

Full Year Results 2026



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A question-and-answer session will follow the presentation.

SECTION 01

Business Overview & Results Summary

Who Coventry Group is, the footprint we operate, and the FY26 results in summary.



Business overview

An Australasian distributor of industrial fasteners, consumables and hydraulic fluid systems with market leading brands across both segments.

\$375.3m

FY26 total revenue

94

Branches across Australia & New Zealand

~970

Team members

Trade Distribution

59% OF REVENUE

Fluid Systems

41% OF REVENUE



Konnect Australia

25% of revenue

Australia's leading supplier of specialist fasteners, fixings and industrial consumables to trade, construction and manufacturing customers

\$95.1M REVENUE



Konnect New Zealand

12% of revenue

New Zealand's leading supplier of specialist fasteners, fixings and industrial consumables to trade, construction and manufacturing customers

\$43.5M REVENUE



Nubco

14% of revenue

Tasmania's leading industrial, safety and hardware distributor serving customers in construction, industrial, resource and trade related industries.

\$53.3M REVENUE



Steelmasters

8% of revenue

Manufacturer and Distributor of specialist fasteners, fixings and engineering supplies across Australia and New Zealand

\$31.3M REVENUE



Cooper Fluid Systems

41% of revenue

National leading designer & manufacturer of hydraulic, lubrication, fire suppression, hose & fittings and waste recycling systems serving mining and industrial customers nationwide

\$152.1M REVENUE

Revenue is presented on a constant currency basis for NZD conversion; see appendix for further detail.

Branch network

Coventry Group serves the market through 94 branches in Australia and New Zealand, across Trade Distribution (Konnect, Nubco, Steelmasters) and Fluid Systems.

94	80	14
TOTAL BRANCHES	TRADE DISTRIBUTION	FLUID SYSTEMS



Yellow markers show branch locations; "City x N" indicates multiple branches at that location. Plotted from the FY26 branch register using real AU/NZ coastline data (Natural Earth via world-atlas). Excludes 3 branches closed in FY26 (Konnect Lismore, Konnect Canberra, Cooper Fluids Dandenong).

FY26 results summary

Significant turnaround and second-half earnings recovery, cost-out target met, and a materially improved exit run rate.



¹ EBITDA before significant items, excluding AASB 16 — non-IFRS measure. ² EBIT before significant items, excluding AASB 16 — non-IFRS measure. ³ Revenue and EBITDA are presented on a constant currency basis for NZD conversion; see appendix for further detail.

