



FY23 Results Investor Presentation

SHAPE Australia Corporation Limited
ABN 14 654 729 352

Level 11, 155 Clarence Street
Sydney NSW 2000

T / 02 9906 6977
W / shape.com.au

SHAPE Australia Corporation Limited (SHAPE) attaches a copy of the FY23 Results Investor 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 nine additional branches across major capital cities and regional centres, SHAPE Australia delivers projects across multiple sectors, including Commercial Buildings, New Build and Modular Construction, Facades, Defence, Education, Health, Hospitality, and Retail. With more than 570 people, an award-winning company culture and an impressive Net Promoter Score of +84, SHAPE brings transparency, a partnership approach, and three decades of experience to undertake any type of construction project.

For further information, contact:

Peter Marix-Evans
Chief Executive Officer
+61 411 131 859
peter.marix-evans@shape.com.au

Scott Jamieson
CFO & Joint Company Secretary
+61 423 593 811
Scott.Jamieson@shape.com.au

Media and Investor Relations
Simon Hinsley
+61 401 909 653
simon@nwrcommunications.com.au

SHAPE

FY23 Full Year Results Presentation

24 August 2023

SHAPE AUSTRALIA CORPORATION LIMITED
ABN 14 654 729 352



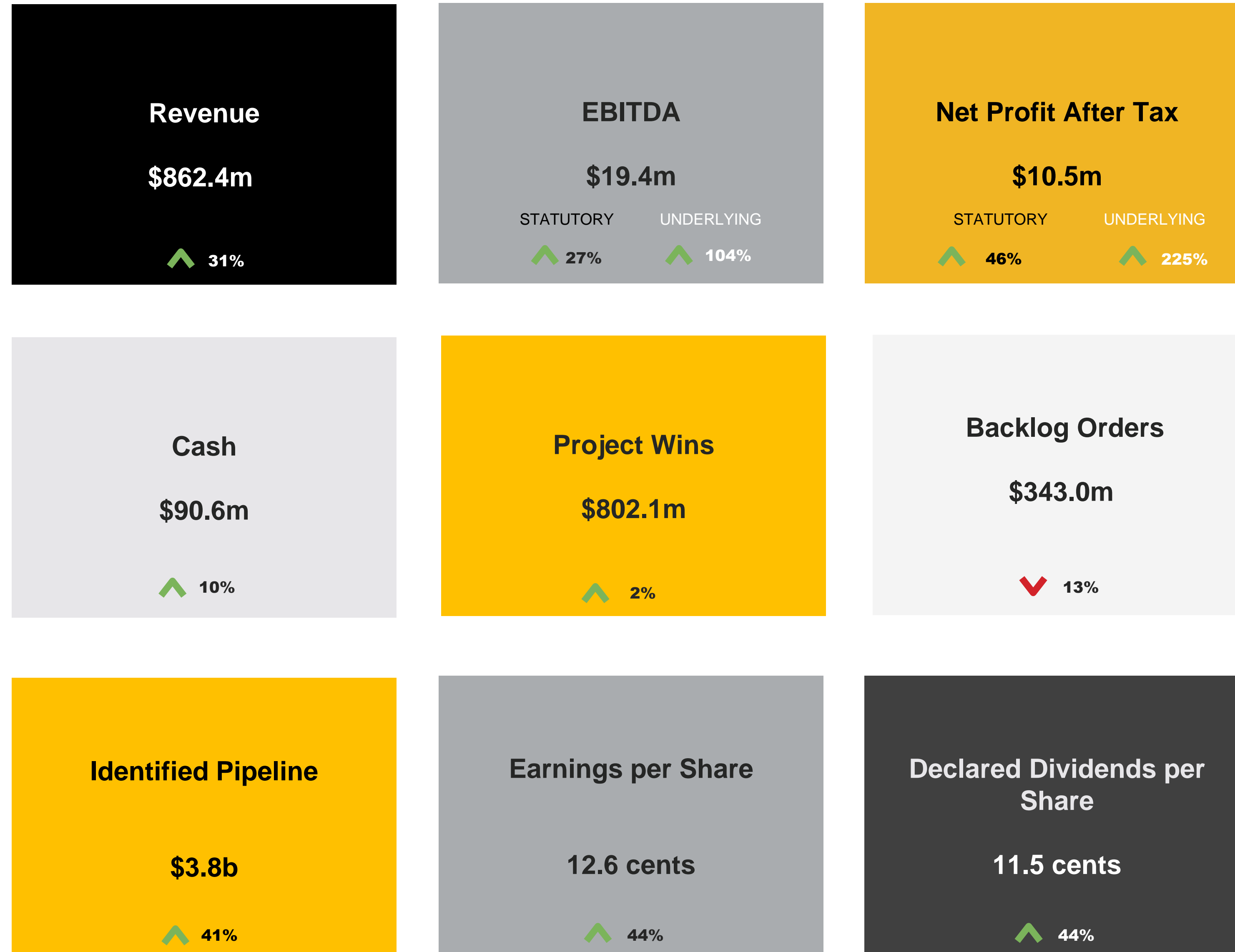
Important Notice & Disclaimer

Information, including forecast financial 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. Due care and attention has been used in the preparation of forecast information, however, actual results may vary from forecast and any variation may be materially positive or negative.

Forecasts, by their very nature, are subject to uncertainty and contingencies may occur which are outside the control of SHAPE Australia Corporation Limited. 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.

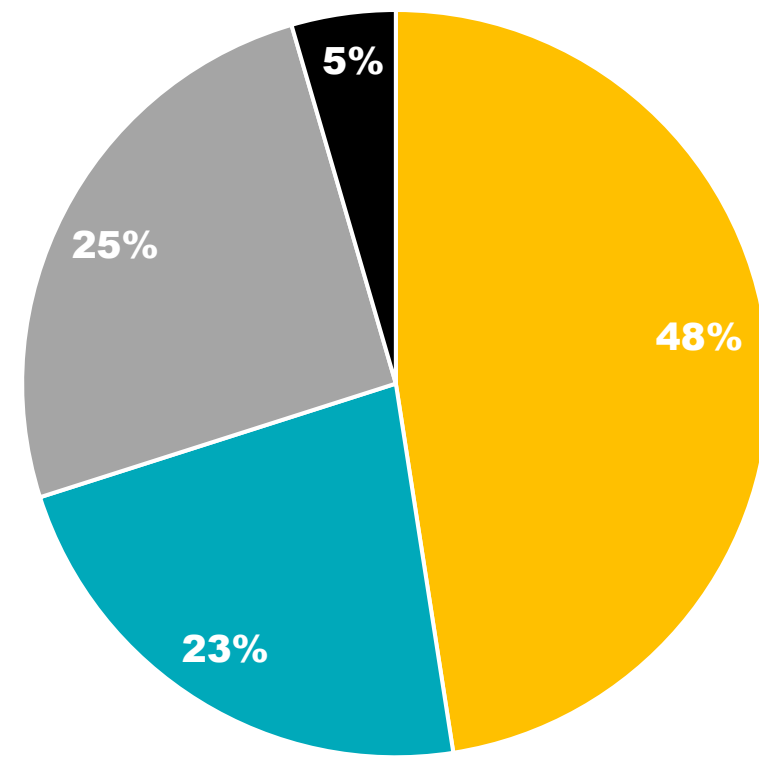
Welcome

Financial Highlights



There are no differences between the underlying and statutory results for FY23.
Underlying and statutory comparison variances differ as a result of one-off items as outlined in Appendix A.

