



NMS INTERNATIONAL GROUP
Employee handbook and policy manual



Welcome to NMS, a national infrastructure development company focused on sub-Saharan Africa, with a bright and exciting future.

We are very pleased to have you on board as part of our team.

NMS's growth and development depends on us establishing a strong foundation for the Company. This includes many things, but we believe there are some simple principles that require our collective commitment which are explained within our mission, vision and values and expanded on throughout this Handbook.

In addition, the importance of teamwork and co-operation at NMS cannot be over-emphasised.

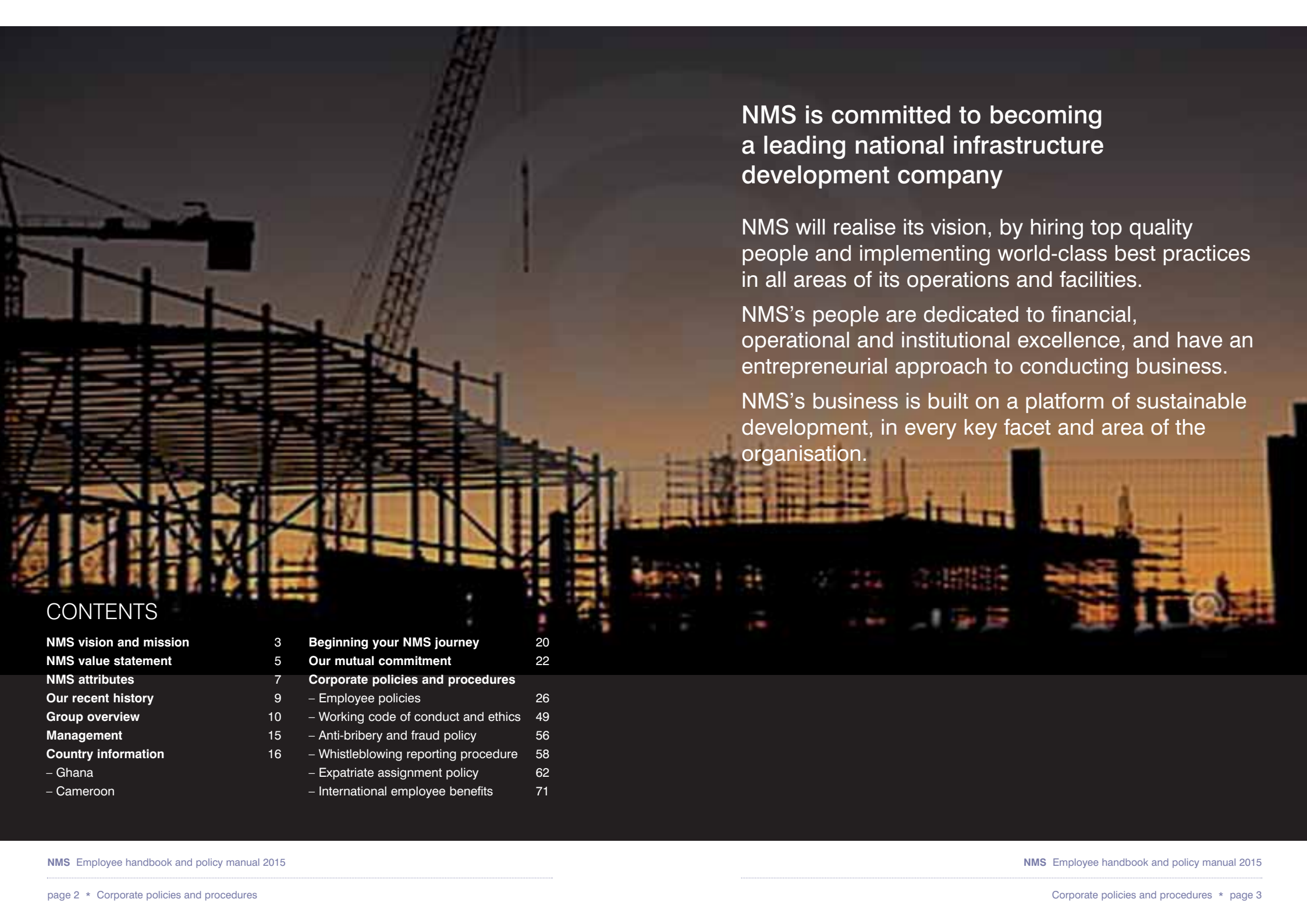
A successful business is no different from a winning sports team – winning teams all have common attributes. They communicate very well and make sure everyone knows the game plan. Everyone focuses on playing their position to the best of their ability, and mutual respect and trust are prevalent throughout the team.

The bond that ties the team together as a cohesive group is that everyone shares a common desire to succeed.

At NMS, we all want to be part of a winning team, so we encourage you to remember how important these behaviours and attributes are in your daily activities.

We wish you every success in your career with us.

Frederik Hsu DL
Deputy Chairman



NMS is committed to becoming a leading national infrastructure development company

NMS will realise its vision, by hiring top quality people and implementing world-class best practices in all areas of its operations and facilities.

NMS's people are dedicated to financial, operational and institutional excellence, and have an entrepreneurial approach to conducting business.

NMS's business is built on a platform of sustainable development, in every key facet and area of the organisation.

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NMS VALUE STATEMENT

NMS has strong core values in the areas that it believes will contribute to the overall success and sustainable development of the business:

Best people practices

- Attracting and retaining the best people;
- Striving for fair and equitable treatment of all of its people.

Best corporate governance practices

- Employing management with strong business experience and integrity;
- Prioritising corporate transparency, fiscal prudence and financial diligence;
- Using efficient and effective management reporting systems.

Best community practices

- Providing a meaningful contribution back into the communities in which it does business;
- Fostering responsible relationships with governments in the countries in which it does business;
- Maintaining responsible health & safety and environmental policies and practices.



