



2025

ANNUAL REPORT

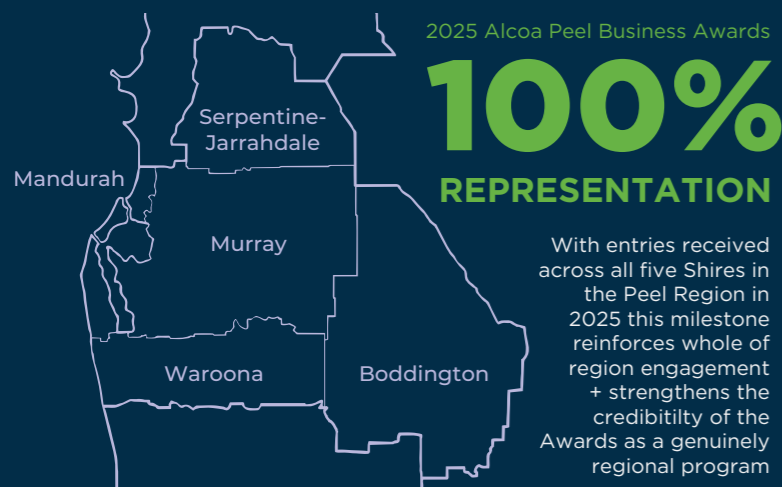
Prepared By:
IAN CADWALLANDER



PEELCCI
Chamber of Commerce & Industry

2025 AT A GLANCE

MEMBERSHIP REVENUE	MEMBERSHIP GROWTH	SPONSORSHIP REVENUE
\$194K	+14%	\$75K
Driven by upper tier uptake, clearer value differentiation + improved retention rates	Consistent communication, structured engagement deepened confidence + loyalty	Strategic packaging + stronger recognition converted interest into committed investment



2025 Alcoa Peel Business Awards
100% REPRESENTATION

With entries received across all five Shires in the Peel Region in 2025 this milestone reinforces whole of region engagement + strengthens the credibility of the Awards as a genuinely regional program



AI INAUGURAL CONFERENCE
220+

ATTENDEES FROM ACROSS REGIONAL + METRO AREAS

Scalable blueprint for future initiatives, that highlights Peel as credible destination for future-focused business conversations.

4 REVENUE STREAM DIVERSIFICATION

Membership • Sponsorship • Conferences • Advertising

With a deliberate shift away from a reliance on a single income stream, 2025 saw clear growth across all offerings, reducing exposure to market volatility + strengthening long-term financial sustainability.

70K+ SOCIAL MEDIA IMPRESSIONS

FOR ALCOA PEEL BUSINESS AWARDS PROGRAM

Driven by a coordinated campaign designed to lift visibility, expand PCCI's regional footprint + strengthen brand recognition

STRATEGIC OUTLOOK

PROFITABLE

Continued delivery of profitable + purpose-driven events

Financially sustainable + strategically aligned to advocacy, connection, capability building

ENGAGED

Proactive stakeholder + government engagement

Strengthened PCCI's reputation as a constructive + informed regional voice

STRUCTURED

Enhanced governance + operational discipline

Improved transparency + accountability through structured reporting, clear delegations + risk management

SUSTAINABLE

Positioned for long-term growth

Improved financial strength, operational clarity + growing regional influence as PCCI enters its next strategic cycle

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ACKNOWLEDGEMENT OF COUNTRY

The Peel Chamber of Commerce and Industry Inc. acknowledge the Traditional Owners of the land we live and work upon.

We recognise the ongoing connection First Nations people have to the land, seas, skies, plants and animals. We thank them for their contribution to our society, culture and economy and pay our respects to Elders past, present and emerging.

PRESIDENT'S REPORT



As President of the Peel Chamber of Commerce & Industry throughout 2025, I reflect on a year defined by consolidation, progression and purposeful positioning for the future. Guided by our vision and values, the Board worked closely with management to strengthen governance, enhance financial sustainability and ensure the Chamber continues to operate as a credible and influential voice for the Peel business community.

