



2026 ANNUAL REPORT

CONTENTS

1	DIRECTORS' REPORT	03
2	FINANCIAL REPORTS	08
3	NOTES	15
4	STATUTORY INFORMATION	36

EMBELTON LIMITED

ACN 004 401 496

REGISTERED OFFICE

147-149 Bakers Road, Coburg 3058
Telephone: 03 9353 4811
www.embelton.com

DIRECTORS

G R Embelton, Chairman
J J Embelton, Managing Director
J R Baldwin

AUDITORS

Horizon Nexus (Audit) Pty Ltd

SECRETARY

E P Galgano

STOCK EXCHANGE

Embelton Limited shares are quoted on the
Australian Stock Exchange



ECU CITY CAMPUS

Supply and Installation of Solid Timber, Carpet Tiles and Rubber Flooring

DIRECTORS' REPORT TO SHAREHOLDERS

Whilst economic conditions remained challenging for the construction industry during year, the Group recorded growth in both revenue and profit assisted by new business development in areas not traditionally part of our core activities.

A continuing decline in property values coupled with the broader effects of three interest rate rises during the second half contributed to a reduction in consumer confidence and hesitation in development planning for new construction projects. The result has been fewer available opportunities to bid for work in our traditional markets. Nonetheless, the Group's financial performance was satisfactory and demonstrates the resilience of our operating model.

With conditions in the residential building sector expected to remain subdued in the near term, we have continued to broaden our activities into areas of construction less affected by the current uncertain economic outlook. Increased government investment in infrastructure and strong growth in data centre construction are creating attractive opportunities, suitably matched to the strength and experience of our operating team.

Summary	2026	2025
	(\$'000s)	(\$'000s)
Sales Revenue	70,941	58,974
Operating Profit	1,804	1,365
Company Tax	558	440
Net Profit after Tax	1,246	925
Earnings per Share	58c	43c

Net Tangible Assets per Share		
before declared final dividend		
	\$9.50	\$9.27
after declared final dividend		
	\$9.30	\$9.02

DIVIDEND

A final ordinary dividend of 20 cents has been declared, making a total payout of 35 cents for the year, representing 61% of net earnings after tax.

OPERATIONS

Flooring

During the reporting period, the Flooring Division was restructured into two distinct operating segments: Commercial Contracting and Retail Flooring. This decision flowed from an assessment of the differing market characteristics, operational requirements and growth trajectories within each segment, with the new structure better suited for each unit to be developed, managed and monitored against its own objectives and performance metrics.under pressure, making successful project execution a central issue for the coming year.

During the year the Commercial Contracting segment performed broadly in line with expectations. Victoria and Western Australia delivered the strongest results, while New South Wales and Queensland did less well relative to targets. Looking ahead, the pipeline of work for the first half of the new financial year remains modest, but improved trading conditions are anticipated in the second half as already contracted projects progress into execution.

The Retail Flooring segment expanded its service offering through the introduction of a Mobile Showroom model with the aim of providing retail customers with a more personalised experience than that which might be found in traditional retail showroom environments. Although early days, this initiative has been well received.

Our emphasis on customer acquisition through digital marketing channels remained a major priority. And although online competition intensified throughout the year, sustained investment in marketing capabilities over recent years enabled the business to maintain sales performance and increase market share despite an overall decline in industry activity.

Engineering

The Engineering Division concluded another successful year, completing a range of significant projects across Australia.

As Australia's major cities continue to embrace higher-density living, so does demand for specialised engineered acoustic solutions. Ongoing development of the Group's applied engineering skills remains highly valued by customers and differentiates much of our product and service offering in both domestic and export markets.

Investment in more fundamental research and product development also remained a priority. With increased scrutiny of technical performance against international standards and the failure of many competing systems to consistently meet market expectations, the Division has maintained a sharp focus on delivering product solutions that are durable, fit for purpose, and compliant with demanding acoustic design requirements. This commitment to quality and engineering excellence is well recognised in most of the industrial and construction markets we serve.

Outlook

The key factors influencing the Group's near-term performance are little different from those experienced during the reporting period.

Conditions within the residential construction market are expected to remain subdued, creating ongoing challenges for revenue growth and margin expansion. Uncertainty surrounding interest rates, together with moderate property values continues to affect confidence among prospective homeowners considering new construction or renovation projects.

However, within the broader development sector, opportunities are beginning to emerge. Government initiatives aimed at tackling Australia's housing shortage are expected to stimulate increased levels of affordable housing development, resulting in a growing pipeline of construction activity in the years ahead. Regulatory and policy measures to support housing supply are also expected to support an increase in project approvals.

Similarly, ongoing investment in public health infrastructure should create additional opportunities for both the Engineering and Commercial Contracting businesses. These sectors are likely to remain important sources of future growth as both public and private operators respond to increased demand for healthcare and aged care services.

The Group continues to benefit from the commitment and adaptability of its employees, who have responded positively to an increasingly competitive and evolving operating environment.

CORPORATE GOVERNANCE

Compliance with Corporate Governance Principles and Recommendations

This corporate governance statement is provided by Embelton Limited (“the Company”) pursuant to ASX Listing Rule 4.10.3 and measures the Company’s governance practices against the recommendations in the 3rd edition of the Corporate Governance Principles and Recommendations (“ASX Principles and Recommendations”).

The corporate governance statement discloses the extent to which the Company has followed the ASX Principles and Recommendations during the year ended 30 June 2026 and has been approved by the Board of the Directors of the Company (“the Board”). Embelton has prepared an ASX Appendix 4G – Key to Disclosures which together with this corporate governance statement is lodged with the ASX.

This corporate governance statement is effective as of 24 September 2026.

Principle 1 – Laying Solid Foundations for Management and Oversight

Recommendation 1.1 – Role of the Board and Management

The Board of Embelton Limited takes corporate governance seriously, that is, the system by which the Company and its subsidiaries (“the Group”) are managed.

The role of the Board is to create sustainable shareholder wealth in a manner consistent with the Company’s Constitution, the Board’s Charter and all legal and regulatory requirements.

- The Board achieves this by:
- charting strategy and setting financial targets for the Group.
 - monitoring the implementation and execution of strategy and performance against financial targets.
 - setting and overseeing the Company’s values and corporate governance framework and ensuring that the Company acts with integrity and in accordance with the highest ethical standards.
 - ensuring there is an effective balance between the delegation and responsibility for the day-to-day operation and management to the Managing Director and the role of the Board in monitoring, guiding and providing oversight; in setting, overseeing the Company’s direction; and
 - ensuring effective communication with shareholders.

- The Board has responsibility for the matters specified above and, in addition to those matters reserved to it by law, reserves to itself the following matters and all power and authority in relation to those matters:
- appointing and removing the Managing Director.
 - ratifying the appointment and, where appropriate, the removal of the Company Secretary.
 - reviewing and overseeing the operation of systems of risk management and internal compliance and control, codes of ethics and conduct, and legal and regulatory compliance.
 - approving major capital expenditure, capital management, and acquisitions and divestitures.
 - approving and monitoring financial and other reporting.
 - input into and final approval of management’s development of corporate strategy and performance objectives.
 - the overall corporate governance of the Group including the strategic direction, establishing goals for management, and monitoring the achievement of these goals; and oversight of Committees.

To assist in the execution of its responsibilities, the Board has the authority to establish Committees (and delegate powers accordingly) to consider such matters as it may consider appropriate including, by way of example only, audit matters, finance and business risks, remuneration, and nominations, and to establish a framework for the effective and efficient management of the Company and the Group.

The Company complies with Recommendation 1.1 of the ASX Principles and Recommendations.

Recommendation 1.2 – Director Checks

The Company has processes in place to ensure the appropriateness of candidates for appointment and election as Directors.

Details of each Director are included in the Annual Report. Where a Director is seeking election, shareholders are given full details.

The Company complies with Recommendation 1.2 of the ASX Principles and Recommendations.

Recommendation 1.3 – Written Agreement with Each Director and Senior Executive

The Company has written agreements with each Non-Executive Director.

The Company also had written agreements with the Managing Director.

The Company complies with Recommendation 1.3 of the ASX Principles and Recommendations.

Recommendation 1.4 – Company Secretary

The Company Secretary reports directly to the Board, through the Chairman, on all matters regarding the functioning of the Board.

The Company complies with Recommendation 1.4 of the ASX Principles and Recommendations.

Recommendation 1.5 – Diversity

Having regard to the size of the Company and the nature of its activities, a separate formal diversity policy has not been adopted.

The Company does not discriminate based on age, ethnicity, or gender in any employment matters and when a position becomes vacant the Company seeks to employ the best candidates available for the position.

The Board fully supports the gender diversity concept and is committed to establishing measurable objectives for achieving gender diversity as the business expands.

The Company and its subsidiaries employ less than 100 people and is not a “relevant employer” under the Workplace Gender Equality Act.

The Company does not comply with Recommendation 1.5 of the ASX Principles and Recommendations.

Recommendation 1.6 – Board Performance Assessment

The Company has a process for periodically evaluating the performance of its Board and each Director. The performance of all the Directors is reviewed by the Chairman each year. The performance of the Chairman is reviewed and assessed each year by the other Directors.

The Chairman determines the evaluation criteria and process.

The Company complies with Recommendation 1.6 of the ASX Principles and Recommendations.

Recommendation 1.7 – Performance Evaluation of Senior Executives

The Company has a process for periodically evaluating the performance of its Managing Director and other senior executives. The performance of Managing Director and other senior executives is reviewed by the Board each year. In addition, the performance of the Managing Director and other senior executives is constantly reviewed by the Board as part of the ordinary course of meetings of Directors.

The Company complies with Recommendation 1.7 of the ASX Principles and Recommendations.

Principle 2 – Structure the Board to Add Value

Recommendation 2.1 – Nomination Committee

The Board has not formed a Nomination Committee as recommended by Recommendation 2.1 of the ASX Principles and Recommendations.

The Board reviews the composition of the Board and appointment of new Directors, to ensure the appropriate mix of skills and expertise is present to facilitate successful strategic direction.

The composition of the Board is currently determined according to the following principles:

- the Board must comprise members with a broad range of experience, expertise, skills, and contacts relevant to the Group and its business.
- the Board must consist of a minimum of 3 Directors and a maximum of 8 Directors.

Having regard to the size, current ownership structure of the Company and the nature of its activities, the Board believes that the current composition of the Board is appropriate as it adds value by ensuring there is a broad range of experience, expertise, skills, qualifications, and contacts which are deemed relevant to the business of the Company.

The Board also considers it appropriate for the selection and appointment of Directors to be managed by the Board itself. When deemed necessary the Board may also engage an external consultant to identify and assess suitable candidates who meet the Board’s selection criteria.

Directors are initially appointed by the full Board subject to election by shareholders at the next annual general meeting. Under the Company’s Constitution the tenure of Directors (other than Managing Director) is subject to reappointment by shareholders not later than the third anniversary following his or her last appointment. Subject to the requirements of the Corporations Act 2001, the Board does not subscribe to the principle of a compulsory retirement age and there is no maximum period of service as a director. A Managing Director may be appointed for any period and on any terms the Directors think fit and, subject to the terms of the written agreement entered into, the Board may revoke this appointment according to the terms of this agreement.

As the Group’s activities increase in size and scope, the size of the Board will be reviewed periodically to determine if a Nominations Committee is required for the Board to properly perform its responsibilities and functions.

The Company does not comply with Recommendation 2.1 of the ASX Principles and Recommendations.

Recommendation 2.2 – Board Skills Matrix

The Board endeavours to ensure that the Board comprises members with a broad range of experience, expertise, skills and contacts relevant to the Group and its business. Having regard to the size, current ownership structure of the Company and the nature of its activities, the Board considers that it has the necessary balanced mix of skills.

To date the Board does not consider that a specific skills matrix is required. However, the Board will continue to consider whether it would be appropriate for the Company to adopt a board skills matrix as the Company continues to develop and grow.

The profile of each Director containing their skills, experience, expertise, and term of office is set out in the Directors’ Report.

The Company does not comply with Recommendation 2.2 of the ASX Principles and Recommendations.

Recommendation 2.3 – Directors’ Independence

- The Company’s Corporate Governance Charter requires:
- the Board to comprise a minimum of 3 Directors.
 - at least half of the Board must be Non-Executive Directors; and
 - the Chairman must be a Non-Executive Director.

The Board comprises three Directors with 2 Non-Executive Directors and one Executive Director at the 30 June 2026

The Company does not comply with Recommendation 2.3 of the ASX Principles and Recommendations.

