



OUTLOOK REPORT 2025-26

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The Land Development Corporation Outlook 2025-26 Report has been prepared to share an overview of the forward-looking activities expected to comprise LDC's activities over the short to near term period.

ABBREVIATION	DEFINITION
BLA	Bulk Liquids Area
DIPL	Department of Infrastructure, Planning and Logistics
DLI	Department of Logistics and Infrastructure
DV	Development Zoned
EOI	Expression of Interest
GBD	Government Business Division
GST	Goods and Services Tax
KPI	Key Performance Indicators
LDC	Land Development Corporation
MASDP	Middle Arm Sustainable Development Precinct
MIP	Marine Industry Park
NTG	Northern Territory Government
NTPS	Northern Territory Public Sector
PPP	Proponent Project Proposal
PWC	Power Water Corporation
RMC	Regional Maintenance Centre
RPT	Rail Passenger Terminal
WACC	Weighted Average Cost of Capital

BACKGROUND

The *LDC Outlook 2025-26* report presents a forward looking report of the Land Development Corporation's (LDC) financial position as incorporated in the Northern Territory Government's 2025-26 Budget, along with the outlook for LDC's resourcing; portfolio projects and Strategic Plan.

Established in 2003, LDC develops strategic industrial and residential land to support growth for industry and the Territory. In 2009, the *Land Development Corporation Act (2003)* (the Act) was amended to broaden LDC's functions to include residential and associated commercial and community facilities.

The Act requires LDC to operate in a commercial manner and LDC is subject to the Territory's Competitive Neutrality Policy which requires that significant government business activities should not enjoy a net competitive advantages over their private sector competitors simply by virtue of public sector ownership.

The Act provides that LDC is an Agency for the purposes of the *Public Sector Employment and Management Act (1993)* and the *Financial Management Act (1995)*.

In addition to the transfer of land from the former Trade Development Zone Authority, the Act provides for the transfer of Crown land under the *Crown Lands Act (1992)*. Crown land when transferred or otherwise acquired becomes part of Governments' equity in LDC. Government earns a return of this land as it is developed and it generates taxes and dividends.

From 1 July 2011, LDC was declared a Government Business Division (GBD) under the *Financial Management Act (1995)*. From this date onwards, LDC:

- no longer received appropriation funding from the budget
- funds activities from retained earnings and borrowings
- inherited debt from Northern Territory Treasury Corporation
- commenced payment of taxes such as:
 - the Northern Territory Tax Equivalent Regime calculated at 30% of profit
 - payroll tax
 - council rates and equivalent payments in unincorporated areas
 - GST to the Australian Taxation Office.
- commenced payment of dividends at the rate of 50% of after-tax profit.

The Act requires LDC to: present financial reports to the Minister for Lands, Planning and Environment; provide financial information to the Treasurer as requested; and to present an annual report to the Minister for Lands, Planning and Environment on the operations of LDC.

EXECUTIVE SUMMARY

LDC Outlook 2025-26 presents a forward-looking view of upcoming activities for LDC for the coming year and beyond. This view reflects a current understanding of proponents which will change over time, LDC's financial position and summarises staffing matters. The outlook for each of LDC's land estates is discussed, along with consideration of a number of strategic issues.

FINANCE AND STAFFING

The Budget anticipates LDC recording a deficit in 2025-26 of \$1,180,000, following a revised surplus estimate for 2024-25 of \$3,860,000. The outcome for 2024-25 was bolstered by the sale of an industrial premises, as well as a one-off commercial payment which resulted in these transactions being recognised during that year. By contrast, the 2025-26 deficit incorporates an anticipated one-off remediation expenditure at Hidden Valley.

It is expected that the 2025-26 budget estimate will be revised at the mid-year reforecast due to a number of emerging commercial transactions which are crystallising, and expected to settle early in the new financial year.

The capital works program includes some substantial projects:

- Marine Industry Park, Precinct 1 – this will support the Darwin Ship Lift and Defence's Regional Maintenance Centre (RMC) North
- Holtze Industrial Estate Stage 2 – this will turn off serviced land to meet demand and also improve traffic conditions on Thorngate Road
- 26 freehold terrace house lots at Fannie Bay
- Wishart Estate Stage 2 – this second phase of work will connect the new lots to Wishart Road
- Kilgariff Estate Construction Initiative – to construct residential dwellings.

LDC continues to be challenged in filling positions and anticipates additional recruitment activity occurring into 2025-26. Innovative recruitment pathways are being considered to fill persistently challenging positions.

INDUSTRIAL ESTATES

The Darwin Business Park will see work complete on a new glass manufacturing and distribution facility for Northern Trade Solutions.

Delays in completing Crowley's Bulk Fuel Facility are expected to be resolved during the year with the facility now expected to be completed later in 2025.

The Marine Industry Park, Precinct 1 will see work commence on 11 lots close to the Darwin Ship Lift to provide a home for the emerging marine maintenance industry, including Defence's RMC North.

LDC continues to work with industry and Defence regarding future planning for Stages 2 and 3 of the Marine Industry Park, including a potential Multi-User Marine Facility (MUMF) to accommodate industrial marine activities from Frances Bay.

At the Middle Arm Sustainable Development Precinct (MASDP), LDC continues to work in a whole of Government approach to deliver on this project. LDC currently has active "do not deal" agreements with one sustainable energy proponent, as well as further exclusivity arrangement with SunCable regarding a site for battery storage.

LDC is also in active discussion with a number of other sustainable energy and critical mineral proponents regarding developments in the MASDP.

At Holtze, LDC is well progressed with a number of proponents committed to securing land at this industrial estate with the upcoming Stage 2 construction activities.

RESIDENTIAL ESTATES

Zuccoli Village residential estate currently has approximately 10 titled lots available with the Home Grown Territory Build grants maintaining strong demand. Bulk earthworks are scheduled to commence early in 2025-26 for the remaining Phases 3.9 to 3.11 with subdivision works on the next 40 lots (Phase 3.9) to commence shortly. The remaining three phases will deliver 124 lots over the following two years.

Kilgariff Estate in Alice Springs currently has 67 lots available, following the completion of an additional 36 lots. Take-up of lots remains slow with builder availability remaining a significant constraint. LDC is releasing an expression of interest (EOI) to construct two new homes with the aim to attract new builders and / or new construction methods to Alice Springs.

