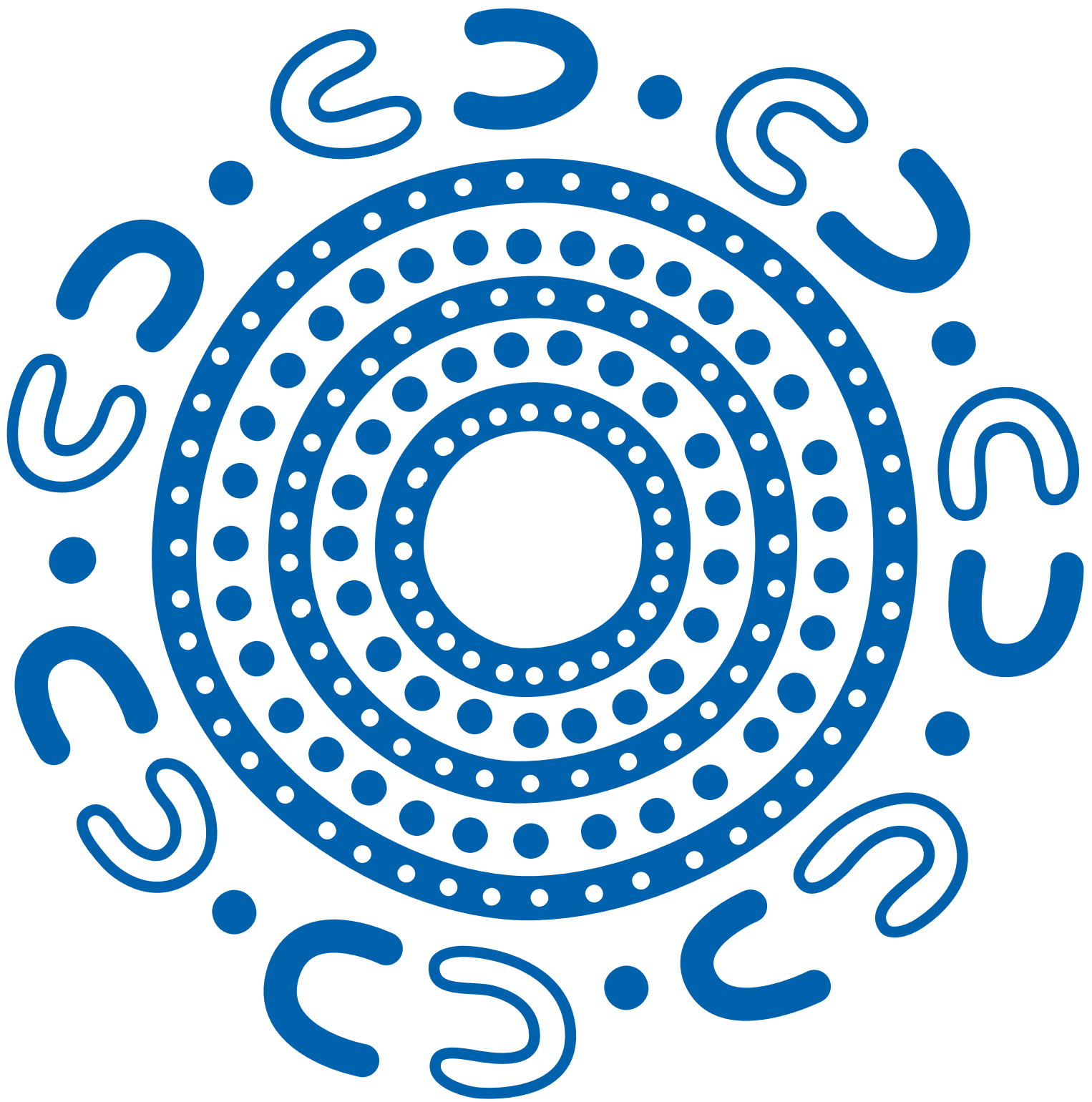


CAPABILITY STATEMENT

Retail





**We acknowledge the Traditional Custodians
of the land and pay our respects to their
Elders past and present.**

Artwork by Jason King.

Jason is a proud Gumbaynggirr man, born in
Murwillumbah, and raised in nearby Tumbulgum,
in Northern New South Wales.

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PEOPLE WHO BUILD

Since our beginnings in 1972, ADCO has been steered by family values, trust and honesty. Everything we do is underpinned by our core values of responsibility, dynamism and teamwork.



WHO WE ARE

We are People Who Build. It's been that way for more than half a century and today we are one of Australia's largest construction businesses. Proudly, we continue to be family owned.

Our story

A force in Australian construction – guided by family values, trust and putting people first.

The ADCO story began back in 1972. In the years since then, we've grown to be a multi-billion-dollar construction business guided by an unwavering commitment to quality, our clients, and our people. These foundations have seen us become one of the top private companies in Australia with a blue-chip client list and an award-winning portfolio of almost 4,000 successfully completed buildings from early work packages to \$300+ million projects.

Builder of Choice

ADCO aspires to be the *Builder of Choice* for our clients, our consultants, our trade partners, and our people.

Becoming the *Builder of Choice* doesn't just happen. It takes responsibility, teamwork and a dynamic mindset. It's about delivering on our promises and bringing energy to every stage of every project to achieve shared goals. It means completing projects on time, on budget and to the highest standards possible. We call this the ADCO Way, and it's embedded in our DNA. It's the way *People Who Build* go to work.