Recommendation 2.4 – Majority of Directors Independent

The Company does not currently have a majority of the Board who are independent Directors as recommended by Recommendation 2.4 of the ASX Principles and Recommendations.

Having regard to the size, current ownership structure of the Company and the nature of its activities, the Directors believe that the current composition of the Board is appropriate as it adds value by ensuring there is a broad range of experience, expertise, skills, qualifications, and contacts which are deemed relevant to the business of the Company.

The situation will be monitored and changed in line with best practice as and when the Directors feel the Company is of sufficient size.

- To ensure that independent judgement is achieved and maintained in respect of its decision-making processes, the Board has adopted several measures which include the following:
- each Director has the right to seek independent legal or other professional advice at the Company’s expense; and
 - any Director believing that he or she may have a conflict of interest in relation to a particular item of business must declare their interest and excuse themselves from the Board meeting if required by the Board before commencement of discussion on the topic.

The Company does not comply with Recommendation 2.4 of the ASX Principles and Recommendations.

Recommendation 2.5 – Independent Chairman & Chief Executive Officer

The roles of Chairman and Managing Director of the Company are separately held by Mr George Embelton and Mr James Embelton respectively. Although the Company’s Chairman is a Non-Executive Director, he is a substantial shareholder and as such is not an independent Director under the definition of the ASX Principles and Recommendations.

The Board considers Mr George Embelton’s role as Non-Executive Chairman essential to the success of the Company at this stage of its development.

The Company does not comply with Recommendation 2.5 of the ASX Principles and Recommendations.

Recommendation 2.6 – Company Induction and Professional Development of Directors

The Board considers that its directors are suitably qualified and experienced to fulfil their roles, and that the Board possesses the correct mix of skills for the Board to be able to carry out its function effectively.

Each new Director of the Company is, upon appointment, provided with an induction into the Company’s assets and business including policies and procedures. This includes discussions with members of the existing Board, the Company Secretary, and other key executives to familiarise themselves with the Company.

The Company complies with Recommendation 2.6 of the ASX Principles and Recommendations.

Principle 3 – Act Ethically and Responsibly

Recommendation 3.1 – Values

The Company is still working on establishing a formal policy on values.

The Company does not comply with recommendation 3.1 of the ASX Principles and Recommendations.

Recommendation 3.2 – Code of Conduct

As a guide to all employees and directors, the Board has formalised a Code of Conduct to reflect practices which, for many years, have formed the ethical framework upon which our business operations have been based.

The Code provides guidance as to how the Company should conduct its business affairs and all employees, directors and officers will be expected to comply with this Code.

Above all, the Code requires that all directors and employees conduct themselves with honesty and integrity.

Subjects covered by this Code include, inter alia, promotion of a safe working environment, dealing with conflicts or potential conflicts of interest, responsible use of company property, guidelines for trading in Company shares and the regular monitoring and active reporting of any unseemly or unethical practices which might arise or be seen to arise. Integrity in financial reporting.

The Company complies with Recommendation 3.2 of the ASX Principles and Recommendations.

Recommendation 3.3 – Whistleblower Policy

The Company is establishing of a workable whistleblower policy.

The Company does not comply with recommendation 3.3 of the ASX Principles and Recommendations.

Recommendation 3.4 – Anti-bribery and Corruption Policy

The Company is still reviewing the possible establishment of an anti-bribery and Corruption policy.

The Company does not comply with recommendation 3.4 of the ASX Principles and Recommendation.

Principle 4 – Safeguarding Integrity in Corporate Reporting

Recommendation 4.1 – Audit & Risk Management Committees

Because of its relatively small size, the Company has not established an Audit and Risk Management Committee but the responsibilities which would ordinarily be exercised by such a committee have been accepted by the Board.

The Company does not comply with Recommendation 4.1 of the ASX Principles and Recommendations.

Recommendation 4.2 – Declarations from the CEO and CFO

The Managing Director and the Chief Financial Officer have provided a declaration to the Board in accordance with section 295A of the Corporations Act and have assured the Board that such declaration is founded on a sound system of risk management and internal control and that the system is operating effectively in all material respects in relation to financial risk.

The Company complies with Recommendation 4.2 of the ASX Principles and Recommendations.

Recommendation 4.3 – External Auditors

The Company invites the auditors to attend the AGM. The auditors are available to answer any questions from shareholders relevant to the audit.

The Company complies with Recommendation 4.3 of the ASX Principles and Recommendations.

Principle 5 – Make Timely and Balanced Disclosure

Recommendation 5.1 – Disclosure Policy

The Company maintains an appropriate and responsive continuous disclosure regime, which is intended to support the timely and balanced disclosure of all matters concerning the Company. The Company Secretary is responsible, on the Board's behalf, for communicating issues to the ASX.

The disclosure management framework provides for:

- compliance with the Corporations Law, and the ASX Listing Rules.
- timely disclosure to the market of all price sensitive Company information.
- a conservative approach to the release and dissemination of price or event sensitive information; and
- avoidance of selective or differential disclosure to selected individuals or groups or in selected situations.

The Company complies with Recommendation 5.1 of the ASX Principles and Recommendations.

Recommendation 5.2 – Market Announcements

The Board reviews and approves all market announcements. The Company also circulates all price sensitive information to the Board ahead of the release being made.

The Company complies with recommendation 5.2 of the ASX Principles and Recommendation.

Recommendation 5.3 – Presentation Materials

The Company will disclose any presentations to a substantive investor by releasing a copy of the presentation materials on the ASX.

The Company complies with recommendation 5.3 of the ASX Principles and Recommendation.

Principle 6 – Respecting the Rights of Shareholders

Recommendation 6.1 – Information on Website

Information about the Company is accessible to investors on the Company's website: www.embelton.com, which contains all relevant information about the Company. The Company will regularly update the website and its contents therein as deemed necessary.

The Company complies with Recommendation 6.1 of the ASX Principles and Recommendations.

Recommendation 6.2 – Investor Relations Program

The Board aims to ensure that shareholders are informed of all major developments affecting the Group's state of affairs.

In line with ASX's continuous disclosure requirements, the Company keeps its shareholders informed through reports which include the annual reports, half yearly reports, and specific ASX releases covering material developments and other price-sensitive information. Shareholders are encouraged to attend and participate at general meetings. The Company's auditors attend the annual general meetings and are available to answer shareholders' questions. The Directors believe that the Company's policies comply with the Guidelines in relation to the rights of shareholders.

The Company complies with Recommendation 6.2 of the ASX Principles and Recommendations.

Recommendation 6.3 – Participation at Meetings of Shareholders

All shareholders are notified in writing of general meetings and encouraged to participate in person or by proxy to ensure a high level of accountability and understanding of the Group's strategy, activities and financial position and performance.

The Company complies with Recommendation 6.3 of the ASX Principles and Recommendations.

Recommendation 6.4 – Electronic Communication

The Company's share registry, Boardroom Pty Ltd, has facilities for shareholders to receive and send communications electronically.

The Company complies with Recommendation 6.4 of the ASX Principles and Recommendation.

Recommendation 6.5 – Electronic Communications

Shareholders have the option of electing to receive communications from and sending communications to the Company electronically.

The Company complies with recommendation 6.5 of the ASX Principles and Recommendation.

Principle 7 – Recognising and Managing Risk

Recommendation 7.1 – Risk Committee

Because of its relatively small size, the Company has not established a Risk Management Committee but the responsibilities which would ordinarily be exercised by such a committee have been accepted by the Board.

The Board accepts responsibility for identification of significant areas of business risk, implementation of procedures to manage such risks and development of policies regarding the establishment and maintenance of appropriate ethical standards.

Its specific role in this area is to:

- ensure compliance with both formal and informal standards in legal, statutory and ethical matters
- monitor the business environment
- identify business opportunities; and
- monitor procedures to ensure that responses to shareholder enquiries and/or complaints are appropriate and prompt

Other responsibilities which might ordinarily be exercised by a Risk Management Committee in larger corporations have been accepted by the Board. The Managing Director and Chief Financial Officer report regularly to the Board on all matters of financial integrity and risk management.

The Company does not comply with Recommendation 7.1 of the ASX Principles and Recommendation.

Recommendation 7.2 – Annual Risk Review

The Board annually reviews and approves the risk framework of the Company.

The Company undertook a review of the Company's risk management framework during the year ended 30 June 2025.

The Company complies with Recommendation 7.2 of the ASX Principles and Recommendation.

Recommendation 7.3 – Internal Audit

Having regard to the size (including a small complement of staff), current ownership structure of the Company and the nature of its activities, the Company does not have an internal audit function. The Board as a whole and its external auditor, discharge the function of evaluating and continually improving the effectiveness of its risk management and control processes.

Recommendation 7.3 – Internal Audit (Cont'd)

The Company does not comply with Recommendation 7.3 of the ASX Principles and Recommendation.

Recommendation 7.4 – Economic, Environmental and Social Sustainability Risks

The Company's performance is subject to business, financial and operational risks including but not limited to:

- economic risks, such as changes in economic conditions that may adversely impact the Company's business or operations.
- environmental risks due sustainability of resources
- financial risks including access to needed capital on satisfactory terms; and
- social sustainability risks.

The Board is informed about risks of this nature facing the Company. This risk profile is reviewed and updated at least annually.

The Company complies with Recommendation 7.4 of the ASX Principles and Recommendation.

Principle 8 – Remunerate Fairly and Responsibly

Recommendation 8.1 – Remuneration Committee

Having regard to its size, with a small complement of staff and executives, the Company does not currently have a dedicated Remuneration Committee. The task of ensuring that the level of Director and executive remuneration is appropriate and competitive, and that its relationship to performance is clear, and dealt with by the Board.

The Company does not comply with Recommendation 8.1 of the ASX Principles and Recommendation.

Recommendation 8.2 – Disclosure of Remuneration Policies and Practices

The Company's policies and practices regarding the remuneration of Non-Executive Directors and the remuneration of Executive Directors and other senior executives is disclosed in the Remuneration Report which forms part of the Directors' Report.

The Company complies with Recommendation 8.2 of the ASX Principles and Recommendation.

Recommendation 8.3 – Policy on Equity Based Remuneration Scheme

All Board members are responsible for determining and reviewing compensation arrangements for Directors, Managing Director and Senior Executives.

The Board annually assesses the appropriateness of the nature and the amount of remuneration received by Directors and Senior Executives by reference to relevant employment market conditions and, with an overall objective of ensuring maximum stakeholder return, seeks to ensure the retention of a high-quality board and executive team. Professional advice is taken when appropriate.

Each director receives a fee for being a Director of the Company but no additional fees for additional work undertaken in Board committees. The Non-executive directors are remunerated by way of cash payments or superannuation contributions. Remuneration does not include any retirement benefits other than contributions to his nominated superannuation fund when agreed.

The Company complies with Recommendation 8.3 of the ASX Principles and Recommendation.

2

FINANCIAL REPORTS



MANTARAY MARINA RESIDENCES

C8 Spring System - Isolating Stainless Steel Rooftop Swimming Pools from Main Building Structure

EMBELTON LIMITED AND ITS SUBSIDIARIES

CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME
 FOR THE YEAR ENDED 30 JUNE 2026

	Notes	2026 \$	2025 \$
Sales Revenue	3	70,941,457	58,974,424
Cost of Sales		(55,056,838)	(44,368,187)
Gross Profit		15,884,619	14,606,237
Other Income	3	95,312	33,433
Less Expenses			
Marketing Expenses		(5,502,207)	(4,900,835)
Storage and Distribution Expenses		(2,180,878)	(2,045,545)
Finance costs	4	(431,484)	(244,942)
Administration and Other Expenses		(6,061,818)	(6,083,636)
Profit before income tax expense	4	1,803,544	1,364,712
Income tax expense	6	(557,970)	(439,556)
Profit for the year		1,245,574	925,156
Other comprehensive income for the year			
Items that may be reclassified subsequently to profit or loss:			
Exchange differences on translating foreign operations	13(ii)	(329)	6,834
Total comprehensive income for the year		1,245,245	931,990
Profit attributable to:			
Owners of the company		1,245,574	925,156
Non-controlling interests		-	-
		1,245,574	925,156
Total comprehensive income attributable to:			
Owners of the company		1,245,245	931,990
Non-controlling interests		-	-
		1,245,245	931,990
Basic earnings per share	9	57.7 cents	42.9 cents
Diluted earnings per share	9	57.7 cents	42.9 cents

The accompanying notes form part of the financial statements.

