



# CHIEF EXECUTIVE OFFICER'S ADDRESS

**TROY MORTLEMAN**  
CEO & GENERAL MANAGER, AUSTRALIA  
AND NEW ZEALAND





# ABOUT GALE PACIFIC

Designed for, and tested in, the harshest environments on earth, only GALE Pacific's innovative, sustainable fabrics are the longest lasting in the industry, protecting people, food, water, and property for over 70 years.



GALE Pacific Commercial® brand products include knitted, coated, and advanced polymer fabrics used in a growing number of applications across the agricultural, horticultural, aquacultural, construction, mining, packaging, and advertising industries.

## PRODUCT CATEGORIES

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

## BRAND VALUES

- Protection
- Durability
- Sustainability
- Design



The Company's consumer brand, Coolaroo®, includes outdoor roller shades, shade sails, shade and garden fabrics, shade structures, and pet products. Products can be found at market-leading major retailers, both in-store and online, around the world. Only Coolaroo® fabrics are made for sun safety, innovated for cool comfort, and breathable by design to inspire more time outdoors.

## PRODUCT CATEGORIES

- Roller Shades
- Shade Sails
- Shade Fabric
- Pergolas and Gazebos
- Umbrellas
- Grow and Utility Bags
- Pet Beds

## BRAND VALUES

- Sun Safety
- Comfort
- Design
- Sustainability





# BUSINESS OVERVIEW

Map legend:



Head office



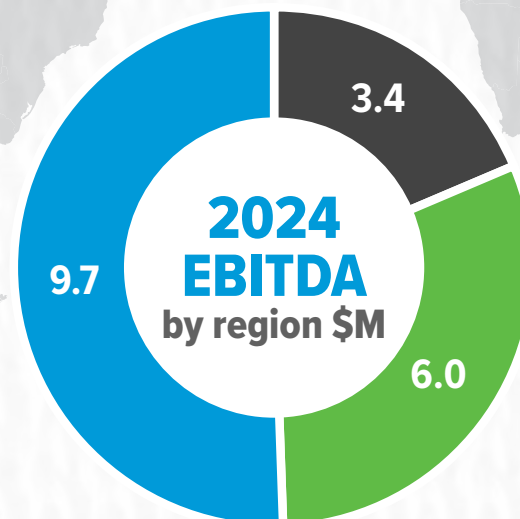
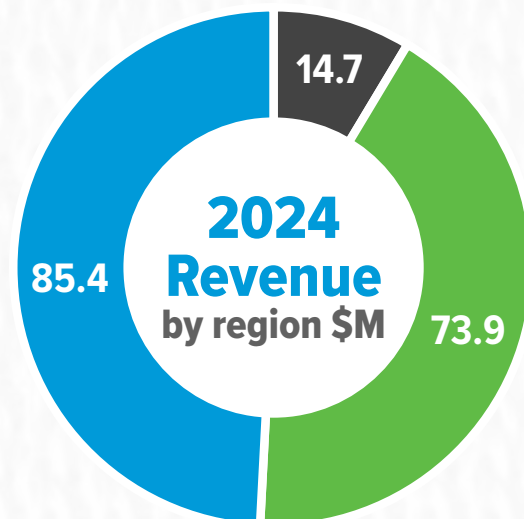
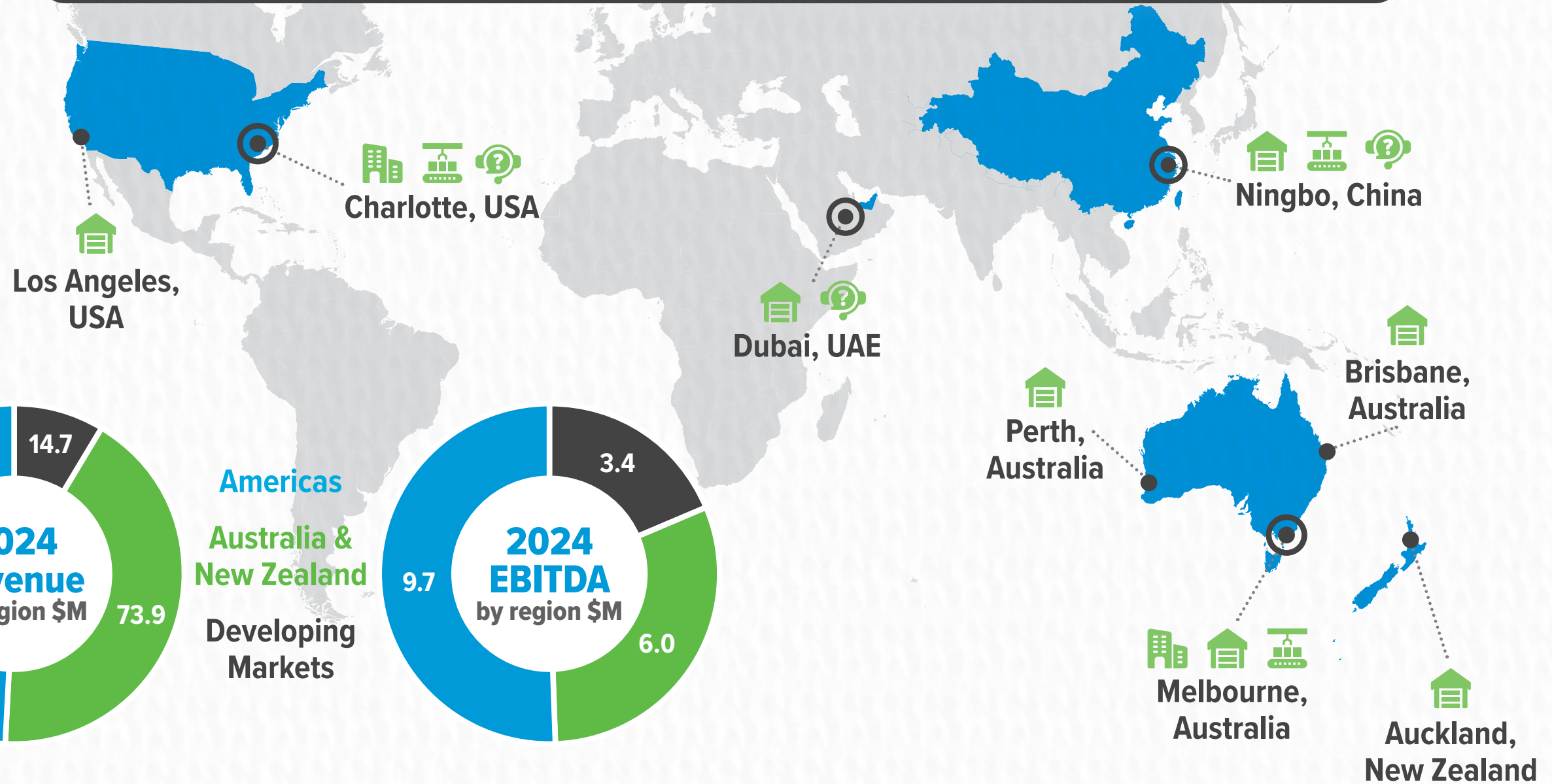
Sales Office



Warehouse



Manufacturing





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- Results Overview
- Regional Overview
- Company Strategy
- Trading Update & Outlook





# **RESULTS OVERVIEW**



# MACRO BACKDROP | RESULT DRIVERS



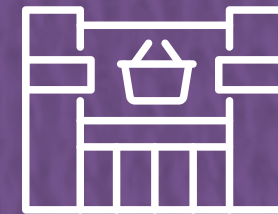
**Adverse weather  
reduced demand  
in key markets**



**Supply chain  
disruptions and ERP  
investment strained  
profitability**



**Cost of living  
pressures continue  
to impact consumer  
spending**



**Retail partner  
sell-through  
issues reduced  
revenue**



**Increased  
cost of  
goods and  
inflation**



# RESULTS FOR FY24

Revenue of \$174 million was down \$13.6 million or 7% compared to FY23.