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We continually strive to uphold our values and implement best practices in all parts of our business. We believe there are simple principles that require our collective commitment. We strive to apply these principles in all our undertakings.



OUR RECENT HISTORY

2006

NMS appoints new management team targeting Africa and the Middle East and secures \$10m national security contract.

2010

NMS has delivered cumulative contracts valued at \$28m.

2011

NMS cumulative orders valued at \$30m frustrated by UN trade sanctions in North Africa.

2012

NMS secures budget and financing for Ghana health project.

2013

NMS \$175m Ghana hospital contract goes effective.

2015

NMS signs \$217m Cameroon social housing contract.



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NMS GROUP OVERVIEW

NMS is a focused national infrastructure development company. The Company is currently engaged in sub-Saharan African national infrastructure projects, with a pipeline of projects under development.

The Company aims to be a leading player in the field, with a portfolio of operations, which include design, construction, training and technical support, all underpinned by a strong financial base and world class practices with regard to health & safety, people, community, the environment and operational performance criteria.

Ghana

NMS has been contracted by the Republic of Ghana acting through the Ministry of Health, to design, construct and equip seven district hospitals at Dodowa, Abetifi, Kumawu, Fomena, Garu and Sekondi; and to upgrade the European Hospital in Takoradi. The Company is also contracted to provide technical support and training for a period of three years.

Cameroon

NMS has been contracted by the Republic of Cameroon acting through the Ministry of Housing & Urban Development, to design and construct 5,300 up to 15,000 affordable apartments in Douala, Yaoundé and Kribi.

Libya

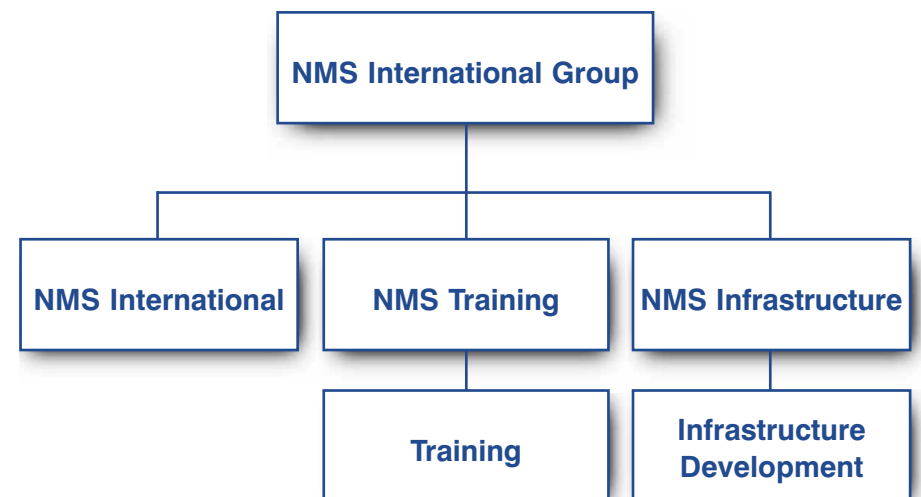
NMS has delivered a number of national security projects for the General People's Committee for General Security (GPCFGS), involving equipment supply and training.

United Kingdom

NMS continues to trade with a number of leading UK companies.



NMS – INTERNATIONAL GROUP



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MANAGEMENT

Executive Team

Adam Hatfield ACA – Finance – was appointed in May 2012 having recently served as Finance Director of The Mercers' Company in the City of London trained with PriceWaterhouseCoopers as a Chartered Accountant. He has over 25 years' experience in the financial management, control and direction of large, medium and small businesses. Adam has served as Finance Director of private and publicly quoted companies in the health, IT, media and financial services sectors.

Frederik Hsu DL – Legal & Commercial – gained an MBA from Imperial College London and has previously served as Chairman of Firmin & Sons PLC, as a director of The Property Trust PLC, a real estate development company listed on the London Stock Exchange, Belinvest Realty Fund Limited and Pittencreiff Petroleum PLC. He served on the National Council of the Confederation of British Industry (CBI); Board and Council of Birmingham Chamber of Commerce and was Founder Chairman of the Clothing & Infrastructure Group (CLING) of the Defence Manufacturers' Association (renamed ADS). In 2000, he was appointed as Deputy to the Lord Lieutenant of the West Midlands.

Peter Marks MSc – Programme Delivery – was commissioned as an officer of HM Armed Forces at Royal Military Academy Sandhurst and served for 18 years with the British Army. He gained a BSc degree in Civil Engineering and an MSc in Mechanical Engineering from Cranfield University and has held senior management positions with leading companies such as Courtaulds Aerospace, GKN, GEC Marconi, Land Rover and BAE Systems, delivering over £1bn of equipment and services to the UK and overseas governments.

Louis Oliver – Product Supply – trained in accountancy with Grant Thornton. He held the posts of Distribution and Buying Director for the 440-store Oliver Group PLC where he gained extensive international experience and was responsible for a £100m annual budget. He formed a new venture supplying Marks & Spencer which was acquired by FII Group plc where he became a Director. He was Managing Director of the Export Division of UK Safety Group plc supplying UK and overseas governments before joining NMS in 2005.

Nicholas Oliver – Business Development – was commissioned from the Royal Military Academy Sandhurst, where he was awarded the Queen's Sword of Honour and served with the Royal Scots Dragoon Guards for 19 years. Nicholas has a strong track record of developing and securing business opportunities and extensive experience in structuring complex international projects.



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COUNTRY INFORMATION

Ghana

Ghana (which means 'warrior king' and derived from the ancient Ghana Empire) is a safe place to live and work. It is considered the most stable of the West African countries and in 2012 was one of the fastest growing economies in the world.

Formed from the merger of Gold Coast and the Togoland trust, it was the first country in sub-Saharan Africa to achieve independence from Britain in 1957. Ghana endured a series of coups before Fit Lt Jerry Rawlings took over in 1981 and banned political parties. A new constitution restoring multi-party politics was approved. Ghana has enjoyed Democratic elections since then.

