

GREAT Annual Report 2024 2025



*GREAT...
making things
happen for our
Communities!*



G R E A T
Gulf Regional Economic
Aboriginal Trust
Empowerment Through Business



GREAT Annual Report 2024/25

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GREAT
Gulf Regional Economic
Aboriginal Trust
Empowerment Through Business

ADBT
Aboriginal Development Benefits Trust
Empowerment through business



Chairman's Report Fred Pascoe



G'day All!

We have seen 2025 come and go.

Overall I think it has been a good year.

GREAT and ADBT have further developed into their respective roles.

Our various entities are all going okay and all are operating as well as they respectively can.

A very quick snapshot, from my perspective is as follows.

Daintree Discovery Centre – Again going well and retains it's position as one of, if not, the premier Tourist attraction in the Daintree Region. All damage caused by Cyclone Jasper have been repaired and completed.

Doomadgee Roadhouse – 2025 has seen Brian Arnold pull together a stable staffing roster, which is an excellent result. Money has been expended to repair the flooring of this facility this year, as the facility is now ageing.

Normanton Foodworks – This year has been a year of consolidation for the Supermarket. The problems with an unreliable power supply has again caused a few headaches particularly in the wet season. We celebrated the successful employment of one of our own this year, with Samantha Bond being appointed as Operations Manager.

Ancient Journeys – This entity has really kicked some goals this year and is becoming one of the key places to purchase authentic Indigenous Art in Cairns.

We have a very professional and fine tuned team of Staff who are excellent to work with, thanks Brian and Team.

I also thank my fellow Directors for their leadership and direction this year.

The Social Media campaign we have rolled out is gaining momentum in getting our voices and messaging out to the general public. Thank you to Katje Gibson for working with us in this area.

We have also undertaken a Training and Employment program with Century Mine, a key outcome is the establishment and commencement of two full-time Traineeships based at Century Mine. There has also been numerous training programs conducted with groups in our Gulf Communities.

And last but not least, several businesses have been funded and established in our Gulf Communities this year which is what we were originally established to do.

I look forward to working with you all in 2026.

Kind regards,

A handwritten signature in black ink that reads "F. Pascoe".

Fred Pascoe

NOW 12 years with the best economic development organisation in the country! A special thank you to our Chairman Mr Fred Pascoe for giving our team the freedom to push boundaries and make things happen!



Brian Arnold

Chief Executive Officer's Message

"You won't be successful unless you can predict the future. You won't predict the future unless you judge things on their merit, undeterred by other people's opinion or ignorance."

"It takes bravery and perseverance to move things forward."

2024/25 has finally been a year of refinement with an effort on consolidation. As we move toward MCL mine closure in 2027, we will continue to be conservative in our approach on any further business investments or expansion with a view to assessing any future funding from a new Gulf Communities Agreement (GCA) associated with mining activity in our region. Once our pathway is clear, we will resume seeking opportunities with more risk, never forgetting our charitable responsibilities.

Here's what has happened... READ all about it in this report.

GREAT

The coffee shop next to Ancient Journeys was purchased and converted into office space for the CEO, CFO and a meeting/board room for GREAT. The meeting room space is also offered for hire via a booking website.

Normanton Foodworks Complex

The Normanton Bakery is now operating exceptionally well! A strong indication is the supply of bread to Burketown and Doomadgee. Not only do those communities receive fresh bread, we have been able to reduce the cost per loaf significantly!

Normanton Foodworks purchased 23 Matilda Street. The house is comprised of a two-bedroom one bath house, large sturdy shed with a very high roller door. We have constructed a 1 x 2br/1bath and a 1br/1bath under the house to afford up to six staff living in the three spaces (couples, same sex or any variation thereof).

The Daintree Discovery Centre

The Daintree Discovery Centre has purchased 1366 Cape Tribulation Rd. It was purchased for a number of reasons but mostly as staff accommodation for now and into the future.

New restrooms were built in the main entry.

The new Jarrabina Terraces, an accessible canopy walkway that links the Discovery Theatre to the Interpretive Centre via the Cassowary Circuit was completed and launched on 16 June. The project represents the latest milestone in the Centre's long standing commitment to inclusive and sustainable tourism.

Ancient Journeys

Additional signage has been added to the front of the shop and a new awning has been installed at the back entrance. There is also a new display window that was created out of space in the store room.

Doomadgee Roadhouse

The CEO, with the agreement of the DRH management, had Smart Retail installed. With the installation of the POS system, we can access the TMR Freight subsidy saving the community 20% on their essential purchases. Normanton Foodworks uses Smart Retail as well. Now both locations can be better managed.

As always, thank you to my Chairman and Board of Directors for giving me and my team the freedom to do good things. The team of DOERS includes: Tatiana Eddy, CFO; Gene Geedrick, Business Advisor; Jason Donnelly, HR Manager; Julia Collings, Accounts; Katje Gibson, Media Advisor; Nigel Tillett, Grocery; Brett Hart, Legal Counsel; Janice Barlow, part-time bookkeeper and the Managers at:
Doomadgee Roadhouse: Michelle & Robbie Potter + Adriel O'Keefe
Normanton Foodworks: Pat Vines & Samantha Bond + Josh Potter
Daintree Discovery Centre: Abi Ralph
Ancient Journeys: Cathy Ware, Retail Coordinator.

And the 60 staff across all entities.

Section 1: Governance

Annual Report

Section 2: Stakeholder & Community Engagement

www.communityraffles.com.au

The CEO has organised the establishment of a website to be used for community raffles. The site will facilitate sale of raffle tickets for community groups ie sporting teams and individuals. So, we might start with signed Broncos jerseys or similar, then advance to a tinny, cars or even a house. The site will use the GREAT branding without specific components of Kelly's artwork ie the Croc, just the colours.



The Board approved up to \$20,000 to conduct a raffle for a 4-wheeler or similar but after further consideration and discussions with the CFO, the GM will start with \$1000 Normanton Foodworks' raffles. There is less risk/loss if we don't sell all of the tickets. It gives us a chance to build a database of emails so we can accelerate awareness of any future raffle, in particular a raffle with a significant prize like the 4-wheeler.

