

14 July 2025

SCALARE PARTNERS TO ACQUIRE TANK STREAM LABS - AUSTRALIA'S LEADING FLEXIBLE SPACE & SERVICE PROVIDER FOR TECH COMPANIES

Highlights

- **Strategic acquisition** of Tank Stream Labs, broadening Scalare Partners' engagement with technology founders, companies, and the wider early-stage tech community.
- **Tank Stream Lab's CEO, Bradley Delamare, to remain in role** and lead future growth initiatives.
- **Tank Stream Labs' is expected to generate c. \$15m revenue and be EBITDA and cashflow positive in FY26** (full year result before synergies).
- **Consideration of \$5.5m includes the issue of escrowed ordinary shares in Scalare Partners, upfront cash payment and deferred consideration for meeting FY26 profit milestones.**
- The acquisition is expected to be completed once shareholder approval for the related capital raise is received, with the Shareholder meeting to be held on or about 25 August 2025.

Scalare Partners (ASX: SCP) ("Scalare" or "the Company") has entered an agreement to acquire 100% of Tank Stream Labs ("Tank Stream" or "TSL"), a prominent provider of flexible office space and business services tailored for Australia's technology sector.

Led by CEO Bradley Delamare, Tank Stream has established itself as one of Australia's leading co-working and innovation hub operators, with five strategically located facilities in Sydney and additional offices in Melbourne and Adelaide. Designed to support startups through to scale-ups and corporate clients, Tank Stream offers premium, technology-focused workspaces that foster innovation and collaboration across all stages of business development.

This acquisition will see Tank Stream fully integrated into the Scalare ecosystem, enhancing Scalare's ability to deliver comprehensive support, services, accelerators, investment, and infrastructure for Australia's technology entrepreneurs.

Scalare Partners CEO Carolyn Breeze, said *"This acquisition marks an exciting milestone for Scalare. TSL has established itself as a vital partner to tech founders, providing essential support as they scale their businesses. This aligns with our mission to empower technology entrepreneurs at every stage of their journey. We are eager to collaborate with Brad and the TSL team to deliver even greater value and impact within the technology ecosystem."*

Tank Stream CEO & Founder Bradley Delamare, said *"Joining forces with Scalare Partners and their other businesses, such as Inhouse Ventures, Tech Ready Women and the Australian Technologies Competition is a natural evolution for Tank Stream. Our flexible workspaces and existing community will play a key role in expanding the Scalare business and entrench Tank Stream as the leading technology support business in Australia. I'm thrilled to continue leading TSL and look forward to what we can achieve together."*

The acquisition is expected to be completed in the coming weeks, subject to raising the capital required to fund the acquisition and shareholder approval of that capital raise. Scalare will provide further updates as the integration progresses.

Strategic Rationale

TSL is an Australian-based flexible office space provider with over 200 companies working from TSL's seven locations in Sydney, Melbourne and Adelaide. Customers are working in various technology areas, including finance, payments, education and AI, health, human resources and other technology industries.

This acquisition advances Scalare's strategic vision to enhance investment decisions in early-stage technology companies by embedding itself more deeply within the startup ecosystem. By leveraging Tank Streams' extensive member network and active client base, Scalare expects to unlock new revenue streams through the delivery of fractional executive services, digital advisory solutions, targeted startup events, and accelerator programs. This close integration will not only broaden Scalare's access to high-potential investment opportunities but also allow for earlier and more impactful engagement with founders seeking capital, commercialisation support, and scalable growth pathways.

Through this acquisition, Scalare will welcome Bradley Delamare, CEO of TSL, into its group of companies. TSL's business model closely aligns with Scalare's strategic focus, and the TSL team shares a strong cultural fit with the broader Scalare organisation.

This acquisition is expected to boost Scalare's revenue by expanding its service offerings and increasing its access to a wider customer base. It opens new revenue opportunities within the early-stage technology sector and reinforces Scalare's long-term vision of establishing itself as a leading accelerator and ecosystem partner for technology founders.