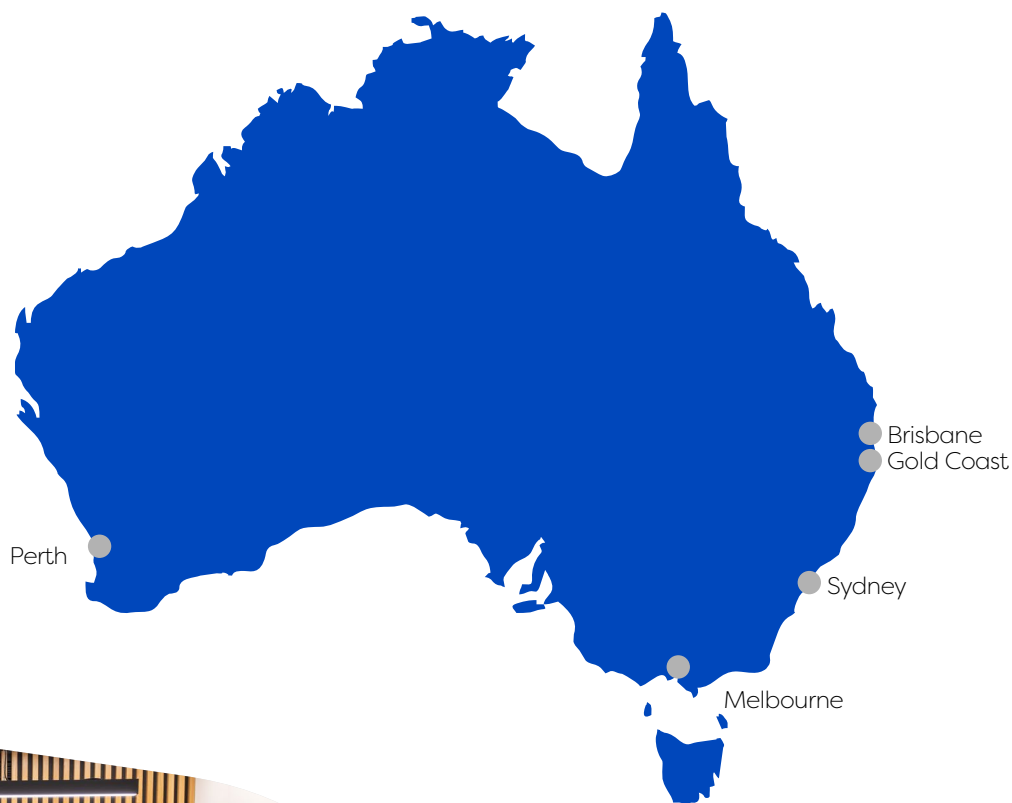


EXPERTISE AND REACH

ADCO has a true national presence with offices throughout Australia.

ADCO is an industry leader with an operational footprint that touches every corner of the Australian market. The strength of our award-winning expertise, capability and people is reflected by exceptionally high levels of repeat business and long-established client relationships across key private and institutional corporations, as well as all levels of government.

Each year, our projects are delivered via early contractor involvement, design and construct, managing contractor, and traditional construction methods of procurement. Our national presence ensures we can offer holistic and seamlessly delivered projects up to \$300+ million anywhere in Australia.



● ADCO Office Locations



Safer by CHOICE



It is our commitment to always ask 'is there a safer choice?'

Safer by Choice is a philosophy that targets a genuine attitude change towards safety. Running deep within the ADCO business, it goes far beyond statistics and actively promotes personal responsibility and careful decision making.

Underpinned by three commitment pillars of action of Taking Responsibility; Supporting Each Other and Focusing on Positives, Safer by Choice recognises that everyone involved in the design and delivery of a project is a decision maker, and we all have the ability to improve safety, for ourselves and others, by choice.

Establishing a successful safety culture is a long-term commitment from all ADCO employees, guided, fostered and preserved by the leadership team.

ADCO was awarded the 'Office of the Federal Safety Commissioner's National Excellence in Workplace Health and Safety' award for our work on Lakelands Station project at the Master Builder's Awards in November 2022.

ADCO's commitment to Quality across all areas of the business

With our Do It Once, Do It Right approach, we are dedicated to an unwavering commitment to quality, ensuring that all projects meet the highest standards from end-to-end delivery.

To reinforce this commitment, we have teams responsible for driving the initiatives and processes that uphold our Do It Once, Do It Right principles.

We foster a collaborative team culture and leadership approach, recognising that the support and contributions of each individual enable us to deliver exceptional projects.

Through the sharing of ideas, skills, experiences, training, lessons learned, and innovation opportunities, we continuously strive for positive change and ongoing improvement.



**We are People
Who Build
dynamic retail
experiences**

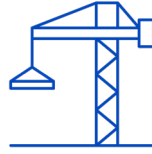
Woollongong Central Shopping Centre NSW

**OUR RETAIL
CREDENTIALS**



780+

retail projects completed



\$270M

largest project



85%

repeat business



Our portfolio spans large format retail centres, conventional, food and beverage, specialty retail, entertainment precincts, cinema complexes and high-end fashion developments.

Retail runs deep in our DNA. Greenfield developments, major extensions and detailed refurbishments continue to illustrate our ongoing contribution to Australia's evolving retail landscape. We deliver projects for the REIT sector, direct retailers, and key private clients.



“ADCO’s performance was highly commendable from a design, procurement, supervision and delivery perspective. The ADCO team’s conduct was always professional, helpful and proactive, with a genuine desire to execute well. The final form of the building was spectacular and the quality of finish exceeded our high expectations.”

Martin Dowl
QIC
PORTFOLIO MANAGER

OUR RETAIL CLIENTS

We are proud to have provided shopping space for some of the largest retail businesses and investors in the country. Testament to our success is our significant repeat clientele. Our retail clients include:



Harvey Norman



AXIOM
PROPERTIES LIMITED

gpt



 **Stockland**

QIC



dexus



coles



Robina Town Centre Market Hall Stage 2A, Qld



OUR WORK

ADCO's legacy of successfully completed projects is the best demonstration of our capabilities. We have a truly diverse portfolio which showcases our expertise and experience.



Rouse Hill Town Centre, NSW

GPT GROUP

ADCO has been selected as Builder of Choice for the design and construction of Stage 2 of the Rouse Hill Town Centre (RHTC) project.

RHTC is a vibrant mixed-use precinct in Sydney's northwest, renowned for its seamless integration of retail, commercial, civic, community, and residential spaces. The region is undergoing rapid growth, with the population expected to reach 500,000 within the next 25 years.

This exciting development includes approximately 40,000m² of site area with an additional 10,621m² with over 47 retail space, accommodating mini-major and specialty tenancies. It also sets the foundation for future growth, with plans to integrate multi-story apartment buildings.

By replacing existing open-air parking and service areas, the project will support RHTC's continued growth while meeting the increasing demands of retailers and the community.

As part of the project, ADCO will secure all necessary authority approvals and deliver a thoughtfully designed community space. The additional building structures and services will not only enhance the retail experience but also provide essential infrastructure for the future residential components of the development.

Type	Design & Construct
Value	\$135 million
Duration	18 months



Enex Upgrades, WA

ISPT PTY LTD

ADCO has recently completed the live refurbishment of Enex, a PCA A-grade mixed-use commercial building that includes a loading dock in the basement, a Woolworths on Level 1, the ENEX retail mall on Level 2, and a 24-floor office tower above. The ENEX mall provides a key pedestrian link between St Georges Terrace and Hay Street.