Having developed its investment code, Ghana hopes to attract foreign investors. Thanks to this code and other legislation favouring the extraction sectors, the country has seen an upswing in resources exploration and production.

Location: Western Africa

Capital City: Accra

Population: 25.9 million (2013)

Economy: Ghana is a lower middle income country with a GDP of \$35.5b (2014) and GDP growth of 7.6% (2013). Gold and cocoa exports, and individual remittances are major sources of foreign exchange. Expansion of Ghana's oil industry is expected to boost economic growth. The domestic economy revolves around services, which accounts for about half of GDP and employs about 29% of the workforce. Industry and agriculture account for 29% and 21% of GDP respectively.

Ethnic groups: Akan 47.5%, Mole Dagbon 16.6%, Ewe 13.9%, Ga Dangme 7.4%, other approximately 14.6% (includes Gurma, Guan, Grusi and Mande-Busanga)

Languages: English is the official language of Ghana. Asante, Ewe, Twi, Fante Dangme and other languages are also spoken.

Religions: Christian 71.2%, Muslim 17.6%, indigenous beliefs 6.0%, none 5.2%



Cameroon

Cameroon enjoys relatively high social and political stability and is a safe place to live and work. This has permitted the development of agriculture, roads, railways and large petroleum and timber industries. The country is often referred to as "Africa in miniature" for its geological and cultural diversity. Natural features include beaches, deserts, mountains, rainforests, and savannas. Cameroon is well known for its native styles of music, particularly Makossa and Bikutsi and for its successful national football team.

French Cameroon became independent in 1960 as the Republic of Cameroon, which merged in 1961 with the neighbouring British Southern Cameroons to form the Federal Republic of Cameroon. In 1972, a new constitution replaced the federation with a unitary state.

Location: Western Central Africa

Capital City: Yaoundé

Population: 23.1 million (2013)

Economy: Cameroon is a lower middle income country with a GDP of \$32.2b (2014) and GDP growth of 5.6% (2013). Because of its modest oil resources and favourable agricultural conditions, Cameroon has one of the best-endowed primary commodity economies in sub-Saharan Africa. The domestic economy revolves around services, which accounts for 52% of GDP. Agriculture employs about 70% of the workforce and accounts for 20% of GDP. Industry accounts for 28% of GDP.

Ethnic groups: Cameroon Highlanders 31%, Equatorial Bantu 19%, Kirdi 11%, Fulani 10%, Northwestern Bantu 8%, Eastern Nigritic 7%, other African 13%, non-African less than 1%.

Languages: French and English are the official languages of Cameroon. 24 major African language groups are also spoken.

Religions: Indigenous beliefs 40.0%, Christian 40.0%, Muslim 20.0%



Beginning your NMS journey

Welcome to NMS International Group.

This employee handbook provides you with practical information you may need to help you to settle into your role and detailed information of the ethics and standards the Company expects of each of its employees.

We understand that if we set the right scene and ensure all new joiners are provided with as much information as possible, they are more likely to have a fruitful experience while at work.

We believe a sense of belonging enabled by clear and relevant employee information encourages people to stay with the Company and to grow with the Company as it matures into a world-class business.

We wish all new and existing employees an exciting and mutually beneficial working experience.



OUR MUTUAL COMMITMENT

NMS has established itself as a leading national Infrastructure development company, but it has not lost sight of another important resource on which its success depends: its people. To operate successfully requires that we collectively make a commitment to our corporate values. This mutual commitment forms the basis of common understanding so everyone knows what is expected of them and what they, in turn, can expect back.

The work environment

Everyone has a right to work knowing they will be given adequate direction and support to do their job as best they can. They also have the right to a work environment that is free from harassment, discrimination or abuse and where they are treated fairly and with dignity and respect. We will not tolerate behaviour that fails to recognise the above.

Health & Safety

Construction work by its very nature carries risk. NMS will do everything possible to minimise risk and protect the health, safety and well-being of our people. This requires your commitment to perform your job in the safest possible manner. Your responsibility also requires you to look out for the safety of your colleagues and co-workers. If you see an unsafe practice being performed in the workplace, it is your responsibility to help change it, stop it or bring it to the immediate attention of your supervisor. Of course, not all of our staff operate in such hazardous environments, but we are not complacent about the health and safety of our workers in office-based roles. NMS will provide a safe and healthy working environment for all staff and seek continuous improvement in all aspects of work processes and procedures. The Company has adopted a Health & Safety Policy to document its commitment and performance.

The Environment

It is difficult to develop a nation's infrastructure without having some impact on the environment. Our goal is to minimise our environmental footprint and to prevent, mitigate or remediate any harmful effects of our operations.

Dealing with others

Your behaviour and actions reflect not only on yourself, but also on our Company. Similarly, we rely on dealing with government officials and strive to ensure that the integrity and reputation of NMS will not be brought into question.

Integrity

You may be exposed to information that is confidential to the company. NMS's reputation, and therefore profits, rest on that information not falling into the wrong hands, either for profiteering or for a commercial attack.



solid foundations built on
knowledge and experience

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EMPLOYMENT RELATIONSHIP

A non-discriminatory & equal opportunity environment

The Company fosters a work environment in which all individuals are treated with respect and dignity. The Company is an equal opportunity employer and does not discriminate against employees, officers, directors or potential employees, officers or directors on the basis of race, colour, religion, sex, national origin, age, disability or any other category. The Company will make reasonable accommodations for its employees in compliance with applicable laws and regulations. The Company is committed to actions and policies to assure fair employment, including equal treatment in hiring, promotion, training, compensation, termination and corrective action and will not tolerate discrimination by its employees and agents.

