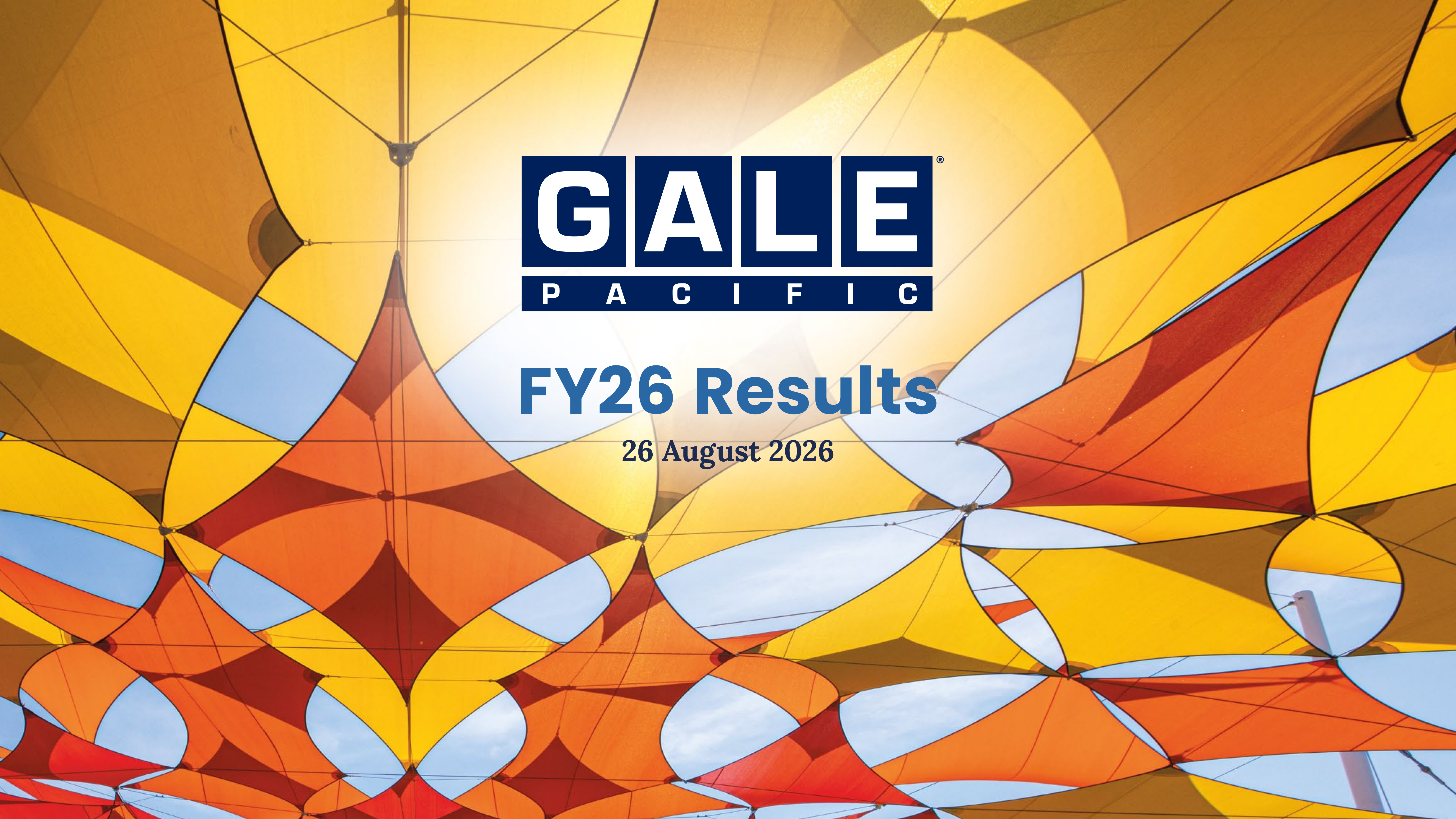

GALE PACIFIC

FY26 Results

26 August 2026

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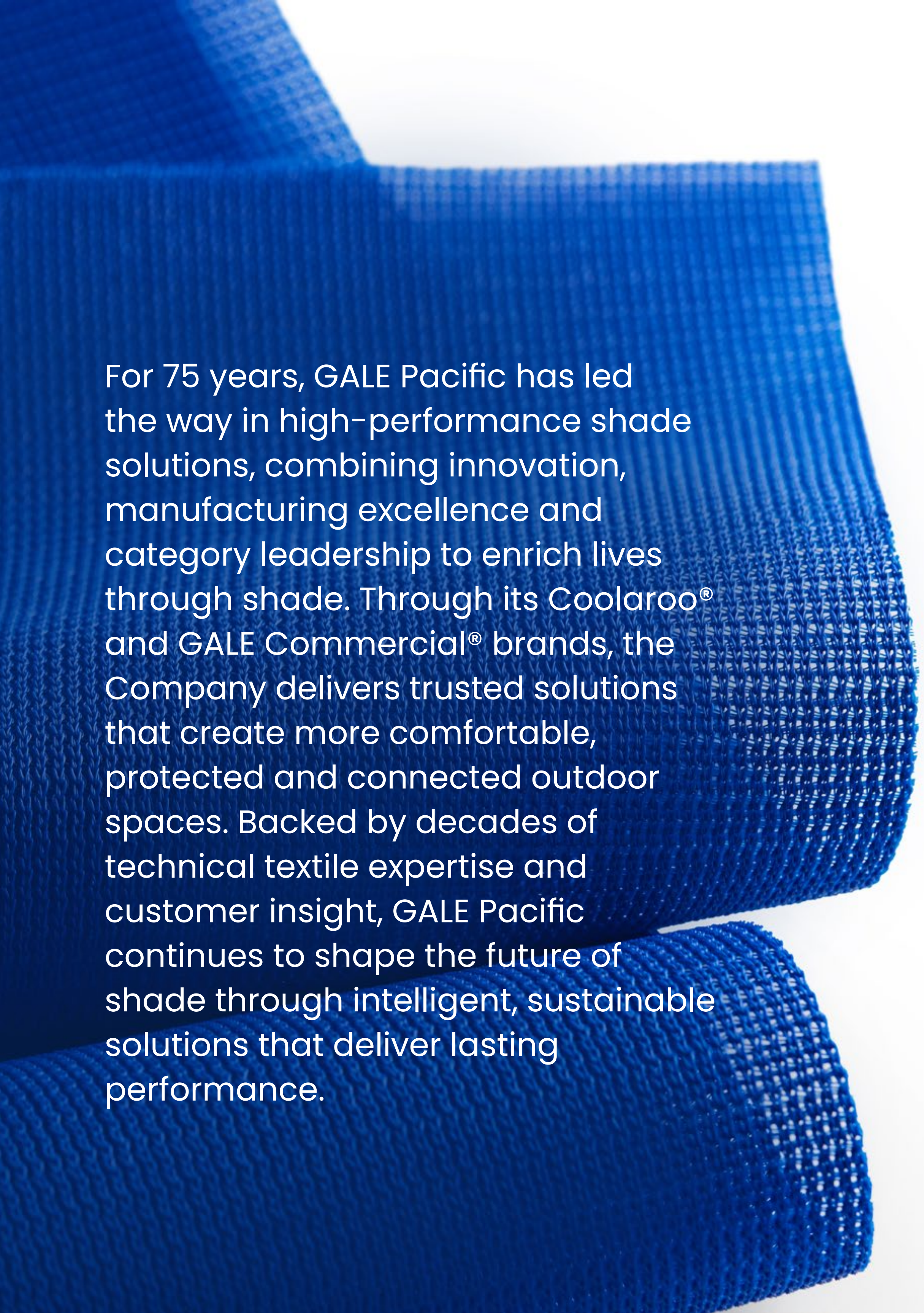


For 75 years, GALE Pacific has led the way in high-performance shade solutions, combining innovation, manufacturing excellence and category leadership to enrich lives through shade. Through its Coolaroo® and GALE Commercial® brands, the Company delivers trusted solutions that create more comfortable, protected and connected outdoor spaces. Backed by decades of technical textile expertise and customer insight, GALE Pacific continues to shape the future of shade through intelligent, sustainable solutions that deliver lasting performance.

GALE PACIFIC 75 YEARS

GALE COMMERCIAL

GALE Commercial® delivers trusted shade, protection and containment solutions for commercial, industrial and agricultural applications. Driven by engineering expertise and underpinned by proven compliance and technical support, our solutions are relied upon where durability, safety and performance matter most.

PRODUCT CATEGORIES

- Architectural Shade Fabric
- Horticultural Knitted Fabric
- Commercial Netting
- Agricultural Shade and Protection
- All-Weather Advertising Banners
- Coated Polyfabrics
- Food-Grade Coated Non-Wovens

