MULTIPLEX

Corporate Profile

Q3 2026





Multiplex is a premier construction company known for shaping skylines and delivering iconic projects around the world. Established in 1962, Multiplex has delivered over 1,150 projects with a combined value of US$140 billion.

ECU City Campus, Perth, Australia

From the CEO



It is undoubtedly a challenging time for our industry. Labour shortages, the cost of materials and broader economic uncertainty continue to place pressure on contractors and our supply chain.

However, Multiplex has been riding the waves of change in our industry for more than 60 years and with any challenge comes opportunity.

Across the board we are seeing a continued flight to quality, with good clients viewing us as a safe pair of hands to deliver their projects on time, on budget and on carbon.

Our global workbook is well diversified with opportunities in all regions and particularly strong momentum in complex sectors such as data centres and health, where our technical capability and collaborative approach sets us apart.

Emerging technologies are creating endless opportunities to solve problems and make what we do better, more efficient and more impactful.

It's an exciting time. We are embracing the opportunity to work with our clients, supply chain, communities and industry partners to deliver exceptional projects and fulfil our purpose, to construct a better future.

John Flecker

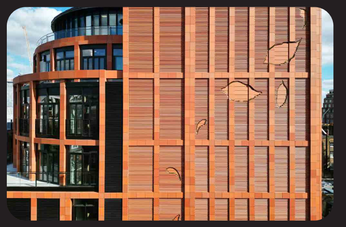
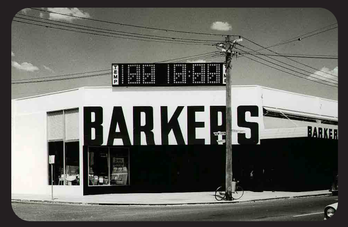
CEO, Global



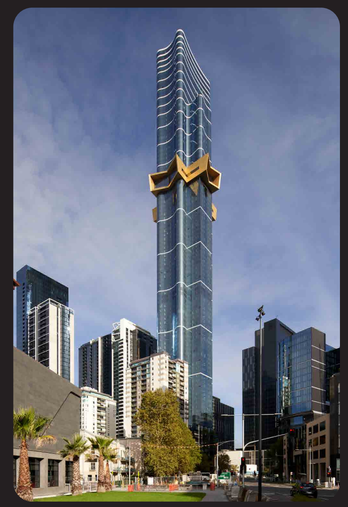
One Nine Elms, United Kingdom

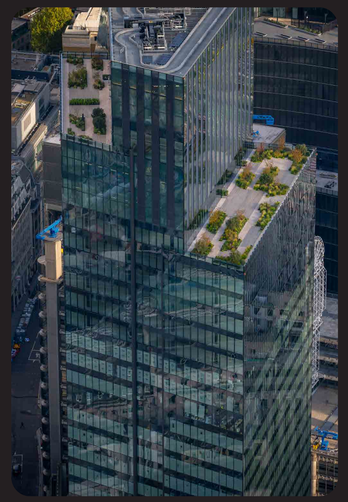

MULTIPLEX






BARKERS

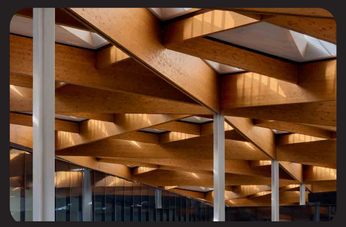






CINECENTRE

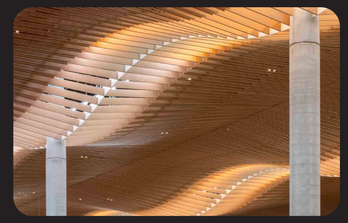
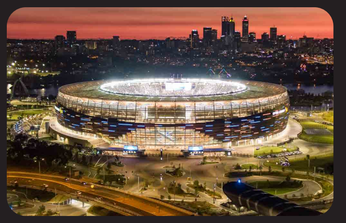


