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Chairman's Address at the 2026 Annual General Meeting

As Chairman of the Board, it's my pleasure to address our shareholder group here today.

FY26 was a significant year for SHAPE. We grew our core office fitout and refurbishment business while expanding across education, data centres and other non-office sectors.

We also strengthened our regional presence and broadened our capabilities in new build, modular construction, facilities maintenance and national multi-site rollouts – building a more diversified business on the strengths that have made SHAPE successful.

Today, our team has reached another significant milestone: 1,000 people, up from 890 at the end of FY26.

As we enter our 37th year of profitable operations, the foundations of our success remain unchanged: a strong safety culture, quality delivery, customer-service excellence, disciplined project selection and, above all, SHAPE's culture and the character and capability of our people.

FY26 delivered strong financial performance as we continue to strengthen our position as a leading national fitout and construction services specialist.

Revenue increased by 30%, surpassing \$1 billion for the first time, while project wins increased 37% to \$1.3 billion.

Earnings also grew strongly, with increases in both EBITDA and net profit after tax, translating to earnings per share of 38.1 cents.

The Board was pleased to declare total dividends per share of 32.0 cents, up 42%, reflecting our confidence in SHAPE's financial position and outlook.

Our acquisition of Arden in December 2025 and Australian Professional Shopfitters, or APS, on 1 July 2026 further support our strategy, adding complementary capabilities and opportunities for repeat and recurring work. Since year-end, our ~\$800 million DigiCo data centre contract has also significantly strengthened our order book. A project of this scale requires clear accountability and close oversight, and the Board will receive regular reporting on its progress and key risks throughout delivery. Peter will discuss these developments in more detail.

The Board remains focused on the safety and wellbeing of our people and on fostering a workplace where they feel valued, supported and able to grow. Investing in their development and building our next generation of leaders will strengthen our culture and ensure we have the executive capability to deliver our strategy.

We finished FY26 with \$136 million in cash and marketable securities, providing a strong foundation for continued growth and investment. The Board also remains focused on capital allocation and effective risk management to support the delivery of our strategy.

Market conditions will continue to vary. Nevertheless, we are confident in our people, our balance sheet and the opportunities ahead. We believe SHAPE is well positioned to continue creating long-term sustainable value for shareholders.

To that end, the Board will continue to review and assess the skills, competencies and experience required for the Board composition to best manage the growing complexities of the group and support management in executing on our strategy. I look forward to engaging with shareholders around board renewal to match our growth over the coming 18 months.

Thank you to our people, led by Peter Marix-Evans, our clients and partners, my fellow Directors and our shareholders for your continued support.

I will now hand over to our CEO Peter.

ENDS

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

Supporting presentation slides to this announcement are appended below.

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 1,000 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:

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Chairman's Address

Greg Miles

Chairman and Non-Executive Director

Australia's Leading Construction Partner

A national fitout and construction services specialist

1,000+

People nationally

37+

Years of profitability

320+

Projects with revenue
above \$100,000 in FY26

46%

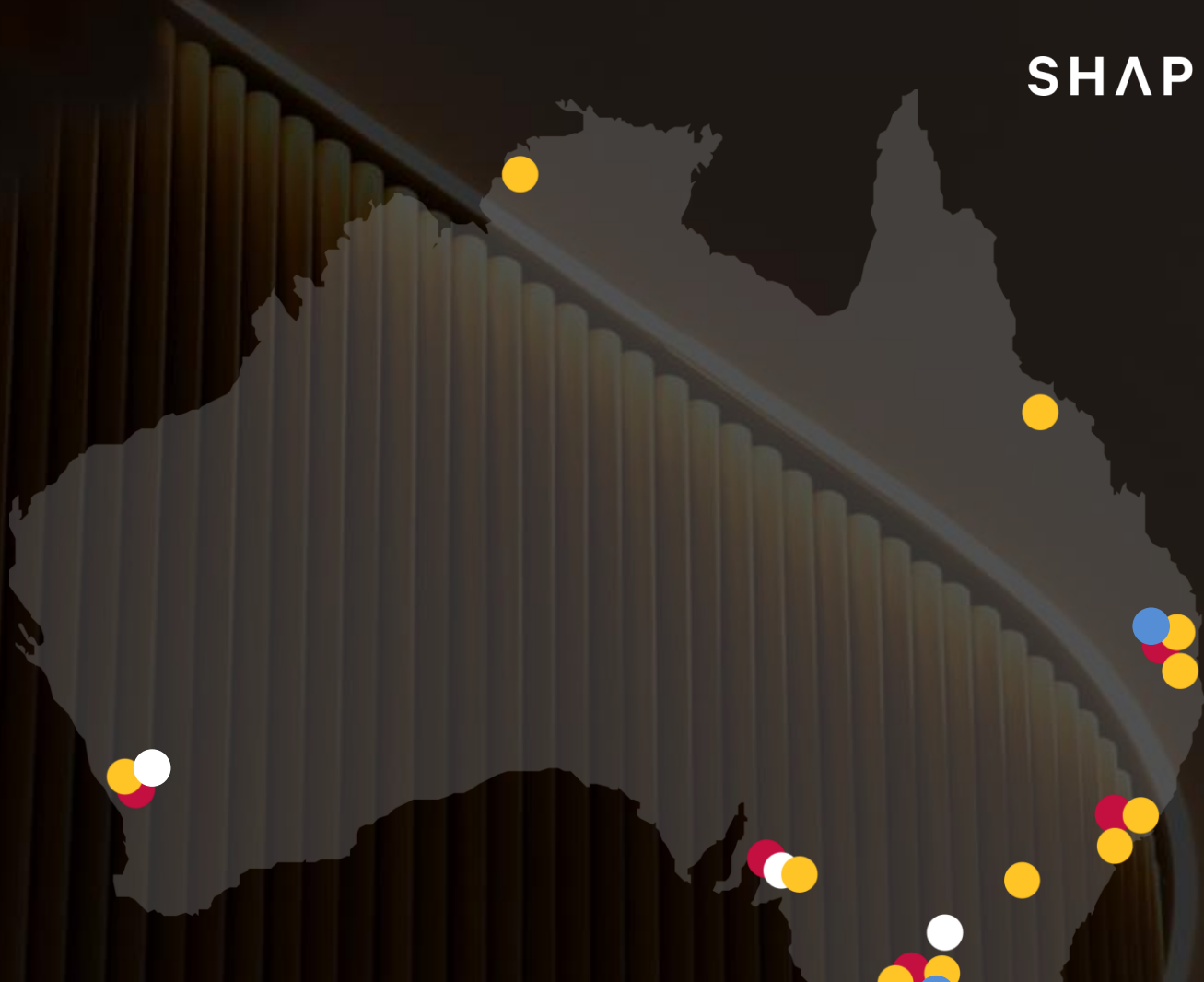
Tender conversion rate
(by number)

23

Operations nationally

+86

Client Net Promoter
Score

- 
- Operations
● Modular Manufacturing Facilities
● Arden
● Australian Professional Shopfitters

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.