SECTION 02

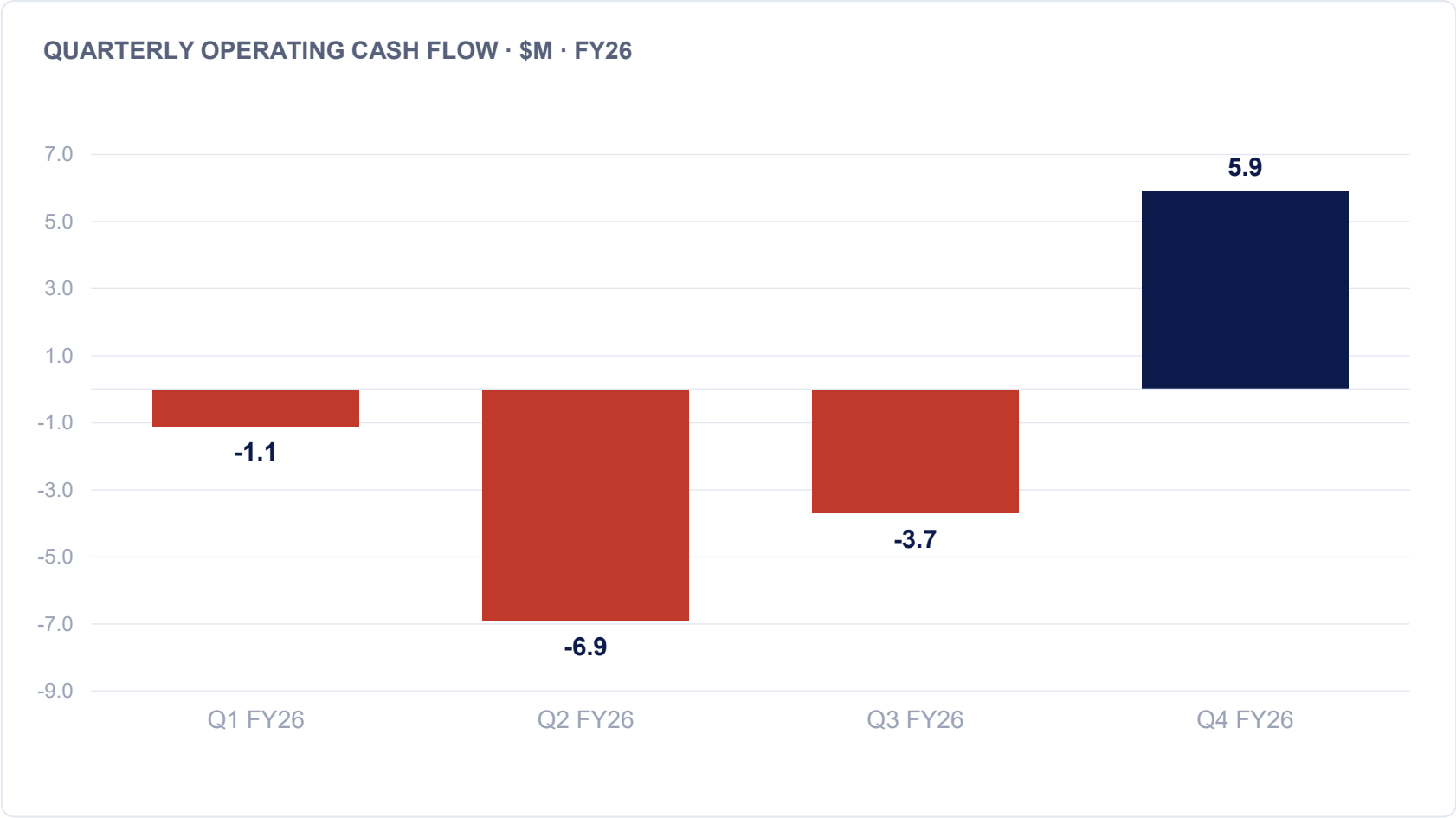
Turnaround progress

Strategy, the delivery scorecard against half-year commitments, and momentum building through the second half.



Performance Trajectory

2H FY26 EBITDA of \$6.2m, up \$3.0m on 1H FY26, with momentum building through Q4.



December & January are seasonally weaker months for the construction industry.

MARGIN LIFT

Buy & sell-side initiatives, freight optimisation and cost-out flowing through gross and EBITDA margin in 2H.

OPERATING LEVERAGE

EBITDA doubled half-on-half on stable revenue. The uplift was margin and cost-led, not volume-dependent.FY26 EBITDA includes ~\$1.5m drag from branches now closed (~\$1m) and new branches recently moved to breakeven (\$0.5m).

EXIT POSITIONING

Q4 trading exiting at the strongest run rate in 18 months driven by stable sales, improving profit margins & cost-out initiatives taking effect. Q4 also delivered the strongest quarter of cash flow on improved earnings and working capital management.

¹ EBITDA before significant items, excluding AASB 16 — non-IFRS measure, presented on a constant currency basis for NZD conversion. Monthly and quarterly figures are unaudited management estimates.

Progress against commitments

1H FY26 COMMITMENT		FY26 OUTCOME
01	Reach target \$10m of annualised cost-out savings by FY26 year-end.	\$10m cost out target achieved.
02	Steady upward earnings improvement through FY26.	2H EBITDA \$6.2m vs 1H \$3.2m - Q4 run rate \$4.1m.
03	Tighter working capital and reduced inventory.	Inventory down \$10.6m against June 2025.
04	Underperforming branches improving toward profitability.	Three branches closed (2 TD, 1 CFS), customers redirected to other branches, lifting overall network performance. Remediation plans in progress for the remainder.
05	Improving cash flow with ERP implementation costs and branch relocation costs behind us.	EBITDA-to-cash conversion improving in 2H. Operating cash flow of \$5.9m in Q4.
06	Net debt reduction with bank supportive.	Net debt stabilised. Leverage trajectory improving, new facility extension signed with NAB to 31 August 2028.

Branch Optimisation program

A full review of branch profitability was conducted in 2H FY26. Branches were assessed on three years of trading, contribution margin, market structure, and positioning. This resulted in the closing of three branches and the identification of several underperforming branches requiring improvement.

