



# COMPANY PROFILE



# ABOUT US

The Yindjibarndi story of self-determination and commitment is deeply rooted in the belief that to be respected as a Nation, we must first believe that we are a Nation, inspired by our action to incorporate a clear and precise plan to build a Nation. This plan is premised on the simple idea that a 3C vision to modernise and develop Yindjibarndi's Community, Culture, and Commercial rights is all that is required to be a part of a rising tide of opportunities. Yindjibarndi Water seeks to ensure appropriate management and use of the natural surface and groundwater resources on country and to be a water utility delivering fit for purpose water services for commercial and community purposes.

In 2021, Yindjibarndi Water was established through a co-founding partnership. It is majority-owned by Yindjibarndi Wealth Pty Ltd on behalf of the Yindjibarndi people. The Right Water Company Pty Ltd is a minority shareholder and supports Yindjibarndi Water through its strategic and technical water industry expertise.



Yindjibarndi Water is well-positioned today as part of the water industry in Australia. Our mission is to bring about real change and lead the transformation necessary to meet the externally driven demands of climate change and the ESG commitments from our Governments, Public Companies, Boards, Shareholders, Investors, and the wider community. This is our greatest calling: to demonstrate what Yindjibarndi has always known through generational capabilities and knowledge transfer.

## OUR VALUES

- We create the legacy.
- We respect the culture, country, and community.
- We share generational knowledge.
- Our word is our bond.



# CULTURAL UNDERSTANDING

As a Nation of Indigenous people, the Yindjibarndi's religious belief begins with being created by Minkala (the sky God), in association with Marrga (the creation spirits) songs, stories culture and Ngurra (the land) was crafted and shaped to suit the Yindjibarndi.

Yindjibarndi Water, with the deep experience of its Yindjibarndi owners from the Pilbara region of Western Australia, understands that since the beginning of time, water is life. With the disruption of man-made impacts on our climate, water scarcity and water security are now the central challenges of the century.

Future generations will define our success by our ability to sustainably maintain our precious resources, particularly in remote regions across Australia, which often attract resource development that intrinsically has a significant water demand.

From a foundation of awareness and understanding of country, people, and culture, the opportunity to gather and review information and data can create a living water balance.



The Yindjibarndi live and maintain social and cultural cohesion under the 5 pillars of Yindjibarndi laws.

- **Nyinyart:** Laws of reciprocity to care and share.
- **Galharra:** Laws of relationship to connect, unite, preserve, and continue.
- **Language:** Laws of truth telling and commitment (binding contract).
- **Birdirra:** Laws of ceremony (traditional lore), community obligation, and responsibilities.
- **Ngurra:** Laws of the land (all things are important and treated as equals).



# YINDJIBARNDI WATER

First Nations Water Company (trading as Yindjibarndi Water) represents a nation of people with deep connections to its water. Yindjibarndi's expertise in managing its water source requires discipline and a great understanding of working with the Ngurra (land) over thousands of years. This expertise has contributed to the eco-cultural sustainability of the Yindjibarndi people, country, culture, nature, and community, which in turn has accredited the protection of the Millstream and Fortescue River areas in the Pilbara region since Ngurra Nhungungumu (when the world was soft).



Climate change has exposed water security globally as a key issue, and it is now a community expectation that we use the right water for the right purpose and increase our water efficiency and recycling at every opportunity. Water stewardship is a more recently termed phrase for managing our interactions with the natural water cycle sustainably - something that First Nations peoples, as the oldest living culture on earth, have been successfully managing as part of the broader environment.



At Yindjibarndi Water, we passionately believe that there are better ways to manage our water. As descendants of a perfectly created ecosystem, our footprint serves as evidence that we have lived and adapted to balancing political, economic, and social development needs. The interconnectedness of our water systems—the life source of the Yindjibarndi people, our natural flora and fauna, and the wider connected ecosystems—can only survive and remain sustainable through a unique approach. This approach involves combining active on-country projects, managed in real partnership and trust, with the integration of modern engineering practices, water treatment technologies, and carbon abatement programs. These efforts will genuinely contribute to world best practices in water management.

