



**Rirratjingu
Aboriginal
Corporation**

**Culturally legitimate,
Commercially capable**

CORPORATE CAPABILITY STATEMENT

Introduction

Born from the Yolŋu people's historic struggle for land rights, the Rirratjingu Aboriginal Corporation (RAC) was established in 1984 to represent the Rirratjingu clan of North-East Arnhem Land.

Our founding chairman is the late Dadayŋa "Roy" Marika MBE, a visionary Yolŋu Elder celebrated as a father of Indigenous land rights in Australia. The dedication of our Rirratjingu ancestors, from the 1963 Yirrkala Bark Petitions to the landmark 1971 Milirrpum v Nabalco case, laid the foundation for the Aboriginal Land Rights Act 1976 and the principle of self-determination for all Aboriginal people.

RAC carries this legacy forward, balancing cultural stewardship with economic empowerment on Yolŋu country. Over four decades, we have grown into one of Australia's largest and most sophisticated Indigenous corporations, managing a diverse portfolio of successful enterprises.

With astute governance and a strong commercial focus, our corporation has achieved financial independence while delivering tangible benefits to our members and community.

RAC has evolved over four decades into one of Australia's largest and most sophisticated Indigenous corporations balancing 55,000 years of Traditional Owner heritage with modern commercial enterprise to create a resilient, community-led future.

Today, RAC is a proven vehicle for Indigenous-led economic development, cultural stewardship, and regional leadership and widely acknowledged through multiple national and regional awards.



Our Vision

Our Mission

Our Priorities



Our Vision

Our Vision is for a future where our people stand together in a world of harmony, prosperity, and opportunity. A world where our traditional cultural values remain our heartbeat, the wisdom of our forefathers our map and a new generation of our people are standing strong, standing equal. Our Vision is guided by the legacy of our forefathers. They have inspired us to work diligently, to hold tightly to our culture and tradition, to be firm and strong for our land and our culture, to protect and care for our people and to stay united and stand tall.



Our Mission

Our Mission is inspired by ‘The Rock – MANDULA’ and the words of our forefathers. These words call for us to stand firm and to stand together for our people. To remain the ‘rock’ that is one voice together with a shared resolve to shape a future for our families and generations to come so they can live equally in a world of economic certainty and social wellbeing.



Our Priorities

Our ten (10) Corporate Priorities are reflected in our 2025 – 2030 Strategic Plan. The underlying resolve within our priorities is reflected through the following two (2) streams:

Creating a Sustainable Future

The Rirratjingu Aboriginal Corporation (RAC) is leading North-East Arnhem Land through one of the most significant regional transitions in its history.

As the Traditional Owners of Nhulunbuy and Yirrkala, we are stepping forward with cultural authority and strategic intent to guide the region through and beyond the closure of the Rio Tinto mining activities.

Our vision is anchored in long-term sustainability: reclaiming our public profile, securing land tenure that enables self-determined development, and demanding transparency and accountability throughout the mine transition.

We are investing in governance excellence, growing wealth through commercial ventures, and embedding professionalism at every level of our operations to ensure we remain a strong, respected, and high-performing organisation.

By 2030, we aim to have positioned Rirratjingu as the lead voice in regional planning, the holder of tenure across key lands, and the driver of inclusive, post-mining economic transformation.

Empowering Our People

Our future strength lies in the empowerment of our people.

We are building a united and resilient community through services that support Rirratjingu families, uphold cultural authority through Rirratjingu Nuku Rom, and equip our members, especially our youth, with the education, employment, and leadership skills to thrive.

From cultural governance and intergenerational knowledge transfer to targeted training and employment programs, our strategic focus ensures that Rirratjingu people are not just participants in change, but leaders of it.

We are strengthening identity, restoring pride, and building a capable, confident, and connected community workforce that will carry our aspirations forward, protect our land, and lead our Corporation and our region into the future.



Our priorities are backed by a structured 2025–2030 Strategic Roadmap with measurable outcomes and a commitment to transparency and accountability.

Core Competencies

RAC's track record demonstrates distinct core competencies that underpin our success and offer value to our partners:

Complex and Large-Scale Project Delivery in Remote Environments.

Rirratjingu Aboriginal Corporation has demonstrated its ability to deliver complex projects in remote and regional settings, consistently overcoming infrastructure and logistical challenges that are beyond the capability of other providers.

Through our commercial subsidiaries, we deliver housing, construction, civil works, fuel logistics, and infrastructure projects to industry standard quality, while embedding Yolŋu cultural values and generating sustainable community benefit.

A standout example of our capability is our strategic joint venture with Cambridge Gulf Limited. Rirratjingu Fuel Pty Ltd, established in 2012, is the only Aboriginal-owned fuel supplier in the Northern Territory.

Secured over global competitors, this contract reflects RAC's ability to manage high-volume, high-risk logistics from international suppliers through to remote communities. The fuel enterprise supports power stations, commercial sites, mines and homelands while returning significant commercial dividends that are reinvested into community development.



Together, these investments total over \$10 million and respond directly to the critical infrastructure gaps identified in the Regional Economic Growth Plan and the Traditional Owners' Vision – A New Journey Together. Both projects not only improve regional amenity and support local businesses, they also position RAC as the lead commercial developer in North-East Arnhem Land.