At Fannie Bay, LDC is assessing EOI responses from builders interested in entering into joint delivery arrangements for subdivision and built for works to deliver 26 freehold terrace homes. Appointment of a builder will be subject to the outcomes of a Specific Use rezoning process that is currently underway.

STRATEGIC ISSUES

LDC continues to monitor its hurdle rate of return in response to interest rate changes and will maintain compliance with all aspects of the Territory's Competitive Neutrality Policy.

In addition, common use facilities provide the opportunity for economy wide efficiencies and benefits by avoiding over investment and provide for the efficient allocation of resources. LDC currently operates common use facilities at the Marine Industry Park and Hidden Valley.

CORPORATE ISSUES

In 2024-25, LDC adopted a new five-year strategic plan which sets out LDC's purpose, strategic priorities and objectives to define LDC's vision for the future and identify organisational goals. Ongoing work continues to ensure that LDC's objectives and strategic directions align with those of Government.

LDC BUDGET

As a Northern Territory Government agency, LDC's budget is presented in the Territory's 2025-26 budget papers.

2025-26 REVENUE

- LDC's total budgeted revenue for 2025-26 is \$16.62M.
- Total budgeted revenue from the sale of industrial and residential land in 2025-26 is \$10.85M.
- Other categories of budgeted revenue in 2025-26 year include:
 - \$3.66M lease revenue
 - \$0.36M interest revenue
 - \$1.14M gain on disposal of assets
 - \$0.61M other revenue.

2025-26 EXPENDITURE

- LDC's total budgeted expenditure for 2025-26 is \$17.80M.
- Total budgeted cost of sales for 2025-26 is \$7.86M
- Other categories of budgeted expenditure in the 2025-26 year include:
 - \$3.12M personnel costs
 - \$0.50M repairs and property maintenance expenses
 - \$2.11M interest expenses
 - \$0.73M for land remediation at the Hidden Valley Facility
 - \$3.48M general expenses.

2025-26 DEFICIT

- LDC's estimated net operating deficit before tax for 2025-26 is \$1.18M.
- The deficit is largely due to interest costs on additional borrowings and land remediation works at Hidden Valley.

While a net operating deficit before tax is budgeted in 2025-26, this is expected to be reforecast at the mid-year budget following the expected sale of a number of industrial premises over coming months.

2025-26 BALANCE SHEET

- LDC's total estimated net assets in the 2024-25 financial year is \$126.88M which is made up of \$171.22M of assets and \$44.34M of liabilities.
- LDC is expected to continue to have a secure liquidity position with \$4.53M in cash and a portfolio comprising \$152.75M in inventory.
- Other categories of budgeted assets in the 2025-26 year include:
 - \$0.41M receivables
 - \$0.68M prepayments
 - \$12.55M property, plant and equipment
 - \$0.31M other assets
- Categories of budgeted liabilities in the 2025-26 year include:
 - \$0.06M deposits held
 - \$2.31M creditors and accruals
 - \$36.66M borrowings
 - \$0.36M provisions
 - \$4.92M other liabilities

CAPITAL WORKS PROGRAM

The upcoming Capital Works Program totals \$48,970,000, and includes a substantial increase in works with an expanded program of works for the Marine Industry Park – Precinct 1, the development of Stage 2 of the Wishart Estate, development of Holtze Industrial Estate Stage 2 project, development of the Waratah Crescent residential project at Fannie Bay, and the Kilgariff Estate Dwelling Construction Initiative.

KEY PERFORMANCE INDICATORS

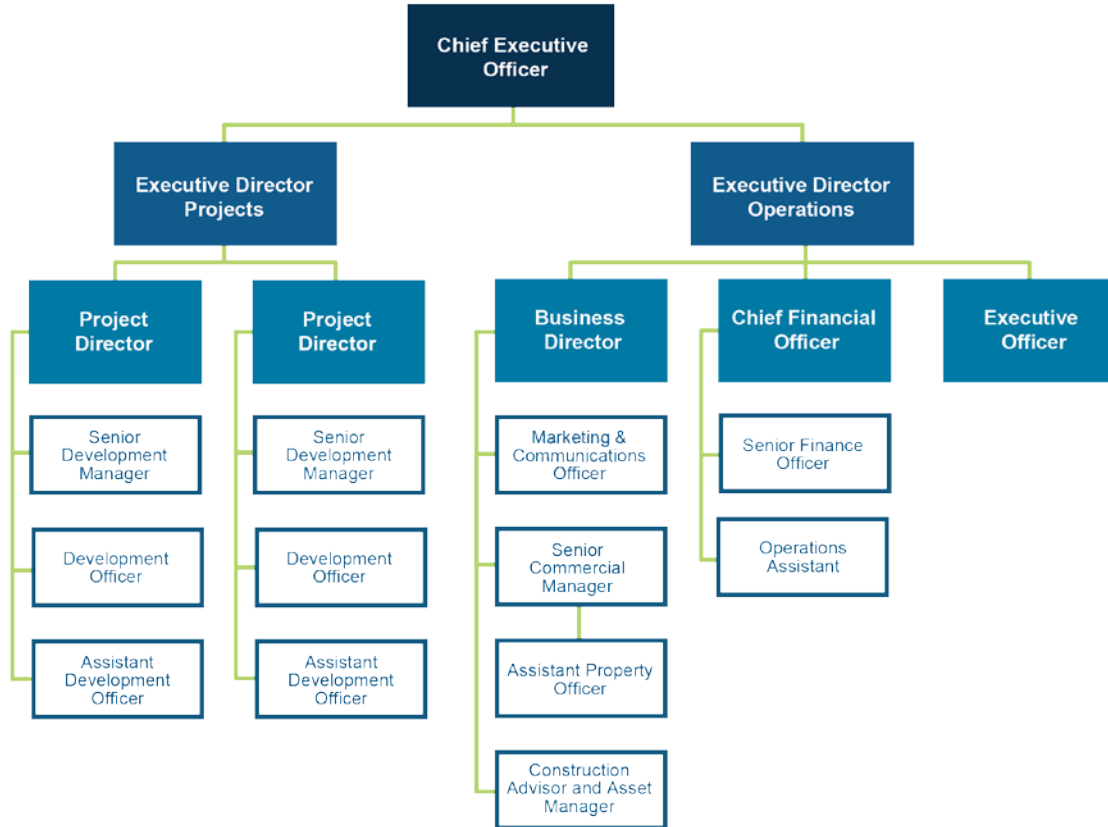
LDC Key Performance Indicators (KPI) are reported in Budget Paper 3.