The project involved extensive works across the 4 basement levels and 3 retail levels, including a building extension and a new facade. ADCO's brief outlined maximising unused space and improving the building's usability for tenants. To achieve this, ADCO constructed a new 8-door lift lobby to Level 2 above the existing lift lobby to the building's St Georges Terrace entrance.

As the works were conducted within a live and busy inner-city retail environment, our team programmed the works to be executed across 2 shifts spanning 19 hours (from 9 pm to 5 pm), over 19-months. This approach accommodated Woolworths' and other retail and commercial tenant's trading hours. ADCO scheduled all noisy and high-risk activities during the night shift to minimise disruptions, including the upgrade of mechanical and electrical services to meet a 4.5-star NABERS rating.

Our team delivered an excellent result for ISPT, enhancing ENEX's interior, facade and connectivity to both street frontages, as well as maximising its Net Lettable Area.

Type	ECI to Design & Construct
Value	\$44 million
Duration	19 months

MacGregor Homemaker Centre, Qld

CALARDU MACGREGOR PTY LTD
(HARVEY NORMAN)

ADCO has successfully completed the MacGregor Homemaker Centre in Queensland. The \$100 million project is set to elevate retail shopping in Southeast Queensland, providing a modern, accessible destination for shoppers and businesses alike.

This new facility is a testament to ADCO’s commitment to innovation and excellence. Our design team implemented a unique high-level footing solution, which replaced traditional deep founding piles. This approach not only delivered significant cost savings for our client but also ensured the project was completed on schedule with high-quality results.

Building on a constrained site, adjacent to business and residential areas with main road frontage, required meticulous planning and execution. Our people worked hard to minimise any impact on neighbouring businesses, maintain road access, and manage noise levels throughout the construction period.

Type	Design & Construct
Value	\$100 million
Duration	29 months



Robina Town Centre, Qld

QIC

ADCO’s relationship with QIC at the Robina shopping centre extends over 10 major capital works projects completed over the last decade. The most recent expansion comprised of a \$270 million staged redevelopment of the mall’s precinct into a destination retail offering, fused with the latest in food and beverage experiences. Delivered while maintaining the centre’s operational capacity, the success of each stage has seen ADCO appointed to each new section of works of the ambitious redevelopment – such as the architecturally striking market hall and kitchen’s precincts. The consistent delivery of superior outcomes for QIC illustrates ADCO’s industry-leading retail pedigree.

Renovations and expansions have extended the shopping centre by over 50,000m².

Our work has involved major high-level renovations and new extensions, demolition, new construction and fitout.

Type	ECI to Design & Construct
Value	\$270 million
Duration	Various

“Having completed four projects (in Robina) it felt like the end of an era when ADCO handed over the Central Malls this year. It’s been amazing to be part of the transformation of an entire town centre and to achieve our Client’s vision for Robina.”

Leon Price
ADCO
LABOURER





Pimpama City Shopping Centre, Qld

FINANCIAL SECURITIES PTY LTD

Located in one of the fastest growing regions of South East Queensland, the Pimpama City Shopping Centre was a \$50 million greenfield Design and Construct project over a site area of approximately 75,000 sqm that had to be integrated with the Client's adjoining petrol station and retail precinct.

The Centre has over 16,500 sqm of lettable floor space that includes a Coles Supermarket (4000 sqm), ALDI Foodstore (1800 sqm), a standalone Medical Centre, Tavern and individual drive through Hungry Jacks and KFC stores.

The project included major civil and infrastructure works, involving the removal of overhead power lines and the construction of large stormwater bio basins to treat all surface water from both the site and adjoining areas. The Shopping centre is bounded on three sides with over 850 on-grade car-parking bays, with a majority of these being provided with sunshade structure protection.



Type	Design & Construct
Value	\$50 million
Duration	14 months





Marrickville Metro, NSW

AMP CAPITAL

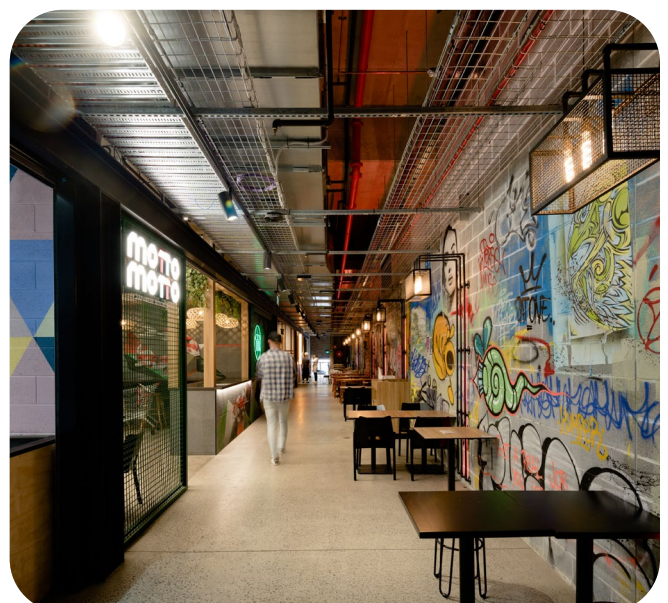
Our \$150 million Marrickville Metro project in Sydney's Inner West for client AMP Capital is now serving the public.

Over 40 new retail stores are now open to shoppers in this stunning new 11,000m² extension, alongside anchor tenant Coles. New retailers will provide a range of lifestyle, fitness, beauty and convenience offerings and market-style fresh food, open air dining options and a vast selection of cuisines by independent and locally owned restaurants.

Connected to the existing Marrickville Metro shopping centre via a new footbridge, the new centre will also offer a further 455 parking spaces.

Large artworks by artists Georgia Hill and Liz Shreeve were installed earlier this year, with further pieces recently completed by Fintan Magee and George Rose.

The extension provides over 600 new jobs to the Inner West area of Sydney.



Type	ECI to Design & Construct
Value	\$150 million
Duration	18 months





Leopold Shopping Centre, Vic

VICINITY CENTRES

A standout example of a fully integrated design and construct retail solution. This brownfield redevelopment offers a new Kmart, ALDI, 40 specialty stores, alfresco area and dining precinct to complement the expanded food and retail services.

The foresight of a new loading dock for the existing Coles supermarket ensured no business downtime during construction. The realised vision also involved extensive landscaping, external car parking and pavements to service the new tenancies.

Creating a strategy to successfully maintain ongoing centre operations throughout construction was pivotal. The brownfield redevelopment included a new Kmart, Aldi, 40 specialty stores, alfresco area, and dining precinct to complement the expanded food and retail services.

Vicinity centres strongly endorsed the outcome in terms of budget, quality and on-time completion.

