



CORPORATE PROFILE

2026/2027

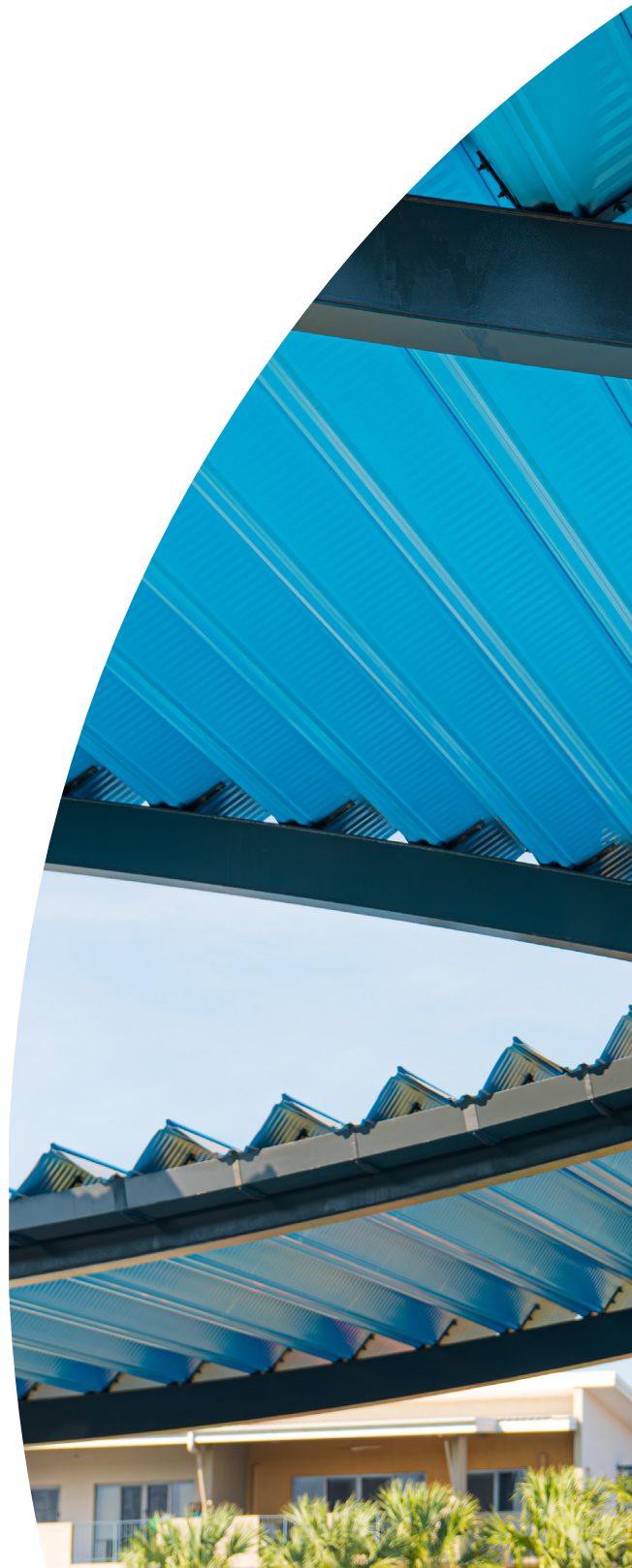


Introducing DCOH

For almost 40 years, DCOH has invested in Northern Australia through development, construction, operations, hospitality and long-term asset ownership.

The company's growth has been driven by a commitment to 'Building Better'. With headquarters in Darwin, Northern Territory and an office in Melbourne, Victoria, the team of 280+ employees bring a wealth of local knowledge, specialist skills and professionalism to every project and partnership.

As well as delivering award-winning infrastructure projects across Defence, civic and health sectors, DCOH proudly invests in large-scale residential communities, commercial buildings and prime hospitality assets. A family-owned business, DCOH has gone from strength to strength with Great Place to Work® Certification and the recent expansion into Melbourne's construction industry.





Our Mission: **Building Better**

For us, this means going beyond industry benchmarks to create meaningful outcomes for our clients, our people, and our communities. We challenge convention, embrace innovation, and continually reflect and refine the way we build, operate, and serve.