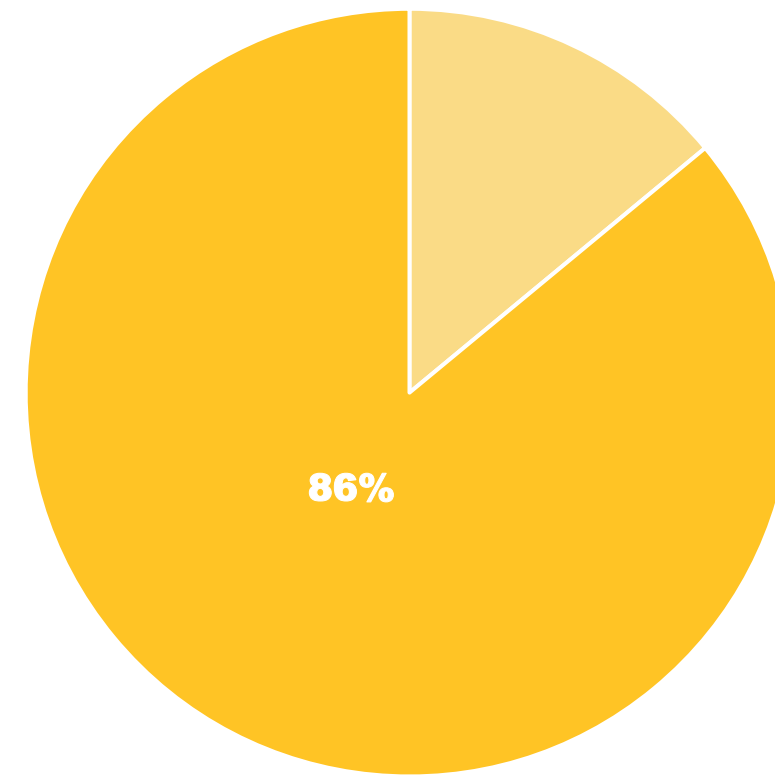
Diversification of projects drives business resilience



■ 4 months or less ■ 4-6 months
■ 6-12 months ■ More than 12 months

Project Duration

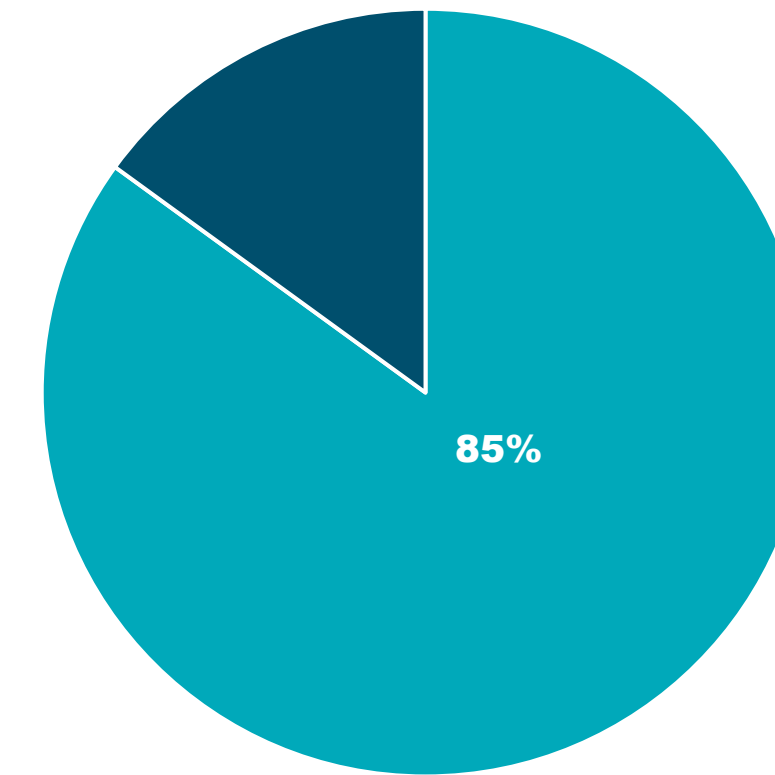
Order book is strongly weighted with short duration projects which provide protection against cost escalation risk.



■ External ■ Internal

Interior Works vs Exterior Works

The profile of most SHAPE projects is lower risk from an industrial relations perspective and weather exposure.