LEADERSHIP & GOVERNANCE

Throughout 2025, the Board maintained a clear focus on disciplined governance, strategic oversight and responsible stewardship of the organisation. Building on priorities established in 2024, governance frameworks, reporting structures and decision-making processes were further strengthened to ensure transparency, accountability and long-term organisational resilience.

This considered and structured approach has created a stable and confident platform for the Chamber's next phase of growth, reinforcing trust among members, partners and stakeholders and strengthening the organisation's financial and operational foundations.

SUPPORTING MEMBERS & THE BUSINESS COMMUNITY

Empowering members to succeed remained central to the Chamber's work in 2025. Through targeted advocacy, engagement and a focused calendar of programs and events, the Chamber continued to support businesses across the Peel region to strengthen capability, expand networks and access opportunity.

Regular engagement with members ensured that initiatives remained relevant and aligned with the evolving priorities of the local business community while reinforcing the value of Chamber membership across all sectors.

ADVOCACY & REGIONAL ENGAGEMENT

The Chamber maintained a strong and respected voice for business across the Peel region. Active engagement with local governments, State agencies and regional stakeholders ensured business perspectives were represented in planning, policy and economic development discussions.

PRESIDENT'S REPORT

Cont.

This advocacy role remains fundamental to the Chamber's purpose and continues to position the organisation as a trusted and influential contributor to regional economic outcomes.

PROGRESSION & LOOKING AHEAD

2025 has been a year of meaningful progression. Preparations for the launch of a refreshed brand and identity signal a confident and contemporary future for the organisation, reinforcing our connection across all five Shires of the Peel region and strengthening our presence as a leading regional Chamber of Commerce.

With strengthened governance, improved financial sustainability and clear strategic direction, the Chamber is well positioned to continue evolving and delivering value to members, partners and the broader business community.

I extend my sincere thanks to fellow Board members, the Strategic Development Manager, staff, members, sponsors and partners for their ongoing commitment and support.

GREG WATTS

President,
Peel Chamber of Commerce
and Industry Inc.

“ THROUGH TARGETED ADVOCACY, ENGAGEMENT AND A FOCUSED CALENDAR OF PROGRAMS AND EVENTS, THE CHAMBER CONTINUED TO SUPPORT BUSINESSES ACROSS THE PEEL REGION ”



TREASURER'S REPORT



Leesa Darby
Treasurer

The 2025 financial year reflects a deliberate and strategic approach to strengthening the Chamber's financial position while investing in growth, capability and member value.

As outlined in the 2025 Annual Report, the Chamber continued to build a diversified and resilient revenue model across memberships, events, sponsorship and new initiatives.

Total income for the year reached \$403,977, with membership revenue remaining the strongest contributor at \$195,019. This aligns with the reported membership growth and continued focus on engagement and retention across all tiers.

Events and programs generated \$120,559, supported by a strong calendar of activity, while sponsorship contributed \$74,950, reflecting the strength of partnerships and the success of key initiatives such as the 2025 Alcoa Peel Business Awards.

In line with this increased activity, total expenditure also rose throughout the year, particularly across event delivery and operational support. The Chamber recorded a net operating loss of \$19,816.

This result was driven by a number of key factors. During the year, staffing changes required additional contractor support to ensure continuity of operations and the successful delivery of a significantly expanded events program, including larger scale initiatives.

In addition, the Chamber incurred prepaid costs associated with the development of its new branding and logo. As highlighted within the Annual Report, this rebrand forms part of a broader strategic direction to position the Chamber as a modern, connected and forward-looking

organisation, strengthening its presence across the region.

Despite the reported loss, the Chamber remains in a stable financial position. Cash and cash equivalents totaled \$134,747 at year end, supported by disciplined financial management and governance. This provides a solid foundation to support ongoing operations and future strategic initiatives.

Importantly, the 2025 result reflects a year of purposeful investment. The Chamber has prioritised strengthening its operational foundations, enhancing member value and increasing its regional impact. These investments position the organisation well for future sustainability, growth and continued support of the Peel business community.