Closed 3 Loss-making branches with no viable remediation path. Closures completed in 2H FY26 with one-off costs through significant items. - Trade Distribution - 2 branches - Cooper Fluid Systems - 1 branch - Combined annualised EBITDA drag eliminated: ~\$1.0m - Most customers retained and redirected to other branches	Remediation in progress 7 Branches where revenue underperformance reflected poor local leadership. Addressed through targeted team changes, with pricing and inventory discipline reinforcing the turnaround. - New branch managers and salespeople appointed where performance has been unsatisfactory - Pricing and mix discipline reinstated under stronger local leadership - ERP-enabled inventory rightsizing supporting the recovery	Recovered 5 Branches that have moved into profitability including new FY26 openings now at maturity: 3 new branches that were loss-making in FY26, now breakeven (combined loss of \$547k in FY26) - positive contribution leading into FY27 2 prior underperforming branches now contributing positively - CFS Mackay – new flagship branch trading at expected uplift rate
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Branch counts are management classifications as at 30 June 2026. Closure costs included within significant items.

Strategic priorities

FY26 was focussed on stabilising the business. With that work substantially complete, our focus now shifts to disciplined, profitable growth and ongoing cash generation.

FY26 · LARGELY COMPLETE

Stabilise

- ERP stabilised across the group
- Balance sheet review & inventory clean-up
- Leverage trajectory improving through 2H

FY26–27 · In Progress

Optimise

- \$10m cost-out delivered – Further cost out initiatives identified for FY27
- Continue to remediate underperforming branches
- Margin improvement programs: price positioning, freight recovery, market diversification
- Working capital & cash conversion discipline

FY27 onward

Grow profitably

- Carry the Q4 exit run rate to FY27 and drive market penetrative growth
- Fully utilise operating leverage – grow into existing branch network capacity while keeping operating costs flat
- Mature new and underperforming branch profitability
- Continued net debt reduction and leverage improvement

From FY27, profitable earnings growth with a focus on cash generation

Strategic framework is directional and subject to the outcome of the Board's strategic portfolio review. No guidance is provided.

SECTION 03

Financial performance

Group profit and loss, significant items, segment results, cash flow and balance sheet for the year ended 30 June 2026.



Group financial summary

Revenue up 2.8% to \$375.3m. Adjusted EBITDA of \$9.4m reflects a weak first half, with 2H earnings almost double the first half.

\$M	FY26	FY25	CHANGE	1H FY26	2H FY26
Revenue	375.3	365.2	+2.8%	188.5	186.8
Gross profit	156.1	154.3	+1.2%	78.3	77.8
Gross margin %	41.6%	42.3%	-70 bps	41.5%	41.7%
Employment costs	(98.7)	(95.4)	+3.5%	(50.9)	(47.8)
Other operating costs	(48.0)	(46.6)	+3.0%	(24.2)	(23.8)
Total operating costs	(146.7)	(142.0)	+3.3%	(75.1)	(71.6)
Adjusted EBITDA ¹	9.4	12.3	-23.6%	3.2	6.2
Adjusted EBITDA margin %	2.5%	3.4%	-90 bps	1.7%	3.3%

Second half almost double the first.

- 2H FY26 adjusted EBITDA of \$6.2m compared with \$3.2m in 1H, as sales, cost reduction, margin improvement and branch network changes took effect.
- Employment costs rose 3.5%, reflecting award increases and the annualisation of new branches. Within the financial year, employment costs fell 1H to 2H as cost-out restructuring benefits weighted toward the second half took effect.
- Gross Margin down slightly from Trade Distribution product mix. Gross margin improved modestly from 1H to 2H as sell-side and buy-side pricing initiatives began to take effect.

¹ Adjusted EBITDA is before significant items and excludes the impact of AASB 16 — Leases. Non-IFRS measure used by management; reconciliation to statutory EBITDA in the appendix. Revenue and Adjusted EBITDA are presented on a constant currency basis for NZD conversion.

Segment P&L - Trade Distribution

Revenue of \$223.2m, up 2.4%, with adjusted EBITDA of \$11.7m. Second-half earnings improved to \$6.3m from \$5.4m in the first half.

