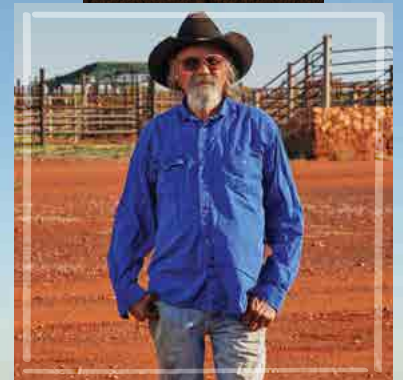
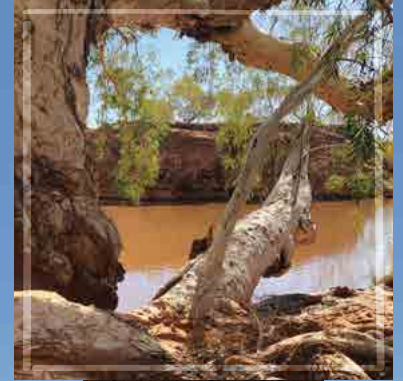


PASTORAL AND ENVIRONMENTAL ENTERPRISE OPPORTUNITIES

on Peedamulla, Pilbara

A prospectus for partnership with
Jundaru and Ashburton Aboriginal Corporations



WELCOME

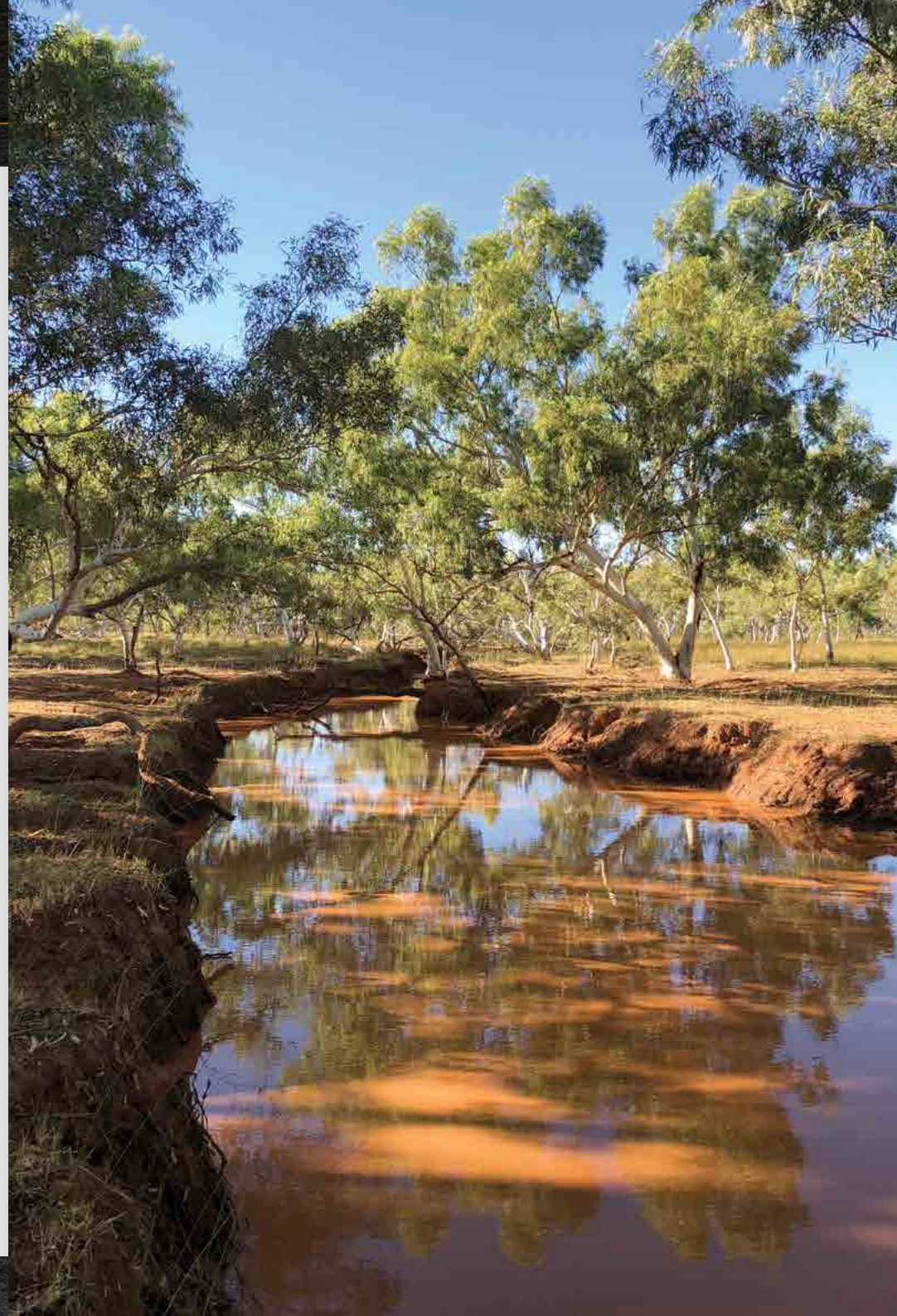
Welcome to Peedamulla, meaning “plenty water” in the local Indigenous language. We are Trevor and Doris Parker, the Indigenous custodians of this wonderful place that we have called home since the 1970s.

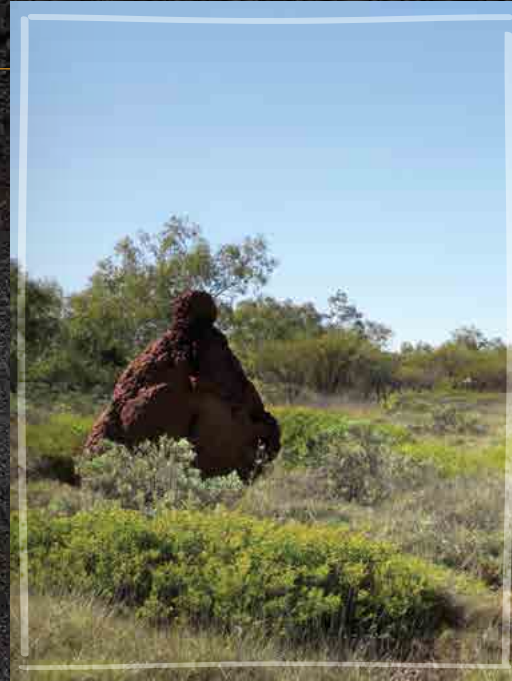
We invite investors and supporters to come on a journey with us to discover the pastoral and environmental enterprise opportunities with the Jundaru Aboriginal Corporation (JAC) and Ashburton Aboriginal Corporation (AAC) on Peedamulla.