The application to conduct raffles via the website through the Dept of Justice and Attorney-General **has been approved.**

The proposed \$1000 Normanton Foodworks and Doomadgee Roadhouse raffles have evolved beyond paper tickets which was proposed as a way to get started. Now, we will be able to use our Smart Retail POS systems at Normanton Foodworks and Doomadgee Roadhouse.

The programming of the POS system will be ready in October, delayed because the programmers are busy building another system for the Foodworks Group. The POS will be able to take their money, capture the name, mobile number and/or email address for each entry so creating a database will be very easy. After each successful raffle, the prize will get bigger.

Video Tour

As reported toward the end of 2024, the CEO, our Media Advisor Katje Gibson and a videographer Paul Smith travelled to Normanton, Burketown, Doomadgee and Mornington Island for the week commencing the 22nd of April to film our entities, staff and people that have received funding to start a business. Our primary goal is to create a 6-minute video/story which we played at the meeting with Philanthropists in Sydney in May.

Below is a screen shot of the 6-minute video that was produced for meeting with the Philanthropists in Sydney. It has been embedded in the homepage of the GREAT website. The videographer produced three more 1-minute videos with the assistance of Katje Gibson.

6-minute video



1-minute video

To be played at the meeting.



Katje Gibson as Media Advisor



Katje Gibson, who is well known to ADBT/GREAT staff and directors through her time working as the Katter Party Chief of Staff, has been engaged as our Media Advisor for the next 12 months starting in July.

GREAT Website

The GM has added/updated the staff page and added all the important contractors including Katje Gibson (Media Advisor) and Jason Donnelly (Human Resource Manager). As the GREAT website is being expanded to include videos, other media and updates, some content will be tweaked by Katje on a regular basis.

The GREAT website is well and truly living. Our Media Advisor, Katje Gibson, is regularly adding video content which is also available through Facebook, Instagram and YouTube. Katje will provide and update at this meeting.

The CEO, Chairman, Katje Gibson and Tim Wright (CEO of Greenbank RSL) met with Jamie Nettleton from Addisons Lawyers to correlate all pertinent data and shape a strategy to seek a license to operate an online casino license with five RSLs from the Sunshine Coast on the 18th of February with the following outcomes:

- We have a right to apply for a gambling license ie sport betting and Keno but it will take a year and cost millions during that time and cost even more to market our betting products. Effectively that market is saturated with many operators in the space to compete with. Having said that, we would likely be successful.
- We could partner with an existing operator who would like to satisfy/address the following:
 1. Help to build social capital for Indigenous Australians
 2. Reconciliation goals
 3. A competitive advantage to get the first online casino license with us.

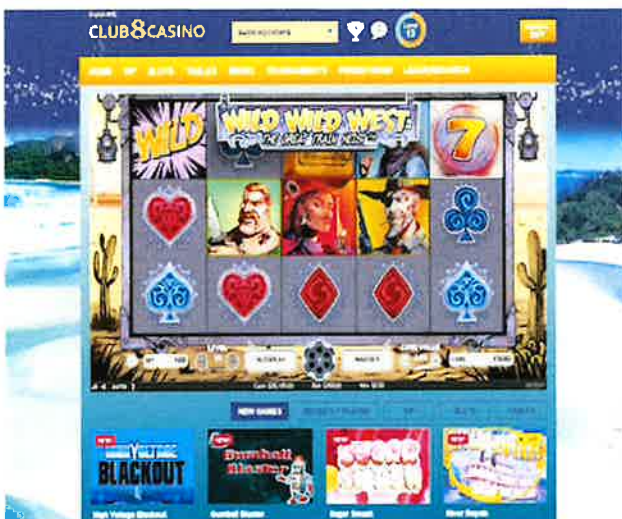
The CEO believes these options weren't worth pursuing. As stated, the market is saturated and entry is too costly; it's been designed that way. An exclusive online casino license for Aboriginal people to access their fair share is unlikely due to the back-room deals that have likely occurred in the past and will continue into the future. Eventually, an existing casino and/or pokie machine manufacturer will get a license, at that point it might be worth pursuing again but for now the CEO will take no further action.

The LEGAL online gambling industry is dominated by one company based in IRELAND who control 70% of the market share so billions of dollars leave Australia for Ireland! Horrible mismanagement by the government! Who allowed that to happen?

The ILLEGAL online CASINO gambling also represents a loss of billions of dollars to the Australian economy! Hundreds, if not thousands of illegal online casino gambling sites operate in Australia without any serious government intervention. Who allows this to happen?

Section 3: Economic & Business Development

Online Casino License



Gingeroo



Gingeroo is a collaboration between a Cairns brewery and GREAT. The launch of the ginger beer took place at a special lunch at the Ochre Restaurant on the 6th of August. Bob Katter handled the officials.

Other breweries are being approached to see if they would like to partner with GREAT to establish the label/concept.

The Liquor Sales Manager from Foodworks NSW and VIC was willing to trial the label at Foodworks outlets in those two states, so we do have something to offer a potential partner.

Gingeroo is trademarked in the USA but there could be an opportunity to partner with the owner to trial the label. Americans love Australia and Kangaroos.

The GM is currently seeking interest in the GINGEROO concept. Along with GINGEROO, GREAT own the following trademarks:

1. Cassowary Poo. Sold at Ancient Journeys, Daintree Discovery Centre and retail outlets throughout the North Queensland region. We don't particularly make a lot of money but it provides a donation to Rainforest Rescue and the QR code goes directly to the DDC website.
2. Jurassic Bottled Water. Sold at Ancient Journeys and Daintree Discovery Centre.
3. Great Artesian. For use as a beer and/or bottled water to value add to an artesian spa in Burketown and potentially other spas across the dinosaur region or where water from the Great Artesian Basin is used as a water supply. Will be activated once we have a spa. It's envisaged the Burketown Pub will brew the beer.

Concept is to take commercial-orientated ownership of some of Australia's flora and fauna.

Artesian Spa, Beer, Bottled Water – Burketown



The establishment of an artesian spa was one of the top four priorities when we met with the Philanthropists in Sydney. Once a spa has been established, there will be an opportunity to brew a beer at the Burketown Pub using water from the Great Artesian Basin. Further, the trademark could be used by other communities to do the same, especially those that are in dinosaur country and access their water supply from the Great Artesian Basin. Collectively, a decentralised brewery could be established to supply domestic and international markets.

