



CORPORATE PROFILE 30/04/2016

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FROM THE MANAGING DIRECTOR

As founder of NC Civil Works I am pleased to welcome you.

NC Civil Works is a young, yet rapidly growing company that has accomplished a great deal over the past 6 years and in such a short period of time. We are an exciting and dynamic firm that is fast-establishing itself for delivering bespoke solutions for our clients in civil construction of some building projects and infrastructure facilities within Papua New Guinea and the South Pacific.

Our comprehensive plans are ambitious as is achieving our goals. In this pursuit We now enter a new stage of purposefully growing the business. As we continue our path of growth, I am intensely proud of the distinguished reputation we have harnessed within the industries that we work. This has not come by chance; it has been our guiding approach and concentrated effort on all fronts to deliver a collective professionalism for the benefit of not only our clients; our ongoing contribution to the growth and success of the local communities across Papua New Guinea has made a significant impact and has placed NC Civil Works in an enviable position of being the catalysts of positive change for the future of the nation.

Before I conclude, I take this opportunity to express my gratitude to all our valued clients, subcontractors and suppliers. As we continue to cement very strong relationships with all our stakeholders who entrust us with the work and benefit from being the most important part of our ever-growing business; with their confidence and trust, NC Civil Works has achieved its determined goals and will continue to aspire to new achievements that our environment sustains.

Finally, I believe the strength of an organisation comes from its human resource capital. And in saying this, I would like to extend my sincere appreciation to our exceptionally dedicated staff and personnel who have continued to work diligently on all fronts for the benefit of the company and are committed to ensure the right blend of disciplines are engaged for the successful delivery of each and every project; no matter what the scope of the works.

We look to our future with growing confidence and in closing, I invite you to learn more about NC Civil Works and our people and hope you will come away with an appreciation of who we are and the values we share. I look forward to the opportunity to work with you.

Mr G Nicholas Constantinou
Managing Director

INTRODUCTION

1.1 Our Vision

NC Civil Works will excel at being the premier Construction Firm in Papua New Guinea and the South Pacific; covering the broad spectrum of construction, civil works and development industry sectors. To be the benchmark in our field; it is our future vision to create a legacy that improves the lives of our people and the communities in which we operate.

1.2 Our Mission

Our mission: 'To Make a Difference'. In doing so, NC Civil Works will provide the highest quality, bespoke, service to meet and exceed the needs of our clients. We are a driving force in the development of infrastructure in Papua New Guinea through the delivery of innovative solutions and outstanding value.

1.3 Values

Our Core Values determine our behaviour and embodies the foundation of our Vision that defines us. We aspire to conduct our business through;

- **Integrity**

We build trust by acting with honesty and communicate openly and regularly with all our customers and our people.

We cherish our reputation for integrity and practice the highest standards of ethical behaviour and professional conduct and best business practices.

We hold strong values in business and fully respect our people, the community, our clients and associates.

- **Accountability & Commitment**

We achieve results through hard work at all levels and are relentless in our pursuit to deliver excellence in all aspects of our operations.

We recognize our responsibility as a good corporate citizen and is committed to governance of sustainability as an integral part of its business strategy.

- **Adaptability**

We drive change development to enhance our performance and adjust effectively to work with the requirements of the varying cultures.

- **Building Success**

We align the interests of the company to maintain a safe and secure work environment for our employees; and encourage growth and development as we recognise their contribution and performance.

We comply and maintain a high standard of workplace OHS standards and we are proud to be an equal opportunity organization, free of any discrimination.

We are clear and remain focused on our objectives to ensure sustainable growth and continue mutual success.

- **Making A Difference**

We recognise, respect and celebrate our difference whether national, cultural or personal.

We are proud to make a difference and enhance people's lives through the persistence to realize our vision.

We constantly challenge ourselves to improve our processes and procedures.

We satisfy our customers' expectations through high levels of service excellence and superior quality in all our business operations and services.

We apply innovative processes and unique solutions to provide unmatched value for our clients.