\$M	FY26	FY25	CHANGE	1H FY26	2H FY26	COMMENTARY
Revenue	223.2	217.9	+2.4%	112.4	110.8	- Revenue growth of 2.4% was supported by improving conditions in mainland Australia and New Zealand and a resilient Tasmanian market, partly offset by steel price deflation. - Gross margin of 44.2%, down 110 basis points on product mix, with sell-side pricing initiatives partly offsetting input cost pressure. - Two branches closed in the second half, with customers and some inventory redirected to nearby sites. Annualised benefit flows to FY27. - Second-half improvement in EBITDA of \$6.3m versus \$5.4m in the first half as cost reduction and network changes started to take effect. The cost reductions ramped up as the year progressed and had the greatest impact in Q4. - NZD headwind - On an actual exchange rate basis, EBITDA was \$11.5m for FY26, a \$0.25m unfavourable impact from NZD currency movements during the year.
Gross margin	98.6	98.7	-0.1%	49.8	48.8	
Gross margin %	44.2%	45.3%	-110 bps	44.3%	44.0%	
Employment costs	(59.9)	(58.0)	+3.3%	(30.8)	(29.0)	
Other operating costs	(27.0)	(26.3)	+2.7%	(13.6)	(13.5)	
Adjusted EBITDA ¹	11.7	14.4	-18.8%	5.4	6.3	
EBITDA margin %	5.2%	6.6%	-140 bps	4.8%	5.7%	

¹ Adjusted EBITDA before significant items and AASB 16, presented on a constant currency basis for NZD conversion. Trade Distribution comprises Konnect Australia (including Artia), Konnect New Zealand, Nubco and Steelmasters. Excludes corporate overhead of \$(15.5)m.

Segment P&L - Fluid Systems

Revenue of \$152.1m, up 3.2%, with adjusted EBITDA of \$13.2m at an 8.7% margin - the group's most profitable segment.

\$M	FY26	FY25	CHANGE	1H FY26	2H FY26	COMMENTARY
Revenue	152.1	147.4	+3.2%	76.2	75.9	- Mining and industrial demand remained supportive through the year, with revenue up 3.2% and a record Q4 EBITDA of \$4.4m. - One branch closed in 2H, with operations consolidated into a nearby site and customers successfully redirected. - Mackay relocation to a new flagship site disrupted 1H trading, with that complete, 2H EBITDA improved to \$6.9m from \$6.3m. - Pricing discipline held gross margin at 37.6% despite competitive pressure, with 2H margin ahead of 1H.
Gross margin	57.2	55.7	+2.7%	28.5	28.7	
Gross margin %	37.6%	37.8%	-20 bps	37.4%	37.8%	
Employment costs	(30.7)	(29.5)	+4.1%	(15.8)	(14.9)	
Other operating costs	(13.3)	(12.8)	+3.9%	(6.4)	(6.9)	
Adjusted EBITDA ¹	13.2	13.4	-1.5%	6.3	6.9	
EBITDA margin %	8.7%	9.1%	-40 bps	8.3%	9.1%	

¹ Adjusted EBITDA before significant items and AASB 16, presented on a constant currency basis for NZD conversion. Fluid Systems trades principally as Cooper Fluid Systems.

Balance sheet

Net assets of \$104.1m. Inventory reduced \$10.6m following the inventory review and tighter working capital control.

\$M	30 JUN 26	30 JUN 25	CHANGE
Cash and cash equivalents	3.8	3.3	+0.5
Trade and other receivables	53.6	52.8	+0.8
Inventories	78.4	89.0	-10.6
Other current assets	7.1	10.3	-3.2
Total current assets	142.9	155.4	-12.5
Right-of-use assets	82.2	68.4	+13.8
Intangible assets	57.5	60.7	-3.2
PP&E, deferred tax and other	45.1	43.7	+1.4
Total assets	327.7	328.2	-0.5
Trade and other payables	(57.3)	(62.1)	-4.8
Borrowings (current \$5.0m)	(59.0)	(59.6)	-0.6
Lease liabilities	(93.6)	(81.2)	+12.4
Provisions and employee benefits	(13.7)	(14.1)	-0.4
Total liabilities	(223.6)	(217.0)	+6.6
Net assets	104.1	111.2	-7.1

KEY MOVEMENTS

- Inventory down \$10.6m to \$78.4m, reflecting ERP-enabled procurement discipline and the stocktake and provisioning review completed in 2H. \$5.4m of this movement was due to provisioning and write off adjustments.
- Borrowings extended - borrowings moved to non-current following the extension of the finance facility to 31 August 2028.
- Lease liabilities up \$12.4m on new and renewed branch leases, with a matching increase in right-of-use assets.
- Net assets down \$7.1m , driven by the reported loss including \$15.7m of significant items, of which \$12.3m were non-cash.