In 2024, RAC completed two landmark infrastructure projects:

- **The Rirratjingu Business Centre (RBC)**, a fully tenanted, solar-powered commercial hub repurposed from the former Rio Tinto “Wet Mess” site, now provides essential offices, shopfronts, meeting spaces, and service facilities that underpin economic transition in Nhulunbuy.
- **The adjacent Yanawal Units**, a 15-unit high-quality short-stay accommodation facility, was developed to support regional contractors and business travellers. These units reflect our commitment to design excellence, featuring Indigenous- owned bath products from Bush Medijina, luxurious bedding, exclusive artworks from the Buku-Larrnggay Art Centre and most recently the addition of an impressive outdoor kitchen to further enrich our guest experiences in the region.



Complex Project Management

To further expand our delivery capacity, RAC established **Rirratjingu Project Management Pty Ltd (RPM)** in 2023, a strategic joint venture with national construction firm Sitzler Pty Ltd.

This partnership has positioned RAC at the forefront of regional infrastructure delivery with capability across technically demanding and remote infrastructure projects including:

- **Project management and design coordination**
- **Complex remote and regional projects**
- **Civil infrastructure (roads, subdivisions, utilities)**

Residential Infrastructure: Our long-standing commitment to housing infrastructure is exemplified by earlier initiatives such as our Malpi Village—a 26-home subdivision completed in 2007 and the first Indigenous-owned housing estate in Nhulunbuy.

Whether it's transforming legacy mining infrastructure into high-value assets, coordinating multi-million-dollar developments, or delivering critical services to homeland communities, RAC consistently meets performance targets and stakeholder expectations.

Our track record is built on disciplined execution, strong cultural governance, and a commitment to leaving a lasting impact for the Rirratjingu people and the region as a whole.

Indigenous Employment & Training

RAC excels at creating employment pathways for Indigenous people, from operating our own businesses to running training initiatives. We have established programs like the Barawun Career Pathways Centre in Yirrkala to build Yolŋu skills for jobs and entrepreneurship.

Subsidiaries such as Rirratjingu Mining Pty Ltd actively increase Yolŋu employment by training local crew in quarry operations.

Our focus on “growing our own” workforce not only fills skill gaps but also empowers the next generation of Rirratjingu leaders.



Community Development & Service Delivery

Community advancement is at the heart of RAC's mission.

Our corporation has proven capacity to deliver essential services in remote Indigenous communities, from taking over and revitalising the Yirrkala community store, to investing in local housing, education, and health projects.

RAC's Community Services Division directs a portion of mining royalties into programs that alleviate poverty and improve wellbeing for our members. This competency in grassroots development means RAC can design and implement initiatives that are culturally informed and aligned with government "Closing the Gap" objectives.

Stakeholder Engagement & Partnerships

RAC is highly skilled in engaging diverse stakeholders, including government agencies, and corporate partners, to achieve shared outcomes.

As a Traditional Owner-led entity, RAC has the cultural authority and trust of the Yolŋu community, enabling us to consult and mobilise local stakeholders effectively.

At the same time, RAC has built strong relationships with industry and government: for example, partnering with Rio Tinto in mining and township agreements, working with the National Indigenous Australians Agency (NIAA) on community infrastructure, and forming joint ventures with private companies like Sitzler Pty Ltd and Cambridge Gulf Limited to deliver major projects.

This ability to bridge cultural and corporate worlds makes RAC an effective partner and liaison in any collaborative venture.



Governance and Leadership

Rirratjingu Aboriginal Corporation is governed by a Board of Directors comprised primarily of senior Rirratjingu Traditional Owners, ensuring that every decision is guided by cultural authority, accountability, and integrity.

Our Constitution embeds Yolŋu values into the core of our governance framework, prioritising poverty relief, health, housing, education, and community wellbeing across all aspects of our operations.

To complement this cultural leadership, RAC engages highly skilled non-Indigenous Advisors and a dedicated Corporate Secretary, who provide critical expertise in finance, compliance, and risk governance.

These roles support rigorous internal systems, including regular risk management reviews and compliance audits, to maintain high standards of transparency, accountability, and operational excellence within a positive and values-driven organisational culture.

Our Emerging Leaders Program ensures generational succession by identifying and supporting young Rirratjingu men and women to take on formal leadership roles.

Through mentoring, governance training, and cultural learning, the next generation is preparing to “walk in two worlds”, upholding Yolŋu law, while confidently stepping into corporate leadership.

In 2021, RAC introduced the role of Cultural Ambassador, a senior cultural authority who provides guidance to ensure that Yolŋu law remains central to corporate decision-making.

This commitment was further reinforced through the establishment of a Cultural Committee, a standing body that advises on matters where culture and corporate responsibilities intersect. This structure ensures that RAC stays strong in culture while meeting the demands of modern governance—demonstrating that cultural integrity and commercial performance can go hand in hand.



Culturally Legitimate, Commercially Capable

Rirratjingu Aboriginal Corporation stands at a defining moment, not only for our people but for the future of North-East Arnhem Land. As Traditional Owners of Nhulunbuy, Yirrkala, and surrounding lands, we carry a profound responsibility to guide our region through the post-mining transition with clarity, cultural authority, and strategic vision.

