

Apeketon Business Hub

Results Report

2024

TABLE OF CONTENTS

Program Summary

Community Outreach

Family Money Management Program (FMMP)

Your Enterprise Scheme (YES) Program

Better Business Governance (BBG) Program

Innovations, Inspire & Learning Sessions

Appendix



APEKETON
Business Hub
'Inclusive Opportunities, Meaningful Growth'



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PROGRAM SUMMARY

The **Apeketon Business Hub (ABH)** co-designed and delivered by Australian Business Volunteers (ABV) in partnership with Newmont Lihir provides a holistic service, driven by and for the Lihirian community, supporting inclusive and sustainable economic development at all levels from individual households through to businesses of all sizes as well as landholder organisational strengthening.



ABH Delivers Value

The Apeketon Business Hub delivers value to our stakeholders threefold.

We know business

Through our expert ABH team and extensive network of Skilled Business Professionals (SBPs) who donate their time and expertise, we are able to meet households, businesses and landholder organisations 'where they're at' and tailor our signature training, coaching and mentoring programs to deliver practical, impactful support over the short- and long-term.

We work for community

We are a neutral third party working across all clan groups and including remote villages. We design and continually refine ABH support programs and offerings, driven by our learnings and community priorities, building trust through long-term relationships and working side-by-side on real-time challenges.

We are a trusted partner

We have been building a strong partnership with Newmont based on our shared understanding of commercial realities and risk mitigation while fostering innovation and productive engagement with key stakeholders at all levels, from community leaders through to government representatives.



Focus on Building Client Pathways

ABH training programs provide a seamless pathway from the foundational community-based **Family Money Management Program** (FMMP) to **Your Enterprise Scheme** (YES BISNIS), which has tailored versions, to the governance program known as **Better Business Governance** (BBG) (See Figure 1).

ABH provides training programs and offers **ongoing coaching and mentoring** to individuals and businesses before, during, and after the programs to ensure continuous progress and support for all participants.

The impact of the program and client growth is measured through our unique **Client Pathway Report (CPR)**. This tool establishes a baseline at the outset and tracks progress with input and approval from clients, using tailored Key Performance Indicators relevant to the Lihir business context and environment.

A summary of key achievements, development outcomes and learnings through the delivery of ABH support services in 2024. (See Figure 2)

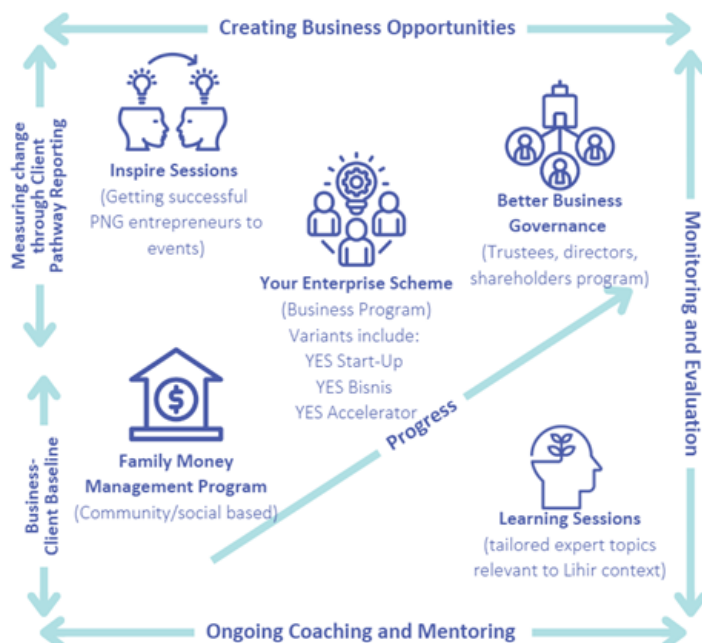


Figure 1. Pathway from FMMP to YES to BBG



Figure 2. ABH Activity Summary 2024

COMMUNITY OUTREACH

The Apeketon Business Hub (ABH) proactively undertakes outreach to all clan groups, including the most remote villages, to support inclusive economic development on Lihir. (See Figure 3 YTD engagement statistics).