Harassment policy

NMS prohibits discrimination, mistreatment and/or harassment of individuals based on disability, race, creed, colour, national origin, age, marital status, or any other category protected by applicable law. This list is not all-inclusive.

Unlawful discrimination, mistreatment or harassment of anyone in any way associated with NMS is prohibited. Because NMS takes allegations of unlawful discrimination, mistreatment and harassment seriously, we will respond promptly to complaints of such behaviour by conducting an investigation and, where it is determined that inappropriate conduct has occurred, we will act promptly to eliminate the conduct and impose such corrective action as is necessary.

Please note that while this policy sets forth our goals of promoting a workplace that is free of unlawful discrimination, misconduct and harassment, the policy is not designed or intended to limit our authority to discipline or take remedial action for workplace misconduct that we deem unacceptable, regardless of whether that conduct satisfies the definitions set forth in this policy.

Sexual harassment

NMS specifically prohibits workplace sexual harassment. Sexual harassment means unwelcome sexual conduct, either visual, verbal or physical, and may include, but is not limited to, unwanted sexual advances, unwanted touching and suggestive touching, language of a sexual nature, telling sexual jokes, innuendoes, suggestions, suggestive looks and displaying sexually suggestive visual materials. Workplace or work-related sexual harassment of employees is unlawful and will not be tolerated by NMS.

Workplace violence

The workplace must be free from violent behaviour. Threatening, intimidating or aggressive behaviour, as well as bullying, subjecting to ridicule or other similar behaviour toward fellow employees or others in the workplace will not be tolerated and may have serious implications on current and future employment.

Controlled substances

The Company operates a zero tolerance policy on alcohol and drugs at work. Any person who is demonstrably under the influence of alcohol or drugs while at work or at site will be sent home immediately and subject to disciplinary action, which may result in dismissal.

The Company reserves the right to conduct random alcohol and drug testing on any person at work. Refusal to accept testing is a disciplinary offence which may result in dismissal. Any person at work who tests positive for alcohol or drugs will be subject to disciplinary action. If you suspect a co-worker of substance abuse, notify your supervisor immediately.

Visas & passports

Visas are required and should be obtained for all entries. For further information on obtaining the appropriate visa please contact the Head Office. Passports must be valid for at least six months after your proposed departure date. It is strongly recommended that you keep your passport in a safe place and make a number of coloured copies of your passport photo page and carry them with you during your travels and while at site.

Fitness for work

The Company values a safe, healthy and productive workplace for all employees, Subcontractors and visitors. The Company reserves the right to request both pre-employment and annual medicals. The Company reserves the right to withdraw an offer of employment if an Employee or accompanying dependant is deemed to be medically unfit.

We recognise that factors such as substance abuse, fatigue, stress and illness may impair personal performance and pose a risk to the safety of ourselves and others. To be "fit for work" an employee must be in a state (physical, mental and emotional) which enables them to perform assigned tasks competently and in a manner which does not threaten the safety or health of themselves or others.

The Company prohibits any person from entering or being on the worksite while under the influence of alcohol or illegal or misused drugs.

Vaccinations

It is strongly recommended that you consult your physician regarding medications and immunisations. The World Health Organisation compiles a list of required and recommended immunisations for international travellers.

All vaccinations should be officially recorded and stamped in a yellow international immunisation card. This card should be carried with your passport.

Yellow Fever vaccination is mandatory. An International Certificate of Vaccination against Yellow Fever is required for visitors. Entry into the country will only be allowed from 10 days after the Yellow Fever vaccination.

For your safety, it is recommended all visitors take a course of malaria prophylactics. Please discuss with your doctor which one is best for you.

Please remember, not all immunisations can be taken or obtained on the same day or on the day of departure. Some immunisations must be administered over a period of time and some cannot be given together. See your doctor at least four to six weeks before your departure to allow time for vaccines to take effect. Random checking is done at the airport on arrival.

Access to personnel files

NMS maintains a personnel file on each employee. The personnel file includes such information as the employee's job application, CV, records of training, documentation of performance appraisals, salary increases and other records. Personnel files are the property of the Company and access to the information they contain is restricted. Generally, only supervisors and management personnel of NMS who have a legitimate reason to review information in a file are permitted to do so.

Employees who wish to review their own file should contact Human Resources at Head Office.

The Company policy requires that Human Resources hold computerised databases on personnel information. You must not set up a computerised database of personnel information without prior approval from your Line Manager/Supervisor.

Company bulletin boards

Our bulletin boards are used for communicating important Company information and for legally-required notices. All posted items must be approved in advance by management. All employees are responsible for reading the information posted on the bulletin boards. Required information will be posted and removed in a timely manner.

Personal conduct

Employees are recognised as representatives of the Company and their conduct should always be of a high standard.

NMS's international workforce comprises different nationalities. It is a diverse group accustomed to different social norms and values. Just like NMS as a company, you are a guest in the country. As a guest, you respect your host's laws, social standards, expectations and rules.

It's important to remember that your behaviour and actions reflect not only on yourself, but also on our company. If you find yourself unsure of how best to deal with local situations, we strongly encourage you to discuss the matter with your Line Manager/Supervisor or NMS's Country Director.

All employees must acknowledge and strive to understand the culture of the camp community and conduct themselves with due regard.

The Company has a Working Code of Conduct & Ethics that places strict expectations on the behaviour of all employees. Failure of employees to abide by the laws may result in adverse attention from authorities which would have serious implications on future employment.



Confidentiality

Most of our employees need access to confidential Company and customer information and records in order to do their jobs. While an open climate of information sharing is most often desirable, there is a need to safeguard the security of information that could be detrimental to the Company, our customers, or be advantageous to our competitors.

Such information includes (but is not limited to):

- Company financial information
- Supplier information
- Correspondence
- Mailing lists
- Personnel-related data
- Computer printouts
- Electronic data (files and programs)
- Financial reports or data
- Business methods and procedures

This also includes any other information which a prudent person could reasonably believe to be confidential.