Our Corporation is more than a story of survival. It is a modern, sophisticated enterprise built on 41 years of governance experience, commercial growth, and unwavering cultural strength.

We combine elite governance systems, strong financial performance, and professional leadership with deep Yolŋu law and identity.

Our Board structure, and emerging leadership pipeline reflect our commitment to walking confidently in both worlds.

Our strategic priorities reflect the urgency and opportunity of this moment:

- **To lead the region through the Rio Tinto mine transition, providing stability and vision where none currently exists.**
- **To secure land tenure and unlock development, ensuring local control over Country, planning certainty for investors, and protection of sacred sites.**

For governments and corporate partners, this is a rare and powerful proposition: a culturally legitimate, commercially capable Indigenous organisation, ready to lead and deliver on complex regional challenges.

We offer more than local knowledge. We bring executional capacity, outstanding governance, and a clear roadmap aligned with community needs and national priorities.

From delivering major housing and infrastructure projects, to managing fuel logistics at scale, to revitalising essential services in remote communities, we are already doing the work that others are still planning for.

Partnering with RAC means joining a bold, credible, Indigenous-led movement to secure a stable, thriving, and culturally grounded future for North-East Arnhem.

We invite those who share our commitment to partner with us.

“ Standing firm on Yolŋu land and walking together toward a stronger future. ”

(Wanyubi Marika – Chair 2025)

Rirratjingu Mining

Leading the Next Chapter in Regional Industry

Aboriginal-Owned. Regionally Critical. Future-Focused.

Established in 2008, Rirratjingu Mining Pty Ltd (RM) is a wholly owned subsidiary of the Rirratjingu Aboriginal Corporation (RAC). It was created to support Indigenous employment, generate sustainable economic outcomes, and restore economic sovereignty to the Rirratjingu people.

Operating on Rirratjingu country near Nhulunbuy, the enterprise has grown from a dormant quarry into a regionally significant operation. It is today recognised as a critical enabler of infrastructure delivery across North-East Arnhem Land.

The success of this enterprise is underpinned by robust governance, culturally informed decision-making, and a deep commitment to environmental stewardship and intergenerational community benefit.

Proven Capability – Supporting Infrastructure Across North-East Arnhem Land.

At the core of Rirratjingu Mining is the Gove Blue Metal Quarry, which produces crushed rock, sand, gravel, and aggregate for government, community, and industry projects throughout the region. Our products support essential civil infrastructure — including roads, housing developments, mine rehabilitation, and community facilities.

Key achievements include:

Delivery of over

**115,000
tonnes**

of quarry materials to Rio Tinto for the Pond 5 and Northern Ponds rehabilitation projects.

Supply contracts with
**Gapuwiyak,
Aggreko, and
Kennerly
Constructions**

supporting housing, solar, and civil projects.

Consistent delivery capacity across a

**200km+
service
radius.**

Recent investments have transformed the quarry into an industry leader.

Rirratjingu Mining has recently completed a suite of capital works and equipment upgrades, reinforcing our capacity to support public sector infrastructure pipelines.

These include:

**30-metre,
100-tonne
weighbridge,**

now the only publicly accessible weigh-bridge on the Gove Peninsula.

Construction of a dedicated

**quarry
workshop**

to support site operations and maintenance.

Purchase of new heavy machinery including

**side tippers
and a
front-end loader,**

enhancing local supply logistics and response times

Key achievements include:

**2023/2024 FY
Rock supplied
and delivered to
Rio Pond 5 works
41,000 tonnes**

**July 2024 to date
Rock supplied and
delivered to
Rio Pond 5 works
42,000 tonnes**



In addition to these major capital investments Rirratjingu Mining has continued to build operational capacity through a new \$2.4 million investment in crushing and screening infrastructure. This major upgrade expands our production capability, boosts efficiency, and reduces mobilisation costs for civil and mining projects across North-East Arnhem Land.

The new equipment will primarily support our expanding mining services capability, while also creating opportunities to deliver additional services across Nhulunbuy and the wider region. The assets are fully deployable across RAC's commercial operations, enabling faster response times, greater reliability, and improved project delivery for government, industry, and community partners.

Competitive advantages include:

- **Indigenous-owned and operated crushing and screening capability**
- **Workforce development and training pathways for Yolŋu people**
- **Reduced mobilisation and transport costs on regional projects**
- **Increased capacity to service future Rio Tinto rehabilitation works**
- **Greater ability to support housing, infrastructure, and township development**
- **Flexible deployment across RAC's subsidiaries to lift whole-of-corporation capability**

This investment reinforces RAC's commitment to strengthening mining services ahead of the 2030 transition, ensuring Rirratjingu Mining remains the contractor of choice for crushing, screening, quarry supply, and civil works across the Gove Peninsula.

Excellence in Compliance, Governance and Safety

Rirratjingu Mining upholds exemplary standards in corporate compliance, operational governance, and workplace health and safety. Our systems align with ISO principles, and we maintain rigorous controls around environmental protection, cultural site management, risk mitigation, and contractor safety obligations.

