



Tari Team

General Manager's Message

Dear Black Swan family!
 Welcome to our fourth and final Quarterly Newsletter for 2023!
 As we reflect on the past year and look forward to 2024, I am pleased to share with you the key highlights, corporate partnerships, social responsibility initiatives, and success stories that have shaped our journey in 2023.
 This year has been remarkable for us. We've had significant business transactions, expanded our service capabilities, and achieved unforgettable milestones.
 From the Industry Security Meeting in May to our participation in the 17th PNG Resources & Energy Investment Conference & Exhibition in Sydney during December, we have made significant strides in enhancing our presence and impact in the industry.
 One of our major achievements was the relocation of our operations base to Saraga (6-Mile), which is now the central hub for both transport and security operations.
 Additionally, the sale of Black Swan to TrueNorth Capital, owned by leading Papua New Guinean businessman Mr. Anthony Smaré, and now 100% PNG owned, has opened unlimited potential for further growth and opportunities for our workforce.
 Our partnership with SP PNG Hunters as their official transport and security provider has been a successful collaboration, and we look forward to continuing this relationship.

We are also proud of our commitment to making a positive impact in the community through our corporate partnerships and social responsibility initiatives. This year, we provided on-the-job training to students from various institutions, equipping them with the skills and knowledge necessary for future employment. We are dedicated to nurturing talent and empowering future leaders, and we are pleased to continue providing support training for young Papua New Guineans. As we transition into 2024, we will be expanding PDTI's training courses with a key focus on internal management and supervisory leadership training to assist with the development of personnel.
 In closing, I express my deepest gratitude to each member of the Black Swan family. Your professionalism, enthusiasm, and firm commitment have been the driving force behind our successes in 2023. As we usher in the New Year, we remain committed to our mission and look forward to achieving more milestones in 2024.
 Thank you for being part of this journey.



Best Regards,

David Martin
Group General Manager,
Black Swan PNG

Highlights of 2023

- **Black Swan's Sale to TrueNorth Capital:** Acquired by PNG's Anthony Smaré, promising growth.
- **PNG Resources & Energy Conference:** Black Swan showcased security solutions expertise in Sydney.
- **Industry Security Meeting (May 25th):** Networking and insights on PNG's security.
- **Black Swan's Relocation:** Operations moved to Saraga (6-Mile), now central for transport and security.



Black Swan's Sale to TrueNorth Capital

Black Swan, PNG's leading security services company, has been sold by its international owners to Papua New Guinea's TrueNorth Capital, concluding several months of negotiations. On 17 August 2023, Sentinel Global Holdings Pte Ltd (Sentinel) confirmed the sale of Black Swan to TrueNorth Services Limited, a subsidiary of Papua New Guinean investment firm TrueNorth Services owned in turn by leading Papua

New Guinean businessman Mr. Anthony Smare. Black Swan is recognized as a premium provider of security services throughout PNG and under new 100 per cent Papua New Guinean ownership there is unlimited potential for further growth and opportunities for the workforce. TrueNorth Services intends to maintain in place the operational management team in Black Swan, under the General Manager David Martin, whilst

making further investments in Black Swan, Pacific Development & Training Institute and TrueNorth's existing logistics investee company Expedient Limited to expand the companies' technological and operational capabilities to enhance the range of security, safety, training and logistic solutions that they provide their customers, particularly in preparation for the upcoming resources boom.

17th PNG Resource & Energy Investment Conference & Exhibition

Black Swan, the premier security solutions provider, recently made an appearance at the 17th PNG Resources & Energy Investment Conference & Exhibition, held in Sydney, Australia.

The company's participation in this event underscored its commitment to addressing and mitigating the unique security challenges faced by businesses, government entities, and the mining, oil, and gas industries operating in PNG. Papua New Guinea, renowned for its abundant natural resources and strategic geographical location, offers immense opportunities for diverse industries.

However, the country's dynamic landscape also introduces inherent risks in the movement of resources, assets, and personnel.

