Annual Report

2025–26

AIG Aboriginal Investment Group

BUILDING **STRONGER** COMMUNITIES

Cover image: Candice and Cheryl, Umbakumba Laundry launch

Image: Gunbalanya

Our Vision

Empowering Aboriginal people and communities to thrive; through health, leadership, connection and sustainable enterprise.

What's important

We Lead
With confidence, knowledge, integrity and dedication.

We Act
By taking responsibility, staying accountable, and following through on our commitments.

We Believe
In our people, our purpose, and the strength of working together.

We Care
For our people, communities, and Country.

We Respect
For our people, communities, and Country.

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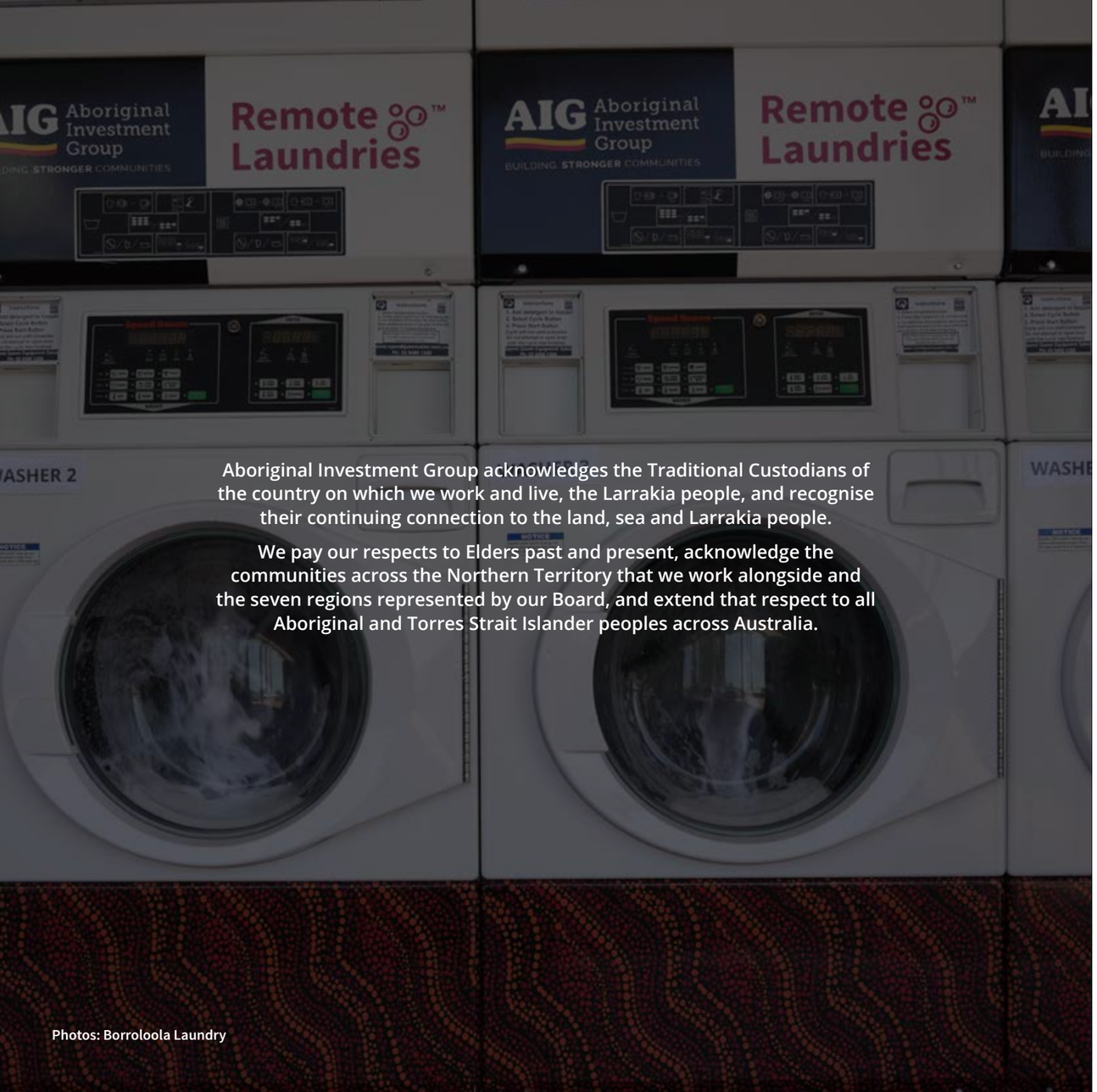


Aboriginal Investment Group acknowledges the Traditional Custodians of the country on which we work and live, the Larrakia people, and recognise their continuing connection to the land, sea and Larrakia people.

We pay our respects to Elders past and present, acknowledge the communities across the Northern Territory that we work alongside and the seven regions represented by our Board, and extend that respect to all Aboriginal and Torres Strait Islander peoples across Australia.

Photos: Borroloola Laundry

Chair and CEO report

The 2025-26 financial year has shown, more clearly than any year before it, that it is possible to grow bigger, move faster, and attract serious capital while remaining firmly grounded in culture and community control. AIG continues to demonstrate that self-determination and commercial discipline are not competing ideas, but powerful partners. Our influence has expanded from regional delivery to national leadership, cemented by globally significant research partnerships and historic commitments from multiple organisations to fund our Remote Laundries. By maintaining lean overheads of 20%, while creating hundreds of local jobs and delivering millions in social dividends, AIG has proven that an Aboriginal-led investment model can achieve long-term sustainability without sacrificing cultural legitimacy. We are no longer just an organisation that walks in two worlds, we are a financially autonomous powerhouse redefining how community-led solutions drive national change.

With the successful completion of Our Strategy 2025, the Board of AIG set Our Strategy 2028; a clear and confident direction for the next phase of our journey. We strengthened our financial position through disciplined investment decisions, diversified our revenue streams, and maintained an operating model that delivers exceptional efficiency. At the same time, we deepened our impact on the ground; delivering permanent, life-saving infrastructure through the Remote Laundries Project, strengthening partnerships with trusted, like-minded organisations, and continuing to support Aboriginal corporations and businesses on their own paths to sustainability.

What sets AIG apart is not just what we do, but how we do it. Our governance model — grounded in representation across the seven regions of the Northern Territory — ensures that decision-making power is firmly cemented in the regions we serve. Our approach allows us to meet the highest standards of corporate compliance while remaining culturally legitimate and accountable to the people and communities we serve. National partners have recognised this model as a benchmark for self-determination, and we are proud of the trust placed in us.

Importantly, our success is not measured by how much AIG controls, but by how much capability is built in community. Every initiative we deliver, from the Remote Laundries Project, to our Business Support Services, to our research and evaluation with the CSIRO is intentionally designed to be collaborative, locally informed, and ultimately community-led.

The Remote Laundries Project is a powerful example of this approach in action. Our Laundries are co-designed with communities and delivered alongside local leaders, Aboriginal organisations, health services and regional partners. From land access and site planning through to operations and maintenance, communities play an active role in shaping how the laundries function and how they evolve over time. The goal is the creation of trusted, locally embedded infrastructure that communities can manage, adapt and sustain for themselves.

The same philosophy underpins our Business Support Services. Whether working with paid clients or providing pro bono and discounted support, AIG's role is to strengthen governance, financial management and operational capability so Aboriginal corporations and businesses can stand confidently on their own. Success, for us, is when organisations no longer need our support, when boards are strong, systems are sound, and decisions are being made locally, with confidence and clarity. This work is never done in

isolation; it is shaped by the priorities of each organisation and delivered in partnership with regional networks and community leadership.