Our governance framework is reinforced by RAC's broader accountability mechanisms and includes regular external audits. We are proud to be pre-qualified with Rio Tinto, meeting high corporate and contractor standards for performance, safety, and reliability.

Supporting Community, Culture, and Country

Every tonne of material delivered through Rirratjingu Mining represents more than commercial supply. It reflects a broader vision of community development and cultural continuity reflecting the dual mandate: commercial return and community benefit. Over the years, the quarry has provided:

- **Materials for local infrastructure – from retaining walls at the Nhulunbuy Golf Club to the Yirrkala Speedway and Gapan Art Gallery at Garma.**
- **Donations of sand and rock for Indigenous ceremonies, cultural sites, and community recreation areas.**
- **Employment pathways through on-the-job training, machinery licensing, and participation in the Barawun Career Pathways program.**

The Future – Positioning for the Post-Mining Transition

As Rio Tinto's operations wind down, Rirratjingu Mining is prepared to support the region through this transition. We aim to ensure continued supply of raw materials and strengthen economic resilience through:

- **Expanding contracts to support housing, tourism, and infrastructure.**
- **Embedding our role as North-East Arnhem's primary raw material supplier.**

Our forward strategy includes:

- **Supporting the delivery of new housing, tourism, and township infrastructure through expanded government contracting.**
- **Exploring additional lease sites to ensure continuity of regional quarry supply.**
- **Consolidating our position as North-East Arnhem's leading raw materials provider.**

A Trusted Indigenous Enterprise with Cultural Authority, Partnering for Public Purpose

Rirratjingu Mining is not only just a supplier — we are a leader in North-East Arnhem Lands commercial future. Our role in regional economic transition places us at the forefront of industrial continuity, supporting development, logistics, and infrastructure.



A Credible, Proven and Trusted Indigenous Supplier

Rirratjingu Mining welcomes collaboration with government agencies, local councils, infrastructure programs, grant-funded initiatives, and commercial partners seeking regionally grounded, Aboriginal-owned delivery capacity.

Our unique value proposition combines reliable local supply, regulatory compliance, cultural legitimacy, and a long-standing record of performance.

Our presence in North-East Arnhem offers a unique value proposition — combining local supply capability, cultural legitimacy, and proven performance with long-term community benefit.

With full regulatory approvals, robust site capability, and an expanding client base, Rirratjingu Mining is a trusted supplier for both public and private sector stakeholders. As a Yolŋu-owned enterprise operating on Country, we bring more than material supply — we deliver community benefit, cultural continuity, and economic resilience to North-East Arnhem Land and beyond.



Our quarry is not just a business asset — it is a culturally significant site known as Wandjukpuy, traditionally used for harvesting special stone for Yolŋu tools and ceremony.

We operate with respect for cultural values, ensuring our practices align with traditional custodianship and community aspirations.

Contact: admin@rirratjingu.com | www.rirratjingu.com

Rirratjingu Fuel

Leading Energy Security in North-East Arnhem Land

Aboriginal-Owned. Commercially Proven. Regionally Essential.

Established in 2012 as a Joint Venture between Rirratjingu Aboriginal Corporation and Cambridge Gulf Limited (CGL), Rirratjingu Fuel Pty Ltd (RF) is the only Aboriginal-owned fuel supplier in the Gove Peninsula.

This pioneering enterprise has become a critical supplier of diesel fuel to mining operations, electricity generators, community outlets, and remote homelands across North-East Arnhem Land.

Previously known as Bunuwal Fuel Pty Ltd, the company has grown into a trusted and reliable supplier delivering over 550 million litres of diesel across 128 fuel shipments between 2012 and 2024.

We are now in the process of securing Supply Nation certification, which will further strengthen our credentials as a preferred Indigenous supplier for government and corporate procurement.

Proven Capability – Fuel Supply and Distribution

Rirratjingu Fuel supplies more than 50 million litres of diesel fuel annually, supporting major clients such as Rio Tinto, Laynhapuy Homelands Aboriginal Corporation, and the BP Nhulunbuy Service Station. In 2024, we opened a 24-hour community-access diesel outlet in Yirrkala – a key step toward local accessibility, economic participation, and price equity.

Key Achievements Include:

- Secured Rio Tinto's diesel fuel supply contract over global competitors Exxon, Caltex, and BP.
- Signed fuel supply agreement with BP for the Nhulunbuy Service Station.
- Delivered over 550 million litres of diesel in 141 shipments across 13 years.
- Launched the region's only Aboriginal-owned fuel station at Yirrkala in 2024.
- Total diesel delivered 2023/2024 FY - 17,600,000 litres
- 13 Shipments over 2023/2024 and 13 shipments over 2024/2025
- Total diesel delivered July 2024 to date - 17,300,000 litres

Excellence in Governance, Safety and Delivery

Rirratjingu Fuel operates under the strong corporate governance and compliance systems of the Rirratjingu Aboriginal Corporation, applying rigorous safety, environmental, and risk management standards across all logistics operations. Fuel is imported directly from Singapore through a secure and efficient supply chain managed with Cambridge Gulf Limited based in Kununurra, WA.

Our operations are underpinned by cultural awareness and accountability, with a proven track record of meeting both commercial and government contract requirements.