EBITDA was \$14.2 million, down \$6.5 million or 31% compared to FY23.

Operating expenses increased by \$6.5 million compared to FY23, including an additional \$5.0 million from the transition to new ERP platform.

\$ million	FY24	FY23	Change % vs FY23
Revenue	174.0	187.6	(7)
EBITDA	14.2	20.7	(31)
EBIT	2.4	8.9	(73)
Profit before tax	(1.4)	5.3	(126)
Net profit after tax	(0.3)	3.7	(109)
Basic EPS (cents)	(0.12)c	1.34c	
Final Dividend (cents per share)	Nil	Nil	
Special final dividend (cents per share)	Nil	Nil	
Total dividends (cents per share)	Nil	1.0	
Net cash from operating activities	26.7	8.4	218
Net cash (debt)	(0.7)	(15.5)	95

*All financial data in this report is recorded in Australian dollars (AU\$)*

# RESULTS FOR FY24

Net cash from operating activities during FY24 was up from \$8.4 million in FY23. This increase was driven primarily by improved working capital management.

Net debt reduced from \$15.5 million in FY23, reflecting strong cash flow, a more efficient facility structure with HSBC, disciplined cash management, and effective working capital reductions, even with ongoing ERP investments.

## Net Cash from Operating Activities

**\$26.7 million**

*FY23: 8.4m*

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## Net Debt

**\$0.7 million**

*FY23: 15.5m*



# **REGIONAL OVERVIEW**





# AMERICAS

- Revenue FY24: \$85.4 million, a 7% decline vs FY23
- 20% EBITDA decline due to lower revenues and one-off costs from ERP implementation
- Lowe's national launch of Roller Shades with HeatShield
- Introduced Coolaroo® Pet Bed with HeatShield to 1,400 Walmart locations
- Latin America +81% revenue growth across retail and commercial customers
- Grew largest commercial fabrics distributor by 30%
- Transitioned to outsourced custom blind production with reduced cost and increased capacity

\$ million	FY24	FY23	% vs FY23
Revenue	85.4	91.9	(7)
EBITDA	9.7	12.2	(20)





# AUSTRALIA/NEW ZEALAND

- Revenue FY24: \$73.9 million, a 10% decline vs FY23
- 42% EBITDA decline due to lower revenue and one-off costs from ERP implementation
- Adverse weather conditions reduced consumer demand
- Margin improvements through range management in umbrellas
- 11% inventory reduction from improved forecasting
- Secured expanded usage of Ecobanner® with Australia's largest print consumables distributor
- Successfully trialled recycled content tarps for the grain industry

\$ million	FY24	FY23	% vs FY23
Revenue	73.9	82.2	(10)
EBITDA	6.0	10.4	(42)





# DEVELOPING MARKETS

- Revenue FY24: 14.7 million, a 10% increase vs FY23
- 12% EBITDA decline due to one-off costs from ERP implementation
- 38% revenue growth in the Middle East
- Revenue in Spain up 20% and 29% in Italy
- 50% revenue decline in Japan due to macroeconomic challenges
- Successful HeatShield trials in Dubai
- Achieved all-time low debtor days and reduced long-dated balances

\$ million	FY24	FY23	% vs FY23
Revenue	14.7	13.4	10
EBITDA	3.4	3.9	(12)



# **COMPANY STRATEGY**



# COMPANY STRATEGY

GALE Pacific is focused on developing meaningful innovation that improves the lives of our customers and consumers, alongside our ongoing commitment to providing a sustainable product solution.

Our strategy is anchored on two core principles:

## Innovation



## Product

## Process

## Sustainability



## Environment

## Earnings



# **FY25 STRATEGY FOCUS AREAS**





# DRIVE PROFITABLE GROWTH IN THE AMERICAS



## Extend Omni-Channel Retail Presence & Consumer Reach

HeatShield expansion through new applications across retailers; DIY entry into new customers & categories

Extend retail & commercial presence deeper into Latin America

Launch new global company websites to connect directly with consumers & end-users; create DTC channel



## Expand Commercial Segment

Leverage HeatShield in leading commercial fabrics

Penetrate agriculture market with coated and horticulture fabrics

Leverage Australian market insights to replicate in the U.S.