GREAT has ownership of the trademark, GREAT ARTESIAN, for use of marketing beers brewed from water sourced from the Great Artesian Basin. The Great Artesian trademark was acquired from a council for non-use.

The GM and the Business Advisor will work with Gangalidda Garawa, CLCAC, the Burke Shire and a number of philanthropic organisations to establish a spa in Burketown. The Business Advisor has been liaising with the GG CEO to assist with additional funding for accommodation for staff and possibly tourists. Currently, it has been reported that there isn't sufficient accommodation for larger buses. Once a spa has been built, this could be an issue.

ltded.com.au

The website is now live. There are only two artists and five prints listed for sale. Ancient Journeys now has a venue for other Indigenous artists to sell their prints or originals.



Cattle Musters Around Doomadgee

On-going. The CEO believes a Land Council or PBC with the assistance of GREAT would work to manage musters with a view to transitioning often ad hoc activities to a more managed process, including applying a percentage of profits to establish infrastructure to create a collective cattle enterprise. Or in other words, each tribal/family group, outstation and/or individuals work like a cooperative.

Ancient Journeys

Ancient Journeys will surpass its sales budget. Our website now has 2000 items for sale and we average \$500/week in sales alone. Our range in store and online is always increasing. Now, more than ever, there is something for almost everyone. Cathy Ware, our Retail Coordinator, has been with us for just coming on two years. She has been a huge part of the success.

Below is some additional signage that has been added to the front of the shop.



The instalment of the awning should help to direct more traffic via our back door. To date, people coming through the front door has increased significantly.

Below are the installed new awning and display window.



Normanton Foodworks Grocery Complex

Normanton Foodworks Bakery

The bakery started with a soft opening from the second week in July. We have steadily added coffee and bread rolls and some pastries from time to time.



Fully operational, baking bread seven days a week. Further refinement and expansion of the menu has been an on-going process. In the New Year, we got Bruce from Suprima to spend a few weeks training staff. Once processes and procedures are bedded down, consideration will be given to supplying bread to Burketown and Doomadgee.

ABC Article: Outback Supermarket cuts price of bread by trucking in frozen dough



The article focused on our efforts to reduce prices with a focus on our bakery and our ability to reduce the cost of a loaf of bread by a dollar.



The bakery has become far more consistent after the last visit by Bruce from Suprima Bakeries. The use of backpackers has also helped.

Daintree Discovery Centre

Cyclone Jasper

The Daintree Discovery Centre has received the first payment of \$147,000 from the government grant to replace the income lost due to Cyclone Jasper. Total grant was \$247,000.

The insurance from Cyclone Jasper was \$876,000.

With the grants and insurance payout, we have financially survived Cyclone Jasper quite well.

A few images of the damage.



Opening of the Jarrabina Terraces.



Cow Bay, 16th June 2025 – The Daintree Discovery Centre has marked its 36th Anniversary with the official opening of a new 100-metre elevated walkway and two new technology-driven experiences that make one of the world's oldest rainforests more accessible for all abilities.

The new Jarrabina Terraces, an accessible canopy walkway that links the Discovery Theatre to the Interpretive Centre via the Cassowary Circuit. The official opening on 16 June represented the latest milestone in the Centre's long-standing commitment to inclusive and sustainable tourism.

The \$500,000 project was jointly funded through the Queensland Government's Accessible Tourism Elevate Fund Access Project Grant, with matched funding provided by the Daintree Discovery Centre. The dollar for dollar funding was used to establish more aerial walkways has been completed.

Images of the walkways below.



There have been improvements, replacements and additions to signage.



VR Room established.



New Artificial Intelligence (AI) Attraction and STARLINK

A Starlink internet connection will be established at the DDC. It will provide a high-speed connection covering the entire site. Once installed, it will afford the capacity to install an AI system that will give visitors an educational experience on a whole new level.

Aboriginal Clothing Brand

GREAT has asked permission from Mpundwithal PBC to use aerial images below to create designs for clothing in particular board shorts.

The concept is to use aerial images of the topography of Kurtijar country and put aspects of it on clothes. The tags on the clothes would have a QR code that would go to a website to learn about the country with a feature on how to get there, tours, places to stay, etc.

If the trial points to any commercial benefit, the Kurtijar PBC and TOs will be notified and consulted with immediately.

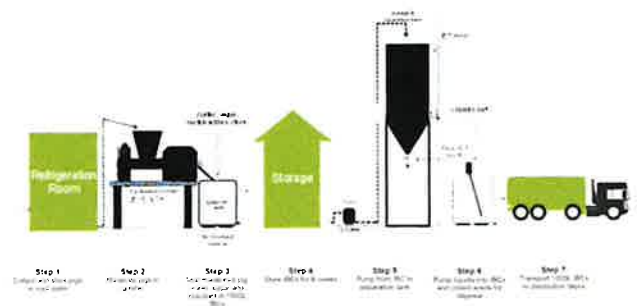


The same type concept could be used with some of our Indigenous Artists, ie Cathy Snow and Kelly Barclay.

Lower Gulf as a Food Bowl

The GM, Chairman and Business Advisor have been working on a number of projects that can come together to potentially establish the Lower Gulf as a food bowl, as follows:

1. Feral Pig Hunting. Business for ranger guides through Delta. Pigs supplied to the Feraliser.
2. Establishment of a Feraliser (mincer). Creates a bio-dynamic soil conditioner for use in agriculture and growing sorghum. Feraliser process below.



3. Agriculture. Sorghum used to fatten cattle.
4. Portable and terrestrial abattoirs.
5. Access to phosphate from mining activity.
6. Orlar Agri-Tech. Growth of leafy greens in hot climates by establishing a horticulture/aquaculture system that cools the roots. Image below.



Section 4: Operations

Doomadgee Roadhouse



Michelle Potter, Robbie Potter and Adriel O'Keefe, Asst Manager Trainee

Michelle Potter, with the assistance of her husband Rob, manage the Doomadgee Roadhouse very effectively. Their management style helps to keep staff and locals happy.