Type	Design & Construct
Value	\$45 million
Duration	15 months



Spotlight Hervey Bay, Qld

SPOTLIGHT PROPERTY GROUP

ADCO Queensland has completed our latest project for Spotlight Property Group; a new Spotlight retail store in Hervey Bay.

This large format retail centre development is spread over 2 buildings with 17 mini-major tenancies including Spotlight, Anaconda, The Good Guys, Harris Scarfe, Early Settler and Planet Fitness. The scale of this project is detailed below:

- Total site area: 29,508 m²;
- Total GFA: 20,065 m² made up of 16,000 m² in Building 1 and 4000 m² in Building 2; and
- Total car park: 16,000 m².

Building 1 includes a basement car park and eleven (11) retail tenancies located on Level 1. There is also a gym tenancy located in the basement car park. Centre amenities, a mall area, Centre Managers office, loading docks, travelators and lifts also form part of Building 1.

Building 2 is two-storeys high with an on-grade car park. This building houses 6 tenancies, centre amenities, a lift and lobby area.

Type	Design & Construct
Value	\$49 million
Duration	18 months



Stockland Birtinya, Qld

STOCKLAND

ADCO developed this project through an early contractor involvement (ECI) process working closely with all stakeholders to achieve the vision of Stockland's design brief.

The centre now offers a Coles, ALDI, two mini-major tenants, specialty shops and an open-air dining precinct, all situated inside the naturally vented mall.

On-grade car-parking facilities and associated features include arbours, walkways and extensive lighting were part of the Design Brief allowing the dining precinct extended hours of trading. The project has also received a 5 Star Green Star rating from the GBCA.

ADCO's work on Birtinya shopping centre won a Queensland Master Builders Association award, taking out the category 'Commercial Buildings (\$5 million - \$50 million)'



Type	ECI to Design & Construct
Value	\$50 million
Duration	13 months
Environmental Rating	5 Star Green Star (GBCA)





Bennetts Green, NSW

SPOTLIGHT PROPERTY GROUP

ADCO was involved in Spotlight Group's large-format retail development very early on, managing the approval process, design and cost planning on this \$85 million, 85,000m² greenfield development at Lake Macquarie, north of Sydney.

The team proactively managed the local council, RMS, Ausgrid, Telstra, NBN and Hunter Water design and approvals process from early inception, and the project consistently met tight program deadlines and project milestones within budget parameters.

This experience of developing the largest retail development in Lake Macquarie's recent history, on a previously rural space along the Pacific Highway, while simultaneously supporting local infrastructure, is a testament to ADCO's ability to carry out extensive works with intricate design elements.

Our ability to mobilise teams to regional areas and engage with the local subcontractor community is a key to our business model and the success of our regional projects.

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Type	ECI to Design & Construct
Value	\$85 million
Duration	13 months

Woolworths Mt Pleasant, WA

WOOLWORTHS LIMITED

ADCO's Perth operations delivered this stunning Woolworths anchored shopping centre in the inner suburb of Mt Pleasant.

Delivered through a design and construct contract, the \$25 million retail project includes Woolworths as the anchor tenant at ground level and medical and lifestyle specialty tenancies on the upper levels. The development also included two underground levels of car parking with bays for up to 236 cars. Work included the demolition of existing buildings and installation of a contiguous CFA pile retaining wall to the building footprint.

Due to the constrained nature of the site, stringent planning of logistics and materials handling were key components of the successful delivery methodology.

ADCO finished this project for Woolworths Limited before schedule to meet the desired opening date.

The artwork screen featured on the front façade is a superimposed expression of the jacaranda tree created by artist Paula Hart, honouring the iconic flora symbol of the area.

ADCO worked with architects Hames Sharley on the project, culminating in a visually striking build.

ADCO won the WA Master Builders Association award 'Mark Allen memorial trust fund Excellence in Workplace Health and Safety' for excellent workplace health and safety management on this project.



Type	Design & Construct
Value	\$25 million
Duration	18 months
Environmental Rating	4 Star Design and As Built (GBCA)





Wollongong Central Shopping Centre, NSW

GPT

Following a successful ECI process, ADCO's NSW team completed the redevelopment of Wollongong Central shopping centre for GPT Group. The \$40 million design and construct project involved converting an existing 4,500m² Myer tenancy into a new high-end food hall for David Jones.

Construction also included additional specialty retail tenancies, new link mall and vertical transportation.

The redevelopment of Wollongong Central shopping centre for GPT Group. The \$40 million design and construct project involved converting an existing 4,500m² Myer tenancy into a new high-end food hall for David Jones.

The redevelopment also included additional specialty retail tenancies, new link mall and vertical transportation.

Type	ECI to Design & Construct
Value	\$40 million
Duration	12 months

Roselands Shopping Centre, NSW

VICINITY CENTRES

Embracing the retail and investment vision of Vicinity Centres, ADCO has completed construction at Roselands shopping centre to make what was once Southern Hemisphere's largest shopping centre ahead of its time again.

Redevelopment adapted the existing centre into a contemporary mall space. Flanked by leading food retail Roselands has been transformed from outdated complex to culinary destination, offering a convenient and authentic fresh food experience inspired by the local community of Sydney's south-western suburbs. This was accompanied by additional retail tenancies, new anchor tenants in the form of ALDI and Woolworths, a new fresh food mall concept and major upgrades to entry statements, existing food courts and mall areas.

For this complex project, ADCO brought its extensive experience in the retail space, particularly working within operating shopping centres to upgrade the property, stage-by-stage whilst minimising disruption to ongoing trading and customer amenity.

With an emphasis on mixed-use spaces, the transformational development has integrated the latest in food and beverage offerings with an entertainment precinct. This project further enhances recognition of ADCO's decades of experience in brownfield shopping centre construction.

Type	Design & Construct
Value	\$85 million
Duration	12 months





Willows Shopping Town, Qld

DEXUS

ADCO delivered the design and construction of the major redevelopment of the Willows Shopping Centre in Townsville over two stages. Key to the success of the project was ensuring the retail facility remained fully operational throughout the works.

Critical components of the \$147 million redevelopment included a new Big W, a link mall with suspended-deck car parking, a new food court constructed in the middle of the existing centre mall and the fit-out of one major and two mini-major tenants in addition to 97 new specialty shops and a full-line Woolworths supermarket.

ADCO's methodology included breaking the works into multiple separable portions which enabled our team to relocate existing tenants while the realignment of malls and reconfiguration of shops were completed.

In addition, ADCO managed the coordination of approvals, services and all fit-out works within a tight program.