## Innovate to Diversify & Expand

Consumer-led innovation resulting in new fabrics to enter new categories

Professional design & consumer-insight-based benefits validated at retailer showcases to seed sell-in

Establish supply chain to service critical markets



# SUSTAIN OUR MARKET LEADERSHIP POSITION IN AUSTRALIA AND NEW ZEALAND



## **Optimise Margin Performance**

**Rigorous category  
management to improve/  
exit lower margin products**

**Drive efficiency across  
all operations**

**Lower cost of goods – both  
manufactured & sourced products**



## **Expand Share in Commercial Segment**

**Drive new business with  
existing products**

**Increase contract  
coating volumes**

**Win share across grain  
fabric & Ecobanner®**



## **Protect Our Leading Share at Bunnings**

**Expand share of new HeatShield  
products across core categories**

**Leverage and build Coolaroo  
brand & innovation to drive  
consumer conversion**

**Maximise inventory availability  
to drive sell-through**



# INVEST TO GROW IN DEVELOPING MARKETS



## Enter New Markets

Identify markets where our value proposition can win

Lead with meaningful & differentiated innovation

Leverage existing hub in Dubai to build from



## Build Coolaroo Consumer Share in Existing Markets

Leverage capability, credibility, and differentiated innovation from US + ANZ markets

Penetrate e-commerce channels

Develop strategic distribution partnerships



## Drive Growth in The Middle East

Win share through Saudi Arabia project conversion

Launch HeatShield commercial fabrics & gain specification

Penetrate adjacent commercial categories across UAE



# OPTIMISE GLOBAL OPERATING FOOTPRINT



## Global Customer Contact Centre

Implement global “follow-the-sun” operating model to service more customers

Leverage common CRM platform to improve customer intimacy

Leverage data to drive superior customer service



## Manufacturing & Operational Excellence

Enhance production planning to maximise capacity efficiency

Benchmark manufactured items to ensure lowest possible cost

Implement quality improvement initiatives to reduce waste



## Future Operating Model

Define appropriate US distribution model to service growth

Develop consolidated China distribution hub to lower lead times

Secure new manufacturing partnerships to complement existing capability



# **FOUNDATIONAL ELEMENTS**

**Our strategy is driven by:**

**Safety First**

**Financial Discipline**

**Secure & Efficient Systems**

**Developing Our People**



# GALE PACIFIC DIFFERENTIATORS



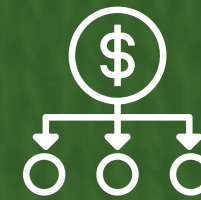
**Category & market  
leading brands**



**High quality,  
innovative products**



**Customer  
partnerships**



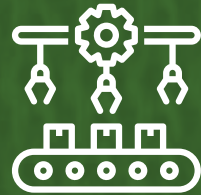
**Consumer & commercial  
diversification**



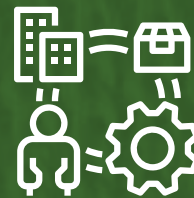
**Sustainable  
product portfolio**



**Technical fabrics  
expertise**



**Vertically integrated  
manufacturing**



**Global distribution  
& supply chain**



**On-trend, outdoor  
environments**



**Sun safety  
awareness**

# **FY25 TRADING UPDATE AND H1 OUTLOOK**

- **Successful go-live of new ERP platform, Microsoft D365, in October**
- **Improved revenue and market share growth across grain storage coated fabrics in Australia**
- **Encouraging early peak season sell through volumes at Bunnings**
- **Continuation of positive run rates in the Middle East and Europe**
- **Lower consumer demand in the United States persisting, however new and expanded ranging and customer wins secured to grow our share**
- **H1 FY25 EBITDA expected between \$5.5M and \$6.5M**
- **FY25 performance guidance will be provided alongside H1 FY25 results in February 2025**