Black Swan strategically leveraged its presence at the conference to raise awareness about these challenges and showcase its expertise in providing tailored security solutions. During the conference, Black Swan highlighted its comprehensive understanding of the local operating environment, emphasizing the potential hazards and outlining effective risk mitigation strategies. By doing so, the

company positioned itself as a reliable partner for businesses seeking to navigate the complexities of operating in PNG safely and efficiently.

Black Swan took the opportunity to engage with industry leaders, stakeholders, and government representatives.

These interactions allowed the company to gain valuable insights into the specific security concerns faced by businesses in Papua New Guinea, further enhancing its ability to tailor solutions that meet the unique needs of each client.

Industry Security Meeting

Black Swan hosted the Industry Security Meeting on May 25th this year at the Royal Papua Yacht Club. The meeting was attended by various security firms operating in the country. The Security Forum is an initiative of the Security Office for the Australian High Commission, providing a platform for all security companies to mingle, network, and share insights and concerns regarding the overall security situation within PNG. Security is critical for the future of businesses in Papua New Guinea. Security concerns are a major problem for businesses and are regarded as a serious deterrent to investment, both foreign and local, as well as tourism. To maintain a high level of security across your business, it's crucial that everyone can respond quickly to new developments, changes, or attacks.



Relocation of Operations Base to Saraga (6mile)

Black Swan reached another milestone in the relocation of its operations base from Kanage (5-Mile) to the new Saraga (6-Mile) base. Historically, the main guarding security teams were operating from Kanage (6-mile) since 2011 and

transport operations from Pool 2 (7-mile) since 2021. However, officially opened on the 27th of January 2023, the Saraga Operations base is now the central location for both transport and security operations.



Tari Branch Secures Security Contract for Tari Hospital

Black Swan's Tari Branch has achieved success by securing the security contract for Tari Hospital under the Hela Health Authority. All security personnel for this contract were carefully recruited and selected from the local communities, ensuring a diverse mix of tribal ethnicities and landowner clans to provide fair opportunities for the citizens of Tari. Despite the logistical challenges of remote operations, the PDTI instructors, under the supervision of Justin Mende,

effectively managed the recruitment, selection process, and training deliverables. The new colleagues from Tari have significantly contributed to enhancing the security of Tari Hospital, ensuring the safety of hospital staff, residents, and members of the public seeking medical treatment. Black Swan looks forward to maintaining a close working relationship with the Hela Health Authority as the contract progresses. Kudos to the Tari team!



Black Swan Showcases Security Expertise at 38th Australia-PNG Business Forum

Black Swan participated in the 38th Australia Papua New Guinea Business Forum and Trade Expo, held at Hilton Hotel Port Moresby from 15 to 17 of May this year. The event, themed Tok Trade Wave: Advancing Smart Investments Between Australia and Papua New Guinea, attracted 333 delegates and speakers from various sectors and industries, as well as 55 trade booths and 151 exhibitors.

As a premier provider of security solutions in PNG, Black Swan was entrusted with the responsibility of ensuring the safety and well-being of

some of the distinguished guests and speakers at the forum, including Senator Honorable Tim Ayres, Assistant Minister for Trade and Assistant Minister for Manufacturing. Black Swan provided secure transport and security services during the three-day event, demonstrating its professionalism and capability in handling high-profile assignments. The forum was a valuable opportunity for Black Swan to engage with industry leaders, stakeholders, and government representatives from both Australia and PNG, and to showcase its expertise and experience in addressing the unique

security challenges faced by businesses operating in PNG. By doing so, the company positioned itself as a reliable partner for businesses seeking to invest and expand in the dynamic and promising PNG market. The event was a success, with the participants benefiting from the exchange of ideas, insights, and opportunities for collaboration and partnership. Black Swan was proud to be part of this important forum, and to contribute to the strengthening of the bilateral relationship between Australia and PNG.

Art Competition Winner

Black Swan held an internal Arts Competition to depict the company's Vision Statement, which is to become the "Premium Security Provider in PNG. The competition was a way to allow employees and outsiders to understand and appreciate that Black Swan aims to be the best and most reliable Security Company in the country. Clinton Wiagolu was the winner of the competition.