Every project is an opportunity to strengthen the Northern Territory and Victoria - its people, its infrastructure, and its future.



A message from our

Managing Director & CEO

Shane Dignan

For nearly four decades, we have focused on building strong relationships founded on trust, consistency, and respect for the work we do together.

Much of our experience has been shaped by operating in challenging environments, from remote locations to complex sites and demanding conditions. These experiences have reinforced the importance of careful planning, adaptability, and disciplined delivery. They have also highlighted the value of the people we work with and the partnerships we build. Across Defence, government, housing, and hospitality projects, our teams have delivered projects that respond to real operational and community needs.

We have learned that successful projects rely as much on collaboration and clear communication as they do on technical capability. This approach has guided the way we work with clients, consultants, subcontractors, and our own people.

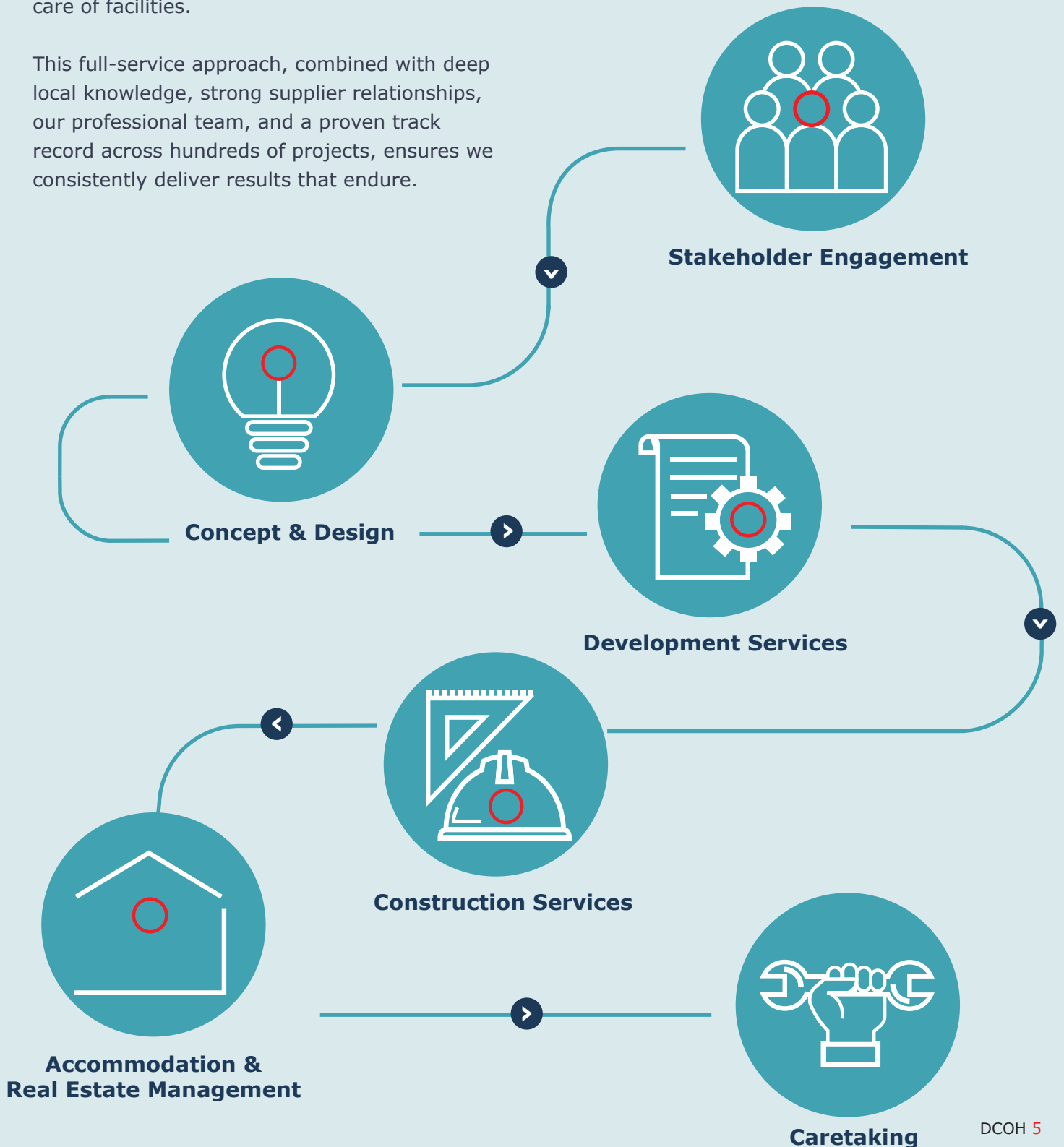
As we establish and grow our construction capability in Victoria, we are bringing with us the same principles that have shaped our business over many years. These include managing risk thoughtfully, planning thoroughly, and investing in long term relationships.