NET TANGIBLE ASSETS

\$22.2m

NET DEBT

\$55.2m

Net debt is interest-bearing loans and borrowings less cash; it excludes AASB 16 lease liabilities. Net tangible assets are net assets less intangible assets.

Working capital management

Net working capital reduced \$5.0m to \$74.7m, with a \$10.6m inventory reduction the key highlight.

\$M	30 JUN 26	30 JUN 25	YOY
Inventories	78.4	89.0	-10.6
Trade receivables	53.6	52.8	+0.8
Trade payables	(57.3)	(62.1)	-4.8
Net working capital ¹	74.7	79.7	-5.0
NWC as % of revenue	19.9%	21.8%	-190 bps

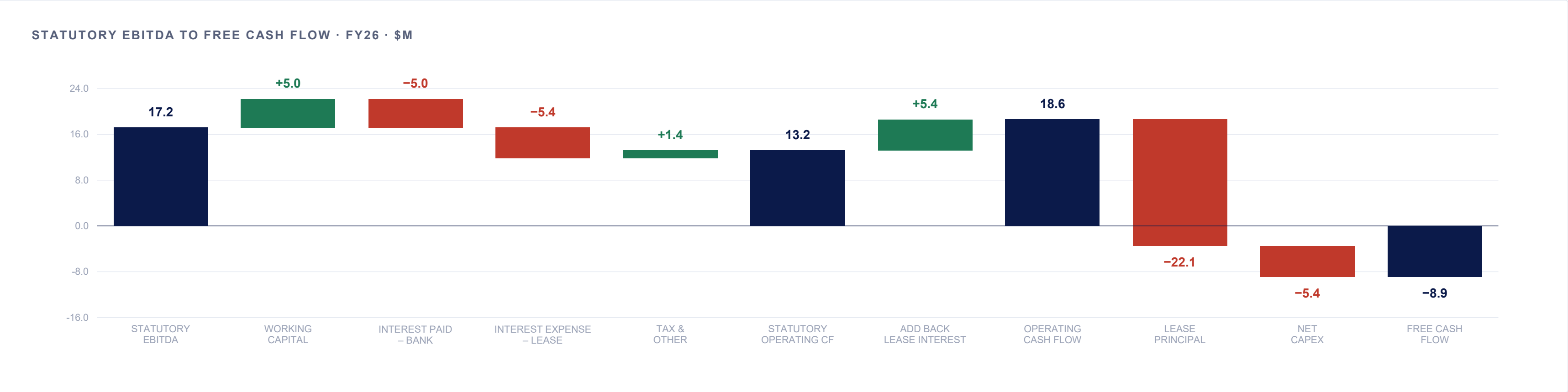
Commentary

- Inventory discipline** - ERP-enabled procurement controls, range rationalisation and a full physical stocktake and inventory review reduced inventory by \$10.6m.
- Trade Payables** - Payables reduced \$4.8m as aged balances were reduced - further ongoing reduction planned in FY27.
- Receivables held flat** on higher revenue, with tighter collections processes and credit control introduced during the year.



¹Net working capital comprises inventories plus trade receivables less trade payables but excludes provisions

Cash flow



WORKING CAPITAL

\$5.0m inflow driven by inventory reduction offset by reduction in aged payables.

INTEREST PAID

Interest expense of \$5.0m on the bank facility, expected to decrease as the gross leverage ratio reduces and debt is paid down

CAPITAL EXPENDITURE

Capital expenditure of \$5.4m was largely driven by the Mackay relocation and new store fit-outs and relocations across the Konnect network - concentrated in the early part of FY26.

FY27

Capex held below \$3m and lower significant-item cash costs support improved free cash flow.

Statutory operating cash flow is operating cash flow after lease interest payments. Free cash flow is statutory operating cash flow after lease principal repayments and net capital expenditure. Lease principal is presented within financing activities in the statutory cash flow statement.