Our research partnership with the CSIRO and Heart Foundation further reinforces this commitment to shared knowledge and collective impact. The research is not an academic exercise conducted at a distance, but a practical tool to support communities, service providers and policymakers with evidence that reflects real lived experience. By building a strong data and research foundation around the Remote Laundries Project, we are helping ensure that future investment, expansion and health outcomes are informed by evidence co-created with communities and partners.

Across all of this work, AIG does not operate in a silo. We work alongside our partners, our communities and our regions, recognising that sustainable change happens when knowledge, authority and responsibility are shared. By prioritising capability over control, we are supporting communities to lead their own futures; strong, independent and equipped with the tools they need to thrive long after our direct involvement has stepped back.

None of this would be possible without the strength of our communities, the dedication of our Board and staff, and the confidence of our partners and supporters. Together, we are proving that Aboriginal-led organisations can deliver at scale, manage complex infrastructure, and create lasting outcomes for generations to come.

So, on behalf of the Directors of AIG and the CEO, sit back, grab a cuppa, and enjoy the read. Thank you for your interest in, and enthusiasm for, all that we do and for walking alongside us as we continue this journey.

Photo descriptions: Left to right, Borroloola Launch, Russell Casuarina Laundry, Darwin Angurugu Laundry

Photo: Gunbalanya

Photo: Left to right - Katalena, Justice and Dionica from Gunbalanya Laundry

COO's Report

This year, the AIG Directors developed a new three-year strategy that builds on the achievements of the previous strategy and ensures that AIG remains focused on its core areas of strength: Business Support Services and the Remote Laundries Project. These priorities are supported through targeted investments and underpinned by research and evaluation, providing evidence of the effectiveness and impact of our programs and services.

Investments

This year has seen a significant maturation in the investments that AIG holds to generate income.

The AIG Board decided in 2025 to proceed with the sale of 45 Mitchell Street, Darwin and invest the proceeds into an investment portfolio. In addition, the Board agreed to sell the three residential properties in Katherine and invest the proceeds into the investment portfolio. The net cash proceeds from the sale of all four properties, after accounting for the selling costs and repayment of the bank loan associated with Mitchell St, was $5.7m.

These funds now sit in an investment portfolio with Morgan Stanley. The investments are split into two funds, an operational fund and a future fund. The operational fund is to deliver working capital for day-to-day operations as required and is a mix of low-risk investments such as bonds and shares in Australian companies. The future fund is a growth fund with investments in international shares and higher return securities with the intention that the funds are not used but are set to grow over time. The future fund will be there for major works or a significant project that a future Board may wish to pursue.

In addition to the investment portfolio, AIG continues to own 29 Katherine Terrace, Katherine and 32 Dripstone Road, Casuarina. Katherine Terrace is an investment property which is now fully tenanted, and Dripstone Road is an Indigenous Hub with Traditional Credit Union (TCU), North Australia Aboriginal Family Legal Service (NAAFLS) and Aboriginal Peak organisations NT (APO NT) as tenants, as well as being the AIG Head Office.

Divesting some of the properties and moving funds into an investment portfolio diversifies the risk that arises holding only one type of asset and ensures AIG can continue to grow.

Business Support Services

The total value of AIG's discounted business support in 2025-26 was $423,528.

AIG has continued to provide paid business support services to NAAFLS, Central Australian Aboriginal Family Legal Unit (CAAFLU) and Motlop Facility Management Services Pty Ltd and commenced APO NT as a client from 1 July 2025. Services provided have included payroll, bookkeeping, budgeting, board reporting, grant reporting and managing the audit process. These services are provided at a discounted rate assists our clients in delivering maximum value through their programs and services.

In addition to paid business support services, we have provided pro bono business support to the organisations listed below which has included assistance with grant applications, developing strategic and business plans and assessing business viability.

TJ & Associates
Watjan Tours
IndigieFridgie
Many Rivers
Nova Perris Foundation
Hello Dear Productions
Jake Jack
Ngardara Cooperative
Bagala Aboriginal Corporation
Greg's Contracting

Remote Laundries Project

The Remote Laundries Project continues to grow with two new laundries built and delivered for Borroloola and Umbakumba, with four more in development for Lajamanu, Yirrkala, Yarrawonga and Wurrumiyanga. This year has seen a significant increase in awareness of the project which has led to new partnerships with organisations that see the value in supporting the program with both financial and non-financial support. This allows the Remote Laundries Project to continue to deliver health and social benefits and has resulted in over $1m in wages going back into communities. The partnerships with the Heart Foundation and CSIRO have played a significant role in this development and will continue to do so.

None of these achievements would be possible without the guidance of the AIG Directors, who lead by example and have set a clear strategy, and the team of dedicated, skilled and qualified staff who turn up to work each day to deliver great outcomes. I thank them all.

Photos: top to bottom,
Ishmael, Gunbalanya Laundry.
Umbakumba launch dancers
Shannon, Milyakburra Laundry

Photo: Stephen, Angurugu Laundry

Photo: Umbakumba Laundry

ABOUT

AIG

Who are we?

We are a 100% Aboriginal owned and self-funded corporation. We deliver sustainable economic, social, and cultural outcomes that empower Aboriginal people and communities to be strong, healthy and independent. We do this through our Remote Laundries Project and Business Support Services. Grounded in culture and guided by our respected and forward-thinking leaders, we work with ambition, connection and respect to build a thriving future for our people and our Country.

Our Deliverables

Delivery Area 1
Investments

Self-sustainability and appropriate autonomy

Delivery Area 2
Business Support Services

Enabler for local decision-making through strong Aboriginal corporations

Improve health, economic and social outcomes for Aboriginal Peoples.

Delivery Area 3
Remote Laundries Project

Demonstrating impact through research and evaluation with our key partners, Heart Foundation and CSIRO

