largest fabricator



Packaging

Long-term paper coating partner with Visy



Commercial – Americas



Market Position

Pioneer and leader in architectural shade solutions



Sales Channels

Direct to large-scale fabricators and leading share of large distributors across the United States



Strategic Partnerships

Supporting a key Australian commercial customer establishing operations in the US

Commercial – Developing Markets



Market Leader

- First to introduce architectural shade fabric in Middle East & Europe
- Market share leader in both regions

Middle East

- Fabric specified by government for school play areas
- Fabric specified for car park shade with large international brands

Europe

- 20+ years of distribution partnerships in Spain, Italy & Israel

Japan

- Coolaroo consumer products ranged in home improvement stores
- ~30 SKUs across 100 stores

South-East Asia

- Architectural shade fabric distributed in Thailand, Vietnam, Indonesia & India

Category & Product Group Mix

Financial Year 2024/2025

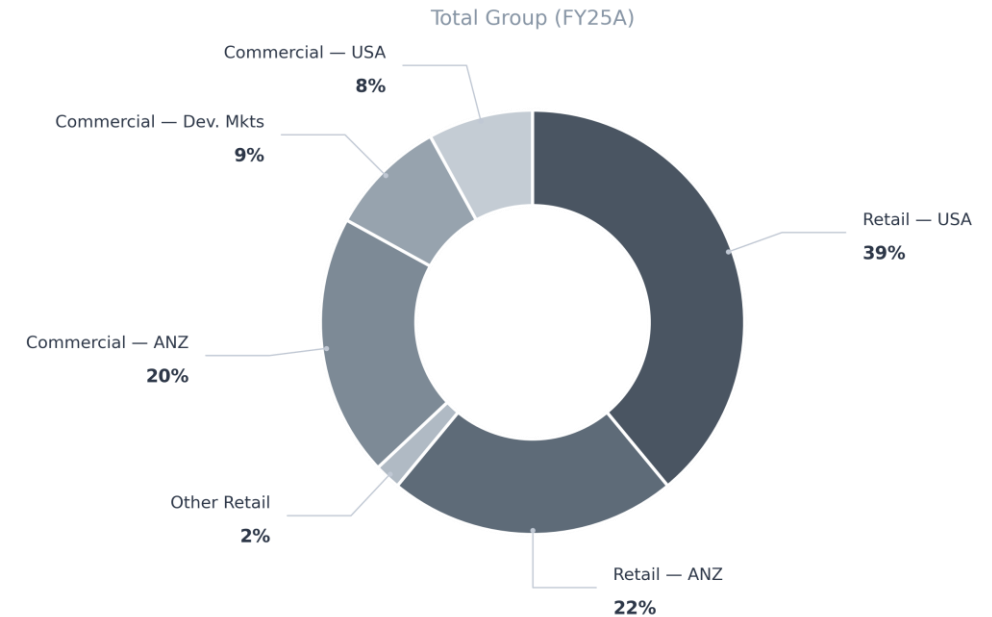
RETAIL — mix within each region's retail revenue

Product Group	ANZ	USA	Other	Group
Roller Shades	11.0%	67.2%	—	47.3%
Shade Fabric	17.7%	7.6%	—	11.2%
Shade Sails	13.7%	6.1%	—	9.0%
Structures	17.5%	0.3%	—	6.4%
Custom Roller Shades	0.0%	9.4%	—	5.8%
Umbrellas	33.7%	0.0%	—	11.8%
Pet Beds	0.0%	8.9%	—	5.6%
Other (retail)	6.4%	0.5%	100.0%	2.9%
Total Retail	100.0%	100.0%	100.0%	100.0%
% of Group Total	22.0%	39.0%	2.0%	63.0%

COMMERCIAL — mix within each region's commercial revenue

Product Group	ANZ	USA	Dev. Mkts	Group
Commercial Coated	48.6%	0.1%	4.4%	26.9%
Commercial Knitted	14.8%	99.9%	95.6%	53.7%
Commercial Paper	36.7%	0.0%	0.0%	19.4%
Total Commercial	100.0%	100.0%	100.0%	100.0%
% of Group Total	20.0%	8.0%	9.0%	37.0%

Commercial vs Retail by Region



Middle East War Impacts

- **Direct Impacts**

- Revenue contracted at the peak of the conflict in March.
- Market activity has picked up from April but remains subdued.
- Inventory on the ground in Dubai has allowed us to take advantage of available demand in the short term.
- FY26 results will be impacted.