EMBELTON LIMITED AND ITS SUBSIDIARIES

CONSOLIDATED STATEMENT OF FINANCIAL POSITION
 AT 30 JUNE 2026

	Notes	2026 \$	2025 \$
CURRENT ASSETS			
Cash and cash equivalents	24(i)	361,577	96,966
Trade receivables	10	7,188,822	8,155,404
Inventories	11	13,422,273	11,733,440
Other current assets	12	545,571	588,970
TOTAL CURRENT ASSETS		21,518,243	20,574,780
NON-CURRENT ASSETS			
Property, plant and equipment	14	12,466,780	12,668,331
Right of use assets	14(i)	516,254	393,675
Intangibles	22	330,154	330,154
Deferred tax assets	6	340,507	385,638
TOTAL NON-CURRENT ASSETS		13,653,695	13,777,798
TOTAL ASSETS		35,171,938	34,352,578
CURRENT LIABILITIES			
Trade and other payables	15	8,932,373	7,075,440
Lease liabilities	19	277,194	217,116
Current tax liabilities	6	18,198	141,597
Provisions	16	1,272,884	1,337,665
TOTAL CURRENT LIABILITIES		10,500,649	8,771,818
NON-CURRENT LIABILITIES			
Borrowings	15(i)	3,400,000	4,900,000
Lease liabilities	19	266,637	198,228
Provisions	16	172,764	140,639
TOTAL NON-CURRENT LIABILITIES		3,839,401	5,238,867
TOTAL LIABILITIES		14,340,050	14,010,685
NET ASSETS		20,831,888	20,341,893
EQUITY			
Issued capital	8	1,155,970	1,155,970
Reserves	13(ii)	3,006	3,335
Retained earnings	13(i)	19,672,912	19,182,588
TOTAL EQUITY		20,831,888	20,341,893

The accompanying notes form part of the financial statements.

EMBELTON LIMITED AND ITS SUBSIDIARIES

CONSOLIDATED STATEMENT OF CASH FLOWS
 FOR THE YEAR ENDED 30 JUNE 2026

	Notes	2026 \$	2025 \$
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts from customers		79,192,586	63,560,456
Payments to suppliers and employees		(74,943,356)	(63,736,306)
Interest received		9,237	3,836
Finance costs		(431,484)	(244,942)
Net income taxes paid		(634,801)	(689,321)
Net cash provided/(used in) by operating activities	24(ii)	3,192,182	(1,106,277)
CASH FLOWS FROM INVESTING ACTIVITIES			
Proceeds from sale of property, plant and equipment		10,091	11,818
Payment for property, plant and equipment		(393,246)	(4,377,121)
Net cash used in investing activities		(383,155)	(4,365,303)
CASH FLOWS FROM FINANCING ACTIVITIES			
Repayment of lease liability principal		(289,166)	(403,483)
Proceeds from/(Repayment of) borrowings		(1,500,000)	4,900,000
Dividends paid		(755,250)	(755,250)
Net cash (used in)/provided by financing activities		(2,544,416)	3,741,267
Net increase/(decrease) in cash and cash equivalents		264,611	(1,730,313)
Cash and cash equivalents at the beginning of the financial year		96,966	1,827,279
Cash and cash equivalents at the end of the financial year	24(i)	361,577	96,966

The accompanying notes form part of the financial statements.

EMBELTON LIMITED AND ITS SUBSIDIARIES

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY
 FOR THE YEAR ENDED 30 JUNE 2026

	Issued Capital \$	Foreign Currency Translation Reserve \$	Retained Earnings \$	Total \$
At 30 June 2024	1,155,970	(3,499)	19,012,682	20,165,153
Profit for the period	-	6,834	925,126	931,990
Total comprehensive income for the period	-	6,834	925,126	931,990
Dividends paid	-	-	(755,250)	(755,250)
At 30 June 2025	1,155,970	3,335	19,182,588	20,341,893
Profit for the period	-	(329)	1,245,574	1,245,245
Total comprehensive income for the period	-	(329)	1,245,574	1,245,245
Dividends paid	-	-	(755,250)	(755,250)
At 30 June 2026	1,155,970	3,006	19,672,912	20,831,888

The accompanying notes form part of the financial statements.

ABOUT EMBELTON GROUP

Since the Company's establishment in 1925, Embelton has maintained a bias towards the building and construction sector - leading to its current product range which comprises a comprehensive collection of flooring materials and accessories, noise and vibration isolation technology and manufacturing facilities for the precision bending and fabrication of specialised metal alloys.

The Group has long been recognised as an engineering and product innovator with a reputation for quality and service.

EMBELTON CORE VALUES

- 1 Act with integrity and professionalism
- 2 Promote Initiative
- 3 Focus on Growth
- 4 Deliver Quality, Expertise and Value
- 5 Develop People to Succeed

3
NOTES



NEW PERFORMANCE ART VENUE (NPAV)
Supply and Installation of Custom Wall and Floor Vinyl and Carpet

NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2026

1. ADOPTION OF NEW AND REVISED ACCOUNTING STANDARDS

(i) New and Amended Accounting Policies Adopted by the Group

At 30 June 2026, a number of accounting standards and amendments had been issued but were not yet mandatory for the Group. Management has not early adopted these standards. The most significant forthcoming change is AASB 18 Presentation and Disclosure in Financial Statements, which will modify the presentation of the statement of profit or loss and introduce additional disclosure requirements relating to management-defined performance measures and the aggregation/disaggregation of information. Management is currently assessing the potential impact on the Group's financial statements and related reporting processes. Based on the assessment performed to date, no other issued but not yet effective standards are expected to have a material impact on the Group's financial position or results of operations.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES

The material accounting policies which have been adopted in the preparation of these financial statements are:-

Statement of compliance

These financial statements are general purpose financial statements that have been prepared in accordance with the Corporations Act 2001, Australian Accounting Standards and other authoritative pronouncements issued by the Australian Accounting Standards Board (AASB) and comply with other requirements of the law.

The financial statements comprise the consolidated financial statements of the Group. For the purpose of preparing the consolidated financial statements, the Group is a for profit entity.

Compliance with Australian Accounting Standards ensures that the financial report, comprising the financial statements and notes thereto, complies with International Financial Reporting Standards (IFRS).

The financial statements were authorised for issue by the Directors on 18 September 2026.

a. Basis of preparation

The 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, as explained in the accounting policies below. Historical cost is generally based on the fair values of the consideration given in exchange for assets. All amounts are presented in Australian dollars, unless otherwise noted.

Fair value is 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, regardless of whether that price is directly observable or estimated using another valuation technique. In estimating the fair value of an asset or a liability, the Company takes into account the characteristics of the asset or liability if market participants would take those characteristics into account when pricing the asset or liability at the measurement date. Fair value for measurement and/or disclosure purposes in these financial statements is determined on such a basis, except for, leasing transactions that are within the scope of AASB 117, and measurements that have some similarities to fair value but are not fair value, such as net realisable value in AASB 2 or value in use in AASB 136.

In addition, for financial reporting purposes, fair value measurements are categorised into Level 1, 2 or 3 based on the degree to which the inputs to the fair value measurements are observable and the significance of the inputs to the fair value measurement in its entirety, which are described as follows:

- Level 1 inputs are quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date;
- Level 2 inputs are inputs, other than quoted prices included within Level 1, that are observable for the asset or liability, either directly or indirectly; and
- Level 3 inputs are unobservable inputs for the asset or liability.

The following significant accounting policies have been adopted in the preparation and presentation of the financial report:

b. Basis of consolidation

The consolidated financial statements incorporate the financial statements of the Company and entities controlled by the Company (its subsidiaries). Control is achieved when the Company:

- has power over the investee;
- is exposed, or has rights, to variable returns from its involvement with the investee; and
- has the ability to use its power to affect its returns.

The Company reassesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control listed above.

When the Company has less than a majority of the voting rights of an investee, it has power over the investee when the voting rights are sufficient to give it the practical ability to direct the relevant activities of the investee unilaterally. The Company considers all relevant facts and circumstances in assessing whether or not the Company's voting rights in an investee are sufficient to give it power, including:

- the size of the Company's holding of voting rights relative to the size and dispersion of holdings of the other vote holders;
- potential voting rights held by the Company, other vote holders or other parties;
- rights arising from other contractual arrangements; and any additional facts and circumstances that indicate that the Company has, or does not have, the current ability to direct the relevant activities at the time that decisions need to be made, including voting patterns at previous shareholders' meetings.

Consolidation of a subsidiary begins when the Company obtains control over the subsidiary and ceases when the Company loses control of the subsidiary. Specifically, income and expenses of a subsidiary acquired or disposed of during the year are included in the consolidated statement of profit or loss and other comprehensive income from the date the Company gains control until the date when the Company ceases to control the subsidiary.

Profit or loss and each component of other comprehensive income are attributed to the owners of the Company and to the non-controlling interests. Total comprehensive income of subsidiaries is attributed to the owners of the Company and to the non-controlling interests even if this results in the non-controlling interests having a deficit balance.

When necessary, adjustments are made to the financial statements of subsidiaries to bring their accounting policies into line with the Group's accounting policies.

All intragroup assets and liabilities, equity, income, expenses and cash flows relating to transactions between members of the Group are eliminated in full on consolidation.

c. Revenue Recognition

The Group recognises revenue from the sale of flooring and related products and services to Merchandising and Commercial customers. The majority of sales to Commercial customers are subject to contracts of supply with commercial construction companies. Revenue derived from sales to Merchandising customers is subject to purchase orders or trade showroom sales.

Sales of products

The Group sells flooring and other products. Revenue is recognised at a point-in time when the control of the goods has transferred, being when the goods have been either collected by the customer or delivered to the customer's specific location. Following delivery, the customer has full discretion over the manner of use of the flooring and products and bears the risks of loss in relation to the products. The Group recognises a receivable when the goods are collected by or delivered to the customer as this represents the point in time at which the right to consideration becomes unconditional, as only the passage of time is required before payment is due.

Provision of services

The Group provides a service of installation of flooring and other products. Such services are recognised as a performance obligation satisfied over time. Revenue is recognised for these installation services based on the stage of completion of the contract. Stage of completion is determined using the output method. Work undertaken but yet to be certified and billed to a customer is accrued in revenue in line with the work completed.

Income Tax

The income tax expense represents the sum of the tax currently payable and the deferred tax.

Current Tax

Current tax is calculated by reference to the amount of income taxes payable or recoverable in respect of the taxable profit or tax loss for the period. It is calculated using tax rates and tax laws that have been enacted or substantively enacted by reporting date. Current tax for current and prior periods is recognised as a liability (or asset) to the extent that it is unpaid (or refundable).

Deferred Tax

Deferred tax is accounted for using the liability method. Temporary differences are differences between the tax base of an asset or liability and its carrying amount. The tax base of an asset or liability is the amount attributed to that asset or liability for tax purposes.

In principle, deferred tax liabilities are recognised for all taxable temporary differences. Deferred tax assets are recognised to the extent that it is probable that sufficient taxable amounts will be available against which deductible temporary differences or unused tax losses and tax offsets can be utilised. Deferred tax assets and liabilities are not recognised if the temporary differences giving rise to them stem from the initial recognition of assets and liabilities (other than as a result of a business combination) which affects neither taxable income nor accounting profit. Furthermore, a deferred tax liability is not recognised in relation to taxable temporary differences arising from goodwill.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply to the period(s) when the asset and liability giving rise to them are realised or settled, based on tax rates (and tax laws) that have been enacted or substantively enacted by reporting date.

The measurement of deferred tax liabilities and assets reflects the tax consequences that would follow from the manner in which the group expects, at the reporting date, to recover or settle the carrying amount of its assets and liabilities.

Deferred tax assets and liabilities are offset when they relate to income taxes levied by the same taxation authority and the group intends to settle its current tax assets and liabilities on a net basis.

Current and deferred tax for the period

Current and deferred tax is recognised as an expense or income in the statement of profit or loss and other comprehensive income, except when it relates to items credited or debited directly to equity, in which case the deferred tax is also recognised directly in equity, or where it arises from the initial accounting for a business combination, in which case it is taken into account in the determination of goodwill or excess.

Tax consolidation

Embelton Limited and its wholly-owned subsidiaries have implemented the tax consolidation legislation for the whole of the financial year. Embelton Limited is the head entity in the tax consolidated group. The separate taxpayer within a group approach has been used to allocate current income tax expense and deferred tax balances to wholly-owned subsidiaries that form part of the tax consolidated group. Embelton Limited has assumed all the current tax liabilities and the deferred tax assets arising from unused tax losses for the tax consolidated group via intercompany receivables and payables because a tax funding arrangement has been in place for the whole financial year. Refer to note 6 for further disclosure on Tax Consolidated Group.

e. Impairment of Assets excluding Goodwill

At each reporting date the Group assesses whether there is any indication that individual assets are impaired. Where impairment indicators exist, recoverable amount is determined and impairment losses are recognised in the profit or loss where the asset's carrying value exceeds its recoverable amount. Recoverable amount is the higher of an asset's fair value less costs to sell and value in use. For the purpose of 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.