We created this prospectus through a project led by CSIRO. The prospectus is supported by scientific and technical evidence and by Indigenous knowledge. The opportunities we are developing will bring multiple benefits to our people, partners, land and culture. We are glad to introduce you to Peedamulla, our natural and cultural heritage jewel along the Cane River!



Above Doris and Trevor Parker





HIGHLIGHTED ASSETS OF PEEDAMULLA

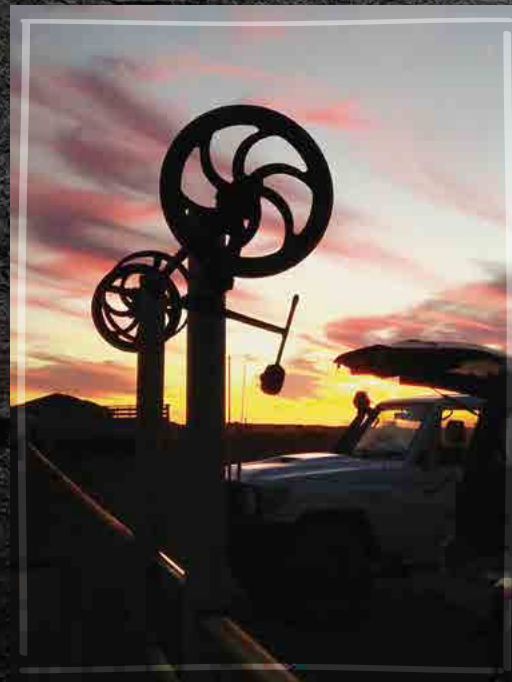
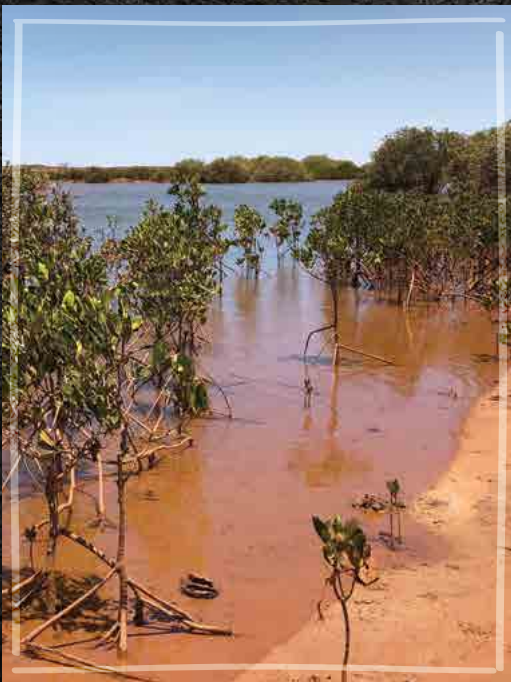
A 225,000 ha pastoral station with the highly productive Yamerina and Horseflat land systems¹

.....
Holistic pastoral management featuring the introduction of Angus-Senepol cattle

.....
Valuable freshwater wetlands on the lower Cane River

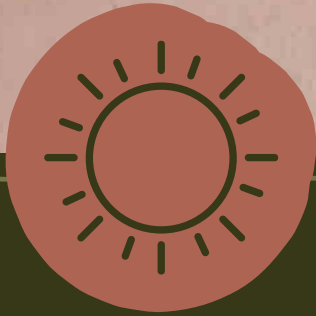
.....
Extensive coastline with mangroves of international significance²

.....
Management by a partnership of two long-standing Indigenous corporations



¹ Yamerina and Horseflat land systems provide the most valuable pastures in Peedamulla. Yamerina land system is found on flood plains and deltaic deposits, and Horseflat land system on gilgaied clay plains.

² Based on a 2005 assessment by the former Department of Conservation and Land Management.



OUR VISION FOR PEEDAMULLA

An inspiring Indigenous-
run pastoral leasehold
that is innovating to
sustain people, country
and regional prosperity



OUR PARTNERSHIP PRINCIPLES

Maintain equity ownership
by Indigenous custodians



Build local livelihoods
to support residence



Invest to sustain
country and businesses
for the long term



OUR INVESTMENT OPPORTUNITIES

Peedamulla's exciting
new development
involves infrastructure
to increase pastoral
returns and also to
restore and protect
the valuable Cane
River wetlands

OUR COLLECTIVE STRENGTHS

Jundaru Aboriginal Corporation and Ashburton Aboriginal Corporation bring complementary strengths and shared personal and organisational histories to their partnership at Peedamulla. JAC holds the pastoral lease and subleases AAC to run the pastoral business.

Jundaru Aboriginal Corporation

- Custodians caring for Peedamulla for over five decades
- Respected Indigenous pastoral leaseholders
- In-depth local knowledge
- Deep relationships with other Indigenous groups and organisations



PEEDAMULLA STATION

Ashburton Aboriginal Corporation

- Strong governance
- Regional and urban networks and connections
- 100+ staff
- A diverse portfolio of enterprises including Ashmulla Pastoral Company