With robust systems, trusted supplier relationships, and regionally based capacity, Rirratjingu Fuel is well-positioned to deliver on future government tenders, infrastructure programs, and commercial supply opportunities.

Supporting Community, Business and Industry across the Region

Rirratjingu Fuel plays a vital role in regional development by supplying diesel to infrastructure projects, retail fuel outlets, and independent generators.

We are a trusted provider to small businesses, homelands, and service providers operating across remote North-East Arnhem Land communities. In parallel, we actively welcome engagement with government departments, regional councils, housing providers, and public utilities.

As a Yolŋu-owned, regionally based enterprise with a strong cultural foundation and commercial performance history, we bring a unique value proposition to both government and industry clients.

Our operations are built around reliability, responsiveness, and a long-term commitment to supporting community outcomes and public purpose delivery.

The Future - Fueling the Post-Mining Economy

As the Gove bauxite mine approaches closure, Rirratjingu Fuel is positioned to become a backbone of energy continuity in the region. Our growth plan includes diversifying contracts, supporting township development, and ensuring uninterrupted energy access for communities, contractors, and future industries.

Regional Leadership and Strategic Impact

Rirratjingu Fuel plays a central role in regional energy security and Indigenous economic leadership. As a proven Yolŋu-owned supplier, we combine operational reliability with cultural legitimacy.

Our work supports the broader vision of Rirratjingu Aboriginal Corporation to maintain strong communities and economic independence post-mining.

A Proven Regional Energy Partner.

With regulatory compliance, infrastructure capacity, and trusted delivery, Rirratjingu Fuel is ready to meet the energy needs of government, commercial, and community sector partners.



A Trusted Indigenous Fuel Partner

For secure, reliable diesel supply in North-East Arnhem Land, Rirratjingu Fuel stands ready to discuss your fuel needs or explore partnerships.

To discuss contracting or partnership opportunities, contact us at

admin@rirratjingu.com or visit www.rirratjingu.com.

Rirratjingu Enterprises

Delivering Civil Support and Transport Solutions Across the Region.

Established in 2020, Rirratjingu Enterprises Pty Ltd (RE) is a wholly owned subsidiary of the Rirratjingu Aboriginal Corporation, created to deliver regionally tailored civil works, environmental rehabilitation, and transport logistics services.

Initially contracted to support hydromulching and irrigation for Rio Tinto's rehabilitation of Pond 5 and adjacent sites, the company has grown steadily through strategic investment in fleet, plant, and people.

With a responsive, community-based workforce and fit-for-purpose equipment, Rirratjingu Enterprises is now a key player in regional infrastructure support.

Operating across the Gove Peninsula and surrounding areas, our capability spans light civil works, bulk material handling, vehicle logistics, and environmental remediation – all delivered with a strong emphasis on cultural integrity, safety, and regional development.

Proven Capability – Transport, Civil and Environmental Delivery

Rirratjingu Enterprises provides critical support services aligned with the region's infrastructure and environmental management needs. Our agile operating model allows rapid mobilisation, reliable delivery, and culturally attuned site engagement.

Key Achievements Include:

- **Completion of Rio Tinto-contracted hydromulching and irrigation works on Pond 5.**
- **Ongoing subcontracted transport and logistics services to support mine rehabilitation.**
- **Expansion of fleet assets including water tankers, tipper trucks, and prime movers to enhance project readiness and delivery capability.**
- **Investment in polywelding equipment and upskilling of eight Rirratjingu employees to support current and future regional works.**

Operational Readiness and Workforce Development

Our service model is built around capability, responsiveness, and community empowerment. Investments in plant and equipment are matched by investments in people, ensuring a local workforce equipped to deliver high-standard, technically compliant services.

By aligning with RAC's employment and training focus, Rirratjingu Enterprises is actively growing the region's next generation of skilled Indigenous workers across logistics, machinery operation, and environmental services.

Supporting the Region Through Transition

As the Gove mining operations wind down, Rirratjingu Enterprises is positioned to support the region's infrastructure continuity and growth. We are expanding our service offering to meet increased demand for local civil capability, including:

- **Road and drainage maintenance**
- **Environmental site restoration**
- **Remote logistics and contractor support**
- **Short and long-haul transport and fleet hire**

We are committed to delivering safe, high-quality, and community-beneficial outcomes—supporting both private contractors and public infrastructure providers.

A Trusted Indigenous Civil and Transport Partner

Rirratjingu Enterprises welcomes partnerships with government agencies, regional councils, environmental contractors, and infrastructure project managers seeking culturally legitimate and regionally responsive support.

With a growing operational footprint, an expanding asset base, and a local workforce committed to quality and performance, Rirratjingu Enterprises is ready to deliver for East Arnhem's future.

Aboriginal-Owned. Operationally Agile. Infrastructure Ready.



For civil works, transport logistics, and rehabilitation support delivered on Yolŋu country, Rirratjingu Enterprises stands ready.

To discuss contracting or partnership opportunities, contact us at admin@rirratjingu.com or visit www.rirratjingu.com.