Highlighting our ability to adapt to the changing nature of retail, ADCO included \$20 million of additional scope well after project commencement. This included incorporating the design and construction of another mini-major tenant into the development, which was also delivered on time and to a high standard of quality.

Type	ECI to Design & Construct
Value	\$147 million
Duration	27 months



Maroochydore Homemaker Centre, Qld

CALARDU MAROOCHYDORE PTY LIMITED (HARVEY NORMAN)

ADCO was proud to deliver Harvey Norman's biggest large format retail project in Australia.

The \$70 million design and construct project, located on the Queensland Sunshine Coast, includes one of the largest Harvey Norman stores in Australia, a Domayne, over 16,000sqm of specialty large format retail tenancies and 5,000sqm of support offices, all suspended over undercroft car parking for 901 vehicles. The centre covers approximately 72,000sqm of built form and is one of the largest enclosed homemaker centres in Australia.

ADCO's design and delivery teams incorporated several innovations on the large-scale project. Our in-house design managers provided an alternate in-ground solution whereby the entire building structure was lifted 1.5 metres. As the site was situated in challenging, swamp-like ground conditions, the amount of material needing to be exported was greatly reduced.

The design team also redesigned the roof structure to reduce the overall head height of the building. In conjunction with the lifting of the building, the roof redesign effectively squashed the building avoiding potential delays in lodging amendments to the existing approved development application. This also provided the client a significant cost saving, helping the financial feasibility and approval of the development.

The project was completed well ahead of programme and in the opinion of our client the Harvey Norman Group, the project substantially redefined the standards in which large format retail centres are delivered.



Type	Design & Construct
Value	\$70 million
Duration	19 months



Butler Homemaker Centre, WA

AXIOM PROPERTIES LIMITED

ADCO completed construction on the new Butler Homemaker Centre in north of Perth, for our client Axiom Properties Limited.

The new development in Butler, one of Perth's rapidly growing northern outer suburbs, is a mixed-use large format retail development situated within the existing Butler Central shopping complex, and now offers locals approximately 13,000m² lettable area across a combined site of 27,000m².

The development includes showrooms, gymnasium, retail outlets and automotive retail tenancies, with associated car-parking, landscaping and public art incorporated in the town centre entrance.

We are pleased to see the local community making use of this new retail development, and have enjoyed working with Axiom and project partners to bring this development to life.

Type	ECI to Design & Construct
Value	\$25 million
Duration	14 months



The Canopy, NSW

LANE COVE COUNCIL

Design defines ADCO, as much as construction quality. This \$85 million project involved the redevelopment of Lane Cove's village parking into a dynamic, multi-purpose public space.

Construction saw Rosenthal Avenue car park become a new, centralised green space, supported by 500 improved underground car parking spaces and an additional retail precinct.

The meticulously landscaped green space offers the community a new amphitheatre, play equipment, space for seven restaurants with indoor and outdoor seating, BBQ facilities, amenities, extensive landscaping and a 'green wall' vertical garden and a footbridge providing pedestrian connectivity across Rosenthal Avenue. The space is complemented by eye-catching feature art, notably the large curved and raking canopy roof with mirror reflective shingles and skylight.

ALDI and Coles will become anchor tenants, with stores to be located one level below ground accessible from both park and car park levels.

Particular attention was paid to minimising impact to the surrounding businesses. In addition to regular in person community updates from our dedicated Community Liaison, ADCO also created a website and mobile app to encourage the community to interact with the project. Hoardings displayed bespoke graphics and QR codes which link the viewer to project updates. The App can be found by searching Rosenthal in the Apple App Store or on Google Play.



Type	ECI to Design & Construct
Value	\$85 million
Duration	34 months

Hope Island Market Place, Qld

AUSTIN PROPERTY DEVELOPMENT

ADCO was engaged to design and construct a new retail development located on a greenfield site at Hope Island.

The project included significant civil and earthworks components, retail tenancies for Woolworths, ALDI, BWS and other specialty tenancies, malls, amenities, storage and back of house facilities and a combination of on grade and basement car-parking.

ADCO's team completed extensive roadworks including the installation of two new roundabouts with upgrades to an existing signalised intersection. All Council roadworks and relocations of infrastructure were design managed by ADCO along with obtaining Council and Authority Permits and Approvals to Construct.

The project was delivered with six Separable Portions to allow handover for early fitout of the two major supermarkets while maintaining the opening date. ADCO successfully handed over each of the separable portions on time and as Principal Contractor managed the safety of a number of additional fitout contractors until completion and final handover.

Type	ECI to Design & Construct
Value	\$50 million
Duration	14 months





Woolworths Rollout, National

WOOLWORTHS

ADCO has a longstanding history delivering projects for the Woolworths group. We delivered our first store in the late 1980's and since then have completed over 200 projects directly for the group throughout Australia.

Our extensive experience includes the design and construction of major shopping centres and stand-alone supermarkets in both metropolitan and regional locations. In addition to Woolworths' own Fabcot developments, ADCO have delivered a significant number of projects with Woolworths, BIG W, BWS and Dan Murphys as the anchor tenant for private and institutional developers.

Type	ECI / Design & Construct
Value	\$930+ million
Projects	200+ projects





Costco Rollout, National

COSTCO

Applying our extensive large format retail expertise, ADCO has been instrumental in Costco's entry into the Australian market.

Our teams have completed several stores nationally for the group, including: North Lakes, Bundamba and Coomera in Queensland, Islington in South Australia, Epping in Victoria and Casaurina in Western Australia.

Our success across their portfolio also saw ADCO selected to complete their first national distribution centre, the cross dock facility at the Oakdale Industrial Estate in New South Wales. Providing the ingenuity of a dedicated onsite team to manage Costco's extensive list of nominated contractors and suppliers proved absolutely critical.

Fast-track programs were innovatively designed to be aligned with Costco's delivery methodology. Providing the ingenuity of a dedicated onsite team to manage Costco's extensive list of nominated contractors and suppliers proved absolutely critical.

Recognised by Costco as a resounding success, the projects demonstrate how ADCO successfully manages the concurrent delivery of assets for one client across multiple geographic locations.

Type
Value
Projects

ECI to Construct Only
\$300 million
9 projects



Coles Rollout, National

COLES

ADCO has a long and successful history of delivering high quality retail developments for Coles, with in excess of 35 shopping centre projects completed for the group since the mid 1990s. This experience includes new greenfield developments, major extensions, and detailed refurbishments to existing centres in both metropolitan and regional locations throughout Australia.

ADCO is a market leader in the retail sector where our continued success is based on consistent on time project delivery, to budget and to the highest standards of quality.