Liquidity and funding

NET DEBT

\$55.2m

VS JUN 25

-\$1.1m

DRAWN FACILITIES

\$59.0m

NON-CURRENT

\$54.0m

CASH ON HAND

\$3.8m

VS JUN 25

+\$0.5m

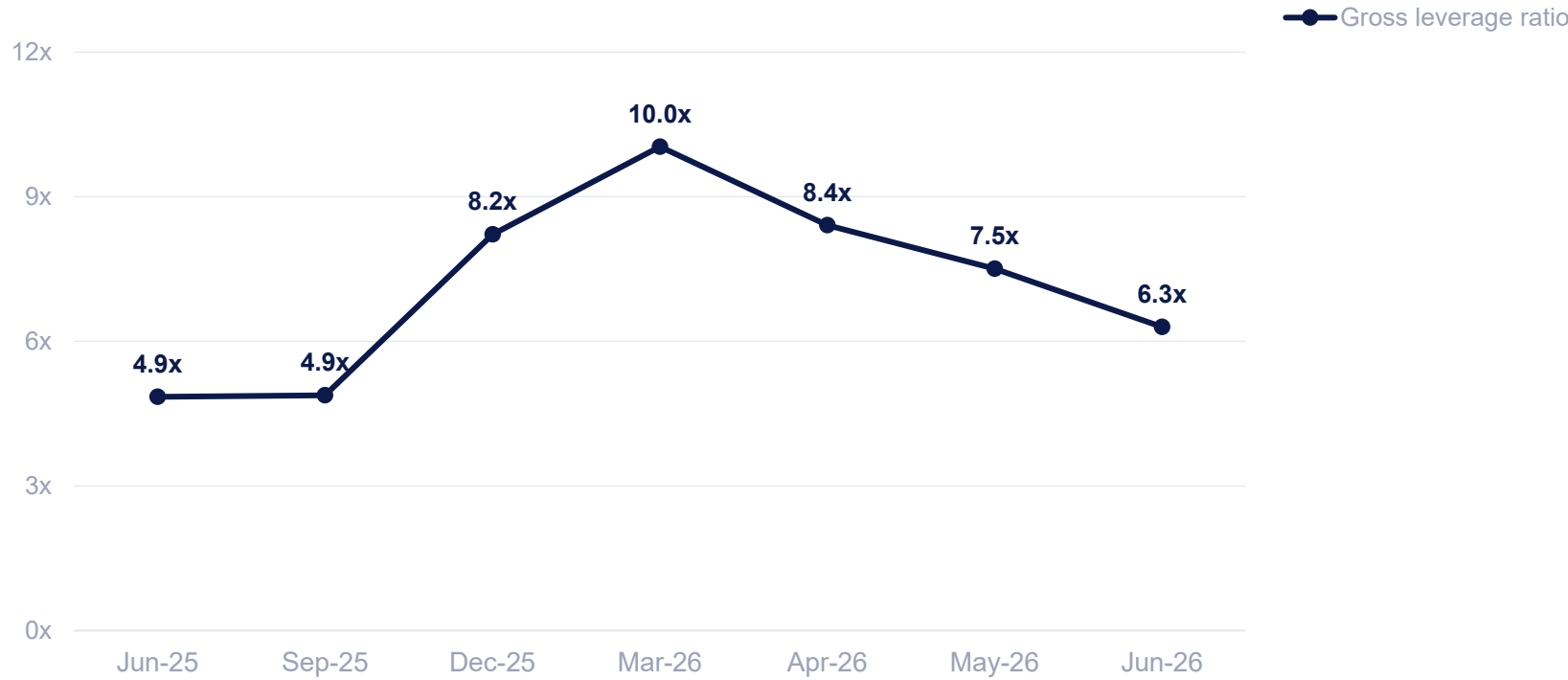
TOTAL LIQUIDITY

\$14.8m

AT 30 JUN 26

cash + undrawn

GROSS LEVERAGE RATIO · FY26



FUNDING AND COVENANTS

- **Facilities extended** in August 2026. The facilities were due to expire in July 2027 - an extension to 31 August 2028 has been granted.
- **Covenant waivers** were obtained during FY26. Management continues to engage constructively with the lender, which remains supportive of the turnaround plan.
- **Leverage improving** as earnings recover - gross leverage on the Q4 annualised earnings basis is materially below the full-year reported measure.

Net debt is interest-bearing loans and borrowings less cash and cash equivalents, and excludes AASB 16 lease liabilities. Covenant measures are calculated in accordance with the banking facility agreement.

Significant items detail

\$15.7m of significant items in FY26, of which \$12.3m was non-cash.