Coolaroo

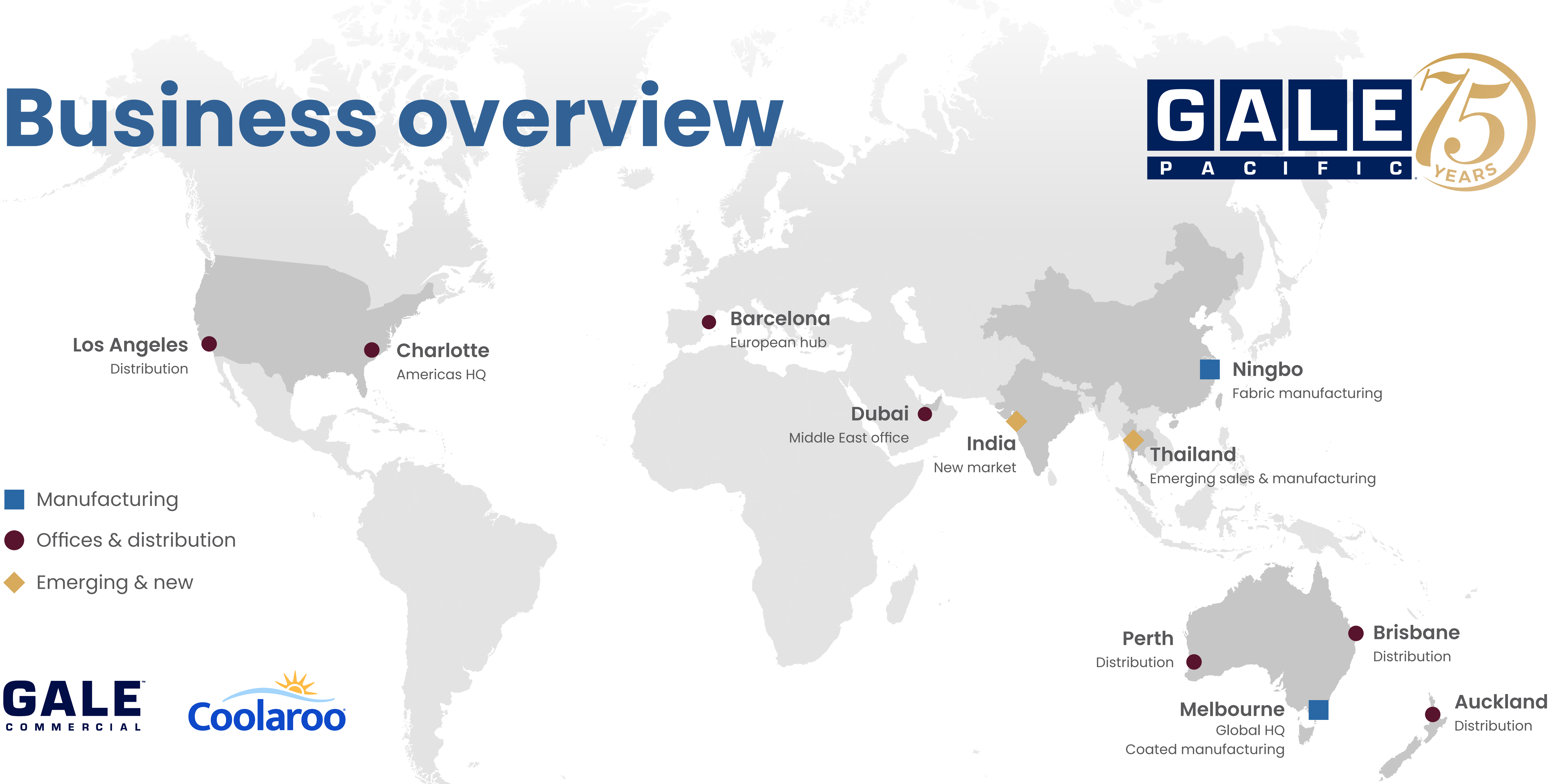
Coolaroo® is a market-leading outdoor living brand that makes shade simple. Combining innovative design, sun protection and trusted performance, Coolaroo delivers easy-to-shop solutions that help consumers create comfortable outdoor spaces with confidence.

PRODUCT CATEGORIES

- Roller Shades
- Shade Sails
- Shade Fabric
- Pergolas and Gazebos
- Umbrellas
- Garden Covers and Grow Bags
- Pet Beds
- Synthetic Turf

Business overview

GALE PACIFIC 75 YEARS



- Manufacturing
- Offices & distribution
- Emerging & new

GALE COMMERCIAL

Coolaroo

1951	**~410**	**3**	**42**	**#1**
Founded in Melbourne 75 years in 2026	People worldwide	Manufacturing sites China · Australia · Thailand	Countries selling product	Global market leader Inventor of HDPE shade fabric

Our goal is to deliver complete shade solutions for every customer, everywhere

Purpose

To enrich lives through shade

Vision

To make shade as fundamental to outdoor life as sunlight

Strategic Pillars & KPIs

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

Results overview

Results at a glance

Lower revenue, but stronger margin, much stronger cash, and a move to net cash.

All figures in A$ millions unless stated.
Prior period (PCP) = FY25.