Development ready lots are lots which have received all planning and regulatory approvals and are ready for construction. They are a precursor to the final delivery of lots and were referenced in Dick Guit's *Bringing Land to Market* report.

STAFFING

While permitted under the Act to directly employ staff, as a practice LDC currently exclusively employs staff in accordance with the provisions of *Public Sector Employment and Management Act 1993 (PSEMA)*. All LDC staff are therefore subject to the same terms and conditions as other Northern Territory Public Sector (NTPS) employees.

LAND DEVELOPMENT CORPORATION ORGANISATIONAL CHART



Over the past year LDC staff have been organised on two groups: Projects and Operations, each headed by an Executive Director. This approach, in a small Agency like LDC, helps achieve efficiencies by breaking down silos and encouraging a team approach.

LDC expects to undertake new recruitment processes with a view to securing suitable candidates to fill the current vacancies. Filling these roles supports LDC’s continued activities across the organisation and will assist in planning activities required for future year’s delivery programs.

LAND ESTATE

LDC's land estate has largely been achieved via Crown Land transfers under Section 27 of the *LDC Act*. These transfers occurred at the commencement of LDC with the transfer of the East Arm land holdings of the former Trade Development Zone Authority. These were followed by other land at East Arm and adjacent areas such as Wishart, Berrimah West and Hidden Valley. Later transfers comprised Middle Arm, Holtze and Zuccoli.

Residential land at Kilgariff Stages 1 and 2 have been acquired via Crown Lease Term, while land at Waratah Crescent Fannie Bay was purchased from Crown at a market valuation.

All land acquisitions, whether gifted or purchased, effectively represent a portion of Government's equity in LDC.



DARWIN BUSINESS PARK



LAND SNAPSHOT

Acquisition Date: 2003

Land Area: 200 hectares (20.5 hectares of LDC-owned land)

Development Ready Parcels: 17 serviced, developed parcels

Target Use: Operations supporting the oil, gas, marine, rail, trade and logistic industries.

Land Allocation Policies: Land subject to development lease, convertible to free-hold sale or long term lease. Strategic land parcels in proximity to enabling infrastructure (i.e. rail front lots) are typically long-term leasehold.

BACKGROUND

The Darwin Business Park is a strategically positioned 200-hectare industrial estate nestled within Darwin's East Arm precinct. Ideally situated for seamless connectivity, the park boasts immediate adjacency to the railway line and the Marine Industry Park, while also offering convenient access to the East Arm Wharf.

Established in 2003, the Darwin Business Park is managed by LDC, having successfully transitioned from the former Trade Development Zone Authority. The estate caters to a diverse range of business needs by providing a plethora of land tenure options. Historically, rail-front land has been secured through long-term leases, while other areas are available for freehold purchase, contingent upon development leases that guarantee the execution of designated development plans.

Today, the Darwin Business Park flourishes as a vibrant hub for over 74 businesses, with a particularly strong presence in the transport, logistics, marine, and oil and gas sectors. Several prominent developments serve as anchors for the estate, including:

- INPEX Offshore Supply Base operated by Toll
- Qube's Darwin Supply Base servicing Santos' offshore requirements
- Shell's Prelude Onshore Supply Base
- Northline's logistics facility

This synergy of established businesses and adaptable land options solidifies the Darwin Business Park's position as a premier destination for companies seeking a strategic location within Darwin's robust industrial landscape.

KEY ACTIVITIES FOR 2025-26

- LDC is currently engaged in master-planning a portion of land for a proposed new mineral processing facility at Darwin Business Park. The project timeline targets a Final Investment Decision by late 2026, with land potentially available for development in late 2027.
- LDC is also engaging with additional proponents looking to site at the Darwin Business Park on serviced, developed land. Those discussions are ongoing.



Bidfood's new facility, Darwin Business Park



Centurion's new facility, Darwin Business Park

BULK LIQUIDS AREA



LAND SNAPSHOT

Acquisition Date: 2003

Land Area: 14.4 hectares

Development Ready Parcels: one

2-hectare parcel available

Target Use: Fuel and Bulk Liquids Storage.

Land Allocation Policies: Long-term leasehold.

BACKGROUND

The Bulk Liquids Area (BLA) is a strategically positioned 14.4 hectare precinct within East Arm, Darwin. Bounded by Berrimah Road, Vopak facilities, the railway line, and the Darwin Business Park, this area offers exceptional connectivity for bulk liquid storage and transportation.

Currently, the BLA features the temporary Rail Passenger Terminal (RPT), the ongoing construction of a Bulk Fuel Facility by Crowley Solutions, and an additional 2 hectare parcel for potential fuel and bulk liquids storage.

The area's strategic value stems from its direct connection to the East Arm Wharf bulk liquids transfer facility via a dedicated fuel pipe rack, alongside excellent access to both rail and road networks. This connectivity streamlines the efficient import, export, and distribution of bulk liquids.

The temporary Rail Passenger Terminal is subject to a Ministerial Direction under Section 8(1) of the *LDC Act*. This direction mandates the Land Development Corporation to lease the site at no cost to the rail operator Great Southern Rail. This directive is for a term of no more than 5 years commencing on 1 August 2023 with the associated lease agreement with the operator set to expire on June 30th, 2026 with a one year extension option.

KEY ACTIVITIES FOR 2025-26

- Construction of Crowley Solutions' Bulk Fuel Facility is nearing completion. Once complete, this facility will boast a massive 300-megalitre storage capacity across its 11 storage tanks. LDC will continue to work with Crowley Solutions' to see the development complete and operational.
- In addition, an approximate 2 hectare parcel is currently available for additional bulk liquids storage.