During 2024, our signature programs have been delivered through **20 training activities reaching 368 participants**, with 216 participants in the Family Money Management Program (FMMP), 37 participants in the Your Enterprise Scheme (YES) Program, 30 participants in the Better Business Governance (BBG) Program and 85 participants in the Learning sessions

ABH programs promote **gender equality**, supporting shared financial decision-making within the household, as well as promoting women in business and in landholder organisational leadership. In particular, women’s participation in FMMP is a key focus area to support intra-household financial decision-making, providing training in key financial management concepts, followed by coaching sessions with spouses and other family members to discuss financial goals for the household and promote shared goal setting and decision-making. In YES and BBG, ABH actively promotes women in business and leadership

(See Figure 4 for Gender participation rate across core programs), consistently increasing women’s participation rates (e.g. most recent YES training had 55% women participants).

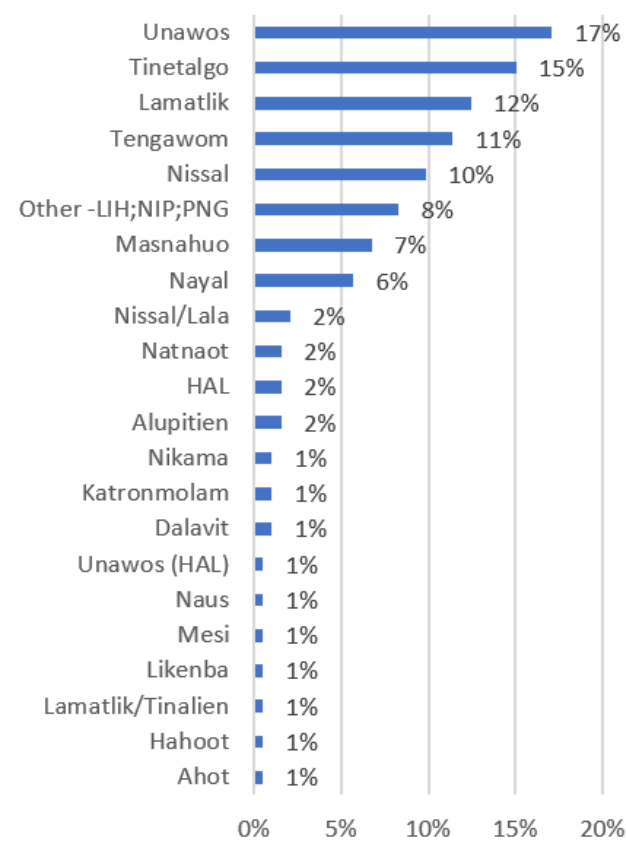


Figure 3. ABH Client Engagement by Clan 2024

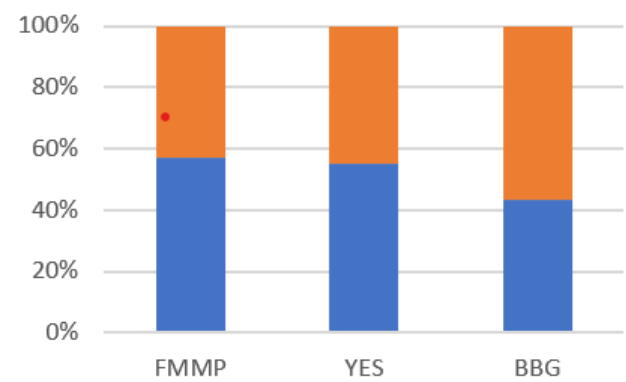


Figure 4. Gender participation rate across core programs in 2024

ABH provides ongoing onsite business support and monitors the progress of businesses that seek support, whether this is by participating in training programs or for capacity building coaching.

Currently, **60 businesses are participating in ongoing progress monitoring through our Client Pathway Report (CPR)** (See Figure 5 for an example of the CPR tracker across core business competencies in Q3, 2024). This ongoing monitoring and support have contributed positively to the development of local businesses, with most showing either growth or maintaining their progress. (See Figure 6 for Trends among business supported by ABH Q3, 2024).

