

NORTHERN MARINE COMPLEX



INVESTMENT OPPORTUNITY

Opportunity 1 - NMC Precinct 1:

Purpose-built industrial subdivision anchored by a 5,500 tonne capacity ship lift. Served land under construction now, 600m from the ship lift.

Opportunity 2 – NMC Precincts 2 & 3:

Greenfield waterfront industrial estate with high-wide access corridor - scale to deliver coordinated logistics, maintenance and operational services for defence, marine, energy and resources industries.

Region

Darwin, Northern Territory, Australia

Presented By



Northern Australia's premier maritime investment opportunity

Demand for maritime services is growing faster than its maintenance capacity, creating a clear gap in the market. The Northern Marine Complex (NMC) is the infrastructure designed to address this need, with the Northern Territory Government already delivering the platform.

Taking shape as a purpose-built maritime precinct anchored by the Darwin Ship Lift, the NMC will establish Darwin as the only full-service maritime maintenance and sustainment hub between Cairns and Perth, positioned at Australia's northern gateway and closest port to Asia.

This presents a clear opportunity for investors, with government actively seeking operators to grow a long-term industrial ecosystem.



EAST ARM, DARWIN HARBOUR
AUSTRALIA'S CLOSEST PORT
TO ASIA



246 HECTARES, DEEP-WATER
ACCESS, ROAD, RAIL AND SEA
CONNECTIVITY



DESIGNATED AS A TERRITORY
DEVELOPMENT AREA WITH
STREAMLINED APPROVALS



ONLY FULL-SERVICE
MARITIME HUB CAIRNS
TO PERTH



A\$850M PUBLIC INVESTMENT
ASSETS BEING BUILT
LAND AVAILABLE NOW



PROXIMITY TO HEAVY ROAD,
RAIL, AIR AND SEA
TRANSPORT

THE NORTHERN AUSTRALIA IMPERATIVE

For decades, vessels operating across northern Australia have travelled thousands of kilometres for maintenance and dry-docking, including to Singapore, Perth (WA) and Cairns (QLD). This changes with the delivery of the Darwin Ship Lift from late 2027.

Darwin will become the only full-service maritime maintenance and sustainment hub between Cairns and Perth—positioned at Australia's northern gateway, closest port to Asia, and at the centre of the nation's Indo-Pacific force posture.

The structural demand drivers are already in place.

Northern Australia is emerging as a key maritime maintenance centre, anchoring long-term Commonwealth sustainment activity and supported by US Force Posture Initiatives, Arafura-class Offshore Patrol Vessel requirements, growing Border Force demand, offshore oil and gas activity, and established commercial marine sectors.

Defence and allied activities alone are projected to account for a significant portion of Darwin Ship Lift revenue, creating a predictable and repeatable workload that supports commercially viable private investment in co-located services.

INVESTMENT OPPORTUNITY

The NMC is located within a multi-user industrial estate in Darwin Harbour, supported by the Darwin Port and enabling marine, defence, oil and gas, resources, advanced manufacturing and logistics operations.

Designated a Territory Development Area under the *Territory Coordinator Act*, the NMC provides streamlined approvals, regulatory certainty and a single point of government accountability—reducing time and cost risk for investors.

The Darwin Ship Lift is the key enabling asset, supporting naval, border force and commercial vessel servicing from late 2027, with staged development expanding marine and logistics capability over time. With serviced land available now and infrastructure advancing, the NMC offers a scalable platform aligned to northern Australia's growing maritime and logistics economy.

CURRENT AND FUTURE OPPORTUNITIES

- Immediate land availability, with serviced lots within the NMC under construction and enabling near-term project delivery.
- Future logistics and maritime infrastructure, with ongoing NMC development set to significantly expand marine servicing and supply chain capability.

PRECINCT ADVANTAGES

- **Strategic cluster benefits** — a comprehensive, co-located industrial hub supporting end-to-end operational sustainment, fabrication, training and maintenance.
- **Defence-aligned positioning** — proximity to Indo-Pacific operational theatres driving predictable, repeatable maintenance and sustainment demand.
- **Streamlined approvals (TDA designation)** — regulatory certainty and a single point of coordination, reducing investor risk and accelerating time-to-market.
- **Proven commercial interest** — early commitment from established operators, including Norship as the NMC's first commercial tenant.