Mini-Independence Celebrations



Black Swan hosted a mini-independence celebration on September 14, 2023, at the Saraga operations base to commemorate the 48th Independence Day of Papua New Guinea.

success, with staff, drivers, and guards from other Black Swan branches in the country also celebrating their independence. The celebrations were a great start to the independence

weekend, with all staff turning up in PNG. This event held even more meaning for the staff and the community, as Black Swan is now a locally owned company.

International Women's Day with Inspirational Speakers

Black Swan celebrated International Women's Day (IWD) on March 8, 2023, with a special event at its Saraga Operations base. The event brought together all the women employees of the company, dressed in purple, the official color of IWD, to celebrate their achievements and contributions. The theme for this year's IWD was "DigitALL: Innovation and Technology for gender equality." The event featured two inspiring guest speakers who shared their stories and insights on how women can leverage digital tools and platforms to advance their careers and causes. The first speaker was Racheal Miria, the Director of Independent Directors Association in Papua New Guinea (IDAPNG), a non-governmental organization that provides digital literacy and empowerment programs for women



and girls in PNG. The second speaker was Elizabeth Bradshaw, a successful businesswoman and a leading advocate against domestic violence. Bradshaw shared her personal journey of overcoming domestic violence and becoming a self-made entrepreneur. The event was a great success, as the

women of Black Swan enjoyed the opportunity to network, learn, and celebrate with each other. The event also demonstrated the company's commitment to supporting and promoting women's rights and empowerment, both within and outside the organization.



GM's Townhall Shines Spotlight on Employee Excellence and Achievement



September GM's Award

Black Swan hosted a successful General Manager's townhall throughout the year, culminating in the presentation of awards to employees of the month for September, October, and November. The event is a way to recognize and appreciate employees for their effort and hard work in delivering exceptional results. For the month of September, the GM award was presented to Gabriel M Kani (CIT/QRF Manager) for his dedication and commitment towards his work and team, resulting in tremendous changes in his team's performance. For the month of October, the General Manager's Award was presented to Steve Ray (POM Operations Manager) for his dedication, loyalty, hard work, and commitment.



October GM's Award

The Employee of the Month awards were presented to the following for exceptional performance in their line of work: Sam Oaseoka (POM Duty Manager), Shaphayer J Maipson (Rostering Officer), Elizah Ereman (Exxon Driver), Rex Tomara (Exxon Driver), Mark Solmu (Expedient Driver), The Employee of the Month awards were presented to the following for their

commitment, hard work, and selflessness in performing their duties: Hubert Legi (Driver, Lae Ops), Michael Loubai (Static Guard, Lae Ops), John Wal (Gunman, Goroka Ops), Johnson Nalenga (Static Guard, Hagen Ops), John Kundari (CIT/QRF Driver), Hency Tokwakua (UN Radio Operator), and Boney Aureke (UN QRF Driver).

Security Guards Receive General Manager's Award for Quick Response to Emergency Situation



Six men from the ER team demonstrated remarkable bravery and professionalism by adeptly handling a critical and dangerous incident. Their courage and expertise ensured the safety of those involved.

In recognition of their bravery and teamwork, the GM's award was presented to Andiki Keraam (ER5 Team Leader), Jason Mathew (ER4), Steven Tiale (ER4), Robin Peapo (ER5), Joshua Atano (ER5), and Andrew Neapo (CIT Gunman), as well

as the two guards from Grand Papua Hotel, Rome Rome and Willie Newe. Congratulations to all the winners for their outstanding contributions, bravery, and quick response in handling a risky situation and containing it!