At the start of the monitoring period (i.e. when each business first engaged with ABH), most businesses (out the 60 being monitored) were classified as "Emerging" (42 businesses), with 28 remaining in this stage by the end. The "Growing" category showed slight progress, increasing from 18 to 22 businesses, while 10 businesses advanced to the "Maturing" stage, indicating significant development over time. In terms of overall trends, 20 businesses improved, 39 remained stable, and only 1 declined, suggesting that ABH's support fosters business growth and stability. This data is cumulative as the ABH team work with businesses over several years.

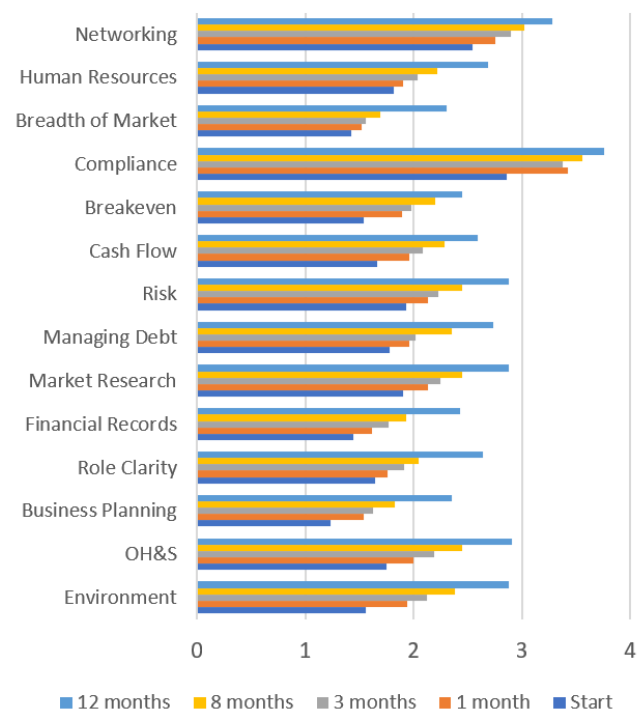


Figure 5. Average Success Scores by Competency, Q3 2024

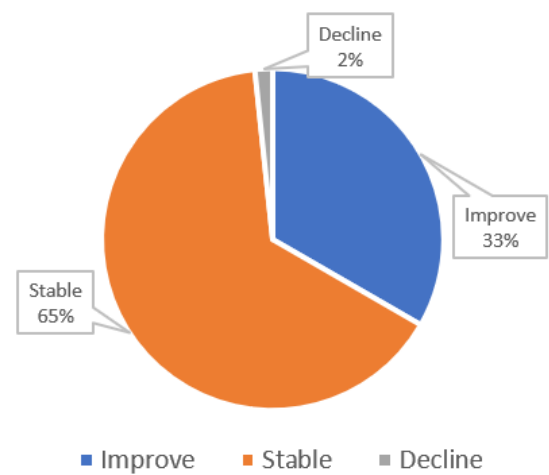


Figure 6. Trends among business supported by ABH Q3, 2024

FAMILY MONEY MANAGEMENT PROGRAM (FMMP)



FMMP 5 Participants, November 2024

ABV's FMMP Program is designed to support families to develop financial and money management skills so they can work together to plan for the future and take control of their families' finances. The aim is that participants will strengthen their knowledge and skills to enable them in family teams to collaboratively manage household cash-flows, plan for the future, make decisions about financial products (whether formal or informal) and seek advice about money and finance.

FMMP is a highly interactive and flexible program that the ABH team have been able to deliver directly in communities and in collaboration with the Social Performance team. Importantly, understanding that financial stress is a common issue that can lead to violence within households, the program is designed to support ending violence against women and girls (EVAWG), by addressing issues associated with financial stress. FMMP adopts a gender-inclusive approach, emphasizing the importance of mixed-gender family teams, where men support women's goals for the family's benefit. By focusing on gender equity, the program recognises women's roles in household management and financial decisions, fosters the concept of women having access to their own income and promotes the wider benefits of women having an equal voice in decisions within their families and communities. FMMP also incorporates a strength-based approach, respecting and building on traditional knowledge, especially for those transitioning to a cash-based system. In this way, a savings culture is being built, including capability building to track income and outgoings supporting better financial management and reducing financial stress.