**As defined in the Financial Statements – excludes repayment of leases*

Revenue

$155.5 m

▼ 9.6%

vs $172.0m FY25

EBITDA

$12.3 m

▲ 2.5%

vs $12.0m FY25

EBITDA Margin

7.9 %

▲ 0.9 ppt

vs 7.0 % FY25

Operating Cash Flow*

$21.4 m

▲ +$21.3m

vs $0.1m FY25

Net Cash / (Debt)

$4.9 m

▲ $13.8m ⇄ to net cash

from $8.9m net debt

Net Loss After Tax

$(2.9) m

▲ Loss down $2.3m

vs $(5.2)m FY25

Basic EPS	Inventory	Working Capital / Sales	FX Expense
(1.03)c	**$42.7m**	**33.4 %**	**$3.0m**
vs (1.82)c	down $8.6m	vs 35.5%	largely non-cash

FY26 value creation drivers

Actions that strengthened the business

$3.1 m

Americas operating model reset

Simplified the US operating model, reducing workforce by 24% and delivering cash savings in FY26.

$7.2 m

Group cost discipline

Efficiency and cost initiatives delivered operating expense savings while preserving revenue-generating capability. Includes Americas operating model reset.

$8.6 m

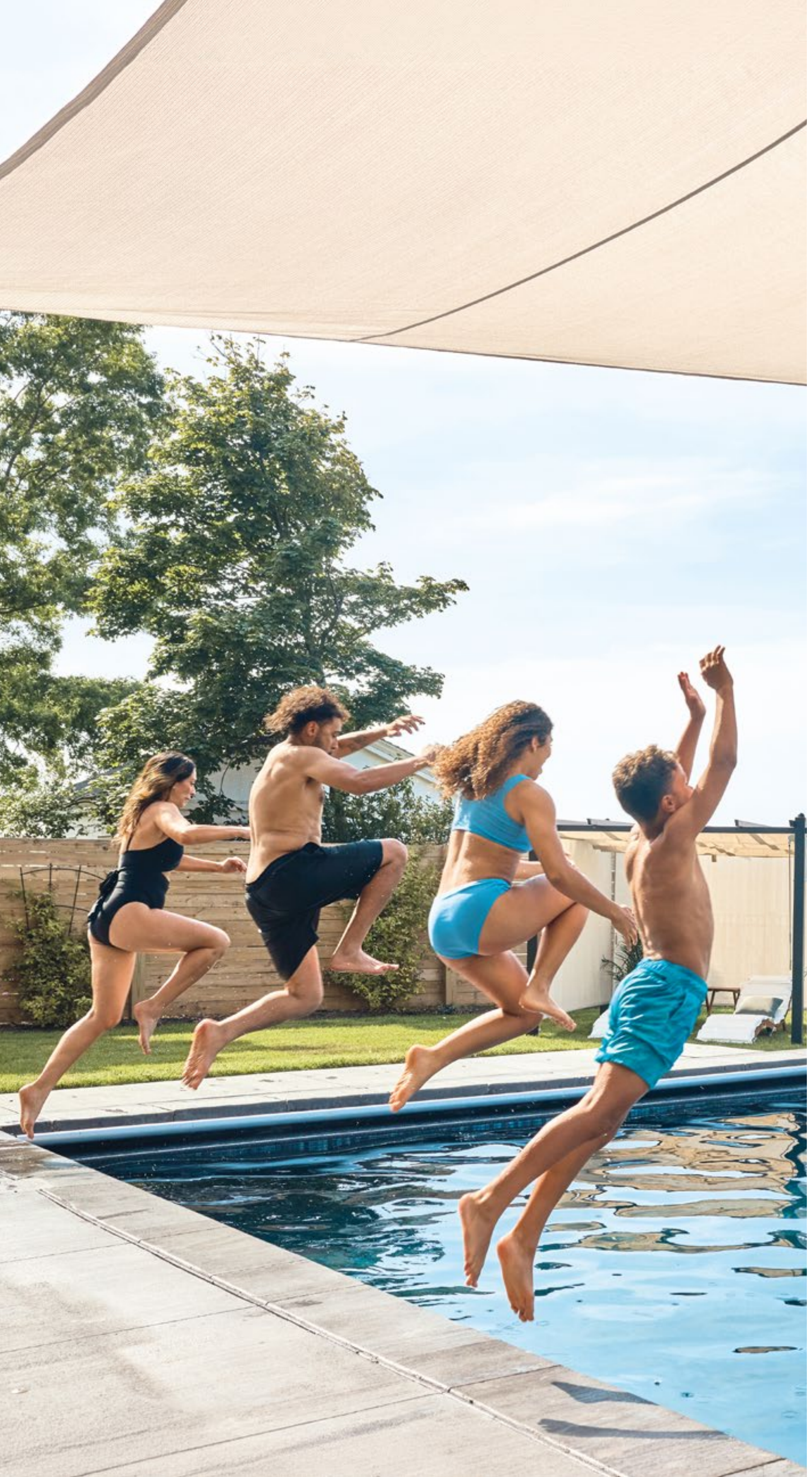
Working capital optimisation

Improved inventory management reduced stock holdings, driving operating cash flow of $21.4 million.