Where an individual asset does not generate cash flows that are independent from other assets, recoverable amount is determined for the cash-generating unit to which the asset belongs. Refer to Note k. Goodwill below for policy relating to impairment of Goodwill.

f. Financial Instruments

The Group classifies its financial assets in the following categories, depending on their nature (i.e. their contractual cash flow characteristics) and how they are managed.

Financial assets

These financial assets are initially recognised at fair value plus directly attributable costs.

They are classified as subsequently measured at amortised cost if they meet both of the following criteria:

- The asset is held within a business model whose objective is to hold the financial asset in order to collect contractual cash flows; and
- The contractual terms of the financial asset give rise to cash flows that are solely payments of principal and interest on the principal amount outstanding on a specified date.

Impairment of financial assets

At each reporting date, the Group performs impairments tests using a forward-looking expected credit loss (ECL) model.

The amount of impairment to be recognised as expected credit losses (ECL) at each reporting date as well as the amount of interest revenue to be recorded in future periods are determined through a three-stage impairment model based on whether there has been a significant increase in the credit risk of a financial asset since its initial recognition:

- **Stage 1:** When the credit risk has not increased significantly since initial recognition, the Group accounts expected losses over next 12 months and recognises interest on a gross basis;
- **Stage 2:** When the credit risk has increased significantly since initial recognition and is not considered as low, the Group accounts expected losses over the lifetime of the asset and recognises interest on a gross basis;
- **Stage 3:** In case of a credit deterioration that threatens its recoverability, the Group accounts expected losses over the lifetime of the asset and present interest on a net basis (i.e. on the gross carrying amount less credit allowance).

Financial Liabilities and Equity Instruments

Classification as debt or equity

Debt and equity instruments issued by a Group entity are classified as either financial liabilities or as equity in accordance with the substance of the contractual arrangements and the definitions of financial liability and equity instrument.

Equity instruments

An equity instrument is any contract that evidences a residual interest in the assets of an entity after deducting all of its liabilities. Equity instruments issued by a group entity are recognised at the proceeds received, net of direct issue costs.

Repurchase of the Group's own equity instruments is recognised and deducted directly in equity. No gain or loss is recognised in profit or loss on the purchase, sale, issue or cancellation of the Group's own equity instruments.

Financial liabilities

All financial liabilities are measured subsequently at amortised cost using the effective interest method or at FVTPL. However, financial liabilities that arise when a transfer of a financial asset does not qualify for derecognition or when the continuing involvement approach applies, and financial guarantee contracts issued by the Group, are measured in accordance with the specific accounting policies set out below.

Financial liabilities are classified as at FVTPL when the financial liability is (i) contingent consideration of an acquirer in a business combination, (ii) held for trading, or (iii) it is designated as at FVTPL. A financial liability is classified as held for trading if:

- it has been acquired principally for the purpose of repurchasing it in the near term; or
- on initial recognition it is part of a portfolio of identified financial instruments that the Group manages together and has a recent actual pattern of short-term profit-taking; or
- it is a derivative, except for a derivative that is a financial guarantee contract or a designated and effective hedging instrument.

Financial liabilities at FVTPL are measured at fair value, with any gains or losses arising on changes in fair value recognised in profit or loss. The net gain or loss recognised in profit or loss incorporates any interest paid on the financial liability and is included in the ‘other gains and losses’ line item in profit or loss.

Gains or losses on financial guarantee contracts issued by the Group that are designated by the Group as at FVTPL are recognised in profit or loss.

g. Inventories

Raw Materials, Work in Progress and Finished Goods

Inventories are stated at the lower of cost and net realisable value. Cost comprises all direct materials, direct labour and an appropriate portion of variable and fixed overheads. Fixed overheads are allocated on the basis of normal operating capacity. Costs are assigned to inventory using either the weighted average cost or first-in-first-out basis, whichever is more appropriate. Net realisable value is the estimated selling price in the ordinary course of business, less the estimated selling cost of completion and selling expenses. Work in progress comprises material and labour that have been expended on a project but due to the timing of the progress claim have not yet been claimed.

h. Property, Plant and Equipment

Buildings are measured at cost less accumulated depreciation.

All other plant and equipment is stated at cost, including costs directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management, less depreciation and any impairments.

Land is not depreciated. Depreciation on other assets is calculated on a straight-line basis over the estimated useful life of the asset as follows:

- Buildings	2%
- Plant and Machinery	10% - 17%
- Motor Vehicles	15% - 25%
- Fixtures and Fittings	10% - 33%

i. Earnings Per Share

Basic earnings per share - Basic earnings per share is calculated by dividing the profit attributable to members of Embelton Limited, by the weighted average number of ordinary shares outstanding during the financial year.

Diluted earnings per share - Earnings used to calculate diluted earnings per share are the same as basic earnings per share as there are no diluting potential ordinary shares.

j. Critical accounting judgements and key sources of estimation uncertainty

In the application of the company’s accounting policies, which are described above, the directors are required to make judgments, estimates and assumptions about carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

Net realisable values of inventories (see Note 11)

Management judgement is applied in estimating the net realisable value of inventories. Factors considered include levels of stock turnover, age and cost.

Carrying value of goodwill and estimation of future performance (see Note 22)

The group is required to annually assess the recoverability of the carrying value of goodwill. This is performed through a value-in-use discounted cash flow model. The value in use calculation includes key assumptions and judgments in the calculation of the recoverable amounts, namely forecast future cash flows, the long term growth rate and discount rate assumptions.

k. Goodwill

Goodwill arising on an acquisition of a business is carried at cost as established at the date of acquisition of the business (see note j. above) less accumulated impairment losses, if any. For the purposes of impairment testing, goodwill is allocated to each of the Group’s cash-generating units (or groups of cash-generating units) that is expected to benefit from the synergies of the combination.

A cash-generating unit to which goodwill has been allocated is tested for impairment annually, or more frequently when there is an indication that the unit may be impaired. If the recoverable amount of the cash-generating unit is less than its carrying amount, the impairment loss is allocated first to reduce the carrying amount of any goodwill allocated to the unit and then to the other assets of the unit pro rata based on the carrying amount of each asset in the unit. Any impairment loss for goodwill is recognised directly in profit or loss. An impairment loss recognised for goodwill is not reversed in subsequent periods.

I. Leases

At inception of a contract, the Group assesses whether a lease exists.

Lessee accounting

The non-lease components included in the lease agreement have been separated and are recognised as an expense as incurred.

At the lease commencement, the Group recognises a right-of-use asset and associated lease liability for the lease term. The lease term includes extension periods where the Group believes it is reasonably certain that the option will be exercised.

The right-of-use asset is measured using the cost model where cost on initial recognition comprises of the lease liability, initial direct costs, prepaid lease payments, estimated cost of removal and restoration less any lease incentives received.

The right-of-use asset is depreciated over the lease term on a straight line basis and assessed for impairment in accordance with the impairment of assets accounting policy.

The lease liability is initially measured at the present value of the remaining lease payments at the commencement of the lease. The discount rate is the rate implicit in the lease, however where this cannot be readily determined then the Group’s incremental borrowing rate is used.

Subsequent to initial recognition, the lease liability is measured at amortised cost using the effective interest rate method. The lease liability is remeasured whether there is a lease modification, change in estimate of the lease term or index upon which the lease payments are based (e.g. CPI) or a change in the Group’s assessment of lease term.

Where the lease liability is remeasured, the right-of-use asset is adjusted to reflect the remeasurement or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

Exceptions to lease accounting

The Group has elected to apply the exceptions to lease accounting for both short-term leases (i.e. leases with a term of less than or equal to 12 months) and leases of low-value assets. The Group recognises the payments associated with these leases as an expense on a straight-line basis over the lease term.

3. REVENUE

	2026	2025
	\$	\$
Revenue from the sale of goods - at a point in time	22,108,896	22,113,577
Revenue from the provision of services - over time	48,832,561	36,860,847
Total Revenue	70,941,457	58,974,424
Other Income:		
Interest income	9,237	3,836
Sundry income	75,984	15,506
Gain on disposal of property, plant and equipment	10,091	14,091
Total other income	95,312	33,433
Total Income	71,036,769	59,007,857

4. PROFIT BEFORE TAX

Profit before tax has been determined after:

Expenses:		
Finance costs - bank debt	399,085	218,167
Finance costs - lease liability	32,399	26,775
Total finance cost	431,484	244,942
Depreciation of non-current assets:		
Buildings	149,185	129,341
Plant and equipment	445,612	529,375
Right of use assets	295,076	383,936
Total depreciation	889,873	1,042,652
Bad debts written off – trade debtors	1,824	-
Employee benefits	9,263,803	9,896,656
Payments made to Defined Contribution Plans on behalf of employees	1,158,455	1,011,733
Total Employee Benefits	10,422,258	10,908,389

5. AUDITORS' REMUNERATION

Remuneration of the auditor for:		
Auditing or reviewing the annual and half year financial report	66,500	63,800
Review of the tax return and other services	-	9,500
	66,500	73,300
Remuneration of other auditors of subsidiaries for:		
Auditing or reviewing the financial report	2,360	2,150

The auditor of Embelton Limited is Horizon Nexus (Audit) Pty Ltd. The auditors did not receive any other benefits.

6. TAXATION

a) Income tax expense recognised in profit

Tax expense comprises:

Current tax expense	512,839	402,767
Deferred tax expense relating to the origination and reversal of temporary differences	45,131	36,798
	557,970	439,556

The prima facie income tax expense on pre tax accounting profit from operations reconciles to the income tax expense in the financial statements as follows:

Profit from operations	1,803,544	1,364,712
Income tax expense calculated at 30%	541,063	409,413
Depreciation on property, plant and equipment not deductible for tax	4,725	5,923
Sundry items	12,182	1,343
Under provision prior year tax	-	22,877
Income tax expense recognised in profit	557,970	439,556

The tax rate used in the above reconciliation is the corporate tax rate of 30% payable by Australian corporate entities on taxable profits under Australian tax law. There has been no change in the corporate tax rate when compared with the previous reporting period.

b) Current tax (liabilities)/assets

Current tax (payable)/receivable

Income tax attributable to:

Parent entity	(2,055)	(116,916)
Entities in tax consolidated group	(16,143)	(24,681)
	(18,198)	(141,597)

c) Deferred tax balances

Deferred tax assets comprise:

Temporary differences	500,493	516,245
-----------------------	---------	---------

Deferred tax liabilities comprise:

Temporary differences	(159,986)	(130,607)
	340,507	385,638

6. TAXATION (CONTINUED)

d) Taxable and deductible temporary differences arise from the following

	Opening balance	Charged to Profit & Loss	Closing balance
	\$	\$	\$
As at 30 June 2026			
Deferred tax assets:			
Receivables	13,500	-	13,500
Provisions and accrued expenses	486,177	(17,524)	468,653
Leases	16,568	1,772	18,340
	516,245	(15,752)	500,493
Deferred tax liability:			
Property, plant and equipment	(130,607)	(29,379)	(159,986)
	(130,607)	(29,379)	(159,986)
	385,638	(45,131)	340,507
As at 30 June 2025			
Gross deferred tax assets:			
Receivables	13,500	-	13,500
Provisions and accrued expenses	523,086	(36,909)	486,177
Leases	2,139	14,429	16,568
	538,725	(22,480)	516,245
Gross deferred tax liability:			
Property, plant and equipment	(116,298)	(14,309)	(130,607)
	(116,298)	(14,309)	(130,607)
	422,427	(36,789)	385,638

Tax Consolidation

Relevance of tax consolidation to the consolidated entity

The Company and its wholly owned Australian resident entities have formed a tax-consolidated group with effect from 1 July 2004 and are therefore taxed as a single entity from that date or dates subsequent when new entities have joined the Group. The head entity within the tax-consolidated group is Embelton Limited. The members of the tax-consolidated group are identified at Note 17.

Under the tax law, the taxable profit made by a tax-consolidated group in relation to an entity leaving the group depends on a range of factors, including the tax values and/or carrying values of the assets and liabilities of the leaving entities, which vary in line with the transactions and events recognised in each entity. The taxable profit or loss ultimately made on any disposal of the investments within the tax-consolidated group will therefore depend upon when each entity leaves the tax-consolidated group and the assets and liabilities that the leaving entity holds at that time.