Acquisition Terms

The acquisition is subject to raising the funds required to complete the transaction. Consideration to acquire 100% of Tank Stream Labs are as follows:

1. \$3.0 million in cash – payable on completion and subject to capital raising;
2. \$1.5 million ordinary shares in Scalare – issued on completion and subject to shareholder approval (escrowed to 14 November 2026); and
3. \$1.0 million in total deferred consideration, with 50% cash and 50% Scalare shares payable to all Tank Stream shareholders on achieving Net Profit Before Tax Target for the financial year ended 30 June 2026.

All Scalare shares issued as part of this acquisition will be subject to escrow until 14 November 2026.

Deferred Consideration – Net Profit Before Tax Targets: Additional Scalare shares and cash consideration will be payable on achievement of the following targets:

	Net Profit Before Tax Target ("Target")	100% or more achieved	Less than 75% of Target	Greater than 75% but less than 85% of Target - 75% awarded	Greater than 85% but less than 100% of Target – 85% awarded	Greater than 110% of Target – 110% awarded
FY2026	\$1,140,000	\$1,000,000	\$0	\$750,000	\$850,000	\$1,100,000

The form of consideration payable on achieving the Net Profit Before Tax Target milestone is expected to be paid 50% in cash and 50% as new issued shares in Scalare. It is expected that these payments will be funded from the cash surplus generated by the TSL business.

There are no related parties in the transaction.

TSL Financials

Under Bradley Delamare's leadership TSL has continued to grow the number of locations around Australia from three at 30 June 2024 to seven at 30 June 2025. This growth has seen revenues in FY2024 of \$9.7 million to an estimated result (unaudited) for FY2025 of \$12.1 million.

With this revenue growth, the Company has invested heavily in the team, infrastructure and office fittings, and as a result, the net profit before tax for the year ended 30 June 2025 is expected to be approximately \$611,000, down from \$721,000 in FY2024.

TSL's historical results are unaudited.

Scalare's Expansion Strategy: Ongoing Acquisitions

TSL on completion will mark Scalare's fourth acquisition since April 2023, following the acquisitions of Inhouse Ventures (March 2025), Tech Ready Women (April 2024), and the Australian Technologies Competition (April 2023).

As part of its growth strategy, Scalare remains committed to exploring additional acquisition opportunities to enhance its ecosystem of products and services tailored for early-stage technology businesses. This includes integrating complementary offerings with its internally developed solutions and pursuing third-party acquisitions aligned with Scalare's investment profile. Each potential acquisition will undergo rigorous evaluation by Scalare's investment committee and due diligence processes.

Scalare's acquisition criteria focuses on businesses that:

- Align strategically with Scalare's business model, including potential for operational and financial synergies.
- Have well-established brands and complementary customer bases.
- Demonstrate consistent performance, growth, and financial sustainability.
- Generate meaningful revenue and profitability.
- Retain their CEO/founder to continue leading the business.
- Exhibit a strong cultural fit with the Scalare team.

By maintaining a disciplined approach to acquisitions, Scalare is committed to strengthening its position in the tech ecosystem while supporting the founders and businesses it brings into its portfolio.

This announcement has been approved for release by the Scalare Board.

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About Scalare Partners

Scalare Partners Holdings Limited (ASX: SCP) exists to empower visionary technology founders to transform their ideas into the great businesses of tomorrow. As a dynamic force in the tech startup landscape, we offer a range of products and services to support all founders as they scale their early-stage businesses.

We are deeply involved in the broader technology ecosystem, driving change through impactful initiatives such as the Tech Ready Women and the Australian Technologies Competition, where we partner with government and corporates to support and promote the most promising technology businesses and founders. Our focus extends to working with female and culturally diverse founders, addressing the unique challenges they encounter in fundraising and scaling their businesses. This engagement not only enriches the tech landscape but also creates lucrative revenue and investment opportunities for Scalare Partners.

At the heart of our business model is the provision of products and services and expert advice tailored to the specific needs of early-stage businesses. We also provide direct investment into selected outstanding businesses and with a current emphasis on the Australian and USA technology sectors, we are building a portfolio spanning across diverse geographies, including Australia, USA, New Zealand, Singapore, UK, and Europe. Scalare Partners is not just an investor; we are architects of growth, collaborators in innovation, and catalysts for positive change in the technology landscape.

For more information visit: www.scalarepartners.com