During your employment, as well as subsequent to your employment, you shall not disclose any confidential information or records to unauthorised individuals, either within the Company or to others outside the Company. Any confidential information you may have in your possession when your employment at NMS ends must be returned to the Company immediately.

Any current or former employee who discloses any confidential information will be subject to disciplinary action up to and including termination and legal action.

Performance appraisal policy & procedure

The purpose of our performance appraisal process is to provide you with the opportunity to openly discuss with your supervisor how you can utilise your talents and abilities to their fullest and help the Company reach its goals. Performance appraisal is intended to be a positive experience for both you and your supervisor and is more meaningful when approached with this attitude.

It provides a basis both throughout the year and formally at reporting time for a dialogue between yourself and your Line Manager/Supervisor to discuss:

- Whether you are achieving your objectives in the manner expected
- You and your Line Manager/Supervisor can reassess your goals and priorities and reset them if necessary
- Your learning and development needs can be assessed and an action plan can be drawn up
- Your Line Manager/Supervisor can tell you how you are performing
- A record can be kept of the dialogue and actions planned.

The appraisal process helps by providing in advance a job plan that covers the main areas of your work for the year ahead and sets work-related objectives that are aligned with both your Department's objectives and the goals of the Company.

Performance appraisal is a continuous process at NMS and is conducted by your supervisor on a regular basis. Your supervisor conducts formal reviews with you generally after your first year of employment and annually thereafter around reporting time.

Grievance & appeals policy & procedure

The objective of the grievance policy and procedure is to provide a means for dealing with any grievance or complaint which you may have relating to your employment with the Company. The procedure applies irrespective of your job or position. Normally, such problems can be resolved by informal discussion with your Line Manager/Supervisor, but there may be occasions when you wish to have the problem dealt with through formal channels.

For the complete version of the Company's Grievance Policy please contact Human Resources.

Disciplinary policy & procedure

Disciplinary action is taken as a consequence of failure to abide by contractual obligations as defined in the Service Agreement, the job description, codes, policies, procedures and poor conduct by individuals, without being limited to these.

The disciplinary procedure, carried out in several stages, is intended to allow an individual to correct his behaviour or his performance by means of progressive corrective discipline. For the complete version of the Company's Policy & Procedures please contact the Human Resources Department.

Ethical Behaviour

The Company has established a Working Code of Conduct & Ethics which sets out standards for conducting business affairs and behaviours of employees. Every employee of the Company adheres to the Working Code of Conduct set out in this document.

Termination of employment

The minimum period of notice required to be given by you to terminate your employment is as set out in your Service Agreement. Likewise, the minimum period of notice to be given by the Company to terminate your employment is as stated in your contract of employment.

During any period of notice, your terms and conditions of employment continue to apply and the Company may, at its discretion, provide you with alternative work of a broadly similar nature to the work that you normally perform.

The Company may, at its discretion, require you not to attend the Company's offices or not to perform such services on its behalf during the period of notice. During any such period, you will remain an employee of the Company and, as such, barred from joining another employer.

Your employment may be summarily terminated by the Company without notice if you are in fundamental breach of any of the principal terms of your employment or if you are guilty of wilful default, negligence or gross misconduct in connection with or affecting the business of the Company, or if you act in a way that brings the Company into disrepute.

LEAVE

Vacation entitlement

Your entitlement to vacation leave as a UK employee is set out in your Service Agreement.

Residential expatriates accrue leave based on the annual travel allowance and leave time schedule. If you are in any doubt, you may refer to your Service Agreement or contact Human Resources.

Maternity & paternity leave

As a pregnant Employee, you have various statutory maternity benefits that include maternity leave and the right to return to work. In order to protect these rights, it is very important that the Employee keep the Company advised, in writing, on specific aspects regarding their pregnancy.

The Employee should advise their Line Manager/Supervisor as soon as they are aware that they are pregnant so that he can ensure that all necessary actions are taken to protect the health of the Employee and the unborn baby.

For queries relating to the Company's Maternity/Paternity Leave Policy, please contact Human Resources.

Leave of absence

You may be granted leave of absence to deal with serious domestic circumstances and compassionate situations. Requests should be made to your Line Manager/Supervisor and Human Resources for individual review.

Bereavement leave

In case of severe illness or death of the Employee's spouse, child, father, mother, brother or sister or the Employee's spouse's child, father, mother, brother or sister, up to ten days of paid leave, including travel time, will be provided, subject to the advice of the Company's General Manager.

In the event of the death of the Employee's spouse or a dependant child while on assignment, air transportation will be provided for the Employee and Employee's dependant children so that they can return with the remains to the Point of Origin. Costs of returning the remains of the deceased to the Point of Origin can be claimed for on the company health insurance policy.

DEVELOPMENT

Employee development

The utilisation of the skills, competencies, knowledge and professionalism of the Company's employees is a key factor for its business success. Your development requires the joint efforts of yourself and your Line Manager/Supervisor. You have the responsibility to compile a development plan that is realistic and reflects your aspirations.

Your Line Manager/Supervisor has a responsibility to assist, guide, support and review the progression of your individual development needs to meet the needs of the business.

Training courses

The Company will make use of both internal and external training courses to meet the identified training needs of individual employees and overall Company training needs.

You may be asked to attend such courses from time to time.

COMPENSATION & PERFORMANCE

Base salary

The employee's base salary will be paid in Pounds Sterling or US dollars, as dictated in the Employee's Service Agreement. Salaries will be paid on the last working day of the month or earlier should that day fall on a Saturday or Sunday. Payroll is run through the NMS UK office, any variances need to be communicated to Head Office by the 15th of the month to ensure payment is included in the same month. If you require a payment summary at the end of the financial year please request this from Head Office. You will receive a payslip around the 25th of the month via post/email. Annual (calendar year) reviews of base salary are conducted to ensure competitive levels are maintained.