The consolidated entity considers the effects of entities entering or leaving the tax-consolidated group to be a change of tax status that is only recognised when those events occur. As a result, temporary differences and deferred tax liability have not been measured or recognised in relation to investments within the tax-consolidated group.

Nature of tax funding arrangements

Entities within the tax-consolidated group have entered into a tax funding arrangement and a tax-sharing agreement with the head entity. Under the terms of the tax funding arrangement, Embelton Limited and each of the entities in the tax-consolidated group has agreed to pay a tax equivalent payment to or from the head entity, based on the current tax liability or current tax asset of the entity. Such amounts are reflected in amounts receivable from or payable to other entities in the tax-consolidated group.

The tax sharing agreement entered into between members of the tax-consolidated group provides for the determination of the allocation of income tax liabilities between the entities should the head entity default on its tax payment obligations. No amounts have been recognised in the financial statements in respect of this agreement as payment of any amounts under the tax sharing agreement is considered remote.

7. DIVIDENDS PROVIDED FOR OR PAID

Dividends paid by the Company are:

(i)	A final fully franked ordinary dividend of 20.0 cents (2025 – 20.0 cents) was declared for the 2025 financial year and was paid on 17 October 2025 (11 October 2024)	431,570	431,570
(ii)	An interim fully franked ordinary dividend of 15.0 cents (2025 – 15.0 cents) for the 2025/26 financial year was declared on 28 January 2026 (2025 – 29 January) and paid on 10 April 2026 (2025 – 11 April)	323,680	323,680
		755,250	755,250

UNRECOGNISED AMOUNTS

A fully franked ordinary dividend of 20.0 cents per share was declared by the Directors on 19 August 2026, but this has not been provided for in the financial statements as at 30 June 2026.

The total estimated dividend to be paid is \$431,570.

FRANKING ACCOUNT BALANCE

Franking account balance	8,018,768	7,707,646
Franking account balance after payment of unrecognised dividends	7,587,197	7,276,075

8. ISSUED CAPITAL

2,157,857 (2025 - 2,157,857 shares) fully paid ordinary shares	1,155,970	1,155,970
--	-----------	-----------

Ordinary shares participate in dividends and the proceeds on winding up of the Company in proportion of the number of shares held.

9. EARNINGS PER SHARE

Basic and diluted earnings per share	57.7cents	42.9cents
Net Profit used in calculation	1,245,574	925,156
Weighted average number of ordinary shares	2,157,857	2,157,857

	2026	2025
	\$	\$
10. TRADE RECEIVABLES CURRENT		
Trade receivables	3,440,808	5,371,620
Accrued revenue	3,793,014	2,828,784
Allowance for expected credit losses	(45,000)	(45,000)
	<u>7,188,822</u>	<u>8,155,404</u>
Ageing of past due but not impaired:		
30 – 60 days	14,732	615,061
Over 60 days	<u>30,131</u>	<u>263,103</u>
	<u>44,863</u>	<u>878,164</u>
The average credit period on sales of goods and services provided is 11.0 days (2025 – 12.1 days). No interest is charged on the trade receivables. An allowance has been made for estimated irrecoverable amounts from the sale of goods at an amount equal to lifetime expected credit losses, determined by reference to past default experience and economic conditions. Based on past and future expected rates of default there is no reason to suggest the amount listed above will not be recovered in full.		
Movement in allowance for doubtful debts		
Balance at the beginning of the year	45,000	45,000
Amounts provided for during the year	-	-
Amounts written off during the year as uncollectable	-	-
Balance at the end of the year	<u>45,000</u>	<u>45,000</u>
11. INVENTORIES		
CURRENT - At lower of cost or net realisable value		
Raw materials	200,276	149,303
Work in progress	4,018,117	2,978,834
Finished goods	<u>9,695,231</u>	<u>9,072,489</u>
	13,913,624	12,200,626
Less provision for slow moving/obsolete stock	<u>(491,351)</u>	<u>(467,186)</u>
	<u>13,422,473</u>	<u>11,733,440</u>
Movement in slow moving provision recognised in the current year	<u>24,165</u>	<u>(303,458)</u>
Inventories recognised as an expense during the year ended 30 June 2026 amounted to \$32,875,232 (2025: \$30,605,720). These were included in cost of sales.		
12. OTHER CURRENT ASSETS		
Prepayments and sundry debtors	<u>545,571</u>	<u>588,970</u>
13.(i) RETAINED PROFITS		
Retained profits at beginning of year	19,182,588	19,012,682
Net profit attributable to members of the parent entity	1,245,574	925,156
Dividends paid (Note 7)	(755,250)	(755,250)
Retained profits at the end of the year	<u>19,672,912</u>	<u>19,182,588</u>
13.(ii) FOREIGN CURRENCY TRANSLATION RESERVE		
Balance at beginning of year	3,335	(3,499)
Exchange differences arising on translating foreign operations	<u>(329)</u>	<u>6,834</u>
Balance at the end of the year	<u>3,006</u>	<u>3,335</u>

The reserve arises out of the translation of foreign operations functional currencies into the consolidated entity presentation currency of AUD\$.

	2026	2025
	\$	\$
14. PROPERTY, PLANT AND EQUIPMENT		
LAND - At cost	4,928,773	4,928,773
BUILDINGS – At cost	7,308,706	7,308,706
- Accumulated depreciation	(1,532,526)	(1,383,341)
	<u>5,776,180</u>	<u>5,925,365</u>
TOTAL LAND AND BUILDINGS	<u>10,704,953</u>	<u>10,854,138</u>
PLANT & MACHINERY – At cost	874,274	830,335
- Accumulated depreciation	(790,050)	(757,864)
	<u>84,224</u>	<u>72,471</u>
FIXTURES AND FITTINGS – At cost	3,004,988	4,784,084
- Accumulated depreciation	(1,727,566)	(3,393,654)
	<u>1,277,422</u>	<u>1,390,430</u>
MOTOR VEHICLES – At cost	985,435	842,783
- Accumulated depreciation	(585,254)	(491,491)
	<u>400,181</u>	<u>351,292</u>
TOTAL – Cost	17,102,176	18,694,681
- Accumulated depreciation	<u>(4,635,396)</u>	<u>(6,026,350)</u>
NET BOOK VALUE	<u>12,466,780</u>	<u>12,668,331</u>

MOVEMENT IN CARRYING AMOUNTS	Freehold Land	Buildings	Plant & Machinery	Fixtures & Fittings	Motor Vehicles	TOTAL
	\$	\$	\$	\$	\$	\$
2026						
Balance at beginning of year	4,928,773	5,925,365	72,471	1,390,430	351,292	12,668,331
Additions	-	-	45,355	205,239	142,654	393,246
Disposals	-	-	-	-	-	-
Depreciation expense	-	(149,185)	(33,602)	(318,247)	(93,763)	(594,797)
Carrying amount at end of year	<u>4,928,773</u>	<u>5,776,180</u>	<u>84,224</u>	<u>1,277,422</u>	<u>400,181</u>	<u>12,466,780</u>
2025						
Balance at beginning of year	2,746,815	4,482,407	66,415	1,434,646	219,643	8,949,926
Additions	2,181,958	1,572,299	40,287	354,896	227,681	4,377,121
Disposals	-	-	-	-	-	-
Depreciation expense	-	(129,341)	(34,231)	(399,112)	(96,032)	(658,716)
Carrying amount at end of year	<u>4,928,773</u>	<u>5,925,365</u>	<u>72,471</u>	<u>1,390,430</u>	<u>351,292</u>	<u>12,668,331</u>

14(i) RIGHT OF USE ASSETS

	2026	2025
	\$	\$
BUILDINGS	1,302,413	884,759
- Accumulated amortisation	<u>(804,658)</u>	<u>(546,077)</u>
	497,755	338,682
MOTOR VEHICLES	149,510	149,510
- Accumulated amortisation	<u>(131,011)</u>	<u>(94,517)</u>
	18,499	54,993
Total	<u>516,254</u>	<u>393,675</u>

MOVEMENT IN CARRYING AMOUNTS

	Buildings	Motor Vehicles	TOTAL
	\$	\$	\$
COSTS			
Balance at beginning of year	884,759	149,510	1,034,269
Additions	417,654	-	417,654
Disposals	-	-	-
Balance at 30 June 2026	<u>1,302,413</u>	<u>149,510</u>	<u>1,451,923</u>
ACCUMULATED AMORTISATION			
Balance at beginning of year	546,077	94,517	640,594
Amortisation for the year	258,581	36,494	295,075
Disposals for the year	-	-	-
Balance at 30 June 2026	<u>804,658</u>	<u>131,011</u>	<u>935,669</u>
Carrying amount at 30 June 2026	<u><u>497,755</u></u>	<u><u>18,499</u></u>	<u><u>516,254</u></u>

15. TRADE AND OTHER PAYABLES

	2026	2025
	\$	\$
CURRENT		
Trade Payables	5,332,802	4,892,992
Sundry Payables and accrued expenses	<u>3,599,571</u>	<u>2,182,448</u>
	<u>8,932,373</u>	<u>7,075,440</u>

The average credit period on purchases of goods is 35 days. No interest is charged on trade payables. The consolidated entity has financial risk management policies in place to ensure that all payables are paid within the credit time frame.

15(i) BORROWINGS

CURRENT		
Bank Loans (secured)	<u>-</u>	<u>-</u>
NON CURRENT		
Bank Loans (secured)*	<u>3,400,000</u>	<u>4,900,000</u>
Total Borrowings	<u>3,400,000</u>	<u>4,900,000</u>

*Cash on deposit of \$3,000,000 has been offset against loan under the multi-option facility at 30 June 2026.

Refer Note 24(iii) for details of financing arrangements.

16. PROVISIONS

	2026	2025
	\$	\$
CURRENT		
Employee benefits	<u>1,272,884</u>	<u>1,337,665</u>
NON-CURRENT		
Employee benefits	<u>172,764</u>	<u>140,639</u>
Aggregate liability for employee entitlements	<u>1,445,648</u>	<u>1,478,304</u>
Current employee entitlements not expected to be paid in the next 12 months	<u>636,442</u>	<u>668,833</u>

17. SUBSIDIARIES

Details of the Group's subsidiaries at the end of the reporting period are as follows

	Notes	Ownership Interest	
		2026	2025
		%	%
EMBELTON LIMITED			
CONTROLLED ENTITIES			
G. P. Embelton & Co. Pty. Ltd.	a	100	100
Windolite (Australia) Pty. Ltd.	a	100	100
Wood Flooring Wholesale Pty. Ltd. as trustee for Wood Flooring Unit Trust	a	100	100
Embelton Contracting Pty. Ltd.	a	100	100
Embelton Engineering Pty. Ltd.	a	100	100
Modern Commercial Projects Pty. Ltd.	a	100	100
Embelton Singapore Pte. Ltd.	a	100	100
Embelton Timber Services Pty. Ltd.	a	100	100
Embelton (Shanghai) Trading Co. Ltd.	a	100	100
Embelton UK Ltd.	a	100	100
Flooring Pty. Ltd	a	100	100

- a. With respect to controlled entities, the only class of share issued is ordinary. All controlled entities are incorporated in Australia and operate in Australia, with the exception of Embelton Singapore Pte Ltd, Embelton (Shanghai) Trading Co. Ltd and Embelton UK Ltd, which are incorporated in Singapore, China and United Kingdom respectively. All controlled entities are included in the tax consolidated group referred to in Notes 2d and 6, with the exception of Embelton Singapore Pte Ltd, Embelton (Shanghai) Trading Co. Ltd and Embelton UK Ltd.

18. KEY MANAGEMENT PERSONNEL COMPENSATION

The key management personnel of Embelton Limited during the year were:

G R Embelton	Chairman
J J Embelton	Managing Director
J R Baldwin	Non-executive Director
E P Galgano	Company Secretary

18. KEY MANAGEMENT PERSONNEL COMPENSATION (CONTINUED)

The aggregate compensation of key management personnel of the consolidated entity and company is as follows:

	2026	2025
	\$	\$
Short term employment benefits	828,300	793,816
Post-employment benefits	64,583	64,115
	892,883	857,931

Details of key management personnel compensation are disclosed in the Remuneration Report that forms part of the Directors' Report.