- **Commodity pricing / raw materials**

- Our main commodities impacted by the conflict are HDPE resin, aluminium and steel.
- Continuity of supply has not been a significant issue, however we have elected to hold marginally higher raw material safety stock both in China and Australia.
- Commodity prices remain elevated and will be addressed via pricing as required.



US Trading

- **US peak season performance**

- The US retail market remains relatively flat with consumer confidence remaining low and cost of living pressures driving consumer behaviour.
- We are seeing some improvement in our core product ranges as we move through the season.
- As previously communicated, we have modified how we “sell in” to our retailers to better align inventory levels and reduce the risk of the need for clearance support.
- Commercial segment demand remains resilient.

- **Ecommerce (Online)**

- Traditionally pet bed sales via Amazon US have been our largest online sales category. This market is becoming increasingly saturated with low-cost copies of our elevated pet beds.
- We have expanded our online product offering through the launch of ecommerce capabilities on our own digital platforms in the US. Early results are encouraging.
- Our Australian digital platforms will be ecommerce enabled over the coming weeks in preparation for the Australian summer season.



US Trade Policy

- **Tariffs and tariff refunds**

- The current position is that the 10% Section 122 tariffs, introduced following the U.S. Supreme Court's February 2026 ruling on the IEEPA tariffs (which had been set at 30%), remain in force.
- Importantly, these tariffs were incremental to the pre-existing tariff regime applicable to our products, where duty rates ranged from 0% to 40%.
- In June 2026, the USTR announced the outcome of its Section 301 investigations into key trading partners. The investigations concluded that several countries had not sufficiently prohibited or enforced restrictions on imports linked to forced labour. As a result, the USTR proposed additional tariffs of 10% to 12.5% on imports from those jurisdictions. The proposed measures have not yet been implemented; our current understanding is that they would replace the existing Section 122 tariffs.
- With respect to tariff refunds, we have lodged all relevant claims and applications. To date, we have received approximately A\$1.4 million in refunds.
- The tariff refund process remains complex and somewhat opaque, with guidance and outcomes continuing to evolve.



Strategy

Our goal is not just to sell shade products – but to deliver complete shade solutions for every customer, everywhere

Strategic Pillars & KPIs

Purpose

To enrich lives through shade

Vision

To make shade as fundamental to outdoor life as sunlight



Culture

- Strong safety performance
- High employee engagement
- Continuous improvement mindset
- Employer of choice



Innovation

- End-user driven
- “First choice” for consumers
- Solution focused
- Growing brand awareness and customer satisfaction



Growth

- Channel growth in existing markets
- Increased product and digital partnerships
- Climate appropriate geographic success
- Efficient operating model and sustainable profits

Financial outcomes

Margin expansion | EBITDA growth | Free cash flow improvement

Key Strategic Priorities

Americas operating model reset

- ~25% reduction in US workforce completed.
- Administration and management roles streamlined to simplify the operating model.
- Annualised savings of A\$3.7 million.
- Team now focused on Sales, Marketing & Distribution with right-sized support.
- Growth focused operation – core products range expansion with new and existing customers.
- Digital growing in importance and focus.

End-user driven Innovation

- Our largest ever consumer insights project is currently underway.
- Innovation pipeline is filling quickly.
- Early retail insight: Our products are needed, how can we make them easier to use – product to solution.