ENTERTAINMENT






CHEMIST

About Us

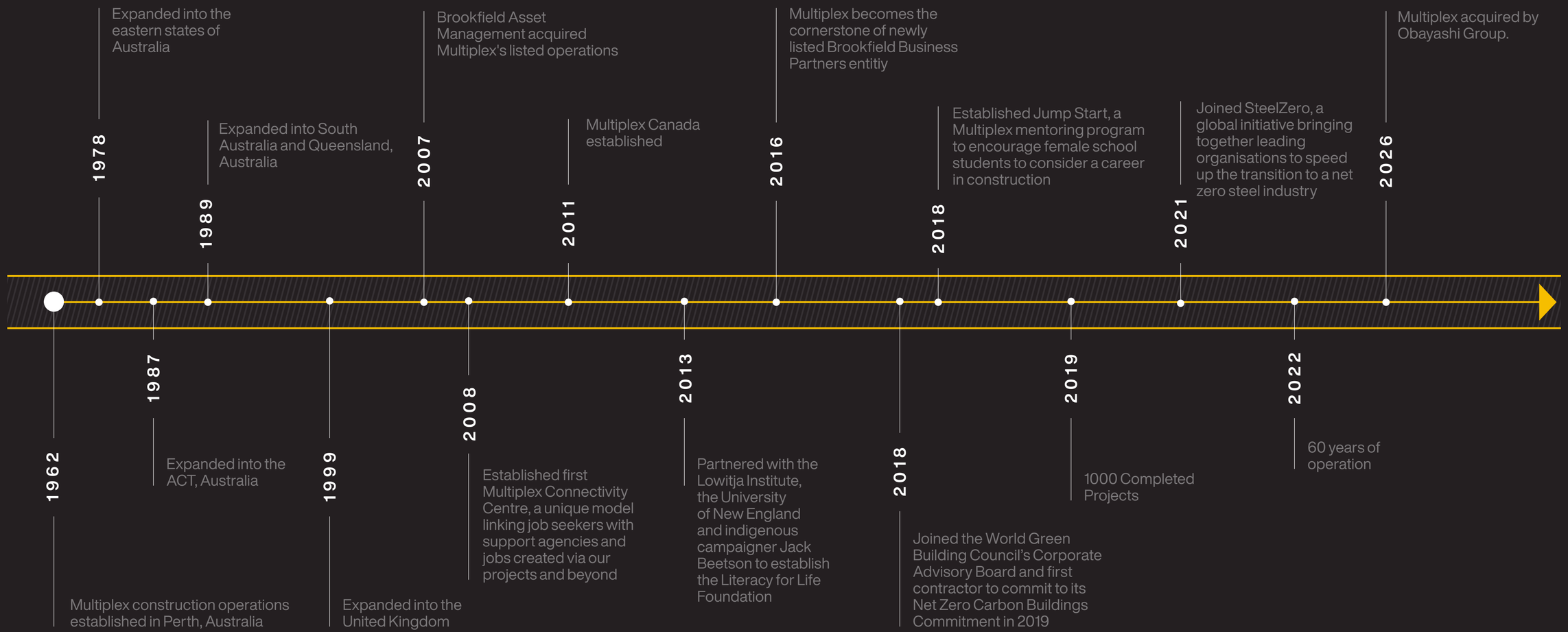


Sydney Fish Market, Sydney, Australia

Our History

Building a culture of outperformance since 1962

Operating in 11 cities across three continents, our workbook includes some of the most iconic construction projects in the world. Our growth has been controlled and focused, targeting clients, cities and projects that complement our construction expertise and vision for outperformance.



Brand Platform

We are known for delivering the world's best projects. And we recognise that what we're good at can make the world better.

So our purpose is simple - to construct a better future. A better future where opportunities are harnessed, and our people, projects, communities and industry reach their full potential.

We are uniquely positioned to fulfil our purpose by drawing on our culture - a powerful combination of inherent values, and a belief that we can outperform in everything we do.

Our Purpose



To construct a better future

Our Mindset



To outperform in everything we do

Our Values



We keep it real



We care about people



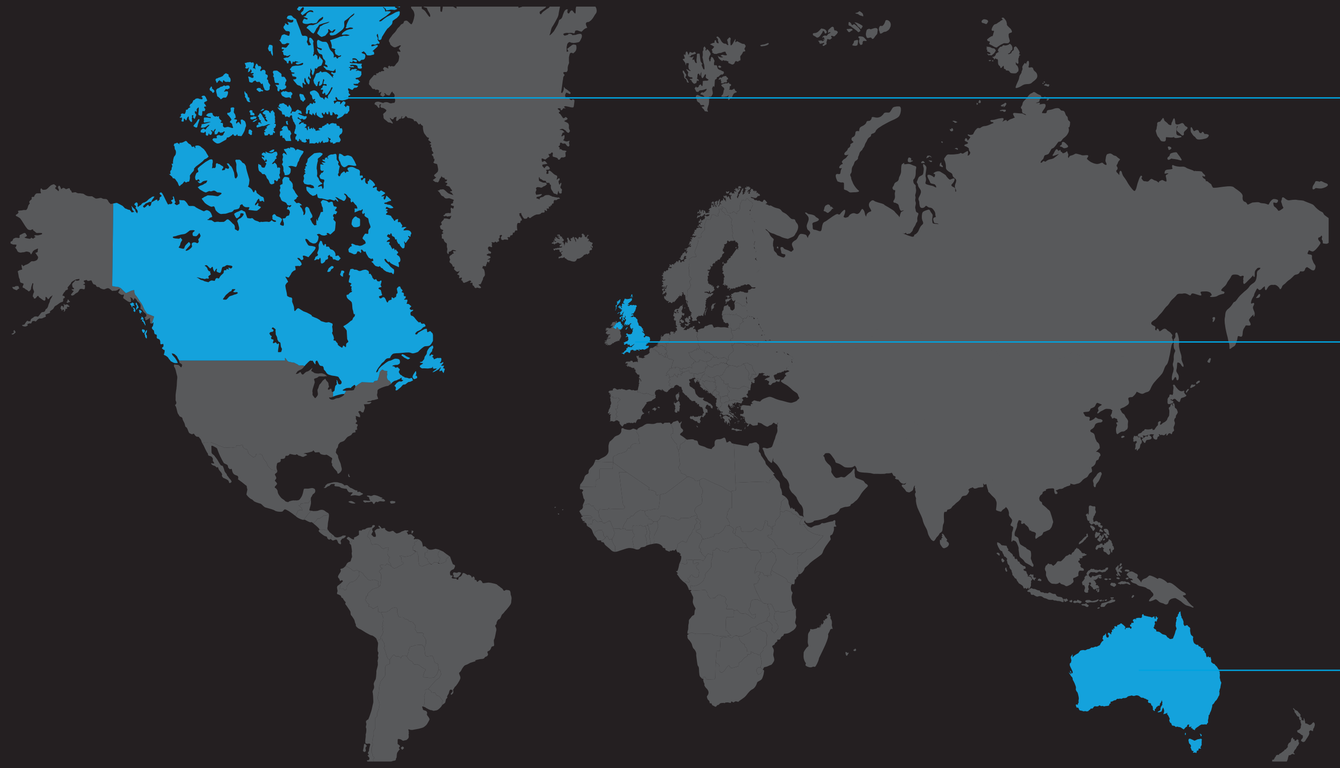
We are collaborative



We have grit

Global Construction Platform

International experience, one team



Canada

2011 Established in Canada

140+ People

US$2.4bn Work to date

53 Projects to date

United Kingdom

1999 Established in the UK

800+ People

US$18.7bn Work to date

102 Projects to date

Australia

1962 Established in Australia

1,500+ People

US$91.8bn Work to date

969 Projects to date

With more than 2,500 people globally, we have a mobile workforce that collaborates to share knowledge and apply world's best practice across our projects.

*Work to date values reflect active regions only.