Delivery Area 4
Research and Evaluation

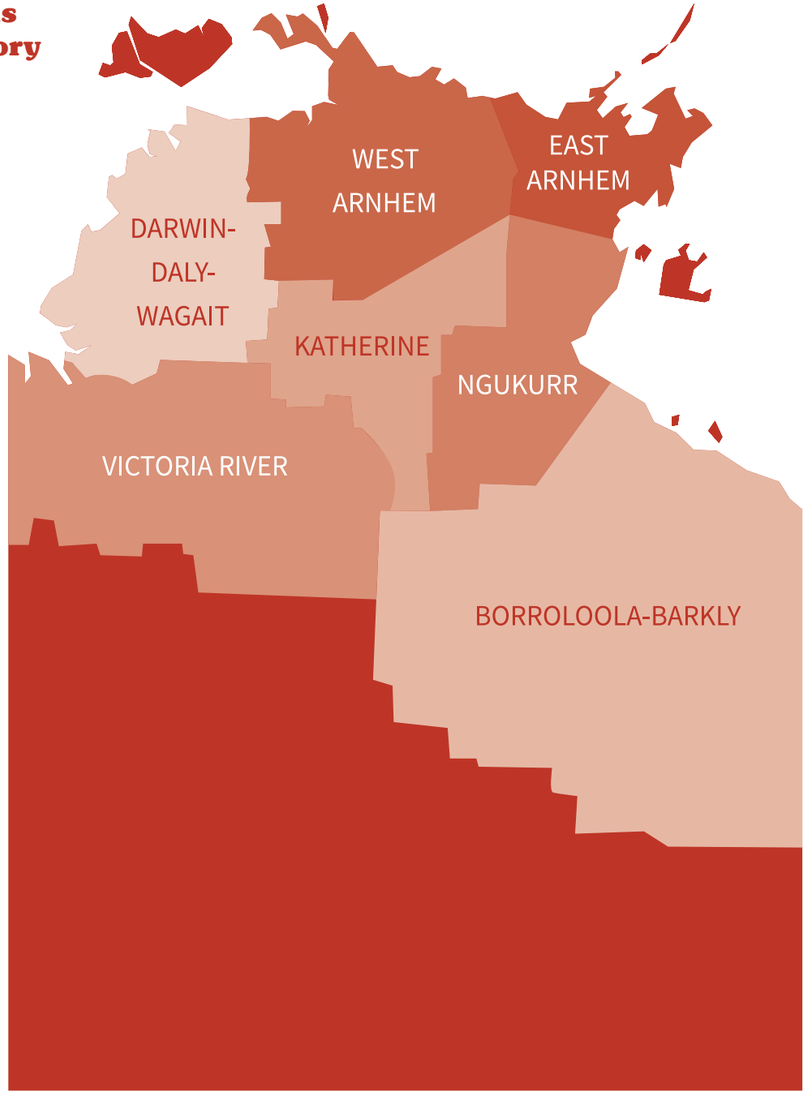
Photo: Vanessa, Umbakumba Laundry

Our Board

Our Board of Directors are the heart of the organisation. Representing the 7 Northern Regions of the NT, our Directors' experience, leadership and commitment, ensures AIG sets the benchmark for Aboriginal-led organisations in Australia for governance, strategy and financial control. Our Directors demonstrate each and every day that community-led solutions can drive national change.

Photo: Elizabeth (Buffy), Patricia and Helen at Casuarina office

The 7 northern regions of the Northern Territory



Brian Pedwell
Victoria River District
Chairman

Brian is a Ngarinyman man through his grandfather's side and Gurindji through his grandmother's.

He has proudly supported AIG as a Director since 2020. With over 15 years of experience in essential services and as an Aboriginal Health Practitioner, Brian brings a wealth of knowledge and care to every role he holds. He previously operated as an executive member of the Katherine West Health Board and the Northern Land Council, representing the Victoria River District. Brian is the Mayor of the Victoria Daly Regional Council, where he continues to advocate for the health, wellbeing, and empowerment of his communities.

For the past two years Brian has also been a Board Member of the Local Government Association of Northern Territory and the Australian Local Government Association.

Helen Lee
Katherine region
Director

Helen is an Arrernte woman, born in Darwin and raised in Barunga. She has been a Director on the Board of the Aboriginal Investment Group since 2004 and across 22 years of service with AIG, Helen has been the Chair of the Risk and Audit Committee and Chair of the Board of Directors (2020 – 2022). Helen's leadership for the Katherine Region included being a member of the Full Council of the NLC from 2003 – 2025, driving projects including Learning on Country as well as the Caring for Country program. In 2023 Helen was elected Chairperson of the newly established Barunga/Wugularr Law, Culture and Justice Committee. Helen's incredible experience in leading organisations at the highest level, saw her elected as Deputy Mayor of the Roper Gulf Regional Council in 2017-2021 and again in 2023. It's a position she still holds. If all of these roles weren't enough, Helen has been a member of the Arnhem Crows Football Club for over 25 years and President of the Club for the past 4 years.

Helen's generosity of spirit and commitment to driving health, social and education outcomes for the next generation saw her elected as Chair of the Barunga School Council this year. All of the achievements above have been undertaken, while Helen also works as a driver for Sunrise Health Service Aboriginal Corporation in Barunga.

Elizabeth Gillett
Borroloola–Barkly
Director

Elizabeth (Buffy) is a proud Garawa and Yanyuwa woman living in the Borroloola region.

She brings strong leadership, cultural knowledge and community commitment to her many roles. She serves as a Director on Mabunji Aboriginal Resource Centre, the Community Benefits Trust (McArthur River Mine), the Child and Family Centre Advisory Group and the Ngardara Solar Borroloola. Additionally, Buffy serves as Deputy Chairperson of MAWA.

Buffy is deeply committed to her community and works alongside others to create meaningful change in areas such as youth development, education, health, culture, community wellbeing and economic development.

As a mother, grandmother and community leader she is passionate about creating opportunities for future generations while maintaining strong cultural connections to Country and community. In 2026 Buffy was honoured as the NT First Nations Woman of the Year, recognising her dedication to leadership, advocacy and service to her people.

Lachlan McKenzie
Independent Director
(Directorship concluded on 22 Feb 2026)

Lachlan is Warlpiri on his grandfather's side and Warumungu on his grandmother's.

He grew up on Larrakia Country and became a Director of AIG in 2022. Since finishing school, Lachlan has worked across a wide stretch of the NT, from West Arnhem to the Western Desert and the Groote Archipelago where his focus was on supporting youth and strengthening community-led initiatives.

Previously based in Gunbalanya, Lachlan worked with Adjumarllarl Aboriginal Corporation, to champion positive change from the ground up.

Patricia Farrell
Ngukurr - Minyerri
Director

Patricia Farrell is from Minyerri (Hodgson Downs) on Goanna Country. Her father is a Warliburru man, and her mother is from the Mara people of Borroloola. Patricia's dreaming is the King Brown, and she belongs to the Warliburru tribe, meaning "sandstone people", her language is Alawa.

Born and raised in Ngukurr, Patricia has strong connections across the Roper Gulf region and currently represents the Never Never Ward on the Roper Gulf Regional Council. Patricia is deeply committed to supporting her community through her work as a Home Liaison Officer at Minyerri School and as an Administration Officer with Sunrise Health Service.

Brendan Makungun Marika
East Arnhem region
Director

Brendan is a proud Rirratjingu man from Yirrkala in East Arnhem Land.

He now lives on his mother's homeland at Blue Mud Bay, where he plays an active role in caring for Country as a ranger and cultural advisor. Deeply connected to his culture and community, Brendan also shares stories and language through music as a performer with the Garrangali Band.

His leadership extends to advocacy, representing Blue Mud Bay on the Northern Land Council, where he helps guide decisions that protect and support land, people, and cultural knowledge for future generations. Brendan is also Deputy Chair of Rirratjingu Aboriginal Corporation.

William "Bill" Danks
Darwin-Daly-Wagait region
Director

Bill is a proud Larrakia man who has served two terms on the AIG Board, representing the Darwin Daly Wagait Region with dedication and insight.

His leadership extends beyond AIG, having completed four terms with the Northern Land Council. Bill was elected by the Larrakia people and twice chosen by the Darwin Daly Wagait NLC Regional Council to serve on the NLC Executive Council, reflecting the trust his community places in his voice and vision.

Sharna Petherick
Independent Director
(Commenced 29 May 2026)

Sharna Petherick is a Brinkin, Marri Ngarr woman from the Marrithiyel language group, raised on her homelands in Litchfield Park. She is a highly experienced businesswoman and Aboriginal advocate with more than 25 years' experience across state and federal government, including Aboriginal health, Prison health, Aboriginal affairs and strategic procurement, supported by a strong record in senior leadership. She holds postgraduate qualifications in business and has authored nationally recognised policy and strategic documents advancing Aboriginal affairs. Sharna brings a clear focus on poverty-to-prosperity models through wealth generation and economic participation and currently holds an executive role with the NT Indigenous Business Network, where she leads advocacy, business development and policy reform across the Territory.