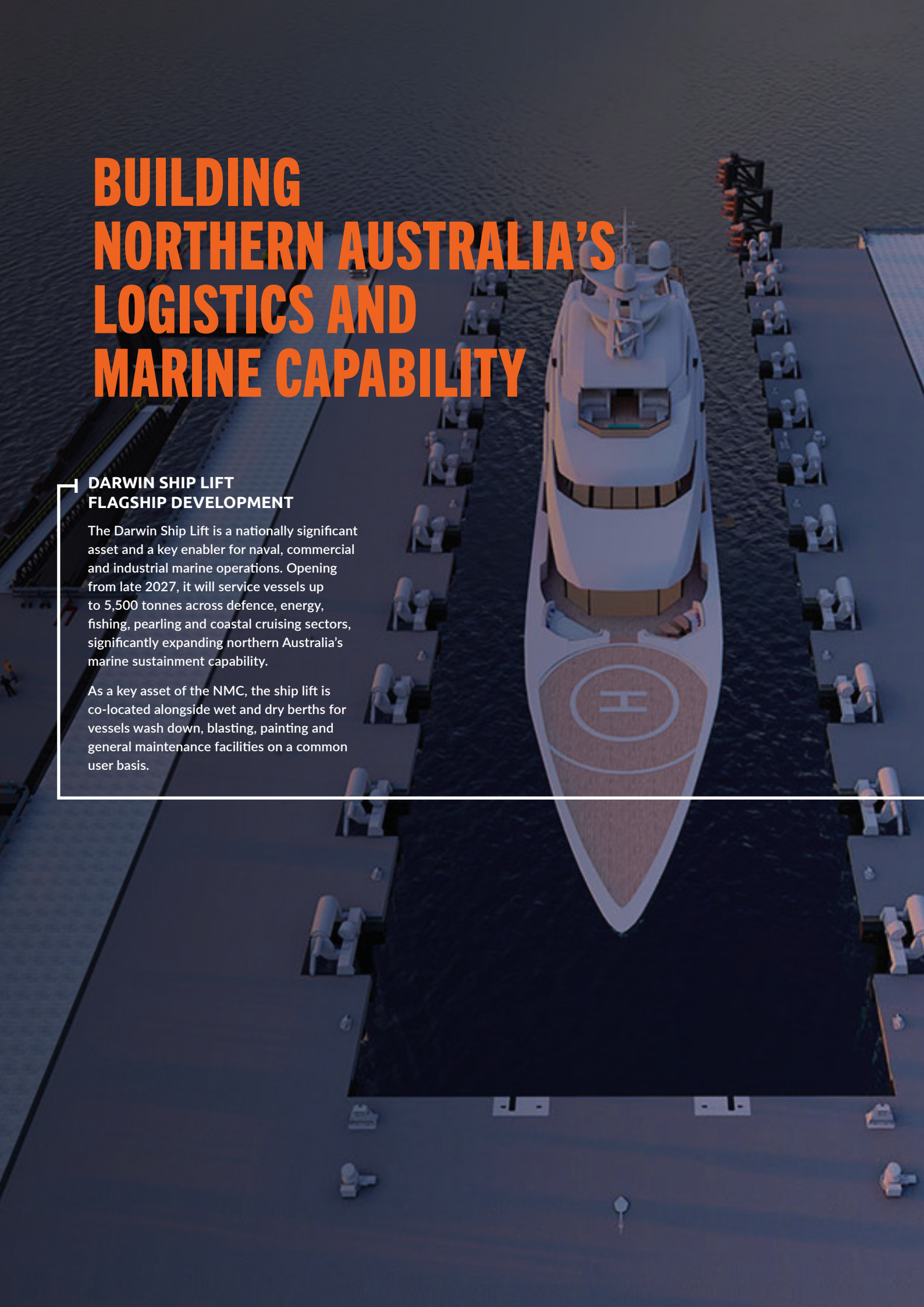


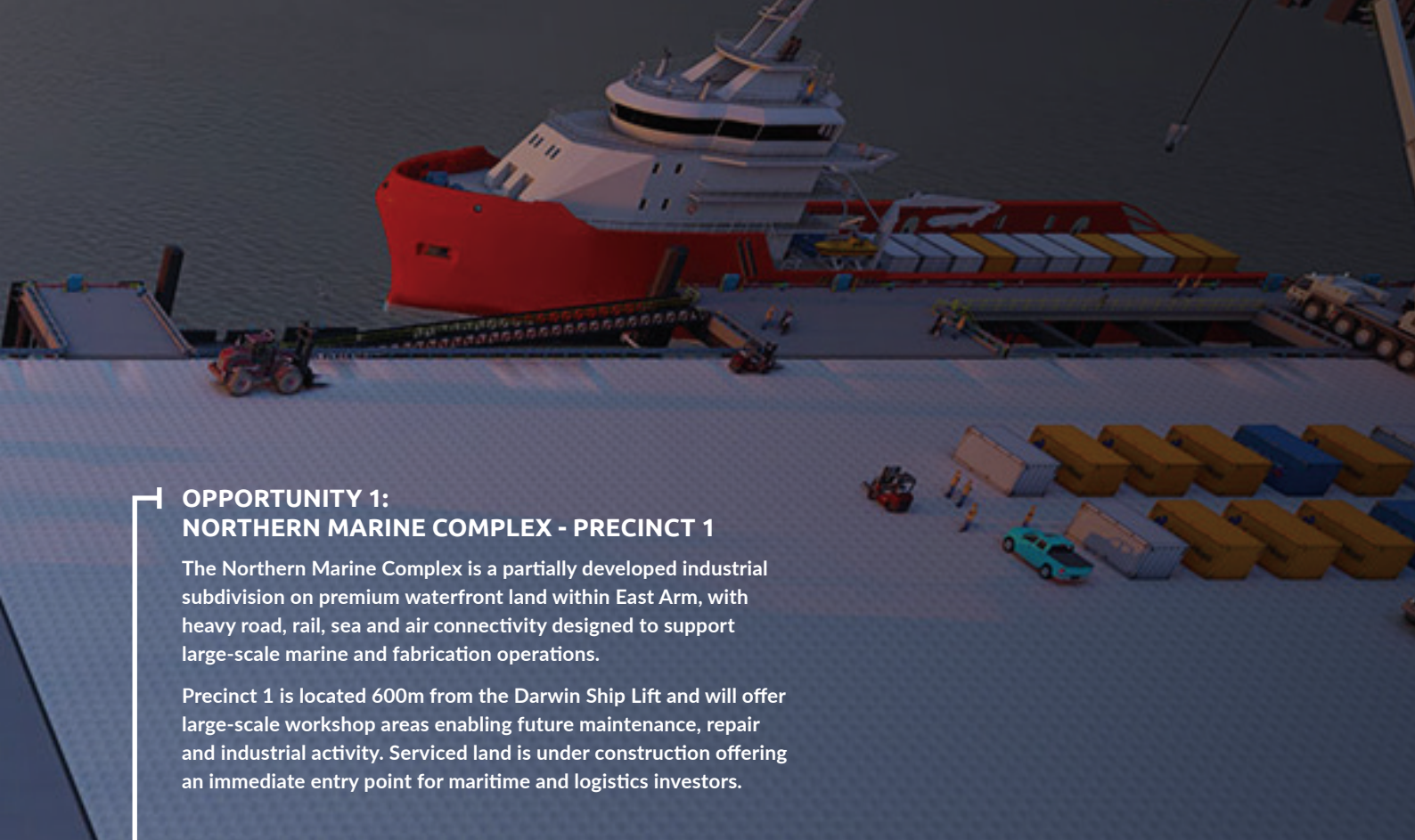
BUILDING NORTHERN AUSTRALIA'S LOGISTICS AND MARINE CAPABILITY

DARWIN SHIP LIFT FLAGSHIP DEVELOPMENT

The Darwin Ship Lift is a nationally significant asset and a key enabler for naval, commercial and industrial marine operations. Opening from late 2027, it will service vessels up to 5,500 tonnes across defence, energy, fishing, pearling and coastal cruising sectors, significantly expanding northern Australia's marine sustainment capability.

As a key asset of the NMC, the ship lift is co-located alongside wet and dry berths for vessels wash down, blasting, painting and general maintenance facilities on a common user basis.





OPPORTUNITY 1: NORTHERN MARINE COMPLEX - PRECINCT 1

The Northern Marine Complex is a partially developed industrial subdivision on premium waterfront land within East Arm, with heavy road, rail, sea and air connectivity designed to support large-scale marine and fabrication operations.

Precinct 1 is located 600m from the Darwin Ship Lift and will offer large-scale workshop areas enabling future maintenance, repair and industrial activity. Serviced land is under construction offering an immediate entry point for maritime and logistics investors.



DARWIN CITY

DARWIN PORT

OPPORTUNITY 2: NORTHERN MARINE COMPLEX PRECINCTS 2 & 3

Precincts 2 & 3 are a future waterfront hub enabling logistics, vessel operations, maintenance and multi-sector industrial activity across defence and maritime sectors.