CORPORATE OVERVIEW

2.1 Building the Foundations

It is a young, dynamic and ambitious company that is registered in Papua New Guinea. The company takes the name of its founder "Mr G Nicholas Constantinou", who invariably has been the Managing Director of the company since its inception.



Mr G Nicholas Constantinou is a second generation of family stewardship in the construction and project management industry, incorporated in Papua New Guinea. His father, the late Sir George Constantinou KT. OBE CSM, a very-well respected identity and business magnate, pioneered the building and construction industry in Papua New Guinea in the year 1955 when he immigrated and settled in the country to incorporate his first business known as Papuan Welders. From there he build on his skills and form a group of companies including Hebou Constructions [PNG] Limited, where his son Mr G Nicholas Constantinou did his internship as an Operations Manager and served as Company Director, whilst also holding senior executive management positions within the organisation.

Since his father's passing, Mr G Nicholas Constantinou selected to pursue his own interests and lay the foundations for what has evolved today, to be NC Civil Works.

Although a young company, NC Civil Works has followed a strategy for development and concentrated territorial coverage within Papua New Guinea. As one of the most successful new construction companies in Papua New Guinea, it has grown to have a solid base of over 140 permanent staff and personnel in a short period of time. The company offers a wide range of specialist construction services, all of which focus on building long-term relationships with clients, associates and partners.

NC Civil Works **Ltd** is a progressive company poised to provide the direction and expertise necessary to enhance value and protect its clients. As a leader in the field, NC Civil Works **Ltd** continues to maintain its competitive edge in the marketplace and most importantly sustainable growth for its stakeholders and investors. These milestones are achieved through combined strategic campaigns with innovation and professional experience to deliver an end result of nothing less than the highest order.

Importantly, the company reviews, revises and modifies issues, goals and actions regularly, to ensure that the strategic direction of NC Civil Works **Ltd** is aligned to the needs of its people and the community, given an ever-changing environment in Papua New Guinea and globally.

Our Business

- 2.2 NC Civil Works is a privately owned company based in Port Moresby, Papua New Guinea. The company has built a proud history and a leading market position in developing, managing and construction of civil infrastructure and commercial development programs by being a competitive, high efficiency and reliable service provider.

The diversity of NC Civil Works' construction and infrastructure program enables the organisation to target and accommodate a broad customer base including clients in both the public and private industry sectors. The organisation delivers a wide range of specialist services through its Project Management, Construction & Maintenance, Heavy Civil Works, Infrastructure Development, Transportation, Bulk Earthworks, Land Development & Remediation, and Water and Waste Water segments.

Our professionals bring together a wealth of experience, skill, knowledge and customer commitment. They take complete responsibility in implementing procedures, and managing successful delivery of every project with confidence and focus on what is most important – The End Result.

NC Civil Works Ltd has a proven record of working smoothly with all agencies and stakeholders. We have placed worth across all sectors of the industry we work in and have established a solid position in the South Pacific. While we engage works for governments and the corporate sector; our projects have helped sustain local economic growth and improve the quality of life for Papua New Guineans and we have contributed meaningfully to nation building.

2.3 Executive Leadership

MR G NICHOLAS CONSTANTINO
Managing Director

Mr G Nicholas Constantinou is the Managing Director of NC Civil Works. He holds the most senior role within the company and is responsible for the management, routine operation and policy decision making of the organisation; and is also responsible for managing the company's projects and business on a day-to-day basis.

As the founder of NC Civil Works, he follows the footsteps of his father, the late Sir George Constantinou KT. OBE CSM who was a pioneer of the construction industry in Papua New Guinea.

In his role as Managing Director of NC Civil Works, Mr G Nicholas Constantinou also ensures effective organizational planning and that the company resources are managed effectively. He is ultimately responsible to upgrade and reflect change for what is regarded as best practice and reviews and determines the company's strategic and operational goals. It is also his charge to see that the company meets regulatory requirements and assesses performance.