Don Bosco Tech Grads Depart with Enhanced Skills and Knowledge

In 2023, Black Swan recruited trainees from Port Moresby Technical College, Caritas Business College, and Don Bosco Technical Institute (DBTI). The trainees were provided with the opportunity to acquire skills and knowledge and prepare themselves for future employment. Five students from Port Moresby Technical School (POMTech) were recruited for an eight-week on-the-job training program, which is a vital part of their Practical Assessment and requirement to complete their trade course. During the eight weeks, they worked with senior experienced Black Swan ICT & Electronics Security

Solutions (ESS) Technicians, who have vast experience and skills in their field. Black Swan was pleased to welcome on-board six female students from Caritas Business College for their training which took place for six weeks. As part of the Caritas Business College requirement to complete the course of Diploma in Office Administration, the students had to undergo an In-Plant Training program. This is to provide them with adequate exposure and experience in actual industry work operation and to augment their formal education. Also, Black Swan had on-board seven students from DBTI in training under their

line of course which were Information Technology and Electronics and Communication which took place for six weeks. Within that span of time, they have acquired the necessary skill set and knowledge to prepare them for the near future. Recently, four students from International Education Agency (IEA) Technical and Further Education (TAFE) came on board to undergo their training which will proceed for six weeks. Black Swan is pleased to continue providing support training for young Papua New Guineans in acquiring skills and knowledge and preparing them for future employment.

Black Swan Touch Rugby Adventure

Black Swan participated in the Corporate Touch Rugby League competition, which started on March 20th this year at the Sir Hubert Murray Stadium. The competition was a fun and friendly way for corporate companies to play a noncontact version of rugby league. Black Swan joined the competition to enhance employee engagement and company culture. Team Black Swan showed exceptional performance, cooperation

and team spirit throughout the competition. Even though Black Swan did not make it to the finals, it was a valuable experience of teamwork, perseverance, and collaboration for each player. Team Black Swan impressed everyone by ranking 6th in the top eight category and keeping a positive team spirit. It was an amazing journey for the team and a proud moment for Black Swan.





Black Swan and SP PNG Hunters: A Partnership for Security and Sports



Black Swan has partnered with the SP PNG Hunters rugby team to provide transport and security services. The partnership began in 2022 and will continue through to the end of 2025. Black Swan provides escort security services for the Hunters to and from training and game venues, including providing escort for the team when out on community engagements. In return, the Hunters have shown support during Black Swan events such as the monthly GM Townhall and the presentation of rugby uniforms to the St Joseph International Catholic College and many other events.

Also, tickets for every home game are given as incentives to guards, drivers, and staff who have performed exceptionally. The partnership between Black Swan and the SP PNG Hunters has been a positive one, with both parties benefiting from the collaboration.

The Hunters have been able to focus on their training and games, knowing that they are in good hands with Black Swan providing reliable transport and security services. Meanwhile, Black Swan has been able to showcase its expertise in providing effective security

and transport services, while also supporting the Hunters and the community through various initiatives. Overall, the partnership between Black Swan and the SP PNG Hunters is a great example of how collaboration can lead to positive outcomes for all parties involved. By working together, Black Swan and the SP PNG Hunters are contributing to the development of a more effective, productive, and satisfied workforce, while also promoting sportsmanship, teamwork, and healthy competition.

Black Swan Supports St Joseph's Kings Team in Rugby Union Festival



Black Swan sponsored the Kings team from St Joseph's International Catholic College (SJICC) who participated in the annual Rugby Union Festival at Bava Park. The presentation of the rugby uniforms was made to the Kings team in class 10CH by Black Swan General Manager, David Martin, with the support of our partners the SP PNG Hunters. The significance of sponsoring events

such as the Rugby Union Festival lies in its ability to foster sportsmanship, teamwork, and healthy competition among young individuals. These occasions serve as valuable opportunities for young people to not only exhibit their skills and talents but also acquire essential life skills such as leadership, communication, and perseverance.



Golfing for a Good Cause

Black Swan participated in the 19th Santos Daffodil Corporate Golf Challenge on August 25, 2023, at the Royal Port Moresby Golf Club to support the Papua New Guinea Cancer Foundation. The event was organized by Santos Limited and the Papua New Guinea Cancer Foundation. Supporting initiatives like the Santos Daffodil Corporate Golf Challenge is important because the funds raised from such activities can help support educational and awareness programs, research, and treatment for cancer patients.