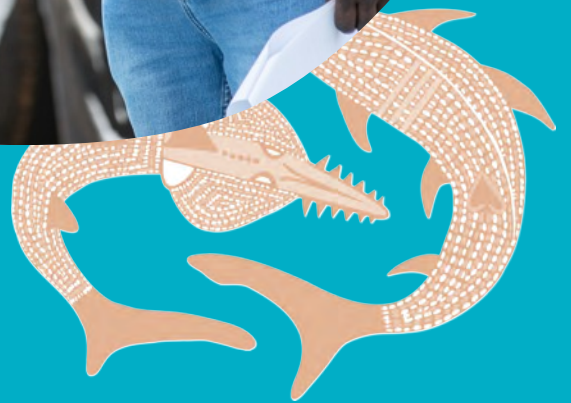




Invested in Our Future Groote

**Building the foundations
for a sustainable future
cultural economy**



An overview of transformative economic development projects planned by the Anindilyakwa for the Groote Archipelago region of the Northern Territory



Anindilyakwa
Land Council



**GROOTE
HOLDINGS**
ABORIGINAL CORPORATION

Foreword

By Tony Wurramarrba AO

Chairman, Anindilyakwa Land Council
Director, Groote Holdings Aboriginal Corporation



I am a Groote Warnumamalya Man. An Aboriginal Man who speaks Anindilyakwa.

The Anindilyakwa People have lived in the Groote Archipelago for thousands of years since the sea rose and gave us our land. Our Ancestral Beings who created our home are the Swordfish, Hammerhead and the Morning Star.

We are Saltwater People. For us, our country is not just the land but also the sea that surrounds it to the horizon and beyond. That is our country. My father used to say – ‘The sea is our supermarket’

We had our own way of life, our own language but we interacted with the wider world on our own terms. Our families exchanged culture with our neighbours both close and far away as part of our economy.

We traded our products from our sea country with our neighbours from the North. We did that for a thousand years. We now know that our seafood was exported as far as China by our neighbours.

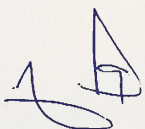
We lived life on our terms, managing our own lives, speaking our own language and practicing our own culture until that was stopped. That trade was shut down by the Colonists that just showed up and said that they owned our land and that anybody who wanted to do business on our land needed to get their permission and pay them taxes!

It is exactly 100 years this year since the missionaries arrived on Groote and took over our lives. I’m telling you, that ‘we’ as Anindilyakwa speaking people, are back! We have woken up from that bad dream and are coming out from under our rock. Fortunately we still know who we are, what we have, and what we have to do.

We are taking back control of our lives. Over the last hundred years we have seen our health decline, our culture challenged, our children fail to be properly educated, locked up, and our land and sea exploited by foreign people for their own benefit. Yes, we have been getting royalties, but that is just a tiny portion of that value that has been taken away from us.

We, as Warnumamalya, will work with the Government other land councils and with all business leaders to build our schools, our housing, our justice system, our local government, our economic and cultural future and to share our story with the nation and the world.

We look forward to working with all stakeholders to build a great and forever happy future, living in harmony and peace, demonstrating that we are all **Invested in Our Future Groote**.



Tony Wurramarrba

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We acknowledge the Traditional Owners of country throughout Australia and recognise their continuing connection to land, waters and culture. We pay our respects to their Elders past, present and emerging.

Front Cover picture – Tony Wurramarrba.

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Background and Context

Toward a Future Groote Cultural Economy

An imperative and mandate to change the status-quo

The Groote Archipelago, home of the Anindilyakwa people, is situated in Australia’s remote north, in the pristine waters of the Arafura Sea, in the Gulf of Carpentaria. The 14 clans of the Anindilyakwa people have continuously inhabited the region for over 40,000 years, traded for centuries with the Macassans, survived colonial settlement and war, watched mining companies dig-up their land, and seen their cultural and economic autonomy gradually eroded.

Over the past 30 years, Anindilyakwa people have sought to reclaim their right of self-determination through their representative body, the Anindilyakwa Land Council (ALC).

Although the GEMCO mine, established in the 1960’s, employs local Indigenous people and brings a range of economic benefits to the Groote Eylandt communities through royalty payments, the prospect of a sea-bed mining venture by a junior company in 2011 presented a existential threat to the Traditional Owners (TOs) of the Groote Archipelago. The crisis, although averted, brought about an awakening amongst the Anindilyakwa people that something fundamental needed to change. They needed to push back, regain their own identity and take back control of their own destiny.

The broadly held view among Anindilyakwa leaders was that their mining-royalty fed “economy” would not and should not last forever. Leaders recognized and lamented their societal dependence upon royalty income and welfare payments and wanted to see a future for their children without both.

In the past, most decisions have been externally driven and imposed on Groote Eylandt people, mostly without consent, from the outside. This has been the hallmark of policies of various levels of government that have sought to control their lives since the early days of colonisation and has included the presence of the Macassar traders, church missionaries, military personnel and the mine. Traditional Owners feel they have had minimal input into decisions which have profoundly impacted—mostly negatively—upon Anindilyakwa people since European settlement.

The community clearly expressed their desire to determine what their future will be like and to lay the foundations for it.



**Protect, maintain and promote
Anindilyakwa culture**

**Invest in the present to build a
self-sufficient future**

**Create pathways for youth to
stand in both worlds**

- ALC Vision

Creating a pathway for change

As a direct result of the community sentiment, the ALC in 2012 developed a 15-year Strategic Plan to empower the Anindilyakwa TOs to take control of their own future. The Plan has been the ALC's core reference point for all subsequent investment of royalties, policies, and direction. A new consultation process was central to the Plan and works to ensure Traditional Owners make informed decisions through decision making processes that are consistent with the cultural tenets and drivers by which TOs make choices within their own culture.

The ALC began operation in 1991, and along with its many statutory functions under the Aboriginal Land Rights (NT) Act (1976), its purpose is to “enable and assist indigenous people of the Groote Eylandt Archipelago communities to acquire and manage land and promote economic and community development.”

Royalty and rent receipt monies received by the ALC from mining and other negotiated land use agreements go to funding its core operations with a proportion of the funds dispensed directly to eligible Aboriginal Corporations and via the Anindilyakwa Royalties Aboriginal Corporation to eligible Traditional Owner individuals. It is through the prioritised funding of the various Aboriginal Corporations that the ALC effectively delivers a range of economic, cultural and social activities aligned to its Strategic Plan goals and that maximise benefit to the Anindilyakwa people.

Three principles guide the investment choice the ALC makes when allocating funds for economic development:

- To create local capacity to run local services in the communities
- To employ Anindilyakwa people
- To generate return of royalty investment for the TOs

The ALC is a ‘future-forward’ Land Council, highly geared to enable the Anindilyakwa people to take full advantage of the opportunities and technology available in the 21st Century, while simultaneously preserving land, language and culture.

This is the directive given by the 14 clans of the archipelago.

Regaining control through the Local Decision Making Agreements

In line with its Strategic Plan, the ALC in 2018 entered into a series of agreed reforms with the Territory Government to take over control of six core services and functions. The Territory Government titled these “Local Decision-Making Agreements” (LDMA), to be transitioned and implemented over agreed periods of time. The ALC has negotiated LDMA implementation plans with the NT Government in respect of economic development, housing, education, and law, justice and rehabilitation. The ALC and NT Government are working on the implementation plans for health services and local government as well as a long-term environmentally sustainable electricity power solution.

The model was based on the premise that the ALC would work with leaders in the Community who were champions in each of these areas and set up appropriate independent Aboriginal Corporations with adequate training and resources to take full-control over decision-making, control of funding, and responsibility for service delivery.

Empowering future generations through sustainable economic development

Groote Holdings Aboriginal Corporation (GHAC) is one of the Aboriginal corporations established to facilitate the Economic Development LDMA. The ALC assists and funds GHAC but has no capacity to control or direct it. The mandate of GHAC is to support and progress major projects and hold in-trust major infrastructure and assets as well as provide services for social and economic development of all Traditional Owners.

The Economic Development LDMA, underpinned by the ALC’s Future Groote Strategy, is already delivering substantive economic development outcomes including the establishment of the Winchelsea Mining JV, an Anindilyakwa controlled mining operation on Winchelsea Island, and the development of mine-support infrastructure and other industries and related services at Little Paradise near Alyangula. (See diagram at right) These developments are the primary focus of GHAC over the next several years to progress them from concept through to completion.