Market context

- *Americas demand: US retail demand softened through the peak season as consumers remained cautious amid ongoing economic uncertainty.*
- *Middle East conflict constrained growth in Q3 before recovering in Q4.*
- *Grain fabric demand moderated from the exceptional levels experienced in FY25, while remaining above historical averages.*

Regional overview



Americas

Revenue

$64.3 m

▼ 15% vs FY25

EBITDA

$13.1 m

▼ 11% vs FY25

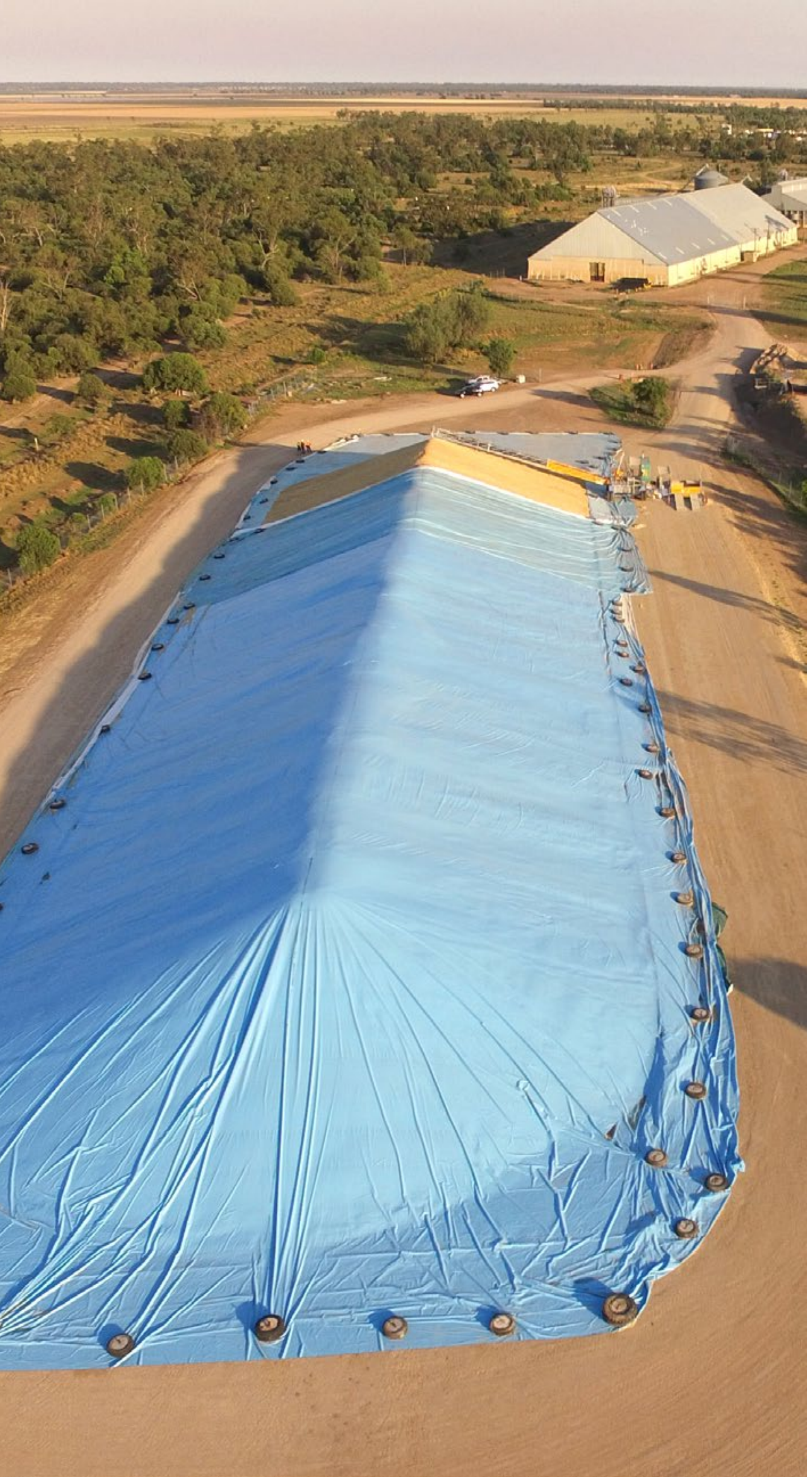
EBITDA Margin

20.4 %

▲ 0.8 pp vs 19.6 % FY25

- **Operating model reset:** Simplified the US operating model, reducing workforce by 24% and delivering $3.1 million in cash savings.
- **Inventory reset:** Deliberately aligned retail inventory fulfilment with consumer sell-through, reducing replenishment orders in the peak season as customers worked through excess inventory.
- **Commercial:** Resilient demand in the architectural shade segment supported by the recruitment of two business development resources to accelerate category growth
- **Market:** US retail demand softened through the peak summer season amid weaker consumer confidence.
- **US e-commerce launched:** Owned e-commerce channels delivered close to 100% year-on-year sales growth, strengthening direct consumer reach.
- **New customers:** Secured supply agreements with Menards, a leading Midwest home improvement retailer (~350 stores), Do it Best, a nationwide independent hardware network (~3,200 stores), and Orgill, a distributor serving ~12,000 retail outlets across North America, significantly expanding US retail reach.