\$M	AMOUNT	CASH	NON-CASH
Change in Accounting Estimates	7.73	-	7.73
Stocktake adjustments	3.06	-	3.06
JMS write-off	1.12	-	1.12
Branch closures	0.97	0.20	0.77
Restructuring costs	0.94	0.94	-
ERP implementation	0.73	0.73	-
Strategic review	0.50	0.50	-
HRIS project	0.40	0.40	-
Other	0.37	0.37	-
Steelmasters acquisition costs	0.25	0.25	-
Gain on lease termination	(0.36)	-	(0.36)
Total	15.71	3.39	12.32

NON-CASH
\$12.3m
78% of total

CASH
\$3.4m
22% of total

COMMENTARY

- **Change in accounting estimates (\$7.7m)** - historical write offs identified through a comprehensive balance sheet review, undertaken by new management to strengthen the accuracy and integrity of the Group's financial position. Entirely non-cash.
- **Stocktake Adjustments (\$3.1m)** – arising from a comprehensive inventory review conducted through 2H FY26. Provides a clean base from which to operate more efficiently and tighten inventory control going forward.
- **JMS Write off** – Job management system write off previously capitalised as part of the ERP upgrade program.

Looking ahead to FY27

- Significant items expected to reduce materially with the balance sheet review and ERP upgrade now substantially complete.

SECTION 04

Outlook

Market drivers, FY27 priorities, capital allocation and the catalysts we expect to report against at each trading update.



Market drivers

A modest economic backdrop with clear pockets of strength across core markets

RENEWABLE ENERGY & STRUCTURAL FABRICATION

Strong

Standout growth sector in Australia and New Zealand with an accelerating multi-decade pipeline supporting Trade Distribution

BUILDING, CONSTRUCTION & INFRASTRUCTURE

Momentum

Strength in multi-residential and warehouse construction with a significant public infrastructure pipeline in Australia.
Momentum building in New Zealand led by multi-unit and medium density residential construction and a government backed transport and water infrastructure pipeline supporting Trade Distribution Australia & New Zealand

MINING & RESOURCES

Resilient

Mining volumes holding up, capex constrained on easing earnings. Engineering and maintenance remains in high demand supporting Fluid Systems & Konnect Australia

FY27 strategic priorities

- 01 **Revenue and market share growth** - supported by strong active markets using existing business resources & branch network infrastructure
- 02 **Profit margin improvement** – with an aligned supply chain and structured, tiered & controlled market prices
- 03 **Simplified and Integrated operations** – continue to reduce operating costs and improve operational efficiency
- 04 **Sustainable EBITDA growth** – through margin led revenue growth and disciplined cost management
- 05 **EBITDA to cash conversion** – with tight working capital settings and inventory controls
- 06 **Debt reduction** – by applying cash to reduce debt and restoring leverage to be comfortably within covenant range.

Strategic review

- 01

Strategic review announced in January 2026 remains ongoing.
- 02

The group has received non-binding indicative offers for individual divisions. Some of these offers exceed the group's current market capitalisation. All offers received were subject to conditions.
- 03

In assessing these indicative offers, the Board considered the group's improving profitability and the position of the residual group. On that basis the Board determined the offers did not reflect its view of the value of the group.
- 04

The Board continues to engage with interested parties and will update the market in line with its disclosure obligations. There is no certainty any transaction will eventuate.

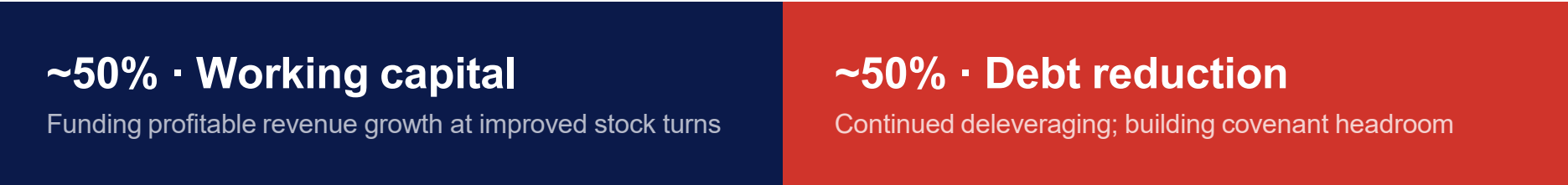
Capital allocation

FY27 capital allocation is directed at the balance sheet - split broadly evenly between working capital investment and debt reduction - with capital expenditure held below \$3m.