The Treasurer acknowledges the continued support of the Board, staff, members and partners, as well as the assistance of RSM Australia in preparing the financial statements.

FINANCIAL BASE + INCOME STREAMS

The Chamber continued to consolidate its financial position in 2025 through a diversified revenue model across membership, sponsorship, events and new initiatives.

MEMBERSHIPS

Membership remained the strongest revenue stream, generating \$194K and reflecting 14% growth year on year across upper tier categories. Growth was achieved across Business, Gold, Platinum, and Diamond tiers, supported by improved retention and the introduction of secondary memberships.

SPONSORSHIP

Sponsorship income increased to \$75K, reflecting 96% growth year on year. This growth was driven primarily by strong support for the Alcoa Peel Business Awards and strengthened engagement with key partners, reinforcing sponsorship as a critical contributor to Chamber activity and impact.

FINANCIAL POSITION

The Chamber remains in a stable financial position supported by diversified income streams, disciplined financial management and strong governance oversight. This balanced revenue model provides a solid foundation for continued growth and investment.

This financial strength enables the Chamber to continue investing in initiatives that support regional business growth and economic development.

EVENTS + CONFERENCES

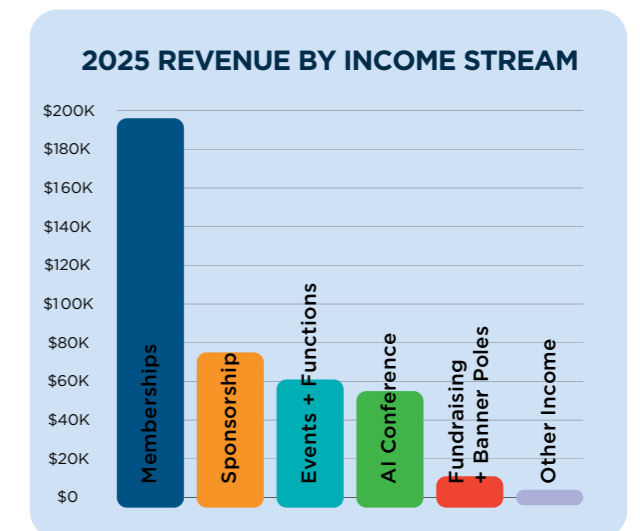
Events generated \$62K, complemented by the AI Conference which delivered \$38K in sponsorship and \$18K in ticket revenue, establishing a scalable and future focused income stream.

FUNDRAISING + BANNER POLES

Fundraising activities, including banner pole advertising and raffles, generated \$11K, representing 14% growth on the previous year. Banner poles continued to provide consistent recurring income while supporting visibility for local businesses.

OTHER INCOME

Interest and minor income totalled \$2.2K.





STRATEGIC DEVELOPMENT MANAGER'S REPORT

The 2025 year focused on delivering on priorities established in 2024 while strengthening the Chamber's operational and financial foundations for growth. With clear direction from the Board, emphasis remained on strengthening operational and governance disciplines, diversified revenue and measurable value delivery.

A continued focus on structured planning, strengthened partnerships and revenue diversification has enhanced the Chamber's financial security and organisational resilience.

DELIVERING ON PRIORITIES

Key priorities included governance strengthening, improved reporting, financial sustainability, deeper member engagement and stronger regional leadership. These priorities guided planning and operations throughout the year and have positioned the organisation for continued stability and growth.

MEMBERSHIP & ENGAGEMENT

Member engagement remained central to all activity. Focus was placed on strengthening relationships, welcoming new members and ensuring businesses were able to fully access the value of Chamber involvement.

A strong events calendar, direct engagement & practical support enabled deeper understanding of member needs and supported responsive service delivery.

ADVOCACY & REGIONAL LEADERSHIP

Strong working relationships with local government, State agencies and regional partners ensured business perspectives remained central to regional planning and economic discussion.