19. LEASE LIABILITY

CURRENT - Lease liability	277,194	217,116
NON CURRENT - Lease liability	266,637	198,228
Total Lease Liability	543,831	415,344
Lease liabilities maturing		
Less than 1 year	303,546	244,963
Between 1-5 years	277,874	207,693
Over 5 years	-	-
Total undiscounted lease liabilities	581,421	452,656
Lease liabilities included in this Consolidated Statement Of Financial Position	543,831	415,344

Consolidated Statement of Profit or Loss and Other Comprehensive Income

The amounts recognised in the consolidated statement of profit or loss and other comprehensive income relating to leases where the Group is a lessee are shown below:

Interest expense on lease liabilities	32,399	26,775
Depreciation of right-of-use assets	295,076	383,936

Consolidated Statement of Cash Flows

The amounts recognised in the consolidated statement of cash flows relating to leases where the Group is a lessee are shown below:

Total cash outflow for leases	321,763	432,554
-------------------------------	---------	---------

20. RELATED PARTIES

Key Management Personnel

Details of key management personnel compensation, superannuation and retirement payments are set out in the Remuneration Report that forms part of the Directors' Report.

No Director has entered into a material contract with the Company or the consolidated entity since the end of the previous financial year and there were no material contracts involving Directors' interest existing at year end.

The interests of each key management person and their related parties in the share capital of the Company during the year are set out in the remuneration report.

Related party transactions

Balances and transactions between the Company (being the ultimate parent company) and its subsidiaries, which are related parties of the Company, have been eliminated on consolidation and are not disclosed in this note.

Loans to and from related parties

No loans have been received or provided to key management personnel.

21. SEGMENTAL INFORMATION

Identification of reportable segments

The group has identified its operating segments based on the internal reports that are reviewed and used by the Managing Director (the chief operating decision maker) in assessing performance and in determining allocation of resources.

The operating segments are identified by management based on the geographical segmentation. Discrete financial information about each of these operating businesses is reported to the Managing Director on at least a monthly basis.

The reportable segments are based on aggregated operating segments determined by the similarity of the services provided, as these are the sources of the Group's major risks and have the most effect on the rates of return.

The reportable segments identified have not changed from those identified previously. All business is derived in Australia and no customer is responsible for greater than 10% of revenue.

Reportable segments

Merchandising

Comprises the sale of flooring and accessory products, various vibration control devices, building materials, industrial cork, rubber products and metal fabrications.

Commercial/Contracting

Comprises the sale and installation of flooring and flooring accessories, and certain engineering products in commercial projects.

Manufacturing

Manufacturing operations supply to both market segments.

21. SEGMENTAL INFORMATION (CONTINUED)

Business Segments

	Merchandising	Contracting and Commercial	Manufacturing	Consolidated
	(\$'000)	(\$'000)	(\$'000)	(\$'000)
(i) 2026				
Revenue				
Sale of Goods and Services	22,108	48,833	4,284	75,225
Elimination on Consolidation	-	-	(4,284)	(4,284)
Total Segment Revenue	22,108	48,833	-	70,941
Results				
Segment results	1,013	1,417	(72)	2,358
Unallocated expenses				(555)
Total Operating Profit before income tax				1,803
Income tax expense				(557)
Total Operating Profit after income tax				1,246
Assets				
Segment assets	15,273	19,198	842	35,313
Unallocated assets				19
Total Assets				35,332
Liabilities				
Segment Liabilities	3,547	9,827	1,065	14,439
Unallocated Liabilities				61
Total Liabilities				14,500
Other				
Acquisition of non-current assets	108	284	1	393
Depreciation of non-current assets	155	427	13	595
(ii) 2025				
Revenue				
Sale of Goods and Services	25,786	33,141	6,226	65,153
Elimination on Consolidation	-	-	(6,179)	(6,179)
Total Segment Revenue	25,786	33,141	47	58,974
Results				
Segment results	1,315	564	(67)	1,812
Unallocated expenses				(447)
Total Operating Profit before income tax				1,365
Income tax expense				(440)
Total Operating Profit after income tax				925
Assets				
Segment assets	14,230	18,942	1,229	34,401
Unallocated assets				1
Total Assets				34,402
Liabilities				
Segment Liabilities	4,844	7,872	1,345	14,061
Unallocated Liabilities				-
Total Liabilities				14,061
Other				
Acquisition of non-current assets	3,903	459	15	4,377
Depreciation of non-current assets	239	405	15	659

22. INTANGIBLES

(i) GOODWILL

	2026 \$	2025 \$
Cost less impairment	330,154	330,154
Cost less impairment		
Balance at beginning of year	330,154	330,154
Impairment expense for the year	-	-
Balance at end of year	330,154	330,154

Allocation of goodwill to cash-generating units

Goodwill has been allocated for impairment testing purposes to the Modern Commercial Flooring cash-generating unit defined as a business operation representing the lowest level within the entity at which the goodwill is monitored for internal management purposes and not a reportable segment.

The recoverable amount of this cash-generating unit is determined based on a value in use calculation which uses cash flow projections based on financial budgets approved by the directors covering a five-year period, and a post tax discount rate of 12.55% per annum (2025- 11.93%).

Cash flow projections during the budget period reflect compounding annual revenue growth of 2.5% per annum (2025 - 2.5%) and the same expected gross margins and expense price inflation throughout the budget period. The cash flows beyond that five-year period have been extrapolated using a steady 2.0% per annum (2025 - 2.0%) growth rate which is the projected long-term average growth rate for the construction market.

23. FINANCIAL INSTRUMENTS

Capital Risk Management

The Group manages its capital to ensure that entities in the Group will be able to continue as a going concern while maximising the return to stakeholders through the optimisation of the debt and equity balance. The Group adopts a conservative capital management approach by financing its operating activities through cash generating operations and by controlling debt.

The Group’s overall strategy remains unchanged from 2025.

Operating cash flows are used to maintain and expand the Group’s operations as well as to manage the routine outflows of tax and dividends. The Group’s principal financial instruments comprise cash, deposits at call, receivables, other financial assets, external debt and payables.

The main risks arising from the Group’s financial instruments are credit risk, liquidity risk and market price risk (currency risk and interest rate risk).

a. Market risk

Market risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk for the Group comprises two types of risk: market interest rates (interest rate risk) and foreign exchange rates (currency risk). There has been no change to the Group’s exposure to market risks or the manner in which it manages and measures the risk from the previous period.

b. Credit risk

The Group and Company’s maximum exposure to credit risk at balance date in relation to each class of recognised financial asset is the carrying value of those assets as indicated in the balance sheet.

Credit risk in trade receivables is minimised by:

- having 30 day payment terms,
- close monitoring of all overdue balances by senior management, and
- providing credit insurance for all active accounts over \$5,000 (2025 - \$5,000).

Cash balances and short term deposits are maintained with the Commonwealth Bank.

The carrying amount of financial assets in this financial report represents the Group and Company’s maximum exposure to credit risk at reporting date.

c. Categories of financial instruments

	2026	2025
	\$'000	\$'000
Financial Assets at amortised cost		
Cash and cash equivalents	362	97
Trade receivables	7,189	8,155
Other receivables	546	589
Financial Liabilities at amortised cost		
Trade and sundry payables	8,932	7,075
Borrowings	3,400	4,900
Lease liability	544	415

d. Interest rate risk

Interest rate risk is the risk that the market value of the Group’s investments will be adversely affected by fluctuations in interest rates. The Group’s and the Company’s exposure to interest rate risk and the effective return on its financial assets and liability is summarised below:

Interest Rate Sensitivity Analysis

The sensitivity analysis below has been determined based on exposure to interest rates for non-derivative instruments at the reporting date and the stipulated change taking place at the beginning of the financial year end held constant throughout the reporting period.

At reporting date if interest rates had been 25 basis points higher or lower and all other variables were held constant Group net profit would vary by \$10,075 (2025 - \$6,594).

23. FINANCIAL INSTRUMENTS (CONTINUED)

e. Currency risk

Foreign currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. The Group operates within Australia and imports certain inventory items from overseas in transactions dominated in foreign currency. Exchange rate exposure is managed utilising forward foreign exchange contracts. The value of the groups foreign currency denominated monetary liabilities at the reporting date are US\$ 293,344 (2025 - US\$ 199,398) and Euro Nil (2025 - 2,607) at the reporting date the group has foreign currency of forward contracts outstanding for this amount at an average exchange rate of US\$0.7034 (2025 - \$0.6491).

Foreign Currency Sensitivity

The Group is mainly exposed to USD and Euro currencies. The following table sets out the Group’s sensitivity to a 5% variation in the Australian dollar against the relevant foreign currencies. The analysis includes all trade payables outstanding at year end.

	USD Impact		Euro Impact	
	2026	2025	2026	2025
	\$	\$	\$	\$
Profit would vary by	10,075	6,530	Nil	64

f. Fair values

There is no material difference between the carrying amounts of financial instruments at amortised cost and the fair values of financial assets and liabilities.

The fair value of financial assets and financial liabilities are determined in accordance with generally accepted pricing models based on discounted cash flow analysis.

g. Liquidity risk

Liquidity risk is the risk that the Group will have insufficient liquidity to meet its obligations as they fall due. All non-related payables are non-interest bearing and standard settlement terms apply. This risk is managed by regularly monitoring liquid reserves and obligations falling due and by holding cash and deposits at call.

The Group and Company manages liquidity risk by maintaining adequate cash reserves sufficient to pay intercompany loans. This is done by continually monitoring forecast and actual cashflows and matching the maturity profiles of financial assets and liabilities classed as financial instruments.

CONSOLIDATED

	Weighted Average Interest Rate	Less than 1 year	1-5 Years	5+ years
	%	\$'000	\$'000	\$'000
2026				
Assets				
Trade and other receivables	-	7,734	-	-
Liabilities				
Trade and other payables	-	8,932	-	-
Borrowings	4.5%	-	3,400	-
Lease liability	6.39%	277	267	-
2025				
Assets				
Trade and other receivables	-	8,744	-	-
Liabilities				
Trade and other payables	-	7,075	-	-
Borrowings	4.0%	-	4,900	-
Lease liability	6.04%	217	198	-

24. NOTES TO THE STATEMENT OF CASH FLOWS

(i) Reconciliation of Cash

For the purposes of the Statement of Cash Flow, cash includes cash and cash equivalents on hand and at bank and short term deposits at call, net of outstanding bank overdrafts. Cash as at the end of the financial year as shown in the Statement of Cash Flows is reconciled to the related items in the balance sheet as follows:

	2026	2025
	\$	\$
Cash and cash equivalent	7,900	7,900
Cash at Bank	353,677	89,066
	<u>361,577</u>	<u>96,966</u>

(ii) Reconciliation of Profit for the period to Net Cash provided by Operating Activities

Profit for the period	1,245,574	925,156
Depreciation and Amortisation	889,873	1,042,652
Profit on sale of property, plant and equipment	(10,091)	(14,091)
Net bad debts written off	1,824	-
Net Cash Provided by Operating Activities before changes in Assets and Liabilities	<u>2,127,180</u>	<u>1,953,717</u>

Change in Assets and Liabilities during the financial year:

Decrease/(Increase) in assets:

Trade receivables	966,582	(1,211,533)
Inventory	(1,688,833)	(2,119,391)
Other current assets	43,399	45,826
Deferred tax asset	15,752	22,480

(Decrease)/Increase in liabilities:

Income taxes payable	(123,399)	(292,466)
Trade payables	439,810	13,316
Sundry payables	1,417,123	362,890
Provisions	(34,811)	104,575
Deferred tax liability	<u>29,379</u>	<u>14,309</u>

Net Cash Provided by/(Used in) Operating Activities	<u>3,192,182</u>	<u>(1,106,277)</u>
---	------------------	--------------------

(iii) FINANCING ARRANGEMENTS

The group has access to various facilities to cater for its Overdraft, Loans and Bank Guarantees to a maximum of \$12,400,000 (2025 - \$12,400,000) which, after allowing for outstanding Overdraft, Bank Guarantees and Loans, left an unused facility of \$5,568,000, (2025 - \$4,347,000) at year end. The bank overdraft is part of our facility and is subject to annual review. The bank facilities and loans are secured by a registered mortgage over freehold land and buildings with a carrying amount of \$7,988,138 (30 June 2025: \$8,114,091) situated at 147-149 Bakers Road, Coburg, 5/5 Irene Avenue, Coburg North and 39-41 John Street, Oakleigh, together with a floating charge over receivables. This facility expires in May 2028 and there is no reason to believe that this facility will not be rolled over. The Group is not allowed to pledge these assets as security for other borrowings or to sell them to another entity. The Group was in compliance with all bank covenants at 30 June 2026.