Financial Strength

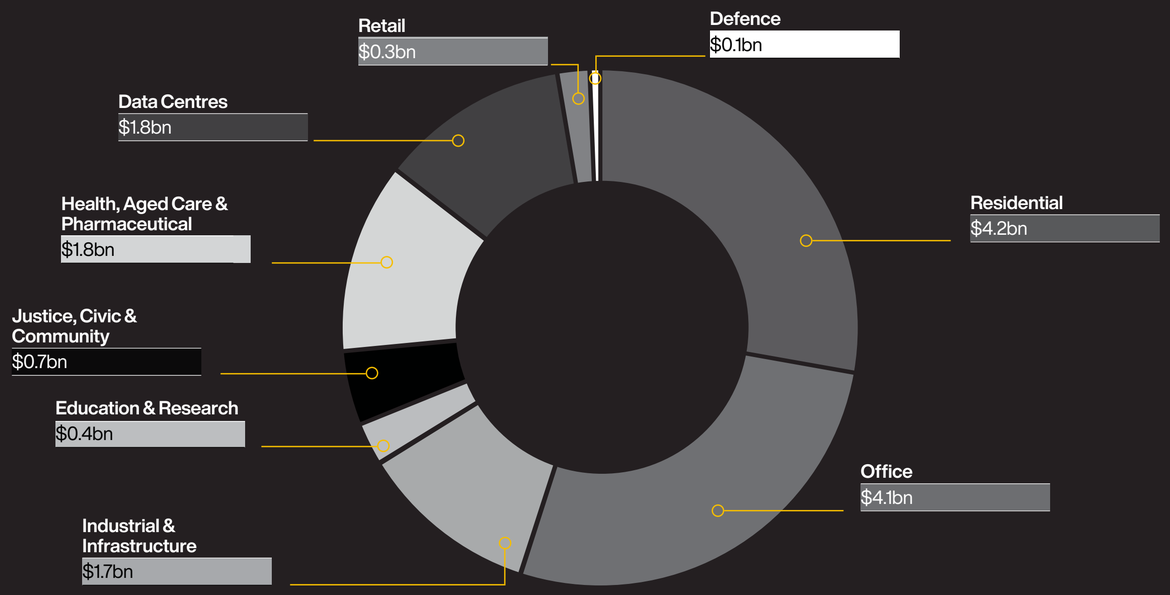
Sustainable growth and ongoing stability

Multiplex was acquired by Japanese-based Obayashi Group in 2026.

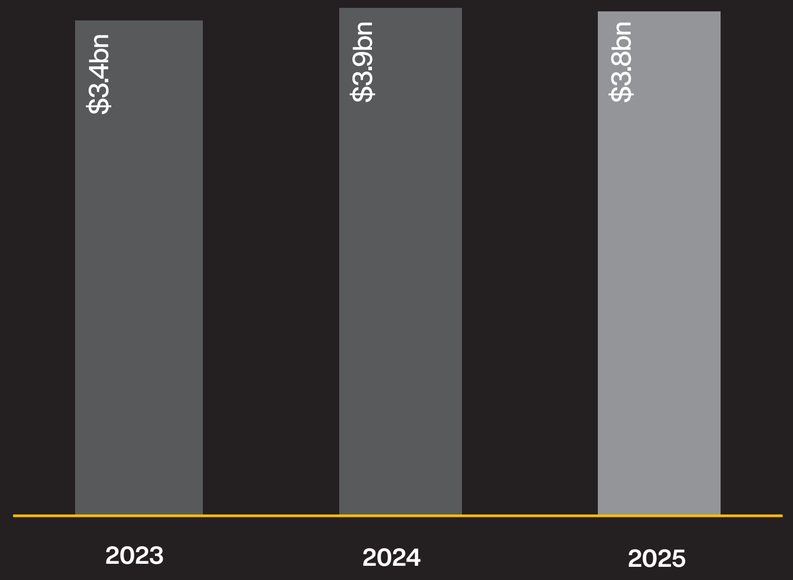
Founded in 1892, Obayashi is one of the largest construction contractors in the world. It has operations in 17 countries and approximately 18,000 employees. Obayashi is listed on the Tokyo Stock Exchange.

Multiplex operates independently while leveraging the strength of its owner.

Current Workbook $15.1bn | 70 Projects



Revenue



*Annual Revenue as at 2025. Workbook is global and the total value of work under secured contracts as at [Q3 2026] including assumed construction value on Construction Management projects. All values are in USD.

Our People

Built to outperform

Our unique culture positions us to achieve our purpose, to construct a better future. It is built on a shared belief that we can outperform in everything we do, and a set of values that are ingrained in our people: We keep it real; We care about people; We are collaborative; and We have grit.

What does this mean in practice?

Our people are encouraged to be creative in their approach to work, to voice their ideas and opinions, and always ask if we can do more or better.

We are collaborative in the way we listen, share and work as a team – be it with our colleagues, clients, communities or industry. And we know the way to harness opportunities and fulfil potential is by building a strong foundation of trust in our relationships, and by being straightforward and dependable.

We truly care about each other and the world around us, and we have the staying power to make a real difference.





Our Expertise

Our Expertise

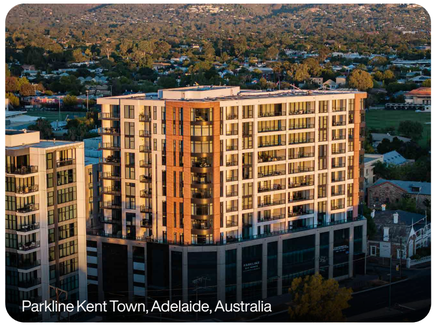
Proven ability to deliver across all property sectors

With a track record of over half a century of successful project delivery, Multiplex combines the power and influence of a global contractor with the hands-on involvement of our senior leaders and experts. This puts us in a unique position in the global construction market.