ALLOCATION OF FY27 CASH FLOW

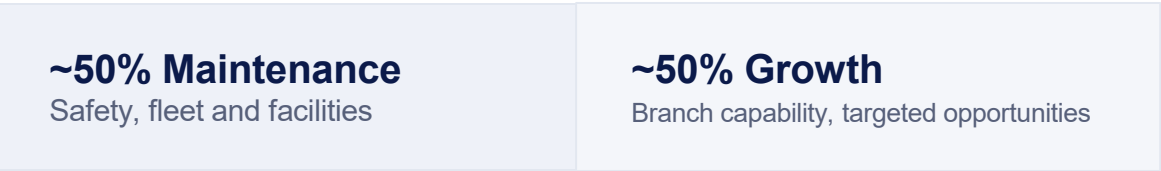
Balance sheet

~100% of free cash flow after capex



Capital expenditure

Held below \$3m for FY27



FRAMEWORK PRINCIPLES

Balance sheet first. Focus on directing free cash flow to improve balance sheet health and reduce leverage.

Working capital allocation. Further trade payables reductions planned for FY27. Inventory expected to be held broadly flat on increased sales.

Capex discipline. ERP and major new sites or relocations now complete. Key focus to control CAPEX and keep FY27 spend below \$3m.

Review annually. The framework will be reassessed as leverage normalises and the strategic review concludes.

Capital allocation framework is directional, subject to trading conditions, banking arrangements and the outcome of the strategic review. Not guidance.

Medium-term objective

EBITDA MARGIN

10%+

From 2.5% in FY26 toward the exit run-rate level and beyond

CASH CONVERSION

80%+

Of EBITDA converting to free cash flow

GROSS LEVERAGE

<2.0x

Sustained comfortably inside covenant with headroom to absorb cyclical nature of some parts of the business

These medium-term objectives are directional and aspirational only. They are not forecasts, projections or guidance, do not constitute undertakings, and are subject to trading conditions, the outcome of the Board-led strategic review and other risks and uncertainties.

FY27 July trading update

Positive start to FY27 with on target sales revenue and EBITDA in July and building momentum in August

REVENUE ² - Constant Currency

\$34.4m

+1.3% vs July 25

EBITDA¹

\$2.1m

+79.3% on July 25

¹ Unaudited EBITDA before significant items, excluding AASB 16 — non-IFRS measure. ² Revenue and EBITDA are unaudited and presented on a constant currency basis for NZD conversion; see appendix for further detail.

SECTION 05

Appendices

Definitions of the non-IFRS measures used in this presentation.



Adjusted EBITDA to statutory results

Reconciliation of the adjusted EBITDA measure used by management to reported statutory EBITDA and statutory net profit/(loss) after tax, under Australian Accounting Standards.

ADJUSTED EBITDA TO STATUTORY EBITDA

\$M	FY26
Adjusted EBITDA (pre-AASB 16, pre-significant items)	9.4
Significant items recognised above EBITDA	(14.1)
Add back operating lease costs (AASB 16)	22.1
Foreign exchange impact	(0.2)
Statutory EBITDA	17.2

ADJUSTED EBITDA TO STATUTORY NPAT

\$M	FY26
Adjusted EBITDA (pre-AASB 16, pre-significant items)	9.4
Depreciation & amortisation	(5.6)
Underlying EBIT	3.8
Significant items	(15.7)
Net financing expense and foreign exchange gain/loss	(4.1)
Income tax benefit	2.1
Impact of AASB 16 leases	(1.3)
Statutory net profit/(loss) after tax	(15.2)

Adjusted EBITDA is a non-IFRS measure and has not been audited. Management uses it to assess underlying trading performance on a basis consistent with the cash cost of leases.

Non-IFRS measures and definitions

EBITDA (before significant items)	Earnings before interest, tax, depreciation and amortisation, excluding significant items and the impact of AASB 16 — Leases. Used by management to assess underlying trading performance.
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Constant currency	Restates the Group’s New Zealand results at the prior corresponding period’s average NZD/AUD exchange rate to remove the effect of currency translation. Applied to revenue and Adjusted EBITDA unless otherwise stated; equivalent statutory (actual exchange rate) measures are disclosed where relevant.
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EBIT (before significant items)	EBITDA less depreciation and amortisation, before significant items.
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Significant items	Items management considers outside the normal course of trading - including restructuring, branch closures, ERP implementation, and accounting estimate changes - disclosed separately for transparency.
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Gross leverage	Gross debt divided by trailing 12-month EBITDA (before significant items, excluding AASB 16), consistent with the calculation under the Group's banking facility.
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These measures are not defined under Australian Accounting Standards or IFRS and have not been audited or reviewed. They should not be considered in isolation from, or as a substitute for, the equivalent IFRS measures.

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