Looking ahead, our focus remains on supporting our people, strengthening our capability, and continuing to build better outcomes in the regions where we operate.

Our Difference

We are the Northern Territory's most diverse and integrated business, with a growing presence in Victoria that strengthens our national capability and broadens the value we deliver across regions. Our clients gain the certainty of a high-quality partner who can manage every detail of a project lifecycle from planning and approvals, to construction and delivery, to property management and accommodation, and long-term care of facilities.

This full-service approach, combined with deep local knowledge, strong supplier relationships, our professional team, and a proven track record across hundreds of projects, ensures we consistently deliver results that endure.





Who We Are

Established in 1987, DCOH's history is inseparable from the growth of the Northern Territory. For almost 40 years, we have put the Northern Territory first: sourcing locally, employing locally, and reinvesting locally. As we continue to grow in Victoria, we apply the same principles, prioritising Victorian businesses, workforce participation, and long-term local investment across our Victorian projects.

We are proud of our long-standing partnerships across Defence, government, community organisations, and industry bodies. Today, our workforce of more than 280 people includes apprentices, First Nations workers, and multi generation employees, reflecting our commitment to opportunity and inclusion. In Victoria, our focus is on building partnerships that endure, founded on trust, accountability, and consistent delivery.

Deeply ingrained in our approach is our dedication to Australia's Defence operations. Our wealth of knowledge in Defence and government infrastructure informs our delivery of critical projects across Defence bases, real estate and accommodation, and through engagement with defence partners and veterans. This experience has shaped a disciplined approach to compliance, safety, and risk management that underpins all projects.

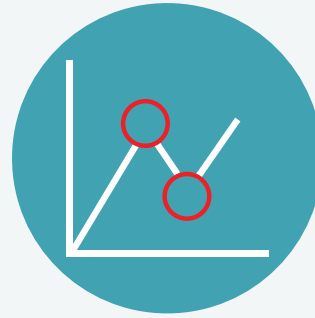
With billions in completed projects, enduring relationships with suppliers and contractors, and a workforce built on loyalty and excellence, DCOH is more than a business. We are committed to contributing positively to the communities in which we operate and to being a trusted partner for the long term.

Our Values



Accountability for All

We take ownership, act with integrity and authenticity, and deliver outcomes we are proud of.



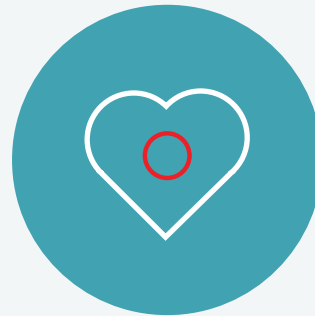
Embracing Change

We see change as opportunity, and continually evolve to stay ahead.



Achieving Together

Collaboration across teams, industries, and communities to drive stronger outcomes.



Diligent Care

From WHS and ESG to CSR, we show care through action.

Development & Construction

Our award-winning teams have delivered some of the Northern Territory's most significant projects. With unrivalled experience across Defence, Government, Commercial, Leisure, Education, and Health, we are trusted to deliver complex projects with precision.

Every project is carefully planned, tested, and executed with an unwavering focus on quality, safety, and community impact. From early concepts and stakeholder engagement through to construction and long-term caretaking, we provide a seamless service that ensures confidence at every stage.