Residential

329 Completed Projects

$35.4bn Value



Parkline Kent Town, Adelaide, Australia

Office

299 Completed Projects

$36.6bn Value



One Leadenhall, London, United Kingdom

Retail

159 Completed Projects

$11bn Value



Chatswood Chase, Sydney, Australia

Tourism & Lesiure

157 Completed Projects

$24.8bn Value



Western Sydney Airport, Sydney, Australia

Industrial & Infrastructure

94 Completed Projects

$8bn Value



City Busport Alliance, Perth, Australia

Education & Research

53 Completed Projects

$4.2bn Value



ECU City Campus, Perth, Australia

Justice, Civic & Community

40 Completed Projects

$5.2bn Value



Etobicoke Civic Centre, Toronto, Canada

Health & Aged Care & Pharmaceutical

90 Completed Projects

$14.5bn Value



Footscray Hospital, Melbourne, Australia

Defence

5 Completed Projects

$0.1bn Value



Image supplied by Department of Defence

Data Centres

18 Completed Projects

$2.5bn Value



NEXTDC B2, Brisbane, Australia

Environment, Social, Governance (ESG)

Strategic pursuit of meaningful change

The fundamentals of ESG have been embedded in our global business for many years. We have led conversations and actions that have evolved our business and industry.

We are driven by vision, action and consistency of delivery across the full spectrum of ESG and have a clear and ambitious way forward.

We focus our efforts on five core principles. Within our core principles, we pursue actions where our opportunity for positive impact is the greatest and the impact of our efforts the most material.



Environment

Caring for the environment

Playing our part in the global carbon challenge

E



People

Caring for our people and those around us by:

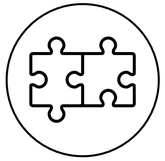
— Keeping them safe

— Attracting, developing, retaining and rewarding exceptional people



Communities

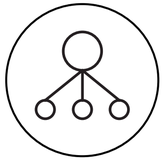
Connecting and enriching our communities