Our supporters and partners

AIG is recognised by our partners as the gold standard in Aboriginal-led development. By combining transparent and highly skilled/qualified leadership, a commitment to rigorous research and evaluation, and a creative approach to building independent prosperity, AIG has earned the full confidence of Australia's most respected national institutions and international leading corporations. We are thrilled to work alongside like-minded organisations with a shared vision for empowering Aboriginal people and communities to thrive through health, leadership, connection and sustainable enterprise.

Major Partners

Heart Foundation

Santos

Pfizer

Mercy Works
SISTERS OF MERCY
AUSTRALIA & PAPUA NEW GUINEA

The Ian Potter Foundation

Santos Foundation

arbex

Major Supporters

Groote Eylandt Aboriginal Trust
'Building a strong future'
'Kingabudirrikina–murra Amboko-murra Angalya'

Solar Living Homes

Louw GROUP

Jasper

FOOD BANK

INSURANCE ADVISERNET
Advice you can trust

GREMLIN ELECTRONICS

Katherine Laundry

Australian Government
National Indigenous Australians Agency

Medtronic

Bill Raby Diabetes Fellowship

lendlease

NIAA

AIG Donors

Thanks to the amazing donors whose generosity of spirit contributed $142,878.38, to AIG's Remote Laundries Project this year. Every one of the 1,527 donations has helped us deliver this free, equitable and lifesaving service for remote communities.

Groote Eylandt Aboriginal Trust - Director, Meriel Corbett Weir

"AIG represents Indigenous governance at its best—strategic, culturally grounded, financially sound, and outcomes-driven. The leadership, professionalism, and commitment demonstrated by AIG's Directors and staff are evident in both the strength of their partnerships and the real-world impact of their work."

CSIRO Professor Ray Mahoney

"(AIG's) willingness to engage in rigorous research—including site visits and interviews with local staff and external stakeholders —allows for a deep understanding of the social and economic impacts of their work through the voices of those with lived experience... Their sophisticated approach to financial stability—including the diversification of their investment portfolio into a stock portfolio to ensure long-term dividends—provides the resilient foundation necessary to support these high-impact health initiatives."

Gunbalanya Laundry Staff, Dionica

"This is my first job, working at the laundry. When I first started working here, I was a bit shy, but now I feel confident, I feel a bit strong."

Photo: Santos NAIDOC Event

Photo: Holly and Shirleen, Umbakumba Laundry

Photos: Top Left Naja and Michelle, Gunbalanya, Top Right Darwin and Tim, Angurugu Laundry, Bottom Locky and Candice, Milyakburra Laundry.

Our team

Our team is more than just a collection of specialists; we are a diverse group driven by a shared commitment to working alongside Aboriginal people and communities to create lasting opportunities and support strong, healthy futures. Whilst our team could be defined by our wealth of high-level academic achievements and sector leading experience, our true power is our commitment to delivering programs and services that facilitate a future where Aboriginal people and communities thrive.

Liz Morgan-Brett OLY
Chief Executive Officer

Liz is a commercially astute and forward-thinking leader with 24 years of experience in governance, strategy and management. Liz is known for her energy, strategic clarity and unwavering commitment for the communities and regions AIG supports and serves. She has led AIG through a period of significant growth while maintaining a lean, high-performing operating model and a governance structure recognised as a benchmark for Aboriginal-led decision-making. Under her leadership, AIG has attracted substantial investment, delivered permanent, life-changing infrastructure, and prioritised capability-building over control. Liz's leadership reflects a rare balance of commercial acumen and cultural responsibility, ensuring that growth always serves communities, strengthens independence and delivers benefits for generations to come.

Kerry-Ann Plant
Chief Operating Officer

Kerry-Ann joined AIG in 2023 and has over 25 years' experience in accounting and finance and has worked across a diverse range of industries and roles in both the private and not for profit sectors in the UK, Europe and Australia.

Kerry-Ann has a passion for business transformation, technology, and keen interest in staff development and mentoring as well as more than a decade advising boards on financial and operational matters in addition to serving as a board director.

Kerry-Ann started her career in the UK Government, before moving into the private sector, working in Italy and France as an accountant in the hospitality sector before moving to Australia in 2004. In Australia, she has worked in the IT, Hospitality, Education, Mining and Not for Profit sectors in Sydney, Melbourne and Canberra.

Kerry-Ann is a Chartered Management Accountant, holds an Executive MBA from Australian Graduate School of Management (UNSW) and is a graduate of Harvard Business School.

Talia Henriques
Finance Manager

Since joining AIG in 2019, Talia has played a key role in strengthening the organisation's financial management while supporting Aboriginal organisations to grow with confidence.

Born and raised in Darwin, she is passionate about using her accounting expertise to support local Aboriginal organisations and communities. Before joining AIG, Talia spent six years with Deloitte Private, specialising in not-for-profit organisations and building strong financial foundations for purpose-driven organisations.

Her practical approach, attention to detail and commitment to good governance help ensure AIG and its business support clients continue to thrive.

La Kung Kwon
Bookkeeper

La Kyung Kwon brings a range of financial experience and a global perspective to the AIG team. Originally from South Korea, she began her career in corporate sales before moving to the Northern Territory in 2012 and transitioning into bookkeeping. Since then, she has supported the financial operations of Aboriginal organisations across remote communities throughout the NT and Ngaanyatjarra Pitjantjatjara Yankunytjatjara Lands. Her dedication, reliability and strong financial knowledge help ensure AIG's day-to-day operations run smoothly.

James Poppleton
General Manager, Projects and Operations

James joined AIG in 2019 and has been instrumental in overseeing the organisation's property portfolio and major infrastructure projects. With experience spanning business management, training, advocacy and operations across the private, government and not-for-profit sectors, James enjoys bringing people together to solve complex challenges. He is passionate about building practical solutions that create long-term value for Aboriginal communities. After many years of exceptional service, James' final day with AIG was in October 2025.

Candice Basham
Remote Laundries Program Manager

Candice leads the construction of new laundry facilities and the delivery of ongoing operations of existing sites, ensuring each laundry unit is set up for long-term success and meaningful community impact.

With a Bachelor of Science and more than 15 years' experience in economic development across state and territory governments, Candice brings deep expertise and commitment to her role. She is passionate about sustainable economic development in remote communities and works closely with Aboriginal organisations to support communities' priorities, wants and needs.

Holly Mills
Remote Laundries Project Officer

Holly joined AIG as the Remote Laundries Project Officer in 2024 and played a key role in delivering the Remote Laundries Project.

Holly was actively involved in setting up new laundries across the NT, with qualifications in architecture and project management, she supported every stage of project delivery; from planning and technical drawings through to construction, site works and community launch events.

Holly's background was in architecture and construction management, and she graduated with her Master of Architecture at the end of 2022.

Holly's passion was centred around bringing real change for the issues faced by Indigenous Australians. We were delighted to see Holly move up into a new role with Yanun in April 2026 as a Project Manager.

Naja Dyrting
Media and Communications Manager

Naja joined AIG in 2025 and leads the organisation's communications, marketing and digital storytelling. A proud Garrwa and Djugun woman and member of the Yawuru people, Naja was born and raised in Darwin and brings experience across the not-for-profit, government and Aboriginal sectors.

She is currently completing a Bachelor of Business (Marketing) and has a strong background in digital communications, graphic design and brand development. Passionate about authentic storytelling, Naja believes communications should amplify Aboriginal voices, celebrate community success and create meaningful connections between people, partners and purpose.