This ongoing engagement reinforces the Chamber's role as a trusted and influential regional voice for business.

DELIVERING PROGRAMS & INITIATIVES

Established programs continued alongside new initiatives designed to respond to emerging trends and future opportunities. These initiatives supported capability building, strengthened connections and contributed to a diversified and sustainable operating model.

IAN CADWALLANDER
Strategic Development Manager



LOOKING AHEAD

The upcoming brand refresh will present a modern and confident identity aligned with the Chamber's future direction. With strengthened foundations and diversified revenue streams, the organisation is well positioned to continue delivering value and leadership across the Peel region.

THE PEEL CCI REBRAND STORY

The new PCCI logo was designed to reflect a modern, connected organisation that champions the business and communities and represent it's role in driving collaboration, opportunity and progress. across the entire Peel region.

The "five-regions" symbol rising upward is aspirational, celebrating progress and shared success across the five regional LGAs - Murray, Waroona, Boddington, Sertentine-Jarrahdale, Mandurah.

PCCI GUIDING PRINCIPLES

VISION

To be the leading Chamber of Commerce in regional Western Australia.

MISSION

Empowering our members to succeed.

VALUES

Connection

Fostering meaningful relationships and collaboration across the Peel business community.

Leadership

Providing informed representation and direction for local business.

Prosperity

Supporting sustainable growth and long-term economic success across the Peel Region.



CORE FUNCTIONS

In 2025, the Chamber continued to deliver value across six core pillars, supporting business growth, regional advocacy and a strongly connected Peel business community.

These functions underpin the Chamber's ability to deliver sustainable value while maintaining a credible and influential regional presence.

1 REPRESENTING THE PEEL BUSINESS COMMUNITY

PCCI represents the collective voice of Peel businesses, advocating across local, State and Federal levels to influence policy and decision making that supports regional growth and economic resilience.

2 PROVIDING BUSINESS RESOURCES AND SUPPORT

Practical resources, information and support are delivered to assist businesses at every stage of their journey, helping members navigate challenges and access opportunity.

3 UNDERSTANDING MEMBER & BUSINESS NEEDS

Ongoing engagement with members and stakeholders ensures PCCI remains relevant, responsive and aligned with emerging regional priorities and trends.

4 ADVOCACY AND REGIONAL COLLABORATION

Working with government and industry to strengthen workforce development, investment attraction and sustainable economic outcomes.

5 CREATING NETWORKING AND CONNECTION OPPORTUNITIES

Facilitating meaningful connections through a diverse and strategic events calendar.

6 DELIVERING TRAINING AND SKILLS DEVELOPMENT

Supporting capability building and innovation across the Peel business community.



PROGRAMS + EVENTS

2025

Events and programs played a central role in member engagement, regional advocacy + revenue diversification throughout 2025.

Each initiative supported connection, capability building and the strengthening of the Peel business community.

These initiatives not only strengthened business capability and connection but also contributed to regional visitation, local spending and broader economic activity.

PEEL BREAKFAST CLUB

The Breakfast Club provided consistent opportunities for connection and engagement across a range of local venues, supporting relationship building and visibility for local business.

BUSINESS AFTER DARK

Business After Dark continued as a cornerstone networking initiative, showcasing local businesses and strengthening connections region-wide.



MANDURAH ECONOMIC OUTLOOK BREAKFAST



ECONOMIC OUTLOOK BREAKFAST - AUSTRALIA CONNECT

11 FEBRUARY 2025

The Mandurah Economic Outlook Breakfast brought together local business leaders, stakeholders and community members for an engaging and forward-looking conversation about Mandurah's economic future.

Speakers from the City of Mandurah including Mayor Caroline Knight, Casey Mihovilovich (CEO) and James Campbell-Sloan, (Director of Strategy & Economic Development) alongside Myrianthe Riddy Chair of the Peel Development Commission and Alan Cransberg, Non-executive Director for Wesfarmers provided an overview of the region's economic context and upcoming election advocacy priorities.