Adriel O'Keefe

Adriel accepted a position as an Assistant Manager Trainee. Because she has worked there for quite some time now, she will likely become a fully-fledged Asst Manager quickly.

Smart Retail (World Smart)

The CEO with the agreement of the DRH management had Smart Retail installed. This has been around a \$40,000 investment. With the installation of the POS system, we can access the TMR Freight subsidy saving the community 20% on their essential purchases. Normanton Foodworks uses Smart Retail as well. Now, both locations can be better managed.

Assistant Manager required

Due to excessive toil and falling back on only one manager when the other manager is on annual leave, we have decided another manager must be employed.

The GM and HR Manager have been advertising for an Assistant Manager for several months. We have had a lot of applicants but very few are qualified and those that are qualified are changing their mind once they are offered the job.

Daintree Discovery Centre

Abi continue to run a great show. At the moment there is a bunch of construction occurring due to the grants received.

Bookkeeping and Accounting

All bookkeeping and accounting activities have been moved over to the CFO and her team. This will free up Abi to focus on marketing and value-adding to our attraction as a whole and specific components, ie the Hologram room.

Now that the bookkeeping and accounting has been transferred to the CFO, she will begin the process of changing the accounting software package from MYOB to XERO.

1366 Cape
Tribulation Rd



The Board of the Daintree Discovery Centre has purchased this property for the following reasons:

- Staff Parking - will alleviate congestion on Black Bean Road.
- Bus Parking - buses can drop off at DDC then park up at the corner property.

Continued on next page

- Staff Accommodation - Backpackers can share and walk to DDC, rental shortage in area/potential for Managers residence once Abi retires.
- Storage for Collateral and Materials - currently renting a storage shed in Mossman, no flat ground at DDC, materials can be delivered and stored properly.
- Road Frontage - we can control the corner, signage opportunities.
- Potential for a walking trail.

A valuation has been carried out by Acumentis with a market value of \$390,000.

The DDC bought 1366 Cape Tribulation Rd for \$375,000. Purchase was settled on the 12th of April.

In the first instance, the house was assessed for accommodating staff, likely backpackers but if Abi were to retire, we would have a place to offer a new manager.

Stock and guide books will be moved out of storage in Mossman and put into sheds near the house.

The house has been repaired and a deck on the side has been reinstated. The manager, Abi, decided a separate bedroom be constructed. The main house can also accommodate a sleeping area/small room can be built, if required. Eventually the main house might be used as a shared common area/kitchen if we invite schools for an overnight experience.



Cyclone Jasper

All repairs from Cyclone Jasper have been completed with the exception of the roof and bathrooms in the main entry way.

The roof, bathrooms and rocking under the main entry way still need to be completed.

Recent Damage

Not long after completing the aerial walkways near the bridge, several trees fell (December 1st) damaging railings. This damage will be repaired very soon. Images below.



Customer Service and Maintenance Coordinator Positions

There has been a bit of a staff restructure at the Daintree Discovery Centre. Peter Eldred who was our Operations Manager will become the Customer Service Coordinator and we have hired a person to become the Maintenance Coordinator. The restructure is to ensure the Centre infrastructure is in perfect order providing the safest possible environment for our customers. It also gives Peter an opportunity along with staff to give guests their undivided attention.

New Restrooms

New restrooms are complete. The old restrooms were very smelly. The vinyl was also replaced in the Foyer. Images below.



Normanton Foodworks

The GM is currently advertising for an Assistant Manager. A couple, one as the assistant manager and maybe the other in the bakery, would be ideal.

Samantha Bond

Sam Bond has been promoted to second in charge. A video telling her story has been created and uploaded to our social media.

Sales, over a quieter tourist season, have been around \$260-\$280K per week.

We are still struggling with work ethic, getting people to turn up to work which draws our managers away from managing the business and being forced to hop onto a register or address minor issues that could be solved if staff levels were high enough to run the store efficiently. The bonus system has been CANCELLED. It only motivated a few people. It's a shame, for full-time people, it was worth around \$2500 per annum!

23 Matilda Street

Normanton Foodworks has purchased 23 Matilda Street for \$299,000. The house is comprised of a 2-bedroom 1-bath house, large sturdy shed with a very high roller door. During the wet, Wren Constructions will add 2 x 1br/1bath units under the house to afford up to six staff living in the three spaces (couples, same sex or any variation thereof).



Images of the house from underneath. Location of the 2 x 1br/bath units.

Construction to add 2 x 1br/1bath units under the house commenced in April. Our Project Manager, Peter Watton, has been able to add a second room to one of the units.



Construction to add 2 1br/1bath units under the house has commenced.

Merchandising Coordinator

After unsuccessful attempts to find an Assistant Manager, we decided to take a step back and employ a person from Doomadgee that had potential. That person was Josh Potter which has worked exceptionally well! Josh is responsible for participating in stock ordering, receiving stock and getting stock out on the floor. Our goal is to train Josh to be a Manager one day. Josh is the son of Doomadgee Roadhouse Manager Michelle Potter and Rob Potter, Duty Manager.

Ancient Journeys

Ancient Journeys is going really well. Cathy Ware is always a friendly face; always willing to talk to customers.

GREAT Office and Board Space + Ancient Journeys



As reported over the last few years, we have attempted to purchase the shop next to the back of AJ without success until last month. Purchase price was \$250,000 including GST. Original price was \$600,000.

The shop was converted to office space for the CEO, CFO and board room for GREAT. A hole was cut through the wall so we are still able to assist Cathy when Ancient Journeys gets busy.

Work began in January. True North Builders was engaged as the contractor.



Above are images from the 11th of February. Images opposite are of the completed meeting room.



The meeting room can now be hired via a website. www.cairnsmeetingroom.com.au We offer the meeting room on a daily rate of \$450 per day. Half day or hourly rate by negotiation and through the CEO.

Below are the features.

- \$450/per day
- Lightning-Fast WiFi
- 65-inch flat screen. Cast from your laptop
- Hi-res webcam
- HDMI Modules available
- Morning tea/lunch/afternoon tea via Bang & Grind. Ring 0401 281 857
- Max Capacity 20-Guests
- Bar fridge, sink and microwave.