Key Development Highlights:

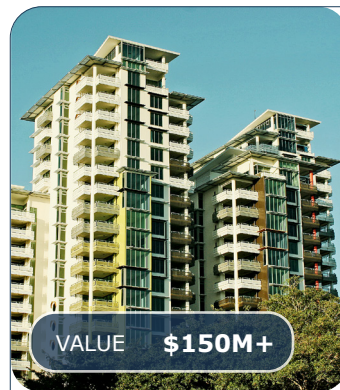


VALUE **\$250M**

COMPLETED **2024**

Danala Education & Community Precinct – Charles Darwin University

- 8-storey development including library, art gallery, archives, and student spaces
- Won the President's, Educational Facility, Commercial-Industrial Construction \$100M+, and Sustainability Awards at the 2025 Master Builders NT Excellence in Building and Construction Awards
- Engaged more than 1,700 workers
- 12.62% First Nations participation
- 70,701 labour hours delivered by local workforce



VALUE **\$150M+**



COMPLETED **2009
2012**

One30 Esplanade & C2 Esplanade High Rise Apartment Towers

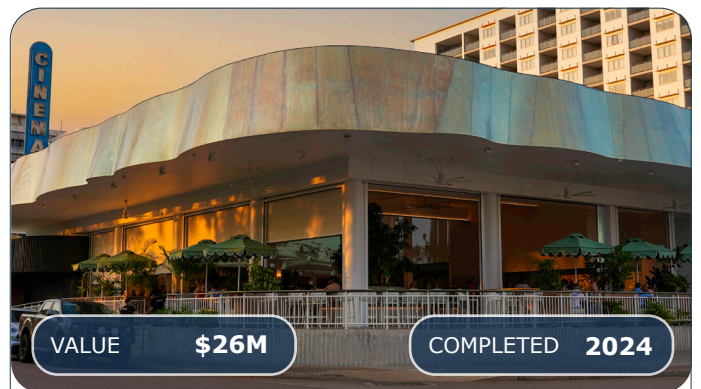
- C2 Esplanade development won the 2012 Master Builders NT Excellence in Building and Construction Award for High-Rise Apartment Building
- One30 Esplanade earned a Highly Commended recognition in the 2010 Master Builders NT Excellence in Building and Construction Awards for Multiple Dwellings (over 11 storeys)



VALUE **\$150M**

Darwin Civic Centre Redevelopment

- 21-storey mixed-use landmark, set to include a modern library, council chambers, community and function spaces, cafés, public meeting rooms, approximately 410 parking bays, and a green plaza centred around the culturally significant Galamarrma, the Tree of Knowledge
- Construction is underway with completion forecast for 2028



VALUE **\$26M**

COMPLETED **2024**

The Cinema Collective

- Entertainment and leisure precinct in Darwin City
- Won the 2025 Master Builders NT Excellence in Building and Construction Award for Entertainment, Sporting and Recreation Facility

Key Construction Highlights:



Danala Education & Community Precinct - Charles Darwin University student accommodation

- Purpose-built student accommodation constructed for Campus Living Villages
- 352-beds, 14-storeys
- Green star build with mixed room configurations and student amenities
- Construction is underway, forecast for completion in 2028



VALUE **\$300M+**

Robertson Barracks

- Head contract, Construction only
- 150 local people employed
- 10% First Nations participation
- One of the largest Defence infrastructure projects in the NT, covering accommodation upgrades and site-wide services, under a joint Australian Government and USFPI agreement
- Construction is underway, with completion forecast for 2026



VALUE **\$100+M**

COMPLETED **2024**

Holtze Youth Detention Centre

- NT Government project
- Employed 350 local workers
- 12% First Nations participation
- Won the 2025 Master Builders NT Excellence in Building and Construction Award for Commercial-Industrial Construction (between \$50M-\$100M)



VALUE **\$79M+**

COMPLETED **2012**

Larrakeyah Barracks Resident Redevelopment

- Delivered 97 energy-efficient homes built for Defence Housing Australia ahead of schedule
- Winner of 2013 Master Builders Australia Excellence in Building and Construction Award for Commercial Construction \$50-\$100M
- Winner of 2013 Master Builders NT Excellence in Building and Construction Award for Commercial Construction \$50-\$100M and Residential Construction - Medium Density over 5 Dwellings