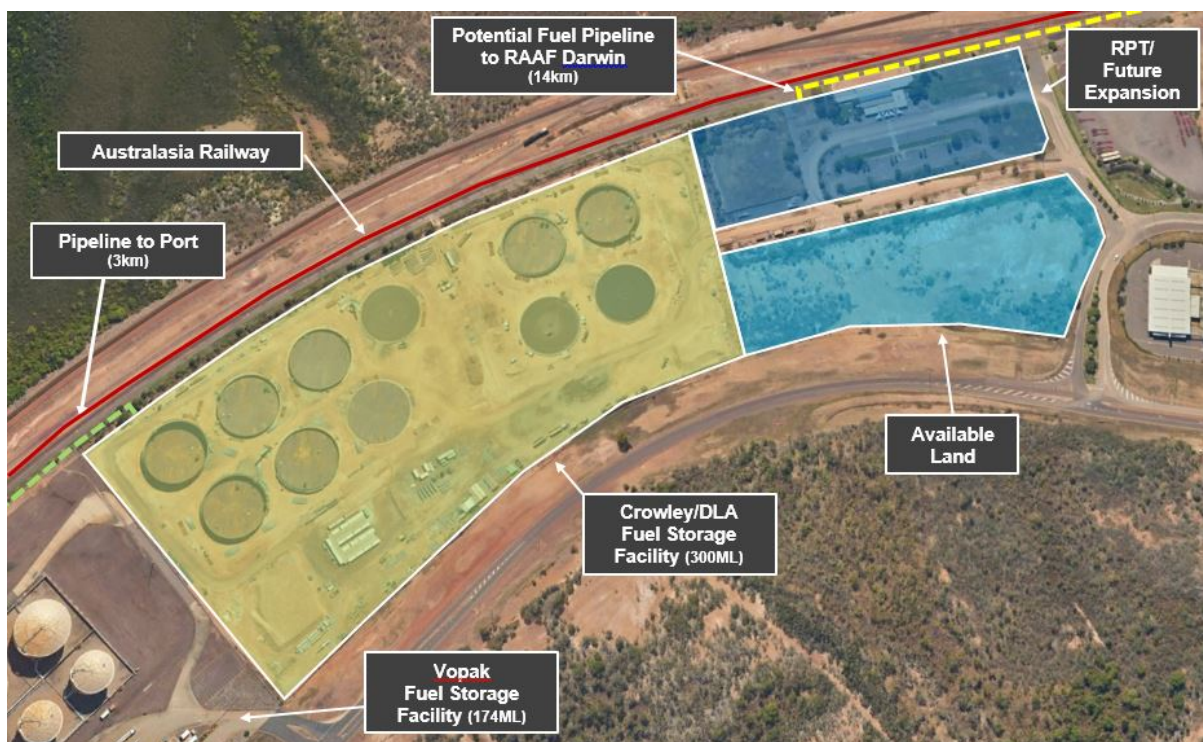
2026-27 AND BEYOND

The Ghan passenger train will continue to utilize the temporary Rail Passenger Terminal within the BLA for over the short to near term. Despite the temporary terminal's presence, the land it occupies remains strategically important. Its immediate proximity to the railway makes it an ideal location for future developments related to fuel storage or other bulk liquid logistics facilities.

Further, the Defence Strategic Review identified additional fuel storage and partnerships with fuel suppliers as a key item for building resilience and readiness for Australia and its allies. LDC will continue to plan and work with proponents to facilitate strategic development within the BLA.

LDC has discussed with proponents the potential to construct a pipeline to Darwin Airport to meet both defence and civilian needs. LDC has previously engaged with the then-DIPL on potential pipeline routing to the airport, with the optimal route considered to traverse along the rail corridor.

Continued engagement will be required given constraints in locating the pipeline within the Berrimah Road services corridor. Efficient delivery of fuel to Katherine is also a consideration and the BLA's adjacency to the railway is seen as a positive to remove fuel transfer from the Stuart Highway, or to provide a second option.



MARINE INDUSTRY PARK



LAND SNAPSHOT

Acquisition Date: 2010-11

Land Area: 150 hectares

Development Ready Parcels: 5 parcels available

Target Use: Marine maintenance activities to support the Darwin Ship Lift (Precinct 1), strategic industrial land to supplement the Darwin Business Park (Precinct 2) and potential a Multi-User Marine Facility (MUMF) to provide port support, coastal barge and fishing fleet maintenance facilities (Precinct 3).

Land Allocation Policies: Long term leasehold for large strategic or direct water access parcels (eg. closest to the Ship Lift). Development lease convertible to free-hold for smaller and less strategic sites.

BACKGROUND

The Marine Industry Park (MIP) is a partially developed area at East Arm covering approximately 150 Hectares and extending for about 2.5 kilometres from the Darwin Ship Lift site in the west to Hudson Creek in the east.

Precinct 1 of the MIP adjoins the Darwin Ship Lift site. LDC has established the 9 hectare Common User Facility (CUF) which features secure hardstand and an all tide barge ramp. Both the hard stand and barge ramp are available for short or long term logistics, storage or fabrication uses. Under a Deed of Agreement with the Department of Defence, Defence is entitled to use the ramp and 2 hectares of hardstand for up to 60 days each year.

LDC is released a tender for subdivision and wastewater headworks for Precinct 1 in April 2025. The scope includes 11 new industrial lots for the establishment of large vessel maintenance workshops and supporting marine maintenance businesses. Well located industrial land for marine maintenance activities is essential to fulfil the economic and job creation opportunities expected to be enabled by the Darwin Ship Lift project.

Precinct 2 of the MIP is located to the north-east of Precinct 1. LDC has completed a number of preliminary studies and obtained a development permit for the subdivision of Stage 1. No further works are planned for Precinct 2 unless the market demands additional land.



*Preliminary concept plans - subject to change

The Strategic Business Case (SBC) for Precincts 2 & 3 of the Marine Industry Park identified that the next 30 years of marine industry growth can be accommodated within Precinct 3. The refined SBC outcomes are identified in the above Concept Master Plan.

Following the SBC process, 11 Muramats Road (Section 6090) which has frontage to the intertidal reaches of Hudson Creek was determined to be excess to LDC's strategic needs. In early 2025, LDC called for expressions of interest (EOI) for the sale of Section 6090 via a development lease. The EOI responses were assessed with NTEX being selected as the preferred developer. NTEX propose to develop a marine related decommissioning facility on the site.

KEY ACTIVITIES FOR 2025-26

Upcoming activities include:

- Subdivision of 11 new industrial lots within Precinct 1 of the MIP.
Subject to final design and funding approval, this work is proposed to include wastewater headworks to service the 11 new lots and some surrounding businesses.
- Further investigations / refinement of the Concept Master Plan for Precinct 3. This is likely to include staging options to accommodate potential anchor tenants and cost rationalisation investigations.

Progression of Concept Master Plan to a Detailed Business Case will be subject to the availability of future funding. Ultimately, the relocation of industrial marine activities from inner Darwin such as vessel maintenance, coastal barge operations and port services will free up space in Frances Bay and Kitchener Bay for more recreational, tourism and white boat uses. This provides the opportunity for further urban renewal/mixed use development to occur along the Frances Bay foreshore, similar to the Darwin Waterfront and Tipperary Waters Marina.