Partnerships

Building rewarding partnerships with our clients and supply chain

S



Governance & Operational Excellence

Having sound business practices to manage risks and realise opportunities

G

We Create Skylines

Perth

325 Projects across Western Australia

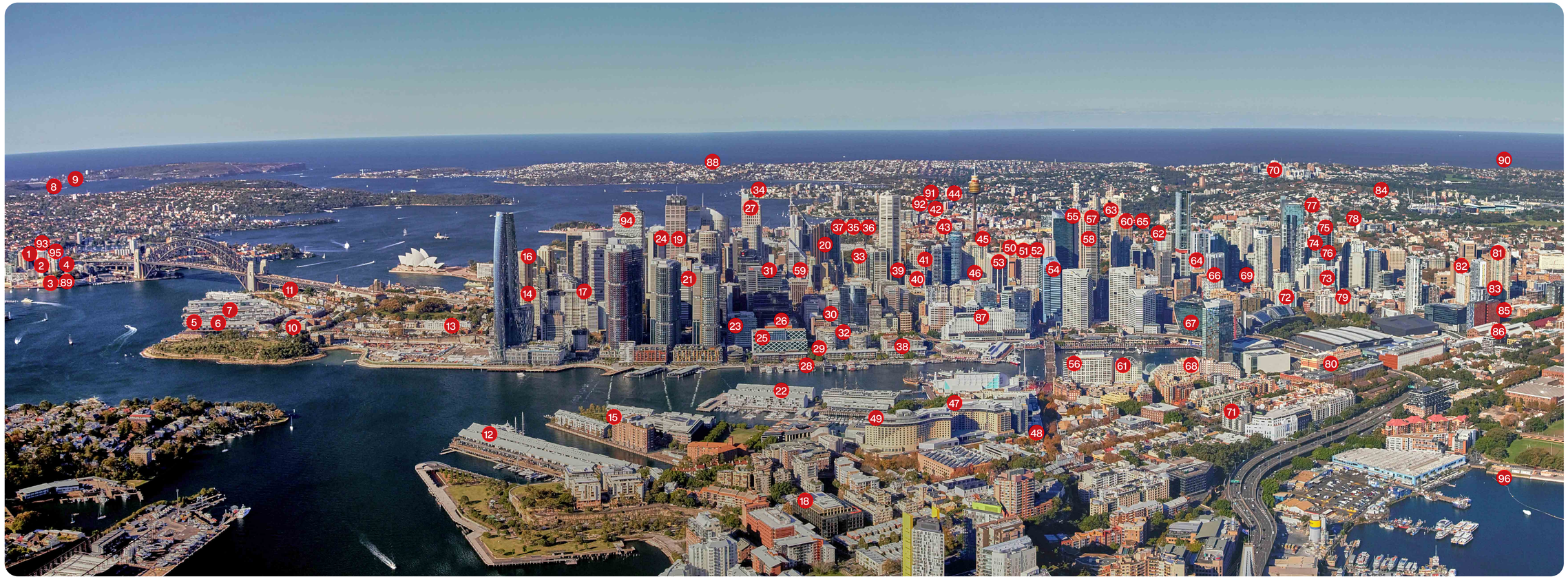


1. Optus Stadium & Rooftop Walk
2. Crown Towers Hotel
3. Burswood Resort & Convention Centre
4. Burswood Casino
5. Burswood Resort Hotel
6. Claisebrook Inlet Remediation
7. NEXT DC P2
8. WACA Lile Marrsh and Prindiville Stands
9. WACA Lights
10. Stanford Apartments
11. Woodside Offices
12. Plain Street Offices
13. Local Government House
14. Withernsea House
15. Hyatt Regency
16. IBM Building
17. Panorama Apartments
18. Stanford Securities
19. 197 Adelaide Terrace
20. 77 Parkside House
21. Ambassadors Hotel
22. Airways House
23. Casablanca
24. Allied House
25. Westos House
26. Sheraton Hotel
27. Langley Plaza
28. Police Credit Society
29. Chateau Commodore
30. Pier Street Carpark
31. CSA Centre
32. Eastpoint Plaza
33. St George's Court
34. Lomard House
35. Victoria Centre
36. Wapet House
37. Irwin Chambers
38. Transit Inn
39. Cine Centre
40. District Court Building
41. Park Towers
42. Myer Megamart
43. WA Museum Boola Bardip
44. Alexander Library
45. Perth City Council Carpark
46. Perth Institute of Film and Television
47. Forrest Chase/Myer
48. Perth City Busport
49. Perth Building Society
50. John Curtin Centre
51. CSIRO National Building
52. Exchange House
53. Allendale Square
54. Bankwest Tower
55. Colonial Mutual
56. Enex100
57. Exchange Plaza
58. Wesley Centre
59. Palace Hotel
60. Capitol House
61. 30 The Esplanade
62. Griffin Centre
63. 1 The Esplanade
64. Central Park
65. 160 St Georges Terrace
66. 140 St Georges Terrace
67. 180 St Georges Terrace
68. Australia Place
69. Brookfield Place Tower 1
70. Brookfield Place Tower 2
71. Dayton Plaza
72. Westralia Square
73. 190 St Georges Terrace
74. His Majesty's Theatre
75. Jardine House
76. Orchard Hotel
77. Cloisters
78. Mount Newman House
79. London House
80. Forrest Centre
81. St George's House
82. St George's Square
83. Perth Convention & Exhibition Centre, Medina Apartments and EY Building
84. Bishops House
85. Alexander Forrest House
86. Bishop See North
87. RAC Headquarters and Harbour Town
88. Capital Square Tower 1
89. Windsor Towers
90. Penrhos College
91. South Shore Development
92. Mounts Bay Village
93. Parliament Place
94. Mill Point Apartments
95. Huntington Gate
96. 14-16 Parliament Place
97. Riverside Lodge
98. Raffles Apartments
99. Cockburn Arc
100. Fiona Stanley Hospital
101. New Academic Building
102. Harry Perkins Institute of Medical Research and ANPC Fitout
103. Murdoch Health and Knowledge Precinct
104. St John of God Murdoch Hospital Redevelopment
105. Mandurah Forum Shopping Centre
106. Waikiki Village, Rockingham and Halls Head Shopping Centre
107. Garden City Shopping Centre and Busport
108. Old Swan Brewery
109. One Subiaco
110. Colin Street Fitout
111. Esplanade Hotel and Steamship Building
112. Fremantle Justice Precinct