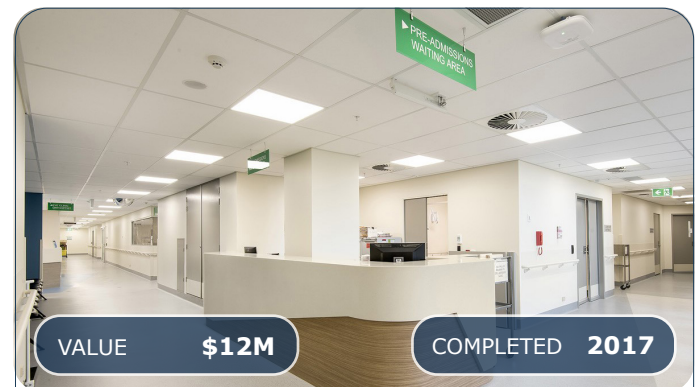


VALUE **\$25M**

COMPLETED **2024**

Casuarina Aquatic & Leisure Centre

- Featuring Olympic-sized pool, lagoon, learn-to-swim facilities, and leisure zones
- Recognised at 2024 Master Builders NT Excellence in Building and Construction Awards for Workplace Health & Safety - Commercial and Sustainability categories



VALUE **\$12M**

COMPLETED **2017**

Royal Darwin Hospital Outpatients & Lobby

- Won 2016 Master Builders NT Excellence in Building and Construction Award for Commercial and Retail Fit Out or Alteration over \$1M, and Public Building over \$10M
- Won 2017 Master Builders NT Excellence in Building and Construction Award for Commercial and Retail Fit Out or Alteration over \$1M and Public Building over \$10M



VALUE

\$12M

COMPLETED **2021**

Nightcliff Police Station

- IL4 hardened design with capacity for 70+ officers
- 100% local subcontractors engagement



VALUE

\$25M+

COMPLETED **2017-2028**

Mother Teresa Catholic Primary School

- Two stages of works with a total built structural footprint (inclusive of single and two storey construction) of approximately 8,600m²
- 3,450m² of car parking and associated civil works
- 960m² of playscape areas
- 16,400m² of soft and hard landscape finishes
- 2,460m² of concrete footpaths



VALUE

\$100+M

COMPLETED **2019**

Henbury School

- Education school caters for 120 middle and senior year students
- A multipurpose hall with retractable seating for up to 200 people
- A 20 m x 10 m pool with associated airconditioned change rooms
- Civil works including carparks, an access road
- Complex structural steel
- Extensive roofing and wall cladding



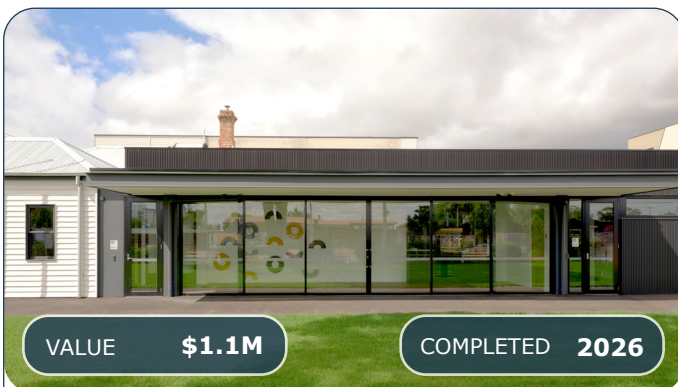
VALUE

\$1.2M

COMPLETED **2025**

Yarraville Gardens Changing Places

- Includes larger than standard accessible toilets with features to meet the needs of people with disability and their carers; all-gender ambulant toilets, shower and change stall storage for local sports clubs; artwork by Art Life, artists with disabilities; Glulam feature roof structure and perforated metal cladding



VALUE

\$1.1M

COMPLETED **2026**

Trugo Club Footscray

- Upgrade of 1940s pavilion to reflect the historical significance of Trugo in Melbourne's west. The design preserves the building's character, while introducing universal design principles, including gender-neutral amenities and improved accessibility, ensuring Footscray Trugo Club can continue to thrive in a space built for tomorrow



VALUE

\$2M

COMPLETED **2025**

1-3 Industry Crt Lara

- Design and Construction of 6 bespoke warehouses, consisting of precast, structural steel, mezzanines, amenities, hardstands and landscaping

Our Operations

Property & Land Development



NORTHCREST

As a key contributor in property and land development, we are committed to redefining commercial and residential construction and building high-quality options for the Northern Territory.