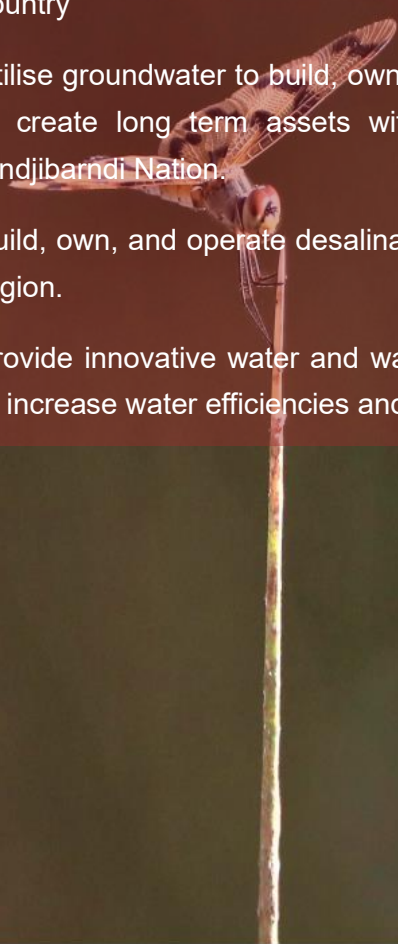
# OUR VISION

*“To build and develop a market leading, intergenerational First Nations Water Utility.”*



## OUR PURPOSE

- Protect and preserve surface groundwater sources for cultural heritage sites.
- Lead water monitoring to develop water management expertise on country
- Utilise groundwater to build, own and operate water infrastructure to create long term assets with a commercial return for the Yindjibarndi Nation.
- Build, own, and operate desalination assets for proponents in the region.
- Provide innovative water and wastewater treatment technologies to increase water efficiencies and recycling.



# PARTNERING TOGETHER



## BOARD OF DIRECTORS



### **MICHAEL WOODLEY**

Michael Woodley is the longstanding CEO of Yindjibarndi Ngurra Aboriginal Corporation (YNAC) and Yindjibarndi Aboriginal Corporation (YAC) Prescribed Body Corporate (PBC). His leadership has transformed the Yindjibarndi into one of the leading First Nations groups in the country. His vision focuses on building strong relationships with Governments, industry, and the public sector, based on the Yindjibarndi 3C principles. The Yindjibarndi have taken full responsibility to tackle ongoing challenges, creating sustainability through real opportunities and long-term partnerships, advocating respect for cultural and community values, and charting self-determination outcomes for the Yindjibarndi people with meaningful results. Michael's experience in managing the Yindjibarndi Corporations and his role as a Co-Founder of Juluwarlu Group Aboriginal Corporation (JGAC), which documents and manages Yindjibarndi cultural history, strategically benefits Yindjibarndi Water in his capacity as a Director.



### **MIKE HOLLETT**

Mike, a co-founder of The Right Water Company, is a former Chairman of the Water Corporation in Western Australia and has previously led significant water reform initiatives over many years in both the public and private sectors. As a Hydrographer, Mike has 40 years of experience across the water and property sectors and continues his passionate drive for challenging the status quo and finding a better, more sustainable way of delivering outcomes that matter. Mike is an experienced Director, now serving on private boards, being Chairman of Yurra Pty Ltd, a majority Yindjibarndi-owned contracting company he co-founded in 2013 and has private interests in infrastructure and affordable housing for seniors in regional WA. Mike is a GAICD.



# PARTNERING TOGETHER



## **GREG MILLEN**

Greg, as a co-founding Director of The Right Water Company, brings more than 30 years of international experience in engineering projects across a breadth of natural resources sectors, including Mining and Metals, Oil and Gas, Agriculture, Renewables, Power, and Water. He holds an Honours degree in Mechanical Engineering from UWA and is a Chartered Professional Engineer (CPENG), Fellow (FIEAust), and Engineering Executive (EngExec) of the Institute of Engineers Australia. Greg is a member of Consult Australia, AusIMM, and the AICD.