We Create Skylines

Sydney

255 Projects across New South Wales

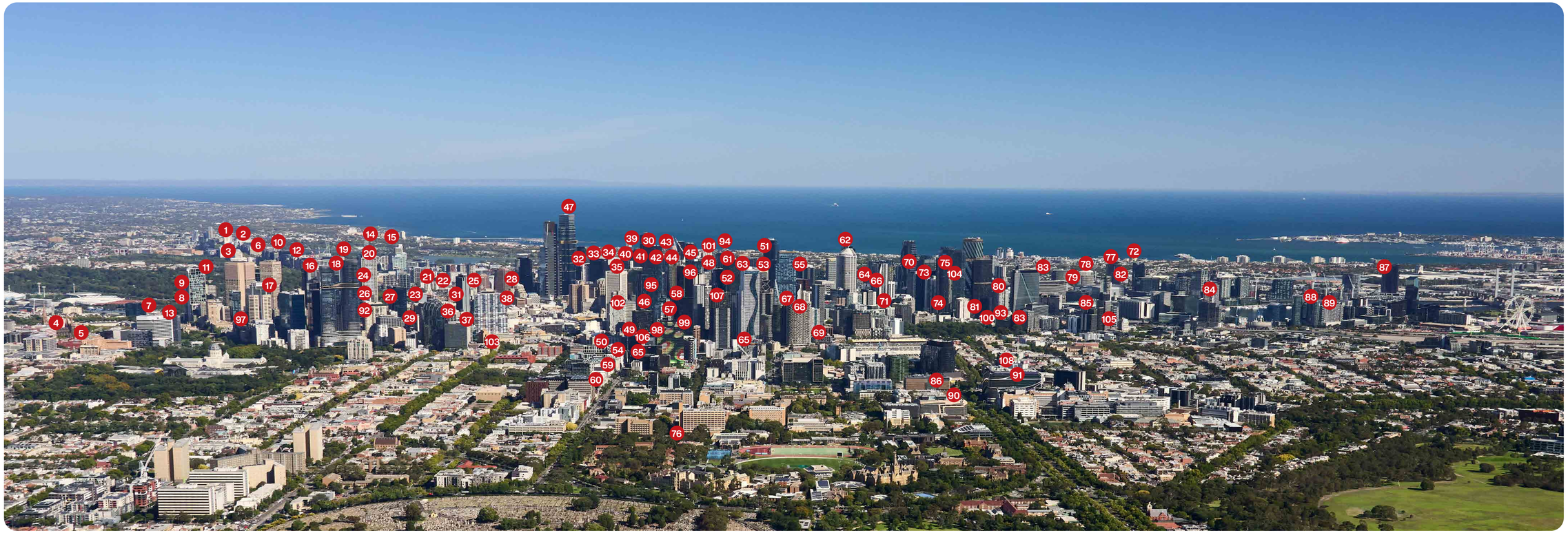


1. Beaumonde
2. Colonnades
3. Luna Park
4. The Pinnacle
5. Walsh Bay Infrastructure & Redevelopment works
6. Pier 8 & 9
7. Pier 6 & 7
8. Bear Cottage
9. Manly Peninsula
10. 1 Kent Street
11. Park Hyatt
12. Jones Bay Wharf
13. Observatory Hotel
14. The Georgia Apartments
15. Darling Island Residential
16. Bennelong Centre
17. Stamford Plaza
18. Watermark Apartments
19. Intercontinental
20. Reserve Bank of Australia
21. Establishment
22. Sydney Wharf
23. KPMG
24. 2 Bulletin Place
25. One Shelley Street
26. American Express
27. Chifley Tower
28. King Street Wharf
29. Harbourfront Retail & Wharves
30. NZI Building
31. Clarence Street Apartments
32. Wharves 9/10 Apartments, King Street Wharf
33. 50 Martin Place
34. Ardenbraught
35. The Finger Wharf at Woolloomooloo
36. Landmark
37. Wharf Terraces, Woolloomooloo
38. Medina Serviced Apartments
39. 175 Pitt Street
40. Grace Hotel
41. Skygarden
42. Manhattan Eastpoint Apartments
43. Vibe Hotel
44. Chancellor
45. Merchant Court
46. Sydney Central Plaza (Myer)
47. The Star
48. The Darling Hotel at the Star
49. Multi Use Entertainment Facility at The Star
50. Tattersall's Building
51. Sheraton on the Park
52. Piccadilly Plaza/ Piccadilly Tower
53. City Centre
54. KMS Tower
55. Rex Hotel
56. One Darling Harbour
57. Citigroup
58. Galeries Victoria
59. Aston Apartments
60. Whites, Paddington
61. Ibis Hotel
62. John Maddison Tower
63. 3 Kings Lane
64. Lumiere Residences
65. Monument
66. Frasers Suites
67. Imax Theatre
68. Novotel Hotel
69. Village Hoyts
70. Eastgate
71. Bauhaus
72. Gordon Elizabeth Tower
73. Latitude Retail
74. Latitude Strata Offices
75. Ernst & Young Tower
76. ATO Building
77. Victoria Barracks
78. Sister Anne Court
79. Trades Hall
80. Goldsborough Mort
81. Excelsior Apartments
82. Furama Hotel
83. Market City (Stage 1 Podium)
84. Centennial Parklands
85. Mercure Hotel
86. Sydney Water Building (out of frame)
87. 161 Sussex Street
88. Mark Moran Vaucluse
89. Milsons Landing
90. Maroubra Bay Hotel (out of frame)
91. Rushcutters Bay Hotel
92. Marina 1 Apartments
93. Optus Tower
94. Quay Quarter Tower
95. 1 Denison Street
96. New Sydney Fish Markets

We Create Skylines

Melbourne

173Projects across Victoria



1. Boulevard Apartments
2. Aurora Apartments
3. Alfred Medical Research Centre
4. St Vincent's Hospital Stage A
5. St Vincent's Link
6. Lucient Apartments
7. 1 Treasury Place & 1 MacArthur St
8. Philadelphia Building
9. 51 Spring Street
10. Eden on the Park
11. 35 Spring Street
12. Domain Apartments
13. 8 Nicholson Street
14. Royal Domain Apartments
15. St James Apartments - 350 St Kilda Rd
16. Southern Cross East Tower
17. Urban Workshop 50 Lonsdale Street
18. Sovereign Apartments
19. Kingspark on Southbank
20. 209 Kingsway
21. Southern Cross II West Tower
22. Federation Square
23. Citadines on Bourke
24. Paramount Apartments
25. 171 Collins Street
26. Rockmans Regency
27. Saville Grand
28. Clements House
29. 321 Exhibition Street
30. Melbourne Square
31. Midtown Plaza
32. Summit Apartments
33. Melbourne City Towers
34. Victoria Apartments
35. Southbank One
36. 33 Mackenzie
37. Concept Blue
38. Novotel Australia on Collins
39. Freshwater Place Residential
40. Southbank Grand
41. Prima Tower
42. Southbank Tower
43. Mainpoint Apartments
44. Platinum
45. Bella Apartments
46. 394 Collins Street
47. Australia 108
48. 570 Bourke Street
49. RMIT Swanston Academic Building
50. RMIT Micro Nano Research Facility
51. Clarendon Towers
52. 276 Flinders Street
53. CBW - Corner Bourke and William Streets
54. RMIT Capital Works
55. 99 King Street
56. 460 Lonsdale Street
57. County Court
58. Republic Tower
59. Uropa Apartments
60. Seasons Apartments
61. Lighthouse
62. Melbourne Convention & Exhibition Centre
63. Paragon
64. 350 Queen Street
65. Australian Nursing and Midwifery Federation
66. Flinders Wharf
67. City Tempo Apartments
68. The Lexington - 414 Latrobe Street
69. EQ Tower
70. Hilton Hotel South Wharf
71. City Point Apartments
72. Marine Apartments
73. Collins Square Tower 2
74. Upper West Side - Stages 1,2,3,4
75. Premier Tower
76. Faculty of Architecture Building & Planning
77. Collins Square Tower 5
78. Collins Square Tower 4
79. Collins Square Tower 3
80. Southern Cross Station - Platforms 15 &16
81. 700 Bourke Street
82. 720 Bourke Street
83. Melbourne One
84. Victoria Point Docklands
85. Australis
86. Peter Doherty Institute
87. Portside Business Park
88. The Quays
89. Harbour One
90. Melbourne Brain Centre
91. Royal Melbourne Hospital - Stage 1B
92. 308 Exhibition St
93. Westside Place
94. Southbank Place
95. 447 Collins Street
96. 472 Bourke Street
97. 80 Collins Street
98. 501 Swanston Street
99. Swanston Central
100. Westside Place - Stage 2
101. Focus Apartments
102. 405 Bourke Street
103. Trades Hall
104. Monash College - 750 Collins Street
105. West Side Place
106. 100 Franklin St
107. 435 Bourke St
108. Grattan Street Accomodation

Out of Frame

109. Monash Learning and Teaching Building
110. Monash University Peninsula Campus Student Accommodation
111. 111 Monash Bioscience
112. Monash University Jazz Club
113. Monash Alexander Theatre
114. M-City
115. Bunjil Place
116. Epworth Geelong Hospital
117. Werribee Mercy Hospital
118. Flemington VRC New Stand
119. La Trobe University Student Accommodation
120. Capitol Grand
121. Centre for National Resilience - Mickleham
122. Footscray Hospital
123. Project Reliance Moderna
124. Amazon