Rirratjingu Investments

Building Prosperity for Future Generations

Rirratjingu Investments Pty Ltd (RI) is the property and financial investment arm of the Rirratjingu Aboriginal Corporation. Established to drive regional development, enhance financial sustainability, and deliver intergenerational benefit, Rirratjingu Investments plays a leading role in shaping East Arnhem's economic future.

Guided by cultural values and strong governance, Rirratjingu Investments manages a growing portfolio of residential and commercial property, along with diversified financial holdings. These assets form a foundation for long-term stability beyond the closure of the Rio Tinto mine and demonstrate RAC's commitment to self-determination and economic resilience.

Strategic Purpose

Rirratjingu Investments exists to:

- Address critical housing and infrastructure needs across Nhulunbuy and Yirrkala.
- Drive regional economic development by investing in essential commercial projects.
- Establish enduring wealth for future generations of Rirratjingu Traditional Owners.
- Ensure financial sustainability for RAC's social, cultural, and community programs.



Core Investment Capabilities

Rirratjingu Investments exists to:

- **Property Portfolio Management**
Rirratjingu Investments provides strategic oversight of RAC's residential and commercial property assets, ensuring these continue to generate value and meet evolving regional needs.
- **New Property Development**
Through planned investment and joint project delivery, the company delivers housing and commercial assets aligned with the Regional Economic Growth Plan and Traditional Owner vision.
- **Community-Centred Investments**
All projects are designed to support job creation, develop local capacity, and improve quality of life for Rirratjingu families and the broader community.
- **Diversified Financial Holdings**
In addition to property, Rirratjingu Investments manages a portfolio of equities and financial instruments to generate sustainable returns and protect RAC's capital base for future generations.
- **Ethical, Transparent Governance**
Operating under strong governance and cultural integrity, all investment decisions are overseen by a dedicated Board and aligned with RAC's Rule Book, ensuring long-term accountability to Members.

Track Record of Growth

In FY2019, RAC held just three properties. By FY2024, this had expanded to thirteen (13) properties, with a combined market value of over \$25.3 million. Major investments include the Rirratjingu Business Centre, Yanawal short-stay accommodation, and refurbishment of the Wallaby Beach Workers Village. This growth builds on the foundation laid by our Malpi Village development, Australia's first private housing subdivision on Aboriginal land, and reflects the ongoing expansion of our residential portfolio to meet community housing needs.

This trajectory reflects a deliberate strategy to diversify RAC's income streams, reduce reliance on mining royalties, and deliver infrastructure aligned with community priorities.



Aboriginal-Owned. Culturally Grounded. Financially Strategic.

Looking Forward

As East Arnhem enters a period of transition, Rirratjingu Investments stands ready to lead. Over the next five years, our goals include:

- Growing RAC's property portfolio to exceed 100 assets.
- Leveraging investment income to sustain RAC's charitable and cultural programs.
- Positioning RAC as the region's leading housing service provider and infrastructure investor.

“

Rirratjingu Investments is not just about buildings or balance sheets. It's about preparing our people for the future — standing firm in culture while growing our capacity to lead.

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(Wanyubi Marika – Chair 2025)

Rirratjingu Project Management

Building Infrastructure. Empowering Communities. Driving Regional Transition.

Established in March 2023, Rirratjingu Project Management Pty Ltd (RPM) is a majority Indigenous owned joint venture between Rirratjingu Aboriginal Corporation (51%) and Sitzler Pty Ltd (49%), one of Australia's leading construction and civil engineering companies.

RPM was created to deliver high-quality, sustainable infrastructure projects across the Gove Peninsula and beyond, while creating pathways for Indigenous employment, skills development, and local business participation. Our purpose is clear: to strengthen regional capability, support East Arnhem's economic transition, and deliver projects that reflect both Yolŋu cultural values and industry best practice.

Strategic Purpose

RPM strengthens RAC's ability to deliver complex projects in remote environments and to drive regional development that is culturally grounded and commercially sound. Our focus is to:

- Increase RAC's delivery capacity through access to technical expertise, resources, and a strong financial base.
- Provide project and construction management for RAC's priority pipelines, including housing, civil works, and community infrastructure.
- Identify and develop new project opportunities that align with Traditional Owner priorities and regional needs.
- Embed local content, employment pathways, and supplier participation so benefits stay in community.
- Support an orderly regional transition as mining activity winds down, maintaining investment confidence and service continuity.

Majority Indigenous Owned. Commercially Capable. Regionally Focused.



Our Core Capabilities

- **Project & Construction Management**
RPM specialises in managing complex civil and structural projects in remote and challenging environments. Leveraging Sitzler's national expertise and RAC's deep local knowledge, RPM delivers technically demanding infrastructure with precision, reliability, and cultural integrity.
- **Infrastructure Development**
From housing estates to commercial and community facilities, RPM addresses critical regional needs such as housing shortages, township transition, and service delivery continuity. Our work supports Nhulunbuy's transformation from a mining town to a thriving regional hub.
- **Design & Engineering Solutions**
Working with leading architects and engineers, RPM offers innovative, sustainable, and fit-for-purpose design services. Our projects incorporate energy-efficient materials, modern construction technologies, and environmental responsibility to ensure long-term value.
- **Indigenous Engagement & Empowerment**
As a majority Indigenous-owned enterprise, RPM integrates Yolŋu cultural values into every project. We actively create employment and training pathways, engage local suppliers, and foster enduring community partnerships.
- **Strategic Partnerships**
Through Sitzler's expertise in defence, commercial, and civil infrastructure, RPM gains enhanced technical capacity, financial strength, and access to national resources, strengthening our ability to deliver at scale.