Type
Value
Projects

ECI, Design & Construct, Construct Only
\$340+ million
60+ projects



Bunnings Warehouse National Rollout, National

BUNNINGS GROUP

ADCO has successfully built over 40 stores for the Bunnings Group at various locations in Queensland, New South Wales, Victoria, South Australia and Western Australia.

Delivered under a design and construct model, we have worked closely with the Bunnings Group to develop new construction methodologies and techniques to ensure that these projects continue to be delivered to their program requirements without sacrificing Bunnings' high standards of quality. In recent years, our NSW team delivered the largest hardware store in Australia at Alexandria, a project comprising 22,000m² of trading floor suspended over two levels of car parking.

Our teams have also aided in the development of Bunnings' design brief and construction techniques for their multi-storey warehouses. These range between 2 and 4 levels and incorporate structural slab tolerances for enhanced loading to cater for suspended loading docks and the like. ADCO had delivered 13 multi-level warehouses for the group.

ADCO has been the builder of choice for Bunnings for some time, having completed over \$750 million of work for the iconic hardware brand.



Type	ECI / Design & Construct
Value	\$750+ million
Projects	40+ projects

OTHER RETAIL PROJECTS



ALDI National Rollout

ALDI

Type	ECI to Design & Construct
Value	\$320+ million
Location	60+ projects



Marketown East

GENIE HOLDINGS

Type	Design & Construct
Value	\$85 million
Location	Newcastle, NSW



Gateway Plaza

VICINITY CENTRES

Type	Design & Construct
Value	\$45 million
Location	Leopold, VIC



Robina Home and Life Centre

QIC

Type	Design & Construct
Value	\$18 million
Location	Robina, QLD



Smithfield Shopping Centre

DEXUS

Type	Design & Construct
Value	\$19.5 million
Location	Cairns, QLD



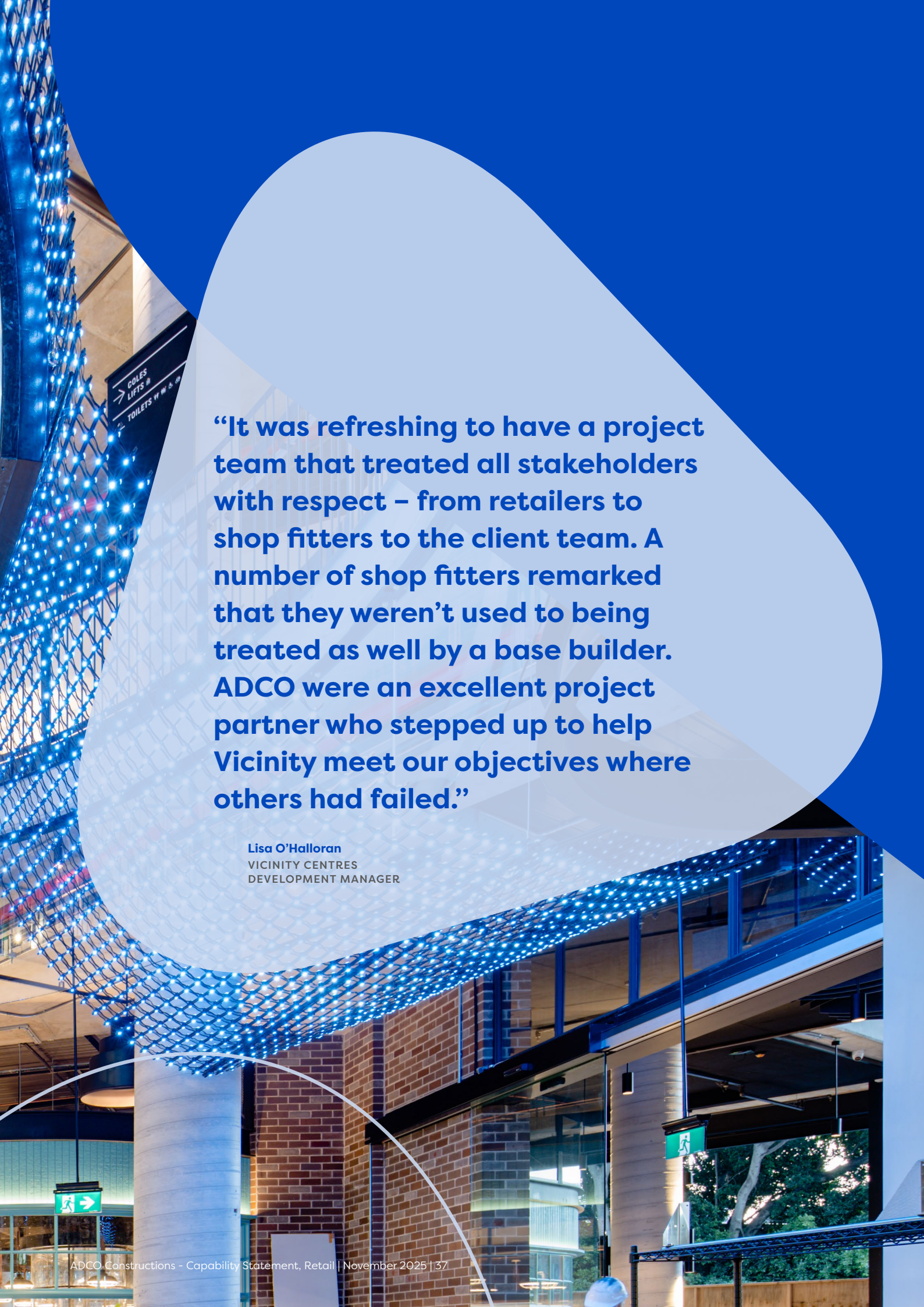
Port Coogee Village Shopping Centre

FRASERS PROPERTY GROUP

Type	Design & Construct
Value	\$17 million
Location	Port Coogee, WA



FIRESTONE



“It was refreshing to have a project team that treated all stakeholders with respect – from retailers to shop fitters to the client team. A number of shop fitters remarked that they weren’t used to being treated as well by a base builder. ADCO were an excellent project partner who stepped up to help Vicinity meet our objectives where others had failed.”

Lisa O’Halloran
VICINITY CENTRES
DEVELOPMENT MANAGER

A man and a woman are shown in profile, facing right, at what appears to be a construction or industrial site. The man, in the foreground, wears a white hard hat with the ADCO logo, safety glasses, and a high-visibility yellow vest over a light blue shirt. The woman, partially visible on the right, also wears a white hard hat with the ADCO logo and a high-visibility yellow vest over a blue shirt. The background is slightly blurred, showing trees and a building under a blue sky with clouds. A large, semi-transparent white shape overlaps the lower left of the image, serving as a background for the text.