MIDDLE ARM



LAND SNAPSHOT

Acquisition Date: 2008

Land Area: 1,100 hectares

Development Ready Parcels: 3 serviced parcels, in addition to broader the MASDP undeveloped sites (requiring development) per the MASDP masterplan concept.

Target Use: Renewable energy, hydrogen production, carbon capture storage, critical minerals processing and manufacturing.

Land Allocation Policies: Long-term leasehold.

BACKGROUND

The MASDP is a Whole of Government project led by the DLI, comprising an area of ~1,500 Ha. LDC is a partner in the project and has current ownership of Kittyhawk Estate (~300 hectares), Spitfire Estates (~300 hectares) and an additional ~545 hectares covering the Product Corridor and other land parcels.

The Northern Territory Government is working with industry and the Australian Government to transform the MASDP into a globally competitive, sustainable precinct with a focus on low emission energy production; renewable hydrogen; carbon capture, utilisation and storage; critical minerals processing; and support industries.

Middle Arm is already home to the Santos Darwin LNG and INPEX Ichthys LNG facilities.

In late 2022, a whole of Government *Land Allocation Framework* was endorsed by Government to ensure strategic land allocation alignment with the MASDP plan.

The framework will lead robust evaluations considering the strategic and economic benefits anticipated and contributions to maximising integration and collaboration. Proponents submit a Proponent Project Proposal (PPP), to enable an across-Government assessment panel to consider land allocation requests and project readiness for an allocation.

KEY ACTIVITIES FOR 2025-26

- LDC will continue to work with proponents on their project planning activities with further extensions expected, subject to proponent progress and momentum occurring. LDC will also continue to engage across Government, consistent with the *Land Allocation Framework* to provide a cohesive and consistent land allocation approach for the MASDP.
- In addition, LDC will continue to work with SunCable on activation of a battery storage site (as noted earlier).

2026-27 AND BEYOND

LDC will continue to work across Government to support planning, development and activation of the MASDP. This will include engagement with proponents, and formal land allocations in coming years.



MASDP – Kittyhawk Estate



LAND SNAPSHOT

Acquisition Date: 2008

Land Area: 53 hectares (50 hectares remaining for future development)

Development Ready Parcels: nil parcels available

Target Use: Defence support and civil operators.

Land Allocation Policies: Land subject to development lease, convertible to freehold sale or long term leasehold

BACKGROUND

Holtze Industrial Estate has approximately 53 hectares of Development (DV) zoned land available for development. The estate was formerly known as the Defence Support Hub due to its strategic location and proximity to Robertson Barracks and was established to provide industry support to prime and subcontractors for Defence's requirements. With decisions from Defence to keep servicing of their assets within the Barracks, the estate is no longer only for business who service Defence and LDC has broadened the strategic use of the Holtze.

Stage 1 of Holtze Industrial Estate was developed and titled in 2013. It comprised four lots that have been purchased or leased by the following entities;

- RGM Maintenance currently lease a purpose built facility (owned and managed by LDC) to maintain heavy vehicles including Bushmaster Protected Mobility Vehicle for Army.
- Apex Steel currently leases a privately owned warehouse facility to distribute steel building products.
- Ioannou Contracting, a local civil engineering and construction company is currently establishing a new base for their operations on the remaining two lots.

There are no development ready parcels available for sale within Holtze Industrial Estate.

Since 2021, LDC has received proponent interest for land at Holtze with a number of recent enquires from civil contracting operations looking for additional land. Holtze Industrial Estate is in an attractive location for civil contractors due to its proximity to number of projects planned in the region for Defence, infrastructure and housing.

KEY ACTIVITIES FOR 2025-26

- In light of civil proponent interest, the Land Development Corporation (LDC) has proceeded with detailed design and supplementary studies to pave the way for construction of the next stage in the estate.
- With sales commitments secured, LDC aims to commence construction of the Holtze Industrial Estate Stage 2 subdivision during the 2025 dry season. This development will unlock opportunities for private investors to construct their own facilities within the estate.

2026-27 AND BEYOND

Following the completion of Stage 2 construction, further development at Holtze will be a data-driven and commitment dependent decision. LDC will closely monitor market demand, and future stages will only be undertaken when a clear need arises, with a potential timeframe of 5-10 years.

LDC has been working with DefenceNT looking at land availability opportunities to support US Logistics pre-positioning of platforms and equipment. LDC has identified around 15ha of land within future stages of Holtze which would be suitable if the land was required.



Holtze Industrial Estate

WISHART



LAND SNAPSHOT

Acquisition Date: 2004 & 2011

Land Area: 90 hectares

Development Ready Parcels: three parcels available (two serviced and developed and a further lot in construction)

Target Use: Trucking, Transport, Technology & High Energy Activities

Land Allocation Policies: Land subject to development lease, convertible to freehold sale or long term leasehold.

BACKGROUND

Wishart is a 90 hectare industrial estate situated between Darwin and Palmerston. It is strategically located to key heavy vehicle transport routes, rail, sea and air transport nodes.

Truck Central opened in 2019 as the first stage of Wishart. It is a 16 hectare, 25 lot subdivision, situated on the corner of Tiger Brennan Drive and Wishart Road. LDC partnered with Ostoic Group to deliver the estate, leveraging their resources to fund construction works and utilising their civil contracting and heavy transport experience. To date, over \$60M has been invested in Truck Central including;

- A BP fuel station, restaurant, driver rest/fatigue management facilities
- A 3.2 hectare concrete road train assembly area
- A vehicle inspection facility, the world's first to accommodate triple road trains
- A new facility by Ezyquip Hire who specialise in quality plant and equipment hire
- A new facility by J&T Auto Electrics who specialise in auto electrics and air-conditioning for trucks and heavy machinery
- A new facility for Top End Diesel to provide parts and accessories for heavy duty vehicles
- A recently constructed tyre facility.

Wishart Estate has been identified as an ideal location for establishment of data centres, due to its proximity to major power infrastructure, availability of large sized sites and potential data cable connection points.

LDC's Wishart masterplan calls for the acquisition of a number of neighbouring land parcels to create a consolidated englobo site. In recent years, LDC acquired Section 2207 from PWC and a former road reserve from the Territory, as part of the broader Wishart Estate development planning. Acquisition of other remnant parcels from various landowners would be required into the future.