25. PARENT ENTITY INFORMATION

The accounting policies of the parent entity, which have been applied in determining the financial information shown below, are the same as those applied in the consolidated financial statements. Refer note 2 for a summary of the material accounting policies relating to the group.

Financial position	2026	2025
	\$	\$
Assets		
Current assets	-	-
Non-current assets	<u>15,380,973</u>	<u>16,131,572</u>
Total assets	<u>15,380,973</u>	<u>16,131,572</u>

Liabilities		
Current liabilities	10,943	137,821
Non-current liabilities	-	-
Total Liabilities	<u>10,943</u>	<u>137,821</u>

Net assets	<u>15,370,030</u>	<u>15,993,751</u>
------------	-------------------	-------------------

Equity		
Issued capital	1,155,970	1,155,970
Retained earnings	<u>14,214,060</u>	<u>14,837,781</u>
Total equity	<u>15,370,030</u>	<u>15,993,751</u>

Financial performance

Profit for the year	131,529	187,942
Other comprehensive income	-	-
Total comprehensive income	<u>131,529</u>	<u>187,942</u>

Contingent liabilities of the parent entity	-	-
--	---	---

26. SUBSEQUENT EVENTS

No significant events, apart from the following, have occurred since the balance date which would impact on the financial position of the Group at 30 June 2026 or the results for the period ended on that date, or may do so in future years.

A final fully franked ordinary dividend of 20.0 cents per share was declared by Directors on the 19 August 2026.

4

STATUTORY INFORMATION



POWERHOUSE MUSEUM

Supershearflex System - Provides Structural Isolation for 3600sqm of Concrete Floating Floors.

DIRECTORS' DECLARATION

The Directors declare that:

- a. in the Directors' opinion, there are reasonable grounds to believe that the Company will be able to pay its debts as and when they become due and payable;
- b. In the Directors' opinion, the attached financial statements are in compliance with International Financial Reporting Standards, as stated in note 2 to the financial statements;
- c. in the Directors' opinion, the attached financial statements and notes thereto are in accordance with the Corporations Act 2001, including compliance with accounting standards and giving a true and fair view of the financial position and performance of the consolidated entity;
- d. The information disclosed in the attached consolidated entity disclosure statement is true and correct; and
- e. the Directors have been given the declarations required by s.295A of the Corporations Act 2001.

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

On behalf of the Directors



G R Embelton

Chairman

24 September 2026

EMBELTON LIMITED AND ITS SUBSIDIARIES

CONSOLIDATED ENTITY DISCLOSURE STATEMENT
AS AT 30 JUNE 2026

ENTITY NAME	ENTITY TYPE	PLACE FORMED/COUNTRY OF INCORPORATION	OWNERSHIP INTEREST	TAX RESIDENCY
G. P. Embelton & Co. Pty. Ltd.	Body Corporate	Australia	100.00%	Australia
Windolite (Australia) Pty. Ltd.	Body Corporate	Australia	100.00%	Australia
Wood Flooring Wholesale Pty. Ltd. as trustee for Wood Flooring Unit Trust	Body Corporate	Australia	100.00%	Australia
Embelton Contracting Pty. Ltd.	Body Corporate	Australia	100.00%	Australia
Embelton Engineering Pty. Ltd.	Body Corporate	Australia	100.00%	Australia
Modern Commercial Projects Pty. Ltd.	Body Corporate	Australia	100.00%	Australia
Flooring Pty. Ltd	Body Corporate	Australia	100.00%	Australia
Embelton Timber Services Pty. Ltd.	Body Corporate	Australia	100.00%	Australia
Embelton Singapore Pte. Ltd.	Body Corporate	Singapore	100.00%	Singapore
Embelton (Shanghai) Trading Co. Ltd.	Body Corporate	China	100.00%	China
Embelton UK Ltd.	Body Corporate	United Kingdom	100.00%	United Kingdom

STATUTORY DIRECTORS' REPORT

Your Directors present their report on the Company and its subsidiaries for the financial year ended 30 June 2026.

DIRECTORS

The names of Directors in office at any time during or since the end of the year are:

Mr G R Embelton
Mr J J Embelton
Mr J R Baldwin

The Directors were directors for the whole of the year unless otherwise stated.

COMPANY SECRETARY

The following person held the position of Company Secretary at the end of the financial year:

Mr E P Galgano

PRINCIPAL ACTIVITIES

The principal activities of the consolidated entity during the year comprised the manufacture, distribution and installation of flooring products and services, structural noise and vibration control systems, metal fabrication, rubber and cork sheeting, and other industrial products. There has been no significant change in these activities during the year.

OPERATING RESULTS

The consolidated profit of the consolidated entity after providing for income tax and eliminating outside equity interests amounted to \$1,245,574 (2025: \$925,156).

DIVIDENDS

	2026	2025
	\$	\$
Dividends paid or declared for payment in respect of the financial year are as follows:		
An interim fully franked ordinary dividend of 15.0 cents per share (2025 – 15.0 cents) was paid on 10 April 2026 (2025 - 11 April)	323,680	323,680
A final fully franked ordinary dividend of 20.0 cents per share (2025 – 20.0 cents) was declared by Directors on the 19 August 2026	431,570	431,570
	755,250	755,250

CHANGE IN STATE OF AFFAIRS

During the financial year, there was no significant change in the state of affairs of the consolidated entity other than those referred to in the financial statements or notes thereto.

EVENTS AFTER BALANCE DATE

No significant events, apart from the dividend referred to above, have occurred since the balance date which would impact on the financial position of the Group at 30 June 2026 or the results for the period ended on that date, or may do so in future years.

ENVIRONMENTAL ISSUES

Operations of the consolidated entity are subject to regulation under environmental legislation in many aspects of its businesses. Operating entities monitor compliance with environmental regulations to maintain a safe and healthy working environment at all times.

The directors are not aware of any significant breaches or non-compliance with such regulations during the period covered by this report.

DIRECTORS

The Directors in office at the date of this report, their shareholdings, qualifications and experience are set out below.

George Embelton, BE, FIEAust
 Mr Embelton was appointed Chairman in 1984.

James Embelton, BA
 Appointed Non-Executive Director in April 2008.

Appointed Managing Director in November 2010.

Prior to joining the company as Managing Director, Mr Embelton had 15 years’ experience in financial services most recently with Macquarie Group Limited, where he was a Division Director. Earlier he spent ten years in the North American Financial Services Sector, including time as a Director for Legg Mason in Toronto, responsible for business development with Financial Institutions and Pension Funds. Prior to this Mr Embelton was Associate Vice-President for AIC Mutual Funds. He completed a Bachelor of Arts from Monash University in 1992, has completed the Canadian Securities Institute designation and completed the first level of the Chartered Financial Analyst Program in 2004.

Ross Baldwin, DipCE, FIEAust
 Appointed Non-Executive Director in 2002.

Mr Baldwin consults to clients involved in all aspects of development, construction, operation and maintenance of major infrastructure projects. He also specialises in advising on projects in the Asian region, having been resident there for eleven years, during which time he occupied key positions including Director and/or Managing Director with companies which undertook significant infrastructure and mining projects.

He is a director, past Chairman and principal of Flagstaff Consulting Group and a director of Flagstaff PCM. He is also a former Managing Director of John Holland Asia, former Director of the Overseas Projects Corporation of Victoria and the Mayfair Hanoi Joint Venture.

Mr Baldwin is considered an independent director.

MEETINGS OF DIRECTORS

The number of Directors’ meetings and number of meetings attended by each of the Directors of the Company during the financial year are:

Directors’ Meetings	Meetings attended	Meetings eligible to attend
G R Embelton	6	5
J J Embelton	6	6
J R Baldwin	6	6

REMUNERATION REPORT (AUDITED)

This outlines the remuneration arrangements for directors and executives of Embelton Ltd. Remuneration of directors and key management personnel is referred to as compensation as defined in AASB 124 “Related Party Disclosures”.

Directors’ and executives’ relevant shareholdings

	Balance at 30.06.24	Received as Compensation	Other Changes	Balance at 30.06.25	Received as Compensation	Other Changes	Balance at 30.06.26
Directors							
G R Embelton	1,006,087	-	-	1,006,087	-	-	1,006,087
J J Embelton	31,877	-	-	31,877	-	-	31,877
J R Baldwin	6,535	-	-	6,535	-	-	6,535
Executives							
E P Galgano	-	-	-	-	-	-	-

Remuneration Policy

The Company has an established policy for determining the nature and amount of emoluments of Board Members and Senior Executives of the Company to align remuneration with the creation of shareholder value. The remuneration structure for the Senior Executives, including the Managing Director, seeks to emphasise payment for results. The objective of the reward scheme is both to reinforce the short and long terms goals of the Company and to provide a common interest between management and shareholders.

A review of the Group’s operations during the year is included in the Directors' Report. The Board considers the remuneration of key management personnel to be appropriate given the results for the year.

Remuneration Committee

The Remuneration Committee comprises the Chairman and the non-executive Directors of the Company and is responsible for determining and reviewing compensation arrangements for the Directors, Managing Director and Senior Executives.

The Remuneration Committee assesses the appropriateness of the nature and amount of the remuneration of Directors and Senior Executives on an annual basis by reference to the relevant employment market conditions with the overall objective of ensuring maximum stakeholder return from the retention of a high quality board and executive team. Professional advice is taken when appropriate.

Remuneration Structure

In accordance with the ASX Corporate Governance Council Recommendations, the remuneration structure for the non-executive Directors are separate and distinct from that for Senior Executives.

Executive Directors and Senior Executives

The Company aims to reward executives with a remuneration package commensurate with their position and responsibilities with the Company and so as to:

- Reward executives for achievement of pre-determined key performance indicators;
- Link reward with the strategic goals and performance of the Company; and
- Ensure total remuneration is competitive by market standards.

Remuneration for Senior Executives and staff is reviewed annually by the Managing Director, using a formal performance appraisal process.

The remuneration structure is in two parts:

- Fixed remuneration; and
- Variable remuneration.

Fixed Remuneration comprises payroll salary, superannuation and other benefits. Some individuals have also chosen to sacrifice part of their salary to increase payments towards superannuation.

Variable Remuneration is based on a short-term incentive plan which is used to differentiate rewards based on performance and is assessed each year. The principal performance indicator of the short-term incentive plan relates to the Company’s financial performance and individual achievement of specified goals, which may, for example, include accomplishment of growth initiatives.

The Remuneration Committee recommends to the Board adjustments to fixed remuneration each year based on the performance of individuals. In addition, the Committee reviews the performance and the remuneration of the Managing Director and recommends to the Board any short-term incentive payments and adjustments to his remuneration.

Non-Executive Directors

The Board seeks to set an aggregate remuneration level which provides the Company with the ability to attract and retain Non-Executive Directors of the highest calibre, whilst incurring a cost which is acceptable to shareholders.

The Constitution and the ASX Listing Rules specify that the aggregate remuneration of Non-Executive Directors shall be determined from time to time by a general meeting, to be divided between the Directors as the Directors shall determine and, in default of agreement between them, then in equal share.

The Non-Executive Directors receive a fee for being a Director of the Company but no additional fees for sitting on or chairing committees.

Non-Executive Directors are encouraged by the Board to own shares in the Company (purchased by Non-Executive Director on market). It is considered good governance for directors to have an ownership interest in the Company on whose board he or she sits.

