

ASX Announcement

Wednesday, 19 August 2026



SHAPE Australia Corporation Limited
ABN 14 654 729 352

Phone: (02) 9906 6977

Visit: shape.com.au

Level 11, 155 Clarence Street
Sydney NSW 2000
Warrang, Eora Nation

FY26 Results Presentation

SHAPE Australia Corporation Limited (ASX: SHA) ("SHAPE" or the "Company") attaches a copy of the FY26 Results Presentation.

ENDS

This announcement was authorised for release by the Board of Directors.

About SHAPE:

SHAPE Australia (ASX: SHA) is a leading national fitout and construction services specialist. Headquartered in Sydney, with operations in all capital cities and key regional centres, SHAPE delivers high-quality interior, new build, and modular construction projects across diverse sectors, including office, data centres, defence, education, health, hotels, retail, entertainment & recreation, and more. Backed by a team of more than 890 professionals, an award-winning company culture, and a world-class Net Promoter Score of +86, SHAPE brings transparency, a partnership approach, and three decades of experience to undertake any type of construction project.

For further information, contact:

Media & Investor Relations

Melanie Singh

melanie@nwrcommunications.com.au

+61 439 748 819

ersonal use only



SHAPE

A Leading National Fitout & Construction Services Specialist

ABN 14 654 729 352 | SHAPE Australia Corporation Limited (ASX:SHA)

SHAPE

FY26 Results Presentation

19 August 2026

SHAPE Australia Corporation Limited (ASX:SHA)
ABN 14 654 729 352



Important Notice & Disclaimer

Information in this presentation should not be considered as a recommendation in relation to holding, purchasing or selling shares, securities or other instruments in SHAPE Australia Corporation Limited or any other company.

Before making or varying any decision in relation to holding, purchasing or selling shares, securities or other instruments in SHAPE Australia Corporation Limited, investors should consider the appropriateness of that investment in light of their individual investment objectives and financial situation and should seek their own independent professional advice.

ersonal use only



FY26 Financial Highlights

All figures are compared to the prior corresponding period

Revenue

\$1.2b ↗
30%

EBITDA

\$50.1m ↗
53%

NPAT

\$31.7m ↗
50%

Project Wins

\$1.3b ↗
37%

Backlog Orders

\$628.4m ↗
28%

Identified Pipeline

\$4.8b ↗
20%

Cash and Marketable Securities

\$136m ↗
6%

Earnings per Share

38.1c ↗
49%

Declared Dividends per Share¹

32.0c ↗
42%

¹ Includes 2026 interim dividend paid and final dividend declared.

Australia's Leading Construction Partner

A national fitout and construction services specialist

890+
People nationally

36+
Years of profitability

320+
Projects in FY26 (with revenue above \$100,000)

46%
Tender conversion rate (by number)

20
Operations nationally

- Operations
- Modular Manufacturing Facilities
- Arden



Proven Partner Of Choice With Desirable Risk Profile

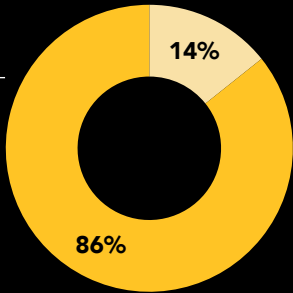
Resilient Business Model

Disciplined governance, risk management and investment in systems and processes support consistent delivery, margin protection and sustainable growth.



Internal Projects

Lower risk projects with reduced exposure to industrial relations issues and weather impacts.



- External Projects
- Internal Projects

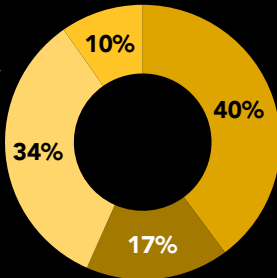
Diversified Portfolio

Diverse project mix across regions and sectors, with the ability to win work in all market conditions and generate recurring revenue.



Short Project Durations

Short project durations, with 90% completed in under a year and 57% in under six months, provide protection against cost escalation risk.



- < 4 Months
- 4-6 Months
- 6-12 Months
- > 12 months

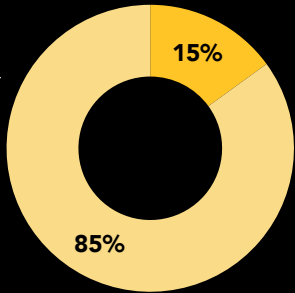
People-focused Company Culture

A people-first culture that attracts, develops and retains the best in the industry, supporting strong performance and consistent delivery.



Trusted Construction Partner

Broad client base, including blue-chip ASX companies, with high repeat work driven by exceptional customer service, long-standing relationships and a world-class Net Promoter Score of +86.