ASHBURTON
ABORIGINAL
CORPORATION



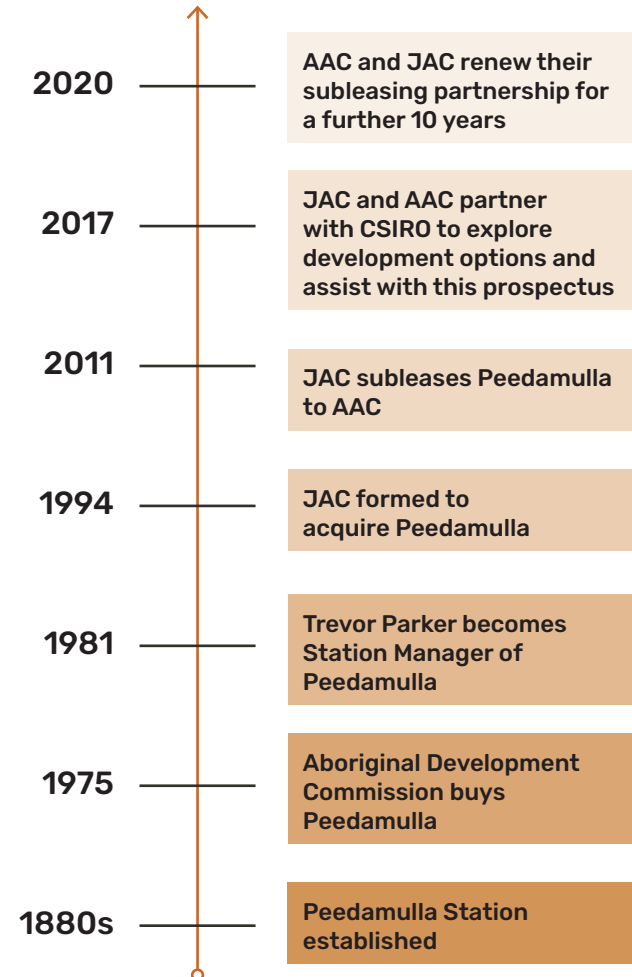
PEEDAMULLA'S JOURNEY

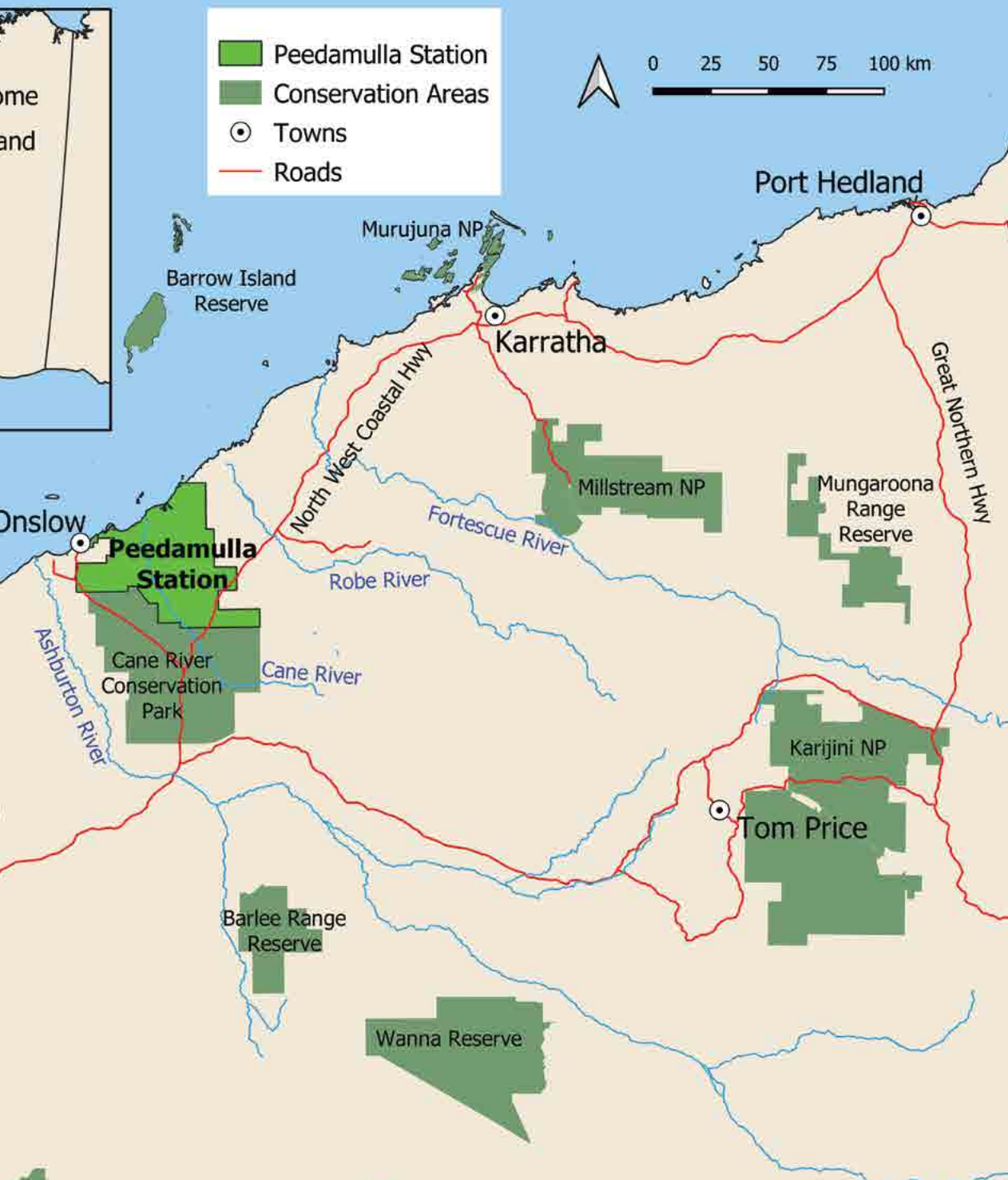
Peedamulla Station was established in the 1880's as a sheep station covering 225,000 ha. Throughout the 1950s and 1960s, Indigenous custodians now living at Jundaru, including the Parker family, worked on Peedamulla and surrounding stations.

In 1975, the Aboriginal Development Commission bought Peedamulla Station for the Indigenous people of Onslow. The Noulla Group and the Ngalakuru Pastoral Company (Ngalakuru) were formed to represent all interests and manage Peedamulla, respectively. Many Indigenous families returned to work on Peedamulla, and this included the Parker family. In 1981, Trevor Parker became the Station Manager, managing a herd of 10,000 sheep and 1,500 cattle. The drought of 1983 and the continual drop in wool prices created much financial hardship for the Noulla Group, which ceased operation in 1994. Determined to keep Peedamulla going, the Parker family established Jundaru Aboriginal Corporation (JAC) to acquire the pastoral lease from the Ngalakuru by repaying the pastoral company's debts. JAC converted Peedamulla to Brahman, shorthorn and droughtmaster beef production. JAC subsequently received support from strategic partners such as the Indigenous Land and Sea Corporation (ILSC) and the National Heritage Trust. These enabled infrastructure improvements and business planning.

In 2011, JAC formed a strategic alliance with AAC and subleased Peedamulla Station to leverage AAC's strengths in business development and management. Established in 2000, AAC's current enterprises include pastoral stations, distribution and logistics, biodiesel production, fuel delivery, tyre and mechanical services, and linen recycling. AAC manages Peedamulla and two other stations (Mt Divide and Karbar) totalling 540,000Ha through a wholly-owned subsidiary, Ashmulla Pastoral Company Pty Ltd (Ashmulla). AAC and JAC recently renewed their partnership on Peedamulla until 2030.