Mr Constantinou is passionate about the construction industry and continues to be instrumental in transforming Papua New Guinea's infrastructure. He is dedicated to the country's progress and development, in order to significantly improve the livelihoods of the Indigenous People and the Papua New Guinea Nationals.

2.4 Experts in the Field

Our business revolves around the absolute satisfaction of our clients and customers in all facets of our operations. And just as our customers have a major impact on NC Civil Works' development; we would not be the growing, dynamic company that we are today without our strong management team and employee base.

Our team of professionals make up the driving force that is NC Civil Works; from our employees through to our sub-contractors and consultants. All are experts in their field and part of the dynamic team of talented individuals who actively collaborate to address the ever-changing challenges within our industry are committed to providing solutions to shape our business success of tomorrow.

At peak NC Civil Works engages over 140 permanent employees and around 200 casual sub-contractors throughout Papua New Guinea. These dedicated workers, who are mostly Papua New Guinea Nationals, have a thorough understanding of local culture and practices and a wide knowledge of industry policies and procedures. They provide a vast workforce of talent and expertise.

Economic expansion and infrastructure improvement is helping drive the substantial growth in Papua New Guinea. To align our operations and practices with the demand and high standards of partnership programs and contracts with clients listed in the World's Top 100, we foresee a substantial increase in our manpower by the close of 2016 ,



2.5 Human Resources Policy

Our business can only be successful and sustain growth through the expertise of our people.

Understanding that continued growth and success depends on the attitude and effort of each individual in the company, we place great importance on their recruitment and retention. We enable our employees to succeed and implement extensive training programs and initiative as an integral part of developing our human resources. In doing so, we are able to further provide a broad range of industry specialists; retain the best talents with the right skills; and increase the expertise of people within our field.

We are a highly service-oriented team, encourage innovation, and share responsibilities and results. Furthermore, we are committed to fostering a culture that appreciates the differences in each of our individuals with a common thread that ties us together—LOYALTY & TRUST. Loyalty and trust in our Team to provide the best service; and our Team inevitably earn the Loyalty & Trust of our Clients.

2.6 Managing Our Projects

NC Civil Works differs from other construction companies in that our hands-on experience and in-house team of trained specialists give us a clearer perspective on operational issues and our works program.

We have built the foundations to offer total customer service which not only commences from the breaking of ground; we lead by professional project management and follow through to provide high quality projects with total customer satisfaction and excellence in after-sales, service support.

We undertake specific objectives and constraints such as a required time frame for completion on all our projects. These objectives are achieved by a stringent series of project-orientated management principles engaged throughout the life of each one of our construction projects.

Our project management team adds significant value to the delivery process and success of all our projects. They head up a highly-skilled and dedicated workforce and oversee the construction of each and every project to its entirety; coordinating all construction processes, including the selection and hiring of specialty contractors.

Our team also maintains a strong foundation of trust, mutual respect and understanding with all stakeholders; forming strategic relationships and alliance with specialists and professionals, which is critical for the successful delivery of all NC Civil Works' contracts.

2.7 Specialisation & Markets

NC Civil Works is a diversified and highly respected company in the civil construction industry; both in the public and private sectors of Papua New Guinea and anticipated expansion in the future; across the South Pacific.

We offer a comprehensive range of services that cover every aspect of project management and construction solutions that take a project from inception and startup, through to execution and final handover for close out -

Building Maintenance, Construction & Project Management

NC Civil Works commands the professional expertise to manage projects throughout the entire construction program. We are dynamic in our field of Civil Infrastructure, Construction, Building Maintenance and Refurbishments. Our experience in both the public and private sectors; ranges from industrial, commercial to residential projects of all types and sizes. We are recognized for our capabilities, processes and practices which are in line with international standards and backed by a corporate commitment to total quality management.

Bulk Earthworks and Land Remediation

Drawing on our internal expertise and plant holding; we offer a full assessment of Bulk Earthworks and excavation services. In addition to our stand-alone Bulk Earthworks we provide demolition and large scale land clearance, land stabilization, flood and wetland mitigation, site reclamation and land remediation; as well as haulage capabilities and plant equipment and hire.