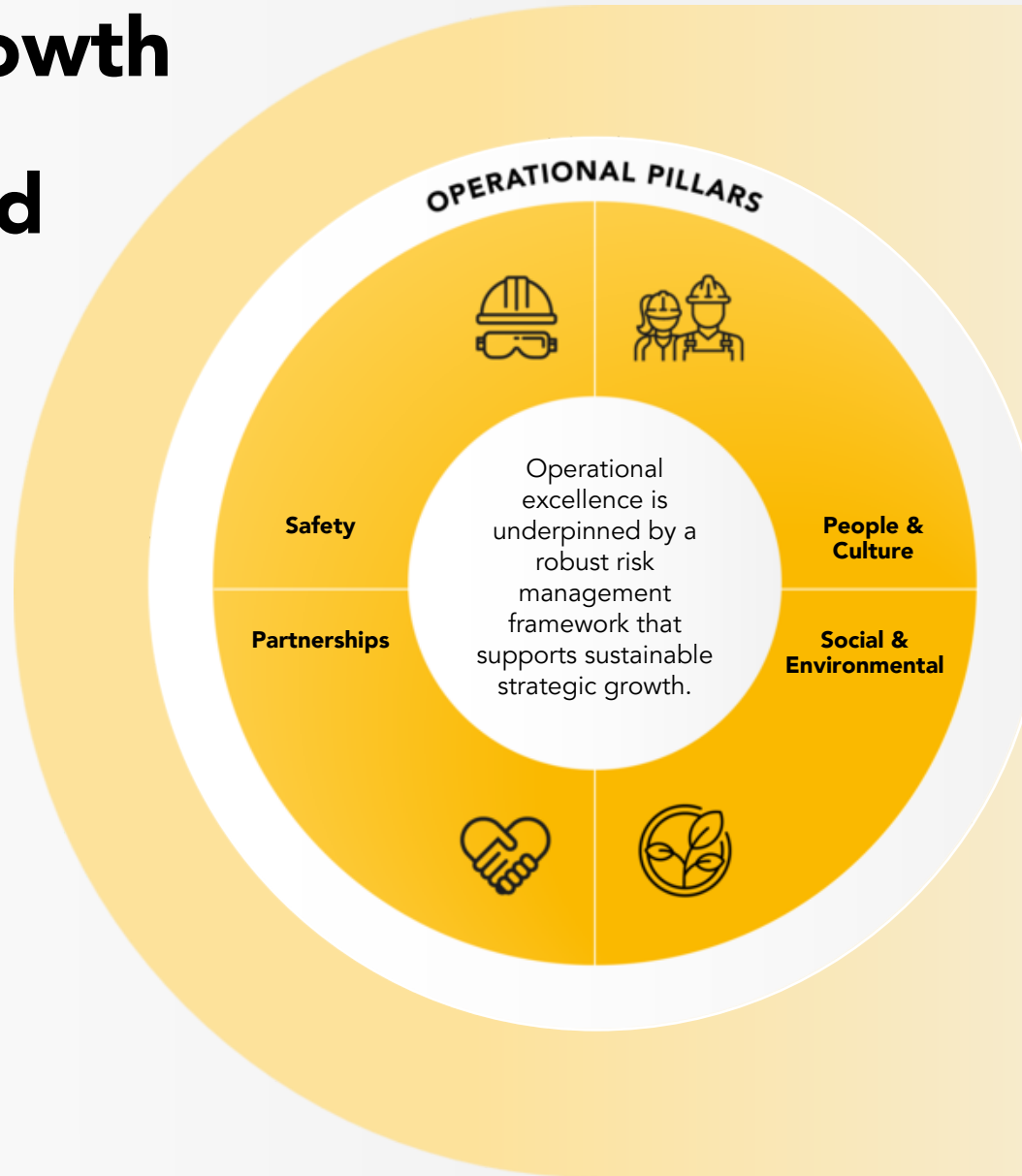


- New Clients
- Repeat Clients

Growth & Diversification Strategy

Focused on organic growth across our core office market and three growth pillars and inorganic growth through acquisitions

Strategic Growth Underpinned By Disciplined Execution



Organic Growth

Expanding our presence, capability and market diversification to better support clients and create sustainable long-term growth.



Sector Diversification



Regional Growth



Capability Expansion

Inorganic Growth

Pursuing strategic acquisitions that complement or expand our capability, reach or market position.



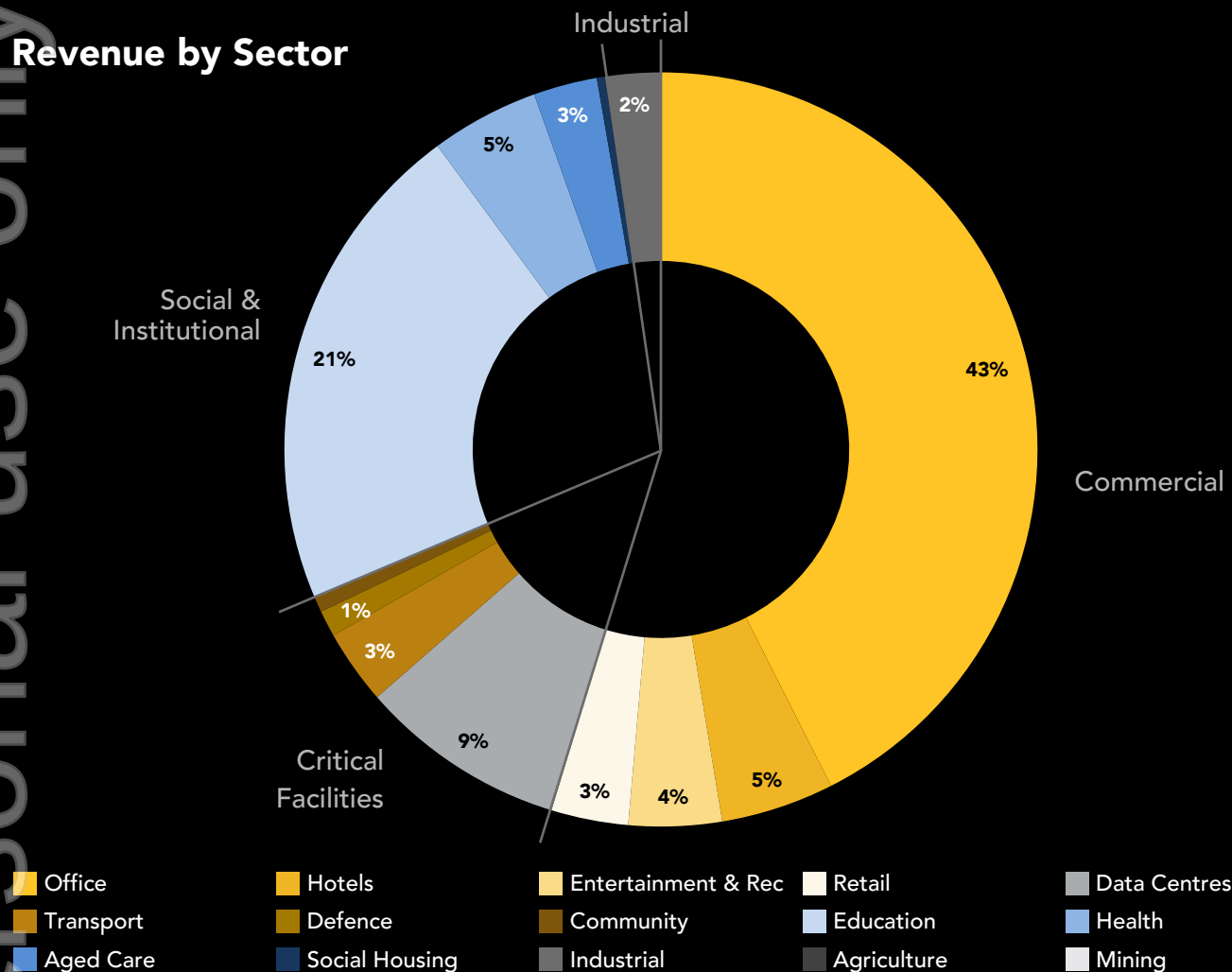
Acquisitions



Sector Diversification

Beyond office, SHAPE is targeting growth across broad sectors to build a more resilient, balanced order book

Revenue by Sector



57%

Revenue from non-office sectors (FY25: 40%)

64%

Project wins from non-office sectors (FY25: 48%)

FY26 Performance

Commercial

- Office project wins grew 8% while increasing exposure to high-growth and structurally supported sectors.
- Hotels revenue increased to \$59.5m (FY25: \$39.5m) and project wins to \$76.5m (FY25: \$45.5m).
- Retail revenue increased to \$40.5m (FY25: \$19.1m), primarily driven by the half-year contribution from Arden.