Delivering a Future-Groote Cultural Economy

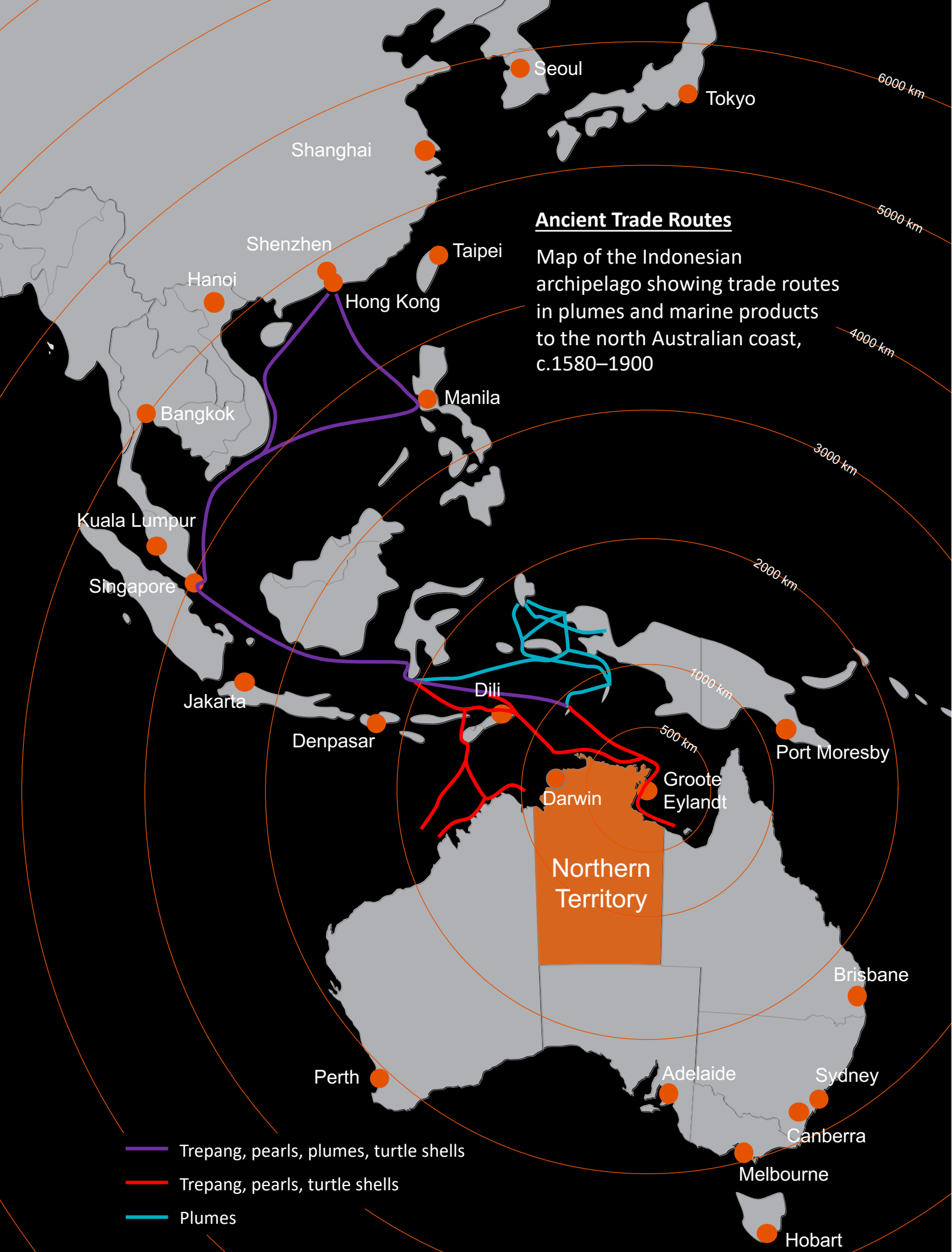
The Future Groote Strategy seeks to develop opportunities, in a post-mining era, for a carbon-offset economy linked to the natural environment of the Groote Archipelago. GHAC and the ALC are working with leading industry professionals and research institutions to establish sustainable tourism, horticulture and sea-based industries on the Groote Archipelago. These strategic partnerships aim to identify economically viable industries and energy solutions that provide a sustainable alternative for a post mining economy.

Recent studies have identified opportunities in aquaculture including for trepang ranching, tropical rock lobster puerulus harvesting, black-lipped oyster grow-out farm and in high-end tourism products. It has long been recognised that there is a need for greater production of food on the Groote Archipelago to improve health outcomes for communities and this along with other plant-based industries, including timber products are being researched for future viability.

ALC and GHAC are actively working to establish projects that deliver a living cultural economy providing inter-generational opportunities to participate in the learning and delivery of both contemporary pursuits and culturally traditional practices. This success of the Future Groote Strategy will not only benefit the Groote Archipelago but also in a broader context, the Northern Territory Government’s plan for the NT to rebuild and rebound following the COVID-19 pandemic.

Two principle streams of options to integrate early childhood, education, training and employment





Ancient Trade Routes

Map of the Indonesian archipelago showing trade routes in plumes and marine products to the north Australian coast, c.1580-1900

- Trepang, pearls, plumes, turtle shells
- Trepang, pearls, turtle shells
- Plumes

Clark, P. (2011). Monsoon traders lost on the Northern Australian coast – historical evidence for their existence.

Future Groote Overview

A unique region with significant potential for sea-based economic activities

The Groote Archipelago is situated in the Northern Territory on the western side of the Gulf of Carpentaria, approximately 640km east south east of Darwin and some 50km off the Arnhem Land coast. The Groote Eylandt airport is a 25-minute flight south from Nhulunbuy on the Gove Peninsula. Groote Eylandt is Australia's third largest non-State island, named by explorer Abel Tasman in 1644, and is Dutch for "Large Island". Three main Indigenous townships in the Groote Archipelago are home to the approximately 2100 Anindilyakwa people - Angurugu and Umbakumba on Groote Eylandt, and Milyakburra located on Bickerton Island. There are also several homeland outstations associated with the townships.

The Groote Archipelago is in a unique and enviable position in the context of the NT, Australia, and indeed, the world's natural environment. The region possesses a unique ecosystem with beautiful beaches, spring water swimming holes, open woodland, rainforest, red sand dunes, aqua waters, and rock art which is thousands of years old. Surrounding the islands of the Archipelago is a near-pristine marine environment with unspoiled reef systems and an abundance of marine life. The clear waters have easy access and are home to large animals such as dugong, crocodiles, turtles, and manta rays.

A long history of sea-based commodity trading

Research on Groote indicates that Macassar traders from the north—a place now known as Sulawesi in Indonesia—prior to European colonization in 1904 had traded with Groote for around 900 years. It is believed that up to 30,000 Macassar sailed with the trade winds to the Top End each year. They brought technology—iron knives, implements, sail technology, large dugouts, arrack wine—and influenced local language and even ceremony. Evidence in cave paintings on Groote and anecdotal local stories are that TOs also travelled on the vessels to Macassar and back to Groote again.

The Macassar traders harvested trepang, also known as sea cucumber, sea slug or sandfish, in vast quantities from the abundant stocks found in the shallow coastal waters, often staying for months at a time. The remains of trepang processing plants dating back to the 18th or 19th centuries can still be found on Groote Eylandt. They took the trepang, along with other sea-derived tradable commodities, to trading ports in Singapore and Manila and finally landing in the city of Xixiang in China.

Wild trepang harvesting is one of Australia's oldest export industries and although not popular in Australia, sea cucumbers have been a regular ingredient in Asian and European diets for hundreds of years.

Rock paintings depicting Macassan praus with traders and Anindilyakwa onboard



A return to the past – with a large scale aquaculture export future

Over the last decade, Asia’s economic rise and growing middle-class demand for high value seafood protein has outstripped available supply from regional wild harvest operations. The Anindilyakwa people are in a strong position to take advantage of the economic development opportunities afforded them by this increased demand and by their ready access to the pristine and fertile marine environment of the Groote Archipelago.

In 2006, Tasmanian Seafoods—holding the only trepang fishing licence of the NT—conducted trepang sea ranching trials at Umbakumba with Aminjarrinja Enterprises AC. The success of the trials demonstrated to the Traditional Owners the imperative to explore and establish a sustainable aquaculture industry capable of replacing their current reliance on mining royalty income. The ALC’s 15-year Strategic Plan reflects this desire and recommends the investment of current royalty income toward scoping out the potential to establish a seafood export industry through large-scale aquaculture ventures comprising hatcheries and safe ranching systems.

In 2016, the ALC co-invested with the Australian Institute of Marine Science to conduct a thorough baseline assessment of the whole marine environment surrounding the Groote Archipelago. This was followed by an extensive commercial analysis of what species of marine animals native to the area might be most commercially and sustainably farmed to underpin a profitable industry. The ALC is currently working with market and technical researchers to identify the largest aquaculture opportunities for the region. There are a number of possibilities being explored including: giant clams, fishing, shrimps, trepang, lobster, oyster and sea-plants.

The Future Groote Strategy recognises the potential for this trade to be renewed as a culturally appropriate and sustainable industry to help create a hybrid-economy for the Groote Archipelago. Similarly, the Northern Territory Agribusiness and Aquaculture Strategy will acknowledge the aspirations of Aboriginal Territorians to develop Aboriginal-led aquaculture enterprises that create jobs and benefits across the Top End Saltwater Indigenous Communities.

LDM Agreements and economic development priorities

On 14 November 2018, the ALC and NT Government entered into a Local Decision Making Agreement (LDMA).

The objectives of the Groote Archipelago Local Decision Making Agreement include:

1. Identifying the services and priorities which the Anindilyakwa people wish to have control over, and to take responsibility for; and
2. Committing NT Government agencies and, where agreed in Implementation Plans, NT Government owned corporations, to collaborating with the ALC including sharing information, to agree on how this control will be achieved.

Under the LDMA, the Anindilyakwa people now determine the service delivery models that work best for their communities and region. The LDMA covers housing, economic development, law, justice and rehabilitation, education, health services, local government, a sustainable long-term power solution and regional control of other services. The LDMA provides for timelines in which an implementation plan with respect to each service area will be agreed between the ALC and NT Government. Presently, implementation plans have been agreed in respect of housing, economic development, law, justice and rehabilitation and education.

Traditional Owners for the Groote Archipelago are committed to a sustainable and successful long term future for their people, particularly after current mining activities cease. The ALC’s 15-Year Strategic Plan outlines six goals (see table below) that will help achieve their vision of a Future Groote cultural economy.