A$ MILLION	FY26	FY25	Change
Revenue	64.3	75.7	(15%)
EBITDA	13.1	14.8	(11%)



Australia & New Zealand

Revenue

$76.4 m

▼ 4% vs FY25

EBITDA

$11.5 m

▲ 22% vs FY25

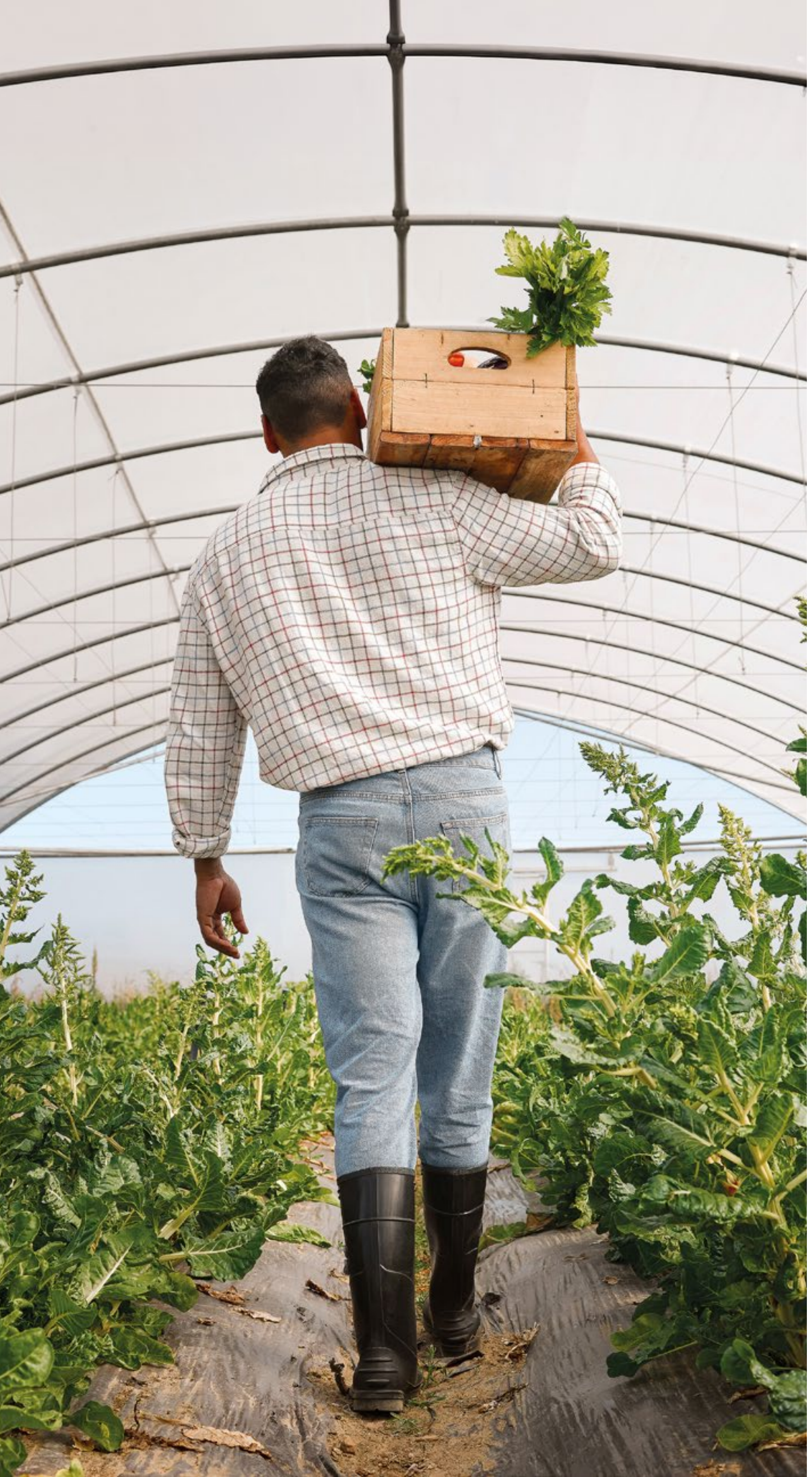
EBITDA Margin

15.1 %

▲ 3.2 pp vs 11.8 % FY25

- **Positive earnings:** Market-leading positions, improved margins and disciplined cost management supported positive earnings performance.
- **Bunnings solid:** Core shade categories delivered growth. Successful trial of new gazebo products at the end of season supporting planned FY27 store expansion.
- **Grain & Netting:** Grain storage and horticulture netting fabric demand moderated from the exceptional levels experienced in FY25, while remaining well above long-term averages.
- **Commercial growth:** Delivered 10% underlying growth across the architectural shade and water containment segments, supporting investment in two additional business development resources to accelerate future growth.
- **Horticulture:** Launch of new Solarweave hothouse fabric underway to support entry into the large-scale commercial grower market.
- **Long-term contract:** Renewed a long-term paper coating agreement with Visy, providing a stable platform for future commercial volumes.