Northcrest is a flagship example of our commitment to shaping communities, distinguished by its enviable proximity to the Northern Territory's major areas. Our Northcrest team is responsible for the construction of infrastructure for the subdivision, rehabilitation and municipal services.

The spacious, well-appointed blocks are ideal for those wanting to build their dream home, or businesses wanting to grow themselves as part of the local economy. With a strong sense of community amongst its residents, green spaces, schools, commercial centre and community events, this master-planned community continues to redefine living and working in Darwin.

168

hectares, designed for 5,500 residents

\$1B+

project value with 3,200 jobs sustained during delivery

Up to 1,500

housing lots

500+

lots already developed with 120 under development and 60 houses currently under construction

Through Thyme Hospitality, we create experiences that showcase the best of Darwin. From premium accommodation to vibrant bars and entertainment venues, we combine world-class service with the Northern Territory's unique character. We pride ourselves on delivering exceptional hospitality experiences that leave lasting impressions. Our teams are dedicated to providing unparalleled service and entertainment for our guests.



COURTYARD®
BY MARRIOTT

Darwin

Courtyard by Marriott Darwin is the first and only Marriott-branded hotel in the NT, connecting Darwin to Marriott Bonvoy's global community of more than 271 million members. Designed for both business and leisure travellers, the 186-room hotel delivers the trusted Courtyard experience through thoughtful service, modern comfort, and a genuine connection to the Top End's unique character.



Conveniently located in Darwin's CBD, the hotel features contemporary guestrooms, flexible spaces to work and connect, a fully equipped fitness centre with panoramic city views, and refreshed public areas inspired by the NT's natural beauty. Combining international standards with local authenticity, Courtyard by Marriott Darwin offers a welcoming base to work, explore, and recharge.

FIVE SPICE

The award-winning Five Spice is Courtyard by Marriott Darwin's signature restaurant, offering a contemporary Australian menu with Asian influences and a strong focus on local Territory ingredients. Inspired by Marriott's commitment to quality, simplicity and authentic guest experiences, the restaurant allows travellers and locals to connect over exceptional food and hospitality.

Showcasing distinctive Top End flavours, the menu incorporates local ingredients such as Davidson Plum, Rosella and Quandong. Five Spice combines fresh, approachable cuisine with attentive service in the heart of Darwin.



NOVOTEL

DARWIN CBD

One of the first certified Ecotourism sustainable hotels in the Northern Territory, Novotel is ideally located on Darwin city's Esplanade overlooking Darwin Harbour. Novotel Darwin CBD offers 140 rooms within walking distance to Darwin Convention Centre, many unique, local attractions and shops within the city and surrounds. Boasting a vibrant tropical atrium, lobby bar, award winning restaurant, and swimming pool, this hotel is perfect for clients wanting to experience Darwin right from the heart of the Central Business District.

Commercial Roofing

Textum

www.textum.au

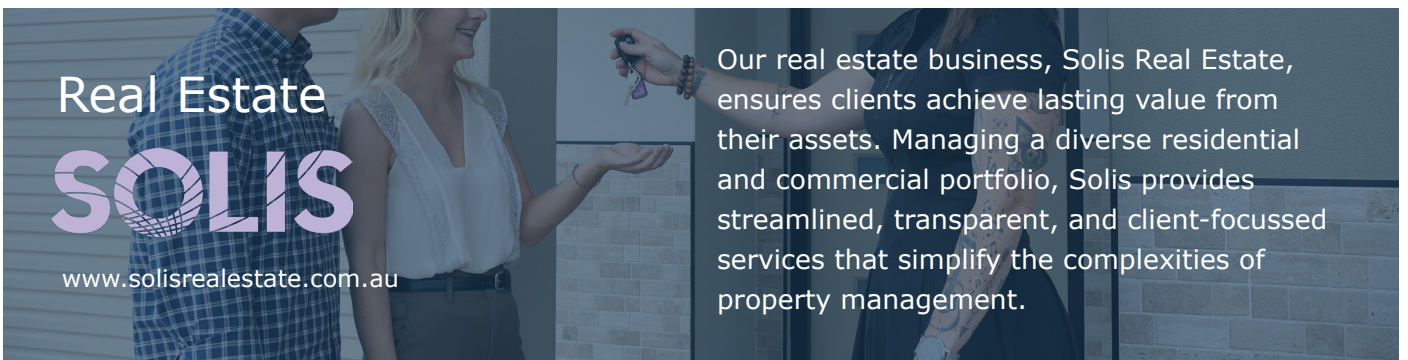
Our founding business, Textum, has set the benchmark for roofing and cladding across the Northern Territory for more than 30 years. Trusted to perform under the harshest conditions from cyclones to extreme heat, Textum is synonymous with resilience, reliability, and quality. Textum has built a reputation for providing some of the highest standard commercial roofing and cladding able to withstand all the Australian climate has to offer.