FMMP Participants, November 2024

FMMP involves workshops, group work, and individual coaching, with an emphasis on setting shared goals for effective money management. Participants in the FMMP consistently rate the program highly (see figure 5). The team started delivering in community as participants requested the training be delivered more widely across Lihir.

A selection of quotes from participants are provided below.

- "I am delighted to have attended this training. I engage in informal market sales; I struggled with managing my finances effectively. This training has been immensely beneficial, equipping me with the knowledge and skills to budget and save money efficiently not only to sustain my family but also achieve my future savings goals." FMMP #18 Participant, April 2024.
- "I really learnt a lot from this training, please bring it across to all Lihirians and it is a must." FMMP #2 Participant, August 2024
- "I have learnt many things in this program, and I have learnt from my mistake ways of budgeting. Now I will start new." FMMP #1 Participant, August 2024.
- "I learnt to save up, spend less and find ways to earn income and increase household cash." FMMP #4 Participant, October 2024

Please show your course feedback by putting an X in one of the smiley face boxes.	    				
As a result of this program our family team’s skills and knowledge are strengthened and, as a family unit we can:					
Collaboratively manage household cash-flows (Wok bung wantaim lo lukautim moni gut)	92%	7%	1%		
Plan for the future (planim gut sin daun lo bihain taim)	92%	7%	0.6%		
Make decisions about financial products (wokim gutpela disisen lo finensel prodaks)	89%	8%	3%		
Seek advice about money and finance. (painim gutpela advais lo sait blo moni na finens)	86%	11%	3%		

Figure 5 Participant feedback summary 2024

YOUR ENTERPRISE SCHEME (YES) PROGRAM

ABV's YES training is a comprehensive program that meets businesses where they're at. It can be used to tailor support for businesses at every stage of development: from startups through to established businesses entering export markets. The YES Bisnis Program, designed specifically for ABH clients, has provided practical support, working with business owners and managers as they tackle live challenges, leading to tangible business improvements and greater opportunities. Some common examples of business challenges include:

Key Challenge	Overview
Limited access to financial resources	Many local SMEs struggle to secure funding due to a lack of collateral, limited financial literacy, and stringent lending requirements imposed by financial institutions. This restricts their ability to invest in expanding operations, upgrading equipment, or maintaining consistent cash flow.
Lack of skilled labour and technical expertise	While the local workforce is willing and capable, there is often a skills gap that impacts productivity and the quality of services. The absence of regular training and capacity-building opportunities prevents local businesses from adopting innovative practices or meeting the standards required for larger contracts, particularly in sectors related to mining and resource extraction.
High dependency on the mining industry	Much of the local economy is tied to the operations of the Lihir Gold Mine, fluctuations in mining activity or changes in procurement policies can drastically affect the livelihoods of SMEs. This reliance creates economic vulnerability and limits opportunities for diversification into other industries.
Poor infrastructure and logistical challenges	Transportation costs for goods and services remain high due to Lihir's geographic isolation, and inadequate infrastructure, such as roads and port facilities, adds to these difficulties. The combination of these challenges makes it difficult for local businesses to compete with external contractors and fully leverage the economic opportunities available on the island.



YES Bisnis Training, November 2024

A really encouraging development this year is to see businesses starting to look for business opportunities outside of the mine operations. A great example of this is Lamatlik Investments Limited (who attended the most recent YES training) expanding their hire car business to Kavieng, diversifying its business into MV parts and accessories, and embarking on other Investments such as government treasury bonds and properties.

"The course has helped me understand more clearly what I need to know before thinking about starting a business. It was very helpful and well presented by the Trainers and has helped me get an in depth understanding of what is needed to run your business and how to run it."

YES Participant, November 2024.

In 2024, two pairs of Skilled Business Professionals (SBPs) - Bea Duffield & Gavin Blakey (April 2024) and Rosie & Stuart Barry (November 2024) - delivered two cycles of the YES Bisnis Program. The program focuses on essential skills for individuals aiming to ensure business compliance and prepare for accreditation or tender applications. It consists of seven modules, each covering key topics and activities (See Appendix A). Upon completing the modules, participants produced a Business Model Canvas as one output. The second output is a 60-day Road Map, developed during coaching sessions, outlining the completion of a business capability statement, safety plan, environmental management plan, human resources plan, equipment maintenance plan, and any necessary processes to achieve compliance.