A$ MILLION	FY26	FY25	Change
Revenue	76.4	79.5	(4%)
EBITDA	11.5	9.4	+22%



Developing Markets

Revenue

$14.8 m

▼ 12% vs FY25

EBITDA

$4.1 m

▼ 41% vs FY25

EBITDA Margin

27.7 %

▼ 13.4 pp vs 41.1 % FY25

- **Local inventory advantage:** Inventory holdings in Dubai enabled continued customer service and supported new business wins during the recovery period.
- **Middle East trading:** Steady trading outcome despite interruptions caused by geopolitical influences.
- **Credit discipline:** Disciplined credit and collections management maintained throughout the conflict.
- **Europe, Asia and India:** Europe delivered 10% growth by capitalising on strong demand during a hot northern hemisphere summer, while opportunities continued to expand across Asia and a new business development resource was appointed in India.
- **Diversification:** Trials of new Solarweave hothouse fabric commenced with new customers in the Middle East and India, leveraging proven ANZ horticulture expertise to support category expansion.
- **Middle East conflict:** Team member safety prioritised and maintained throughout the conflict.

A$ MILLION	FY26	FY25	Change
Revenue	14.8	16.8	(12%)
EBITDA	4.1	6.9	(41%)

Operations

China Manufacturing

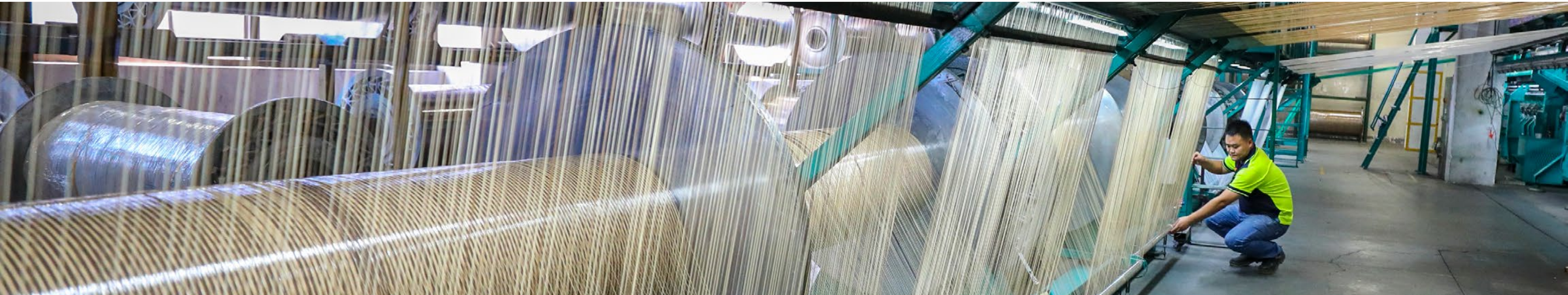
- Progressed warehouse footprint rationalisation through completion of the first consolidation phase.
- Manufacturing optimisation initiatives commenced to improve productivity and reduce operating costs.

Manufacturing Diversification

- Successfully completed roller shade fabric manufacturing trials with our Thai production partner.
- Commenced transfer of surplus manufacturing equipment from China to Thailand.
- Low-volume commercial roller shade production targeted during FY27.

Global Distribution Optimisation

- Global logistics and warehousing standardisation program launched to align systems and processes across the Group.
- Designed to enhance inventory visibility, control and management across global operations.