Its high-wide access corridor creates an efficient operational environment for future operators. As a greenfield estate within the staged development program, Precincts 2 & 3 offers investors the ability to shape and deliver scalable marine, defence and energy capability within northern Australia's growing maritime and supply-chain economy.

COMMON-USE HARDSTAND

Spanning 14 hectares, the hardstand areas provide a secure, expansive area for fabrication, storage and maintenance activities within the Northern Marine Complex. This flexible laydown supports large-scale marine operations and integrates efficiently with surrounding logistics infrastructure to strengthen project delivery and operational capability.

DARWIN SHIP LIFT FLAGSHIP DEVELOPMENT

MULTI-USER BARGE RAMP

As an accredited First Point of Entry with all-tide access, the Multi-User Barge Ramp is available for use.

OPPORTUNITY 1: NORTHERN MARINE COMPLEX - PRECINCT 1

OPPORTUNITY 2: NORTHERN MARINE COMPLEX - PRECINCTS 2 & 3

DARWIN BUSINESS PARK

This 200-hectare industrial estate with direct rail access and immediate proximity to the Northern Marine Complex, East Arm Wharf and the Darwin Ship Lift. It is already home to more than 74 logistics, marine and energy businesses, it includes major operations such as INPEX, Qube, Shell Prelude, Northline, Bidfood and Centurion.

DARWIN PORT

As Australia's closest port to Asia and the nation's northern trade gateway, Darwin Port is the overarching port system located within Darwin Harbour. It supports offshore oil and gas activities across the Arafura and Timor Seas and provides world-class pilotage and harbour control services. The port enables the seamless handling of containers, bulk cargo, live exports, heavy-lift freight, cruise ships and naval vessels.

EAST ARM WHARF (WITHIN DARWIN PORT)

Located within Darwin Harbour, East Arm Wharf is the primary commercial cargo facility of Darwin Port and the largest industrial port infrastructure on Australia's north coast. The multi-user facility features four berths along 865 metres of quay line, with direct rail connectivity to the Darwin-Adelaide railway. It supports general cargo, containers, vehicles, livestock, bulk ore exports and bulk liquid operations, with flexible berth allocation, dry-bulk loading capability and heavy-lift capacity. Stevedoring services are provided by LINX and QUBE Ports.

MARINE SUPPLY BASE (MSB)

This purpose-built intermodal facility supports offshore oil and gas operations through storage, freight consolidation and vessel loading. Co-located logistics infrastructure enables efficient supply of equipment, water, drilling mud, fuel and consumables. The facility is leased and operated by ASCO Australia.

ENABLING ASSETS AND EXISTING INFRASTRUCTURE

BERRIMAH FREIGHT TERMINAL

This key intermodal hub linking rail and road freight movements across northern Australia is located near the Northern Marine Complex. It supports efficient container, bulk and general cargo transfers and underpins supply-chain connectivity between the Port of Darwin, regional industries and national logistics networks. Its strategic position enhances freight reliability and multimodal distribution capacity.

An aerial photograph of a large industrial port facility, likely in Northern Australia. The image shows several large red and white cargo ships docked at a quay. To the right of the ships, there are numerous white oil tankers parked in rows. The background is filled with various industrial buildings, including large warehouses and smaller structures, along with stacks of shipping containers and other port equipment. In the foreground, a blue and white offshore drilling rig is visible in the water. The bottom of the image is dominated by a dense, green mangrove forest. The text is overlaid on the right side of the image, partially covering the ships and the forest.

**NORTHERN AUSTRALIA
IS AT THE CENTRE OF AUSTRALIA'S FORCE
POSTURE, SUSTAINMENT AND RESILIENCE
PLANNING, WITH DARWIN PLAYING A
CRITICAL ROLE IN ENABLING CAPABILITY
THROUGH STRATEGIC INFRASTRUCTURE
INVESTMENT.**

STRATEGIC DEMAND DEFENCE AND ALLIED OPERATIONS

United States Force Posture Initiatives — including Marine rotations, Bomber Task Force deployments and associated sustainment contracts are no longer solely security arrangements. They are now a structural driver of the Northern Territory economy, shaping infrastructure priorities and influencing commercial investment decisions.

As allied forces operate from northern Australia, demand for marine maintenance, logistics, fuel and specialist services increases. The Northern Marine Complex provides the location, capability and scale to meet this demand.