Tim Goldschmidt

Remote Laundries Project Officer

Tim joined AIG in 2025 and supports the day-to-day delivery of the Remote Laundries Program.

His role includes overseeing staff training, coordinating operations and maintenance, and building strong relationships with community staff and leaders. With experience in finance, private equity and the not-for-profit sector, Tim brings both analytical thinking and a practical approach to project delivery. He is passionate about working alongside communities to ensure every laundry operates safely, sustainably and successfully.

Lachlan McKenzie

Indigenous Engagement Manager

Lachlan joined AIG as Indigenous Engagement Manager in February 2026, bringing deep cultural knowledge, strategic leadership, and extensive experience working with communities across the Northern Territory. A proud Warlpiri man born and raised on Larrakia Country, Lachlan has a strong connection to culture, Country, and community. Prior to his appointment as Indigenous Engagement Manager, he served as an Independent Director of AIG from July 2022 to February 2026, contributing governance insight, community perspective, and a commitment to advancing meaningful outcomes for Aboriginal people.

Lachlan's professional background spans education, family support, and youth justice, with significant experience across West Arnhem, the Central Desert, and the Groote Archipelago regions. He is currently undertaking a Master of Business Administration at UNSW, further strengthening his leadership and strategic capability.

Hannah Prasad

Remote Laundries Project Coordinator

Hannah joined AIG in April 2026 as a Remote Laundries Project Officer.

Born and raised in Qatar, Hannah moved to Australia in 2023 to complete her senior years of schooling. She graduated high school in 2025, being one of the youngest students in her cohort. Throughout school, Hannah developed a strong interest in psychology, legal studies and community-focused work, with a particular passion for understanding people and the factors that shape individual and community wellbeing. Since moving to Australia, she has embraced opportunities to develop new skills, build connections and gain experience working with people from diverse backgrounds.

In her role as the Remote Laundries Project Coordinator with AIG, Hannah works closely with the Project Officer & Program Manager as well as all team members who work in community at our Laundries, assisting with any day-to-day needs.

Photo: AIG Remote Laundries Team in Borroloola

Photo: Umbakumba Laundry

Investment Portfolio

Investment Portfolio

AIG's innovative approach to its investments is defined by our strategy of maintaining financial autonomy, such that we control our strategic direction. Unlike many Aboriginal corporations that rely heavily on government grants or royalty payments, we use a unique model funded by returns from our share and property portfolio.

Share Portfolio

In a significant move toward financial maturation, the AIG Board endorsed our Investment Strategy in 2026, supported by Morgan Stanley. This portfolio will deliver long-term growth and reliable dividends for AIG's operational costs as well as a future fund that will support and maintain our physical assets.

Photo: AIG Casuarina office

Property portfolio

AIG's remaining property portfolio continues to support the organisation's strategic objectives while minimising unnecessary financial challenges. Last year the Board decided that the Katherine residential properties were to be sold due to significant deficiencies in the information originally provided in 2016. Consistent with AIG's commitment to accountability, responsible governance, and prudent financial management, the Directors determined that the sale of these properties was a necessary corrective action and all three have successfully sold.

AIG has retained two commercial properties; 32 Dripstone Rd, Casuarina and 29 Katherine Terrace, Katherine. Casuarina is home to AIG, Traditional Credit Union, NAAFLS and APO NT and Katherine is home to NIAA, NAAFLS and Sommerville Community Services. Together, these properties provide secure, high-quality spaces for Aboriginal-led organisations while generating sustainable income that supports AIG's ongoing operations and community impact. More than that, these properties create collaboration, strengthen relationships between Aboriginal organisations and create affirming spaces where services and support can thrive. Through below-market rental arrangements, AIG also enables partner organisations to redirect valuable funding back into communities they work alongside.

$1.2M
in Rent in 2025–26

Number of Tenants:
6

Commercial premises leased to Aboriginal businesses:
75%

Discounted rent provided
$268,378

Business Support

Business Support

Our Business Support Services combine sector leading professional expertise with deep cultural understanding and care. Our governance, strategic, financial and operational support is not only technically sound, but also grounded in reality. We work alongside boards, leaders and staff with respect, clarity and accountability, tailoring our support rather than imposing one-size-fits-all solution. This balance of professionalism and cultural integrity enables Aboriginal organisations and businesses to build real capability, make confident decisions, and achieve long-term sustainability on their own terms.

To date, AIG has been self-funding our business support services. This year alone, we spent $423,528 to provide free and discounted services for our clients. We actively seek external funding to support this important and highly requested service so that we continue to offer business support free of charge or at highly discounted rates.

Business support stats at a glance

AIG Contributed 197 hours in pro bono services

Managed 33 bank accounts across 4 different banking platforms with 12,521 transactions processed