Once a booking has been created, a passcode number will be provided to open the meeting room door for the period of the booking. Onsite assistance available most of the time between 7am and 4pm, Monday-Friday. Meeting room is conveniently located in the foyer of the Mantra Esplanade 53-57 Esplanade.



Business Management Consultancy

Brian Arnold, Coordinator
 Gene Geedrick
 Murradoo Yanner
 Fred Pascoe

Section 5: Income Streams

Inquiries & Investigation

Current opportunities the GM is investigating or advancing:

- Aquaculture/Aquaponics
- Agriculture
- Establish a spa in Burketown using water from the Great Artesian bore
- Beer using water from the Great Artesian Bore (Burketown)
- Bottled water using water from the Great Artesian bore (Burketown)
- Gingeroo
- Establishment of a freight company
- Online casino license
- Bush pig – Feralizer
- Portable abattoir
- Other grocery stores

Section 6: Financial Processes



Business Advisory

Philanthropic Funding

Following our successful Philanthropic Funding breakfast in May 2024 in Sydney, GREAT in partnership with White Box organised a tour trip to the Lower Gulf region for a number of philanthropic organisations. Details are as follows:

- When: 19-21 May
- Where: Normanton / Doomadgee / Burketown 8 people representing each of the foundations listed below:
 - White Box
Mark Daniels & Nicolas Deloux
 - John Villiers Trust
Fiona Maxwell & Ian Galloway
 - Judith Nielson Family Trust -
Candice Von Doosselaere
 - Beacon Laundry
Morag Roseby
 - Minter Ellison
Kieth Rovers & Rachel Johnston



Burketown for breakfast



Arrival in Burketown early Monday morning: Hot springs

Drive to the Doomadgee Roadhouse



Back mid-afternoon – Burketown pub Yagurli – Balloon flight and dinner



Tuesday – drive to Normanton: Bakery, super-market, accommodation



Flight back to Cairns at 1.30pm from Normanton

To date, our success attracting funds from these foundations are as follows:

- Villiers Trust - \$100K
- Ningana Trust - \$15K
- Queensland Investment Corp (QIC) - \$30K towards bakery costs

Mornington Island Car Hire

Business is operational and proceeding well; increasing from the last financial year. Three Mitsubishi Outlanders are available for hire and we recently added a Prado 4WD to the small fleet.



In June, all four vehicles were paid off!!

Water Truck Hire - Normanton

Water Truck business is going well with sales that will surpass last financial year. With that success, another water truck was investigated and with ADBT assistance, secured a Westpac business loan to purchase another water truck. ADBT acted as guarantor for the loan.

The owner was assisted with a council tender for both trucks. We also engaged a transport consultant to assist with setting up Fatigue Management System. The FMS was approved.



White Box and GREAT Initiative - Staff Coordinator

The purpose of this project is to use a psychosocial strategy to improve staff attendance at the Normanton Foodworks. Project will involve the appointment of a Staff Coordinator. This is a new position created and in part funded by White Box and the John Villiers Trust. In summary, the position involves the following:

- Staff Coordinator - to be a local
- Remuneration - around \$40/hour part time
- Funding - grant plus in house funding
- Duration - 12-month contract with probationary period
- Reports to - Store Manager and reference committee
- Reference Committee comprises: store manager, CEO, White Box staff and Business Advisor
- Role includes:
 - Improve and monitor staff attendance
 - Coordinate training of staff
 - Assist with recruitment and induction
 - Assist with identifying and overcoming work barriers
 - Formulate Individual work plan (IWP) with each staff member
 - Work with store manager on rosters
 - Suggest ideas to improve morale, attendance and best practices
 - Training/mentoring for Staff Coordinator to be undertaken offsite - Beacon Laundries
- Reference committee to provide mentoring and resources
- KPI's Staff absenteeism - Current levels of attendance is very poor.
- Reference committee to meet monthly and provide resources and feedback
- Training attended/undertaken by staff

Funding:

- Funding of \$30K is being sought from White Box (QLD Community Foundation - White Box to auspice grant total cost to support this position including training and resources will be \$70K. Remaining \$40K will be funded internally by John Villiers Trust (\$25K) and by Normanton Foodworks (\$15K).
- It is envisaged that this position will show its benefits after 12 months and then determine if this position is viable.

Share Portfolio Investigation

Overall, there seems to be an opinion that our share portfolio is under performing. We have organised a briefing to the Board regarding the future direction of our portfolio.

Following up on our share portfolio review and discussions with another portfolio manager, Providence - it was proposed GREAT adopt the following process:

- Form an Investment Committee (IC).
 - IC Committee to be ratified by the Board
 - Providence to facilitate GREAT IC to size of funds to be invested
 - Income needs of GREAT for investments, cash flow, capex, etc
 - Time frames
 - Key opportunities and threats for GREAT
 - Establish risk profile for GREAT
1. Providence has formulated a draft Investment Strategy. GREAT IC to review Board for approval along with approving transfer of our investment portfolio to Providence.
 2. Establish reporting requirements as per IC Strategy.
 3. First committee meeting will occur at the September board meeting assuming our portfolio is moved over to Providence.

NIAA Funding - \$50K

A NIAA grant application was approved to buy 2x 20ft freezer containers for the Doomadgee Roadhouse. The purpose of this project is to provide food security in Doomadgee during the wet season. Basically, we buy one container and get one free.