OUR PEOPLE

**Our people are our point of difference.
They are ADCO.**

We are People Who Build.

ADCO recognises that our people, and everyone we work with all unite to form the core of our business. Our success and reputation have been achieved because of the abilities and expertise these people bring to our projects.





Judith Brinsmead AM

Chairman

Judy Brinsmead is Chairman of the Board and integral to the strategic management of ADCO. A solicitor and barrister, she holds a Bachelor of Laws with Honours and was previously a Partner at Morris Fletcher & Cross (now MinterEllison).

Judy brings a focused leadership style and over three decades of experience in Construction and Property, having joined ADCO as an Executive Director in 1989. She has a detailed understanding of the business and continues to be instrumental in ADCO's success and growth. Strong on community, Judy is also a member of the Board of Trustees of Bond University and was on the Joint Marketing Committee for the 2018 Commonwealth Games.

TOM HILL

Director of Strategic Partnerships

Tom commenced with ADCO in 2011. Holding a Bachelor of Business majoring in Management from Bond University, he is recognised as an integral part of ADCO, providing valuable leadership and guidance. His focus is on providing strong connections between our clients, our people and ADCO's vision and values.

In furtherance of Tom's commitment to community and industry, he chairs the Brinsmead Hill Family Foundation which focuses on mental health, education and community support and is a Board Member of Australian International Marine Export Group and on the Australian Olympic and Paralympic Team Appeal Committee Queensland. Tom is also on the Australian Olympic and Paralympic Team Appeal Committee Queensland.



NATIONAL TEAM



Neil Harding

Managing Director

Neil has led ADCO since 2017 and has overseen a period of dynamic change and growth. With over 25 years of experience in the construction industry, Neil has held executive roles in Australia and internationally. He is a strong, strategic leader with a passion for building supportive, performance-driven cultures and developing meaningful industry-wide relationships.

He holds a Bachelor of Science with Honours (Sheffield Hallam University) and is a Fellow of the Royal Institution of Chartered Surveyors. Neil has a proven track record of driving change, delivering results and caring deeply about developing people and improving the industry for all who are part of it.



Gareth Adams

Chief Financial Officer

Gareth is a highly qualified financial professional with over 20 years of experience in the construction industry, including leadership roles in both Australia and the United Kingdom.

As Chief Financial Officer at ADCO, Gareth is responsible for the Group's IT, accounting, treasury and financial operations. His passion and diligence are underpinned by a Bachelor of Science (Economics) with Honours from the University of Bath and a Post Graduate Diploma in Finance and Strategy from University of Oxford.

Gareth is a Chartered Accountant (ACA) with The Institute of Chartered Accountants in England and Wales.



Cameron McBurnie

Chief Commercial Officer

Cameron has dual senior roles within ADCO, serving as Chief Commercial Officer in addition to being a Board Director. With a Construction and Property Development career spanning more than 25 years, he was previously a senior property lawyer at Deacons (now Norton Rose) and brings a direct and highly detail-oriented approach to ADCO's risk management and commercial processes.

Cameron is a Fellow of the Australian Institute of Company Directors and holds a Bachelor of Science (University of NSW) and a Bachelor of Laws with Honours (Queensland University of Technology).

NATIONAL TEAM



Sean Conroy

Chief Risk Officer

Sean brings over 30 years of experience in the construction industry, spanning Ireland, the UK, and Australia. As a qualified Quantity Surveyor and Lawyer, admitted to the Supreme Court of NSW, Sean possesses a unique skill set that enables him to navigate the complex technical, legal, commercial and regulatory challenges of the commercial construction sector. His expertise provides invaluable direction and support to both our team and clients throughout all phases of project development.

Sean holds multiple tertiary and postgraduate qualifications, including a Bachelor of Laws and the prestigious University Medal from the University of NSW. His proactive management style and depth of experience ensure that ADCO remains at the forefront of project delivery excellence.



Shanelle Woodall

Head of Corporate Affairs

Shanelle brings 20 years of industry experience to her role as Head of Corporate Affairs. With a multi-faceted background in legal and commercial roles in the UK, US and Australia, she values the roles and responsibilities of all who contribute to construction projects – including employees, trade partners, clients and external stakeholders.

Shanelle studied law at QUT and is a graduate of the Australian Institute of Company Directors and the inaugural ADCO Leaders Program. She is passionate about supporting women, both within ADCO and the wider industry, and is an executive board member of 'Women of ADCO' and committee member of the National Association of Women in Construction (QLD).



Ross Trethewy

Head of Health Safety Environment

Ross is an industry specialist in Health, Safety and Environmental (HSE) management. With more than 25 years of experience, he holds a Bachelor of Building with First Class Honours/ University Medal (UNSW) and a PHD in OHS Performance Measurement (UNSW).

Ross brings highly specialised skills in conversion and the delivery of complex projects, legal and expert opinion, and high-risk work methodologies. He is also a passionate advocate for increased focus on upstream design and planning to reduce downstream risks in project delivery through integrated risk management outcomes. Ross is a member of the Federal Safety Commissioner Industry Reference Group and represents ADCO within the Master Builders Association.



Nick Hamilton

Head of Conversion

Nick brings over 15 years of experience in the construction industry, with deep insights into the Australian construction landscape and a strong understanding of the importance of stakeholder relationships.

His expertise spans multiple sectors, including Tier 1 delivery projects, where his hands-on approach and ability to meet strict deadlines have consistently driven exceptional project and client outcomes. Nick's professionalism and industry knowledge in tendering and project delivery have been key to the success of our business.

Nick graduated from the ADCO Leaders Program in 2024 and has held various roles, including Project Manager and Construction Manager. For the past five years, Nick has served as the QLD State Pre-Construction Manager at ADCO.

“ADCO recognises that our people, and everyone we work with, all unite to form the core of our business”

Neil Harding
MANAGING DIRECTOR

STATE MANAGERS



Kristian Anthony

NSW State Manager

Kristian joined ADCO in 2010 as a cadet and has since progressed to the role of NSW State Manager. His career trajectory includes key positions as Senior Project Manager and State Pre-Construction Manager, where he applied his skills and expertise.

An enthusiastic and astute leader, Kristian excels in developing high-performance teams that consistently exceed the expectations of clients and stakeholders.