Real Estate SOLIS

www.solisrealestate.com.au

Our real estate business, Solis Real Estate, ensures clients achieve lasting value from their assets. Managing a diverse residential and commercial portfolio, Solis provides streamlined, transparent, and client-focussed services that simplify the complexities of property management.



300+

Properties
managed



Giving Back

We believe the success of our business should strengthen the communities around us. Through considered partnerships, thoughtful Environmental, Social and Governance approaches and Corporate Social Responsibilities, we find a myriad of ways to make a difference.

We are proud to support charities and organisations including Soldier On Australia, National Association of Women In Construction (NAWIC), Starlight Children's Foundation, More for Moo, No Woman Left Behind, local sports clubs and schools, arts and cultural organisations, and local construction initiatives in the Northern Territory and Victoria.



Our Executive team contributes to boards of Urban Development Institute of Australia, Darwin Major Business Group, Master Builders NT, Hospitality NT, and more - advocating for growth and opportunity.



Sustainability is central to our approach. We continually refine our practices to minimise our environmental impact and to ensure our projects contribute positively for generations to come.

Our accountable and caring approach to community partnerships and engagement, combined with our drive for 'Building Better' elevates and separates DCOH.

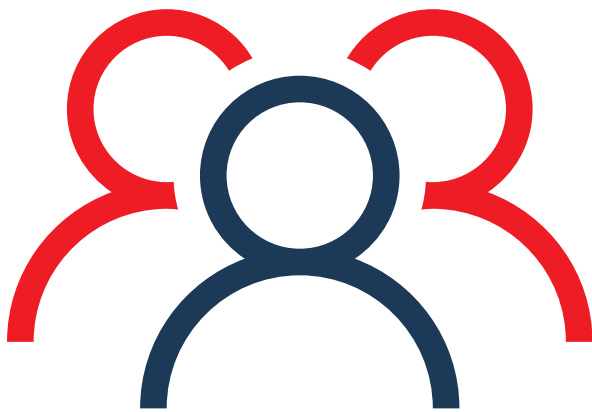
Our People

Our strength lies in our people—skilled, diverse, and driven by purpose. From apprentices to senior leaders, every member of our team contributes to the culture of care, integrity, and innovation that defines DCOH in our pursuit of 'Building Better'.

Our people are talented professionals who are passionate about making a meaningful and lasting contribution to the communities in which we live and work.

We combine the scale and capability of a major business with the personal touch of a family company. This balance allows us to deliver with precision while building enduring relationships and trust.

We invest in the improvement of our company culture, our people, our education practices, and work environments and are proudly listed and certified as a Great Place to Work®.



280+ Employees

31.5%

Female leaders

56.2%

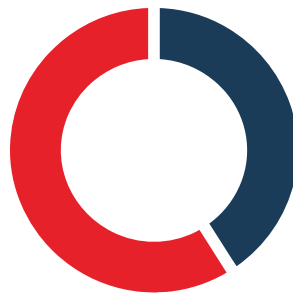
Permanent employees

30+

Different nationalities

20 - 60+

Diverse age range



41%

Female workforce



Federal Safety Commissioner
accreditation



DCOH

We are a
**GREAT
PLACE
TO
WORK[®]**
certified employer.

**Great
Place
To
Work[®]**

Certified

AUG 2026-AUG 2027

AUS

TM

WORK WITH US





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