KEY ACTIVITIES FOR 2025-26

- While construction of Wishart Stage 2, comprising parcels of 3.7 hectares and 1.9 hectares was completed in July 2024, the new intersection with Wishart Road still requires construction with works planned to commence in late July 2025. LDC intends to complete these works over coming months to establish permanent road access via Wishart Road.
- Construction of this intersection component was put on hold due to the nearby Tiger Brennan Drive Overpass works which closed Berrimah Road leaving Wishart Road as the only road access to East Arm and the Darwin Port. The Tiger Brennan Drive Overpass project is now completed.

2026-27 AND BEYOND

Further development of Wishart, starting with Stage 3 to the north of Stage 2 and directly to the west of Truck Central, will be considered as demand emerges.



Wishart Stage 2 – Lot A & Lot B, Wishart Estate

HIDDEN VALLEY

LAND SNAPSHOT

Acquisition Date: 2011

Land Area: 219.1 hectares

Development Ready Parcels: nil.

Target Use: Strategic industrial uses (not yet determined)

Land Allocation Policies: Not yet determined



BACKGROUND

Hidden Valley Section 6210 has approximately 219 hectares of waterfront land. It adjoins the Hidden Valley Motor Sports Complex and is accessible from Tiger Brennan Drive. It is multi-zoned for strategic industry and future development with areas of conservation.

The southern portion of the site offers a common user storage facility, with the remainder of the site undeveloped greenfield. Some areas were used as temporary petroleum hydrocarbon remediation site for the Darwin Waterfront Development project. Asbestos contaminated soils have also been found and an asbestos remediation exercise is currently being undertaken. The preferred remediation strategy is for the asbestos impacted soil and waste to be consolidated and isolated on site via an engineered containment cell. The location provides sufficient containment capacity for the expected volumes.

Long term plans for the site are not yet determined.

Northern Territory Government masterplans for the area show future road links for heavy vehicles from Hidden Valley to East Arm via Berrimah West.

KEY ACTIVITIES FOR 2025-26

- LDC engaged AGON Environmental services to be the lead environmental consultant for the asbestos remediation project and Environmental Earth Sciences International as the independent contaminated land auditor. The environmental consultant is working through the site investigation to determine the detailed design requirements for the containment cell.
- During 2025-26, LDC expects to finalise the asbestos remediation scope and look to confirm a program for commencement of those works.

2026-27 AND BEYOND

No development activity is planned for Hidden Valley in the near term.

LDC will continue to work with Power and Water Corporation regarding the possible relocation of the current bio-solids facility from East Arm to Hidden Valley, which will free up land on Muramats Road for development.

BERRIMAH WEST



LAND SNAPSHOT

Acquisition Date: 2004

Land Area: 125.6 hectares

Development Ready Parcels: nil parcels available

Target Use: undefined large scale projects.

Land Allocation Policies: Land subject to development lease, convertible to freehold sale or long term leasehold.

BACKGROUND

The Berrimah West land parcel (Section 6082) encompasses 125.6 hectares adjacent to Berrimah Road. A significant portion of the site is situated within the intertidal area of the upper reaches of Bleasers Creek making traditional industrial development unviable.

The AustralAsia Rail Corporation facility borders the southern boundary of the Berrimah West parcel. Aurizon has expressed plans to expand their Berrimah Terminal at the rail facility to accommodate increased freight handling.

KEY ACTIVITIES FOR 2025-26 AND BEYOND

- Upcoming activities include ongoing discussions with Aurizon about their proposed expansion plans of the existing Berrimah Terminal and the connectivity to the Darwin Business Park and Berrimah West areas.
- No development is planned by LDC for Berrimah West in the short to medium term due to the high costs of traditional industrial development. However, the right project could trigger development.

ZUCCOLI



LAND SNAPSHOT

Acquisition Date: 2010

Land Area: 97 hectares (14 hectares remaining for future development)

Development Ready Parcels: 10 lots available for purchase

Target Use: Residential

Land Allocation Policies: Freehold (land for off-the-plan sale via Urbex's sales office).

BACKGROUND

LDC along with development partner Urbex is delivering Stage 1 of Zuccoli – Zuccoli Village.

During 2010, LDC was provided freehold title over 97 hectares of Crown land, via an equity transfer. Following a competitive process, LDC entered into a delivery partnership arrangement with Urbex via a Development Agreement executed in March 2011. Urbex is a subsidiary of the BMD Group.

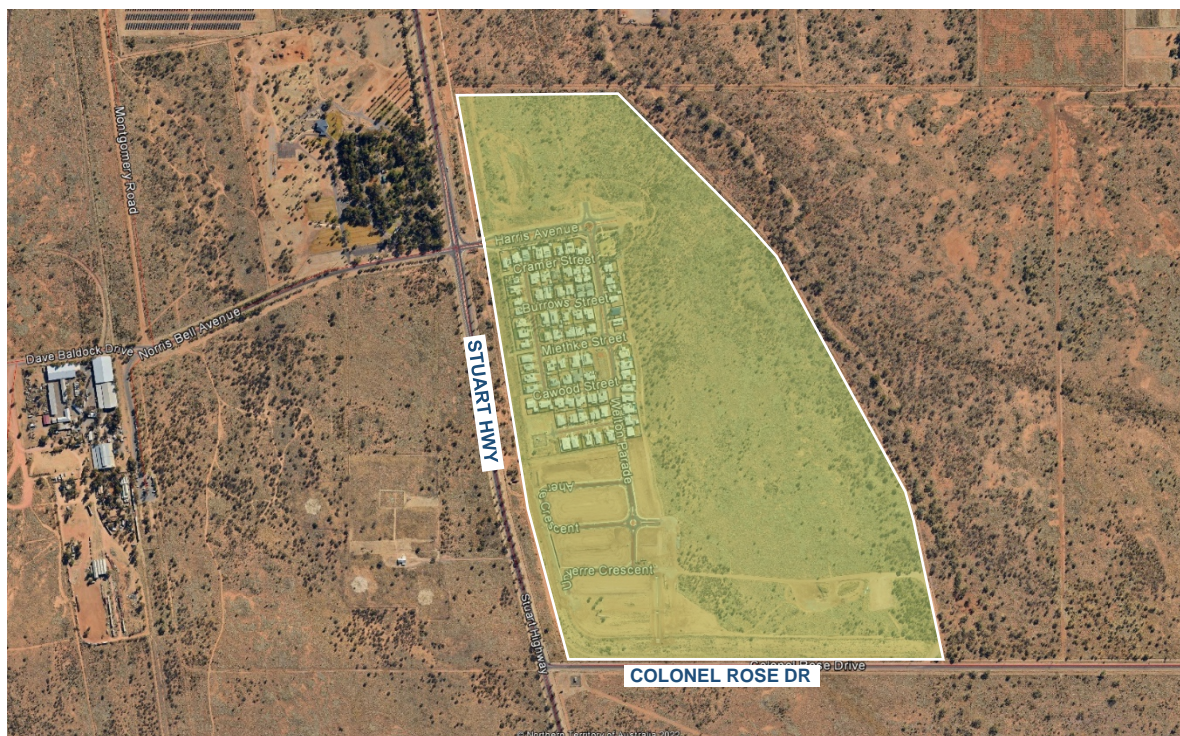
BMD is a national group of companies providing engineering, construction and land development services. BMD was originally established in Queensland and has been operating in the NT for over 20 years.