Participants in the YES Program are offered ongoing mentoring and coaching support, alongside drop-in troubleshooting and ad-hoc support via the Hub. Progress is periodically tracked through ABV's Client Pathway Report (CPR), across 14 core business competencies. To date, improvements have been made across all 14 core business competencies, with significant improvements in compliance, business planning and risk management, among others (see Figure 5 above).

Accreditation

A key impact of ABH has been capability building support to businesses seeking accreditation or reaccreditation with Newmont. **To date, 35 businesses have achieved Newmont accreditation with ABH support** (since ABH began supporting this process). ABH provides individualised support to business owners and managers, building their capability to navigate processes and develop professional written documents, demonstrate capacity to deliver on contracts and consistently meet standards. Support activities include helping businesses register at the Investment Promotion Authority, ensuring the business is officially recognised and compliant with various regulations and standards. A robust and transparent accreditation process is followed, aligned to Newmont's requirements. ABH activities focus on building business capability.

Our Accreditation Process

To ensure a robust and transparent process:

1. ABH works with clients over a period of 3 weeks to 3 months, depending on their documentation and readiness. This timeframe varies as clients are required to take ownership of their submissions while ABH provide reviews, coaching, and feedback.
2. Once the client is ready, ABH hold a final face-to-face meeting where they sign the application. An Accreditation Pack is then created, scanned into a PDF, and handed over to the client.
3. The client submits the Accreditation Pack to Newmont via email, copying ABH. This step signals to Newmont that the client has worked with ABH.
4. If Newmont raises queries, ABH collaborate with the client to address them promptly.
5. Upon successful accreditation, Newmont notifies the client via email, copying ABH. ABH then record this in our OPS Report.

Since the launch of Newmont's accreditation process in mid-2022, **52** businesses have engaged with the Hub regarding accreditation, and **35** of those businesses have successfully achieved accreditation or re-accreditation with the support of ABH.

BETTER BUSINESS GOVERNANCE (BBG) PROGRAM

Better Business Governance (BBG) is a practical hands-on program designed to raise the skill levels of the people involved in the governance of businesses. It has relevance to Board Directors and Senior Managers in private enterprises (small, medium and large), Not for Profits and Government Enterprises. The program covers the principles of good governance, organisational structures and the duties of Executives and aims to build core skills needed by those in business, applied within a support network, and learning from local experience.



BBG Training, October 2024

BBG helps participants understand, analyse and apply all the elements that are crucial to running a viable business and is designed to assist participants in becoming responsible and effective in their roles through one-on-one mentoring tailored to suit individual and business needs from start-ups to established organisations (See Appendix for Article *Enhancing Business Success Through Good Governance: Lessons from Lihir Island*).

ABH has worked closely with tenement landowner organisations to tailor our BBG Program to the specific needs of these landowners. In this way, the program addresses common challenges faced by their boards/executives and management teams, including:

Key Challenge	Overview
Lack of Understanding of Statutory Responsibilities	Many directors and shareholders were unaware of their statutory obligations, which poses significant risks to business compliance and sustainability. BBG highlighted these responsibilities and provided clear guidance on legal and regulatory requirements to ensure businesses operate within the boundaries of the law.
Limited Knowledge in Business Performance	Directors and shareholders lacked the necessary education to assess the performance of their businesses. The sessions introduced participants to basic reporting tools and financial performance indicators. These enablers empower business leaders to evaluate operations effectively, monitor progress, and identify areas for improvement using straightforward reports.
Inefficient Conduct of Directors' Meetings	Businesses often struggled to conduct productive meetings, which hindered their ability to make timely and informed decisions. BBG addressed this challenge by demonstrating efficient meeting practices, including structured agendas, actionable minutes, and clear decision-making processes. Participants were encouraged to adopt these practices to improve governance and communication.
Role clarity and Responsibilities	Another key issue was the lack of clarity in roles and responsibilities between directors and management. Many businesses experienced blurred lines of authority, leading to confusion and inefficiencies. The sessions emphasized the importance of defining the separation of powers, enabling directors to focus on governance and strategic oversight, while management handles day-to-day operations.