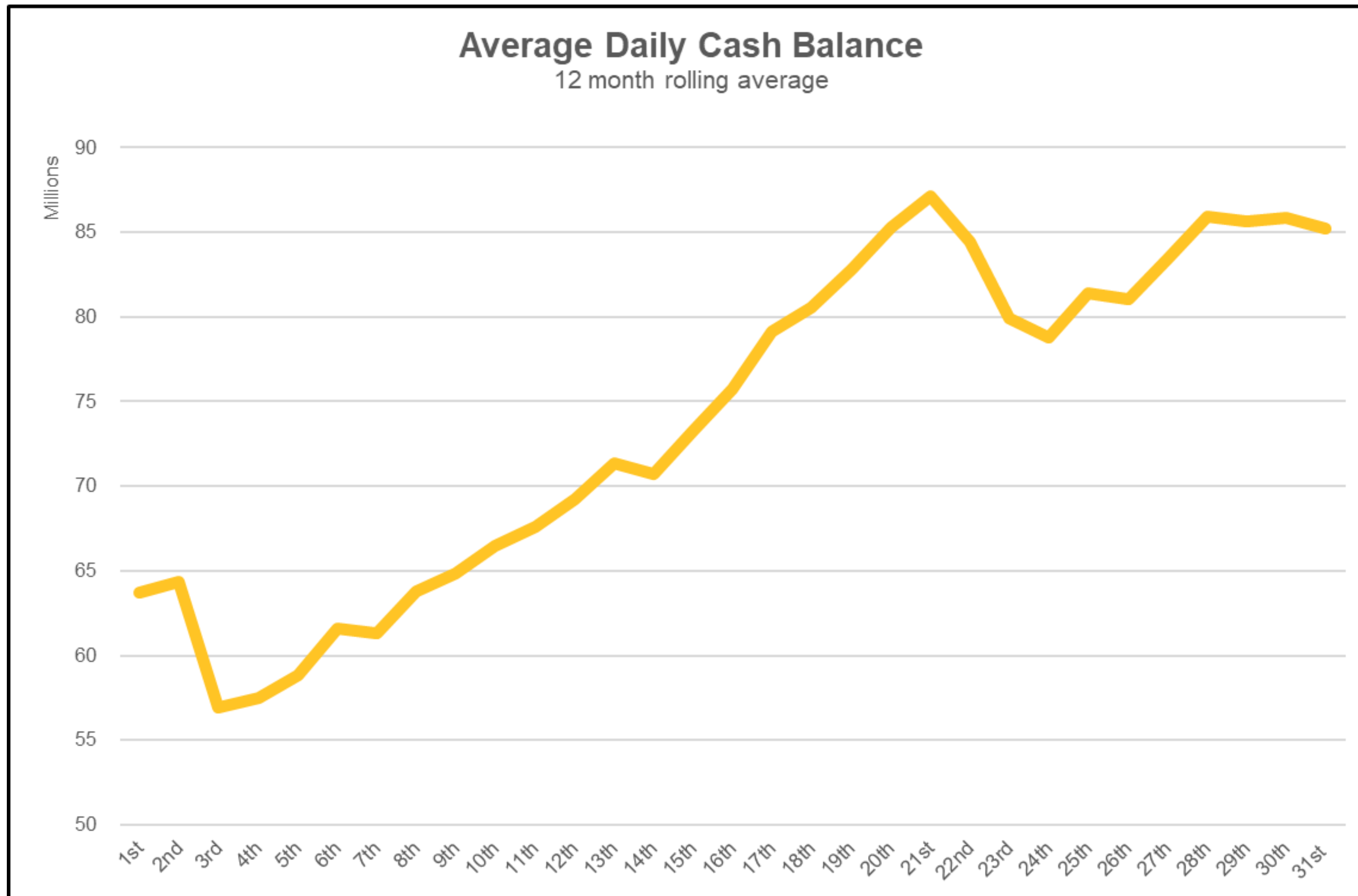


■ Repeat Work ■ New Client

Repeat Work

High proportion of repeat work reflects the regard that clients have for SHAPE's project teams and delivery standards.

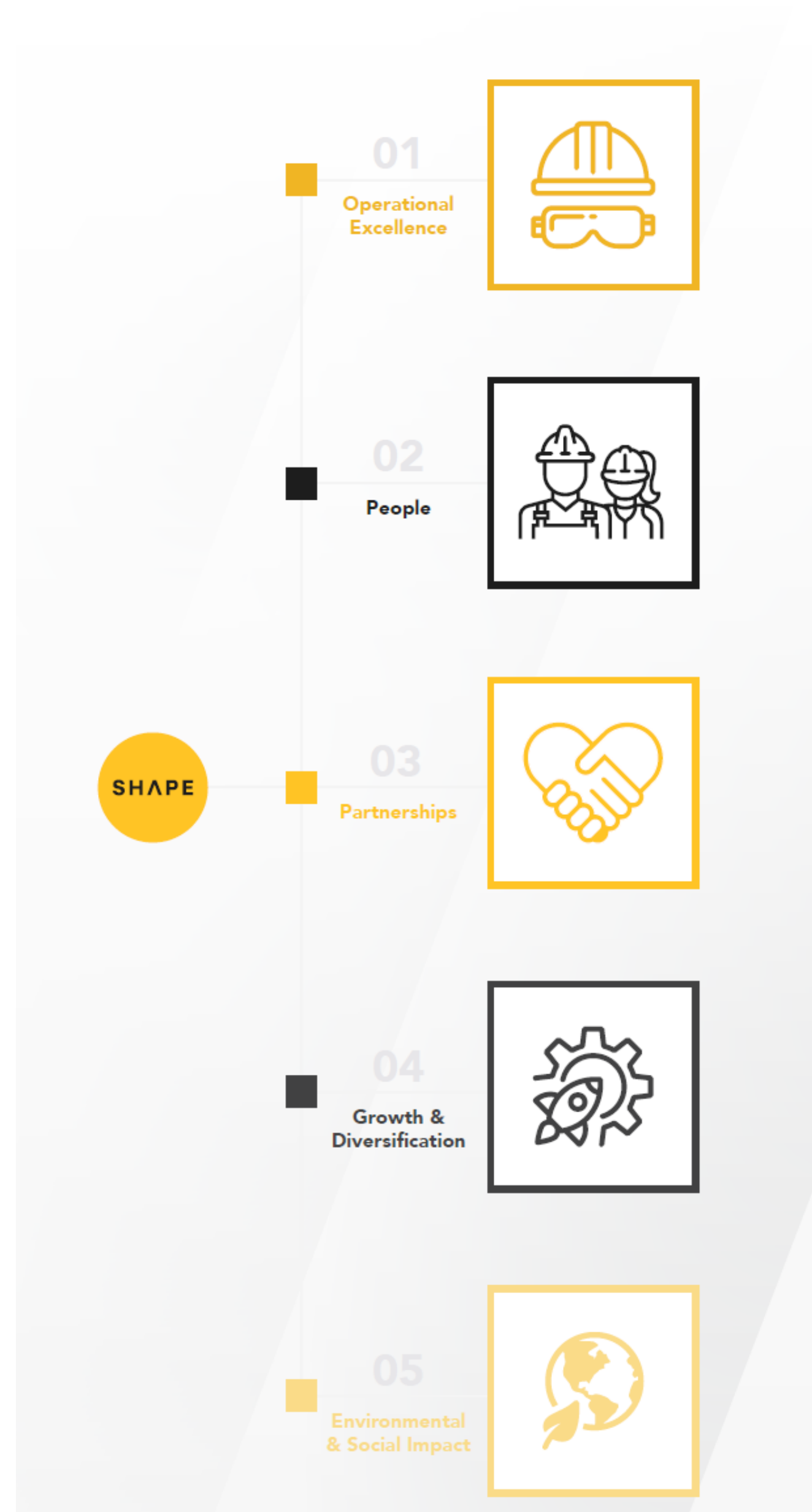
Strong cash position with flexibility to maximise opportunities



Diligent Cash Management

- Consistent application of rigorous cash management processes by project teams.
 - Diligent capital management to support prequalifications and external financial assessments.
 - Average daily cash throughout FY23 of \$77m*.
 - Average monthly minimum cash of \$48m*.
-
- The above numbers include restricted cash, which was \$7m at 30 June 2023.