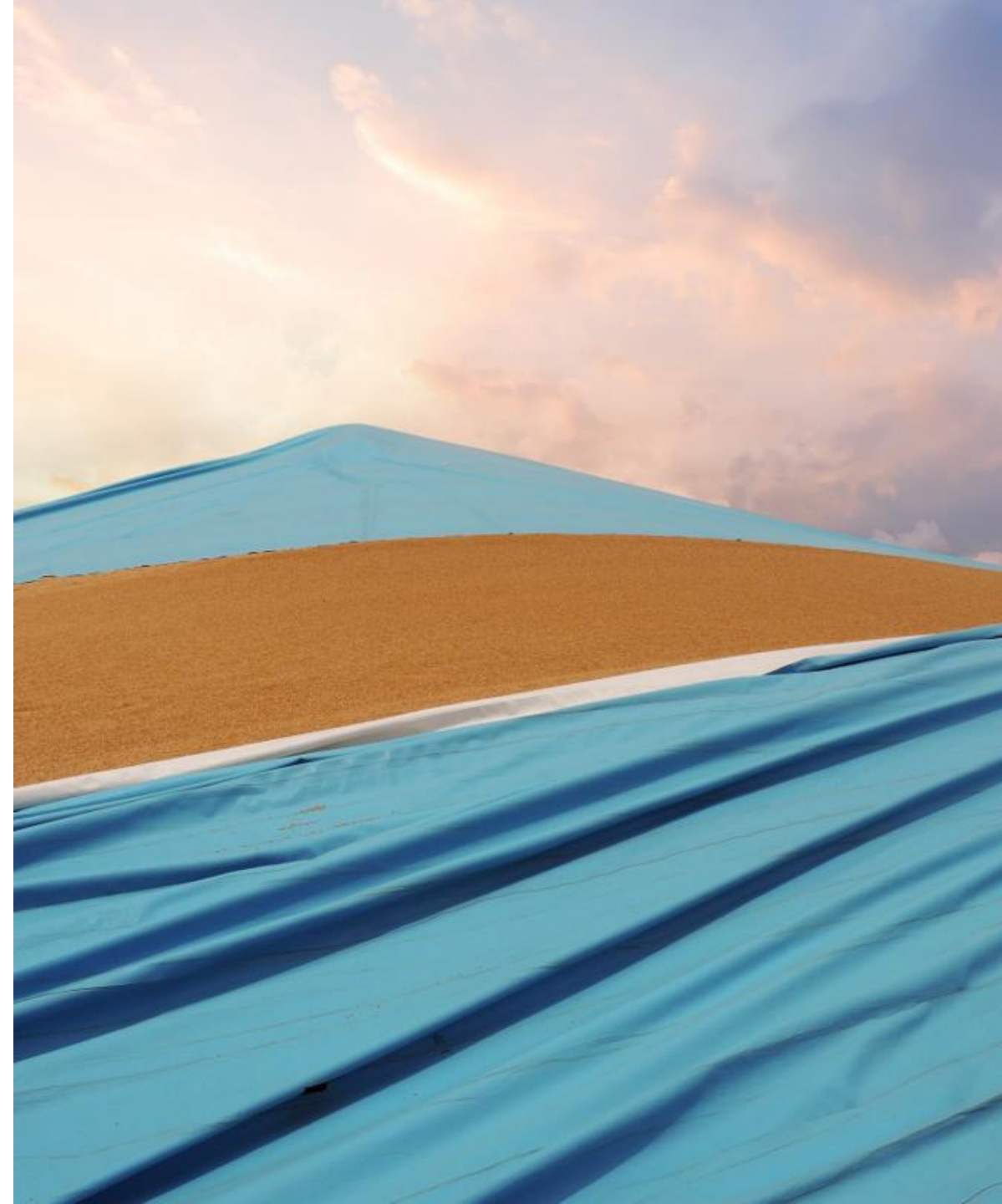
Key Strategic Priorities

Commercial Growth

- We are expanding our Commercial sales team in all core markets with the aim of:
 - Increasing sales of existing products in existing markets.
 - Improving market penetration of existing products in new markets.
 - Specific emphasis on agriculture and horticulture share growth - existing and refined products.
 - Expansion of paper coating primarily in ANZ.