Attaining the goals is largely dependent on a progressive transformation toward a two-stream economy, as described in the Future Groote Strategy, by implementing strategic enterprise-scale economic development projects under the ownership and control of various Aboriginal Corporations.

| Protect the land and sea | Develop best practice service delivery | Develop a living cultural economy | Strengthen Community Capacity | Working with all partners | Towards an Anindilyakwa Regional Authority |
|--|--|--|--|---|--|
| <ul style="list-style-type: none"> • Protect the Land • Carbon Offset Economy • Protect the Seas • Joint Land and Sea Initiatives • Develop Sea-Based Economic Activities | <ul style="list-style-type: none"> • Health & Education • School options • Municipal Services • Housing, Repairs and Maintenance • Produce Food Locally • Alyangula Future | <ul style="list-style-type: none"> • Living in 2-Worlds • Cultural Enterprises • Technology Use • Strong Anindilyakwa Language • Protect Knowledge • Map Local Art Sites | <ul style="list-style-type: none"> • Tackle Substance Abuse • Safe Communities • Employment & Workers Strategy • Develop Leaders • Improve Governance | <ul style="list-style-type: none"> • Regional Partnership Agreement (RPA) • Create local capacity • GEAT • AMT • ORIC’s businesses driving economy | <ul style="list-style-type: none"> • ALC focus on ALRA • Replace Royalty Income • Transition from NTG provided services • Implement ALC Strategic Plan |

Table: ALC’s 15-Year Strategic Plan Goals

The Anindilyakwa people have determined that their future sustainable economy must draw upon their deep customary connection with the sea country.

Developing a sustainable large scale aquaculture export industry is a logical transition back to past international trading practices but this time with Anindilyakwa in control of the process.

“The seas will nurture and nourish our spirit, our body and our prosperity.”



“Our culture connects us to the past and takes us forward into the future. This is what it means to have a strong culture in the modern world. Because we want to be proud of our people and our home for many generations to come”

The LDM Agreements contain outcome statements that guide the strategy and actions defined in each implementation plan. The outcome statements are naturally reflective of the goals set out in the Strategic Plan and are reproduced below.

| LDM Area | Outcome |
|--|--|
| Housing | a single, sustainable, diverse and culturally appropriate community housing system across all towns and satellite communities in the Groote Archipelago that the Anindilyakwa people control and take responsibility for |
| Education | a new community-controlled, bi-lingual education system in the Groote Archipelago that allows for Anindilyakwa people to control and take responsibility for their own schools, has a curriculum to enable Anindilyakwa people to live in both worlds, and facilitates a single governance model for education |
| Law, Justice and Rehabilitation | increased involvement and leadership of the Anindilyakwa people in the justice system, including access to rehabilitative services by building on country an alternative-to-custody facility that integrates cultural content |
| Health | the transition of control and responsibility for health clinics in the Groote Archipelago from NT Health to an Aboriginal Community Controlled Health Organisation nominated by the Anindilyakwa people |
| Local Government | for Anindilyakwa people to take responsibility for local government in the Groote Archipelago through the establishment of an Anindilyakwa Regional Local Government Council |
| Economic Development | a viable, culturally rich and sustainable two-stream (diversified) economy in the Groote Archipelago, not dependent upon mining royalty income, which is controlled by Anindilyakwa people. |

The undertaking given by the ALC and the NT Government in relation to the Economic Development outcome is to collaborate to progress the vision of Anindilyakwa TOs, utilising the ALC’s 15-Year Strategic Plan and the Future Groote Strategy as the basis for all work undertaken in the economic development space. Furthermore the NT Government commits to utilising its various programs to support the aspirations of Anindilyakwa TOs.

The implementation plan goes on to outline the strategy and associated actions to achieve the outcome which include the following main strategic elements:

- Improve Transport and Telecommunications Services
- Support Economic Development of the Sea Country of the Anindilyakwa people
- Implement a trial project for Oyster Aquaculture
- Establish a Fishing Co-operative
- Facilitated Project Support for Winchelsea Exploration and Mining Project and Other Projects
- NTG Staffing Commitments to maintain key positions

The LDMA provides a pathway to self-determination and economic independence for the Anindilyakwa people and significant progress continues to be made against the actions detailed in each implementation plan.

Securing existing cultural and social programs post mining

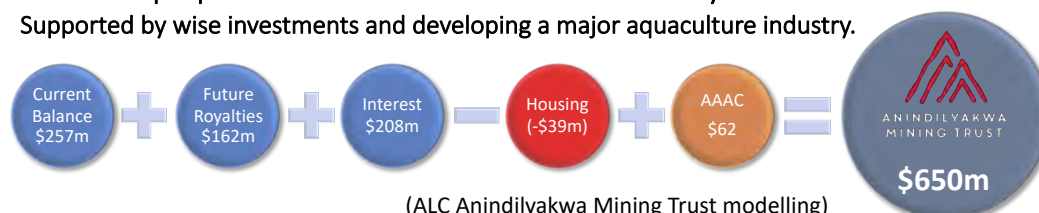
The GEMCO mine has operated on Groote Eylandt for over half-a-century and pays millions of dollars in statutory royalties to the NT Government each year. The ALC receives the equivalent of those statutory royalty monies from the Federally-administered Aboriginal Benefits Account for distribution to mining affected Traditional Owners or their Aboriginal Corporations. The ALC allocates about \$40 million a year of this royalty money on Indigenous social, cultural and job-creation programs across the archipelago for the benefit of TOs.

In addition to the statutory royalty payments, GEMCO also pays negotiated royalties and rents into two independent Aboriginal trust accounts; one set-up by the Church Missionary Society in 1969 called the Groote Eylandt Aboriginal Trust (GEAT) and the second set up by the ALC in 2006 called the Anindilyakwa Mining Trust (AMT). Around 85 percent of the money received into these trust accounts comes from the negotiated mining royalties with the remainder mostly coming from fund investment returns. While the GEAT money can only be used for charitable purposes, the AMT money can be directed toward other types of eligible economic, social and community development projects on Groote Eylandt.

The intent is for the trusts to essentially act as a superannuation fund for the Traditional Owners and replace some of the royalty income lost when GEMCO mining ceases in about 10 years. Generating \$40 million in investment return each year will require the AMT account to hold about \$650 million. Taking into account future royalty receipts, investment returns and planned capital spending, there is a shortfall of around \$60 million that the ALC needs to find and inject into the AMT.

Achieve a perpetual “Future Groote Cultural Economy”

Supported by wise investments and developing a major aquaculture industry.



Economic development via Aboriginal Corporations

Economic development outcomes have historically been pursued through a small number of Aboriginal Corporations, on behalf of TOs. In compliance with the Aboriginal Land Rights Act 1976 (ALRA) the ALC established its business arm GEBIE as an Aboriginal Organisation in 2001 to receive and invest Traditional Owner royalties into business and sustainable economic return opportunities. GEBIE businesses grew rapidly under the influence of a Regional Partnership Agreement from 2006 to 2014 with GEBIE being the single largest beneficiary of royalty monies over that period in order to deliver various programs and services, as well as funding the core functions of the ALC. A change in ALC governance and financing arrangements in 2014 saw GEBIE become independent of the ALC and under its new Board has focussed on developing a successful civil construction and building division, managing its main asset, the Groote Eylandt Lodge, and delivering mainstream government services.

In order to contribute to economic development the ALC believes that social and cultural outcomes must be a priority, including improving health, education and employment. In 2016, the ALC established its internal Royalties Development Unit (RDU) to assist Aboriginal Corporations to secure economic, social and cultural benefits for Traditional Owners from developments taking place on the Groote Archipelago. The RDU actively supports the establishment of Aboriginal Corporations, commercial entities and sustainable businesses while providing an extensive regime of rigor and transparency in the distribution and monitoring of statutory equivalent royalty monies. As an incubator of strategic economic development initiatives and provider of critical development pathways for Traditional Owner leaders, the RDU is focussed on maximising the benefits derived from current mining royalties by developing economic sustainability for a post mining era.

Central to this goal is ensuring the AMT is boosted to the required amount through profits generated from the proposed new Winchelsea mine. Two new independent Aboriginal Corporations were eventually established by the RDU to facilitate this process; Anindilyakwa Advancement AC (AAAC) and Groote Holdings AC (GHAC).

Anindilyakwa Advancement Aboriginal Corporation (majority owner of Winchelsea Mining JV)

In 2016 the ALC assisted AAAC to acquire the exploration licence application over Akwamburrkba—formerly held by Yukida Resources—as part of a decade-long struggle to protect the Groote Archipelago and surrounding seas from undesirable sea-bed mining activities and to ensure TO's had full control of their land including of the associated mineral rights. The possibility of manganese deposits occurring on Akwamburrkba was well known and following a successful trade mission by the ALC and the NTG to Rizhao, Shandong in China a potential exploration investment partner was identified.

Two years elapsed while the LDMA was finalised that pledged government facilitated support for the creation of a majority Aboriginal-owned mining joint-venture between a newly created Bara/Jaragba clan-owned corporation, the AAAC, and the investment partner, AUS China International Mining. The Winchelsea Mining JV was subsequently granted exploration title over the most prospective part of Akwamburrkba in 2018 and commenced an extensive exploration program that has discovered and defined at least one potentially mineable manganese resource.

Should a mine be established, AAAC is bound by its constitution and by way of an agreement with the ALC, to provide enough revenue to the AMT to reach the target of \$650 million by the end of mining. Furthermore, AAAC will seek the expertise of GHAC on how best to direct any surplus profits into developing a sustainable seafood export industry and other wise investments.

Groote Holdings Aboriginal Corporation

Transitioning to the Future Groote Cultural Economy will require substantial investment in new enterprise-scale assets and extensive training and administrative support for existing and new Aboriginal Corporations as business opportunities arise. Groote Holdings AC was established to primarily focus on delivering the foundation assets and business-skill development programs necessary to support development of the Winchelsea Mining project in the short-term and the Aquaculture export-industry in the longer-term.

GHAC will own the assets on behalf of all Anindilyakwa people, so its board composition and corporate structure are designed to promote equity and transparency ensuring that the assets will be for the use and maximum benefit of all clans across the Groote Archipelago. GHAC's Traditional Owner leadership, together with qualified and experienced industry and discipline professionals will guide the overall strategic direction, investment of profits and monitoring of all major projects to underpin the Future Groote economy. The organisation will have the ability to provide expertise and support to TO businesses that is outside of the remit and the capacity of the ALC. Centralised services will be provided to assist individual clans in their respective corporate and business ventures so they have a maximum chance of success.