In 2024, Skilled Business Professional Rhod McDonald delivered two back-to-back rounds of BBG in October with 30 participants attending the sessions. Rhod's facilitation of the BBG program provided much-needed support to local businesses grappling with foundational governance issues. The sessions not only built awareness but also empowered directors and shareholders to make more informed, strategic decisions. Businesses left with a clearer understanding of their roles, improved decision-making processes, and strategies to evaluate their performance effectively. The practical solutions offered during the sessions are expected to drive better governance practices, ultimately enhancing the growth and sustainability of participating businesses. With continued focus and implementation of the lessons learned, these businesses are well-positioned to improve their operations and governance structures moving forward.

"While attending this training course I learned plenty of new ideas which brought me a step ahead to go with my business to the next level."

*BBG Participant,
October 2024.*

INNOVATIONS, INSPIRE & LEARNING SESSIONS

These sessions bring successful businesspeople to Lihir to offer peer mentoring and deliver interactive presentations to the wider public. Facilitators, supported by the ABH team, design a tailored program for Lihirian businesses, allowing them to share their experiences, advice, and insights on building and growing sustainable businesses. Seminars and workshops are organised to create further engagement opportunities, including connecting with successful businesses from PNG and Australia to enhance practices and explore potential joint ventures.

In September 2024, a successful joint Learning session between ABH and BSP was held with 31 attendees. The session was organised after the Investment Promotion Authority (IPA) and Internal Revenue Commission (IRC) were unable to travel to Lihir due to flight restrictions. BSP was invited to speak, given its strong partnership with ABH and its pivotal role in supporting FMMP.

BSP, as the leading bank on Lihir, delivered a comprehensive session on its SME-focused products and services. The engagement dynamic was interactive with attendees actively participating in the session, asking questions about BSP's offerings and service processes. Participants provided valuable feedback, especially regarding improvements to BSP's services on the Island.

The session underscored the importance of strong relationships and collaboration between BSP and ABH, reflecting BSP's ongoing commitment to supporting local businesses and fostering financial literacy within the community. It also highlighted BSP's role as a trusted partner in enabling the growth of SMEs, an essential pillar for economic development on Lihir. The session added significant value to all participants and reinforced BSP's reputation as a community-focused financial institution.



Learning session, November 2024

Moreover, in November 2024, SBP Rhod McDonald delivered a Learning Session on *How to Be a Better Businessperson and Good Business Ethics*, building on the momentum created by the Better Business Governance (BBG) Courses. Fifty-four people attended the session, where Rhod addressed key topics essential for fostering integrity and effectiveness in business practices in a highly interactive format. The agenda covered foundational principles of ethical entrepreneurship, branding strategies, and compliance with regulatory requirements.

Feedback from the session has been overwhelmingly positive, indicating strong interest in similar sessions in the future. The interactive format, including group activities and a video presentation on branding and unique selling propositions, was particularly well-received and encouraged active participation. Attendees left with actionable insights and practical tools to improve their business ethics and operational standards.

APPENDIX A: ABH 2024 MEDIA & COMMUNICATIONS

Enhancing Business Success Through Good Governance: Lessons from Lihir Island

Lihirian businesses are at the forefront of implementing strong governance practices that drive growth, resilience, and long-term sustainability. On Lihir Island, Papua New Guinea (PNG), the Better Business Governance (BBG) program, delivered through a collaboration between Newmont's Sustainability Team and Australian Business Volunteers (ABV), is empowering local enterprises to thrive. Through the Apeketon Business Hub, this initiative supports landowner groups and business owners in building robust governance frameworks tailored to their unique needs.

Empowering Lihirian Business Leaders

The BBG program has made a tangible difference to the operations of Lihirian businesses. Local leaders have embraced the tools and knowledge provided to enhance their governance capabilities, positioning their companies for sustainable success.

Peter Kalayen, a member of the Executive Committee for LPA, a trust fund managing 18 landholder groups, is one of many participants who have benefitted from the program. "Absolutely! Vital training to upskill local contractors, directors, and bookkeepers," he said, reflecting on the practical skills gained to improve decision-making and regulatory compliance. Peter plans to implement several governance changes within his organisation to further enhance its operational effectiveness.