Critical Facilities

- Data centres grew to our third largest sector, with revenue of \$109.1m (FY25: \$0.5m) and project wins of \$119.7m (FY25: \$0.5m), including a 20MW project for DigiCo and an ECI (Early Contractor Involvement) for the 88MW DigiCo project.

Social & Institutional

- Education revenue doubled to \$261.4m (FY25: \$116.8m) and project wins increased to \$256.2m (FY25: \$209.2m).
- Aged care revenue increased to \$33.7m (FY25: \$3.0m) and project wins to \$68.7m (FY25: \$5.8m).

Industrial

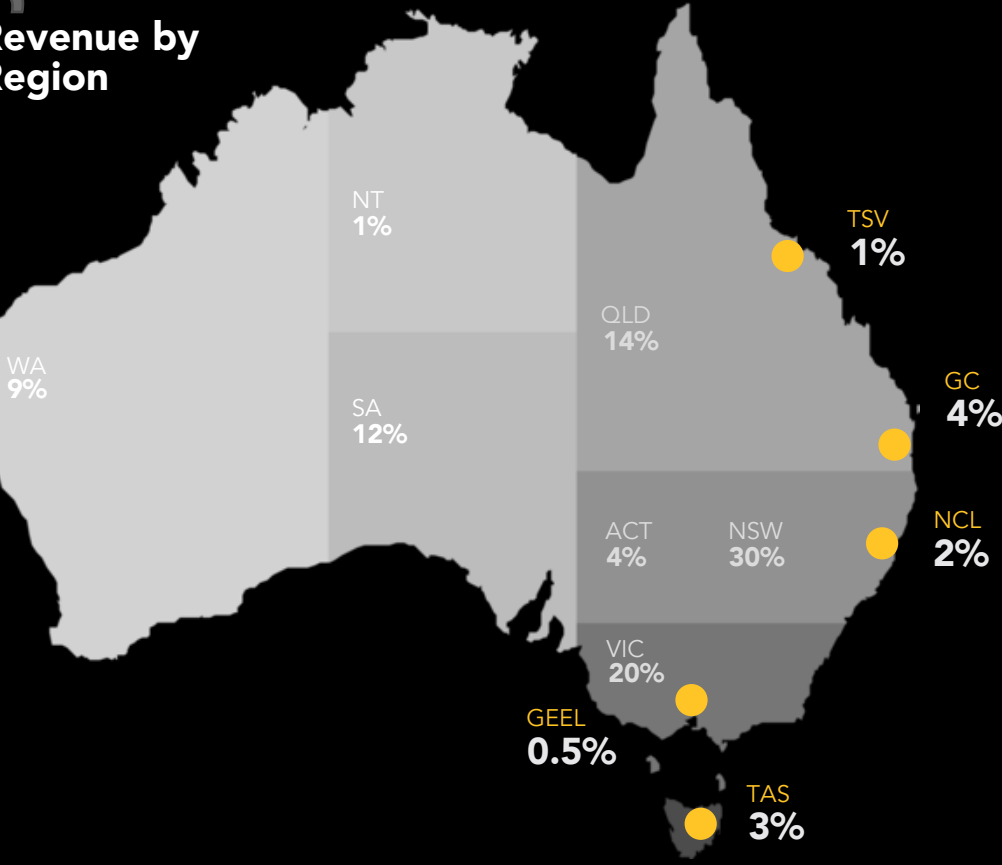
- Revenue for Industrial sectors doubled to \$29.3m (FY25: \$14.1m) and project wins increased to \$51.0m (FY25: \$7.6m).



Regional Growth

Expanding our geographic footprint to meet client demand and capture growth in priority markets

Revenue by Region



\$130.0m

Revenue from regional branches (FY25: \$127.8m)

\$136.8m

Project wins from regional branches (FY25: \$52.1m)

FY26 Performance

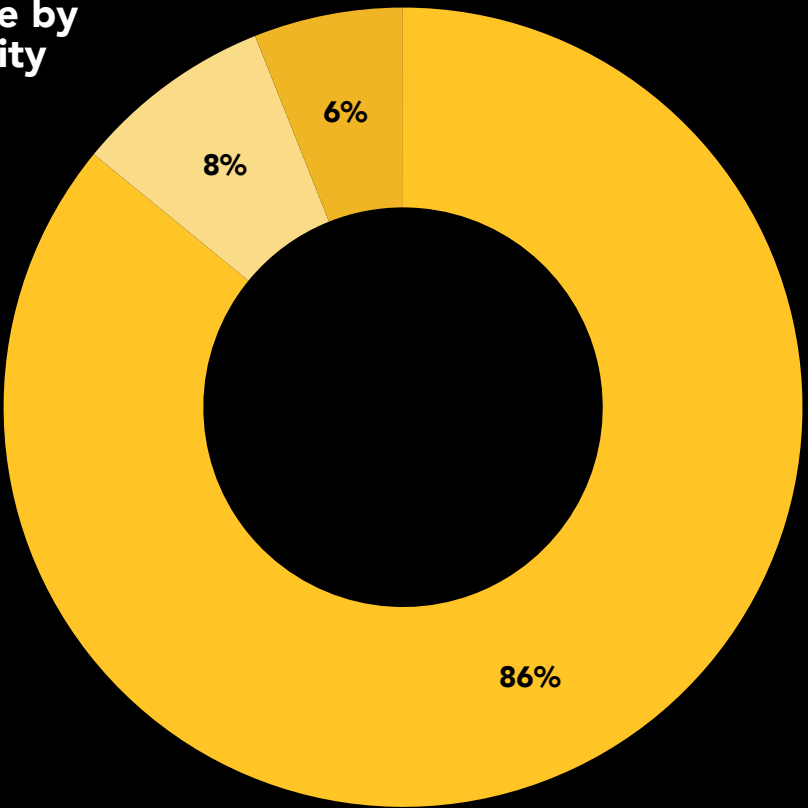
- Regional branches in the Gold Coast, Newcastle, Tasmania (Hobart and Launceston), Geelong and Townsville demonstrated a stable and sustained contribution to revenue.
- Combined regional branches project wins increased 163%, reflecting growing market traction and providing a stronger pipeline for future periods.
- Tasmania delivered revenue of \$35.8m (FY25: \$6.6m) and project wins of \$44.3m (FY25: \$11.2m).
- The two regional branches established in the second half of FY25, Townsville (servicing Far North Queensland) and Geelong, are showing positive traction, securing revenue of \$16.1m and \$5.6m and project wins of \$13.6m and \$5.6m, respectively.