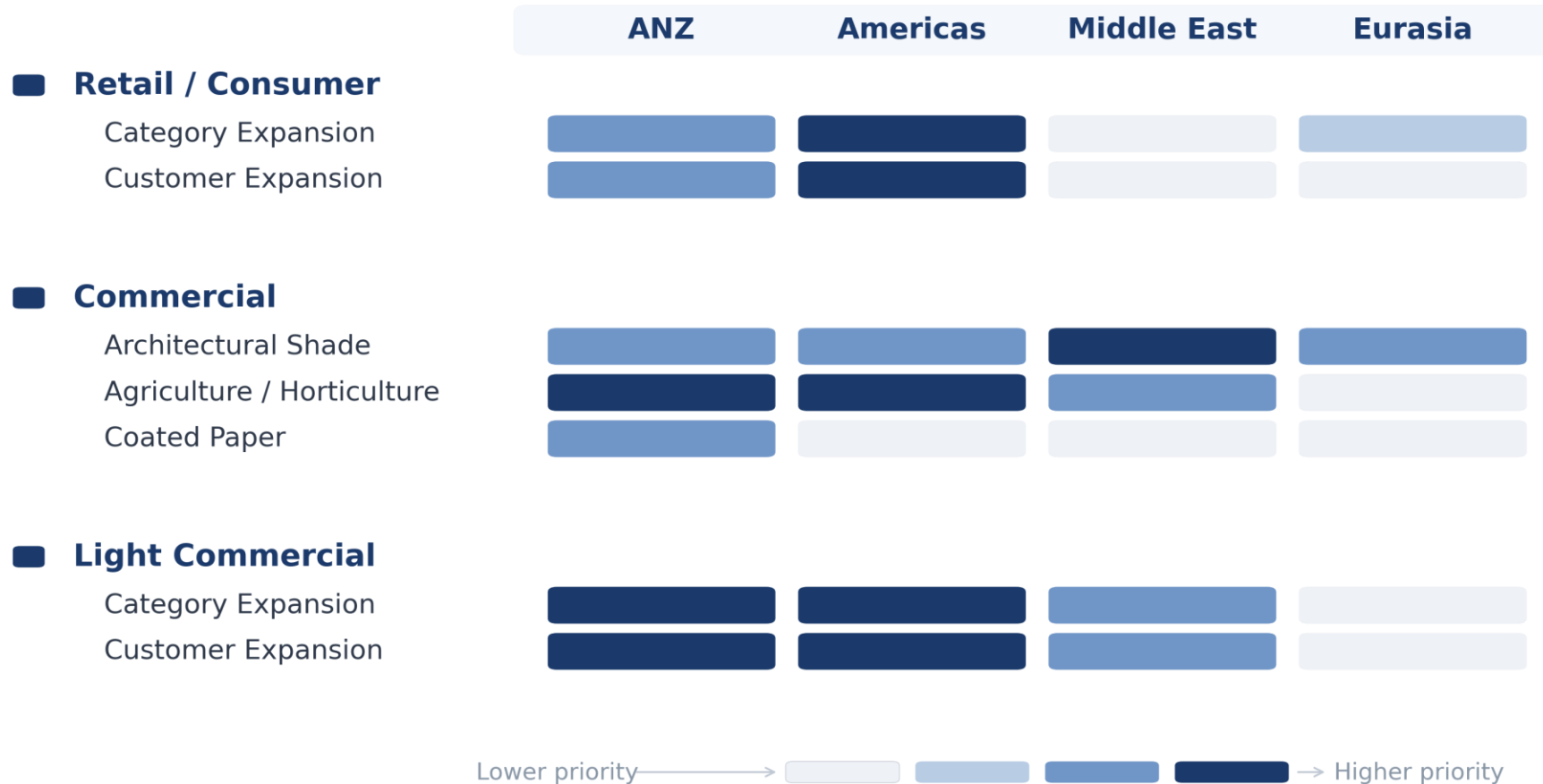
Manufacturing diversification

- Trial fabric production with South-East Asian partner successfully completed.
- Detailed planning underway for low volume saleable production of outdoor roller shades with this partner in FY27.



Growth Focus by Region

Relative investment priority across core product lines and target regions



The Light Commercial segment will form a new segment utilising existing products from our Retail and Commercial ranges

Growth Focus by Product

Financial Year 2024/2025

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Our primary Retail growth objective is to scale our US consumer business by replicating the category depth and breadth of our mature ANZ model across a retail footprint 10x Bunnings, supported by established trading relationships with major US retailers.

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Build on our knitted product scale in the US and Developing Markets to expand into Agriculture and Horticulture, with this market entry driving growth in our coated fabric business.

Key Messages

- In our 75th year, we have a solid foundation to build from.
- Our refreshed strategy is clear and coming to life.
- We have made significant progress on redefining the operating model.
- We have weathered some substantial headwinds over the past 12 months.
- We are well placed to move into a Growth phase.

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