Throughout his tenure at ADCO, he has earned a strong reputation for delivering outstanding results and building long-lasting relationships with key project stakeholders. Kristian holds a Bachelor of Engineering (Civil) from the University of New South Wales and is a graduate of both Australian Institute of Company Directors and the inaugural ADCO Leaders Program.



James Prattent

Qld State Manager

James now leads our Queensland team after having previously built our Western Australian operations into one of the leaders of the construction industry over a 5-year period.

He has over 20 years' experience in both contractor and client roles, working extensively across multiple sectors, successfully delivering projects in metropolitan and regional areas.

James has a strong track record of understanding client needs and market trends, bringing high professional standards and strong leadership to teams he guides. His exceptional communication and people skills continue to be key to ADCO being the Builder of Choice.

James holds a Bachelor of Science in Construction Management and Economics, having graduated from Curtin University and is a registered builder and graduate of the Australian Institute of Company Directors.



Lyn O'Brien

WA State Manager

Lyn has more than 15 years expertise across preconstruction and management roles. With hands-on experience spanning domestic and international markets, together with bread-reaching industry relationships, she is focused on providing high-quality levels of delivery and building long-lasting client relationships.

Lyn's collaborative leadership style ensures we consistently deliver responsive outcomes that are structured to unique requirements of every client and project.

Lyn sat as National Director of NAWIC from 2021 to 2024, is a Graduate of the Australian Institute of Company Directors and was awarded the 2022 LHQ Outstanding Leadership Award for Women in Construction. She holds a Bachelor of Construction Economics and Masters in Quantity Surveying.



Nathan Thomas

Vic State Manager

Nathan has been with ADCO for over 10 years and has played a pivotal role as Construction Manager within the Victorian branch for the past 5 years. With 20 years of construction industry experience across Australia and the UK, Nathan brings a wealth of knowledge and strategic insight to his role as State Manager.

Nathan's deep understanding of the modern construction landscape enables him to lead teams that consistently deliver exceptional outcomes for clients and stakeholders. He is passionate about fostering positive, collaborative environments and driving innovation to enhance project delivery and team performance.

A graduate of the inaugural ADCO Leaders Program and an active contributor to our innovation group, Novus, Nathan champions leadership development and forward-thinking practices across the business. He holds a Bachelor of Construction Management with Honours from Deakin University.

FINANCIAL STRENGTH

Financial security is one of the most critical elements to consider when appointing a construction partner.

ADCO provides financial surety for our clients and their financiers. We maintain a policy of profit reinvestment and working capital management to ensure our balance sheet remains commensurate with the size of our business. ADCO exceeds the financial requirements for licensing in each state and territory, for private and government projects.

We have strong cash and liquid asset reserves and a blue-chip client base, which translate into consistent cash flow and profitability.



OUR COMMITMENTS



Diversity and Inclusion

ADCO celebrates and embraces diversity. We want our workplaces to reflect the communities and clients we serve – and be places where everyone is treated equitably, fairly and with respect.



Community Engagement

Community has been central to the ADCO story for over 50 years. We continue to engage actively with charities, community groups and like-minded businesses to create positive impacts cross Australia.



Environmental, Social and Governance

We commit to the integration of our environment social and governance (ESG) framework across our business undertakings.



Women of ADCO

ADCO is a leader in elevating the status and influence of women in Australia's construction industry.



Reconciliation Action Plan

We are committed to a construction industry that builds more meaningful relationships, opportunities and outcomes for Aboriginal and Torres Strait Islander peoples.



Novus

Innovation isn't optional. Our future success depends on it.

We have an in-house group of innovation champions, NOVUS, established in 2019.



Modern Slavery

We recognise our responsibility as part of a global supply chain.



ADCO Balance

Empowering ADCO's workforce to thrive through balance, fostering a culture of well-being and excellence.

ACCREDITATIONS, CERTIFICATIONS AND MEMBERSHIPS



Safety Management

Our safety management system is independently certified to AS45001:2018 (Occupational Health and Safety Management Systems)



Environmental Management

Ensuring compliance with legislative requirements and industry practices, this system is certified to ISO 14001:2018 (Environmental Management Systems).



Quality Management

ADCO's quality management system complies to AS/NZS ISO 9001:2015 and has third party endorsement through NCS.



Information Management System

Our information security management system is independently certified by third party auditors as compliant with ISO/IEC 27001:2022 (Information Security Management).



Federal Safety Accreditation

ADCO complies with the Australian Government's National Code of Practice for the Construction Industry and is accredited with the Office of the Federal Safety Commissioner Work Health and Safety Accreditation Scheme.



Green Buildings

ADCO has been a proud member of the Green Building Council of Australia since 2006 and we continue to be committed to the success and increased adoption of sustainable construction practices.



Master Builders Association

As a Master Builders Association Member, ADCO is a trusted organisation of a community of builders who meet regularly at a local and national level.



Large Format Retail Association

ADCO is a longstanding member of the Large Format Retail Association (LFRA), Australia's peak industry association for the Large Format Retail sector.



Social Traders

ADCO is a proud member of Social Traders, supporting certified enterprises to help drive inclusive, purpose-led procurement across our projects.



Noongar Indigenous Chamber of Commerce and Industry

ADCO is a proud partner with the Noongar Indigenous Chamber of Commerce and Industry which support Aboriginal owned businesses and the broader Western Australia business community.



Kinaway Chamber of Commerce

ADCO proudly partners with Kinaway Chamber of Commerce, which is a leading Victorian organisation dedicated to supporting Victorian Aboriginal and Torres Strait Islander business owners.



Kari Foundation

ADCO has a long-standing partnership with the Kari Foundation, which works with the Community to create meaningful points of connection to share Aboriginal culture and achievement.



Supply Nation

ADCO is committed to increasing Indigenous Participation in our projects both through direct employment and procurement of goods and services.



Diversity Council Australia

ADCO is committed to providing an inclusive and diverse workplace where employees and others in the workplace are treated equitably, fairly and with respect.



Best Managed Companies

ADCO was acknowledged as one of Australia's Best Managed Companies for 2 years running in 2022 and 2021.

The Best Managed Company program identifies and celebrates privately-owned and managed companies across Australia that set the highest standards of business performance, and shines a light on the power of private business as a key driver of Australia's economy.



The National Association of Women in Construction

ADCO is a proud member of the National Association of Women in Construction (NAWIC), which is an organisation led by a team of passionate volunteers who all strive to help champion and empower women in the construction and related industries to reach their full potential.

ADCO shares NAWIC's vision of an equitable construction industry where women fully participate within all facets of the construction industry. ADCO's mission is to increase our female employment rate to 30% by 2030.

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