FY23 Operational Highlights



OPERATIONAL EXCELLENCE

Our safety commitment and culture is led by our "Path to Perfect Safety" programme:

- › Recordable injuries reduced by 37% - down from 27 to 17.
- › TRIFR improved by 41% - down from 6.7 to 3.8.
- › LTIFR improved by 55% - down from 2.0 to 0.9.
- › All State Operations recorded a TRIFR below the 6.1 target.
- › Proactive Safety, Quality, and Environmental observations increased by 7% from 49,959 to 53,608.

PEOPLE & CULTURE

We aim to recruit, train, and retain the best people in the industry:

- › SHAPE maintained exceptional levels of employee engagement, reflecting our commitment to create a truly exceptional workplace. This was evidenced by Great Place to Work™ Certification and a result in the top 10% of Culture Amp's Australian database (compared to Australia 500-1000 employees Top 10% January 2023).
- › 8% increase in our total workforce (571 total employees).
- › 22% of employees were promoted.
- › 5,237 training hours.

PARTNERSHIPS

- › Maintained strong performance with secured orders of \$802.1m.
- › Client Net Promoter Score +84.
- › Subcontractor Net Promoter Score +74.
- › 91% of projects delivered achieved Perfect Delivery™ (projects completed on-time with zero defects and O&M Manuals delivered within a week of handover).

GROWTH & DIVERSIFICATION

- › Best year to date for Defence sector sales.
- › Continued strong revenue in facade remediation works.
- › Establishment of new regional offices (Gold Coast and Newcastle).
- › Record number and value of projects delivered in Tasmania.
- › Acquired modular business (KLMSA) earnings accretive in year one.
- › First two modular projects secured in South Australia.

ENVIRONMENTAL & SOCIAL IMPACT

- › SHAPE corporate operations achieved Climate Active certification.
- › Delivered 13 Green Star projects with a combined value of \$191m.
- › More than \$1.5m in value of goods, services, and donations to support charities as part of our positive commitment to social impact through our Community+ programme.

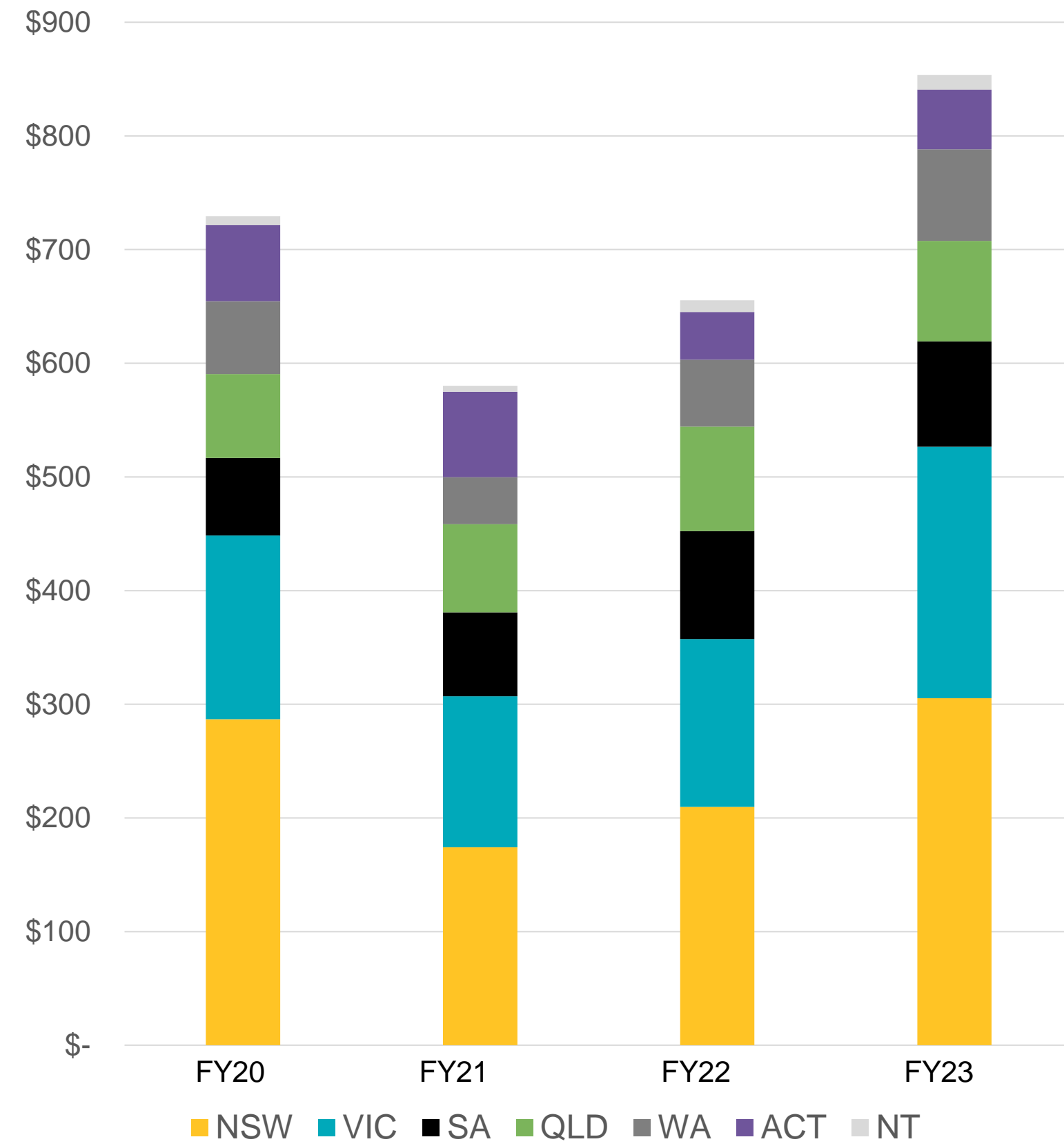
Financial Commentary

- Positive business performance in FY23 with 31% increase in Revenue.
- FY23 Statutory and Underlying metrics were identical.
- Underlying NPAT increased 225% on prior corresponding period.
- Well-positioned for growth maintaining a strong backlog order book of \$343m.
- Sound cash management and strong cash position of \$90.6m, maximising opportunities through interest rate increases.
- Scalability of overhead provides efficiencies as revenue grows.