Partnership Advantage

Sitzler brings national-scale construction and civil engineering capability, which strengthens RPM's technical depth, systems, and risk management. Combined with RAC's cultural authority and regional leadership, RPM offers a credible delivery platform that can stand up to the scrutiny of public sector, private sector, and Tier-1 client requirements.

Regional Impact

The Gove Peninsula faces a critical housing shortage, infrastructure renewal needs, and uncertainty linked to mine closure. RPM's presence and performance are critical to retaining confidence, anchoring services, and unlocking new investment. Our delivery model keeps the economic benefit local and strengthens the region's capacity to deliver its own future.

Governance, Safety, and Compliance

RPM operates under RAC's governance framework and Sitzler's accredited systems. We apply rigorous WHS, environmental, quality, and cultural-heritage controls. Reporting, risk, and assurance processes meet the expectations of government and major-project partners.

Looking Forward

With a base of operations at the Rirratjingu Business Centre in Nhulunbuy, RPM is positioned to be a cornerstone of East Arnhem's infrastructure future.

As Rio Tinto's mining operations wind down, our focus is on:

- Delivering large-scale housing and infrastructure projects.
- Strengthening local project management capability.
- Providing employment and training opportunities for Yolŋu people.
- Building investor confidence through consistent, high-quality delivery.



Rirratjingu Project Management stands ready to lead in creating a sustainable, economically resilient, and culturally grounded future for the region.

Contact Rirratjingu Project Management Pty Ltd operates from the Rirratjingu Business Centre in Nhulunbuy.

admin@rirratjingu.com or visit **www.rirratjingu.com**.

Rirratjingu Property Management & Maintenance Services

Property Services with Purpose – Pathways for Yolŋu Trades and Careers.

Established in 2020, Rirratjingu Property Management and Maintenance Services Pty Ltd (RPMMS) is a wholly owned subsidiary of the Rirratjingu Aboriginal Corporation (RAC). Our mission is simple yet powerful:

To deliver high-quality property management and maintenance services in East Arnhem while creating meaningful employment and training opportunities for Yolŋu people.

Our Core Capabilities: Housing, Maintenance, and Community Services

RPMMS specialises in a broad range of housing and property services, including:

- **All-trade housing maintenance:** covering repairs to kitchens, bathrooms, living spaces, electrical, plumbing, and general upkeep.
- **Garden and grounds maintenance:** lawn care, pruning, hedge trimming, weed control, mulching, and seasonal clean-ups.
- **Weed eradication:** targeted control of invasive Coffee Bush plants to protect local landscapes.
- **Event and cultural support:** preparation and clean-up for local events, and logistical support for ceremonial activities in Yirrkala and Nhulunbuy.
- **Member assistance:** supporting RAC members to improve home safety and wellbeing outcomes.

Our crew combines skilled Indigenous workers with qualified tradespeople, delivering both technical excellence and cultural understanding.



Driving Employment and Skills Development

RPMMS is a key vehicle for RAC’s Indigenous employment strategy. In partnership with the Barawun Career Pathways Program, we provide training and entry- level opportunities in:

- Skid steer and forklift operation
- Cert II in Rural Operations
- White Card and First Aid training
- Chainsaw operations
- Safe use of chemicals
- Driver licensing and workplace safety

Every service delivered is also an investment in building a skilled Yolŋu workforce, strengthening our community’s ability to manage and maintain its own housing future.

Balancing Social Impact with Commercial Viability

As a social enterprise, RPMMS operates in a competitive commercial market while prioritising community benefit. Our challenge — and our commitment — is to remain commercially viable so we can reinvest in training, tools, and future growth.

We are expanding our capacity, with an ambition to:

- Increase our housing maintenance portfolio.
- Grow our Indigenous employment base year-on-year.
- Diversify into broader asset management and facilities services.



Regional Impact

From keeping homes safe and functional to ensuring community spaces are maintained for events and ceremonies, RPMMS plays a vital role in supporting daily life in East Arnhem.

We are more than a maintenance provider — we are a community partner, a training ground, and a pathway to employment for Yolŋu people.

Capability in Action

RPMMS’s capability is demonstrated through its delivery track record and workforce growth:

Project Delivery

Successful completion of **Stage 1 of the Housing for Health project**, including complex carpentry and maintenance works across community housing stock.

Pathways Created

Indigenous employees have progressed into more complex trades and machinery roles, demonstrating the effectiveness of RPMMS as a workforce development platform.

Workforce Depth

A team of **17 employees**, **13 of whom are Indigenous**, supported by skilled tradespeople, creating a blend of cultural understanding and technical excellence.

Financial Strength

Delivered **\$2 million turnover**, underlining the organisation’s ability to manage medium-scale contracts.

Scale and Reliability

More than **1,350 property maintenance tasks completed in a single year (2024 - 2025)**, with teams now operating independently and to high professional standards.

