

The Structure of the Pilbara Meta Maya Group of Companies

Pilbara Meta Maya Regional Aboriginal Corporation (“PMMRAC”) is a 100% privately owned, not for profit, Western Australian Aboriginal organisation based in Port Hedland in the Pilbara. PMMRAC is driven by a Board of seven Aboriginal members of the Pilbara Region, in accordance with the Rule Book and who appointed the CEO. The Board is made up of the following Directors:-

Maureen Kelly OAM – Chair Person
Alana Lockyer
Clarrie Robinson
Linda Parker
Donny Wilson
Natalie Parker
Charmaine Orange

The CEO has a “C” level Management Team consisting of a Chief Financial Officer – who manages the Finance and Administrative functions of the Organisation and is based in Perth; and a Chief Organisation Development Officer (CODO) who is based in Perth and who strategically manages and supervises MME, strategically and operationally manages MMC as well as manages the strategic functions of the Group and business development to include the structure, the business model, strategic partnerships, opportunities, marketing, brand management and contract management.

There is a Chief Operating Officer in situ in Port Hedland – who oversees the Port Hedland Office that manages the Community Contracts awarded to PMMRAC by Water Corporation and Horizon Power for the services delivered to the remote Aboriginal Communities in the Pilbara; and

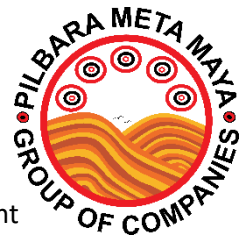
In addition, there are Departmental Managers, Supervisors and/or Co-Ordinators.

PMMRAC’s mission is to serve as a Development Corporation for the regional Aboriginal Communities of the Pilbara. We advance community and economic development goals by providing innovative, sustainable and reliable essential and community services, employing quality tradespeople and supplying employment opportunities to the communities, where and when appropriate.



PILBARA META MAYA REGIONAL ABORIGINAL CORPORATION

ICN2256



PMMRAC's vision is to provide Aboriginal and Torres Strait Islander people with employment opportunities in a stable and sustainable environment across various areas of the business.

Since inception, PMMRAC has matured and is now an acknowledged professional and quality organisation delivering value added services to the Pilbara communities. The services delivered are based around facility management of Mirnutharntu Maya, environmental health, municipal services and the installation and maintenance of essential services i.e. power, water and wastewater infrastructure. PMMRAC has been successfully delivering services since 1994 to Aboriginal communities across the Pilbara, Gascoyne and Midwest regions.

PMMRAC has three wholly owned commercial entities; albeit all staff and assets are owned and managed by PMMRAC and are all collectively known as the Pilbara Meta Maya Group of Companies ("PMM").

1. Meta Maya Services Pty. Ltd. (MMS) - ABN No. 81 158 635 459;
2. Meta Maya Environmental Pty. Ltd. (MME) - (formerly known as Meta Maya Group) – ABN No. 44 617 723 869 – a national Environmental Consultancy and NATA accredited Laboratory based in Perth; and
3. Meta Maya Construction Pty. Ltd. (MMC) – ABN 61 617 841 326 – the national construction company based in Perth.

PMMRAC operations are managed and delivered from the Port Hedland office across the Pilbara, Gascoyne and Midwest Region supported by MMS.

PMMRAC, Central Services i.e. Marketing, Safety, Human Resource, Quality and Finance, are managed from the Perth Office, with an operational finance team being represented in Port Hedland.

MME and MMC operate State wide and are represented both in the Metro and Regional areas.

In 2011 Meta Maya Services Pty. Ltd. (MMS) was registered as a company to enable the delivery of high value amenities to the communities serviced via the Essential Services Department. Cultivating this commercial arm has enabled the organisation to deliver high-quality value-added services to the communities. In addition, MMS has been able to establish credibility in their own right in the commercial market place as well as delivering on commercial projects.



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In March, 2017 the organisation acquired an Environmental and Occupational Health and Safety Consultancy together with a NATA accredited Laboratory.

MME offers services around Asbestos and Hazardous materials including Inventory Hazardous Materials, Occupational Hygiene, Occupational Health and Safety and Environmental. The acquisition enabled PMMRAC to capitalise on skill sets already held within the organisation which has managed the Environmental Health Contract on behalf of the Department of Health for over a decade.

