

FY26 Annual General Meeting

11 November 2026

CEO's presentation

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Chief Executive Officer

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GALE Pacific today



Built in Australia.
Proven globally.

Our purpose
To enrich lives through shade

Our vision
To make shade as fundamental to outdoor life as sunlight

75 years of trusted perfomance

Trusted products	Products customers rely on to solve real-world problems and perform in demanding environments.
Trusted brands	Coolaroo® and GALE Commercial®, recognised leaders in their categories.
Enduring relationships	Longstanding relationships with major global retailers and Commercial channel partners.
Vertically integrated	Manufacturing and technical capability spanning product development, knitting, coating and distribution.
Global reach	Products distributed across 42 countries through established retail and Commercial channels.

FY26 results at a glance

FY26 takeaway

Earnings remained broadly stable despite lower revenue, while stronger working-capital and cost discipline materially improved cash generation and financial resilience.

Earnings and returns

Revenue

$155.5 m

Down 9.6% on FY25

EBITDA

$12.3 m

Up from $12.0m

EBITDA Margin

7.9 %

Up 0.9 percentage points

Cash and balance sheet

Operating Cash Flow

$21.4 m

Before lease payments

Net Cash

$4.9 m

From $8.9m net debt

Net Loss After Tax

$2.9 m

Improved from $5.2m

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

FY26 strengthened the foundations

Decisive action created a simpler, more focused and financially resilient business

Americas reset

24%

Workface reduction

Refocused the region on sales, marketing and distribution while reducing management and administrative complexity.

$3.1m FY26 cash savings

Cost discipline

$7.2 m

Opex savings

Group-wide efficiency initiatives lowered the operating cost base while preserving revenue-generating capability.

Includes Americas operating model reset

Working capital

$8.6 m

Inventory reduction

Improved operational efficiency and inventory management reduced stock holdings and strengthened cash conversion.

Closing inventory $42.7m

Balance sheet

$4.9 m

Net cash

$21.4m of operating cash flow before lease payments and lower borrowings increased financial flexibility.

Capacity to invest selectively in growth

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

Stronger foundations to invest selectively in demand generation, customers and categories

Financial discipline is continuing

Positive cash generation and sustained cost discipline further strengthened the balance sheet in Q1 FY27

Cost discipline

$1.8 m

Lower underlying operating costs YOY

Continuing the structural cost discipline established in FY26.

Excludes $1.0m withholding tax on cash repatriated from China, not incurred in the prior year.

Operating cash flow

$3.5 m

Q1 operating cash inflow

Positive cash generation further strengthened the Group's financial position.

Generated after $1.9m of lease payments.

Net cash

$8.2 m

At 30 September 2026

Continued cash and working-capital discipline strengthened the balance sheet.

Up from $4.9m at 30 June 2026.

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

Maintaining financial discipline while investing selectively in demand generation and growth

Driving demand from the end user

One common demand-generation capability

1. **Understand**
   Identify end-user problems and pain points
2. **Target**
   Prioritise geographic marketswhere the need is most relevant
3. **Solve**
   Lead with clear, problem-centred solutions
4. **Amplify**
   Expand reach through digital, partner and influencer channels
5. **Build preference**
   Make solutions easier to understand, evaluate and select

Consumer

Make research and purchase seamless

Preference → Purchase → Sell-through → Replenishment

Creating consumer demand through our retail channel partners

Commercial

Prove performance and increase specification

Preference → Specification → Project demand → Repeat business

Creating end-user demand through our commercial partners

More end-user demand → More demand through our channel partners → Sustainable growth



Scaling our US consumer business

Bring proven Australian category capability to the US

Broaden category participation

- Introduce proven Australian categories into Lowe's and The Home Depot
- Widen assortments within categories where we already participate
- Solve more consumer needs and increase relevance to retail partners

Expand our customer reach

- Build the new Menards relationship across relevant categories
- Target complementary new customers in climate-appropriate geographies
- Prioritise markets where our products solve relevant consumer need