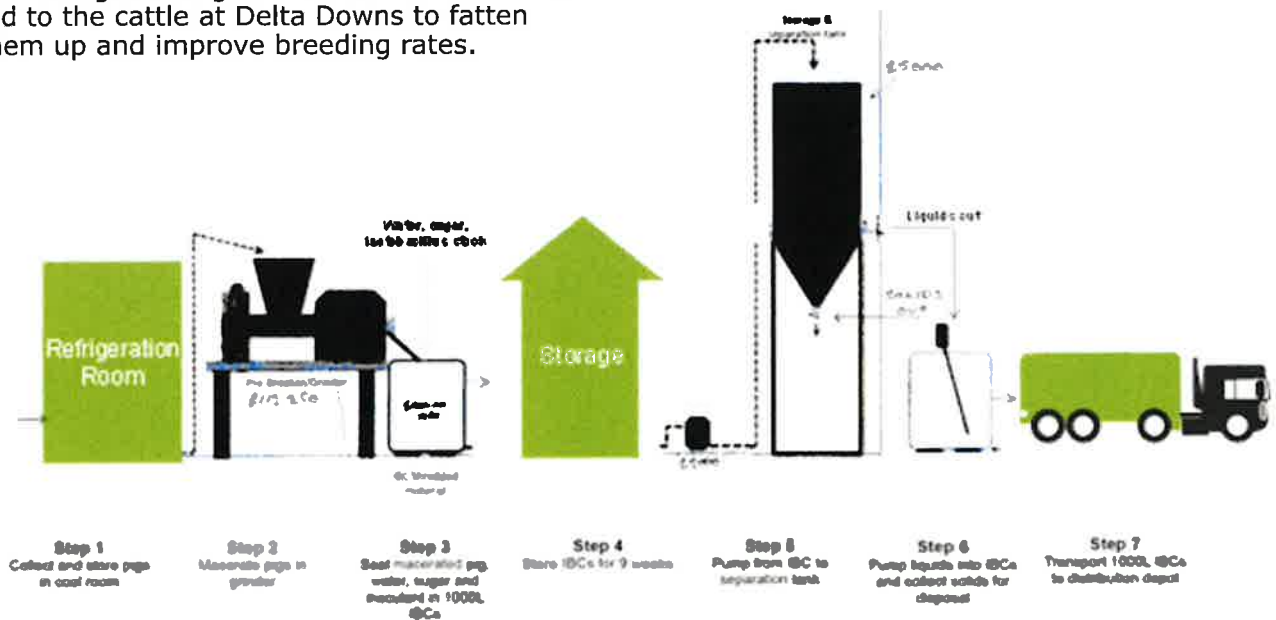


New Cleaning Business in Normanton

A small loan application was successful for up to \$5K. Purpose of this loan is to provide cleaning services to Carpentaria Council and other local organisations and events.

Feraliser Update

Our plan is to produce a fertiliser from the harvesting of feral pigs in the Lower Gulf and use it to grow sorghum which will in turn be fed to the cattle at Delta Downs to fatten them up and improve breeding rates.



GREAT in partnership with Delta Downs, will install a Feraliser to produce a bio-dynamic soil stimulant to mix with soil so sorghum can grow which in turn would be fed to the cattle.

The bio-stimulant will be added with water prior to planting only. Once sorghum has matured, it is harvested and turned into silage which will be fed to cattle at Delta Downs. It is envisaged that this will increase cattle weight and breeding rates. NIAA have been approached to provide 50% funding for the feasibility of this project.

We are currently considering buying the Macerator which is the key component in the Feraliser process.

GREAT and ADBT Board of Directors



Fred Pascoe
GREAT/ADBT Chairperson
Npunwdithal (Kurtijar)
PBC Representative.



Murrandoo Yanner
GREAT/ADBT Director –
Aboriginal Business Leader.



Vacant
GREAT/ADBT Director
Finance



Richard Sewter
GREAT/ADBT Director
Mornington Island Council.



Sharelle Bee
GREAT Director
Representative for Kukatj PBC



Tommy Wilson
GREAT Director
Lardil representative from
Gulf Region Aboriginal
Corporation RNTBC



Rachel Yanner
GREAT Director
Moungabi



Vacant
GREAT Director
Yangkaal representative from
Gulf Region Aboriginal
Corporation RNTBC



Vacant
GREAT Director
Waanyi PBC



Delma Loogatha
GREAT Director
Kaiadilt representative from
Gulf Region Aboriginal
Corporation RNTBC



Brandon Karkadoo
GREAT/ADBT Director
Mingginda PBC



Richie Bee
GREAT/ADBT Director
Representative for Kguthaarn
PBC



Fred O'Keefe
GREAT/ADBT Director
Doomadgee Council
Representative



Leanne Edwards
GREAT Director
Representative for
GKAC (Gkuthhaain) PBC



Donald Bob
GREAT Director
Garawa PBC representative



Mangubadijarri Yanner
GREAT Director
Gangalidda PBC representative



Vacant
ADBT Director
Representative for Waanyi Native
Title Group.



Vacant
ADBT Director
Najabarra, Doomadgee,
Gregory or Burketown
Community Representative.



Shane Goodwin
ADBT Director
Representative for New
Century Zinc Mine

Remuneration of GREAT Board Directors Cash Compensation

Fees for Serving on the Board

For in-person Board or committee meetings, each Director in attendance shall receive \$650 per day.

Compensation for additional days before and after meetings. It was resolved that the Board would compensate Directors whose travel is disrupted/extended at a rate of \$250 per day and when loss of wages isn't appropriate.

Board Directors will receive \$500 a day when attending a special event, meeting or investigation.

Board Directors will receive \$100 a day while attending business forum; \$300 per day if they are a speaker.

Incentive Payment for ADBT Directors

The Board resolved at the December 2024 meeting to cancel the annual incentive payment in favour of increasing the daily sitting fees to \$1,000.00 per day.



Penalty if a Board Director Leaves a Meeting

If a director leaves the meeting for more than one hour and without a valid excuse, the Director will be charged an hourly rate of \$81.25 an hour or the equivalent of dividing the day rate of \$650 by eight hours.

Travel Expenses

Each of the Directors shall be entitled to receive reimbursement for reasonable travel expenses which they properly incur in connection with their functions and duties as a Director. A one-off payment of \$100 will be made to cover these costs.

Please refer to GREAT's Policy on travel for further information.

Abridged Financial Report

2024-2025



The information contained in this report is derived from the Trust's audited financial statements for the year ended 30 June 2025.

G R E A T
**Gulf Regional Economic
Aboriginal Trust**
Empowerment Through Business

Financial Update

Strategic Plan 2025-2030

In March 2025, the Board of GREAT and the senior management held a strategic planning workshop to review the organisation's direction, priorities, and actions needed to achieve long-term success.