Peedamulla Timeline





PEEDAMULLA COUNTRY

Peedamulla lies approximately 75 km northeast of Onslow and next to the Cane River Conservation Park. The Cane River flows through Peedamulla, generating an important wetland area close to one part of Peedamulla's extensive coastline. The area is also culturally significant, with significant cultural heritage and a contemporary Indigenous lore ground that is regularly used by multiple Indigenous language groups from across the Pilbara. The North West Coastal Highway goes right through Peedamulla, and recently a modern campground was constructed through the Camping with Custodians initiative of Tourism Western Australia to cater for tourists who want to enjoy the cultural and natural values of the area.

PEEDAMULLA INNOVATION

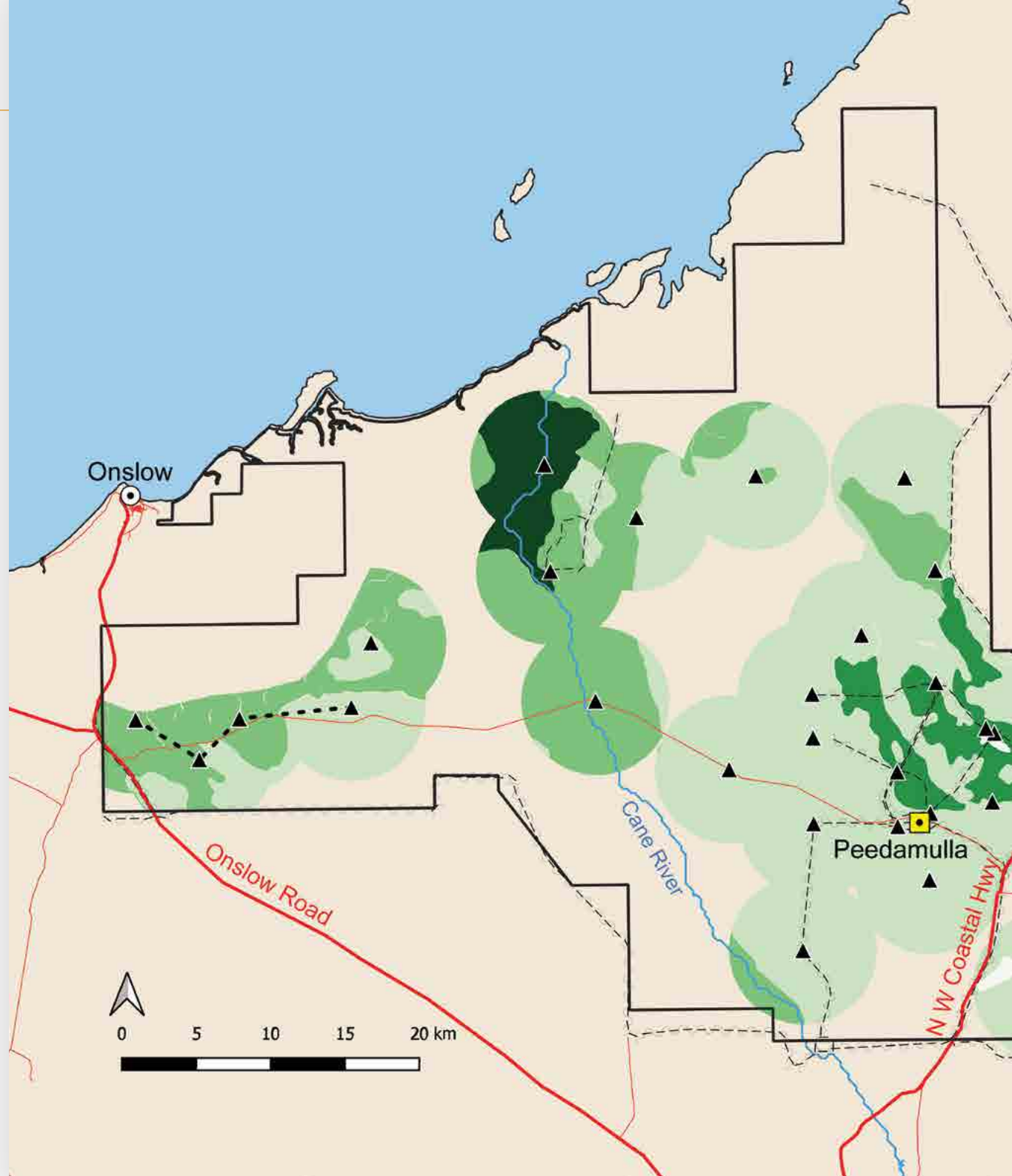
In 2019, Angus-Senepol bulls were introduced to improve the herd genetics at Peedamulla. The breeding program is a part of new business development strategy that is featured in this prospectus in more detail. AAC and JAC partnered with CSIRO to obtain technical support in exploring this and other enterprise development options on Peedamulla.

PASTORAL DEVELOPMENT OBJECTIVES

- Sustainable pastoral management to build prosperity and protect valuable environmental and cultural assets
- Create Indigenous employment opportunities
- Build resilience to climate variability and market fluctuations
- Increase grazing capacity
- Enhance consistency and quality in beef production
- Build vertical integration and paddock to plate branding

OUR PROGRESS SO FAR

The herd genetics are continually improving through the new Angus-Senepol stock. The CSIRO-led project supported this progress through procuring a rangeland expert to scope new grazing areas on Peedamulla. Building on this, the team is establishing finishing arrangements for future 'paddock to plate' branding.



- ▲ Water Points (Existing)
- - - Pipelines (Existing)
- - - Fences (Existing)
- Pastoral Value**
- Very High
- Moderately High
- Moderate
- Low
- Very Low
- ⊙ Towns
- Homestead
- Peedamulla Station
- Local Roads
- State Roads

KEY FEATURES OF THE PROPOSAL

Our development proposal meets our key pastoral objectives. It is efficient, with multiple activities able to be undertaken simultaneously. It will provide employment in both construction and operational phases, and will enable multiple returns on investment in the future, simultaneously supporting Indigenous employment and environmental restoration. It also leverages Peedamulla's advantageous position with respect to key regional infrastructure.

"The pastoral development that the team are proposing comes from an integrated whole-of-station assessment. It is science-backed and shovel-ready."