The event reinforced the Chamber's role in convening meaningful regional dialogue, providing a space where economic trends could be explored openly and advocacy priorities shaped collectively.

27 NOVEMBER 2025

Delivered in partnership with the City of Mandurah, this sold out event provided insight into nationally significant infrastructure developments and supported meaningful dialogue between government, industry and business. The morning highlighted PCCI's continued endeavours to create meaningful opportunities for connection among local businesses, government and industry representatives, with strong engagement throughout the event.

A key highlight of the morning was the announcement by Google's Strategic Negotiator, Anderson Silveira of a new Google Connectivity Hub in Mandurah, supported by the TalayLink subsea cable system. The morning also included a welcome address from City of Mandurah Mayor Amber Kearns and a panel discussion with Silveira alongside Hon Stephen Dawson MLC, Minister for Regional Development; Ports; Science and Innovation; Medical Research; Kimberley and Myianthe Riddy, Peel Development Commission Chair.



ALCOA PEEL BUSINESS AWARDS

Entries were received from every Shire across the Peel region, demonstrating strong regional participation and diversity. New categories reflected evolving industry representation and regional priorities. The marketing campaign generated more than 70,000 social media impressions, reinforcing visibility and engagement.

Made possible through the generous support of sponsors, judges and partners, the Awards represent PCCI's commitment to championing regional business excellence.

FINALIST ANNOUNCEMENT NIGHT

This event welcomed around 170 guests to Little Stiller, providing a valuable opportunity for networking and celebration. The strong attendance reflected continued enthusiasm for the Awards, recognising regional business excellence and PCCI's dedication to a connected and thriving region, building momentum ahead of the Gala Night.

APBA GALA NIGHT

Held at Peel Thunder Football Club, the Awards Gala Night brought together the region's business community for an evening of recognition and celebration. With Boundary Island Brewing Co being named the inaugural recipient of the Peel Business of the Year Cup, every winner across the 15 categories reflects the strength and innovation that defines business across the Peel region.



LEADING THE FUTURE: AI CONFERENCE

18 JUNE 2025

The inaugural AI Conference attracted more than 220 attendees from across Western Australia and interstate, positioning Mandurah as a destination for innovation focused events.

The program delivered both strategic insight and practical learning while establishing a scalable new revenue and partnership model for future years.



2025 MANAGEMENT BOARD



Greg Watts
President



Lauren Howard
Vice-President



Merrill MacNish
Secretary



Leesa Darby
Treasurer



Mark Rattigan
Board Member



Lisa Kelly
Board Member



Marie TeAu
Board Member



Michelle Wong
Board Member



Lisa Kniebe
Ex Officio Member



Brendan Ingle
Ex Officio Member



Chris Vas
Ex Officio Member

OPERATIONS TEAM



Ian Cadwallander
Strategic Development
Manager



Lisa Powe
Membership Officer



Emma Barrington
Accounts Officer



Trista Haines
Marketing + Events
Officer

CORPORATE GOVERNANCE

The PCCI is committed to governance practices that promote transparency, accountability and long-term sustainability. Operating under a Board led model with clear separation between governance and operations ensures effective oversight and responsible management. Regular financial reporting, risk management and compliance processes support organisational resilience and informed decision making.

These governance arrangements ensure the Chamber remains accountable, transparent and well positioned for sustainable future growth.

BOARD OVERSIGHT & RESPONSIBILITIES

The Board is responsible for setting strategic direction, overseeing organisational performance, and ensuring the Chamber meets its governance, compliance, and fiduciary obligations. This includes oversight of financial management, risk frameworks, policy development, and the performance of senior management.

Board members contribute a diverse range of skills, experience, and regional knowledge, supporting informed decision making and strong leadership across all PCCI operations.

CORPORATE GOVERNANCE

Cont.

MANAGEMENT + STRATEGIC DEVELOPMENT

The Strategic Development Manager is responsible for the day-to-day management of the Chamber and the delivery of the Board's strategic priorities. This role provides leadership across operations, stakeholder engagement, advocacy, and business development activities.