Grow e-commerce

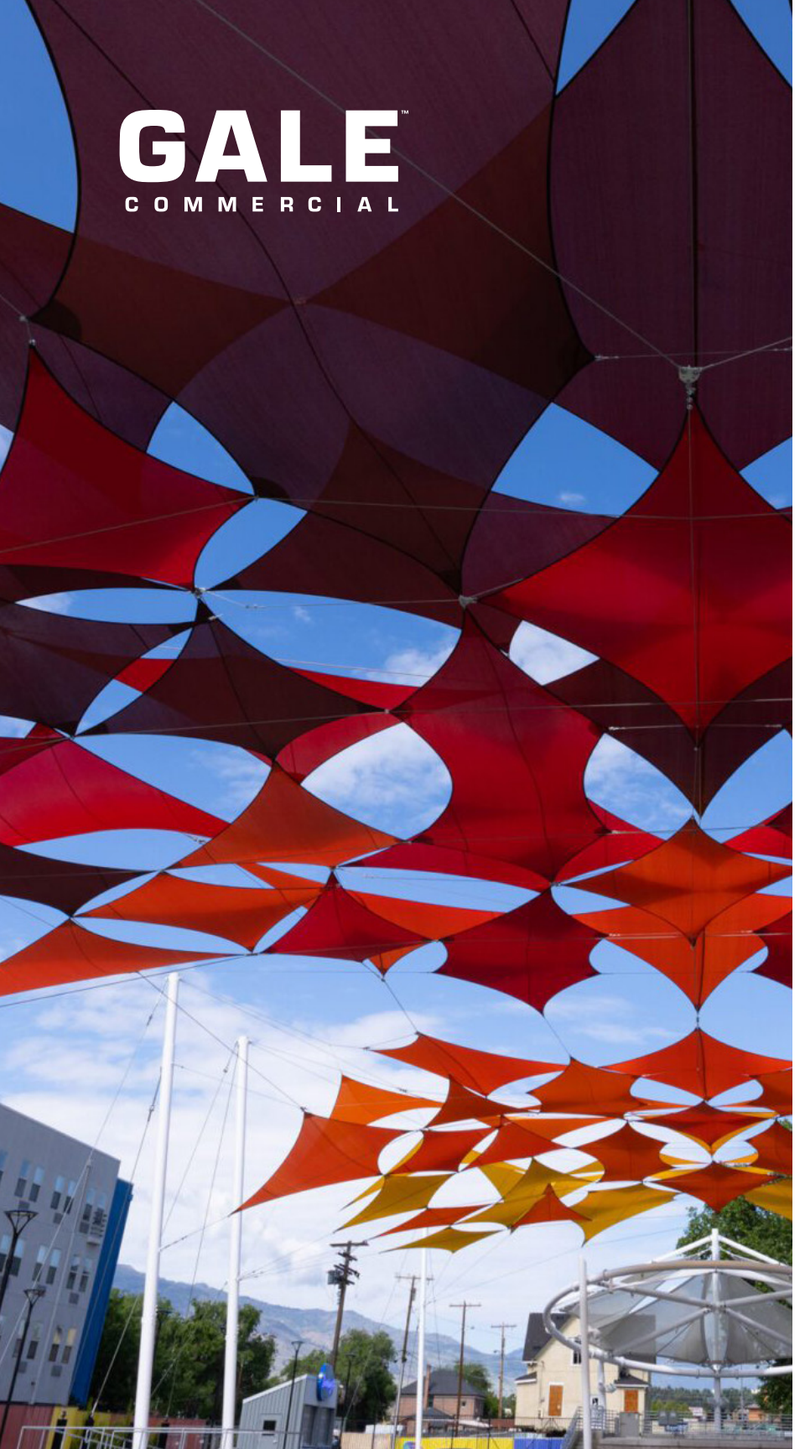
- Increase reach and penetration through Amazon and other digital marketplaces
- Grow our own e-commerce platform
- Broaden online assortment and improve conversion of digitally generated demand

More categories
Deeper assortments

More customers
Relevant markets

More reach
Greater penetration

More products ➡ More channels ➡ Greater US consumer scale



Expanding our commercial business

Growing proven applications across larger markets and new segments to broaden and diversify our revenue base

Expand in larger markets

- Grow share in architectural shade in larger markets, particularly the US and Middle East
- Extend proven Australian horticulture capability across netting, shade and greenhouse applications
- Focus on applications where our technical expertise and product performance provide a clear customer solution

Build specification & preference

- Leverage new business development capability across Australia, the US, Dubai, India and Thailand
- Engage directly with end users to understand needs and drive specification and preference
- Use validated case studies and 30+ years of proven performance in demanding environments to build credibility

Penetrate "light commercial"

- Target hospitality venues, kindergartens, daycare centres and similar shared environments
- Address needs between traditional Commercial and domestic solutions that require a more tailored approach
- Apply our shade expertise to an underrepresented segment with distinct end-user requirements

Engage end users ➡ Understand applications ➡ Demonstrate value ➡ Build preference & specification

Greater commercial penetration ➡ broader revenue mix ➡ reduced exposure to seasonality

Unlocking further growth in ANZ



Consumer

Open new growth avenues

Expand the gazebo segment

Reach new consumers and broaden participation in outdoor living.