Annual performance incentives

The Company promotes the concept of pay-for-performance, and in doing so manages an annual performance incentive programme. Target incentive levels are identified for all management positions in the Company and year-end awards reflect both individual and team performance. This programme is discretionary in nature and as such, annual award levels may reflect both internal and external financial conditions.



BENEFITS

Sick leave

For absences of longer than a day, please contact your Supervisor each day you will Not be able to work, unless your doctor has given you a written note indicating the day you will be able to return. We may request a doctor's note for absences.

Expatriate employee benefits

We have considered carefully the needs of our employees in designing a comprehensive benefits package. For a complete description of entitlements and coverages please refer to your Service Agreement. If you have any queries, or need help at all, please contact our Head Office who will answer any questions.

Business travel and expenses

Company-paid travel is a major cost, particularly as the Company is becoming a larger enterprise and there will be an increasing need for employees to travel between the Company's operations and offices. The Company's travel policy, which applies to all employees of NMS and its subsidiaries, must be followed at all times unless approved for special cases by the Company's Programme Director.

All travel arrangements, whether or not they are booked locally, are to be co-ordinated with Head Office.

The Company maintains a current Travel Insurance policy that will cover you for all business travel. Details can be obtained from Human Resources.

All business expenses will be reimbursed when itemised in the detail called for on the expense claim form and supported by a receipt(s).

For the complete version of the business travel and expense claim policy and an expense claim form, please contact Head Office.

Any employee issued with a company credit card should submit original receipts for all items monthly to Head Office.

WORKPLACE ENVIRONMENT

Health & Safety management

The Company recognises the protection of the safety and health of its employees, contractors and the community as among the highest corporate priorities at all stages of our activities.

The Company believes that all employees and contractors must be protected against workplace hazards. Every incident must be reported to the Project Director as per procedure. For the complete version of the Company's Health & Safety Policy, please contact Head Office.

Environmental management

The Company recognises environmental management and the protection of the Environment as equal in priority to all activities including construction and operations.

Environmental Policy Statement July 2012

NMS International Group places great importance on its environment and its vision is to ensure it plays a part in the protection and long-term sustainability of the natural world. NMSI aims to operate consistently in an environmentally responsible manner and reduce its impact on its surroundings.

NMSI regards the protection of the environment and the prevention of pollution, as a mutual objective between management, employees and other stakeholders that are engaged in the company's activities. NMSI therefore seeks to comply with all applicable national, state and local environmental laws and regulations; and, where appropriate, to adhere to the standards laid down by the World Bank IFC Environmental, Health, and Safety Guidelines (2012); and the guidelines of the OECD Common Approaches on the Environment (2012).

This document is a commitment, developed and embraced by the Directors who seek not only legal compliance but also continual improvement. This short statement which is documented, implemented, and reviewed at board level and it drives the remainder of the NMSI Environmental Management Systems (EMS). The policy provides a framework for the Directors to review objectives and it has been communicated to all employees and others working on behalf of the organisation. NMSI is content that this statement is available to the public and the Directors are content to be judged against it.

NMSI accepts that its activities can have an environmental impact and can generate waste material. Therefore, the Environmental Policy of NMSI is to ensure so far as it is reasonably practicable that all its operations will be carried out with a commitment to reducing waste,

thereby protecting and enhancing the environment. The same commitment will be expected to be shown by contractors working for NMSI and all contractors working on behalf of NMSI are required to adopt environmental standards fully consistent with those of NMSI and they are expected to achieve comparable levels of performance as a condition of their contract.

NMSI has introduced initiatives within its project business to restrict negative impact on the environment wherever possible. In accordance with its stated policy, NMSI has produced the following list of objectives as a sound framework for the implementation of its Environmental Policy:

- To minimise the generation of emissions, waste, resource consumption and preventing pollution
- To optimally use resources and re-use materials wherever possible
- To implement recycling initiatives for items that cannot be reduced or re-used
- To dispose of any waste products in ways that show concern for the environment using only registered carriers to dispose of waste, and to recycle wherever possible
- To respond swiftly to accidents or incidents that have a potential to threaten the environment
- To encourage more sustainable purchasing practices by purchasing environmentally responsible items wherever practicable
- To influence our suppliers and contractors to encourage them to be environmentally responsible
- To communicate the environmental policy freely to all employees and stakeholders, and encouraging their involvement
- To encourage the development of products, processes and equipment with concern for the future of the environment
- To carry out environmental audits when required.

NMSI aims to keep its environmental performance under constant review to ensure it continues to identify new areas where its environmental performance can be improved. Continual improvement of environmental, health, and safety performance is vital to the success and competitiveness of our business, bringing benefits of good morale, reduced losses and legal compliance.

This environmental policy statement has been approved by the Board of Directors and authorised by:

Name: Mr Frederik Hsu
Position: Deputy Chairman and Company Compliance Officer
Date: 3rd July 2012

Health management

The health of all employees is a priority to the Company. Health Management includes awareness training, prevention strategies and adequate facilities for treatment. For the complete version of the Company's health standards for prevention and treatment, please contact Human Resources.

Attendance and punctuality

Our Company's successful operation in large part depends on the regular attendance of each of our employees. You have an important job here and we need you to be reliable and punctual in reporting for scheduled work. Unscheduled absenteeism and tardiness are disruptive and place a burden on your supervisor and your fellow employees.

If you will be unavoidably late to work, or absent, please call your supervisor before your scheduled start time, if possible. For absences of longer than a day, please contact your supervisor each day you will not be able to work, unless your doctor has given you a written note indicating the day you will be able to return. We may request a doctor's note for absences.

Poor attendance and excessive tardiness will have a negative impact on your performance evaluation and on consideration for pay increases and promotions and may result in disciplinary action up to and including termination.