Andrew Okam of Matapudon Ltd, a specialised labour hire company, found the program transformative. "The concept of good governance, specifically on how to make good judgments and decisions, stood out for me," he remarked. Andrew intends to refine his business plan, ensuring it aligns with better business practices to increase productivity and efficiency.

Similarly, Genievieve, director of Argen Ltd, praised the program for its focus on practical skills such as understanding financial reports and effective board management. "This is excellent training. I highly recommend it to other local and national directors," she shared. Her company is now poised to pursue new opportunities while maintaining a strong governance foundation.

A Model Built on Local Knowledge and Expertise

A key strength of the BBG program is its unique delivery model, which blends the deep local knowledge of the Apeketon Business Hub team with the expertise of ABV's skilled volunteers. This partnership ensures that the program addresses the specific challenges faced by Lihirian businesses while integrating globally recognised governance practices.

ABV volunteers, experienced professionals from Australia, work closely with the local team to deliver tailored training and mentoring. "Our volunteers are not just trainers; they

are mentors who collaborate with local staff to provide personalised guidance,” explained ABV’s Business Hub Manager, Henry Ume Taule. This combination of external expertise and local understanding ensures that the program is both impactful and sustainable.

Building a Sustainable Future for Lihir

The BBG program includes five days of intensive training, complemented by one-on-one coaching, and aligns with PNG’s Internal Revenue Commission and Investment Promotion Authority standards. Participants learn to navigate their roles, analyse financial reports, and implement effective governance structures.

By equipping Lihirian business leaders with these tools, the program is helping create a strong foundation for the local economy. Businesses that complete the training emerge more resilient, compliant, and prepared to seize opportunities in a competitive market. This initiative is not only driving individual success stories but also contributing to the broader sustainability and prosperity of the Lihirian community.



Graduates of BBG training 8 November 2024, held in Londolovit, Namatanai District.



Rhod McDonald, ABV Volunteer and participants during the workshop



(L-R) Rhod McDonald, ABV Volunteer, Henry Ume-Taule, Apeketon Business Hub Manager, Anzac Vuia, Apeketon Business Hub Trainer and Benjamin Buweguz from Buweguz Holding Limited.



DISTRIBUTORS/PAPUA NEW GUINEA

Tough Gear Trading and Lamatlik Investments Forge Strategic Distribution Partnership

Tough Gear Trading is excited to announce a new distribution partnership with Lamatlik Investments Limited (LIL), a dynamic company representing the Lamatlik Clan on Lihir Island. This collaboration marks a significant milestone in expanding Tough Gear Trading's reach into both the 4x4 and mining sectors, with a focus on delivering quality products and services tailored to the unique needs of these industries.

LIL, rooted in the Lihir Island community, was established as part of the Development of the Lihir Gold Project. As one of the six major clans of Lihir, the Lamatlik Clan has played a pivotal role in supporting economic growth through innovative business ventures. The company's activities span across the mine-affected areas, including Putput and Kunaiye villages, contributing to sustainable development and local empowerment.

With a diversified portfolio, LIL's core business centers around its "Hire Car" service, offering both long-term and short-term hires alongside corporate services.

In 2021, the company expanded into taxi services as part of its broader transport diversification strategy. Beyond transport, LIL has investments in government bonds, PNG Air, Anitua, NCS Farm, City Cab & Logistic Services, and Newcrest Mining Limited, reflecting a robust and adaptive business model.

Under a newly revised organizational structure, LIL is strategically positioned to enhance operational efficiency and align its subsidiaries to meet key objectives. The Board's forward-looking approach ensures that LIL remains a reliable and innovative partner in the industries it serves.

This partnership with LIL underscores Tough Gear Trading's commitment to strengthening ties with community-driven organizations while broadening its presence in key sectors. Together, we look forward to leveraging our combined expertise to deliver exceptional value to clients and stakeholders across the 4x4 and mining sectors.



Papua New Guinea Team

Back Row – Kay, Michael and Lawrence Rausim
Front Row – Cornelia Sokes, Mathew Lamsing, Germain Zieziek and Martha Severin



Lawrence Rausim



Kay Galamo