Accelerate e-commerce

Grow our own platform, retail partner channels and online assortment.

Pilot solution-based services

Trial installation and other service offerings through select partners that make complex products easier to adopt.

Commercial

Consolidate & grow

Strengthen the core

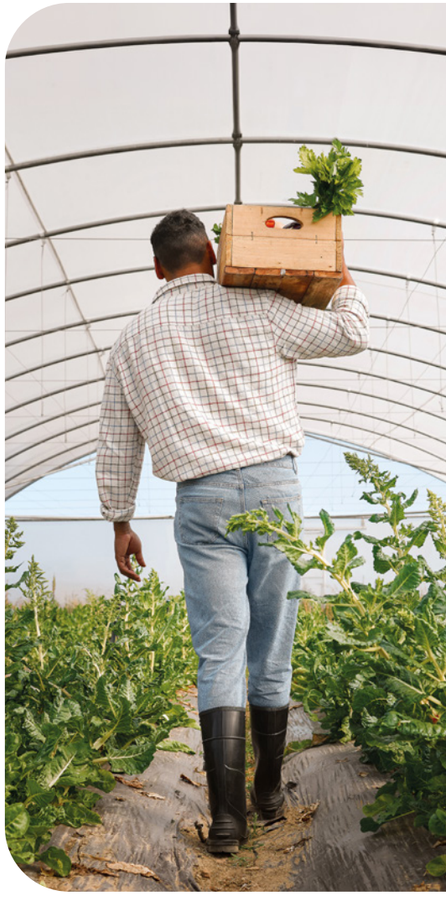
Reinforce architectural shade, grain fabric and water containment.

Accelerate horticulture growth

Expand across netting, shade and greenhouse applications, building on our established Australian capability.

Penetrate “light commercial”

Leverage our existing customer base and products to penetrate this underrepresented segment.



New consumer growth avenues + stronger commercial positions = extended ANZ leadership

Building operations fit for growth

ACTION UNDERWAY	OPERATIONAL BENEFIT	GROWTH ADVANTAGE
Improve operational flow		
Work underway in China and Braeside coating	Reduce lead times, minimum order quantities and bottlenecks	More responsive service across Consumer and Commercial markets
Optimise the footprint		
China warehouse consolidation and space optimisation progressing	Improve space utilisation and right-size operating costs	A leaner platform that retains capability for growth
Diversify manufacturing		
Thailand partner progressing towards small-scale outdoor roller shade production by FY27 year-end	Increase manufacturing flexibility and sourcing resilience	Broader supply options with reduced concentration risk
Standardise and digitise		
Group warehousing and distribution standards, supported by D365	Better data, visibility, efficiency and consistent ways of working	Scalable execution across regions without rebuilding complexity

Faster customer response + right-sized costs + resilient capability = a stronger platform for growth



Outlook

Potential seasonal support in Australia balanced by continued regional and supply-chain volatility

- **Australian seasonal demand:** Australian peak-season trading may benefit from forecast hotter and drier conditions associated with an El Niño weather pattern.
- **US consumer demand:** Trading conditions are expected to remain challenging while consumer confidence remains subdued.
- **Middle East demand:** Ongoing geopolitical conflict and project timing may affect the level and timing of Middle East sales.
- **Commodity inputs:** Energy and feedstock volatility may affect HDPE and other material costs.
- **Logistics:** Shipping routes, insurance costs, freight rates and lead times may remain volatile.

FULL-YEAR GUIDANCE

Given continuing uncertainty in the external environment, the Company will provide a further update on expected full-year performance with its H1 FY27 results in February 2027.

Focused execution. Sustainable growth

Building on stronger foundations with clear priorities and disciplined delivery

Stronger foundations

A leaner operating model, stronger cash position and greater financial resilience

Focused execution

Clear priorities across demand generation, customers, categories and operations

Sustainable growth

Profitable growth, cash generation and enduring shareholder value

FOCUSED EXECUTION PRIORITIES

1 **Drive demand**	Build end-user preference through targeted, solution-led activity, stronger digital reach and simpler paths to purchase
2 **Expand customers & categories**	Convert opportunities into new customers, broader category participation and deeper ranges across priority markets
3 **Simplify to scale**	Leverage our vertically integrated manufacturing, operational and commercial capability to support growth without rebuilding complexity
4 **Maintain discipline**	Maintain rigorous cost, cash, margin and return discipline while selectively investing to support profitable growth

Profitable growth • Cash generation • Long-term shareholder value