Hours of work

Normal working hours range from am to pm. However, working hours may be changed depending on the needs of each department. Special working times may apply to employees depending on the nature of their work. Due to the requirements and nature of the Company's business, the Employee may also be required to work additional hours from time to time in accordance with the reasonable demands of the Company and the needs of the business. There will therefore be occasions when they will be expected to work outside their normal Hours for which no extra payment will be made.

Dress code

The dress code of all employees must be compliant with Health & Safety regulations while on-site. The Company operates a business casual dress code. The Employee must wear long trousers and shirts with sleeves or company polo shirt. Female employees should wear equivalently culturally appropriate smart casual attire. When meeting external clients, appropriate smart clothing must be worn.

All employees should be well groomed at all times. Attention should be spent on good grooming habits to avoid offensive odours. Heavy use of colognes and perfumes should be avoided. If you are in any doubt, please contact Human Resources.

Security management

The Company recognises the protection of the safety of its employees and contractors as among the highest corporate priorities at all stages of our activities. To help ensure the security of both individual and site, the Company has developed a comprehensive Security Management System. For the complete version of the Company's Security Policy and Rules, please contact Human Resources.

Search & seizure

The Company has a Search and Seizure Policy which empowers Site Security to conduct searches of people, property, equipment, accommodation and take possession of suspected stolen or suspicious items. Persons detected removing company property will be liable to serious censure including prosecution.

Employees, contractors and visitors to Company operated sites may be subjected to searches by security personnel on entering and exiting. All persons accessing sites must carry identification.



USE OF COMPANY PROPERTY

Company property

Company property should be used with care by all employees. You should not remove material or equipment at any time from the Company premises without the prior approval of your Line Manager/Supervisor. Similarly, the Company's time, material or equipment must not be used for unauthorised work.

When you leave the Company's service, you must hand in to your Line Manager/Supervisor all property that has been issued by or on behalf of the Company, including your security ID and any Company-issued credit or telephone cards.

IT & communications

To facilitate the running of the business, the Company provides employees with communications tools such as telephones, fax, voicemail, copiers, modems, internet services and electronic mail. The Company may monitor the use of its information technology systems. For any queries on the Company's IT Usage Policy, please contact Human Resources.

E-mail

All precautions that would normally be followed in sending ordinary mail should be observed when using e-mail. However, there is no guarantee that any messages sent on e-mail are private, so extra precautions should be taken when transmitting confidential information.

Networks may be monitored for standard maintenance, problem resolution, planning and other reasons. In the course of monitoring, electronic messages may be reviewed by systems administrators and there should be no expectation of privacy with respect to e-mail or internet utilisation.

Internet

Internet usage is monitored and is for business use only. Inappropriate or salacious files accessed and stored on the Company servers will not be permitted and any violation of the Company's policy on Information Technology will lead to disciplinary action being taken against offenders.

Mobile telephones

The Employee may receive a Company-provided mobile phone with a reasonable monthly allocation for local and international calling. Employees are required to carry their mobile phone with them at all times for security purposes. Company mobile phones are to be protected by the employee, and returned when employment ends. A Company mobile phone is the property of the Company and may be removed from an employee's possession at any time. Abuse of Company mobile phone privileges will result in their forfeit and will result in loss of Company mobile phone privileges. Employees are encouraged to use Skype when possible.

Excessive personal calls during the workday can interfere with employee productivity and be distracting to others. Employees should restrict personal calls during work time.

To ensure the effectiveness of meetings, employees are asked to switch mobile phones to silent mode. For any queries on the Company's Mobile Phone Usage Policy, please contact Human Resources.

Computer software

The Company licenses the use of computer software from a number of vendors and does not have the right to reproduce it. It does not condone the illegal duplication of software and you are advised to use this software only in accordance with the licence agreement. If you make, acquire or use unauthorised copies of computer software, you will be subject to disciplinary action.

Vehicles

All drivers of Company vehicles must be aware and comply with all road traffic rules and regulations and Company driving policy and procedure. Compliance with these guidelines are designed to enhance your safety and security.

Driving while under the effects of alcohol or drugs is an offence and against Company Policy. The Company has a policy of zero drug and or alcohol content within a driver's bloodstream when driving company vehicles.

Expatriates must have a valid driving licence from their home country and/or an international driving licence and may be required to take a local driving test.

For any queries on the Company's Vehicle Usage and Driving Policies, please contact Human Resources.



respecting local traditions
and the environment



"UNTIL THE LIONS HAVE THEIR HISTORIANS, TALES OF THE HUNT SHALL ALWAYS GLORIFY THE HUNTER." UNKNOWN

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NMS is committed to the highest standards of openness and accountability. For employees, this means that NMS is committed to providing a work environment in which everyone is treated fairly and with respect. It also endeavours to provide a safe and healthy working environment for all and to seek continuous improvement in all aspects of work processes and procedures.

The wider world is important to us too. NMS is committed to conduct itself in partnership with the environment and community at large as a responsible and caring business entity.

WORKING CODE OF CONDUCT AND ETHICS

The Directors of NMS International have agreed a Working Code of Conduct governing its operations. This code is supplemental to the company's Articles of Association and represents part of the very fabric of the company.

The Directors of NMS and every employee have agreed to embrace and adopt, within their sphere of influence, this set of core values in the areas of human rights, employment standards, the environment and anti-corruption, as follows:

Human Rights

1. NMS shall support and respect the protection of internationally accepted human rights.
2. NMS shall ensure that it is not complicit in human rights abuses.

Employment

3. NMS shall uphold the freedom of association and the effective recognition of the right to collective bargaining.
4. NMS seeks the elimination of all forms of forced and compulsory labour.
5. NMS seeks the effective abolition of child labour.
6. NMS seeks the elimination of discrimination in respect of employment.

Environment

7. NMS shall support a precautionary approach to environmental challenges.
8. NMS shall undertake initiatives to promote greater environmental responsibility.
9. NMS shall encourage the development and diffusion of environmentally-friendly technology.