GHAC will work closely with ALC's Literacy and Numeracy investment program to provide individual Traditional Owner financial plans including intensive support in taxation, financial loan services, and purchasing of major individual assets such as vehicles and boats.

As a not-for-profit organisation with a charitable status, GHAC will operate and maintain a charitable fund to be known as 'The Groote Holdings Aboriginal Corporation Gift Fund' for the receipt of tax-deductible donations. Profits made from the major project assets it controls can be delivered as tax-free dividends to its Traditional Owner members.

Currently identified major projects that will be GHAC's responsibility to deliver and control include:

- Multi-industry support infrastructure such as marine transport facilities, a biosecurity compound, a logistics, stores and maintenance base, workers accommodation, a seedling nursery, telecommunication facilities and an environmentally sustainable long-term power solution
- Future Groote economy and LDMA service provision related infrastructure including a residential housing estate and assets relating to an export aquaculture industry, timber-based industries, a vehicle-centric business cluster and various tourism ventures.

All assets relating to these projects will be located at or near Little Paradise on Groote Eylandt and are described in more detail in later sections.

Groote Aqua Aboriginal Corporation

The ALC supports ongoing aquaculture research and development within its RDU division and through the recently established Groote Aqua AC (GAAC). As the aquaculture activities move from its current R&D phase and toward a commercial venture, GAAC will be the entity responsible for managing the operations, potentially in a JV arrangement with established seafood exporters. All the constructed assets required for a successful aquaculture enterprise will however be developed and owned by GHAC.

Other Aboriginal Corporations

There are currently 22 Aboriginal Corporations operating at varying levels of activity on the archipelago. It is anticipated that as additional opportunities arise under the Future Groote Strategy that additional ones may be established. In addition to the ones already mentioned, current organisations include:

Amangarra
Aminjarrinja Enterprises
Angabunumanja
Anindilyakwa Housing
Anindilyakwa Royalties
Anindilyakwa Services
Arriki

Aruburabura
Bartalumba Mini Mart
GEBIE
GEMYDU
Groote Eylandt Bickerton Island Primary
College
Ingurra AC Security Service

Lagulalya
Mungwardinamanja
Nuburrumanja
Warningakalinga
Yimadumanja
Yinumanggra AC Support



“We have a strategic plan to maintain and promote our culture keeping our culture strong so our young people can walk in both worlds and investing in the present to build a self sufficient future”

Winchelsea Mining Project Overview

A critical Future Groote enabling project

An Anindilyakwa majority-owned mine in the making

Akwamburrkba (Winchelsea Island) is part of the Groote Eylandt archipelago and lies just off the north-west coast of the main island. Akwamburrkba has an area of around 50 km² and is traditional Bara and Jaragba clan country but is managed on their behalf by the ALC. Access is via boat to a purpose-built barge loading causeway on the western side of the island.

The geology of Akwamburrkba is an extension of that of the Groote Eylandt mainland and early investigations indicated the potential for analogues of the mainland manganese (Mn) deposits to also occur on Akwamburrkba. Winchelsea Mining commenced a \$7m exploration program in 2019 that delineated a significant zone of high-grade Mn mineralisation in the central southern lowlands of the island that displayed significant geological and grade continuity. The mineralisation is similar in style to the ore bodies mined on Groote Eylandt with the deposits occurring very close to or even exposed at the surface and extending in depth to several metres. Several smaller deposits were also identified to the north of the main deposit.

Winchelsea Mining announced a JORC-compliant measured resource of 13Mt at 21% Mn and an indicated resource of 5Mt at 20.7% Mn in 2020. Further refinement based on high-level mining economics has suggested that there exists a potentially mineable high-grade Mn resource that can be readily sold into existing markets. This is one of the options currently the subject of a final bankable feasibility study and the basis of an Environmental Impact Statement referral assessment that are both due for completion by mid to late 2022.

The conceptual mining proposal envisages systematic quarrying of the low-level plains in the centre and western margins of Winchelsea Island. Woodland vegetation will be removed and top soil set aside to allow quarrying of the manganiferous laterite and underlying pisolite sediments using a combination of blasting, dozers and excavators before being screen-sorted, washed, and loaded on barges for transfer to offshore transport ships for export.

Once the mine goes into production it is expected to be operational for at least 10 years providing upwards of 50 mine-related jobs and demand for many other ancillary support services such as transport, accommodation and food-supply.

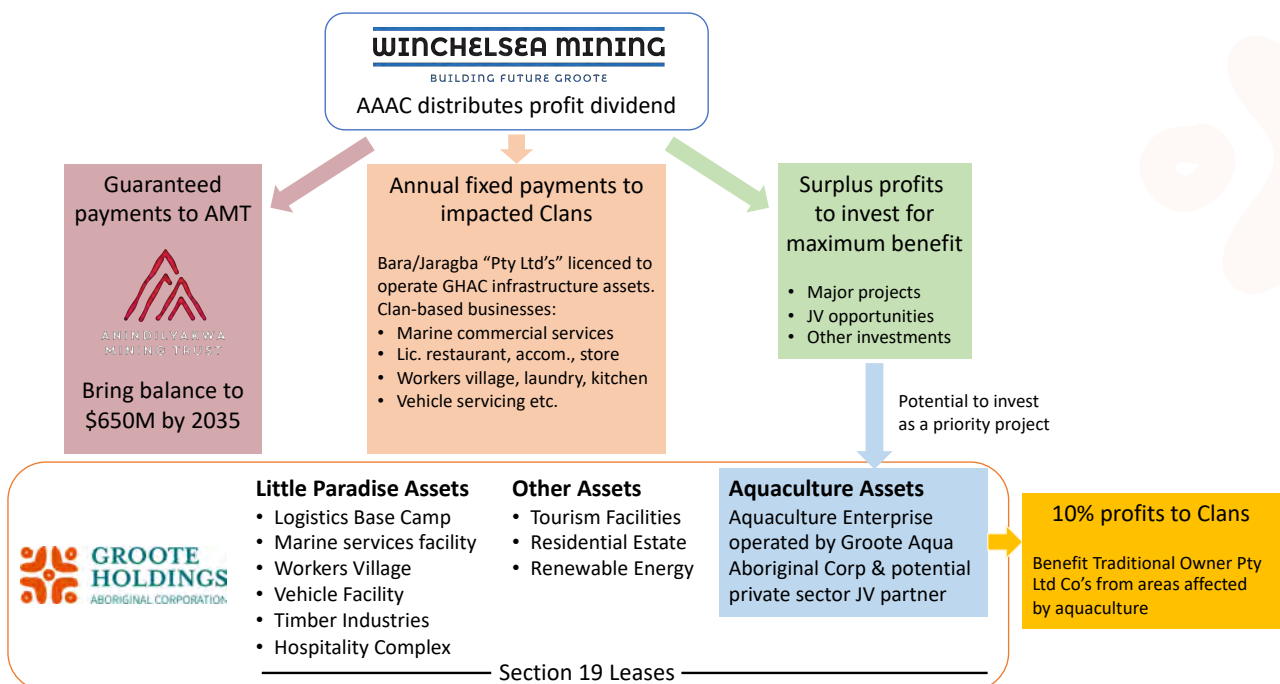


Vision

To raise enough revenue to permanently support the economic and social future of all Anindilyakwa speaking clans of the Groote Archipelago.

A new source of revenue and Future-Groote enabler

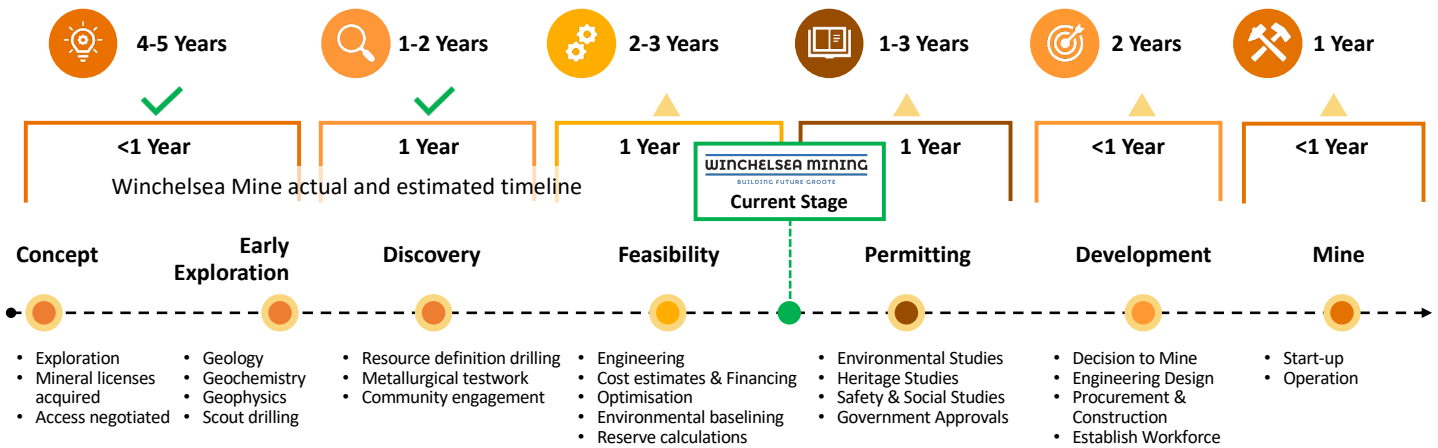
Financial modelling undertaken by the ALC and based on the high-level mining economic assessment, determined that revenues flowing to AAAC, once the mine capital outlay had been repaid, would be sufficient to fully meet its obligations to the AMT within several years. Over the expected 10-year mine life, surplus profits might be generated and potentially available for developing the aquaculture ventures and other Future Groote projects with the assets owned and controlled by GHAC but operated and managed by other Aboriginal Corporations or businesses



Remaining mine development steps

Simultaneous studies, activities and regulatory approval processes are currently underway to minimise the lead-time to commence mining. The Winchelsea Mine is currently completing Final Feasibility assessments and progressing through various regulatory approval processes. Permitting is expected to be completed in 2022 with mine development occurring through 2023 targeting an operations start-up by 2024. Revenue from ore sales should start arriving in early 2024.