Zuccoli Village is expected to deliver 815 residential lots with over 671 lots sold. First settlements occurred in 2012-13 with an average sales rate at 56 settlements per annum. The sale rate is volatile given the small market and a construction driven economy with the settlements peaking at 102 in 2020-21 and falling to zero in 2021-22.

KEY ACTIVITIES FOR 2025-26

- Commence of bulk earthworks to Phases 3.9 to 3.11 during the second half of 2025.
- Subdivision works for 40 new residential lots (Phase 3.9)
- Staged stormwater headworks for the remaining phases.

KILGARIFF



LAND SNAPSHOT

Acquisition Date: 2012 (Stage 1) and 2020 (Stage 2) via Crown lease terms

Land Area: 12 hectares (Stage 2) with no remaining land for subdivision

Development Ready Parcels: 67 lots

Target Use: Residential

Land Allocation Policies: Freehold (land for off-the-plan sale via LDC's engaged local real estate agent, Marion Burton Real Estate).

BACKGROUND

Kilgariff Estate is a residential subdivision located south of The Gap in Alice Springs. LDC is the developer for Stages 1 and 2. Stage 1 comprised 80 lots and has sold out. Stage 2 consists of 88 lots and has been constructed in two phases – Stage 2A and Stage 2B.

Stage 2A was constructed over 2021-22 with 52 lots titled in August 2022. The trigger for construction of Stage 2B (36 lots) was pulled when 30 of the 52 lots within Stage 2A were under “off the plan” sale contracts. Titling of Stage 2A was subsequently delayed by 7 months due to a range of construction contractor issues. This coincided with the unprecedented run of interest rate rises which contributed to a number of contract recessions following the issue of titles in late August 2022.

There are 31 titled lots available for sale. Construction of Stage 2B is complete with titles to be issued over the coming months. This brings the construction ready stock to 67 lots.

Market demand for residential land has diminished with limited builder availability being the main constraint.

LDC has been actively re-engaging with the local builders (via the Master Builders NT and local briefings) to better understand the issues. Some of the most significant factors appear to be:

- An abundance of remote housing work via Australian and Territory Government programs.
- Better returns from commercial and remote housing work with less complications.
- A lack of local trade capacity

In an effort to assist prospective purchasers with local builder information, LDC maintains a builders page on its Kilgariff Estate website and welcomes interest from builders seeking promotion to prospective purchasers.

KEY ACTIVITIES FOR 2025-26

- An Expression of Interest (EOI) process to encourage builders to take up new home construction opportunities at Kilgariff. It is expected this EOI process will occur early in FY2025-26.
- Trialling of erosion and sediment control mitigation measure to drainage corridors.



Ankerre Park opening, Kilgariff Estate

FANNIE BAY



LAND SNAPSHOT

Acquisition Date: 2014

Land Area: 9150m²

Development Ready Parcels: 0 lots

Target Use: Residential

Land Allocation Policies: Freehold (land for off-the-plan sale at a future time).

BACKGROUND

LDC purchased 7 Waratah Crescent Fannie Bay from the Territory Government in 2014 at market valuation. Prior to this Government had offered the then-1.46 hectare site for sale and development to the private sector, which did not progress.

A number of potential medium density residential developments concepts for the site have been investigated. However, these concepts have struggled to deliver a commercial return, which has delayed this project.

In early 2022, Southern Cross Care (SCC) agreed to purchase an area of 5,500m² of land in the northern most portion, adjoining its aged care facility. SCC will complete construction of the 26 aged care bed extension over the coming months.

LDC proposes to introduce a freehold terrace housing product on the remaining 9,150m² site. This is intended to provide a new dwelling typology and increase housing options for Territorians. The current development concept yields 26 terrace housing lots.

To inform local residents of the proposed development, LDC initiated an early engagement consultation process with nearby residents.

As the NT Planning Scheme does not cater for the intended development of freehold terrace housing, LDC submitted a development application to establish a new Specific Use (SU) Zone to facilitate establishment of the proposed terrace home development. The 4-week exhibition period for the re-zoning application concluded on 11 April 2025.

In March 2025, LDC released a single stage expression of interest (EOI) process to seek a private building partner to undertake the subdivision of the site and construction of the built form.

This is intended to allow for a preferred building partner to finalise the subdivision and built form design and approvals (approximately 6 months). Over this period, LDC will continue to monitor the market and project feasibility prior to making a decision to proceed with development. As at 1 July, the EOI assessment process remains underway.

KEY ACTIVITIES FOR 2025-26

Upcoming activities include:

- progressing the required planning and development approvals process. This includes liaising with City of Darwin on potential traffic solutions.
- subject to the outcomes of the EOI assessment and rezoning process, LDC may appoint a preferred building partner to progress dwelling design work and prepare a subdivision application.

No development of the site will occur prior to the planning processes being approved and a traffic strategy being finalised. If the project proceeds, LDC has committed to further engagement with residents, businesses and the wider community.

An outcome to the EOI process is expected over coming months.



Subdivision Concept and Terrace House Layout

TIWI ISLANDS DEVELOPMENT FRAMEWORK AGREEMENT

In February 2015, the Land Development Corporation (LDC) entered into an agreement with the Tiwi Land Council and the Tiwi Aboriginal Land Trust to establish the Tiwi Development Framework Agreement.

The Agreement provides for LDC to lease land from traditional owners to be sub-leased to investors with the intent to create jobs and revenue for the Tiwi.