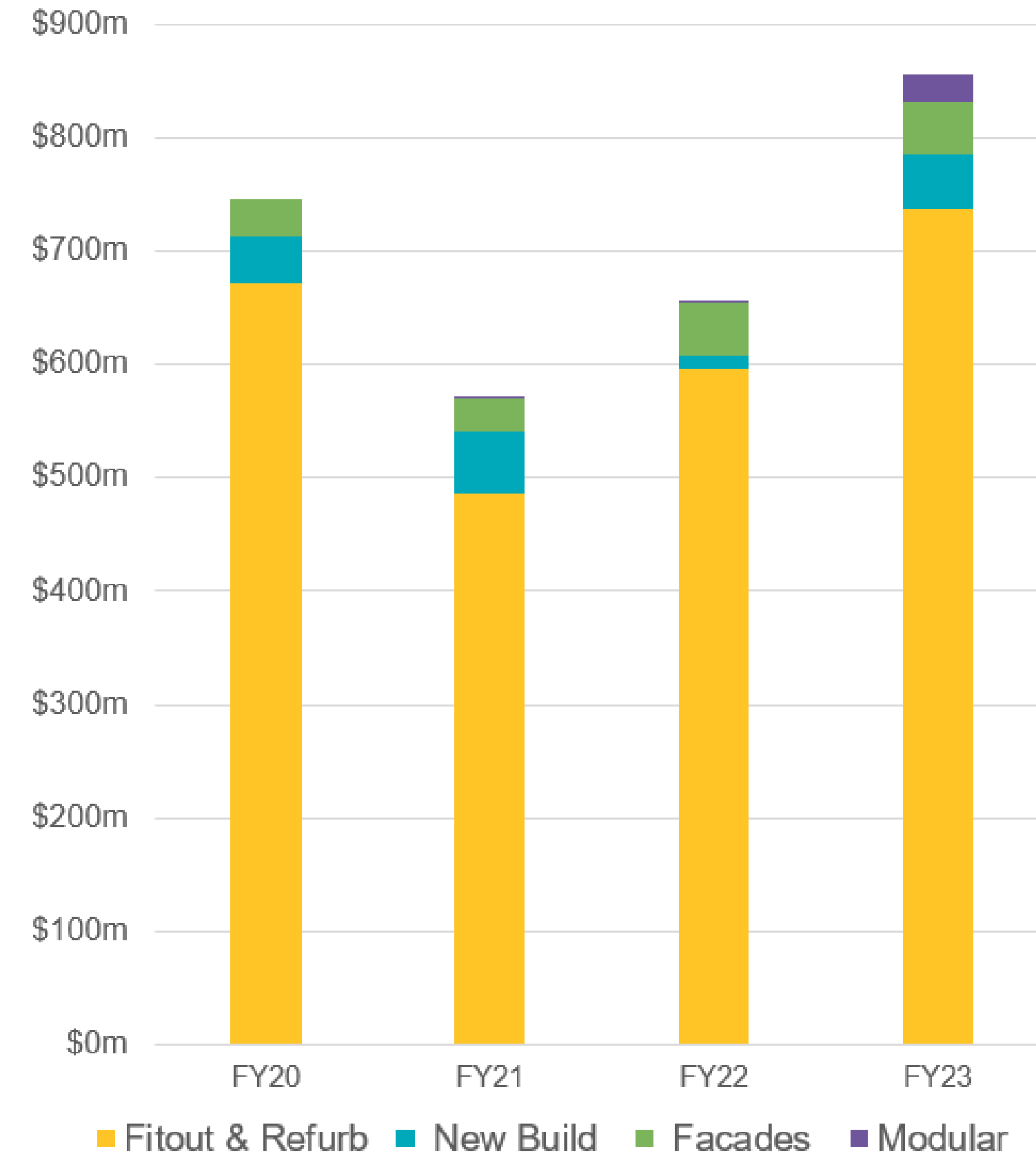
\$'000	FY23	FY22	Movement
Revenue	862,367	658,327	↑ 31%
Underlying EBITDA	19,444	9,534	↑ 104%
Underlying NPAT	10,497	3,232	↑ 225%
Other Metrics			
Underlying EBITDA margin	2.25%	1.45%	↑ 56%