Key responsibilities of the Strategic Development Manager include implementing strategic initiatives, overseeing financial and operational performance, leading staff and service delivery, and maintaining strong relationships with members, government, and key partners. The role also supports the Board through timely reporting, strategic advice, and the identification of emerging risks and opportunities.

GOVERNANCE FRAMEWORK

The Chamber operates in accordance with its Constitution, policies, and applicable legislative requirements. Governance frameworks are reviewed regularly to ensure alignment with best practice and the evolving needs of the organisation.

Clear delegations of authority are established between the Board and management to support operational efficiency while maintaining appropriate oversight and accountability.

FINANCIAL + RISK MANAGEMENT

The Board maintains oversight of the Chamber's financial position, budgeting processes, and risk management arrangements. Regular financial reporting is provided to the Board, supported by independent audit processes to ensure transparency and integrity.

Risk management is embedded within planning and operational processes, supporting organisational resilience and continuity.



STRATEGIC PRIORITIES + DIRECTION

The Chamber's strategy is structured around five integrated pillars designed to support sustainable regional leadership.

FINANCIAL SUSTAINABILITY

Continue diversifying income across membership, partnerships, sponsorship, training and conferences while strengthening forecasting and performance monitoring.

MEMBERSHIP GROWTH + RETENTION

Enhance tier value clarity, onboarding and structured engagement pathways to increase retention and deepen participation..

BRAND + REGIONAL PRESENCE

Embed the refreshed identity across all five Shires, strengthen digital reach and position the Chamber as a contemporary regional leader.

GOVERNANCE EXCELLENCE

Refine reporting, risk frameworks and compliance oversight to ensure transparency and strong stewardship.

INNOVATION + CAPABILITY DEVELOPMENT

Expand scalable programs that build leadership, digital capability and future focused business skills.

STRATEGIC PRIORITIES + DIRECTION

Cont.

This aligned strategic framework ensures deliberate, measured growth while reinforcing the Chamber's vision of regional leadership and prosperity.

1. Membership / Events

Definition: Strengthen membership value and improve diversity of event participation. **Responsibility:** Strategic Development Manager

Sub committee : Mark, Maree, Lisa K, Lisa Kn

Benefits	Key Steps	Timing	Measure of Success
<ul style="list-style-type: none"> New sources of revenue from top larger business Greater diversity of membership Diversification of revenue and industry Increased revenue New sponsorship streams Increased member retention Increased event participation 	<ol style="list-style-type: none"> Develop a diverse calendar of events Review membership tiers to lower tier loss Formulate plans to attract larger businesses Attract different sources of revenue Investigate and implement different sources of sponsorship 	<ol style="list-style-type: none"> Feb 2026 March 2026 March 2026 Ongoing Ongoing 	<ul style="list-style-type: none"> See Benefits <p>Risks</p> <ul style="list-style-type: none"> Loss of current sponsors / members No increase in revenue <p>Linkages</p> <ul style="list-style-type: none"> Membership offering CRM & Website <p>KPI</p> <ul style="list-style-type: none"> All ticketed events have a minimum 20% ROI 90%-member retention
<p>Costs</p> <ul style="list-style-type: none"> Time investment 			

2. Sponsorship/ Marketing

Definition: Launch a refreshed brand aligned with Chamber values to attract sponsorship. **Responsibility:** Strategic Development Manager

Sub committee : Michelle, Lisa K, Leesa

Benefits	Key Steps	Timing	Measure of Success
<ul style="list-style-type: none"> Increased sponsorship revenue Greater diversity of sponsorship sources Increased brand recognition Consistency of brand messaging Redefine the brand and image in line with strategic plan Stakeholder gravitas 	<ol style="list-style-type: none"> Review & launch strategic marketing plan Source sponsorship from outside the region Implement the new logo and branding across all events and communication platforms Investigate and implement different sources of sponsorship 	<ol style="list-style-type: none"> Feb 2026 Ongoing Ongoing Ongoing 	<ul style="list-style-type: none"> See Benefits <p>Risks</p> <ul style="list-style-type: none"> Loss of current sponsors No increase in revenue Cost Blowout <p>Linkages</p> <ul style="list-style-type: none"> CRM / Website Social media platforms <p>KPI</p> <ul style="list-style-type: none"> New branding & log launched at 2026 AGM Increase of 20% in the number and amount of sponsorship received
<p>Costs</p> <ul style="list-style-type: none"> Time investment Social media advertising (\$10K) + Contra 			