The only lease that has been negotiated over the years is a solar-farm site near Wurrumiyanga for Indigenous Essential Services in 2017.

Dialogue with the Tiwi Land Council has identified the potential for a revision to LDC's involvement in the Agreement. The Tiwi Land Council has shared they have the suitable skills to engage with proponents directly, providing an opportunity for a revised role for LDC in the future.

This would support the Tiwi Land Council directly facilitating new lease transactions and would be a positive step towards achieving best outcomes for Tiwi Island stakeholders.

KEY ACTIVITIES FOR 2025-26 AND BEYOND

- Discussions on revising the scope of LDC's involvement with the potential to evolve during the next year ahead.



Aerial view of the Wurrumiyanga Solar Infill and Energy Storage Pilot Project. Photo: 5B.

STRATEGIC ISSUES

COMMERCIAL POLICIES

As stated earlier, the *LDC Act* requires LDC to act in a commercial manner and as a GBD, LDC is obliged to adhere to the Territory's Competitive Neutrality Policy. To meet these requirements LDC has created and adheres to a set of commercial policies. Key issues of these policies are discussed below.

RATE OF RETURN

In keeping with commercial property industry practice, LDC's Commercial Management Policy includes application of a Target Rate and Hurdle Rate to guide investment decisions.

Preferably, investment decisions should achieve the Target Rate of Return to ensure that there is a return on investment. This is consistent with industry practice; provides an appropriate return to Government on equity; and ensures that LDC has sufficient capital to maintain ongoing operations and development activities.

The Hurdle Rate represents the minimum return on investment that LDC requires to proceed with a project. The Hurdle Rate is calculated as LDC's Weighted Average Cost of Capital (WACC), comprising risk and time value of money components.

LDC periodically undertakes reviews of its Hurdle Rate to consider material movements in any of the input factors.

COMPETITIVE NEUTRALITY

In the interest of transparency, LDC now publishes a Competitive Neutrality Statement on its website and in its Annual Report. This helps inform interested parties of actions and measures in place to avoid LDC unfairly competing against private developers. Since this practice started in 2021, no complaints have occurred.

COMMERCIAL TRANSACTIONS

LDC's enters property transactions as part of undertaking its core business activities. In accordance with its legislative requirements, LDC is required to act commercially in transactions. This includes pricing and commercial terms, particularly those that are negotiated and contractually agreed for a transaction.

LDC actively uses independent market valuations of all land that it sells, leases and licences. Valuations, obtained by an independent and registered valuer, will be undertaken on each industrial property annually. Residential properties are exempt from this requirement however should have regard to comparative sales evidence when pricing is considered.

The list price for land must not be lower than valuation, determined from a valuation undertaken or comparative sales evidence. To ensure fairness across proponent transactions, and with a view to acting in accordance with commercial obligations, LDC does not transact with third parties for less than valuation.

In addition, LDC considers the risks associated with each commercial transaction and seeks to mitigate or minimise such risks through a range of measures, including milestones, security and bonds, and contractual levers. Such aspects are specific to each transaction to optimally address the unique circumstances of each. With a view to ensuring LDC's activities and agreements are consistent with the requirement to act commercially, any commitments made by LDC will be considered within the context of the whole transaction, having respect to all other commercial aspects (including property valuations).

COMMON USE FACILITIES

LDC has two existing common user facilities in operation, both managed by LDC with various sized areas available to industry to use for flexible time periods.

COMMON USER FACILITY

The Common User Facility (CUF) in the Marine Industry Park is located adjacent to the Darwin Ship Lift site. The established CUF features 9 hectares of secure hardstand and an all-tide barge ramp. The Facility is available for short or long term, offering a safe and secure area well suited for fabrication, assembly, commissioning, maintenance and repair activities as well as excellent load-in/load-out facilities via the Barge Ramp.

Under a Deed of Agreement with the Department of Defence, Defence is entitled to use the ramp and 2 hectares of hardstand for up to 60 days each year.

Over the year ahead, the Facility is expected to experience operational disruption with the undertaking of servicing works and upgrade to the hardstand area, as well as periods of the barge ramp being offline as a result of adjacent dredging activity undertaken for the Ship Lift construction works. LDC will continue to engage with both industry and Defence users to accommodate upcoming usage needs.



HIDDEN VALLEY RESERVE

The Reserve is currently utilised by several industry operators, offering flexible spaces for seasonal and ongoing container storage of specialised materials.

The site is earmarked for future industrial subdivision and LDC continues to consider future planning for the area, subject to the anticipated demand by industry for industrial land.



Barge ramp and CUF, East Arm

STRATEGIC PLAN

In July 2024, LDC adopted a new five-year strategic plan which sets out LDC’s purpose, strategic priorities and objectives to define LDC’s vision for the future and identify organisational goals.

In implementing its new Strategic Plan for the period 2025-2029, LDC management engaged with staff and our Advisory Board to coordinate alignment with corporate objectives and LDC’s legislative requirements.

Ongoing work continues to ensure that LDC’s objectives and strategic directions align with those of Government.

LDC STRATEGIC PLAN 2024-2029			
<p>Our Purpose</p> <p>We develop strategic industrial land and residential communities to support Government’s priorities for the economic growth and prosperity of the Territory.</p> <p>Our Strategic Directions</p> <ul style="list-style-type: none"> • Delivery • Commerciality • Partnerships 	<p>Delivery</p> <p>We seek to ensure our work is an enabler for economic growth and delivers beneficial outcomes for industry and the Territory.</p> <p>Objective</p> <ul style="list-style-type: none"> • Ventures: we investigate opportunities and model innovative development outcomes. • Facilitative: we aim to provide outcomes to support industry’s needs and future growth with a considered approach to land use and planning. 	<p>Commerciality</p> <p>We act commercially, aiming to optimise our current operations and assets and provide a return to Government.</p> <p>Objective</p> <ul style="list-style-type: none"> • Skills: we utilise the diverse capabilities of our team to deliver outcomes and operate efficiently. • Portfolio: we seek to expand our portfolio through new commercial service delivery. 	<p>Partnerships</p> <p>We partner with others, leveraging our unique position across the public and private sectors to deliver quality developments.</p> <p>Objective</p> <ul style="list-style-type: none"> • Collaboration: we build relationships across government and partner with the private sector. • Alignment: as a GBD, we act consistently with Government’s goals and priorities.





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