## **GRAEME SHEARD**

Graeme is a Fellow of Chartered Accountants Australia & New Zealand and a former partner at KPMG. With over 30 years of international experience at KPMG, he has worked in Papua New Guinea, Vietnam, and Thailand on diverse projects including power plants, renewable energy, and various trading and manufacturing enterprises.

Graeme's experience and knowledge of medium and large business and financial management matters serve him well in his roles as a Director of Yindjibarndi Wealth and Director of First Nations Water.

# YINDJIBARNDI WATER PARTNER CAPABILITY



The Right Water Company, as a minority shareholder in Yindjibarndi Water, brings extensive water industry knowledge and experience in delivering strategic water infrastructure projects both in Australia and internationally. The Right Water Company understands that the Australian water industry needs to undergo rapid transformation to meet the challenges of climate change, respect First Nations' rights to water, and fulfill the environmental, social, and governance (ESG) commitments of boards, shareholders, and the wider community.

Offering a strategic approach to optimising water cycle management, asset delivery, and innovative operations, The Right Water Company focuses on long-term thinking and is conscious of our water footprint in terms of energy consumption and carbon emissions.

As a partner with Yindjibarndi Water, The Right Water Company's responsibilities in water stewardship and governance respect our First Nations people and aim to engage in delivering their water entitlements for cultural, community, and commercial needs. The Right Water Company has extensive experience in:

- Water supply, distribution, and storage.
- Wastewater recycling.
- Bulk water treatment.
- Water sourcing and dewatering.
- Water asset delivery and operations.
- Data and information management.
- Green energy generation, storage, and transmission for water infrastructure.
- Project financing.





# ENGINEERING AND CONSTRUCTION



## WATER FOCUSED ENGINEERING CAPABILITY

Integrated multi disciplined engineering and design capability.

Our teams have significant experience in engineering and design services for a range of water related projects:

- Process
- Civil
- Structural
- Mechanical
- Piping
- Electrical
- Instrumentation

We have robust Safety in Design processes, and our focus is on producing cost-effective designs that are compliant with all relevant Australian and/or International Standards.

## CONSTRUCTION MANAGEMENT

Our construction management capability has a focus on a collaborative, safe and efficient delivery of the project.

Construction planning includes active participation from engineering to reduce construction time and risk.

We work closely with key suppliers and sub-contractors to optimise the supply chain to ensure ongoing construction activities are supported to achieve the project cost, schedule, and quality objectives.

# PROJECT DELIVERY CAPABILITY



Total project delivery capability with participants having 25 years of global experience in engineering, project management and asset management.

Project delivery capability is established to ensure projects are clearly defined, properly managed and effectively controlled throughout all stages of execution.

## PROJECT MANAGEMENT

- Scoping and pre-feasibility through to definitive feasibility studies.
- Project Implementation Management
- Project Management Consultant.
- Engineering, Procurement and Construction Management.
- Integrated Management Teams.
- Estimating.
- Cost control, PRISM.
- Planning and scheduling, P6.
- Procurement and subcontract management.
- Tender specification, contracts preparation.
- Document control.
- Claims and dispute resolution.

# PROJECT FINANCING



Project financing supporting water infrastructure to be owned and operated by Yindjibarndi Water.

Capability extends to providing sophisticated, pragmatic, and commercial advice across areas such as Capital Raising, Deal Structuring and Negotiation, Transaction Management and Co-ordination and Detailed Financial Modelling.

## Yindjibarndi Water seeks to Build Own and Operate:

- Desalination plants
- Water supply and distribution pipelines
- Water treatment facilities
- Bore field systems
- Water decontamination





# YINDJIBARNDI WATER SERVICES

## WATER MANAGEMENT

Water management is a key step in the self-determination pathway for building both water management and business opportunities within the water industry. Yindjibarndi Water can assist or partner with other Aboriginal-owned businesses to build capacity and develop water infrastructure opportunities, whether in bulk water supply, bespoke water products, or functioning as a water utility.