Employment Contracts of Directors and Senior Executives

Year ended:	30 June 2022	30 June 2023	30 June 2024	30 June 2025	30 June 2026
	\$	\$	\$	\$	\$
Total Revenue	66,021,910	74,861,089	69,887,429	59,007,857	71,036,769
Net profit before tax	1,458,072	1,225,065	1,809,463	1,364,712	1,803,544
Net profit after tax	969,398	950,452	1,260,511	925,156	1,245,574
Share price at start of year	\$12.10	\$10.00	\$10.50	\$9.48	\$8.33
Share price at end of year	\$10.00	\$10.50	\$9.48	\$8.33	\$8.10
Interim Dividend*	15 cents	10 cents	15 cents	15 cents	15 cents
Final Dividend*	20 cents	20 cents	20 cents	20 cents	20 cents
Basic earnings per share	45 cents	44 cents	58 cents	43 cents	58 cents
Diluted earnings per share	45 cents	44 cents	58 cents	43 cents	58 cents
Total Dividends declared	35 cents	30 cents	35 cents	35 cents	35 cents

*Franked to 100% at 30% corporate tax rate

Composition of Key Management Personnel

Names and positions held of Company Directors and other key management personnel in office at any time during the financial year are:

Company Directors:

Mr G R Embelton	Chairman – appointed Chairman 1984
Mr J J Embelton	Director – appointed Managing Director 2010
Mr J R Baldwin	Director – Non-executive – appointed Director 2002

Executives:

Mr E P Galgano	Company Secretary - appointed September 2011
----------------	--

Consolidated Entity and Company

	Short Term Employee Benefits				Post Employment Superannuation Benefits	Total	Proportion of Remuneration Performance Related
	Salary & Directors Fees	LSL	Incentive Accrued for Current Period	Non-monetary Benefit			
	\$	\$	\$	\$	\$	\$	
Company Non-Executive Directors' Remuneration Year ending 30 June 2026							
Mr J R Baldwin	25,000	-	-	-	-	25,000	-
	25,000	-	-	-	-	25,000	-
Year ending 30 June 2025							
Mr J R Baldwin	25,000	-	-	-	-	25,000	-
	25,000	-	-	-	-	25,000	-
Company Executive Directors and Specified Executives' Remuneration Year ending 30 June 2026							
Mr G R Embelton	90,000	1,500	-	7,773	10,800	110,073	-
Mr J J Embelton	420,000	6,984	80,000	-	30,000	536,984	15%
Mr E P Galgano	180,925	4,501	36,617	-	23,783	245,826	15%
	690,925	12,985	116,617	7,773	64,583	892,883	11%
Year ending 30 June 2025							
Mr G R Embelton	67,500	1,500	-	7,377	7,763	84,140	-
Mr J J Embelton	420,068	6,174	65,000	-	29,932	521,174	12%
Mr E P Galgano	195,442	3,755	27,000	-	26,420	252,617	11%
	683,010	11,429	92,000	7,377	64,115	857,931	11%

For the year under review, bonuses of \$80,000 and \$36,617 have been provided for Mr. J J Embelton and Mr. E P Galgano respectively (2025 – \$65,000 and \$27,000 respectively) following the Group’s achievement of specified profit targets and the amount paid may be any amount up to a maximum amount or nil if targets are not achieved. The specified profit target was chosen as a means of aligning executive remuneration with the creation of shareholder value.

End of audited remuneration report.

INDEMNIFYING OFFICERS OR AUDITORS

During or since the end of the financial year the Company has paid premiums to insure all Directors and officers of the Company against liabilities for costs and expenses incurred by them in defending legal proceedings arising out of their conduct while acting in the capacity of officer of the Company, other than conduct involving a wilful breach of duty in relation to the Company. The amount of the premium was \$30,516 (2025 - \$35,225).

The Company has not, during or since the end of the financial year, in respect of any person who is or has been the auditor of the Company or a related body corporate:

- indemnified or made any relevant agreement for indemnifying against a liability incurred as an auditor, including costs and expenses in successfully defending legal proceedings; or
- paid or agreed to pay a premium in respect of a contract insuring against a liability incurred as an auditor for the costs or expenses to defend legal proceedings; with the exception of the matters mentioned above.

PROCEEDINGS ON BEHALF OF COMPANY

No person has applied for leave of Court to bring proceedings on behalf of the Company or 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 any part of those proceedings.

The Company was not a party to any such proceedings during the year.

NON-AUDIT SERVICES

The Board of Directors is satisfied that the provision of non audit services during the year is compatible with the general standard of independence for auditors imposed by the Corporations Act 2001. The directors are satisfied that the services disclosed below did not compromise the external auditors independence for the following reasons:

- all non-audit services are reviewed and approved by the Board prior to commencement to ensure they do not adversely affect the integrity and objectivity of the auditor; and
- the nature of the services provided do not compromise the general principles relating to auditor independence as set out in the relevant professional and ethical standards.

The following fees for non-audit services were paid/payable to the external auditors during the year ended 30 June 2026:

Taxation services - preparation of income tax returns	<u>\$Nil</u>
Total	<u><u>\$Nil</u></u>

AUDITOR’S INDEPENDENCE DECLARATION

The auditor’s independence declaration for the year ended 30 June 2026 has been received and can be found on page 48.

Signed in accordance with a resolution of the Board of Directors.

On behalf of the Directors



G R Embelton

Chairman

24 September 2026



Horizon Nexus (Audit) Pty Ltd (ABN 33 692 918 577)
Level 4, 35 Collins Street, Melbourne, Victoria, 3000
PO Box 24155, Melbourne, Victoria 3001
horizonnp.com.au

**AUDITOR'S INDEPENDENCE DECLARATION
UNDER 307C OF THE CORPORATIONS ACT 2001
TO THE DIRECTORS OF EMBELTON LIMITED AND CONTROLLED ENTITIES**

I declare that, to the best of my knowledge and belief, during the year ended 30 June 2026 there have been:

- (i) no contraventions of the auditor independence requirements as set out in the *Corporations Act 2001* in relation to the audit; and
- (ii) no contraventions of any applicable code of professional conduct in relation to the audit.

Horizon Nexus (Audit) Pty Ltd

Horizon Nexus (Audit) Pty Ltd
ABN 33 692 918 577

W. Tarrant

Wayne Tarrant
Director

Melbourne, Victoria
Date: 24 September 2026

Liability limited by a scheme approved under Professional Standards Legislation.



Horizon Nexus (Audit) Pty Ltd (ABN 33 692 918 577)
Level 4, 35 Collins Street, Melbourne, Victoria, 3000
PO Box 24155, Melbourne, Victoria 3001
horizonnp.com.au

EMBELTON LIMITED AND CONTROLLED ENTITIES

ABN 51 004 401 496

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF EMBELTON LIMITED AND CONTROLLED ENTITIES

Report on the Audit of the Financial Report

Opinion

We have audited the financial report of Embelton Limited and Controlled Entities (the Group), which comprises the consolidated statement of financial position as at 30 June 2026, the consolidated statement of profit or loss and other comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows for the year then ended, and notes to the financial statements, including material accounting policy information, the Consolidated Entity Disclosure Statement and the directors' declaration.

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

- a) giving a true and fair view of the Group's financial position as at 30 June 2026 and of its financial performance for the year then ended; and
- b) 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 APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) issued by the Accounting Professional & Ethical Standards Board Limited that are relevant to audits of the financial report of public interest entities in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

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 of 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.

Recoverability of Inventory

At 30 June 2026 the Group has recognised gross inventory at a cost of \$13,913,624 against which there is a provision of \$491,351. Estimation of net realisable value requires the directors to make certain judgements and estimates based on the age and condition of product lines, historical sales outcomes, forecast contract pipeline, and the current trading conditions and near term outlook.

Liability limited by a scheme approved under Professional Standards Legislation.



How our audit addressed the key audit matter

Our audit procedures included:

- Assessing management’s processes and judgments applied in estimating the net realisable value of inventory.
- Testing on a sample basis, the ageing and cost of products at year end as key inputs into management’s calculation of the provision for slow moving/obsolete inventory.
- Evaluating management’s judgements in estimating net realisable value by:
 - Comparing the carrying value of products to contracts for post year-end sales;
 - Comparing the value of aged inventory on hand to managements provisions; and
 - Obtaining an understanding of the contract pipeline and likely impact of any delays in projects specific inventory.
- We have also assessed the appropriateness of the disclosures in Note 11 to the Financial Statements.

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 2026 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 accordingly 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 Group are responsible for the preparation of:

- a) the financial report (other than the consolidated entity disclosure statement) that gives a true and fair view in accordance with Australian Accounting Standards and *the Corporations Act 2001*; and
- b) the consolidated entity disclosure statement that is true and correct in accordance with the *Corporations Act 2001*, and for such internal control as the directors determine is necessary to enable the preparation of:
 - i. the financial report (other than the consolidated entity disclosure statement) that gives a true and fair view and is free from material misstatement, whether due to fraud or error; and
 - ii. the consolidated entity disclosure statement that is true and correct and is free of 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.

Further description of our responsibilities for the audit of the financial report is located at The Auditing and Assurance Standards Board Website at <http://www.auasb.gov.au/Home.aspx>. This description forms part of our auditor’s report.

Report on the Remuneration Report

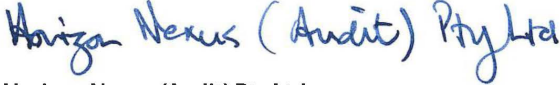
Opinion on the Remuneration Report

We have audited the Remuneration Report included in Pages 43 to 45 of the directors’ report for the year ended 30 June 2026.

In our opinion, the Remuneration Report of Embelton Limited and Controlled Entities, for the year ended 30 June 2026, complies with section 300A of the *Corporations Act 2001*.

Responsibilities

The directors of the Group 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.



Horizon Nexus (Audit) Pty Ltd

ABN 33 692 918 577



Wayne Tarrant

Director

Melbourne, Victoria

Date: 24 September 2026

ADDITIONAL STOCK EXCHANGE INFORMATION AS AT 31 AUGUST 2026

In accordance with the listing requirements of the Australian Associated Stock Exchange, the Directors state:

- a. The number of holders of fully paid ordinary shares as at 31 August 2026 was 145 of which 56 held less than a marketable parcel (the marketable parcel is 499 and under).
- b. Distribution of Shareholding

Range	No of Holders of Ordinary Shares	No of Shares
1 – 1,000 shares	73	21,650
1,001 – 5,000 shares	39	89,087
5,001 – 10,000 shares	7	47,525
10,001 – 100,000 shares	22	409,568
100,001 and over	4	1,590,027
	145	2,157,857

- c. Percentage total holdings by or on behalf of the twenty largest shareholders is 90.146%.

Holder Name	Balance as at 31-08-2026	% of total
G R E Nominees Pty Ltd	592,094	27.439%
George Robert Embelton	413,993	19.185%
Mrs Elizabeth Margaretha Montgomery & Mrs Bridget Elizabeth Tomkins	404,000	18.722%
Estate of Mr Ian Peter Alexander	195,940	9.080%
Treasure Island Hire Boat	36,873	1.709%
Mr Norman John Levi & Ms Jillian Michele Levi	34,703	1.608%
Mr James John Embelton	32,684	1.515%
Ms Carolyn Louise Hill	32,307	1.497%
Jennifer Mary Shepherd	22,395	1.038%
Geoffrey Weston Cruse	21,105	0.978%
Mr Daniel Lawrence Hall	20,005	0.927%
Messent Pty Ltd	19,851	0.920%
Aviation Fuel Associates (Aust) Pty Ltd (The Fraser Super Fund A/C)	16,838	0.780%
Torquinet Pty Ltd (Sallie Super Fund A/C)	16.395	0.760%
Miss Bridget Elizabeth Montgomery	16,107	0.746%
Mrs Maxine Charlotte Stewart	16,000	0.741%
Ms Sallie Christina Hill	15,913	0.737%
Mr David Anthony Embelton	15,875	0.736%
Mr Robert Nicol Fraser	12,838	0.595%
Mr Frank Chung Lueung	12,422	0.576%
	1,948,338	90.290%
Total of Securities	2,157,857	

The following holdings are those stated in the register of substantial shareholdings GRE Nominees Pty Ltd 592,094, George Robert Embelton 413,993, Mrs Elizabeth Margaretha Montgomery & Mrs Bridget Elizabeth Tomkins (Elizabeth Montgomery S/F A/C) 404,000, Estate of Mr Ian Peter Alexander 195,940.

EMBELTON GROUP PRODUCTS

Supply and installation of flooring, noise control systems, and industrial materials

Flooring and Consumer Products:

- Wooden parquetry flooring
- Prefinished and natural strip flooring
- Timber, Hybrid, Laminate and Vinyl Flooring
- Carpet
- Rubber and sports flooring
- Adhesives and finishes
- Other flooring accessories

Industrial and Construction Products:

- Structural noise and vibration isolation systems
- Anti-vibration mountings - springs and rubber
- Seismic restraints for resiliently mounted equipment
- Recycled and natural rubber sheets
- Spandex cork jointing
- Other jointing media
- Tube and Pipe bending
- Compressed cork sheets, blocks and rolls

Melbourne

147-149 Bakers Road
 Coburg 3058
 T: +61 (0)3 9353 4811

Trade Store

2/41 John St
 Oakleigh 3166
 T: +61 (0)3 9545 6499

Sydney

50 Newton Road
 Wetherill Park 2164
 T: +61 (0)2 9748 3188

Overseas

Room 2238, Level 22, No. 1193 Changning Road, Changning District Shanghai, China 200051

Brisbane

2/10 Blue Rock Drive
 Luscombe 4207
 T: + 61 (0)7 3359 7100

Perth

21 Pearson Way
 Osborne Park 6017
 T: +61 (0)8 9204 1300