Typical timeline for a new mining project



Aquaculture and forestry integration plans

The Winchelsea Mine is an enabling-project not only from a revenue generation standpoint but also from an infrastructure asset perspective. GHAC have recognised that the void left behind post-mining is in an ideal location and size for the establishment of a large-scale aquaculture pond system. Mining projects are typically required to “close-out” a mine-site once mining has finished and the operator is seeking the return of their environmental bond. This process involves the rehabilitation of the disturbed land to a stage where it does not pose a risk to the environmental values of its surrounds. Terraforming, de-compacting and stabilisation of the land followed by replacement of the previously stockpiled top-soil and a program of native species revegetation are the usual processes followed by a period of monitoring.

An alternative post-mining land-use as a site for aquaculture pond development, if approved by regulators, would negate the need to rehabilitate a large portion of the mine-site and would also enable other existing mine infrastructure, such as the barge loading causeway and buildings to be re-purposed to support aquaculture operations. In addition, a quarry and tailings dam void, established to support mine commissioning and operations, would be converted into a gravity-feed header-reservoir to supply water to the aquaculture ponds during the night when solar power is not available to run the pumped recirculation system.

The need to clear the woodland vegetation prior to mining also provides an opportunity for the harvesting of felled timber that is suitable for processing into products of value. The wood could potentially be used for construction timber in community house-building programs, or in wood-crafting trades like furniture making.



“Nobody would have thought it possible for Traditional Owners to mine their own land in an environmentally, well-managed way. But that’s what we’re going to do.”



Repurposing a mine



for Future Groote



Little Paradise Projects Overview

Building the foundations for Future Groote

A master-planned development supported through s19 leases with the Anindilyakwa

Little Paradise is the name given to the peninsular immediately to the east of Deception Bay and is the preferred location for the establishment of a number of major infrastructure projects related to developing the Future Groote economy.

The location was chosen due to; its proximity to the existing infrastructure of the Alyangula township; accessibility via the sealed Bartalumba road; its coastal position with naturally sheltered waters; the potential access to deeper waters close to the land that are necessary for large-vessel marine services; a relatively flat topography, suitable for the intended infrastructure asset use; and an absence of any culturally significant sites or songlines.

Major-project assets to be constructed at Little Paradise include:

Multi-Industry support infrastructure

- marine harbour facilities
- a biosecurity compound
- a logistics, stores and maintenance base
- workers accommodation
- telecommunication facilities
- a solar-electricity farm

Future Groote economy and LDMA related infrastructure

- a residential housing estate
- a vehicle-centric business cluster
- timber industry assets
- aquaculture industry assets
- community hospitality assets
- community kitchen and meal service
- various tourism venture assets

A series of ALRA section 19 leases of varying size and location were designed and arranged to cater to the particular requirements of each major-project component as it was initially envisaged. Leases range in size from as little as 4 hectares for the logistics base up to 130 hectares to cater for a large solar-farm. A total of 307 hectares is currently under lease application. Most leases border the Bartalumba Bay and Little Paradise roads except for two leases designed for the tourism assets and workers accommodation that, for visual amenity reasons, sit atop coastal escarpment features on the opposite side of Deception Bay.

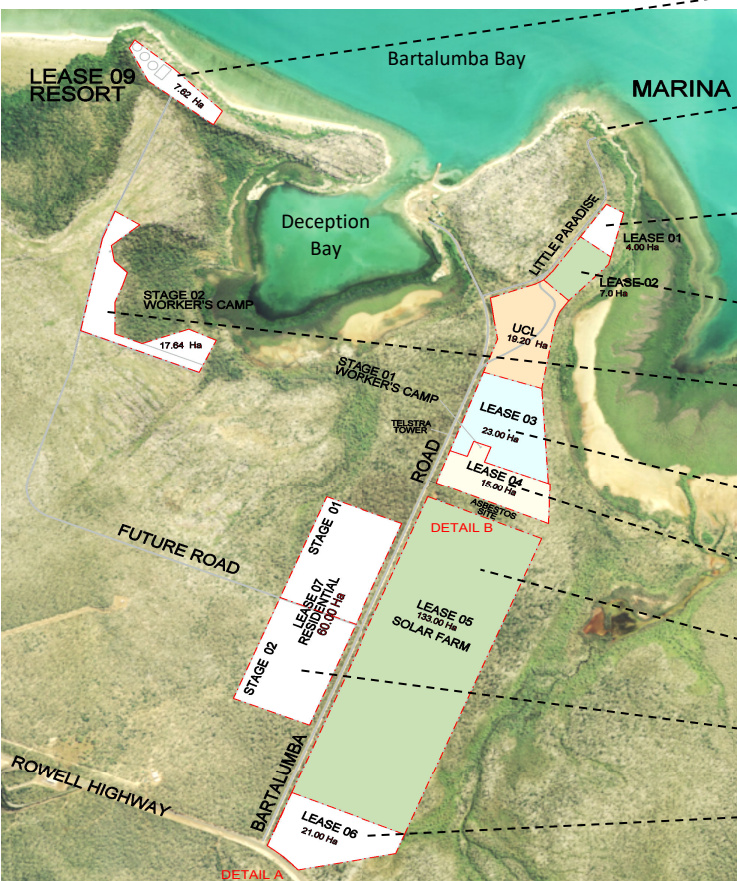
Infrastructure on Akwamburrkba will be limited to the minimum required for efficient mining, processing and shipment of the ore.

All other infrastructure including workers accommodation, stores, and lay down areas will be located at Little Paradise as the project's Logistics Hub.

Little Paradise will also be the home of other LDMA and Future Groote related infrastructure.

Little Paradise (s19 Lease areas)

Winchelsea Is.
15min by boat ↗



Luxury Resort

- High-end eco-lodge resort with cable-car access
- Helipad links to iconic rock-art sites across the archipelago

Marine Harbour & Biosecurity

- Transportation hub for mining, education & tourism
- Pest inspection and control compound

Logistics & Base Camp

- Multi-purpose laydown and stores area
- Initial operations and accommodation centre

Aquaculture Facilities

- Initial trial tanks and future hatchery and cold-stores

Hospitality Complex

- Accommodation & dining facilities
- Bistro sports-club & general store

Timber Industries Precinct

- Wood processing, artisan and plant-nursery complex

Workers Village

- Accommodation and messing facility

Solar Farm

- Solar microgrids powering industry & community

Residential Estate

- Mixed-style modern housing in planned estate

Vehicle Centre

- Vehicle-centric clan-based micro-business complex

Preliminary conceptual design models of the possible infrastructure assets were developed to provide a visual representation of the impact the major projects would have on the area. These models formed the basis of presentations given to the Traditional Owners during consultations for the lease application.

All leases were approved for grant by the TOs and the boundaries were subsequently marked out by a licenced surveyor. For those leases, whose term exceeds 12 years the lease is subject to subdivision requirements under the NT Planning Act. Contained within the subdivision regulations is the need for a referral to the NT EPA for an environmental impact assessment determination. Section 19 agreements with a term of over 40 years or worth more than \$1 million must be approved by the Commonwealth Minister responsible for the Land Rights Act.

GHAC is currently developing a “front-loaded” referral, populated with extensive environmental baseline data, risk mitigation measures and consultation outcomes to support an assessment at a Tier 1 or 2 level. The assessment process is considerable shorter via these two tiers compared to a Tier 3 assessment which the Winchelsea Mine referral is currently being assessed under (see timeline opposite)

The NT Planning Act allows for up to 1 hectare of vegetation clearing per lease without the need to apply for a vegetation clearing permit and associated environmental assessments. This provision of the Act is being utilised to accelerate the development and completion of time-critical infrastructure components.

Development priority is being given to the Winchelsea mine related support infrastructure to ensure that all required services and facilities are available to enable timely commissioning and operation of the mine.



Consultations with Traditional Owners adopt best practice with decisions made in accordance with local traditional decision making processes.