Capability Expansion

Evolving from a fitout and refurbishment specialist to a group offering diversified construction services

Revenue by Capability



■ Fitout & Refurb ■ New Build ■ Modular

Note: Revenue by Capability includes Aftercare and Facilities Maintenance (AFM by SHAPE), Design & Build, and Arden, but these capabilities are not specifically called out and are contained within Fitout & Refurb.

\$172.8m

Revenue from new build and modular construction (FY25: \$120.4m)

\$135.6m

Project wins from new build and modular construction (FY25: \$152.4m)

FY26 Performance

- Revenue from new build projects increased to \$98.6m (FY25: \$88.9m) and project wins increased to \$87.9m (FY25: \$77.9m).
- FY26 was a strong year for Modular by SHAPE. FY26 revenue increased to \$74.1m (FY25: \$22.6m), reflecting growing confidence in the repeatability, reach and resilience of modular construction.
- Acquisition of the adjacent leased space strengthened production capacity at our Victorian modular construction facility.

Acquisitions

Arden

The acquisition creates recurring maintenance revenue streams and positions SHAPE to pursue larger, multi-site rollouts for national clients.



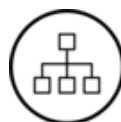
Introduces large-scale facilities maintenance and multi-site fitout expertise



Enhances earnings and overall margin profile



Expands SHAPE into new retail and fuel market segments



Established management team



Experienced team with nationwide reach focused on exceptional customer experience



Established relationships with blue-chip corporates, programme managers and government clients

Note: The acquisition of Arden was completed on 31 December 2025.

24 years

Of organic growth since 2002

75+ people

Nationally (experienced in-house trade team, plus network of skilled contractors)

5 offices

Across Sydney, Melbourne, Brisbane, Adelaide and Perth, servicing both metropolitan and regional locations



Integration Highlights

Collaboration and growth

- Strong cross-business engagement
- Multiple cross-sell opportunities identified
- Early wins through new clients, joint bids and labour sharing

Retention

- 100% customer retention
- 100% key employee retention

Operational integration and governance

- Light-touch integration with minimised disruption
- Finance and safety controls being embedded
- Delegations, acquisition accounting and purchase price allocation completed

Acquisitions

Australian Professional Shopfitters

Strategic acquisition of a vertically integrated business with manufacturing capabilities to support future growth across SHAPE's broader project delivery platform.



Provides exposure to highly repeatable segment of the retail market focused on multi-site rollouts



Enhances earnings and overall margin profile



Introduces broader capability, including design, manufacture, procurement and installation



Manufacturing and overseas procurement capability supports future growth across SHAPE



Experienced team with strong tenure and trusted nationwide network of subcontractors



Established relationships with Australia's largest retailers

28 years

Of organic growth since 1998

45+ people

Nationally (experienced in-house project management, manufacturing and logistics teams, plus network of skilled labour subcontractors)

Integration Highlights

Collaboration and growth

- Strong initial cross-business engagement
- Cross-sell opportunities identified

Retention

- Light-touch integration with minimised disruption
- Finance controls being embedded

Operational integration and governance

- Initial client feedback has been overwhelmingly positive

ersonal use only

Operational Highlights

Safety



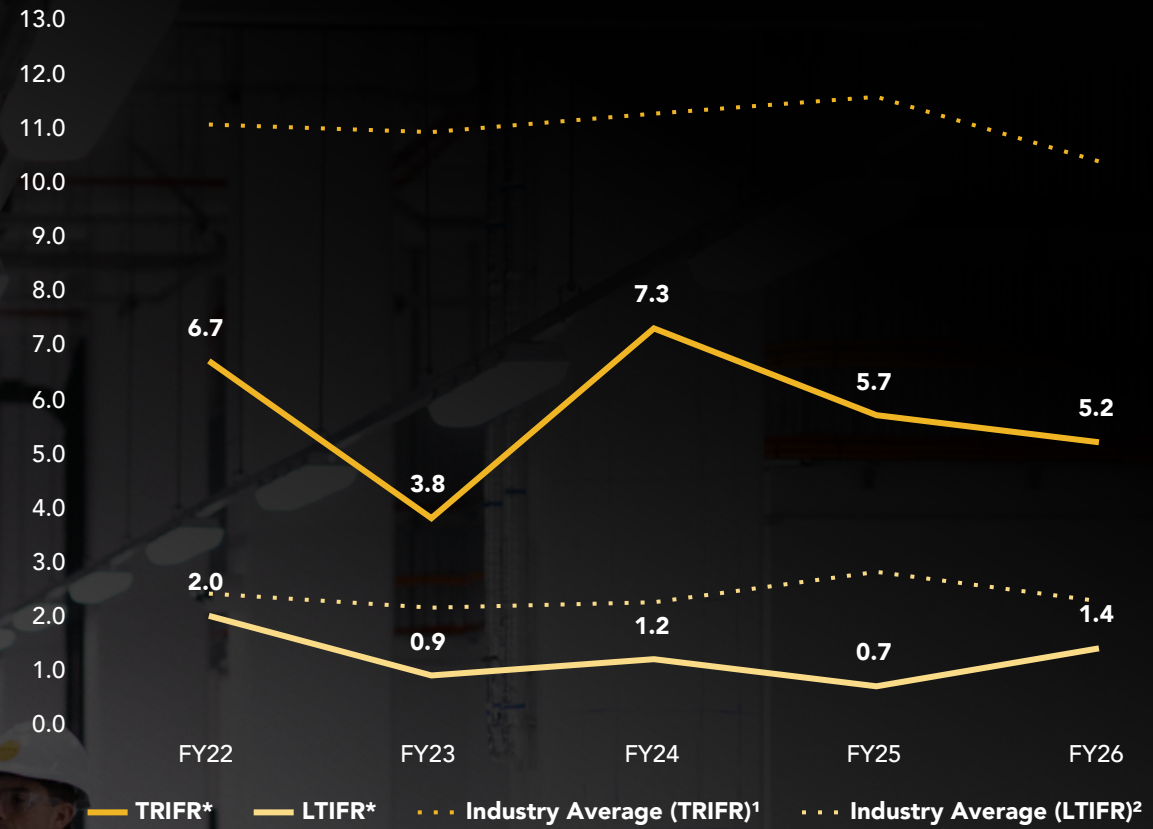
WHS is at the forefront of everything we do. We prioritise a proactive safety culture through continuous improvement and engagement:

23%

Increase in Proactive Safety, Quality, and Environmental observations with 70,436 logged

3,290

EHSQ training hours recorded by the SHAPE Business School



* These statistics are derived from a rolling 12-month average and reflect the outcome as of 30 June 2026.
¹ Federal Safety Commissioner Annual Data Report 2024-25. Reported average TRIFR for OFSC WHS Scheme accredited Commercial Construction Companies.
² Federal Safety Commissioner Annual Data Report 2024-25. Reported average LTIFR for OFSC WHS Scheme accredited Commercial Construction Companies.

Partnerships



We value our long-standing partnerships with our trusted clients, consultants, and subcontractor and supply chain network:

320+

Projects (with revenue above \$100,000)

+86

Client Net Promoter Score

***88%**

Of projects achieved Perfect Delivery™

3,900+

Trusted subcontractors used in FY26 from our extensive network

People & Culture



As a people-focused business, we are committed to recruiting, training, and retaining the best talent in the industry:

30%

Increase in our total workforce (890+ employees)

6,770+

Hours were allocated to training

18%

Of employees were promoted

28%

Female participation (55% for cadet hires in FY26)

* These statistics are derived from a rolling 12-month average and reflect the outcome as of 30 June 2026.

Delivering A Diverse Range Of Projects



Fitout | 45 weeks | Internal project | New client

DigiCo, Sydney

SHAPE was engaged by DigiCo Infrastructure REIT to deliver the 20MW upgrade at DigiCo SYD1, a landmark data centre campus in Ultimo, less than 1km from the Sydney CBD. Rather than pursuing greenfield development, DigiCo chose to intensify and upgrade its existing campus across two buildings to more than triple total IT power capacity.

Refurbishment | 40 weeks | Internal project | Repeat client

Elysium Resort Refurbishment, Noosa

SHAPE delivered the refurbishment of Elysium Noosa (formerly Sofitel Noosa) under an Early Contractor Involvement and Design & Construct model to establish Australia's first Elysium-branded resort. The transformation included 165 guest rooms and a premium Hastings Street hospitality precinct, now home to Cibarria Noosa and Capri Bar.

Refurbishment | 16 months (currently in construction) | External and internal project | New client

IRT Diment Seniors Living Community Redevelopment, Wollongong

Built in the early 1970s, IRT Diment is a senior living complex comprising a 12-level main building with 102 sole occupancy units and a single level community hall connected by internal linkways. SHAPE was engaged under a Design & Construct contract to complete the required upgrades to improve living conditions and meet current fire compliance standards.

Delivering A Diverse Range Of Projects

SHAPE



New build and fitout | 47 weeks | External and internal project | New client

St Paul's College Technologies Precinct, Adelaide

SHAPE completed the construction of a new two-storey Technologies Building and maintenance building, alongside upgrades to the existing Trade Training Centre. The precinct includes specialist workshops, teaching kitchens, robotics classrooms, a new lift and external works.



Modular construction | 14 weeks | External and internal project | Repeat client

Manor Lakes North Reserve Pavilion, Melbourne

SHAPE designed and constructed the Manor Lakes North Reserve Pavilion for Wyndham City Council, delivering a contemporary modular facility for the local cricket and tennis communities. Manufactured largely offsite, the inclusive, multi-purpose pavilion combines efficient delivery with solar power, recycled water and energy-efficient systems to create long-term community value.



Refurbishment | 12.5 months | Internal project | New client

UTAS Australian Maritime College Common User Facility, Launceston

SHAPE delivered a secure research facility at the University of Tasmania's Australian Maritime College in Launceston, supporting classified collaboration between Defence, industry and academic partners on sensitive maritime research.

Financial Management

Summary Of Key Financials

	Consolidated		
	30 June 2026	30 June 2025	Change (%)
	\$'000	\$'000	
Total revenue	1,239,862	956,853	30 %
Gross margin %	9.8 %	9.2 %	6.7 %
EBITDA margin %	4.0 %	3.4 %	18.1 %
NPAT	31,735	21,123	50 %
NPAT margin %	2.6 %	2.2 %	15.9 %
Operating cash flow	51,955	53,185	(2)%
Operating expenses %	6.5 %	6.7 %	(3.5)%

Strong Revenue Growth and Improved Profitability

- Gross margin improved from 9.2% to 9.8%, supported by early procurement, disciplined project selection and a greater contribution from our modular capability.
- NPAT increased 50% to \$31.7m, reflecting stronger margins, operating leverage and disciplined cost management.
- Operating expense ratio reduced to 6.5% from 6.7% in FY25, as the business scaled efficiently.

Strong Liquidity Position

With Flexibility To Maximise Opportunities

Diligent Liquidity Management

- Consistent application of rigorous cash management processes by project teams
- Diligent capital management to support pre-qualifications and external financial assessments

Large Cash & Marketable Securities Balance

- Ability to meet external financial assessments pre-qualifiers
- Pre-qualification requirements differ from client to client
- Ability to secure multiple projects in excess of \$100m
- Restricted cash¹ of \$14.2m as at 30 June 2026
- Strong cash conversion

	30 Jun 2026 \$m	30 Jun 2025 \$m
Cash ²	103.9	89.8
Marketable Securities ³	32.3	38.6
Total Cash and Marketable Securities	136.2	128.3
High	146.0	140.5
Low	65.2	59.9
Average	103.5	100.7