Since the completion of the last Strategic Planning process (2020), the organisation has delivered substantial outcomes aligned with its vision of supporting the development of self-sufficient and economically sustainable Gulf communities that continue to value traditional culture. A brief review highlighted significant improvements, particularly in financial sustainability and viability, with more than half of GREAT's income now generated from businesses owned by the Trust.

The organisation's capacity and capability have strengthened considerably in recent years, and GREAT is now exploring new and exciting opportunities. There is a strong sense from the Board that the organisation is gaining momentum and is ready to reposition itself as a key contributor within the economic and stakeholder landscape of the Lower Gulf region. This includes strengthening existing partnerships and becoming a leading voice in regional economic development.

There is also a strong focus on younger generations—both in terms of succession planning for the GREAT Board and in supporting the challenges and opportunities facing young people across the region.

The Strategic Plan 2025–2030 has been developed with full input from both the Board and staff. It reflects a shared recognition that the long-held ambition of creating a self-sustaining organisation focused on delivering progressive economic outcomes for the region and its Traditional Owners is becoming a reality. The plan centres on a concise set of actions designed to further advance GREAT's Vision and Mission.

The Board remains committed to delivering economically sustainable outcomes for the Gulf communities it represents, while progressively transitioning toward a broader role as a respected voice for regional economic development.

GREAT Income & Expenditure

Income received by the Trust is summarized in the table below:

	2025 000's	2024 000's
Funding Income	3,537	1,032
Associated Recoveries	374	534
Business Investments Income	1,950	820
Finance Income	899	790
Total Income	6,760	3,176

The largest source of income is related to funding from ADBT, followed by business investments in Daintree Discovery Centre and Doomadgee Roadhouse. Finance income includes dividend received and gains recognized on fair value of financial instruments.

Expenditure incurred by the Trust is summarised in the table below:

	2025 000's	2024 000's
Audit and Accounting Fees	30	90
Business Support	70	65
Community Contributions	39	13
Consultancy	11	12
Depreciation	46	8
Director's Fees and Training	254	206
Employment Expenses	886	832
Impairment	600	149
Insurance	20	19
Interest Expense	0	1
Investment Management	48	44
Legal	107	67
Loan Fair Value Adjustment	-	-
Motor Vehicle	18	24
Travel and Accommodation	124	97
Other	322	154
Total Expenses	2,575	1,781

Largest expenditure was in relation to employment costs.

Balance Sheet

	2025 000's	2024 000's
Current Assets		
Cash Assets	4,105	376
Receivables	516	466
Prepayments	3	1
Non-Current Assets		
Receivables	3,934	4,276
Financial Assets	6,141	5,671
Property, Plant and Equipment	1,505	1,201
Total Assets	16,204	11,992
Current Liabilities		
Payables	847	899
Employee Benefits	192	163
Non-Current Liabilities		
Employee Benefits	13	7
Total Liabilities	1,052	1,069
Net Assets	15,152	10,923

GREAT continues to maintain a strong Balance Sheet, with a significant portion of its funds invested in short term deposits and other financial assets.

Investments - Financial

The investments held by GREAT in financial markets are managed by Morgan Stanley – one of the largest investment banks in the world.

The financial investments encompass cash holdings, domestic and international shares, corporate notes and bonds, property trusts and exchange traded funds.

Investments - Business

As at 30 June 2025, GREAT has investments in business activities including:

Investments - Business		
Company / Trust	Business Activity	Ownership Percentage
Normanton Traders Enterprises Unit Trust	Operates Normanton Traders Supermarket	50%
Normanton Enterprises Unit Trust	Operates Normanton Foodworks Supermarket	50%
Bynoe Properties Unit Trust	Owns Normanton Traders and Foodworks Land and Building	50%
Doomadgee Roadhouse Unit Trust	Operates Doomadgee Roadhouse and Associated Accommodation Facilities	100%
Daintree Discovery Centre Unit Trust	Operates Daintree Discovery Centre	100%
Gulf Projects Pty Ltd	Bookkeeping Services, Ancient Journeys and other minor projects	100%

GREAT Income & Expenditure

Governance

In the 2024-2025 financial year, the Board held four meetings.

Details of attendance at meetings of the Board are set out in the following table.

Director	Position	Date of Change	Eligible to Attend	Number Attended
Amini-Yanner, Rachel	Moungibi Housing Co-Operative Society Limited Representative		4	4
Bee, Sasha	Bynoe Community Advancement Co-Operative Society Limited Representative	04/03/25	2	2
Bee, Sharelle	GKAC (Kukatj) PBC Representative		4	4
Bob, Donald	GGNTAC (Garawa) PBC Representative		4	4
Edwards, Leanne	GKAC (Gkuthaarn) PBC Representative		4	4
Karkadoo, Brendon	Native title - Najabarra, Doomadgee, Gregory, Burketown		4	4
Loogatha, Delma	GRAC (Kaiadilt) PBC Representative		4	4
O'Keefe, Frederick	Community - Doomadgee Aboriginal Shire Council Representative		4	3
Pascoe, Fred	Chair - Mpunwdithal (Kurtijar) PBC Representative		4	4
Rainbow, Letitia	Bynoe Community Advancement Co-Operative Society Limited Representative	01/07/24 04/03/25	2	1
Rogers, Dagen	GRAC (Yangkaal) PBC Representative	17/12/24	3	3
Sewter, Richard	Community - Mornington Shire Council Representative		4	4
Wilson, Thomas	GRAC (Lardil) PBC Representative		4	4
Yanner, Mangubadijarri	GGNTACC (Gangalidda) PBC Representative		4	2
Yanner, Murrandoo	Aboriginal Business Leader		4	3

GREAT Income & Expenditure

Remuneration

Remuneration (excluding travel related allowances) received by Directors during the 2024-25 financial year for services provided to the Trustee and subsidiary/associated entities is set out in the table below:

Director	Position	Remuneration 2025 \$	Remuneration 2024 \$
Amini-Yanner, Rachel	Moungibi Housing Co-Operative Society Limited Representative	6,300	4,200
Bee, Sasha	Bynoe Community Advancement Co-Operative Society Limited Representative	3,600	-
Bee, Sharelle	GKAC (Kukatj) PBC Representative	6,550	3,450
Bob, Donald	GGNTAC (Garawa) PBC Representative	6,800	4,200
Edwards, Leanne	GKAC (Gkuthaarn) PBC Representative	6,550	3,450
Karkadoo, Brendon	Native title - Najabarra, Doomadgee, Gregory, Burketown	7,972	4,236
Loogatha, Delma	GRAC (Kaiadilt) PBC Representative	6,750	3,950
O'Keefe, Frederick	Community - Doomadgee Aboriginal Shire Council Representative	4,250	-
Pascoe, Fred	Chair - Mpunwdithal (Kurtjar) PBC Representative	130,000	130,000
Rainbow, Letitia	Bynoe Community Advancement Co-Operative Society Limited Representative	1,150	-
Rogers, Dagen	GRAC (Yangkaal) PBC Representative	4,750	-
Sewter, Richard	Community - Mornington Shire Council Representative	6,300	1,400
Wilson, Thomas	GRAC (Lardil) PBC Representative	6,550	3,950
Yanner, Mangubadijarni	GGNTACC (Gangalidda) PBC Representative	2,950	1,650
Yanner, Murrandoo	Aboriginal Business Leader	8,150	9,200

OUTLOOK

GREAT has evolved into an organisation that is increasingly financially viable and has demonstrated a sound track record of investing in economic opportunities that provide ongoing benefits, including the Daintree Discovery Centre and Ancient Journeys. Progressive improvements to the Doomadgee Roadhouse also see it continue to grow and diversify.

GREAT has continued to invest heavily in providing ongoing individual business support, both direct and indirect, and has seen a substantial improvement in businesses owned by Traditional Owners in the communities, resulting in profits staying in the local areas as well as ongoing social improvements.

GREAT is constantly investigating new opportunities for the organisation and the communities and groups that it represents, within the constraints of the trust deed purposes. In addition, it intends to undertake an increased advocacy role for the Lower Gulf, positioning itself as one of the lead agencies in that region in relation to Economic Development.

ADBT



Aboriginal Development Benefits Trust
Empowerment through business

**ANNUAL REPORT 2025
ABRIDGED FINANCIAL REPORT**



**The information contained
in this report is
derived from the
Trust's audited financial
statements for the
year ended 30 June 2025.**

ADBT Income & Expenditure

Income received by the Trust is summarized in the table below:

	Income	
	2025 000's	2024 000's
Business development funding	1,669	1,640
Grants	-	-
Interest on loans and investments	17	59
Dividends and other investment income	-	-
Other	58	23
Total Income	1,744	1,722

The largest source of income continues to be business development funding provided under the GCA from New Century Resources Limited (NCZ).

Interest is earned on deposits held by the Trust and on loans extended to business clients. Investments managed by Morgan Stanley were transferred to GREAT in 2022, with the remaining investment transferred from ADBT to GREAT in 2024.

The Board continues to investigate investment opportunities that are ultimately aimed at replacing the GCA income to enable the ADBT to provide business development and facilitation services in the long term.

Expenditure incurred by the Trust is summarised in the table below:

	Expenditure	
	2025 000's	2024 000's
Audit and Accounting Fees	36	55
Business Support	3,438	1,027
Community Expenses	-	38
Depreciation	45	107
Director's Fees and Training	39	64
Impairment	240	-
Motor Vehicle	4	1
Travel and Accommodation	1	20
Other	29	52
Total Expenses	3,833	1,364

The largest expense in 2025 was in relation to business support to GREAT. With the restructure between ADBT and GREAT during 2022 and 2023, the assets of ADBT were distributed to GREAT by way of a capital distribution. Now that the restructure is complete, the funding received in ADBT is distributed to GREAT to provide the services previously provided by ADBT, as GREAT has taken over the custodial role of the assets.

Balance Sheet

	2025 000's	2024 000's
Current Assets		
Cash Assets	36	1,739
Receivables	3	18
Prepayments	7	15
Non-Current Assets		
Receivables	128	334
Financial Assets	-	240
Property, Plant and Equipment	132	82
Total Assets	306	2,430
Current Liabilities		
Payables	9	13
Total Liabilities	9	13
Net Assets	297	2,416

ADBT Income & Expenditure

Governance

In the 2024-2025 financial year the Board held one meeting.

Details of attendance at meetings of the Board are set out in the following table.

Director	Position	Date of Change	Eligible to Attend	Number Attended
Bee, Richie	Native title – Normanton		1	1
Goodwin, Shane	New Century Zinc		1	1
Karkadoo, Brendon	Native title – Najabarra, Doomadgee, Gregory, Burketown		1	1
O'Keefe, Frederick	Community – Najabarra, Doomadgee, Gregory, Burketown		1	1
Pascoe, Fred	Community – Normanton (Chair)		1	1
Sewter, Richard	Community – Mornington Island		1	1
Yanner, Murradoo	Aboriginal Business Leader		1	0

Board Members/Remuneration

Members of the Board were also involved in other activities outside of Board meetings including Board positions held on entities owned by ADBT.

Remuneration (excluding travel related allowances) received by Directors during the 2024-25 financial year for services provided to the Trustee and subsidiary/associated entities is set out in the table below:

Director	Position	Remuneration 2025 \$	Remuneration 2024 \$
Bee, Richie	Native title – Normanton	6,650	9,600
Goodwin, Shane	New Century Zinc	-	-
Karkadoo, Brendon	Native title – Najabarra, Doomadgee, Gregory, Burketown	6,650	13,147
O'Keefe, Frederick	Community - Najabarra, Doomadgee, Gregory, Burketown	6,650	-
Pascoe, Fred	Community – Normanton (Chair)	-	-
Sewter, Richard	Community – Mornington Island	6,650	900
Yanner, Murradoo	Aboriginal Business Leader	6,000	10,100

OUTLOOK

In 2022, the Board approved the transition of all assets to Gulf Regional Economic Aboriginal Trust (GREAT), with a view of a more appropriate corporate structure which is more aligned with the requirements of the Australian Charities and Not-for-profits Commission (ACNC).

GREAT's charitable purpose remains the same and aligns with the original purpose of ADBT when the fund was established in April 1998.

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ADBT

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Empowerment through business



GREAT

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