Environmental Impact Assessment and Approval Timelines

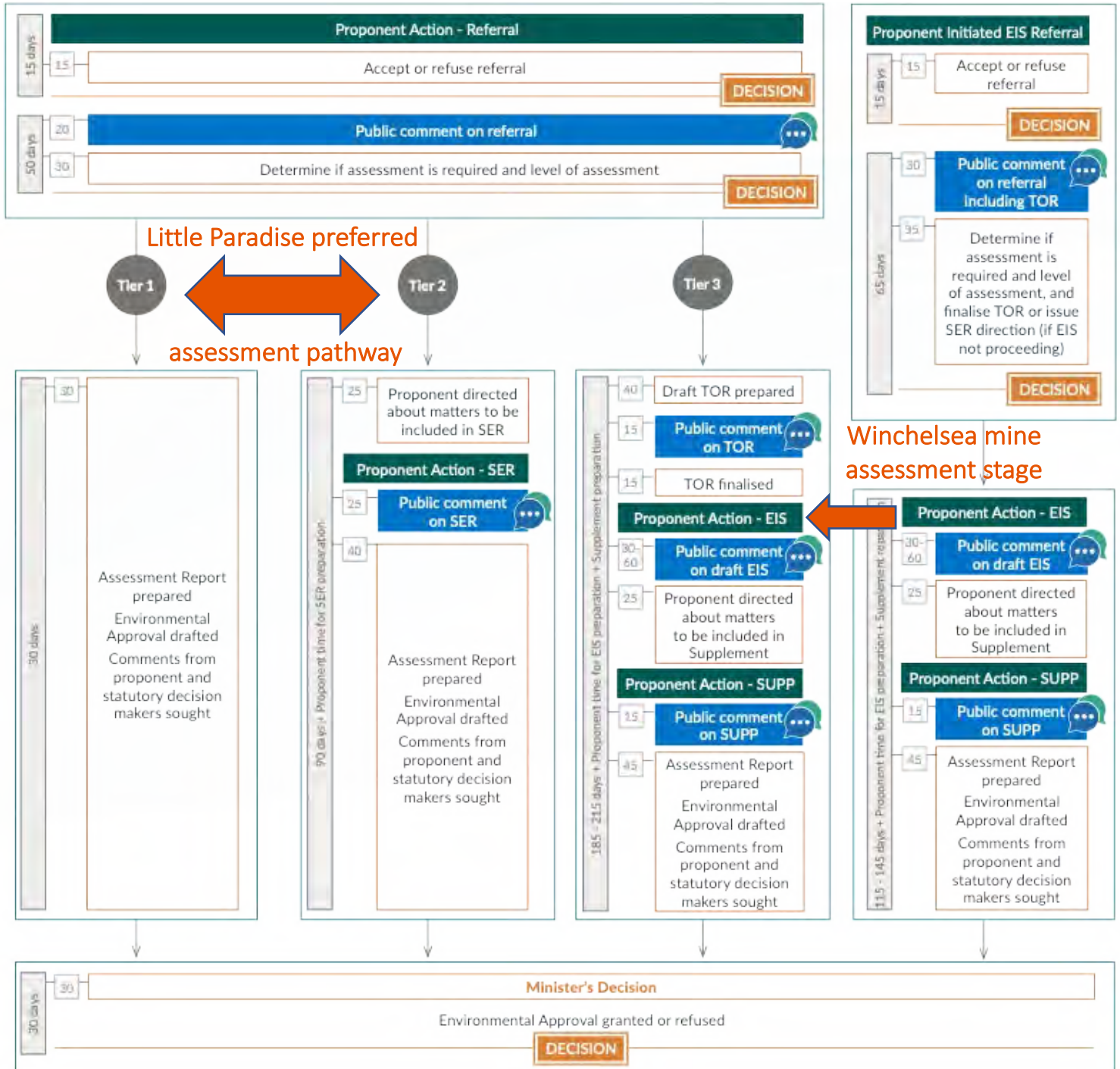
Environment Protection Act 2019 and Environment Protection Regulations 2020

Key

- Tier 1 - Assessment on Referral Information
- Tier 2 - Assessment by Supplementary Environmental Report (SER)
- Tier 3 - Assessment by Environmental Impact Statement (EIS)
- TOR - Terms of Reference
- SUPP - Supplement

Notes

- Documentation is published at each stage of the assessment process
- Reasons for decision are also published at each decision point
- All timeframes are expressed as business days
- Public Comment - period may be extended in consultation with the proponent
- Range of 30-60 business days (determined by NT EPA) applies to public comment on draft EIS



Multi-Industry Support Infrastructure

Marine Harbour & Biosecurity

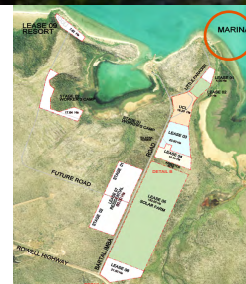
A marine transport hub supporting Future Groote logistical operations

The Marine Harbour is a core piece of infrastructure supporting proposed mining, timber harvesting and aquaculture operations. It will be the hub of transportation for personnel involved in these enterprises together with tourism ventures at and from Little Paradise and educational services delivered on Bickerton Island. The harbour will provide safe docking and marine service facilities for commercial vessels, cargo barges, and recreational pleasure-craft. A biosecurity compound will be required as part of the harbour to ensure that pests are not introduced onto the island.

The location was chosen to make use of existing access tracks to an old causeway structure that extends approximately 150m seaward toward the deep-water drop-off from a fringing rock platform. The end of the existing structure is fully exposed at low tide so an extension to the structure is required to enable all-tide barge landing access. Bartalumba Bay is a naturally sheltered waters offers a higher level of vessel safety and operational benefits compared to the GEMCO port at Millner Bay when local sea conditions deteriorate.

A basis-of-design engineering study has determined the optimal type of structure required to meet future functional requirements. A hockey-stick shaped breakwater design is proposed that provides sheltered mooring of vessels ranging in size from small pleasure-craft to a large-format barges. Dual ramps at different water depths enables simultaneous barge operations to occur to mitigate against double handling, delays and congestion. The small barge ramp will also allow for early works access during construction. Refuelling, power, water and waste services will be available at the harbour for vessels.

Further studies and investigations are underway to provide clarification of certain input data to optimise the site-specific Basis of Design parameters, reduce project design and construction risk and associated risk of project cost overruns in future stages.



To connect people to economic opportunities in an archipelago requires marine infrastructure and transport



Concept representation only



Some assets of the GHAC Marine Services Division



Preserving a pristine ecosystem with biosecurity controls

Quarantine and biosecurity across the Groote Archipelago is vitally important to help protect the pristine ecosystems and unique native flora and fauna from introduced pests and diseases. The Groote Archipelago is relatively free from many of the introduced pest species that are common on mainland Australia and it is vital for the economic, environmental, social and cultural values of the Groote Archipelago that it remains this way.

The ALC Quarantine and Biosecurity Conditions apply to all barge-landed freight. To help prevent the inadvertent introduction of cane toads and other pests onto Groote, additional protective measures will be put in place for freight arriving into Little Paradise. A fenced biosecurity compound with a cane toad containment barrier will be located immediately landward of the proposed harbour structure. All freight will be directed into the compound for thorough inspection by a Quarantine and Biosecurity Officer and specially trained cane-toad detection dogs. Where necessary, fumigation and other control measures may be performed within the compound to ensure complete eradication of any detected pests.

The compound will likely also have a wash-down bay for vehicles, vessels, machinery or construction equipment arriving by barge to ensure they are free of any contaminants before entering onto the mainland.

Traditional Owner business opportunities

A number of marine craft including a barge and a cabin power-boat have been purchased by GHAC as the starting basis for a marine fleet to be operated and maintained by a Traditional Owner marine services company. The operator will provide at-cost transportation of goods and personnel to service the construction of the Anindilyakwa Boarding School on Bickerton Island, the Winchelsea Mining Operation, trial sites for the Anindilyakwa Aquaculture Project and the establishment of a camp at Dalumba Bay for a clan-based tourism business showcasing a high-grade rock art site. GHAC currently own 14 AMSA-registered marine assets including pontoons for aquaculture related activities.

Other business opportunities include: Operation of biosecurity compound and harbour services. General marine engineering services. Marine tourism tour operations. Fishing safari operations.

All barge-freight arriving at the harbour will undergo biosecurity inspection and control – courtesy of “Edna”



Concept representation only



Edna

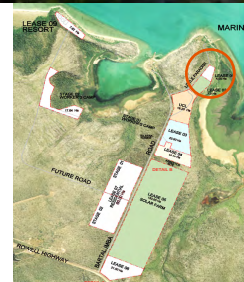
Multi-Industry Support Infrastructure



Logistics Base and Base Camp

A nucleus for development at Little Paradise

Located within Lease 1, the Logistics Base will provide both open and covered secure laydown and storage areas for construction materials, plant and equipment and industrial consumables including fuel. It will provide a secondary biosecurity pest containment function for goods released from the primary biosecurity compound. The purpose for which the area is used will likely change over time as the focus moves from civil works and building construction, to mining activity support, and eventually to aquaculture development.



A vehicle and heavy equipment servicing workshop will be established on lease 1 as part of an early Base Camp development—one of the first pieces of infrastructure to be developed at Little Paradise—that also has accommodation and administration facilities spanning across onto lease 2.

Modular building for use on the Base Camp are currently being built in Darwin and will be transported to site for installation once the civil works are complete. Construction of the Base Camp is expected to commence by mid 2022.

Traditional Owner business opportunities

Logistics facility management. Mechanical servicing. Base Camp accommodation and messing services operator.



Base Camp

SITE ENTRY

ACCOMMODATION ZONE

Lease 2

Lease 1

HEAVY EQUIPMENT WORKSHOP & STORES

Laydown Area, Stores & Bulk Fuels

Covered Stores

Concept representation only

Concept representation only

Multi-Industry Support Infrastructure

Workers Village

Modern flexible accommodation to suit various future workforce requirements

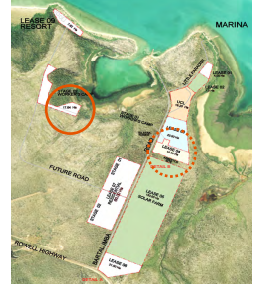
When fully operational, the proposed Winchelsea Mine is expected to require approximately 50 full-time workers. Existing accommodation established at the Little Paradise Base Camp is limited and will be at capacity and a new long-term Workers Village offering quality lodging and mess facilities will be required. Post mining operations, the Village will transition to hosting workers engaged in other industries including aquaculture, mine rehabilitation, timber harvesting and tourism.

The preferred location for the Village is within lease 8 in proximity to other tourism and community use assets that form the hospitality complex. Establishing the workers village in this location, with its magnificent vistas and a range of dining and recreational options nearby, will set it apart from other workers camps found around Australia and make it an attractive destination for skilled workers. The Workers Village will be serviced by a transport network connecting with Alyangula, the Base Camp and Winchelsea Mine via the Little Paradise Marine Harbour passenger ferry service.

Construction in this location has significant challenges that will involve complex and lengthy civil engineering works and specialised building techniques for anchoring structures to the rocky landscape. The Workers Village would ideally be constructed and operational prior to mine commissioning but as this may not be achievable, given the challenges of the site, an interim mine-workers camp may be established on lease 4. This interim camp would be adaptable and relocatable and able to service the dynamic workforce demands as various activities occur and enterprises develop at Little Paradise.