AIG Supported 10 clients this year

7,675 invoices processed totalling $74,949

AR Invoices 1,430 total value $38,998,317

AP Invoices 6,245 total value $35,950,842

Management of 232 employees across 7 companies

Payroll services, distributing $11,585,226 in wages

2 projects managed by AIG at a value of $747,908

$43,361,226 of grant funding managed for clients

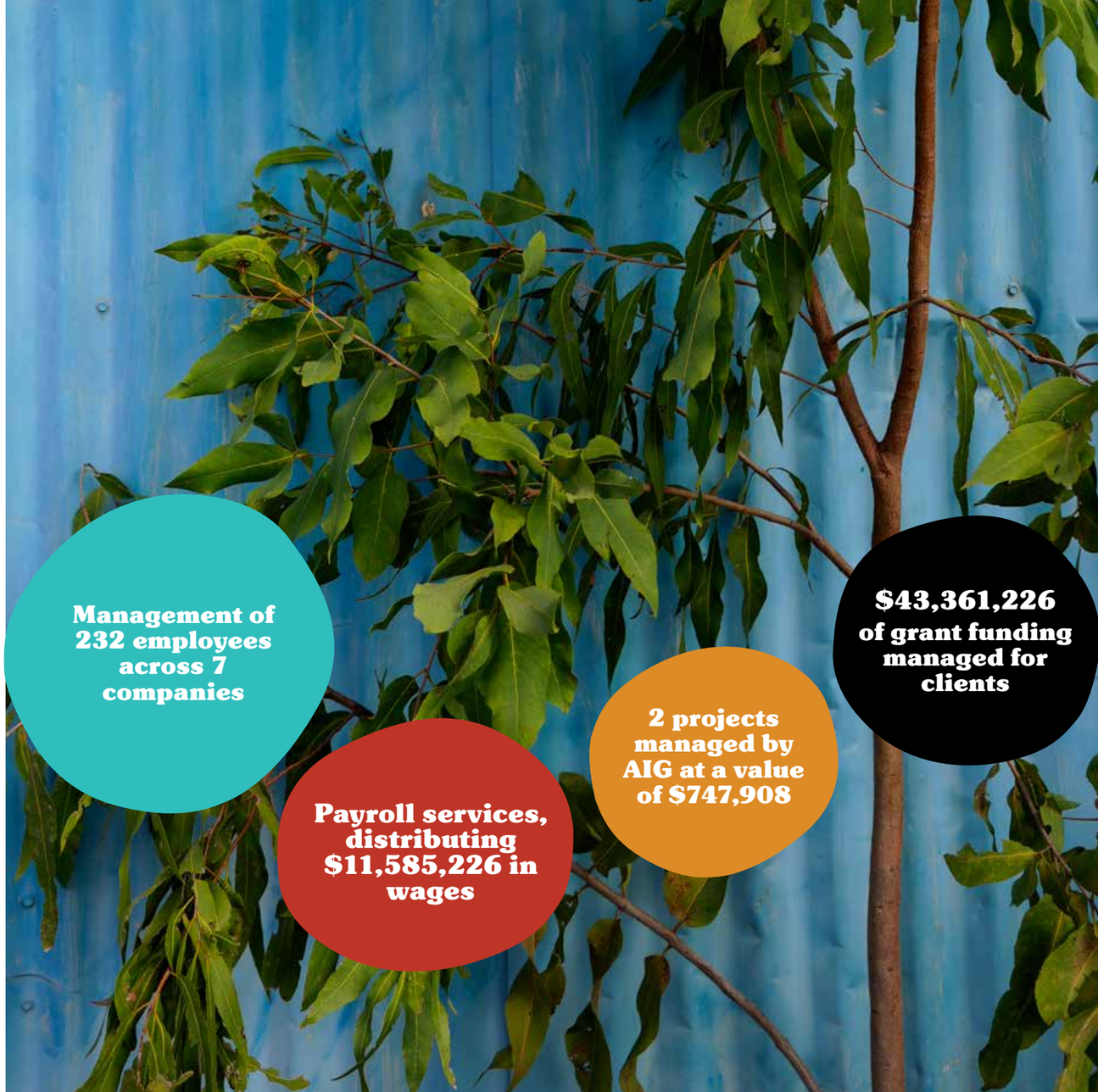


Photo: Holly and Lachlan, AIG Casuarina office

Our clients

- NAAFLS
- CAAFLU
- APONT
- Motlop FMS
- TJ & Associates
- Indigifridgie
- Hello Dear Productions
- Outback Royalty
- Greg's Construction
- Watjan Tours
- Ngardara Cooperative
- Bagala Aboriginal Corporation
- Nova Perris Foundation

Our services

- Governance training
- Grant Writing Services
- Bookkeeping support
- Project Management
- CEO, CFO and COO Outsourcing

Grant writing services

AIG has a reputation for preparing high-quality grant applications with continuous proven success. We believe assistance with grant applications is an essential part of ensuring long-term success for Aboriginal businesses, providing the collateral needed to start and uphold businesses throughout the NT.

While we were hopeful for a large grant application this year, unfortunately, we were unsuccessful. Our application to Aboriginal Investment Northern Territory (AINT) for the build and monitoring of the first 100% off-grid remote laundry, was not approved. Although this outcome was not what we had hoped for or were expecting, it provided insight and will help strengthen future applications as we continue to advocate for solutions.

Governance training

We support and strengthen Aboriginal-controlled businesses and organisations by helping their leaders build the skills to run operations with confidence and clarity. Our training covers a wide range of practical and powerful topics, including director responsibilities, human resources, financial management, strategy, risk, and business planning. We also cover essential areas such as contract management, governance, conflict resolution, compliance, and reporting. It's all about equipping leaders with the tools they need to thrive and lead with impact.

Bookkeeping

Running an Aboriginal business comes with its unique set of challenges, and AIG has developed a deep understanding of these through years of working with remotely based Aboriginal organisations. One key issue is accessing and retaining skilled bookkeeping staff, so we step in to provide real-time financial data that supports strong, informed decision-making.

In 2025–26, we supported clients using cloud-based systems and up-to-date technology to keep processes efficient, transparent, and focused on strong financial controls.

Our finance team also delivered training and mentoring in accounting software and helped implement systems that build trust without compromising business performance.

Project management

AIG is committed to creating sustainable employment opportunities for Aboriginal people through community-driven projects. Every project begins with deep and intentional listening. Speaking with people on the ground to understand their vision for their community and their aspirations for local employment is what we do best. We believe in focusing on what communities are already capable of and building from their strengths. Our goal is always long-term impact, where employment leads to economic growth and the development of community-owned assets.

CEO, CFO, COO Outsourcing

Strong leadership rooted in cultural understanding is essential for Aboriginal organisations to thrive. But finding the right people at the right time remains one of the biggest challenges, particularly in remote or community-based settings. AIG supports this need by offering outsourced CEO, CFO, and COO services through our Darwin office. Our executive team brings more than just technical expertise. They bring a deep respect for culture, an understanding of the unique challenges Aboriginal organisations face, and a commitment to walking alongside our clients every step of the way. Our staff work closely with boards and teams to deliver practical, community-first solutions. They listen, guide, and help build systems that not only meet business needs but reflect the values, goals, and strengths of the people they are designed to support. Good leadership makes all the difference, and we are proud to offer services that strengthen the foundations of self-determined, community-led success.

Special Projects

We support projects that provide meaningful change and focus on project developing innovative, community-led solutions. One such project is the proposed Borroloola Hotel Project.

The Borroloola Hotel Project is a strategic initiative to revitalise the property at 166–174 Robinson Road into a contemporary, community-focused facility. The project is a collaboration between TJ and Associates Pty Ltd (Project Owner), the Aboriginal Investment Group (AIG) (Project Representative), and Louw Group (Project Manager). Governance is structured around a Project Control Group (PCG), chaired by AIG, which provides strategic direction and oversight to ensure the project aligns with regional and cultural objectives. While TJ and Associates holds final decision-making authority, AIG acts as the primary liaison for funding compliance and community engagement. Initial funding from the National Indigenous Australians Agency (NIAA) enabled early scoping and the development of the masterplan and preliminary budget to support further applications for funding.

AIG's Project Management Approach

AIG's project management philosophy centres on creating sustainable employment opportunities for Aboriginal people and ensuring economic growth through asset regeneration. The project is managed through a comprehensive Project Management Plan (PMP) developed by Louw Group, which serves as a dynamic roadmap covering the entire project lifecycle.

The Borroloola Hotel Masterplan

The masterplan transforms the 1.87-hectare site into a mixed-use hospitality and service hub. It is designed to address a critical shortage of accommodation in Borroloola, which currently increases the cost of regional service delivery.

Key Built Elements

- Accommodation: The plan includes 28 short-term ensuite units across seven elevated blocks and nine long-term self-contained units arranged around an existing dam to create a residential feel for essential workers.
- Hospitality Spine: A central hub features a restaurant and bar (catering to 60–100 guests), a commercial bakery to supply the community, and a professional reception area.
- Commercial and Community Facilities: The precinct includes a small mechanic workshop to address local service gaps and a meeting room for up to 20 people.
- Recreation: A swimming pool, shaded outdoor dining, and an open-air cultural space are included to celebrate the heritage of the Yanyuwa, Garawa, Mara, and Gudanji peoples.

Implementation and Economic Rationale

The physical development will be delivered in staged construction packages to align with funding milestones and maintain operational flexibility.

AIG is now working alongside TJ & Associates to secure funding to green light this important project.

Borroloola Hotel Master Plan

Photo: Stella, Gunbalanya Laundry

Remote Laundries

Remote Laundries

AIG's Remote Laundries Project is a 100% Aboriginal-owned, community-led initiative delivering permanent laundry infrastructure that creates local employment and improves health outcomes in remote communities. More than just washing machines, the laundries provide a practical, long-term solution that supports dignity, wellbeing and healthier futures. Independent evaluation has demonstrated significant social and economic benefits, including reducing preventable skin infections and delivering an estimated $6 return to the healthcare system for every $1 invested. These outcomes directly contribute to Closing the Gap priorities while demonstrating the value of Aboriginal-led, community-driven solutions.