Key Sector & Project Overview

FIGURES AS AT 30 JUNE 2023



Revenue by Region

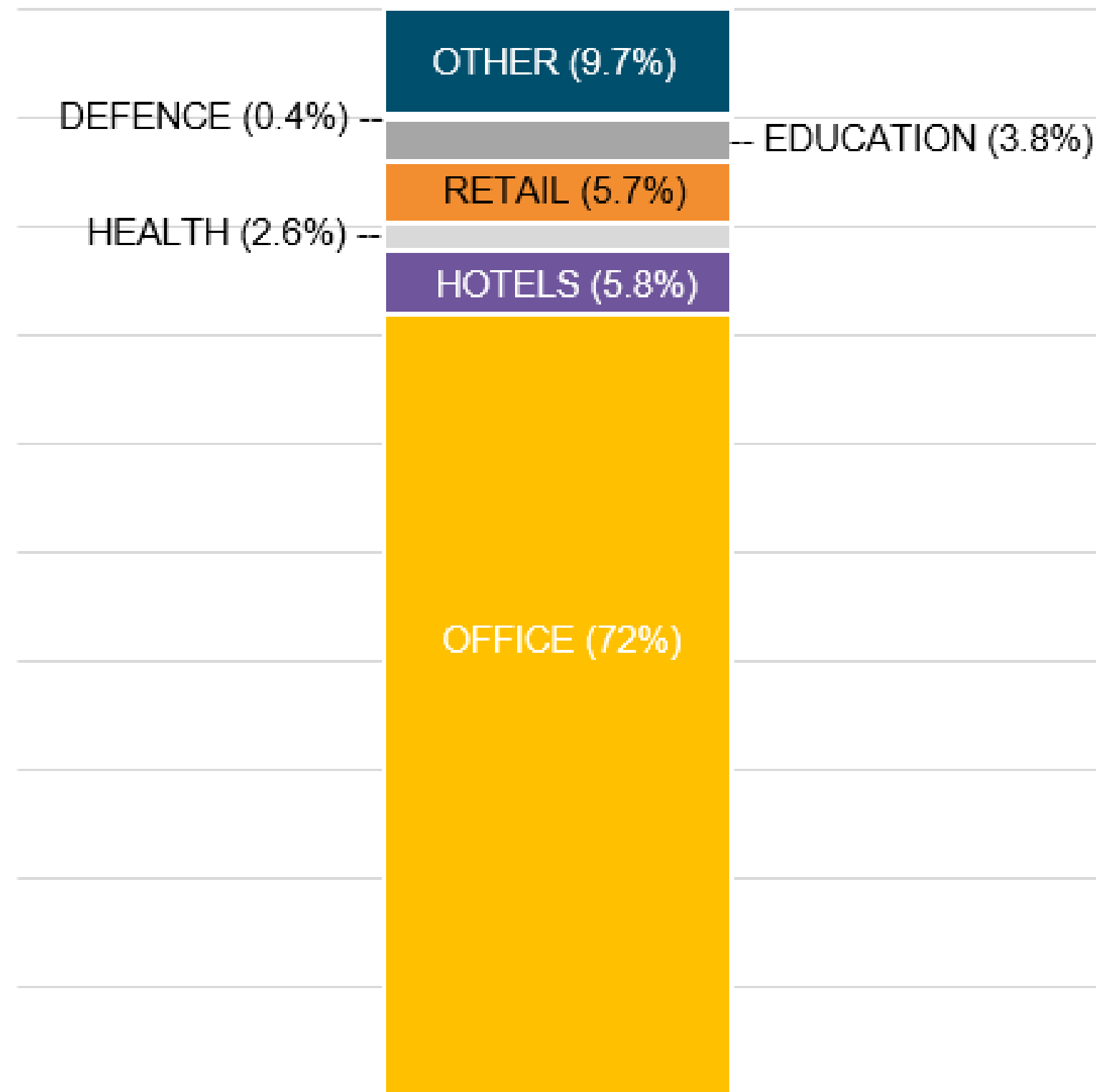


Revenue by Capability

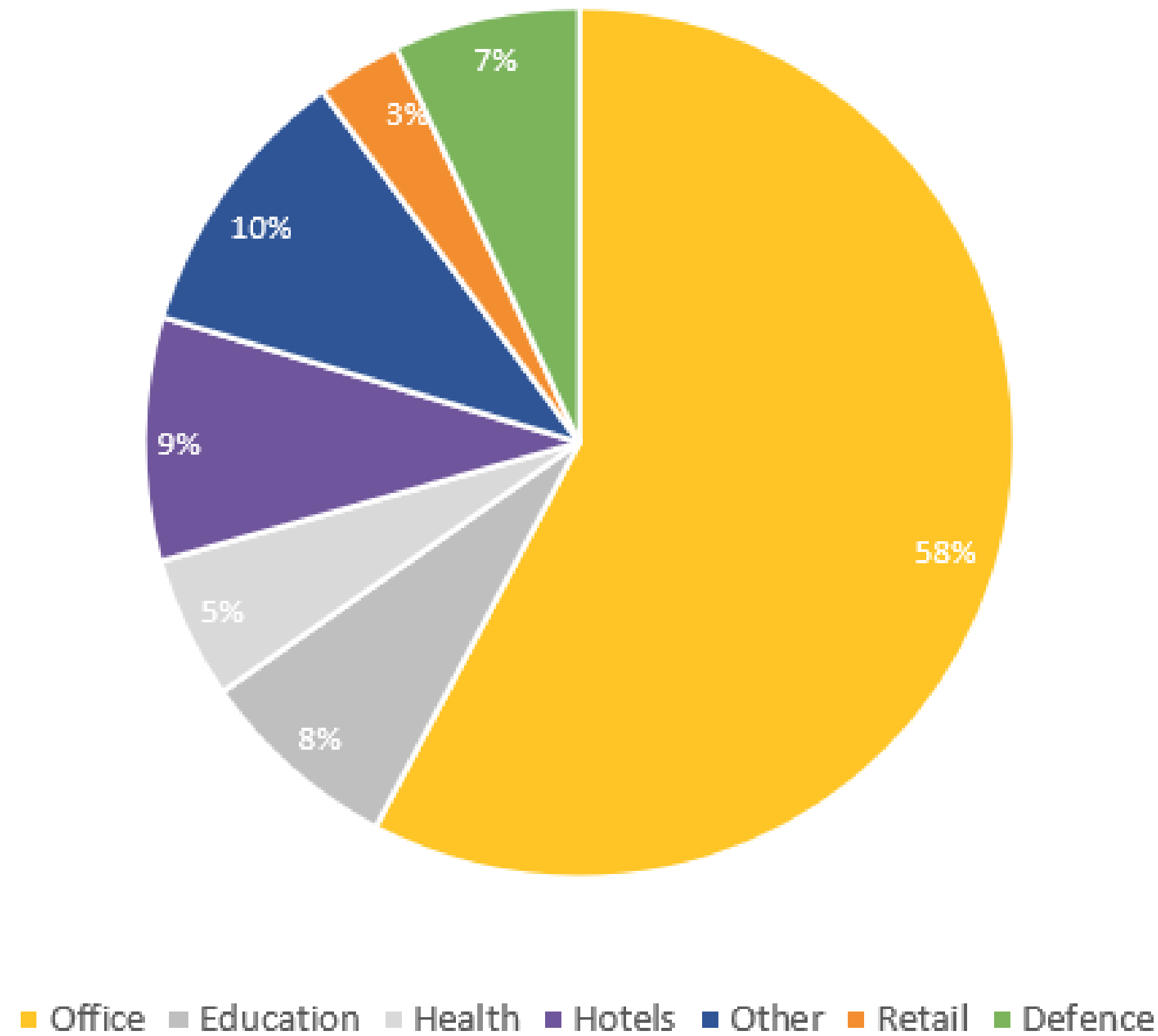
Maintained a strong tender conversion rate **53%** (By number)

Increasing pipeline underpins future performance

Key Sector & Project Overview



Backlog Order Book by Sector



Pipeline by Sector

Identified Pipeline
\$3.8bn

41% Increase on FY22 (2.7bn)

Tendering
\$148m

Decision Pending
\$391m

Projects Won
\$802m

DLG SHAPE



- Continued strong performance for DLG SHAPE with sales of \$41.6m, up from \$31.3m the previous year.
- SHAPE maintained 49% ownership, with 51% held by David Liddiard Group (DLG).
- Largest annual spend to date through Indigenous supply chain (\$8.76m).
- DLG SHAPE remain committed to promoting Indigenous employment and targets local Indigenous engagement.



Spend with Indigenous Business
\$8.76m

Identified Pipeline
\$200m

Projects Won
\$41.6m

Construction Revenue
\$36.3m



Management fees generated to SHAPE increased by 53% to \$2.90m during the reporting period.