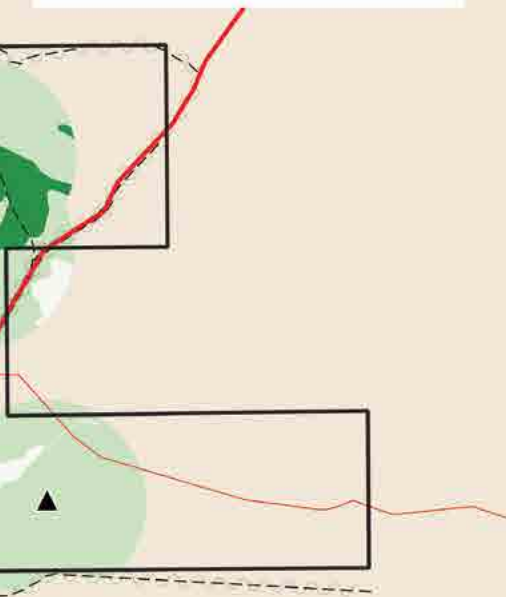
Steven Sonneman-Smith, AAC

PEEDAMULLA'S STRATEGIC LOCATION

Peedamulla's position on the North West Coastal Highway connects it with key regional pastoral infrastructure.

Onslow	76
Karratha	190
Port Hedland	400
Broome	1020
Major Northern Meat Processors	1060

Geraldton	925
Wheatbelt (Moora)	1200
Perth	1340
Major Southern Feedlots and Meat Processors	1200-1600



INVESTMENT OPPORTUNITY

We are inviting partners to invest in improving pastoral infrastructure on Peedamulla to maximise benefits from our progress in cattle production with Angus-senepol. The proposed development will protect the station boundary, create additional paddocks on the station, and increase water points.

In doing so it will significantly enhance the grazing capacity of Peedamulla, particularly the under-utilised but productive Spinifex pastures. As part of the project, an assessment by Coodawa Contracting projected that the potential carrying capacity on Peedamulla will be lifted from the current average of 3,247 cattle units to 5,087 cattle units with average rainfall*. Further benefits include better control of breeding and grazing pressure through rotational grazing management.

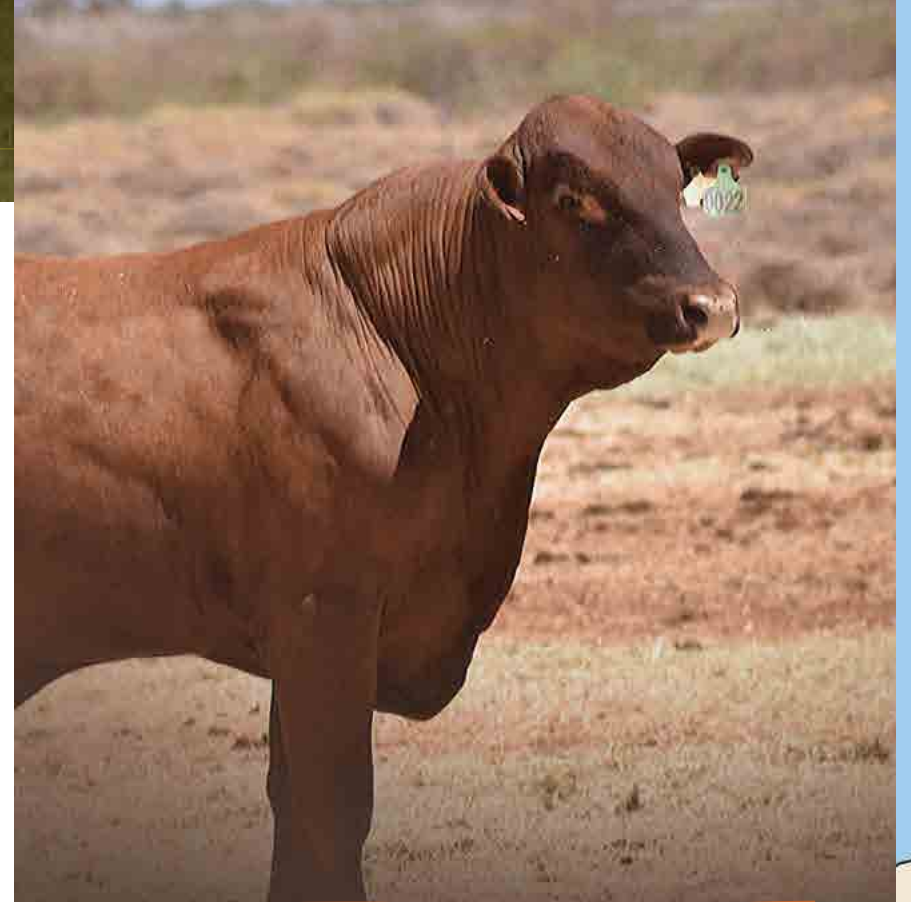
As part of the project and building on the projection, an assessment by GHD Pty Ltd estimated that implementation of improved pastoral management, together with the proposed infrastructure investment will support a breeding herd of 2,750 cattle units (~1,500 breeding cows)*. The management aims to achieve a consistent annual turnoff of 900 to 1,100 cattle units, or approximately 1,000 head suitable for Meat Standards Australia accreditation.

The infrastructure investment consists of:

- 177 km of new fenceline;
- 16 new water tanks; and
- 110 km of pipeline*.