Training Achievements

Eight (8) Yolŋu staff have completed **Certificate II in Rural Operations**, with further qualifications in Working at Heights, Elevated Work Platform, Test & Tag, and fire safety.

Growing Capacity

Acquisition of new plant (e.g. skid steer) has expanded service scope into **site preparation, roadworks, and vegetation management**.

Together, these achievements show that RPMMS is not only delivering essential housing and property services but is also scaling its capacity, diversifying its skill base, and creating measurable pathways for Yolŋu employment and careers.

Contact: To discuss contracting or partnership opportunities, contact us at admin@rirratjingu.com or visit www.rirratjingu.com.



RIRRATJINGU
PROJECT
MANAGEMENT



Ngarrkuwuy
Developments

Rirratjingu Project Management & Ngarrkuwuy Developments

RAC's commercial subsidiaries working together as one delivery team.

Rirratjingu Project Management Pty Ltd (RPM)

Rirratjingu Project Management Pty Ltd (RPM) is a majority Indigenous-owned Joint Venture between the Rirratjingu Aboriginal Corporation (51 percent) and Sitzler Pty Ltd (49 percent).

This partnership combines Yolngu cultural authority with the technical depth and delivery systems of one of Australia's most respected Tier-1 construction and civil contractors. RPM provides end-to-end project and construction management for housing, civil works, township upgrade projects, and community infrastructure across the Gove Peninsula.

Ngarrkuwuy Developments Pty Ltd (ND)

Ngarrkuwuy Developments Pty Ltd (ND), a wholly owned RAC subsidiary, was established to address the severe shortage of housing and commercial infrastructure across Nhulunbuy and the wider Gove Peninsula.

Its mission is to deliver projects that strengthen community stability, attract new investment, support the region's post-mining transition, and align with the cultural values and economic aspirations of the Rirratjingu people.

Together, RPM and ND operate as an integrated delivery model, with ND leading construction delivery and RPM providing project management, governance, scheduling, reporting, and oversight. This structure gives RAC a complete in-house capability.

Ngarrkuwuy Developments leads the build, and RPM provides the project management, governance, scheduling, reporting, and delivery oversight.

Together, these two RAC subsidiaries create a complete in-house capability, developer plus project manager, ensuring cultural authority and commercial performance in every project.

The focus for these two RAC subsidiaries is simple: deliver high-quality infrastructure, build local capability, and support East Arnhem Land through the post-mining transition.

RPM and ND Capability Through the Lens of our current projects under Management.

Bunggulwuy Close Development

This project is a transformative \$7 million housing project comprising 11 new dwellings in Nhulunbuy.

Construction commenced in September 2025, with Ngarrkuwuy Developments facilitating the development and Rirratjingu Project Management providing full project management and delivery oversight. This is the first major residential construction project in Nhulunbuy in more than twenty years, addressing severe housing shortages and providing modern, energy-efficient homes for key regional service providers.



Nhulunbuy Internal Roads Project

RPM is delivering upgrades to key intersections and high-stress pavement areas across Nhulunbuy. The project will improve traffic movements, increase road safety, and remediate chronic pavement degradation. **Completion scheduled for 2026.**

Dargaville Close Development

RPM is set to manage our multi-million-dollar residential development in Dargaville Close, delivering eight new dwellings to support essential government service providers. Ngarrkuwuy Developments will facilitate construction, with RPM ensuring rigorous project governance, risk management, program control, and quality assurance throughout the build.

The project directly responds to the region’s critical housing shortage and forms part of RAC’s long-term strategy to stabilise accommodation supply across the Peninsula.



Our Capability Advantage – Your Commercial Certainty

Culturally legitimate, commercially proven: RPM embeds Yolŋu cultural values into every project, backed by the governance strength of RAC and the accredited systems, safety frameworks, and technical support of Sitzler.

A coordinated RAC delivery model: Ngarrkuwuy Developments manages the construction logistics. RPM manages the project. This structure ensures seamless integration from concept to completion, with accountability, reporting, and cultural legitimacy at every stage.

End-to-end delivery: From planning, design coordination, procurement, and stakeholder engagement through to construction oversight and project completion. Local content and workforce pathways: RPM prioritises Indigenous employment, local suppliers, and East Arnhem-based subcontractors, ensuring benefits remain within community.

Regional transition leadership: As the region prepares for the closure of Rio Tinto mining operations, RPM is positioned to be a cornerstone of future housing, civil, and infrastructure delivery.

Looking Forward

RPM will continue to expand its project portfolio through housing, subdivision works, civil upgrades, and essential community infrastructure and stands ready to partner with government, industry, and regional service providers to deliver the projects East Arnhem Land needs next..

A Coordinated RAC Delivery Model:

Working hand-in-hand with Ngarrkuwuy Developments, RPM provides a complete, culturally grounded, commercially strong delivery platform for East Arnhem Land’s next chapter.







**Rirratjingu
Mining**



**Rirratjingu
Fuel**



**Rirratjingu
Enterprises**



**Rirratjingu
Investments**



**Rirratjingu
Property Management &
Maintenance Services**



**Ngarrkuwuy
Developments**



**RIRRATJINGU
PROJECT
MANAGEMENT**



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