Growth strategy

SHAPE's growth strategy is focused on three pillars

1. Growth/diversification into non-core market sectors

Revenue	FY23	FY22	Movement	
Hotels	\$49.2m	\$28.6m	↑	72%
Health	\$47.8m	\$45.3m	↑	5%
Retail	\$21.2m	\$12.0m	↑	77%
Education	\$77.4m	\$41.6m	↑	86%
Defence	\$48.8m	\$24.2m	↑	101%

2. Capability expansion (Facades, Modular, New Build etc)

Revenue by Capability	FY23	FY22	Movement
Facades	\$46.4m	\$46.5m	0%
Modular	\$24.2m	\$20.3m	↑ 19%
New Build	\$49.4m	\$12.0m	↑ 310%

3. Geographic expansion

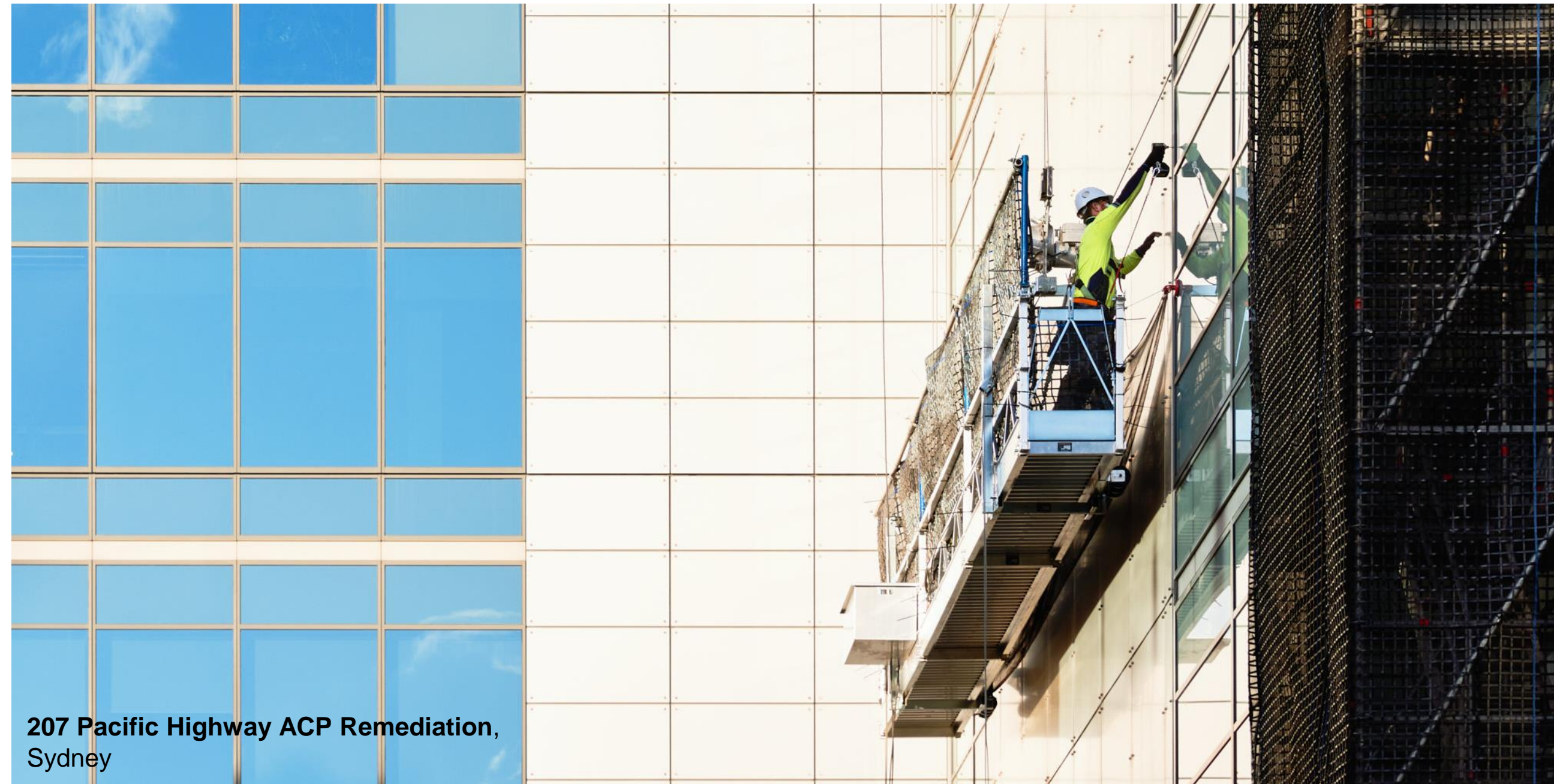
Revenue From New Regional Offices	FY23
Gold Coast	\$16.2m
Newcastle	\$9.1m

Note: these numbers include SHAPE and its associates.



ANZ Workplace Evolution Project, Sydney

Continued investment in safety leadership, systems, and technology

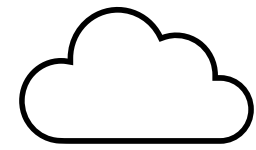


207 Pacific Highway ACP Remediation, Sydney

- 43% improvement in TRIFR performance.
- Recordable injuries reduced by 37% - down from 27 to 17.
- LTIFR improved by 55% - down from 2.0 to 0.9.
- SHAPE continues to invest in safety leadership, systems, and technology.
- Continued focus on employee and subcontractor mental health and wellbeing.
- Over 53,608 proactive safety observations logged.
- 6,701 “positive” safety observations logged, driving safety culture.

YEAR	TRIFR	LTIFR	NO. OF MTI	NO. OF LTI	NO. OF RWI
FY23	3.8	0.9	7	4	6
FY22	6.7	2.0	16	8	3
FY21	6.1	2.8	6	10	6
FY20	6.5	2.0	10	8	8

NOTE: Statistics include all SHAPE & subcontractor hours.



2,959 tCo2-e

Carbon footprint measured for the first time to establish impact



Carbon Neutral

Climate Active certification achieved for Corporate Operations



Projects Delivered

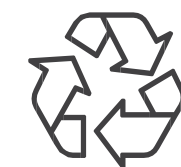
13 projects worth \$191m



GreenPower

4 out of 7 State offices now using GreenPower

Carbon Footprint Offset with renewable energy



Carbon Accounting Software Implemented

Co2-e accounting reduction strategies in place for each office

5

SHAPE Offices

Green Star accredited or in process of accreditation (QLD and VIC pending)



Bacchus Marsh Grammar
Construction of Classrooms and Library at Maddingley Campus secured in Q4



SHAPE Modular

KLMSA (acquired in March 2022)

- Sales of \$24.6m and earnings accretive in year one.
- Strong pipeline of work with the business already taking inquiries for projects in FY25.
- Starts FY24 with a revenue backlog of \$12.3m, which will support current production capacity.
- Operational capability strengthened through transplanting of SHAPE personnel into the modular business, including new General Manager.

SHAPE Modular (National)

- Group Manager - Modular appointed to lead the growth of SHAPE's modular offering nationally.
- Two projects secured in SA and one in NSW.
- Appointment of a Modular Lead in Adelaide to start building a modular team in response to strong market demand in SA and secured projects for Purple House (Coober Pedy) and Royal Flying Doctor Service (William Creek).
- Good opportunities to grow revenues with strong growth in Education and Health sectors.

Financial

- SHAPE is well positioned with continued investment in strategic growth initiatives.
- Significant increase in revenue through both core and non-core work.
- Increase in underlying gross margin with continued focus on increased commercial outcomes.
- Pipeline continues to strengthen with over \$3.8b in identified opportunities.
- Strong cash position and opportunity with increased interest rates.
- Excellent client relationships, high net promoter score, and healthy win rates support continued performance.