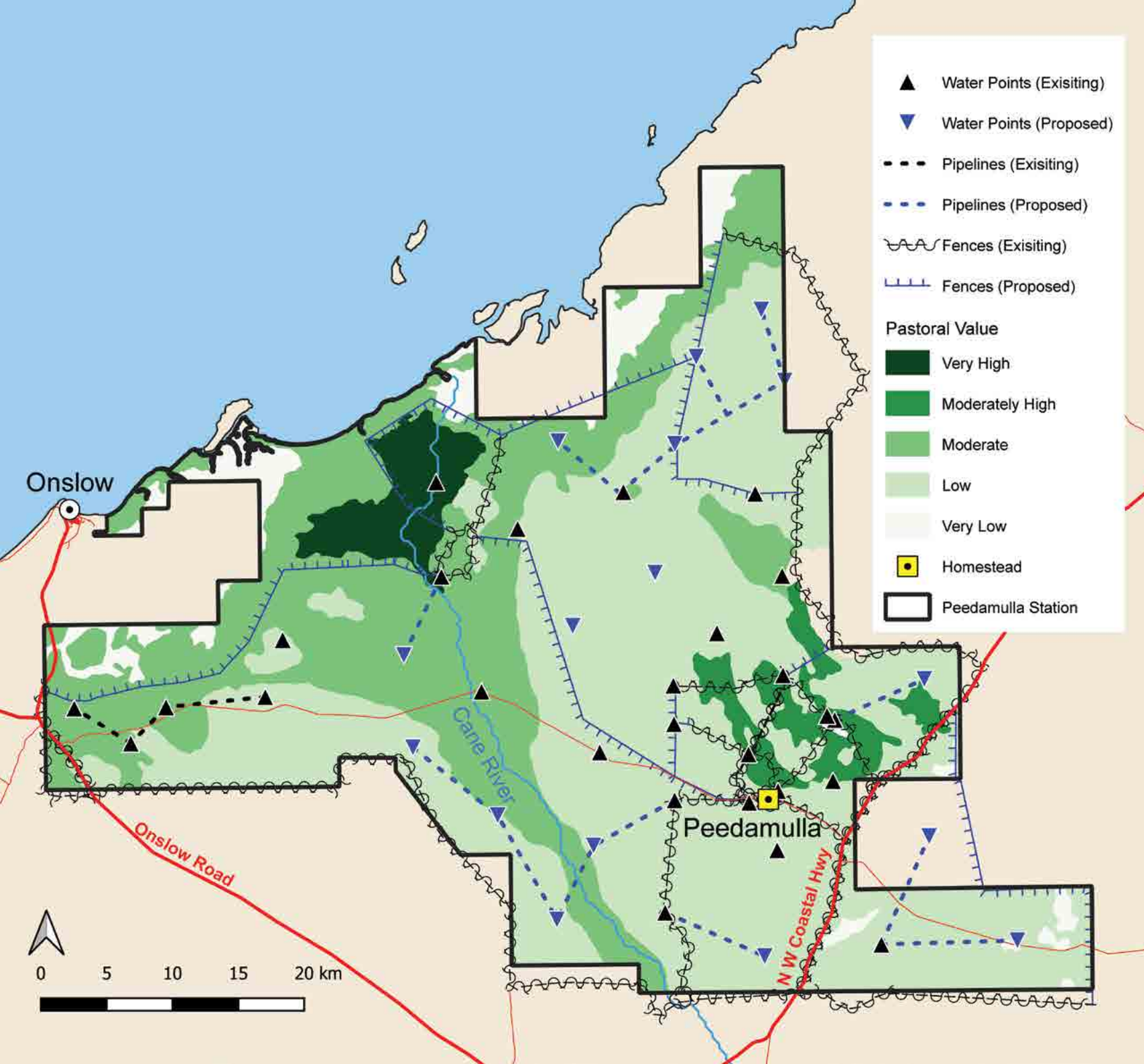
This new infrastructure is estimated at \$1.2 million based on the local knowledge and experience from the management team*. We are open to different models for financing and delivering this infrastructure including partial investment and co-investment. Additionally, we are interested in innovative technology such as virtual fencing if it would be more cost-effective or have other advantages to physical fencing. Our infrastructure plan is most efficiently implemented within an annual timeframe but it can be staged if needed. The new work will vastly increase the area of the station that cattle can use.

* Please contact the CSIRO project team for further details about the assumptions and estimations, which are made on a non-reliance basis.

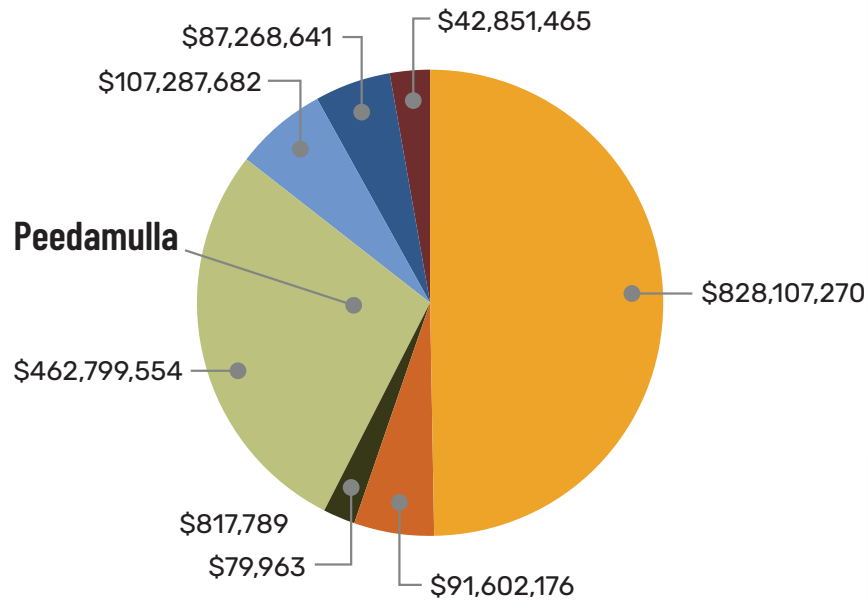


Replacing our existing Brahman and Shorthorn stock with new Angus-Senepol genetics is giving us:

- superior eating quality
- higher fertility
- greater feed efficiency
- heat tolerance
- insect resistance
- ability to thrive on lower quality forage



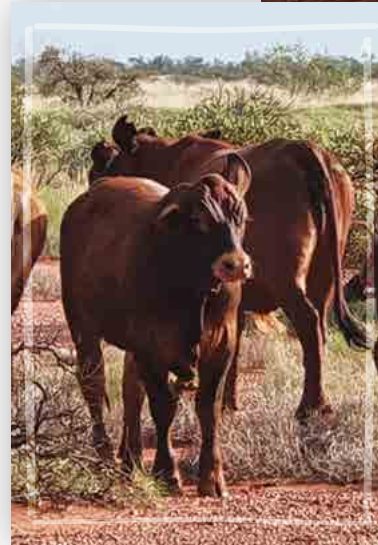
Beef production in Western Australia, percentage by 2018–2019 gross value



Key Cattle Production Regions

- Western Australia
- Perth
- South West
- Northern Agricultural
- Rangelands
- Wheatbelt
- Peel-Harvey
- South Coast

Source: Australian Bureau of Statistics



BUILDING MARKET ACCESS

Peedamulla is currently producing cattle for the northern market, which emphasises lower value live export. Improving genetics and consistent turnoff from Peedamulla innovation will enable the team to meet the Meat Standards Australia (MSA) standards. This in turn will enable a shift to the southern domestic and export market that yields higher prices.