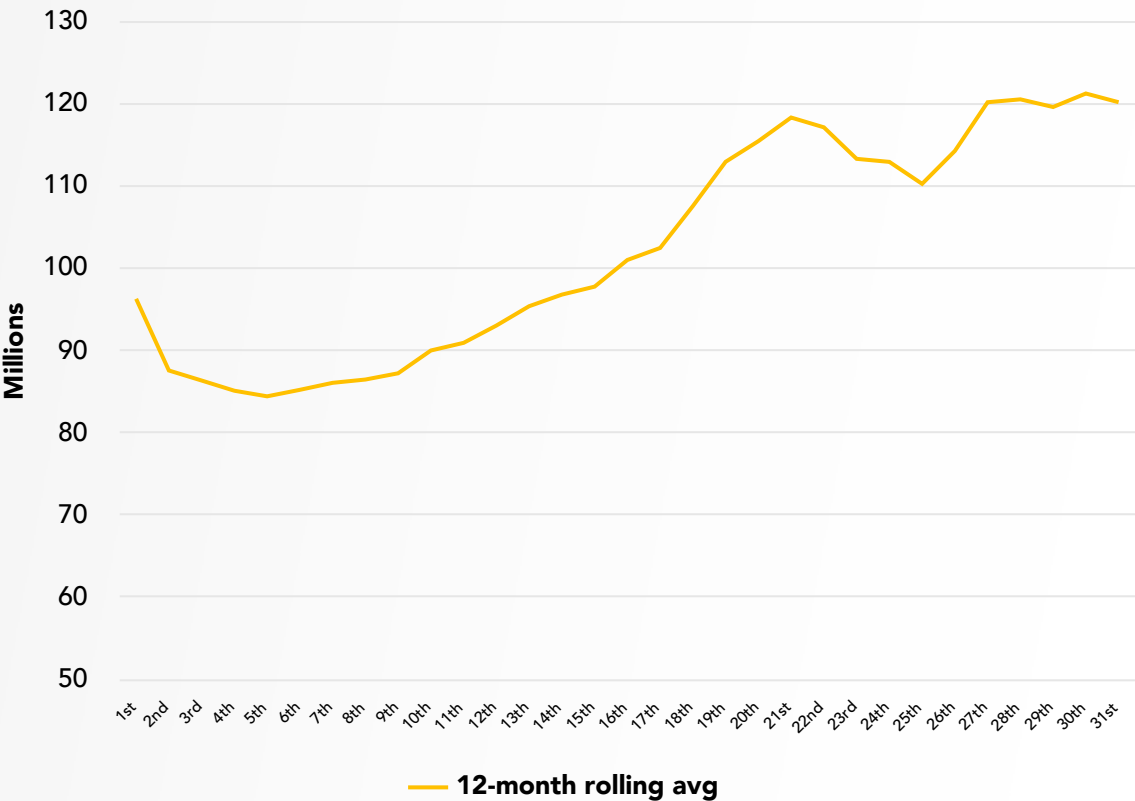
¹ Restricted cash includes requirements by relevant state-based legislation surrounding Project Bank Accounts, Project Trust Accounts and Retention Trust Accounts, and charitable donations yet to be distributed.

² Includes restricted cash of \$14.2m as at 30 June 2026.

³ Marketable securities include highly liquid, investment grade, fixed and floating-rate, ASX-listed and wholesale market, financial and corporate bonds, and hybrids.

Average Daily Cash And Marketable Securities Balance

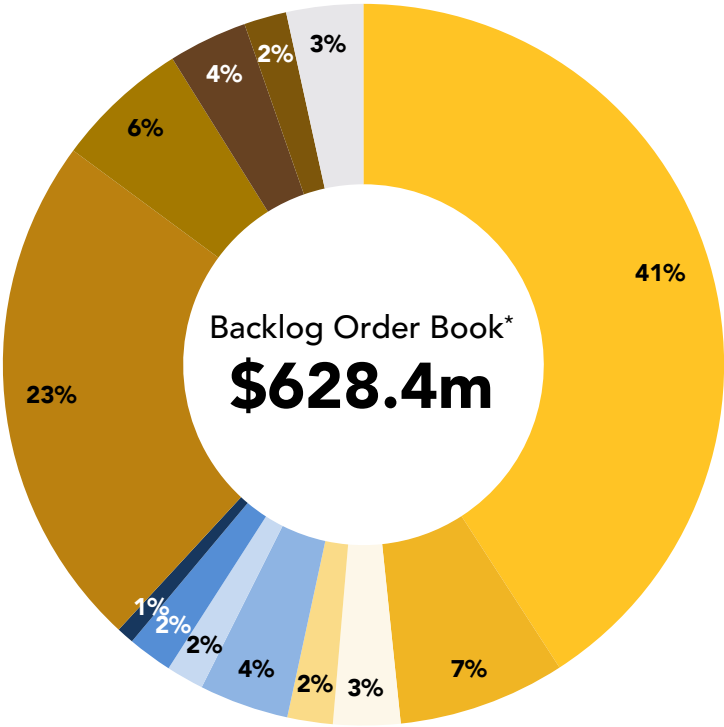
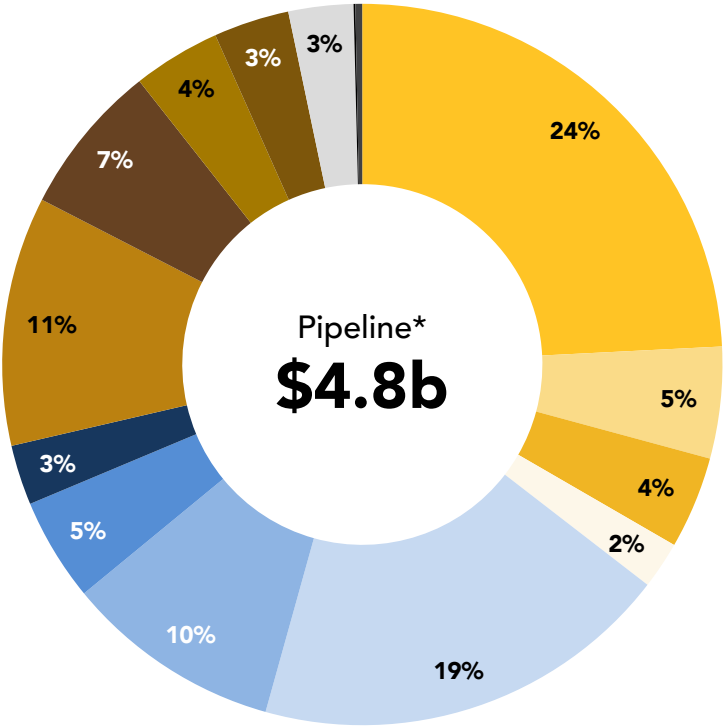
12-Month Rolling Average



ersonal use only

Outlook

Pipeline & Diversified Backlog Orders



Strong tender conversion rate of 46% (by number)

Commercial			
Office	Entertainment & Recreation	Hotels	Retail
Critical Facilities			
Data Centres	Defence	Transport	Community

Social & Institutional			
Education	Health	Aged Care	Social Housing
Industrial			
Industrial	Mining	Agriculture	

*Does not include Arden Fitout & Maintenance Pty Ltd



Sector Diversification

Key Drivers

Commercial

- Office: The widening gap between prime and secondary assets is driving repositioning, adaptive reuse and upgrade activity.
- Hotels, entertainment & recreation: Asset upgrades linked to Brisbane 2032 infrastructure and modular construction opportunities.
- Retail: Arden and APS accelerate entry into new retail segments, i.e. fuel, convenience and multi-site rollouts.