Traditional Owner business opportunities

Village room management. Cleaning and maintenance operator. Catering operator. Transport services operations.



Quality accommodation and messing will help maintain a happy workforce

Concept representation only



Solar Farm

A pristine environment deserves a clean source of energy

Establishing a solar farm onto the island would be a significant step forward in minimising energy risk for the Groote Archipelago communities, moving away from reliance on diesel and towards a clean, renewable energy source for new businesses, industries and communities. Traditional Owners wish to transition their country to renewable energy to decrease dependence on non-renewable resources and promote a clean-energy future.



At present, the communities of Angurugu, Alyangula and Malkala are powered by the GEMCO network, which also supplies the manganese mine and operations. The GEMCO power station operates diesel generators and the communities of Umbakumba and Milyakburra are supplied by Power and Water Corporation (PWC) using diesel generators. The ALC has provided the outstations of Bartalumba Bay, Little Paradise, Four Mile, Emerald River and Thompson Bay with roof-top Solar-PV systems and battery storage which has improved people's lives by giving them a low-cost ability to power everything from lights to cookers and air-conditioning – modern day essentials.

Neither of the island's two power generation operators, GEMCO and PWC, can supply electricity for new initiatives and neither appear to have a renewables strategy for the region. GEMCO are expected to finish mining operations in 10 years and have recently stated that they have no plans to add to or substitute from their existing generation capacity using renewables.

This clarification of GEMCO's position has removed approximately 20MW of expected demand from a future solar network and dramatically reduced the required solar-farm footprint. Current modelling indicates that only 40 hectares, as opposed to the original 130 hectares of panels will eventually be required to supply all foreseeable post-mining network demand.

Rather than delaying the renewables roll-out until the mine closure a staggered roll-out of a series of microgrids is planned over the next 10 years starting with new projects that will be coming online in the Little Paradise region over the next 3 years.

Traditional Owner business opportunities

Solar panel maintenance and fault inspection. Under-panel vegetation trimming. Line and network maintenance.

Diesel fueled electricity will become the exception rather than the norm.



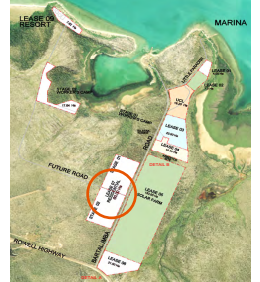
Concept representation only

Future Groote & LDMA Related Infrastructure

Residential Estate

Quality housing to attract and retain skilled professionals and their families

Developing a new residential estate is an important component for the success of the LDMA and the Future Groote economy. There is currently a severe under-supply of quality housing on Groote Eylandt that prevents the uptake of employment opportunities by professionals in the areas of education, health, law and justice. A new estate offering a range of appealing housing styles and residential amenities comparable to other regional centers across Australia will help attract and retain critical workers and their families to the Groote Archipelago.



Critically, the main demand from Government departments is for health sector employees. Like many Indigenous communities, the Anindilyakwa are faced with chronic health issues that require ongoing medical care. The Government has not formally quantified its demand requirements, but it is expected to be in the order of 21 FTE workers. Demand for quality housing will also come from professionals seeking work opportunities in jobs covered by the LDMA implementation plans, the functions of an Anindilyakwa Local Government and career positions with any of the Future Groote initiatives.

Existing GEMCO-owned housing in the mining township of Alyangula are old structures with many containing asbestos and needing substantial repair and modernising. The future of these properties and the township itself post-GEMCO is uncertain, but it is likely that many will be demolished. Planning must commence now to meet the urgent short-term accommodation shortfall while putting in place measures to grow the housing estate to align with future needs.

Located about halfway between the existing township of Alyangula and the proposed Harbour the Little Paradise Residential Estate subdivision is well placed to service the local communities, commercial enterprises on the mainland, the future mine on Akwamburrkba and the independent school on Bickerton Island.

Building the number of permanent houses to the standard envisaged by GHAC may take upward of two or three years. With the need to house a significant number of health workers in the short term, GHAC is considering the use of 10 to 15 modular-style buildings installed on approximately 1ha of the estate. Largely self sufficient with minimal carbon impact, each unit will have their own solar array with battery backup and generator and will be robust enough to endure the region's climatic conditions. Grey water will be fully utilised via a secondary wastewater treatment facility. Local timber can be sourced to extend verandas on the houses creating external living areas suited to the tropics.

These housing modules can be repurposed and/or repositioned later as more suitable and larger, long-term housing is constructed on the estate.

Traditional Owner business opportunities

Rental management and maintenance by Anindilyakwa Housing.





Hospitality Complex

Increasing the range of hospitality experiences for residents and visitors

Other than restaurants at a couple of sports clubs within the Alyangula mining township and at the nearby Dugong Beach Resort, there exists no other sit-down dining and entertainment venues on Groote Eylandt. Even more constrained is accommodation for tourists and visitors, which is only available at the Dugong Beach Resort. Establishing additional hospitality venues and visitor experiences on Groote Eylandt would benefit existing residents and would also help attract visitors and skilled professionals to the Archipelago.



Lease 8 demarcates a potential site for a hospitality precinct and is located around the rim of a naturally occurring amphitheater adjoining Deception Bay. This high sandstone plateau affords majestic views across Deception Bay, Little Paradise and the azure-blue waters of Bartalumba Bay. Various formats of hospitality experiences are being considered for this location including a mid-range bungalow style hotel with an integrated restaurant and licensed bar, a tourist shop and supply store, a sports-club style bistro and bar, a wilderness safari eco-camp, a fishing resort offering heli-fish experiences, and more.

This site will likely be closely associated with the proposed resort occupying lease 9. Concepts include providing accommodation for the resort workers within the hospitality complex along with storing resort service and maintenance supplies and linking the two sites by cable car.

The site has great potential for developing a range of hospitality offerings and future engineering studies will investigate various access options and construction techniques suited to the site conditions.

Traditional Owner business opportunities

Contingent on the type of experience that is ultimately developed.



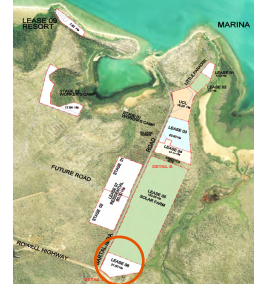
Concept representations only

Future Groote & LDMA Related Infrastructure

Vehicle Centre

Providing skill development opportunities in various automotive trades

Establishing a Vehicle Centre that provides a variety of services to the Groote Eylandt communities has been a long-term aspiration for the TO's. Plans have been developed for a proper state of the art facility that provides cost-price repairs & service for TO's, combined with opportunities for small TO businesses.



Amangarra AC established a small facility in the Pole 12 warehouse yard near Alyangula to provide at cost servicing for vehicles supplied under the TO Car Scheme and for the ALC vehicle fleet. This existing business is under-resourced and would be relocated to the new purpose-built Vehicle Centre as one of the many clan-based automotive businesses operating within the new complex.

Training facilities integrated into the centre would support the delivery of recognised VET training courses in a range of automotive and allied trades. Established businesses would be encouraged to take on apprentices and would be provided with the necessary support to help develop a range of technical and business skill and generally improve job-prospect outcomes of trainees.

The RDU has allocated partial funding from royalty monies toward this project which has an estimated capital cost of between \$6M and \$7M. Completing this important project would signify a step-change in opportunities for TO's to participate in the economy.

Traditional Owner business opportunities

Mechanical servicing. Tyre repair & sales. Windscreen repair & sales. Car & truck wash. Panel beating. Vehicle salvage and wrecking. Spare Parts. Fuel and shop retail.





Timber Industries

Maximising the value of the region's natural resources - culturally and economically

The Senior old men want people to work together and young men to have jobs like they once did. The elders were involved in sawmilling and construction on Grootte Eylandt when they were young men and they want to establish a sawmill, timber processing and local construction opportunities in their communities for the young men of today, to give them the same opportunities and the pride they had.



Planned mining by GEMCO and Winchelsea Mining plus the developments at Little Paradise will see potentially tens-of-thousands of tonnes of vegetation cleared for these projects. A high proportion of the tall-stand timber to be cleared is the Darwin Stringybark that is suitable for use as poles and structural members (including in coastal and marine environments), flooring and furniture, as well as artisan products.

A revitalised timber industry involving harvesting, milling, treating and processing, chipping and mulching can maximise the benefit of this resource to the community. A seedling nursery would be developed in parallel to support revegetation projects and potentially a long-term plantation-harvesting industry.

Traditional Owner business opportunities

Traditional artefact crafting. Joinery and general carpentry. Construction material production. Landscaping supply. Sawmilling. Seedling nursery. Revegetation operations. Lumberjacking & plantation management.

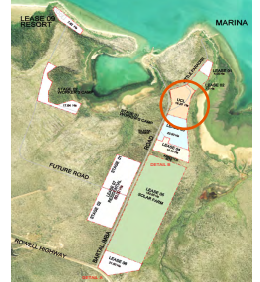


Future Groote & LDMA Related Infrastructure

Aquaculture

Infrastructure to support aquaculture research and development

The Groote Archipelago has a long history of sea-based product trading. The Anindilyakwa would like to see a return to this traditional past by once again developing a thriving aquaculture industry based on contemporary and sustainable fishing practices using a combination of on-land hatcheries and grow-out farms.