About 65% of cattle produced in Western Australia go to domestic and high value export markets such as Japan, the United States of America and South Korea based on a 2019 report by the Department of Primary Industries and Regional Development. As part of the CSIRO-led project and subject to defined parameters, GHD Pty Ltd estimated that the Peedamulla operation at 1,500 breeding cows could represent approximately 0.15% of the WA herd based on forward projections*.

To test and build access to the new market and to reduce pressure on the station for breeding stock, AAC is trialling the use of a feedlot in the WA wheatbelt. Further testing of a backgrounding facility in the wheatbelt is also being trialled.

**Please contact the CSIRO project team for further details about the assumptions and estimations, which are made on a non-reliance basis.*

"Our goal is to create 'paddock to plate' Peedamulla cattle"

Trevor Parker, JAC



THE TRIPLE BOTTOM LINE

Our future product will be Indigenous-owned, sustainably produced and MSA-certified beef with verified provenance. It is at the core of our strategy to achieve genuine triple bottom line investment returns.

As part of the project, GHD Pty Ltd assessed the Return on Equity for the proposed pastoral development to support our understanding of its potential financial returns*. We can also offer significant social returns through AAC's extensive experience with Indigenous employment and JAC's commitment to supporting custodians to live on country.

Our new development proposal enables environmental returns through dramatically reducing grazing pressure on Peedamulla's valuable wetlands.

**Please contact the CSIRO project team for further details about the assumptions and estimations, which are made on a non-reliance basis.*



“Sometimes we get plenty of water. I can remember in the 1980s that visitors from Karratha came and canoed on the Cane River wetlands during the floods.”

Doris Parker, JAC

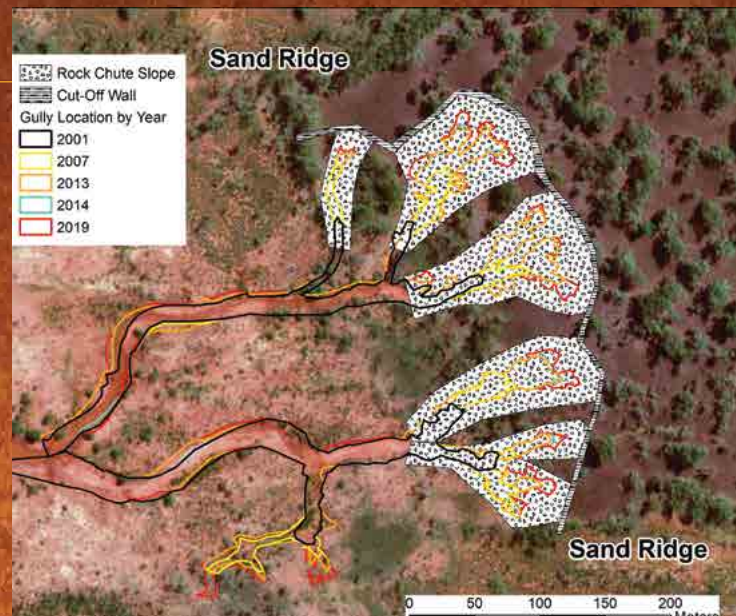
THE BEAUTIFUL CANE RIVER WETLANDS

The 457 ha Cane River wetlands include the unique freshwater Peedamulla Marshes – an important biodiversity and cultural asset in the Pilbara and WA. The Department of Biodiversity, Conservation and Attractions (DBCA) has assigned a Priority 1 conservation status to Peedamulla marshes, which create distinct habitats for plants and animals. DBCA records show that 50 threatened and priority fauna species occur in the Peedamulla area, 42 of them bird species. Floodwater from the Cane River spreads across distributary channels and floodplains, inundating the wetlands and draining into the Cane River delta.

THE EROSION THREAT

Gully and sheet erosion have been eroding into the Cane River wetlands for many decades after early land use disturbance. Guided by Trevor Parker, the CSIRO-led project organised a geomorphological assessment by Shell Hydrologic in 2019 to identify key drivers of the erosion and quantify erosion rates.

The assessment revealed that over 38 ha of wetland area was lost from 1977 to 2016 due to gully erosion and salinisation, impacting unique freshwater habitats. Furthermore, the main meander bend in the Cane River distributary feeding the wetlands has eroded 50 to 80 m between 1943 and 2016. In addition to unique habitats, the erosion threatens the Yamerina land system – the highest grazing potential on Peedamulla.



INVESTING TO HEAL THE COUNTRY

Investment in restoration actions to stabilise, protect and rehabilitate Peedamulla wetland health is badly needed. Supported by an improved understanding of the erosion process, we worked with the geomorphologist at Shell Hydrologic to identify gully control and wetland restoration actions.

Undertaking proactive gully control is essential in preventing major wetland degradation and drainage in the future. Our key steps requiring investment are outlined below. They include constructing rock chutes, fencing the wetlands, and supporting responsible cattle management.

Rock chutes for wetland stabilisation

One priority direct action arising from scientific advice for this prospectus is the construction of rock chutes at the heads of eight priority gullies. The rock chutes will actively stop the erosion in key gullies saving up to 3,820 t/yr of soil and greater than 1,200 m²/yr of wetland area.

In their work on the project, Shell Hydrologic estimated the rock chutes for the eight priority gullies to cost \$600,000 based on similar installation in remote Queensland, use of limestone from local outcrops as building materials and access to an experienced machine crew.

INVESTING TO HEAL THE COUNTRY

Fencing the wetland for future protection

The team is seeking funding to install 25 km of fencing to exclude cattle from the Cane River wetlands. The exclusion fencing is estimated at \$120,000 based on an average of \$4,800 per km. This average cost for fencing is based on the local knowledge and experience from the AAC management team, while the length of the exclusion fencing was estimated by Coodawa Contracting from satellite images such as the one shown to the right. This will give the wetland vegetation a chance to restore itself by preventing cattle from further disturbing groundcover that protects the erodible soils. The wetlands are resilient ecosystems capable of healing themselves to a highly productive landscape that supports biodiversity, cultural heritage and sustainable development. Erosion and disturbance reduction through cattle fencing will complement the concurrent control of major gullies with rock chutes. Both are essential for the future health of the wetlands and for the adaptive management of climate change.