Operations

- Highly engaged workforce and strong market relationships with clients, consultants, and subcontractors.
- Majority of work is through repeat business.
- Experienced and embedded leadership team with good tenure.
- Continued increase in performance around health and safety in pursuit of a resilient safety culture.
- SHAPE Modular established and will provide good opportunities for top and bottom line growth.
- Strategic focus on Defence continues to yield results.
- SHAPE well positioned and poised to maintain traction in the market.

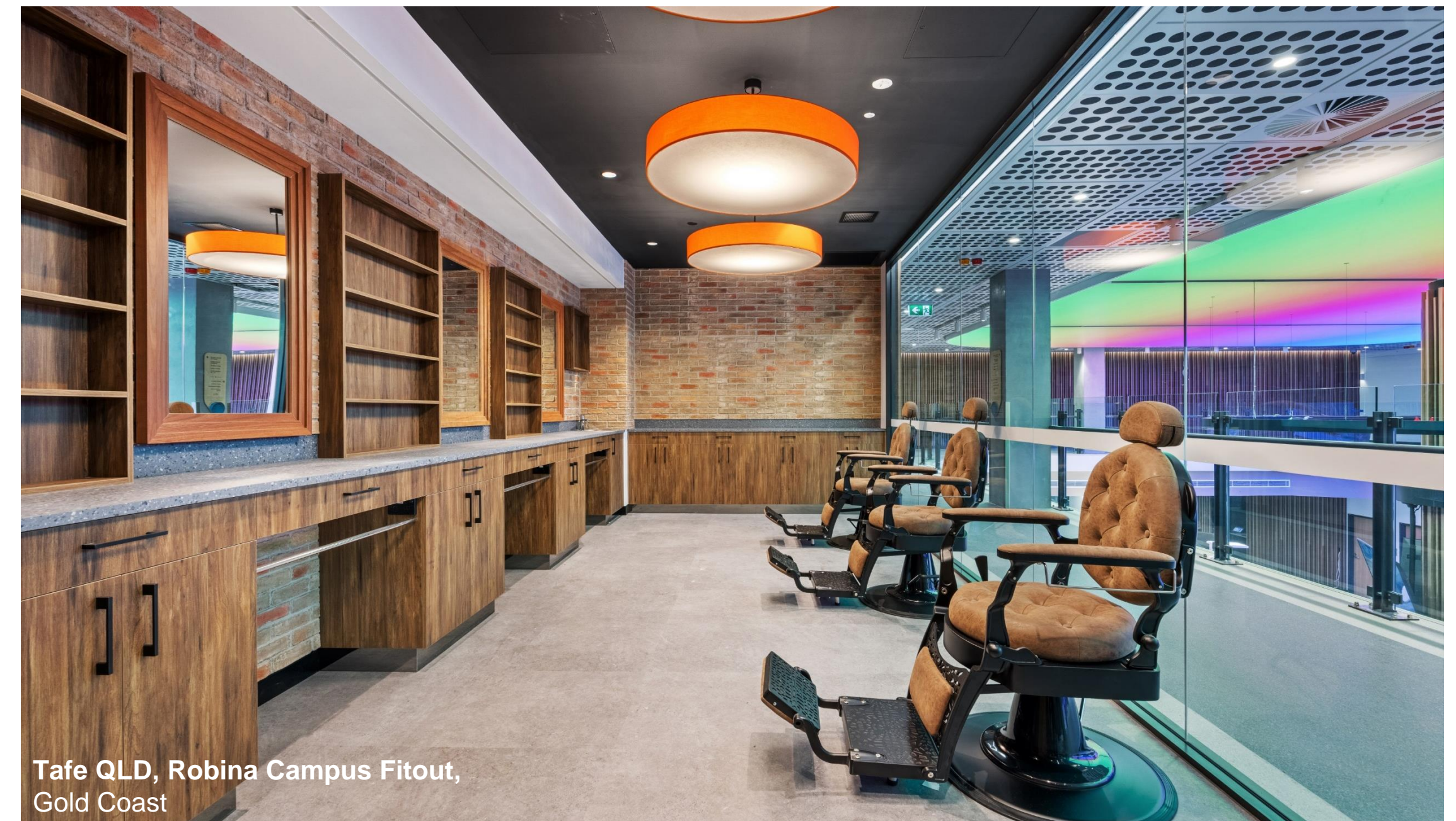


Questions?

Appendix

Appendix A Reconciliation of profit before income tax to EBITDA and Underlying EBITDA (unaudited)

	30 Jun 2023 \$'000	30 Jun 2022 \$'000
Profit before income tax	15,480	10,377
Depreciation and amortisation	4,955	4,528
Interest revenue	(2,421)	(207)
Finance costs	1,430	563
EBITDA	19,444	15,261
Initial Public Offering costs	-	2,794
Customer legal dispute	-	(3,400)
Revised revenue recognition accounting estimate ¹	-	(6,335)
Shares granted to employees in conjunction with IPO	-	924
Transaction costs related to KLMSA acquisition	-	292
Underlying EBITDA	19,444	9,536



¹The accounting estimate in relation to revenue recognition has changed during the period ended 30 June 2022 based on new information identified and analysed. The impact of this for the period ended 30 June 2022 was an increase in profit of \$6.335m.

EBITDA and Underlying EBITDA are non-IFRS earnings measures which do not have any standardised meaning prescribed by IFRS and therefore may not be comparable to EBITDA presented by other companies.

Corporate Snapshot

Our Vision

Our vision is to be the partner of choice and the place where everyone wants to work.

Markets and Industries Serviced

Operating with a truly national footprint across our network of ten branches, we build the best teams for every project. Our people bring specialist experience, a commitment to quality, and industry leading safety practices to deliver on quality, timeliness, and with exceptional customer service across every major market and sector.

Fitout and Refurbishments

Whether it is delivering a high-end office fitout or a boutique hotel, we have the experience and specific know-how to manage our clients' unique expectations.

Facade Remediation

From aesthetic upgrades to compliance-driven cladding replacement requirements, we deliver high-quality and cost-effective outcomes while minimising disruption to tenants and operations.

Modular

Utilising modern methods of construction, we develop unique modular solutions to solve complex building challenges for our clients across Australia.

Aftercare

We take clients from larger projects completed by SHAPE into ongoing maintenance, additions, or future upgrades.

Defence

We have significant experience in delivering complex Defence work and understand the unique and strict requirements that come with sensitive and confidential aspects of these projects.

New Build

We have the experience and relationships to deliver traditional new construction and extensions to existing buildings, especially those requiring well-planned approaches to high-risk works, permit requirements, staged delivery methodologies, and strict regulatory compliance.

Leading national fitout and construction services specialist.