Heavy Civil Works, Infrastructure and Transportation

NC Civil Works is a principal in the construction and delivery of safe and cost-effective Civil Infrastructure, and transportation solutions, ranging from the construction of major roads, asphalt paving and road improvements, culverts and major infrastructure facilities. We possess a wealth of experience with highly skilled work crews and dependable project management, supported by a depth of resources and the latest technology in equipment to successfully complete projects of any size at the highest quality.

Site and Subdivision Development

We provide all aspects of industrial and community subdivision developments required to successfully develop marketable projects for our valued clients. Our services include; land clearance, underground utility installation, water reticulation, storm drainage and wastewater plants, public roads, kerbing and retaining walls. We work closely with all design professionals throughout the project to ensure smooth development and construction of the project.

Water and Wastewater

NC Civil Works offers full-service waste management solutions to meet commercial and trade waste disposal requirements. Our expertise in all variations of construction and development of storm water, reticulation systems, and sewerage and drainage is supportive to and in collaboration with our valued waste management clients.

2.8 Working Into the Future

At NC Civil Works, we thrive on continuous change Improvement, in our Standard Operating Procedures, and with a strong foundation established in all areas of our business, we welcome the new challenges coming our way.

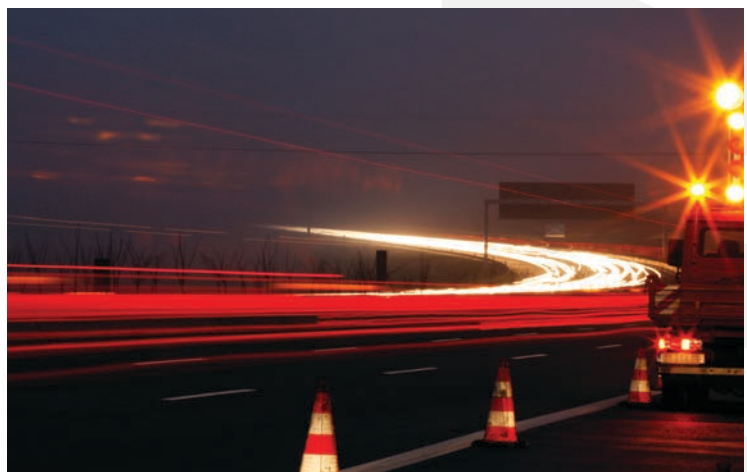
At any given time, NC Civil Works is undertaking projects across the country. From preliminary landworks and fills to major construction of roads and airports. Our success and achievements to this day, as well as our potential for future growth are attributed to our many strengths. Our leading position is driven by a highly experienced team and a well-recognized reputation within Papua New Guinea and industry sectors that we operate in.

The growth trajectory for development in Papua New Guinea is expected to move over the coming years and expansion is triggered by economic growth from mining, infrastructure development and changing government policies.

In line with the percolating economic growth of Papua New Guinea, our strategy and focus is centered on profitable and sustainable growth and the continuous optimization of our processes. We are systematically expanding our leading competitive position in the emerging PNG and South Pacific markets and intend to further increase local content. As we grow, one of our main priorities is to give back to the communities which we live and work and continue to leverage our social commitment and support to local non-profit organizations.

We are focusing on strategic drivers to achieve our growth targets; expansion in the emerging market, innovation and new technologies, and the development of existing and new areas of business.

In going forward, we are leveraging our construction facilities and product know-how in order to expand into new areas that are related to our core business. We will be expanding and developing our earthworks and asphalt laying program in 2012 with new development processes and techniques supported by the latest technology in heavy works equipment. We will further strengthen our market and technology position with the acquisition of new heavy earthworks equipment to extensively increase the existing fleet; this is a further step forward in laying the foundations for NC Civil Works' future development.