Responsible cattle management

The silt and clay floodplains of the Yamerina land system around the Cane River wetlands are some of the more valuable current pasture for Peedamulla cattle operations. Yet the wetland itself is difficult to muster and consequently of lower value to the contemporary pastoral business. The proposed investment in additional paddocks, water points across Peedamulla will enable better management of cattle grazing distribution to enhance both environmental sustainability and pastoral profitability.





BUILDING SCIENTIFIC EVIDENCE WITH CSIRO

In 2017, AAC and JAC approached Commonwealth Scientific and Industrial Research Organisation (CSIRO) to build scientific evidence in support of enterprise development on Peedamulla. This collaboration was part of a broader project co-funded by the National Indigenous Australians Agency and CSIRO to learn more about building Indigenous capabilities to attract investment for on-country enterprises. CSIRO brought Indigenous social scientific and biophysical science capability to the collaboration. It was also able to use its expertise to broker wider technical and industry knowledge to support AAC and JAC in exploring enterprise opportunities that meet their aspirations.

Initial enterprise screening explored aquaculture, tourism, carbon farming, solar farming and pastoral development. The screening included assessing groundwater potential – water is a key constraint – as well as other natural assets and market conditions. Based on the initial screening, AAC and JAC decided to focus this prospectus on further support

on pastoral development and restoration recommendations for the Cane River wetlands.

CSIRO assisted AAC and JAC to identify the most attractive pastoral development scenario by brokering expert inputs on carrying capacity, herd flow modelling, domestic market potential, and risk and sensitivity analysis for the selected pastoral development.

For the Cane River wetlands, CSIRO brought in geomorphological expertise to identify key drivers of the erosion, quantify erosion rates and recommend restoration actions. The assessment involved field survey, aerial image analysis and use of historical rainfall and runoff data.

The project collaboration between JAC, AAC, and CSIRO supported the decision making that led to the priority opportunities presented in this prospectus.



RISK ASSESSMENT AND MANAGEMENT

A risk assessment of the pastoral investment opportunities was conducted by GHD Pty Ltd by identifying key risk factors and mitigation strategies.

The major risk of a rainfall deficit or drought was noted but was considered manageable in line with other pastoral operations in this region. Another key risk factor is the delay in the capital investment to develop the necessary infrastructure to implement the new herd management. The risk assessment includes a sensitivity analysis of multiple scenarios where the risk factors materialise. Under all scenarios in the sensitivity analysis, the indicative returns on equity (ROEs) for the investment are all positive from year 4. ROE is a metric that is commonly used to determine how effectively an asset base is being used to generate profits.

The main risks for the restoration of the Cane River wetlands were advised by Shell Hydrologic, and focused on the opportunity costs of ongoing wetland degradation by not rapidly implementing gully control alongside integrated property management, fence maintenance, and partner co-investment.

	RISK	MANAGEMENT
	Delays in development will have a material impact on Peedamulla's ability to deliver returns	To manage costs and lock down quotes it is recommended that the infrastructure upgrade be committed to a 12-month program
	Carrying capacity depends on a highly variable annual rainfall	Adaptive management and capping the breeding herd can ensure ability to maintain this number on a year in year out basis
	Changing market conditions leading to a decrease in beef price	Proposed changes to breeding and turnoff at MSA standard will enable access to more lucrative markets and add long-term stability
	Maintaining a breeding herd of 1,500	This has already been demonstrated with recently increased herd size – new infrastructure and careful management are needed to address low rainfall years
	Delays in gully erosion control with rock chutes leading to ongoing wetland loss and opportunity costs	Proactive search for funding partners across conservation, government and philanthropic sectors for wetland restoration
	Leveraging sufficient funding for the development	On the basis that the existing herd is unencumbered, there is good security for potential lenders to raise capital if required
	Maintaining consistent turnoff weights and quality to meet MSA accreditation	Peedamulla management advises that early trials in the feedlot appear to be delivering to MSA standards
	Exclusion fencing for the Cane wetlands depends on surrounding property development	Co-investment from both pastoral development and conservation pathways can support integrated property management and fence maintenance

JOINING OUR JOURNEY

"We are the permanent custodians of Peedamulla. Through JAC, we hold the property for future generations to enjoy. In the past we have invited partners to join our journey. We are looking for more partners for our next steps."

Trevor Parker, JAC Chair

"Our partnership with JAC has been renewed to position us both for a new decade. It provides Peedamulla with the strengths of both of our organisations."

Doreen James, AAC Chair

Our remarkable property has many exciting assets. Through our collaboration with CSIRO, we now know much more about the best path ahead. We can see clear opportunities to grow our pastoral partnership. At the same time we can see opportunities for investment to repair our wetlands that are of such value to us and to Australia. We have already taken some key steps. We are ready for you to join us. We invite you to come and talk with us about how we can work together for a common future.

We want to acknowledge the photo contributions by Anthony Parker, Adrienne Grbic, Chris Woods, Eric Vanderduys, Jeff Shellberg, Marcus Barber and Taryn Kong.

Copyright © and holders of copyright releases: Jundaru Aboriginal Corporation and Ashburton Aboriginal Corporation.

The information in this prospectus is general in nature and not exhaustive; is not intended to be professional or other advice (including legal, financial, financial product advice or otherwise); and must not be relied upon as a basis for taking or not taking any particular action. JAC, AAC, CSIRO, NIAA, NTTC, Coodawa Contracting, Ag Asia, Shell Hydrologic, and GHD Pty Ltd give no warranty or make any representation, as to the completeness or accuracy of the information contained in or in connection with this document, and to the extent permitted by law, neither they nor any of their officers, employees, contractors or advisers will in any way be liable to any person or body for any loss, damage, cost and expense of any nature, howsoever caused (including by negligence) arising in any way out of or in connection with this prospectus. You must seek your own professional advice and undertake your own enquiries and satisfy yourself in respect of all matters contained in this document. This prospectus is not intended to be and must not be interpreted as constituting financial or investment advice (including whether or not to enter into any kind of transaction), an offer to enter into a contractual relationship, and no binding legal relationship will arise unless and until parties enter into a separate, definitive written and binding agreement. Further information and qualifications on how this prospectus was developed is available in the Project Final Report and copies of this report are available from each of the project partners.

PEEDAMULLA IS TRULY SPECIAL
AND WE ARE READY TO PARTNER

ARE YOU READY TO
JOIN OUR JOURNEY?

**Contact
details**

A 4 Investment Road, Wangara WA 6065
P 08 9303 4900
E bdm@ashburton.net.au
W www.ashburton.net.au