STRATEGIC PRIORITIES + DIRECTION

Cont.

3. Training & Development

Definition: Support businesses to adapt to emerging trends and technologies. **Responsibility:** Strategic Development Manager

Sub committee : Michelle, Maree, Brendan

Benefits	Key Steps	Timing	Measure of Success
<ul style="list-style-type: none"> Improved business skills for members Further revenue diversification Increased revenue Membership growth Increased brand recognition Certified accreditation for members 	<ol style="list-style-type: none"> Finalise RTO MOU Survey members re appropriate training Develop & launch training platform Develop communication & marketing plan 	<ol style="list-style-type: none"> Feb 2026 Jan 2026 April 2026 March 2026 	<ul style="list-style-type: none"> See Benefits <p>Risks</p> <ul style="list-style-type: none"> No increase in revenue Cost Blowout <p>Linkages</p> <ul style="list-style-type: none"> CRM / Website Social media platforms Training portal <p>KPI</p> <ul style="list-style-type: none"> 80% Completion rates Profit delivered from training courses
<p>Costs</p> <ul style="list-style-type: none"> Time investment Website development / license (20K) 			

4. Stakeholder Relationships

Definition: Strengthen the Chamber's voice on key economic and business issues. **Responsibility:** Strategic Development Manager

Sub committee : Greg, Chris, Brendan, Lisa Kn

Benefits	Key Steps	Timing	Measure of Success
<ul style="list-style-type: none"> Increased revenue from grants New stakeholders within the chamber Further diversification of revenue Improved stakeholder engagement Increased stakeholder participation 	<ol style="list-style-type: none"> Develop & launch stakeholder engagement plan 	<ol style="list-style-type: none"> March 2026 & ongoing 	<ul style="list-style-type: none"> See Benefits <p>Risks</p> <ul style="list-style-type: none"> Loss of current stakeholders No increase in grant revenue <p>Linkages</p> <ul style="list-style-type: none"> CRM <p>KPI</p> <ul style="list-style-type: none"> 10% increase in grant funding 90% of priority stakeholders engaged with events 3 or more times in a year
<p>Costs</p> <ul style="list-style-type: none"> Time investment 			

STRATEGIC PRIORITIES + DIRECTION

Cont.

5. Governance / Finance

Definition: Maintain strong governance and organisational resilience . **Responsibility:** Board
Sub committee : Greg, Lauren, Leesa, Merrill

<p>Benefits</p> <ul style="list-style-type: none"> Improved board processes Improved budgeting process Timely decision making Improved tracking of resolutions Resources are utilized effectively and efficiently <p>Costs</p> <ul style="list-style-type: none"> Time investment 	<p>Key Steps</p> <ol style="list-style-type: none"> Set up Email resolution process Develop strategic plan Monitor progress against strategic plan Ongoing board oversight 	<ol style="list-style-type: none"> March 2026 Jan 2026 Ongoing Ongoing 	<ul style="list-style-type: none"> See Benefits <p>Risks</p> <ul style="list-style-type: none"> No increase in productivity No resolution process improvement <p>Linkages</p> <ul style="list-style-type: none"> Board papers <p>KPI</p> <ul style="list-style-type: none"> Maintain key risk to the appetite of the board Maintain compliance within statutory requirements – audit findings are at an acceptable level of risk 100% of decisions documented
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 Chamber of Commerce & Industry

Peel Chamber of Commerce & Industry Inc.

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