OUR COMMITMENT

NC Civil Works is guided by its core values of trust, integrity and a commitment to excellence. We are determined to positively impact the communities in which we operate, thereby creating value not only for the people who live within these communities and our employees; we seek to confidently reflect on the interests of our partners and clients.

3.1 This value and strategic component of NC Civil Works' business comes not only from our operations, but also from our interaction within the communities where we positively impact and improve local infrastructure. Our sense of responsibility to the community is evident in the close relationships we foster through building program initiatives; NC Civil Works has also helped construct a number of churches and community buildings for the local villages.

3.2 Corporate Social Responsibility

Our responsibility begins within the communities in which we conduct our business. NC Civil Works supports and assists the communities we operate to improve socioeconomic standards, through a variety of ongoing sponsorship and support programs. We take great pride in supporting local sporting organizations and youth activities and benefit the community by sponsoring local volleyball teams and boxing tournaments.

Our team actively participates and contributes to corporate charitable initiatives and donations. NC Civil Works is a constant contributor to the health and well-being of people around Papua New Guinea and is a dedicated supporter of international health and aid organizations.

NC Civil Works is also dedicated to promote economic prosperity in the communities where we operate; we strive to provide work opportunities and improve the way of life for those directly affected by existing projects. Our contribution is not limited to just creating jobs; our aim is always to engage the community and we play a major role in the provision of a range of programs and initiatives designed to develop skills and trades, and ultimately generate revenue for the surrounding area.

3.3 Our People

We believe that our people are the most important part of our enterprise. From our engineers to our 'behind the scenes' specialists, we recognize our success is generated from the drive of our people. Certainly having the equipment and technology in place for our customers' expectations is crucial; yet it is our people that give us the strength to face the challenges of tomorrow as we constantly look for innovative improvements, to add value to our organization.

3.4 Environmental Challenges

While we are in the business of meeting our customers' needs and requirements, we are also committed to strong environmental principles. As part of our commitment to being a good corporate citizen, we conduct all facets of our business operations in an environmentally sensible and responsible manner, using best practices, in order to manage and minimize the environmental impact that may be associated with any of our activities.

As an industry leader, we recognize the need for social responsibility and continuously seek innovative ways to reduce impact upon the environment; and by doing so we work closely with our partners, clients, contractors and suppliers to conserve natural resources, and reduce waste and emissions.

3.5 Health & Safety

Our greatest resource is our staff! We place the utmost priority on the safety of our dedicated employees; as well, our subcontractors and all persons affected by our activities. We strive to protect and enhance their health, safety and well-being. We take responsibility by implementing management systems to enhance health and safety performance and maintain the highest possible standards.

We ensure our employees comply with all applicable laws and industry standards and procedures relating to workplace safety and best practices. This objective keeps our employees safe and ensures our clients' satisfaction that projects are successfully completed with a commitment to safety.

3.6 Building Tomorrow Today

Our future is the next generation and our trust in the next generation is our faith and belief in the future. At NC Civil Works, we are dedicated to being an industry leader in corporate citizenship by creating a sustainable future for generations to come. We integrate our long term economic, environmental and social dimensions, successfully, into the daily operations of our business.



PARTNERS & ASSOCIATES

Our Industry Partners are companies and associations who commit to providing us with various levels of support and interact to collaborate in a transparent, accountable and highly effective way.

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PAPUA NEW GUINEA

CAPITAL CITY
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LANGUAGE
English, Tok Pisin,
Hiri Motu are widely spoken

OFFICIAL CURRENCY
Kina

RELIGION
Catholic, Protestant, &
Pantheistic Beliefs

NATIONAL ANTHEM
O Arise All You Sons of This
Land

Papua New Guinea is
divided into four distinct
regions namely

- **Highlands Region**
- **Islands Region**
- **Momase Region**
- **Papua Region**

5.2 Geography

Papua New Guinea is a land mass of 462,840 km² and lies between the latitudes of 00 and 120S and longitudes of 1400 and 1600E at the western edge of the Pacific Ocean within the Oceania. This is made up of the eastern half of the island of New Guinea, the islands of New Ireland, New Britain and Bougainville along with other nearby islands. It has one land border which divides the island of New Guinea. The western half of New Guinea is officially known as Papua province governed by Indonesia.