We Create Skylines

Brisbane

107 Projects across Queensland

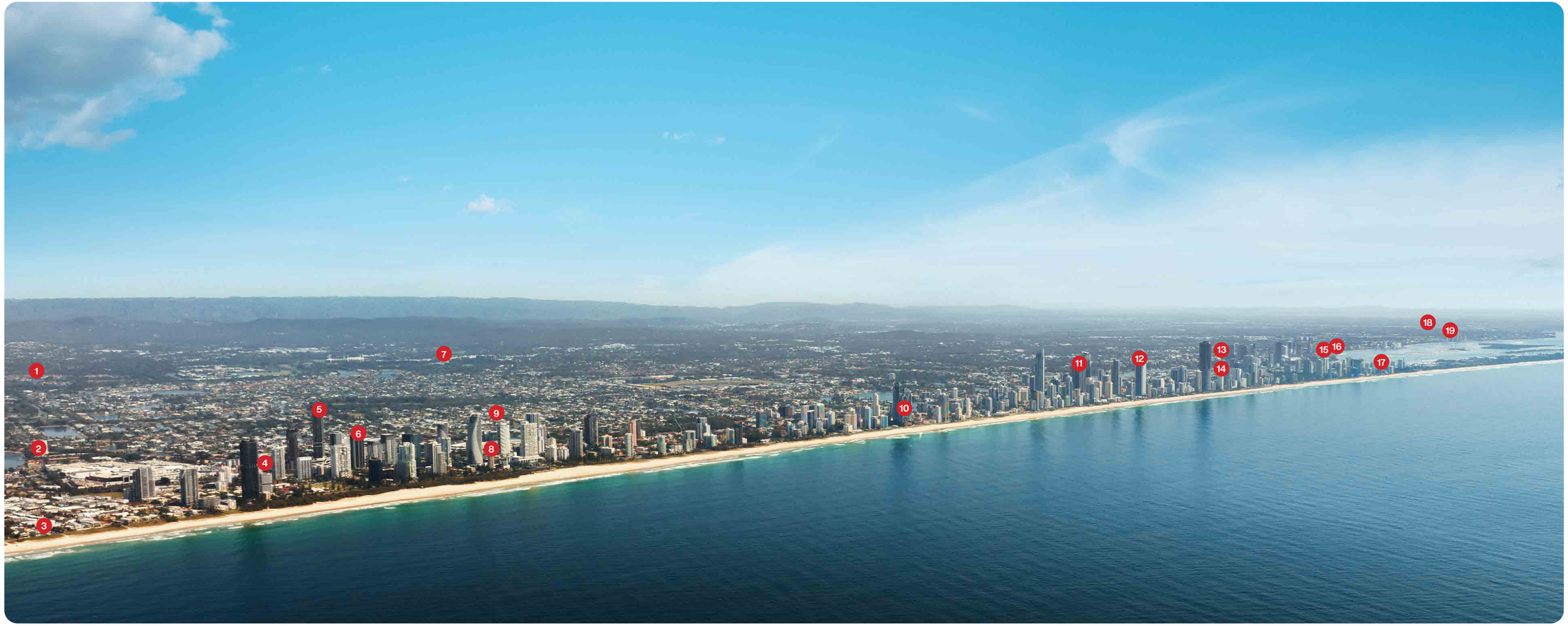


1. Mater Private Clinic & Link Bridge (out of frame)
2. Proximity Offices
3. South Bank Underground Carpark
4. Queensland Conservatorium of Music
5. Imax Cinema Complex
6. Brisbane Casino Towers
7. Suncorp Stadium
8. Indoorpooopilly Shopinng Centre (out of frame)
9. 300 George (W Hotel, The One, 300 George Street)
10. Queen's Wharf Integrated Resort and Residences & Queen's Wharf Foreshore
11. 1 William Street
12. Tribeca Apartments
13. Festival Towers
14. Wintergarden Redevelopment
15. Unilodge
16. River City
17. 40 Elizabeth Street
18. 240 Margaret Street
19. Riparian Plaza
20. Frisco Apartments
21. Republic Apartments
22. 570 Queen Street
23. Royal Brisbane Hospital - East Block
24. Royal Brisbane Hospital - Carpark
25. FV-Gurner
26. River City
27. Cathedral Place
28. 743 Ann Street
29. Novotel Hotel
30. Judith Wright Centre of Contemporary Arts
31. Willhara Apartments
32. Newstead Towers
33. Ellington Tenerrife
34. Portside Wharf Stage 1 & 2 (out of frame)
35. Portside East Gallery House (out of frame)
36. UNE University Mansions (Shafton)

We Create Skylines

Gold Coast

107 Projects across Queensland



1. Lakelands Resort, Merrimac
2. Twin Towers Resort, Tweed heads
3. Cotton Beach Resort
4. Neptune Apartmentds, Broadbeach
5. Destination Gold Coast Towers 2
6. The Beach Apartments
7. Royal Pines Residences
8. Gold Coast Convention and Exhibition Centre
9. The Wave, Broad Beach
10. Jewel, Gold Coast
11. Hilton Surfers paradise Hotel and Residences
12. Crown Towers, Surfers Paradise
13. Harvey Norman, Bundall
14. Rhapsody, Surfers Paradise
15. Rivage Royal, Southport
16. Pivotal Point Towers, Southport
17. Directors' Suites, Main Beach
18. Movieworld Theme Park, Helensvale
19. Harbourtown Shopping Centre & Tavern "Dublin Docks", Biggera Waters

