

# FÖS

C A P I T A L

**2026 AGM**

28 October 2026



# FOS Capital – Overview



## Founder-led manufacturer & distributor of commercial LED lighting

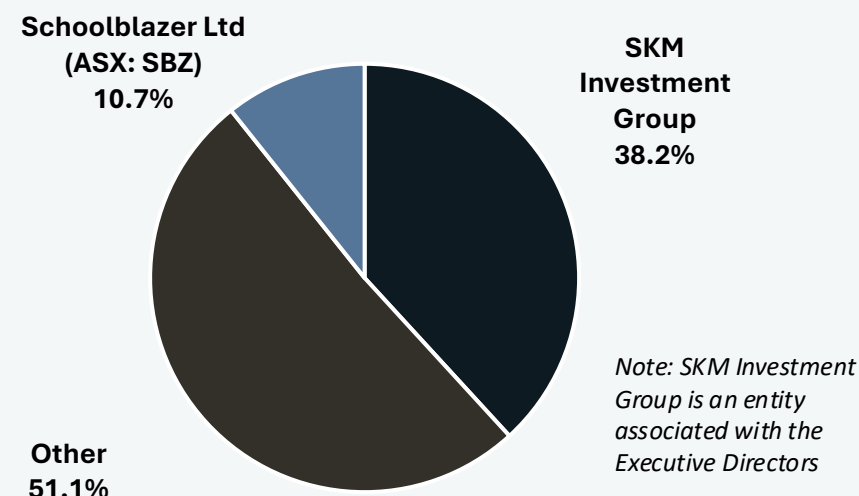
- FOS **manufactures** a range of commercial luminaires, outdoor fittings, and linear extruded lighting, and **distributes** a range of commercial and architectural lighting solutions. FOS also provides a comprehensive range of street and roadway lighting solutions, supporting major infrastructure and urban development projects.
- The company remains founder-led and majority founder-owned, with its 85 staff based in Australia and New Zealand.
- FOS has **15 brands** and **2 manufacturing facilities** located in Brisbane and Sydney, and 96% of all sales are product lines that FOS has complete control over.
- FOS operates in **highly fragmented markets** that are worth an estimated \$500m, with adjacent markets worth more than \$1bn.

**FOS is committed to increasing market share from 5% to 15% in the medium-term through a combination of continued organic growth and strategic acquisitions, at an EBITDA margin exceeding 10%**

### Board of Directors

|                   |                        |
|-------------------|------------------------|
| Sandy Beard       | Non-Executive Chair    |
| Con Scrinis       | Managing Director      |
| Michael Koutsakis | Executive Director     |
| Michael Monsonogo | Non-Executive Director |

### Key Shareholders



# FY26 Highlights

Despite a challenging FY26, record pipeline activity, a stronger order book & \$2m annualised cost savings are expected to support improved FY27 performance

Sales  
**\$22.4m**

-12% vs pcp

EBITDA  
**\$(0.5)m**

Excludes ATS restructuring costs (\$1.3m) & inventory write-off (\$0.6m)

**\$2.1m** in pcp

PBT  
**\$(1.4)m**

**\$1.2m** in pcp

Quote Pipeline  
**\$130m**

Record high

Order Book  
**\$10m**

Highest level in 2+ years

Cost Reduction Program  
**\$2m Annualised**  
Of which \$1m implemented

Acquisition Update  
**Aldridge Traffic Systems**  
Turnaround well underway  
\$8m active quotes & tenders