Strategic priorities & outlook

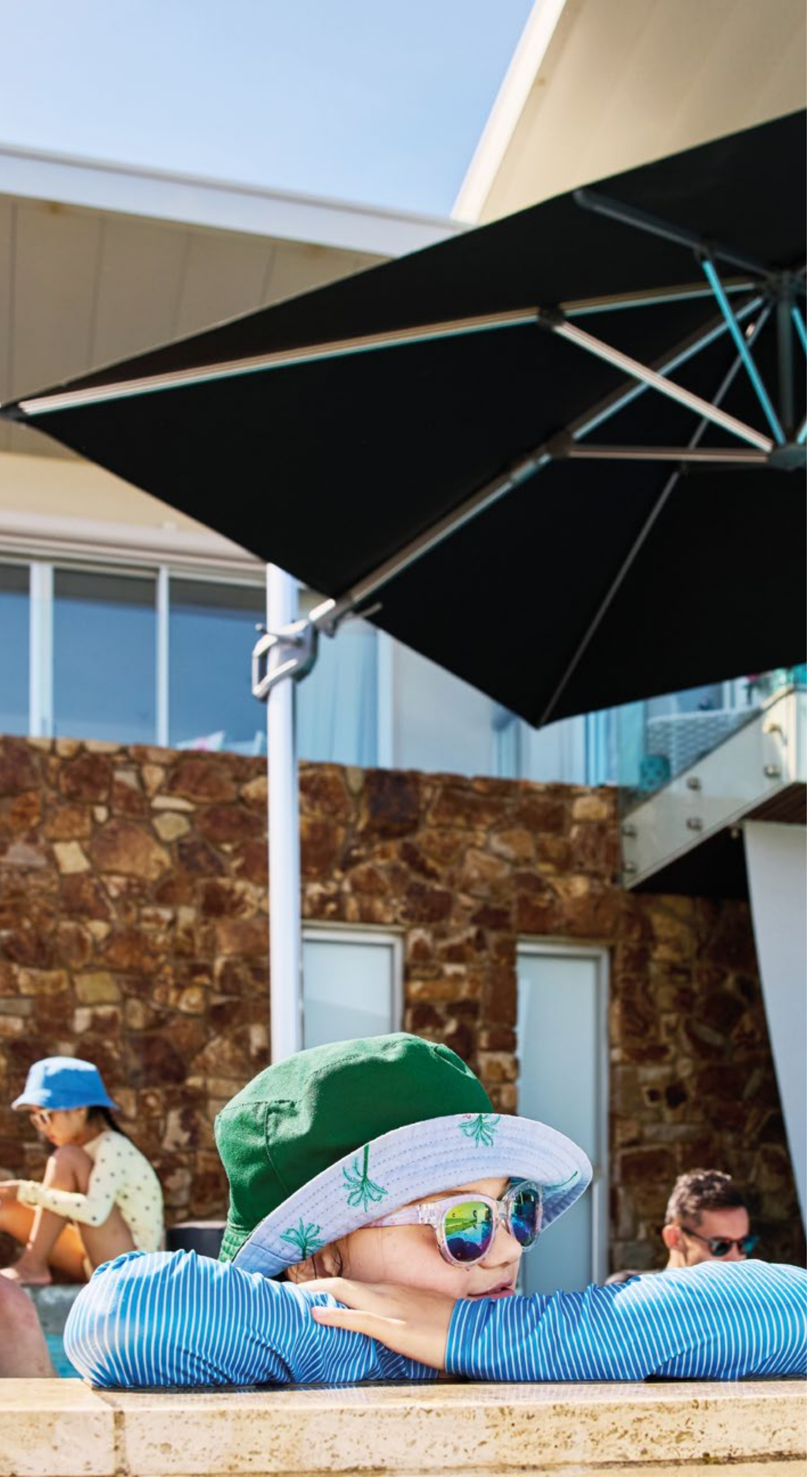
FY27 represents the first full year of execution under our refined strategy, building on the operational reforms and foundations established in FY26.

Strategic priorities

- **Accelerate Commercial segment growth** through expanded business development capability and increased customer acquisition across priority market segments.
- **Scale the US Consumer business** by leveraging established retail partnerships and replicating the category depth and breadth of the proven ANZ model across a significantly larger retail footprint.
- **Increase end-user demand generation** to strengthen consumer preference, enhance retailer sell-through and support Commercial market penetration.
- **Continue operational optimisation** across manufacturing, supply chain and distribution networks to improve profitability, efficiency and cash generation.

Outlook

- Americas consumer demand is expected to remain constrained as soft consumer confidence continues to weigh on discretionary spending.
- Middle East demand is expected to remain sensitive to geopolitical developments across the region.
- Australian summer demand may benefit from forecast hotter and drier seasonal conditions associated with an El Niño weather pattern.
- The Company will maintain a disciplined focus on profitable growth, building on the operational, cost and balance sheet improvements delivered in FY26.
- A performance update will be provided at the Annual General Meeting.



Key takeouts

FY26 - Stronger foundations.
Sharper focus. Better positioned for FY27.

- **A stronger business but more work to be done.**
  Profitability remained below expectations despite improved margins, cash generation and balance sheet strength.
- **FY26 delivered meaningful structural improvement.**
  Net cash, stronger cash flow, lower inventory and a leaner operating model have materially strengthened the business.
- **Disciplined execution delivered progress through significant external disruption.**
  Management responded decisively to softer US demand, tariffs and conflict in the Middle East.
- **A refined strategy is in place and execution is advancing.**
  Growth initiatives are focused on stronger demand generation, expanding US retail categories and scaling the Commercial segment globally.
- **Our primary objective remains restoring sustainable profitability.**
  FY27 will build on the stronger foundations established in FY26, combining profitable growth initiatives with continued operational and financial discipline.

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