Critical Facilities

- Data centres: Priority sector targeting growing technology infrastructure demand.

\$907m

Data Centre Pipeline

(Includes \$800m+ for the DigiCo 88MW project for which SHAPE is currently engaged to deliver ECI services.)

- Defence, transport and community: Opportunities supported by sovereign capability and public infrastructure investment.
- Complementary experience enables us to transfer capability between sectors, i.e. hotels into aged care and social housing.
- Modular construction capability supports growth in these sectors.

Social & Institutional

- Education, social housing, health and aged care: Macro trends such as population growth, ageing demographics and social infrastructure investment expected to drive ongoing investment.

Industrial

- Industrial, mining and agriculture: Selective opportunities across operational facilities, upgrades and regional markets.

Market Outlook

- Well positioned to capture diverse opportunities, supported by changing occupier needs, asset repositioning and investment in critical facilities and social infrastructure.
- Office remains a core market. We will selectively pursue premium-asset, government-anchored and workplace transformation opportunities.
- We will continue to accelerate the growth of our data centre capability and specialist team, to support the growing pipeline.
- Diversification reduces reliance on any one market. We will continue expanding into these sectors by applying existing experience, developing specialist teams or selectively acquiring businesses to accelerate market entry.



Regional Growth

SHAPE

Key Drivers

- Established full-service branches in Gold Coast, Newcastle, Tasmania (Hobart and Launceston), Geelong and Townsville.
- Continued investment in local relationships, teams and delivery capability.
- Ability to transfer people across regions to respond to local market cycles.
- Modular by SHAPE's portable delivery model strengthens our ability to service regional and remote locations.

Market Outlook

- Regional markets continue to offer targeted growth opportunities, supported by local relationships, expanding delivery capability and a stronger project pipeline.
- Growth is expected to remain selective, with SHAPE focused on building share in established regional locations.





Capability Expansion

SHAPE

Key Drivers

- New build: Target shorter-duration projects to limit exposure to traditional construction delivery risks.
- Modular by SHAPE: Focus on structural demand across education, living, defence, and entertainment & recreation, invest in product development and recruit specialist talent, while considering additional manufacturing facilities where appropriate to support expansion.
- Arden: acquisition strengthens SHAPE's capabilities in facilities maintenance and national multi-site rollout programs, particularly in retail, fuel and convenience sectors, while creating recurring revenue and cross-selling opportunities across the Group.

Market Outlook

- SHAPE will continue to expand capability selectively, aligning investment, specialist talent and capacity with market demand and the forward pipeline.



ersonal use only

Questions?

Appendix

Delivering Across A Broad Spectrum Of Capabilities

Companies



DLG
SHAPE

AFM
by SHAPE

Modular
by SHAPE

arden
Fitout and Maintenance

AUSTRALIAN
PROFESSIONAL SHOPFITTERS

Sectors

Office

Data Centres

Education

Hotels

Health

Retail

Entertainment & Recreation

Accommodation

Defence

Community

Industrial

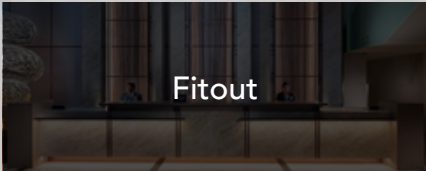
Transport

Aged Care

Mining

Agriculture

Capabilities



Fitout



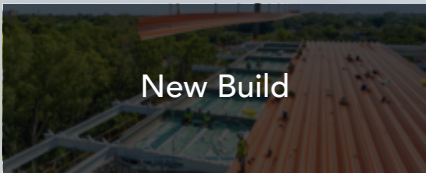
Modular Construction



Refurbishment



Design & Build



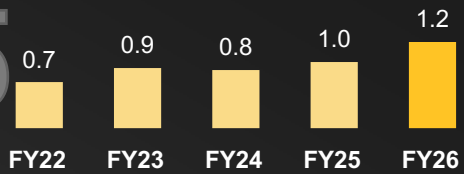
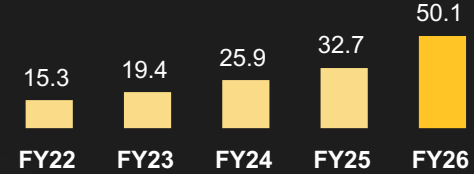
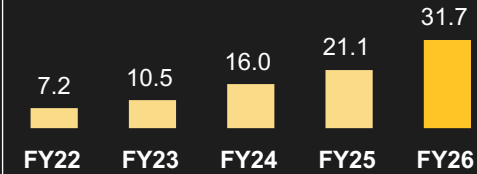
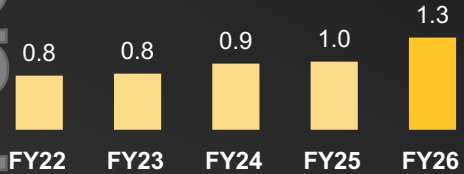
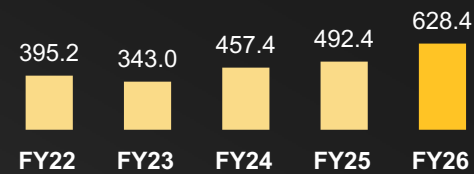
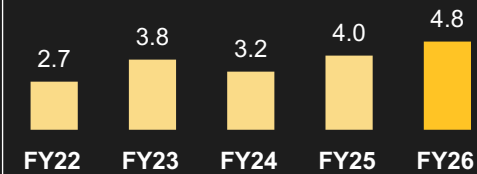
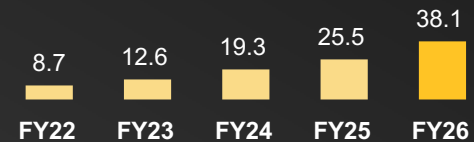
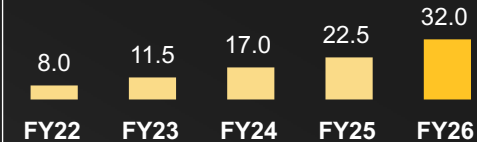
New Build



Aftercare &
Facilities Maintenance

Note: The acquisition of Australian Professional Shopfitters was completed on 1 July 2026.