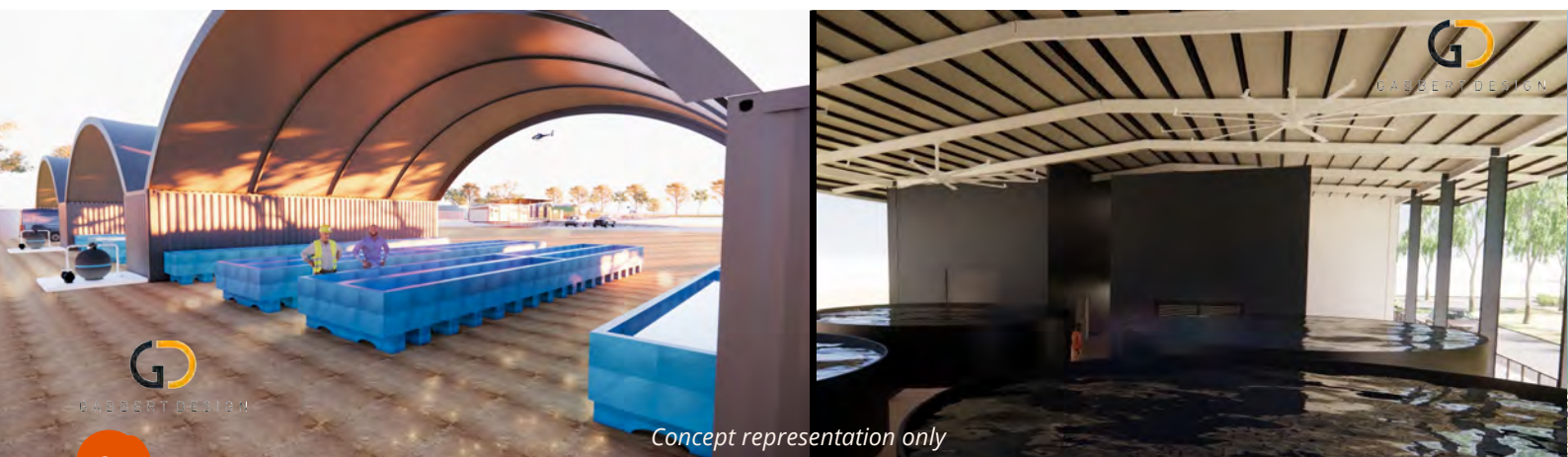
Three species are currently being considered for farming; trepang, tropical rock lobster and black-lip oyster although other animals or sea-plants may also be suitable. Aquaculture of trepang and tropical rock lobster is potentially viable but is in the early stages of commercial development. Research and development programs are being conducted to provide clarity on potential commercialization issues such as survival rates, growth rates and harvest value.

The proposed trepang aquaculture operation at Groote Eylandt is expected to involve fishing for adult broodstock that will produce larvae in a hatchery. Facilities at Little Paradise will be used to rear larvae for about a month and then nurse juveniles for another 2 months before grow out in sea- ranching facilities to a marketable size.

Trials are underway to establish the viability of seed lobsters (puerulus) harvesting, a nursery operation from seed to juveniles, and then the grow-out of juveniles to marketable size. Designs for hatchery, nursery and grow out infrastructure and systems are guided by established and mature systems currently operating in Asia. The land-based infrastructure at Little Paradise will include the trepang hatchery, lobster nursery, trial grow-out ponds and support infrastructure. A containerized hatchery solution would consist of a low volume RAS (circulating/recycled) water system, Brood stock tanks, larval rearing tanks, nursery raceways (illustrated below). The site will require a supply of raw, clean seawater.

Novel approaches are worthy of investigation, considering the higher operating and capital costs in Australia. Innovations are being introduced or considered based on best technical advice, especially where adaptations (such as the repurposing of a mine void for grow-out ponds) and improvements can be made for local conditions. These intensification innovations are expected to achieve higher numbers of lobsters per unit of production facilities.

It is anticipated that the newly formed 'Aboriginal Sea Company'—controlled by the Anindilyakwa, Northern and Tiwi Land Councils—will facilitate the participation of Traditional Owners in commercial fishing, aquaculture and other opportunities associated with fishing activities in the NT.



Concept representation only



Luxury Resort

A spectacular resort for a spectacular location

Building on the tourism foundations laid by the hospitality complex at Deception Bay is the luxury resort concept planned for the Little Paradise Bluff. Sitting atop the 60m high cliff over-looking the pristine waters of Bartalumba Bay would be a world-class hotel experience with tropical-designed modern bungalow rooms, high-quality restaurant and bar, and guest facilities catering to the expectations of first-class travelers.



Accessible via a scenic cable-car link or by helicopter, the resort would offer guests a unique perspective of the Groote landscape, it's people and their culture.

Tourism opportunities abound throughout the archipelago and the resort would connect visitors to iconic cultural sites such as the high-grade rock art site at Dalumba Bay, and other experiences via helicopter-based tours operating out of a convenient and dedicated helipad facility.

Traditional Owner business opportunities

Operation of the hotel. Room servicing. Grounds and building maintenance. Various guest services. Guest transport and tours. Helicopter tours.



Concept representations only



GHAC Organisation Overview

Structuring for success

The GHAC organisation will grow and structure in line with its operational requirements

Embedding Corporate Governance principles at GHAC will provide the projects with the foundations required for success. For any board corporate governance is difficult, more so for a board operating in a hybrid economy. Patience is required in order to ensure that decisions are made with full consent and the understanding of all stakeholders. In some cases decisions are made that see “cultural returns” being given a higher priority than “commercial returns”.

GHAC has been created as a holding company to ensure that all Anindilyakwa people’s major project assets are held and managed under best practice accountability and governance standards. The structure enables equity and transparency ensuring assets will be for the use and maximum benefit of all clans across the Groote Archipelago. It provides services to assist clans in their respective ventures for maximum chance of success.

GHAC’s structure is designed to:

1. Ensure TO’s will not only continue to control what happens on their lands, but that also social improvement benefits will be enjoyed across the Anindilyakwa peoples equitably
2. Provide corporate support services to business operations in the form of administration, marketing, legal, WH&S, accounts, transport services, asset management, logistics coordination, TO support with ORIC obligations, training.
3. Assist and maximise legislative compliance and sustainable operations. It serves to quarantine the risk of failed operations from the underlying main assets and any attached funding.

GAAC, as an independent registered corporation, has its own Board, organisational structure and standards. The Board comprises five TO’s plus the Chair and CEO of Winchelsea Mining (primarily representing AAAC). Three private sector independent advisors (from JV investment partners) also hold non-member director positions on the Board.

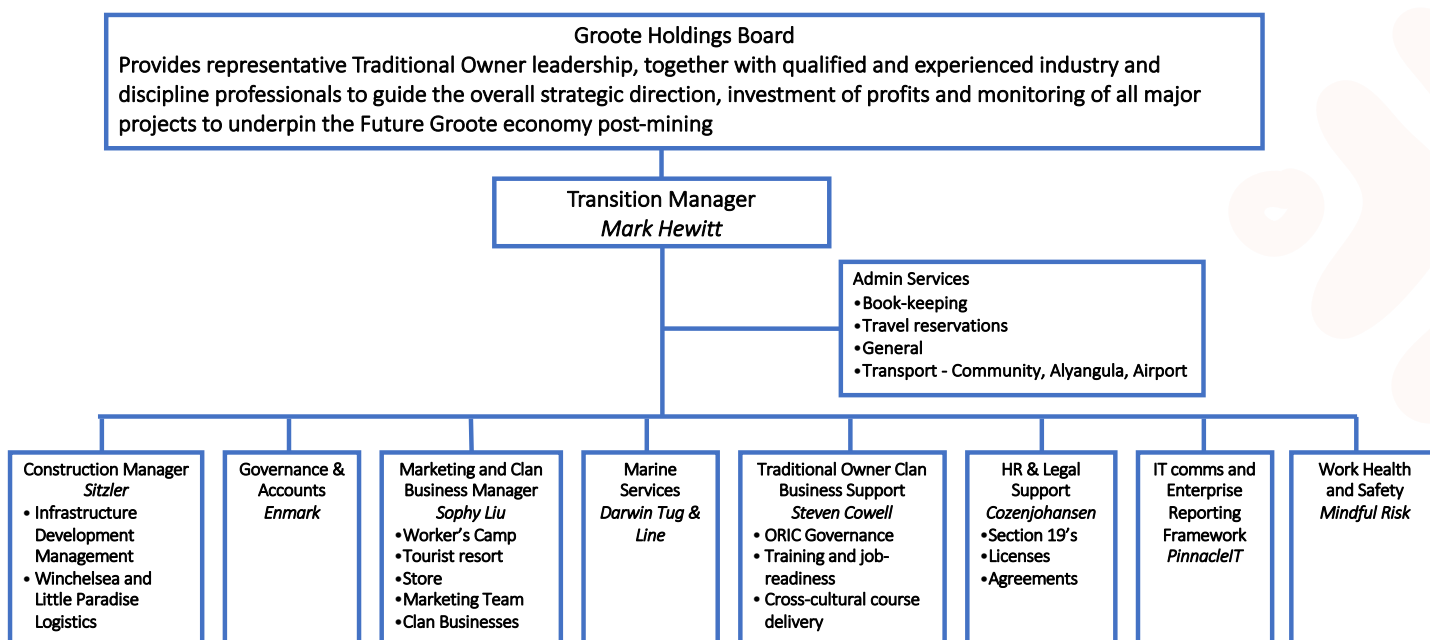
The organisation is in its infancy and currently operates with a flat organisational structure consisting of a temporary Transition Manager responsible for the initial establishment phases, and a series of external consultancy firms fulfilling various divisional roles and responsibilities and reporting to the Transition Manager.



As the organisation matures and divisional responsibilities become more routine and entrenched it is expected that the organisation will move toward a more traditional hierarchy with key management positions held by GHAC employees responsible for coordinating both subordinate employees and external consultants and contractors. At some stage, the Transition Manager will be replaced by a CEO appointed into the role.



Initial Organisation Structure





Disclaimer

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Marble Point area looking across to Chasm Island
Northern coast of Groote Eylandt



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