By anchoring Defence and allied maintenance cycles in Darwin, the NMC creates a predictable and repeatable pipeline of work—providing the certainty required for industry to invest in equipment, capability and workforce over the long term.

Sovereign capability is built through sustained activity over time, supported by a consistent pipeline of vessels requiring maintenance and servicing.

NORTHERN MARINE COMPLEX

- Anchors long-term Commonwealth sustainment in Darwin

NAVAL VESSELS

- Arafura-class Offshore Patrol Vessels and future fleet requirements driving sustained dry-dock demand

ALLIED OPERATIONS

- US Force Posture Initiatives supporting ongoing maintenance, logistics and specialist services activity

COMMERCIAL

- Offshore oil and gas, fishing, pearling, coastal shipping and cruise operations

BORDER FORCE

- Servicing and sustainment requirements for the Australian Border Force fleet

SOVEREIGN CAPABILITY

- Reducing reliance on overseas and southern Australian shipyards for northern operations

A LONG-TERM INVESTMENT

The construction phase represents a point in time, but the economic impact extends over decades.

The NMC is designed to enable sustained activity across marine engineering, fabrication, logistics and specialist trades, supporting the development of long-term industrial capability in Darwin.

A Deloitte analysis estimated the maritime sector contributed approximately A\$184 million in direct value-added and around 980 full-time equivalent roles to the Northern Territory economy prior to the development of the NMC.

The NMC provides a platform to grow and diversify this contribution over the long term, underpinned by ongoing demand for maintenance, sustainment and marine services.

5 REASONS TO CHOOSE AUSTRALIA'S NORTHERN TERRITORY

Here, the opportunities are real, and the backing is solid. We offer scale, speed and the government support to realise bold ideas.

Featuring a growing economy, thriving multicultural society, robust industries as well as genuine job prospects across mining, energy, agriculture, tourism, technology, defence and education, Australia's Northern Territory is a great place to build your future.

Invest where regulation is streamlined, decision-makers are accessible, and innovation is embraced.

Australia's Northern Territory has a proven track record of delivering significant projects and innovative developments. We seek to partner with like-minded organisations and institutions focused on driving economic and sustainable outcomes.

There has never been a better time to partner.



BEST PLACE TO DO BUSINESS

Through proactive, progressive policy and renewed leadership, the Northern Territory Government has created a supportive business environment. We are an investor-friendly jurisdiction with competitive tax rates and business incentives. We offer the most generous payroll tax-free threshold that no other state or territory in Australia can match, delivering a boost to your bottom line. With access to affordable industrial land, linked to strategic infrastructure and transport corridors, the Northern Territory is an internationally competitive location for your business.



INNOVATION TEST BED

The Northern Territory is a destination where ideas can be conceived, trialled and sold to the world. The Northern Territory Government is driving a growth agenda committed to infrastructure development and services, digital connectivity, research and development, as well as trade and investment to support our diverse industries and growing population. A number of innovative, world-class products have been developed, tested and commercialised right here in collaboration with defence, education and other enterprises.

We offer a stable and competitive environment and an agile government committed to making this the best place to do business.



GATEWAY TO ASIA

Positioned closer to key Asian markets than any other part of Australia, the Northern Territory is uniquely equipped to forge strong economic, cultural, and strategic connections with the vibrant nations to our north and markets to the south. We import and export high value products and have a global reputation for quality, safety and sustainability. The top destinations for Territory goods over the past five years include Japan, China, Taiwan, Indonesia, Singapore, South Korea and Thailand.



ATTRACTIVE LIFESTYLE

The Northern Territory offers a vibrant and prosperous lifestyle with an abundance of breathtaking landscapes and cultural history, attracting increasing numbers of visitors and residents from around the world. We have a multicultural population, thriving arts and culture and internationally recognised education opportunities at Charles Darwin University and Flinders University. With shorter commutes to work and a cost of living lower than the national average, the Northern Territory presents an enviable lifestyle.



CULTURALLY RICH

As one of Australia's most culturally diverse places, the Northern Territory has over 100 nationalities and around 140 social, cultural and religious organisations. We are enriched by our Aboriginal peoples, whose traditions and knowledge are woven into the fabric of the area. By creating economic opportunities and employment for Aboriginal and Torres Strait Islanders, the Northern Territory enhances cultural understanding and drives sustainable development, offering a distinctive and inclusive atmosphere for businesses to align and flourish.

AUSTRALIA'S NORTHERN TERRITORY

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