Clean clothes and bedding are more than just practical necessities; they are a foundation for dignity, pride, economic and health outcomes. This year, we celebrated the opening of new Remote Laundries in Umbakumba and Borroloola, expanding reliable access to essential washing facilities in communities where laundry infrastructure has long been limited. With seven laundries now operating across the Northern Territory and four more in development, the program continues to grow in partnership with communities, guided by local priorities and built on respectful relationships, genuine consultation and long-term collaboration.

Photo: Stella, Gunbalanya Laundry

Our Impact

Our laundries have spun 90,075 cycles

138 local jobs have been created

100% Aboriginal employment rate

$1,212,117 in wages placed back into community

First Nations communities in remote Australia experience significant health challenges due to overcrowding and limited/no access to reliable washing and drying facilities.

The problem

Housing challenges – including access to utilities such as reliable power, hot water and washing facilities – make it difficult to keep parasites and bacteria under control. Skin infections caused by itching the scabies mite can lead to serious diseases such as staph infections, trachoma, kidney disease and rheumatic heart disease.

Our Remote Laundries provide an easy, cost-effective solution to prevent skin infections and the more serious diseases that can arise from them.

Our solution

Our patented Remote Laundries provide access to permanent, free, fully automated community laundries equipped with commercial-grade washing machines, reliable access to hot water and power and a constant supply of medical-grade laundry detergent, sanitiser and softener, specifically designed to kill the scabies-causing mites and other skin bacteria.

2025-26 Highlights

Umbakumba & Borroloola Launch

In late 2025, AIG proudly celebrated the opening of two new Remote Laundries in Borroloola and Umbakumba, marking another significant milestone in the program's continued growth. The two launches expanded the Remote Laundries network from five to seven permanent sites across the Northern Territory by the end of 2025.

More than new infrastructure, the Borroloola and Umbakumba laundries reflect the strength of local partnerships and the commitment of each community to improving health, wellbeing and dignity. Through locally led, culturally appropriate solutions, the Remote Laundries Project continues to create lasting impact while supporting healthier communities and local employment.

Funding, donations and partnerships

2025–26 has been a year of incredible generosity, with so many organisations and individuals recognising the life-changing impact of the Remote Laundries Project and choosing to support our work.

From the continued growth of long-standing partnerships to the new relationships we have built along the way, every contribution has played a part in helping us continue delivering this vital service. No matter the size or length of the partnership, we are incredibly grateful to everyone who has supported AIG and the Remote Laundries Project this year.

In 2025–26 alone, we received $65,082 in donations, welcomed multiple visitors from across Australia and overseas, and secured $1.5m in funding that was allocated to this financial year to ensure our laundries continue to support the communities we serve.

Community Consultation

AIG has progressed community consultations for four new Remote Laundries Project sites in Wurrumiyanga on the Tiwi Islands, Yirrkala, Yarrawonga and Lajamanu, which would mark the Project's first Laundry in Central Australia.

Consultations in all communities have been positive, with strong participation and valuable input helping to ensure each Laundry is designed to best meet the needs of the community. These consultations are an important part of our approach, ensuring communities are involved from the beginning and that each new laundry is locally informed, culturally appropriate and responsive to community needs.

His honour Professor the honorable Hugh Heggie (previous administrator), Russell and laundry customer, Casuarina

Talia, Elizabeth (Buffy), Jaida, Borroloola Laundry Launch

Meet Our Laundries

All of our laundries are a little bit different to each other because they are designed to meet the community's needs. Communities are involved in decision-making around the size of the unit, shade and seating options, trading hours, location, and setting. It is also encouraged for local community members to design uniforms and laundry artwork. We are also extremely proud that all laundries placed in community remain well cared for, reflecting the strong sense of ownership and value placed on the service by local community members.

Casuarina

Supported by Santos Foundation, Santos and the Barossa Aboriginal Future Fund

In March 2026, the Santos Foundation announced a $1.9 million commitment to support three Remote Laundries in Casuarina, Yarrawonga and Wurrumiyanga. This significant partnership will help strengthen and expand the Remote Laundries Project, supporting its continued impact across communities.

That same month, severe flooding across Katherine and surrounding areas forced many residents to evacuate to Darwin. The Casuarina laundry supported the emergency response by washing bags of clothing and linen from the Marrara evacuation centre, providing an essential service to evacuees during a challenging time.

Operating Rate **100%**

Cycles spun since opening **25,030**

Casuarina

Angurugu

Angurugu

Supported by GEAT

Cycle numbers continue to climb, with Angurugu remaining one of our busiest Remote Laundries. We have completed over 22,000 cycles! representing thousands of opportunities for community members to access clean, fresh laundry and support better health outcomes.

Usage has continued to grow throughout 2026, reflecting the value of the service within the Angurugu community. This milestone would not be possible without the hard work and dedication of our Angurugu laundry team, who continue to meet strong community demand.

Cycles spun since opening **22,234**

Operating Rate **96%**

Milyakburra

Supported by GEAT

The Milyakburra laundry celebrated its third birthday on 14 July 2025! As the second Remote Laundry established in the Groote Eylandt region, the Bickerton Island service continues to be strongly embraced by the community, completing more than 5,500 cycles since opening.

In July, Milyakburra also hosted the Menzies Health Day as part of NAIDOC Week celebrations. Teams from Menzies, NT Health, GEAT, Remote Laundries Project, Bushfit Mob and other health organisations came together with community to share knowledge, promote healthy living and strengthen conversations around community health and wellbeing.

Operating Rate **91%**

Cycles spun since opening **7,696**

Milyakburra

Gunbalanya

Operating Rate **99%**

Cycles spun since opening **5,335**

Gunbalanya

Supported by Mercy Works & The Ian Potter Foundation

In April 2026, Michelle Echo was appointed Team Leader of the Gunbalanya laundry. Under Michelle's leadership, the laundry has become more than a workplace, providing a safe and supportive environment where staff can learn, grow and mentor younger team members.

This is reflected in stories like Dionica's, who began working afternoon shifts while still at high school and has since graduated into consistent employment.

We also proudly celebrated Katalena's graduation from NTCET, marked with a formal two-way celebration at Gunbalanya School. This is an incredible achievement, and we extend our congratulations to Katalena and her family.

Umbakumba

Supported by GEAT

On 28 October 2025, we proudly opened the Umbakumba Community Laundry, an important milestone for the Umbakumba community. With the support of GEAT, the laundry is delivering more than access to clean clothes and healthier homes, creating meaningful local employment, training and opportunities for community members.

In just eight months, the growth and upskilling of the Umbakumba team has been a standout achievement. Staff have embraced every opportunity to learn, building the confidence and skills to take on hands-on maintenance, from fixing leaking hoses and cleaning filters to bolting down picnic tables.

We are incredibly proud of the team's curiosity, determination and willingness to learn, and look forward to seeing these skills continue to grow.

Umbakumba

Operating Rate **100%**

Cycles spun since opening **2,564**

Borroloola

Borroloola

Supported by Arbex

Since launching in November 2025 in partnership with Mabunji Aboriginal Resource Indigenous Corporation, the Borroloola laundry has completed more than 3,000 cycles, with an incredible 1,000 cycles completed in its first month alone.

Support has extended beyond the laundry, with donated toilet paper from Arbex distributed throughout the community. Further donations will support the local health centre and community members accessing the laundry, providing another valuable resource for Borroloola.