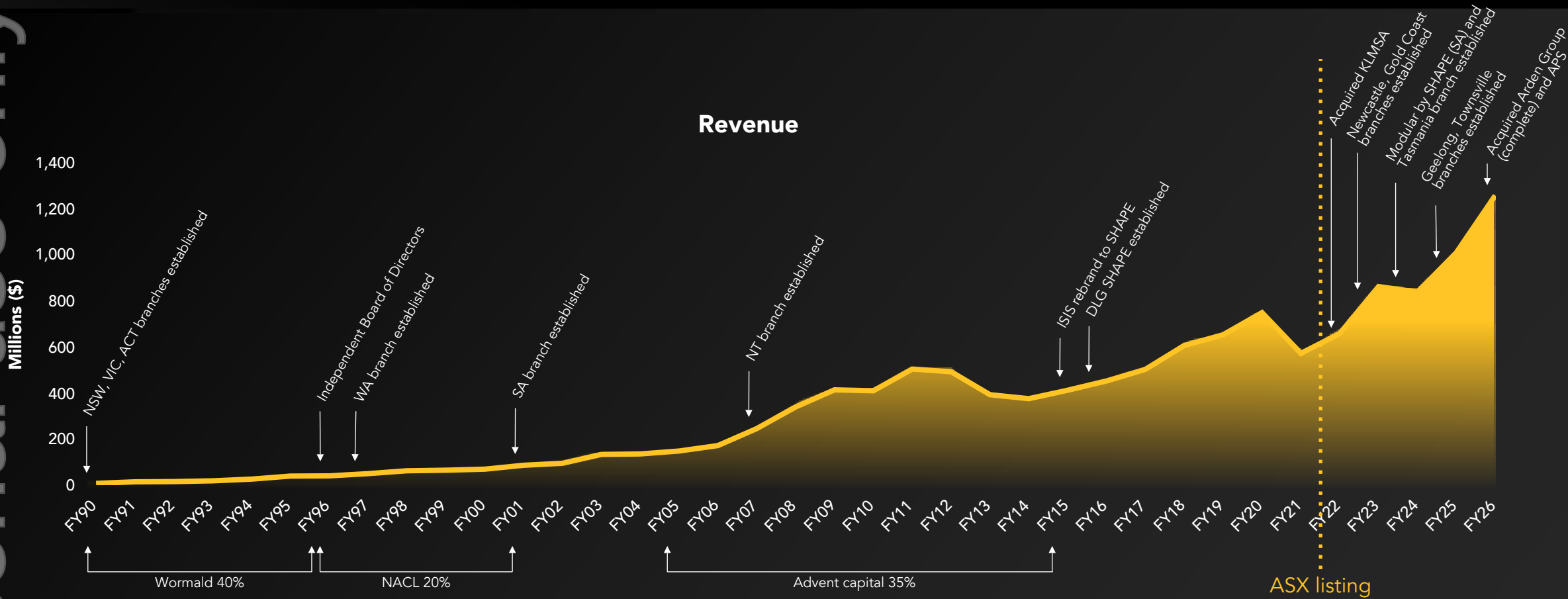
Historical Performance

Revenue (\$B)**EBITDA (\$M)****NPAT (\$M)****Project Wins (\$B)****Backlog Orders (\$M)****Identified Pipeline (\$B)****Cash and Marketable Securities (\$M)****Earnings Per Share (Cents)****Declared Dividends Per Share (Cents)**

Long-term Growth

Underpinned by Over 36 Years of Industry Knowledge and Experience

ersonal use only



Note: All figures include construction revenue from SHAPE and its associate DLG SHAPE Pty Limited.

DLG SHAPE

DLG SHAPE provides commercial fitout and construction services while committing to help close the gap in Indigenous disadvantage by increasing opportunities for Indigenous Australians within the company and procuring products and services from Indigenous companies.

\$7.8m

Spend with Indigenous businesses (to date)

\$34.5m

Projects Won

\$147.1m

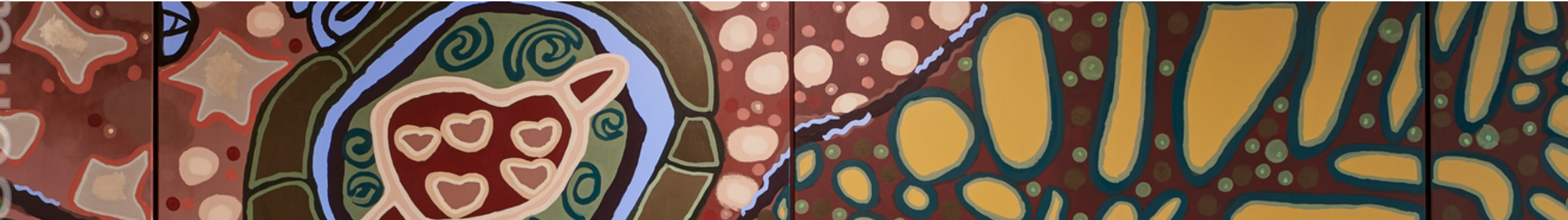
Identified Pipeline (next 12 months)

\$48.6m

Construction Revenue

Management fees generated to SHAPE of \$2.8m during the reporting period – down 39% on pcp.

- SHAPE maintained 49% ownership, with 51% held by David Liddiard Group (DLG).
- Spend to date through Indigenous supply chain, including SHAPE and DLG SHAPE, is \$56.2m.
- Continued focus on majority Indigenous owned organisations, as well as Defence, Defence Primes, and Federal Government.
- Final tender conversion rates finished above industry averages, converting 37% by value and 46% by number.



Reconciliation Of Profit Before Income Tax To EBITDA

	Consolidated	
	30 Jun 2026 \$'000	30 Jun 2025 \$'000
Profit before income tax	46,247	30,437
Depreciation and amortisation	6,538	5,643
Interest revenue	(4,370)	(4,519)
Finance costs	1,674	1,177
EBITDA	50,089	32,738