We Create Skylines

Adelaide

18 Projects across South Australia

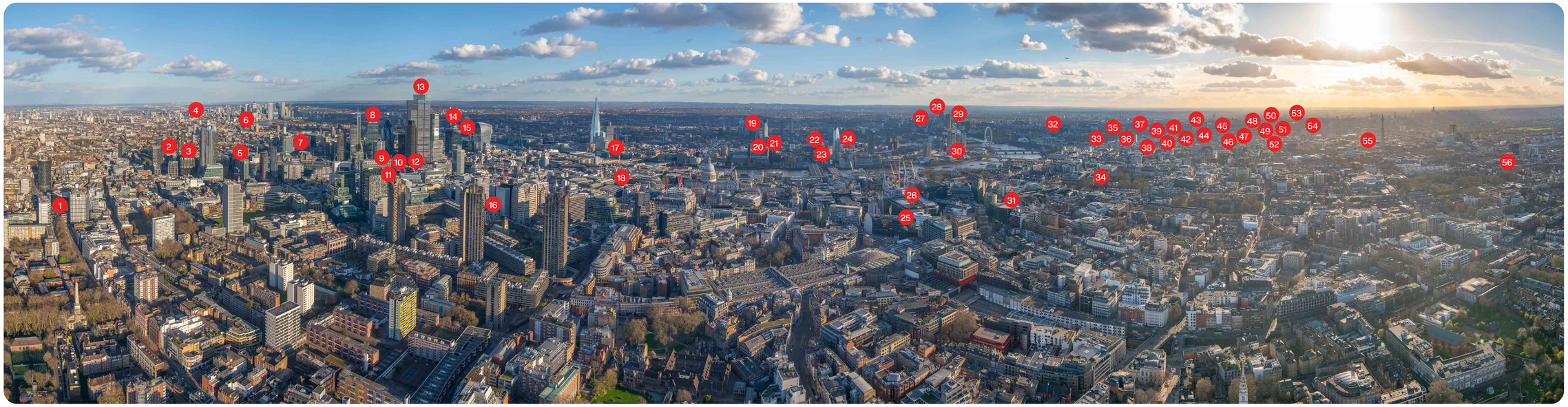


1. ATO Building
2. IMAX Theatre
3. Maxwell on the Park
4. Bow House
5. Elder House Fitout
6. ATOSA Consolidated
7. Medina Grand
8. Embassy Apartments
9. Horizon Apartments
10. Qantas Lounge Fitout
11. Centro Colonnades
12. Newport Quays Stage 1 (out of frame)
13. Newport Quays Stage 2 (out of frame)
14. The Precinct - Altitude
15. Burnside Village Shopping Centre (out of frame)
16. Pasadena Shopping Centre
17. The Rowlands Apartments
18. 83 Pirie Street
19. Parkline (out of frame)
20. Journal Student Living (275 Nth Tce)
21. Market Square / CMAP
22. Keswick Barracks

We Create Skylines

London

81 Projects across the United Kingdom



1. White Collar Factory
2. Principal Tower – Residential
3. Principal Place – Commercial
4. Royal Albert Dock
5. One Exchange Square
6. West India Quays
7. Aldgate Tower
8. 100 Bishopsgate
9. 15 St Helen's Place
10. 5 –7 St Helen's Place
11. 75 London Wall
12. 15 Bishopsgate
13. 22 Bishopsgate
14. One Leadenhall
15. 50 Fenchurch Street
16. London Wall Place
17. The Delft
18. 125 Wood Street
19. Strata SE1
20. Elephant & Castle Town Centre
21. UAL Fit-Out
22. Western Yards Building 2 - Opus
23. Western Yards Building 3 - Arbor
24. One Blackfriars
25. Holborn Viaduct
26. London Development Project
27. DAMAC Tower
28. One Nine Elms
29. The Tower – One St George Wharf
30. 76 Southbank
31. 98 Fetter Lane
32. The Broadway
33. Verde SW1
34. Lincoln Square
35. Chelsea Barracks – Phase 4
36. New Zealand House
37. The Glebe
38. LSQ London
39. Auriens Chelsea
40. Eaton Place
41. 21 Manresa Road
42. Lateral Luxury Apartments
43. Stamford Bridge – Chelsea FC
44. The Wellesley Knightsbridge
45. Knightsbridge Apartments
46. Burlington Gate
47. Centre Point
48. 20 Grosvenor Square
49. 30 Grosvenor Square
50. 65 Davies Street
51. 73 Brook Street
52. 73 – 89 Oxford Street
53. Holland Park Villas
54. Marble Arch Place
55. 80 Charlotte Street
56. The Garden Halls – University of London

PROJECTS OUT OF FRAME

57. St John's Wood Square
58. White City TVC2 Phase 2
59. Thames Edge Court
60. Wembley National Stadium
61. Langley Park Hotel
62. Bridges Hall – University of Reading
63. University of Kent
64. University of Glasgow
65. One Argyle Street, Glasgow
66. Peterborough City Hospital
67. Eden Shopping Centre, Wycombe
68. The Queen Elizabeth Hospital and Royal Hospital for Children, Glasgow
69. Royal Hospital for Sick Children and Department for Clinical Neurosciences, Edinburgh
70. City Park 1, Aberdeen
71. Regent Quarter, Jahn Court

We Create Skylines

Toronto

46 Projects across Canada



1. Multiplex Head Office Fit-out and Global Furniture Group Fit-out
2. CampusOne Student Residence
3. The Quay
4. Transit City, Towers 1, 2 and 3
5. AON Headquarters Office Fit-out
6. New Residences of Yorkville Plaza
7. St. Regis (formerly Trump Hotel)
8. Bay Adelaide Centre North Tower
9. National Research Council of Canada Fit-out
10. Bay Adelaide Centre East Tower and Podium
11. Deloitte Headquarters Fit-out
12. Immigration Board of Canada Fit-out
13. Core Condominiums
14. Parkside Student Residence
15. Grid Condominiums
16. One Delisle
17. St. John's McNicoll Centre
18. Station No.3 Condos
19. Lansing Square – Block 1

PROJECTS OUT OF FRAME:

20. Carefirst One-Stop Multi-Service Centre
21. OmniaBio B
22. Hotel X
23. Kings Club
24. 158 Sterling - Museum of Contemporary Art
25. Junction House
26. Etobicoke Civic Centre
26. Enwave District Energy Plant
27. Distrikt Trailside Condos
28. University of Toronto Mississauga New Student Residences
29. Kitchener Indoor Recreation Complex at RBJ Schlegel Park

Built to outperform.