Yindjibarndi Water, having gained cultural awareness and understanding of water in a specific area or nation, can then assess the quality and significance of water data and information to develop a water balance for a defined catchment. This water balance can be evaluated against cultural, community, and commercial demands to derive an agreed allocation and water management strategy.

## CONSULTANCY

Yindjibarndi Water offers comprehensive groundwater consultancy services to manage water needs. Our services encompass:

- **Groundwater Resource Evaluation:** assess specific needs and conduct thorough evaluations to identify suitable groundwater resources.
- **Sustainable Extraction Strategies:** develops sustainable strategies for groundwater extraction, ensuring long-term well-being of the aquifer.
- **Expert Peer Review:** offers expert peer review of existing groundwater investigations, providing valuable insights and recommendations.

We understand the importance of water monitoring and aim to build capability and capacity within our Yindjibarndi community to proactively manage their water resources.



# YINDJIBARNDI WATER SERVICES



## WATER MONITORING



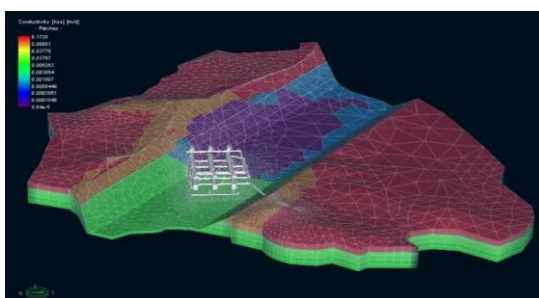
Water Monitoring

- Production and Observation bore level monitoring.
- Water sampling and analysis.
- Water quality monitoring.



Compliance Reporting

- Water licence statutory reporting.
- Operating strategy reporting for DWER.
- Water quality compliance reporting.



H3 Modelling

- Water licence modelling for new bore applications.
- Modelling for licence renewal for existing production bores.
- Participation on technical committees focused on water usage.



Water Optimisation

- In plant water balance optimisation.
- Water efficiency / recycling assessment.
- Source assessment options for long-term water security.
- Strategy development on water management.

# UTILITY FUNCTIONS

## BULK WATER SALES



Expression of Interest

- Water quantity and quality assessment.
- Water source options.
- Assessment against land availability and cultural requirements.



Engagement Protocol

- Formal 12-month process to evaluate commercial and Yindjibarndi Nation support.
- Engagement with Elders and Community.
- Communication with interested parties.
- Period used to negotiate a water supply agreement.



Reservation Fee

- Negotiated fee to reserve the agreed water allocation up until FID.
- Exclusive allocation during this period subject to agreed terms.
- Input into feasibility studies, front end engineering, Permitting and Approvals.



Construction

- Step increase towards full commercial fee for water from FID through to commencement of operations.
- Water supply increasing to service construction activities and workforce.



Operations

- Full commercial fee into production.
- On going monitoring and compliance reporting.
- Water use optimisation.

# UTILITY FUNCTIONS

Yindjibarndi Water can offer these water infrastructure services from source to mine gate, and, if appropriate, the operational plant water infrastructure.

## WATER INFRASTRUCTURE SERVICES



Concept Design

Undertake high level Concept studies associated with water supply, treatment and distribution including technology selection.



Feasibility Studies

Pre-feasibility (PFS), Feasibility (FS) and Front-End Engineering (FEED) activities associated with the various phases of the project development as the project approaches Financial Investment Decision (FID).



Procurement

Project execution phase undertaking the Procurement activities associated with supply of equipment and bulk materials associated with the project.



Construction

Construction contract management and on-site construction management for project construction through to commissioning and handover to Operations.



Operations

Management of the Operations of the facility to deliver treated water and accept wastewater at the facility battery limits on an ongoing basis.



## CONTACT US



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