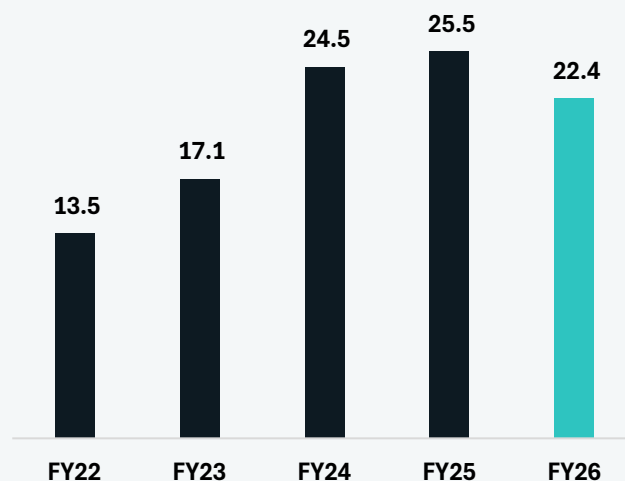


Acquisition Update  
**Glowing Structures**  
Successfully integrated  
\$3m specifications generated

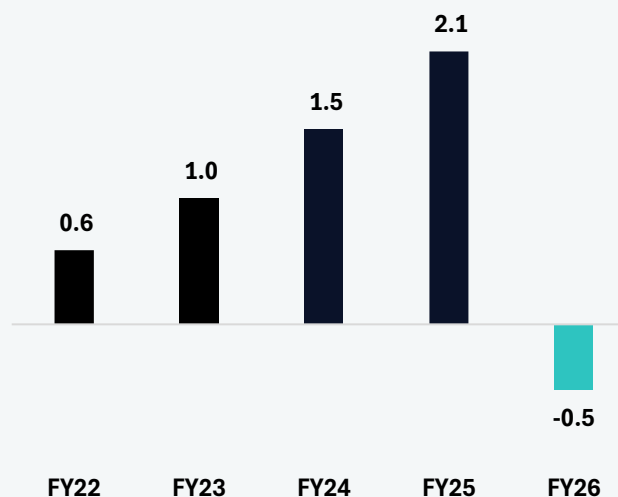
# FY26 Financial Overview

FY26 impacted by delayed project awards and extended procurement timeframes across key customer segments

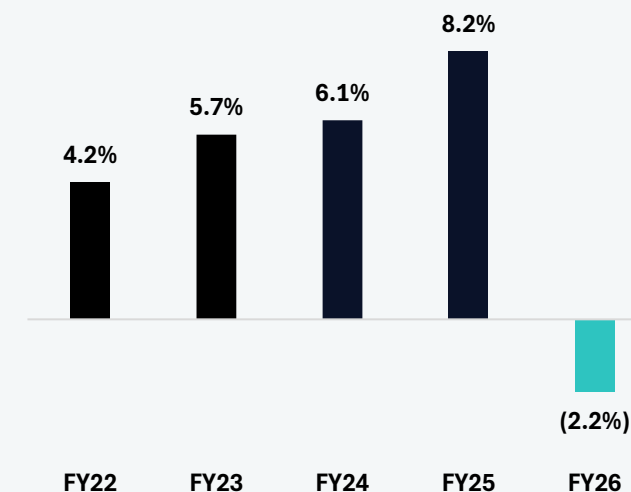
## Revenue (\$m)



## EBITDA (\$m)



## EBITDA margin (%)



Despite a challenging FY26, the Group's order book increased to \$10m (the highest level in over two years) and the active quote pipeline reached a record \$130m, supporting improved FY27 revenue visibility.

*Note: FY26 EBITDA excludes ATS restructuring costs of \$1.3 million and inventory write-off of \$0.6 million*

# FY26 Review



**Strong order momentum and operational initiatives position the Group for improved performance in FY27**

- **FY26 results were below expectations**, reflecting softer market conditions and delayed project awards across a number of customer segments.
- **Customer engagement remained strong throughout the year**, however extended procurement timeframes delayed the conversion of quotations into firm orders.
- **Order momentum improved significantly during the second half**, with the Group's order book increasing to \$10 million, its highest level in over two years.
- **The active quote pipeline reached a record \$130 million**, up from \$115 million in the prior corresponding period, supporting improved revenue visibility.
- **ATS continued to gain traction and Glowing Structures continued to perform well**, with active ATS quotes and tenders increasing to \$8 million and product specifications exceeding \$3 million.
- **Management has identified approximately \$2 million in annualised cost savings**, with around \$1 million already implemented and the balance expected to be delivered over coming months.
- **The Board believes the Group is well positioned to benefit from a strengthened order book**, record quote pipeline, ATS growth initiatives and ongoing cost reduction programs.