Operating Rate **99%**

Cycles spun since opening **3,428**

What a year for the Remote Laundries Project

We love welcoming visitors, guests and partners into our Remote Laundries because there is no better way to understand what we do than to see it in action. A visit brings our story to life. From meeting the people behind the laundry to seeing the dignity, connection and impact our services create. It is an opportunity to share not just what we do, but why it matters, and to experience first-hand the difference our Remote Laundries make. These visits also create meaningful opportunities to listen, learn and build partnerships that help us strengthen and grow our impact.

This year we have had a lot of visitors!

Santos + Santos Foundation
Mercy Works
Pfizer
Mayor Barkly region
CSIRO
Menzies
Owen Pidgeon
The Ian Potter Foundation
Heart Foundation
Kat Mcnamara
Jasper Picture Company
NT Business Events

Thank you to the communities

Thank you to the communities who have welcomed the Remote Laundries Project into their homes and trust us to work alongside them. It is a privilege to partner with you. AIG is only possible because of your support and shared vision for a strong, healthy, and independent future. Together, we are creating meaningful change. We are truly honoured to be able to walk this path with you. So, thank you for your strength, leadership and guidance. Our success is yours, and it is together that we are building a more equitable Australia, one wash at a time. We will keep pushing this project forward to create a better tomorrow for generations to come.

Research and Evaluation

Research and Evaluation

Our partnership with the CSIRO focusses on conducting an independent evaluation of the effectiveness of the AIG Remote Laundries Project through a comprehensive mixed-methods research approach. CSIRO is sourcing data to monitor changes in infectious diseases, such as Group A streptococcal (Strep A) and Staphylococcus aureus (Staph), in communities where these laundries are implemented. By collating data on scabies infections and Group A streptococcal (Strep A) infections as well as rates of Acute Rheumatic Fever (ARF), and Rheumatic Heart Disease (RHD), we expect to demonstrate the tangible health impact of the primordial prevention intervention that is the AIG Remote Laundries Project.

Based on the CSIRO's analysis of the data that has been collected to date about the operation of AIG Remote Laundries Project, we (AIG) have demonstrated a capability to:

- Deliver Infrastructure: Successfully construct high-quality, fit-for-purpose, permanent laundries in remote Aboriginal communities.
- Maintain Operations: Provide the ongoing operational support, maintenance, and technical expertise
- Community Engagement: Operate with a model that respects local culture while delivering tangible health and economic outcomes.
- Consistently undertake meaningful co-design with remote Aboriginal communities, including engagement and consultation with the communities where the Remote Laundries Project currently operate.

The Community Impact Report published by CSIRO in early 2026 highlighted the incredible impact of the laundries Project following the collection of qualitative data from 5 communities. This report confirmed:

90%
of respondents felt healthier with the Remote Laundries Project operating in community

70%
of respondents reported fewer skin sores

85%
of respondents reported feeling more connected to community, because of the Laundry

Behind every statistic is a community with access to clean bedding and clothes, a community where people can go to work more and kids can attend school more and they can do that with pride and dignity, having slept in a clean warm bed and wearing clean clothes.

The CSIRO is also leveraging data collected and held within its HOTspots program to monitor changes in infectious disease (i.e., Group A streptococcal (Strep A) and Staphylococcus aureus (Staph) in communities where laundries have been implemented to showcase the impact on community-wide health outcomes. CSIRO is also working towards collating other health data, such as rates of scabies infections, rates of ARF, and RHD, to further showcase the impact of the laundries.

The Commonwealth Scientific and Industrial Research Organisation (CSIRO) is the premier federal government agency for scientific research in Australia. Its chief mission is to improve the economic and social performance of industry, for the benefit of the nation. CSIRO works with leading organisations around the world. As one of the world's largest mission-driven multidisciplinary science and research organisations, we are focusing on future-proofing our quality of life, the economy and our environment.

The Office of Indigenous Science and Engagement drives sustainable organisational change, enabling CSIRO to lead Australia's science through an Indigenous knowledge and science lens. This is done through respectful partnerships, education and employment opportunities and focusing on multi-disciplinary research guided by Aboriginal and Torres Strait Islander priorities.

Photo: Pfizer visit Gunbalanya

Finance

Finance

Our dedicated finance team of three plays a vital role in managing AIG's complex operations across multiple areas. AIG operates primarily through two key not-for-profit entities: North Australia Aboriginal Corporation (NAAC), our main operational arm, and the Northern Australian Aboriginal Charitable Trust, which oversees our Remote Laundries Project. NAAC holds 100% ownership of the Trust's trustee company and manages revenue-generating assets, employs staff, and delivers business support services. The Trust enables tax-deductible donations for the Remote Laundries Project.

Unaudited Financial Position

AIG has net assets of $18.8m which is made up of investments in property ($5.5m), an investment portfolio ($5m), cash of $2.8m and other assets of $5.5m. This is a 3% increase on the prior year.

AIG's cash position at the end of the year was $2.8m and following the sale of the investment properties during the year and the $2.2m bank loan with NAB was repaid. The current ratio improved from 1.6 to 7.0.

Unaudited Financial performance

There was a net profit for the year of $0.8m compared to a budgeted profit of $1.1m. This difference was due to the timing of new laundries being built. During the year, AIG received 30% of its recurring revenue from rental income and interest on investments, 17% from business support services and 15% was Remote Laundry related income. Non-recurring income included the profit on the sale of investment properties and grant and partnership funding relating to the build of new Remote Laundries.

In accordance with the requirements of Accounting Standard AASB1058, AIG has recognised income received from partners of $0.3m for laundry operations but the expenses under these agreements will occur in future years.

Operating expenses were largely in line with the budget ($3.0m) compared to the budget of ($3.1m) with staff related costs comprising $1.0m. There were one off fees relating to the sale of the properties amounting to $0.3m. Administrative overheads remain lean at 20% compared to the Not-For-Profit sector average of 33%.

Find our full audited financials

Further details on our financial position and performance are provided in our entities' Financial Statements which can be viewed publicly for NAAC on the ORIC website and for the Trust on the ACNC webpage.

Photo: Gunbalanya

2025–2026 highlights (AIG as a whole)

AIG has undergone a profound strategic transformation, maturing into a sophisticated, forward-looking Aboriginal Corporation that serves as a benchmark for the sector. This growth is anchored in a deliberate maturation through diversification, where we transitioned from a property-heavy focus to a diversified stock portfolio and sharpened our operational lens by exiting unsustainable sectors to become masters of our core deliverables: Remote Laundries and Business Support Services.

What does the future look like for AIG?

Looking toward 2028, we do so with intention, confidence and a clear vision.

The Aboriginal Investment Group continues to grow into an organisation that not only proactively responds to community needs but helps shape what is possible. Guided by our board and commitment to Aboriginal leadership, we will continue investing in initiatives that create lasting social, economic and health outcomes for the communities we work with.

As we strengthen our financial sustainability through the growth of our Future Fund, we will facilitate the expansion of critical services, including the Remote Laundries Project, which aims for an international rollout and recognition as a legitimate, scalable public health intervention demonstrating the power of simple, community-led solutions.

While our ambitions continue to grow, our goal remains the same. Our success will always be measured by the resilience and wellbeing of the communities we serve and the lasting impact we create.

Photos: top to bottom,
Miriam, Angurugu Laundry
Borroloola Launch
Sam, Casuarina Laundry

Photo: Angurugu laundry staff and GEAT

AIG Aboriginal Investment Group

BUILDING **STRONGER** COMMUNITIES

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