The addition of MME further strengthened PMMRAC's position as a quality business, delivering professional services to both the Government and the Corporate/Commercial Sector whilst offering our clients qualified and experienced personnel, a **national** reach and an extended Environmental service offering. The acquisition also provided PMMRAC with a Perth presence, some talented staff and an active client base. This has allowed Management to access a majority of the client base quickly and more cost effectively when required.

In August 2017 PMMRAC acquired the services of a niche Building Company and Meta Maya Construction Pty Ltd. (MMC) was formed (construction license number 102166). The construction team has extensive experience in the construction industry with the building of new homes, apartments, refurbishment of properties and fitouts of offices, healthcare facilities and retail outlets as an example. This acquisition expands on our service delivery capability to our communities in the Pilbara and strengthens our national capacity.

PMM are fully committed to improving the social and economic areas of life for the Aboriginal nation as a whole. The organisation is passionate about ensuring opportunities are available for Aboriginal personnel on Community. PMMRAC currently has a 32% employment percentage and this will increase as PMMRAC and its entities become more sustainable. Becoming more sustainable is a focus for the management team over the next 3 – 5 years. PMMRAC are acquiring quality personnel who can assist in adding more depth within the organisation with the emphasis on longer term contracts, promoting longevity which, in turn, will enable the Group to offer apprenticeships in all areas of the business.

PMMRAC believe that involving community members in MMC construction projects and employing them as valued members of the team on projects on communities in the Pilbara, ensures inclusivity for the whole community, construction projects are respected and property maintenance is kept in check. Employing Aboriginal people on construction projects outside of the Pilbara is a natural progression to our goal of improving lifestyle.





What set's the Pilbara Meta Maya Group of Companies apart?

PMM has established good relations with clients, the communities they serve, their staff, their partners and their suppliers. PMMRAC is the only regional service provider of its type, it is unique in its set up and operational delivery. PMMRAC provide services that are individual in nature when usually specific companies would be engaged. Having dedicated trades personnel that can cross business units sets PMM apart providing a competitive advantage. The organisation is passionate about delivering quality services thereby raising the standard of living for Aboriginal people on community or in the community, with the organisation going beyond its contractual duties on a regular basis. The beauty that is PMM are the skill sets that are transferable throughout the organisation, where and when required. There is depth in the organisation and the expertise is extensive.

PMM continues to adapt to client requirements and develop new services to meet client demand i.e. facility management services. This enables PMM to retain and continually build on our client database. The organisation treats its employees, suppliers and business partners fairly and respectfully, are culturally sensitive and conduct business in a transparent way at all times.

Our commitment to our clients, people, partners, suppliers and communities is fervent and we operate on the following core values:

Respect – our communities, colleagues, partners, contractors and suppliers for their experience and professionalism

Ownership – be accountable for our actions and flexible in our job roles

Continuous Improvement – be open to change and improvement, operating to high standards, always looking to improve service levels, processes and procedures

Contribution – make a positive contribution in our service delivery, aim to increase income, reduce costs and raise the quality of service by working as a team, driving forward the business and ultimately the satisfaction.

Integrity – Open, honest, ethical and transparent communication in all our interactions; and

Teamwork – operate as one entity and as one team committed to goals, showing support and empowering our people to reach their full potential.





PMMRAC has invested in implementing a business information management system which assures we operate by streamlined processes, ensuring that the whole organisation operates cost effectively. PMMRAC and MME are ISO accredited in Quality, Safety and Environmental and MMC operate under the same guise and are members of the Master Builders Association.

MME is, at present, the only Environmental Consultancy of its kind with its own accredited NATA Laboratory and which is 100% Aboriginal owned. The NATA accredited Laboratory gives MME a competitive advantage as MME is able to inspect, sample, test and report to our clients without the need to outsource to other laboratories in the areas of air and soil. Regarding water, MME has a partnership with a water specific laboratory.

Financial Capacity

PMMRAC has been in operation for 29 years and is financially secure. PMM has a very strong balance sheet without liquidity issues and is completely self-funded. The CEO and her Chief Officers have steered the organisation through many situations during the downturn, which hit the Pilbara region, in particular quite severely. Situations were managed and in addition the complementary capability and capacity of the organisation grew as a whole.

There are few companies who could provide such high-quality services in such extreme conditions across a staggering 600,000 km² to the Aboriginal communities we service and now to a commercial market across Australia in cities, towns and remote sites nationally, whilst at the same time giving back to the people we service.