# Growth Strategy

Multiple growth initiatives expected to support earnings growth and market share expansion

## Market Consolidation & Acquisition Platform

FOS operates in fragmented lighting and infrastructure markets.

Seven acquisitions successfully completed and integrated.

Continued focus on opportunities that increase scale, expand product capability and strengthen market position.

Glowing Structures and ATS provide additional growth avenues beyond the core lighting business.

## ATS Expansion

Active ATS quotes and tenders increased from \$5.5m to \$8.0m during FY26.

Secured first major contract under the Eastern Freeway Project.

Appointed MAV panel for streetlighting

Opportunity to leverage FOS customer relationships and procurement capability.

Less than 50% of streetlights converted to LED

## Specification & Product Growth

Product specifications generated through Glowing Structures now exceed \$3m.

New commercial lighting products introduced during FY26.

Focus on increasing specification-driven sales and higher-value project opportunities.

Continued investment in differentiated lighting solutions.

## Margin & Earnings Improvement

Approximately \$2m annualised cost savings identified.

Around \$1m already implemented.

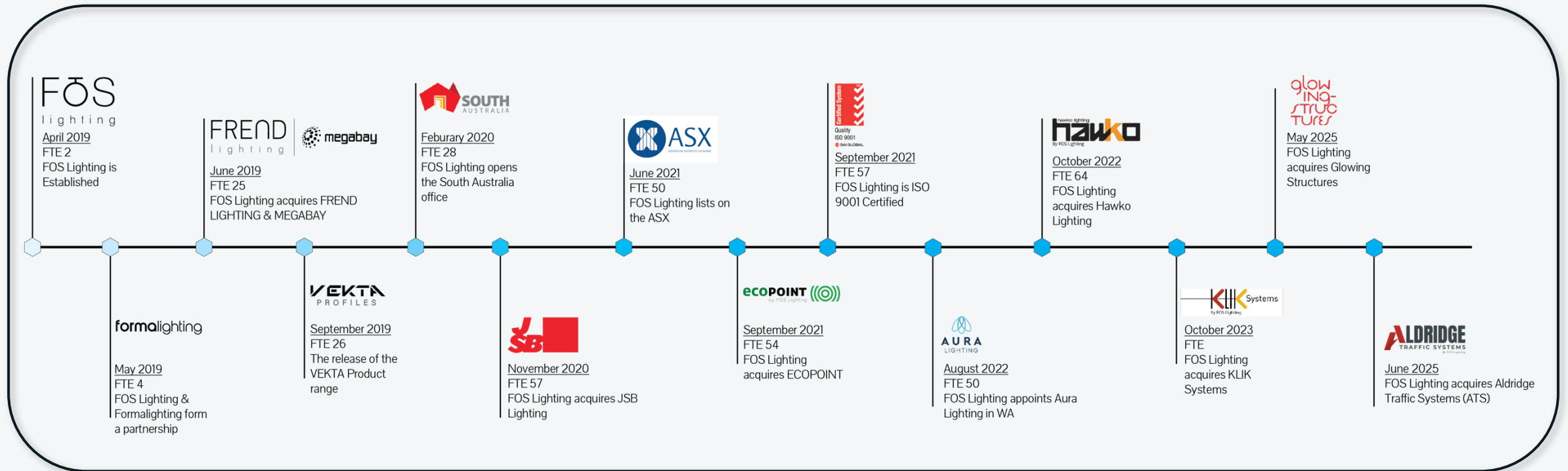
Purchasing efficiencies and supply-chain initiatives expected to support margins.

Benefits expected to be progressively realised during FY27.