Its geography is incredibly diverse and largely mountainous with extremely rugged countryside in most parts. The New Guinea Highlands and mountains run the length of the island of New Guinea with the highest peak being Mount Wilhelm; at 4,509 meters. It is close to the equator and in most parts experiences a warm and humid climatic condition with land mass covered with tropical rainforest. However, it is also one of the very few tropical regions that experience snowfalls in the most elevated parts of the country. In the lower altitudes the climate is traditionally tropical with seasonal monsoons and a temperature throughout the year of around 800F; whilst the higher altitudes are a constant 700F.

The country is placed within the Pacific Ring of Fire; in collision with a number of tectonic plates. It is prone to a number of active volcanoes which display frequent spectacular eruptions throughout the year.

The majority of the region is covered in dense tropical rainforest; and consequently the green jungles accommodate some of the world's most unique species of flora and fauna. The lowlands and coastal areas are also largely covered by rainforest and wetland areas which surround several major rivers, notably the Sepik River of 1,126 km long and the Fly River of 1,050 km long. The coastal regions of Papua New Guinea accommodate spectacular reefs and bountiful in marine life; and renown for some of the world's best diving spots.

5.3 Culture & People

Papua New Guinea is rich in culture; there is estimated to be more than 1,000 cultural groups within the country, the majority being from the group known as Papuans, whose ancestors arrived in the New Guinea region tens of thousands of years ago. The diversity of the many varying cultures is expressed and displayed through different styles and forms of art, dance, weaponry, costumes, music and architecture. Most of these diverse cultural groups speak their own language and dialect with over 820 indigenous languages spoken throughout the country representing twelve percent of the world's total.

The people of Papua New Guinea typically live in villages which are subsistent upon farming. Many of the remote tribes still today have only marginal contact with the outside world and rely on hunting and gathering of foods to supplement their diets.

Up Until 1933, some of the coastal communities of Papua New Guinea used sea shells as a form of currency. Although this practice has since been abolished, the payment of golden clam shells is still accepted for payment in gaining a bride. Other regions of Papua New Guinea accept pigs, cassowaries or cash for bride price; and it is custom for the bride to pay the dowry.

Traditional handicrafts are abundant throughout the country and represented through ancestral formations such as wood carvings, basketry and weaponry. Traditional wood carvings originating from the communities along the Sepik River are often in the form of plants or animals which represent ancestral spirits.

The people of Papua New Guinea celebrate their festivals by gift-giving, feasting, singing and dance rituals. These rituals are called "sings sings". In the highlands the people adorn themselves in feathers, pearls and animal skins to represent birds, trees or mountain spirits and enact spectacular legendary performances.

Sport has been and is still a very important part of Papua New Guinean culture; and in today's modern world rugby league is by far the most popular sport played in the nation. Many Papua New Guineans have become celebrities representing their country in international matches and overseas professional league games. Other major sports played in Papua New Guinea are Australian Rules, Soccer, Rugby Union and Cricket.

5.4 Economy

Papua New Guinea is richly endowed with natural resources and mineral deposits of oil, gold and copper which account for approximately 72% of export earnings. The country also relies heavily on primary industry which sustains 85% of the indigenous population. Export of products is also based on agriculture, wood and seafood.

The country has a notable coffee industry and other primary crops include cocoa, tea and production of oil palm.

Yam is a staple form of diet for the Papua New Guinea peoples. This versatile vegetable has various derivative products after process, and provides the largest yam market within the Asian continent.

The government has aimed at stabilizing the monetary system and has privatized the public enterprise in order to retain peace and integrity in the area of Bougainville after the secessionist unrest in 1977. Coupled with the success of attracting international support gained from the World Bank and increased high global prices for mineral commodity exports, has underpinned Papua New Guinea's recent buoyant economic growth and macroeconomic stability.



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