Record pipeline activity, a strengthened order book, ATS growth initiatives, specification-led sales opportunities and operational efficiencies provide a platform for improved earnings performance and market share growth.

# Key Acquisitions & Agreements

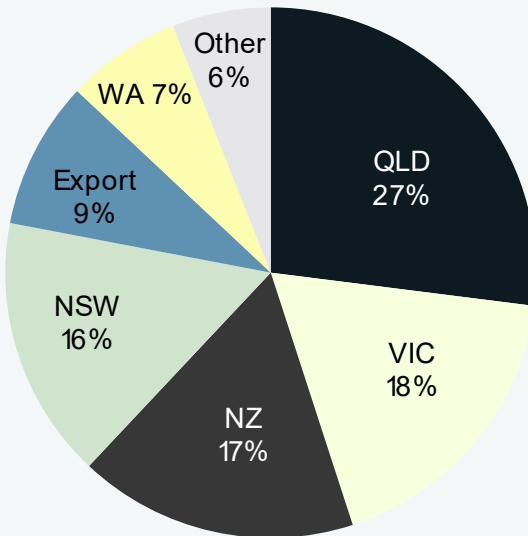
Track record of strategic, accretive acquisitions



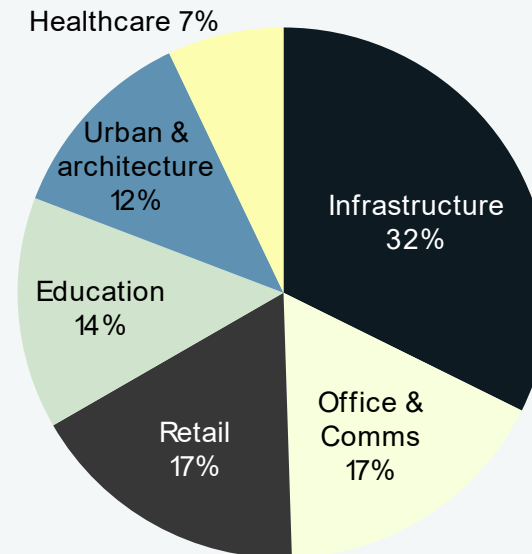
# Geographic & Sector Exposures

Diversified geographic & sector exposure supports growth opportunities across multiple end markets

Geographic Exposure



Sector Exposure



# FY26 Income Statement

Softer market conditions & extended project award timeframes impacted FY26 earnings

| A\$m                                  | FY26  | FY25 | Change   |
|---------------------------------------|-------|------|----------|
| Sales                                 | 22.4  | 25.5 | -12%     |
| Gross profit                          | 9.7   | 11.3 | -14%     |
| Other income                          | 0.0   | 0.1  | -58%     |
| Expenses                              | -8.7  | -8.0 | +10%     |
| EBITDA (Excl. ATS restructure)        | -0.5  | 2.1  | -122%    |
| EBITDA margin (Excl. ATS restructure) | -2.0% | 8.2% | -1,019bp |
| EBITDA                                | -2.3  | 2.1  | -213%    |
| PBT                                   | -3.3  | 1.2  | -366%    |
| NPAT                                  | -2.4  | 0.9  | -362%    |
| EPS (cps)                             | -3.6  | 1.7  | -308%    |
| DPS (cps)                             | 0.0   | 1.0  | -100%    |

**Revenue was impacted by softer market conditions** and extended project award timeframes.

**While quoting activity remained strong**, project conversion to firm orders occurred slower than historically experienced.

**Earnings were impacted by** lower revenue, ATS restructuring costs and inventory rationalisation initiatives.

**Management has since identified \$2 million in annualised cost reductions**, with \$1 million already implemented.

# FY26 Cash Flow

Operating cash flow remained broadly cashflow breakeven despite lower revenue and earnings in FY26

| A\$m                              | FY26        | FY25        | Change       |
|-----------------------------------|-------------|-------------|--------------|
| Receipts from customers           | 25.8        | 28.5        | -9%          |
| Payments to suppliers & employees | -25.4       | -25.6       | -1%          |
| Other                             | -0.5        | -0.6        | -6%          |
| <b>Operating Cash Flow</b>        | <b>-0.1</b> | <b>2.3</b>  | <b>-104%</b> |
| Capex                             | 0.0         | 0.0         | nm           |
| Sale of assets                    | 0.5         | 0.0         | nm           |
| Acquisitions                      | -0.2        | -4.3        | -95%         |
| <b>Investing Cash Flow</b>        | <b>0.2</b>  | <b>-4.3</b> | <b>Nm</b>    |
| Net proceeds from borrowings      | 0.2         | 1.2         | -81%         |
| Net equity issuance               | 0.4         | 3.4         | -88%         |
| Dividends paid                    | -0.7        | -0.5        | +25%         |
| Payment of lease liabilities      | -1.4        | -1.3        | +7%          |
| <b>Financing Cash Flow</b>        | <b>-1.5</b> | <b>2.8</b>  | <b>-152%</b> |
| Net change in cash                | -1.3        | 0.8         | 268%         |
| <b>Closing Cash</b>               | <b>1.0</b>  | <b>2.5</b>  |              |

Despite lower revenue and earnings in FY26, **operating cash flow remained broadly cashflow breakeven** at an outflow of \$0.1 million.

**Investing cash flow** improved following completion of recent acquisitions in FY25, while **financing cash flow** reflected normal lease repayments and dividend payments.

# FY26 Balance Sheet

Balance sheet remains supported by positive working capital and modest leverage levels



| A\$m                     | 30 Jun-26   | 30 Jun-25   | Change      |
|--------------------------|-------------|-------------|-------------|
| Cash                     | 1.0         | 2.5         | -61%        |
| Receivables              | 2.8         | 3.9         | -27%        |
| Plant & Equipment        | 1.0         | 1.2         | -13%        |
| Other Assets             | 17.3        | 18.1        | -4%         |
| <b>Total Assets</b>      | <b>22.1</b> | <b>25.7</b> | <b>-14%</b> |
| Payables                 | 2.6         | 1.7         | +53%        |
| Borrowings               | 4.1         | 3.9         | +6%         |
| Other Liabilities        | 4.2         | 6.0         | -30%        |
| <b>Total Liabilities</b> | <b>10.9</b> | <b>11.6</b> | <b>-6%</b>  |
| <b>Net Assets</b>        | <b>11.3</b> | <b>14.1</b> | <b>-20%</b> |

**Receivables reduced** to \$2.8 million while payables increased to \$2.6 million, supporting **improved working capital management** during FY26.

**Net borrowings remained modest** at \$3.1 million, with total liabilities declining 6% to \$10.9 million.

**The Group ended FY26** with net assets of \$11.1 million and cash of \$1.0 million.

# Outlook & Trading Update

**1Q27 Revenue & EBITDA above guidance, reflecting improved sales activity, strengthened order book, and ongoing cost reduction program benefits**

**1Q27 Sales** of \$7.25m, up 64% on the pcg

**1Q27 EBITDA** of \$0.55m, a significant improvement on the pcg

**Sep 2026 Order Book** increased to \$10.5m, up 15% on the pcg

**FOS expects trading momentum to continue into 2Q27**, with sales volumes for the quarter expected to be similarly high to 1Q27

**This is supported by** the strong order book and record active quote pipeline

Along with the ongoing benefits of the Company's cost reduction program, **earnings are expected to be positively impacted**

## Recent project wins:

- Monash Medical Clinic (~\$1.0m)
- Queensland Schools Lighting Upgrade Program (~\$2.5m expected sales)
- Appointed to MAV panel for streetlighting

## Orders on hand (\$m)



The Group entered FY27 with a \$10 million order book, its highest level in over two years, and a record \$130 million active quote pipeline, supporting improved revenue visibility and future order conversion opportunities.



# FÖS

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