Anti Corruption

10. NMS shall work against corruption in all its forms.

Implementation

NMS has taken steps to ensure that all its business is conducted in line with this code of ethics:

1. The Board of Directors has appointed a Compliance Officer who has a core responsibility to keep the company up to date with all current thinking on Corporate and Social Responsibility, legal compliance and optimum working practices. He ensures that all directors and employees are well briefed and that all NMS business is conducted strictly in line with the Code of Ethics.
2. Every employee has been briefed and understands the Code of Ethics, has signed a commitment to uphold it and recognises that a breach of this commitment would constitute a breach of his/her terms of employment. A signed commitment is held on company personnel documentation for every employee and director.
3. At every Board meeting, each Director reports compliance within his area of responsibility.

WORKING CODE OF CONDUCT

The Code of Ethics has been written into every facet of NMS business procedures. Together they form the NMS Working Code of Conduct.

Selection of Staff: All new staff are selected against a job specification that is approved at board level. All job specifications include requirements on ethics and honesty and other "soft issues" which the directors believe are required to uphold the NMS values. References are requested and always pursued. All personnel report through a management chain that is as short as possible to a board director who is responsible to the board for the conduct of all employees under his care. All personnel are regularly reminded that it is their duty to report any suspicion of malpractice that could relate to NMS in any way.

Selection of Markets: Before entering and engaging with a new market, a detailed political, sociological and economic analysis is carried out. This is compiled largely from open source material but NMS will normally also seek confidential briefings from UKTI and embassy staff in the country under consideration. Every prospective new market is assessed against the ten-point Code of Ethics. If it is judged that the pursuit of business in that market will contravene the ethics of the company, that market shall be rejected.

Selection of Business: Each prospect or new area of business is subjected to the NMS D Zero prospect evaluation process. This process includes a detailed assessment of compliance with the NMS Code of Ethics. Any business opportunity or Prospect that fails to meet the mandatory criteria is rejected.

Selection of Partners and Agents: All prospective partners and agents are selected with great care. Ideally they are recommended from an unimpeachable source such as UKTI. Whatever the source, every prospective agent and partner is subjected to detailed checks including references. He is interviewed and briefed on the NMS Code of Ethics. He is also briefed thoroughly on the wording and meaning of each clause in the NMS agency agreement. Only once he has accepted and passed the due diligence assessment and all these conditions, may he be appointed. In addition to this, the scrutiny is continued. No payment is made without an invoice that clearly shows the services provided. Payments in excess of £500 require signed approval by two directors. The agent is interviewed quarterly by a director on the subject of compliance against the NMS Code of Ethics.

Selection of Suppliers: All NMS Suppliers are assessed for standard characteristics such as financial stability, commercial standing, proven ability, value for money and payment terms, etc. However they are also assessed to be an ethical supplier against the same Code of Ethics that NMS demands of itself. If selected, all suppliers are required to accept NMS standard terms of supply that includes a written commitment of conformity to the NMS Code of Ethics and Environmental Policy.

Selection of Products: Before any product is selected for promotion or supply by NMS it is tested against the NMS Code of Ethics and Environmental Policy with particular reference to environment, ecology, fair trade and ethical use labour, not only during production but also during life and on disposal. Products failing this assessment shall be rejected.

Commercial and Contractual: No verbal or written commitment and, where possible, no raising of expectation, is entered into without careful due diligence. Each commitment is examined carefully before being made. Not only is the Company seal used strictly in accordance with the financial procedures listed above, but also the authority to bind or commit the company lies exclusively with the Executive Directors and a minimum of two are required to authorise any commercial commitment.

The directors test each commercial engagement against the NMS Code of Ethics prior to approval. The other party(s) to the commercial agreement are briefed on the NMS Code of Ethics and the commercial agreements include appropriate wording. If the agreement is judged to fall outside the NMS Code of Ethics, it shall be rejected. Furthermore, all existing commercial agreements are regularly monitored for continued compliance.



a trusted and responsible
industry partner

ANTI-BRIBERY AND FRAUD POLICY

1. Purpose

- 1.1 NMS International Group (the "Company") is committed to the highest standards of business, personal and professional ethical behaviour. It is the purpose of this policy to ensure the Company remains free of corrupt practices or acts of bribery that provide an unfair financial or other advantage and to be recognized by our customers, employees, community and shareholders as a responsible Company committed to conducting business in an honest way.

2. Policy

- 2.1 The Company is committed to compliance with all applicable laws, rules, and regulations in every jurisdiction in which it does business.
- 2.2 Directors, Managers, Employees, Contractors and Suppliers are expected to adhere to the standards and restrictions imposed by those laws, rules and regulations and Company's Working Code of Conduct, Policies, Procedures and Rules. It is every employee's responsibility to report any suspicion of Bribery or Fraud using the Whistleblowing Reporting Procedure.
- 2.3 Neither the Company nor any of its Directors, Managers, Employees, Contractors and Suppliers are permitted to directly or indirectly influence (with money, gifts or promises) any government, official, political party or political candidate in order to assist the Company in obtaining or retaining business or in directing business to any other person.
- 2.4 The Company will develop employee knowledge and understanding of Bribery and Fraud risks related to employment functions.
- 2.5 Managers within the Business Units have the responsibility of identifying those who work in areas within the Company as being particularly high risk and providing them with additional knowledge and understanding.
- 2.6 The Company will conduct in-house and third party reviews to ensure it remains fully compliant with relevant regulations.
- 2.7 The Company maintains appropriate methods in its Whistleblowing Investigation Guideline to ensure that concerns raised in accordance to paragraph 2.2 above have been satisfactorily resolved.

- 2.8. The Company will not tolerate any incident of Bribery or Fraud, committed by the Company's Directors, Managers, Employees, Contractors and Suppliers, either from within or outside the Group, and will take swift action (including suspension, dismissal and legal action), against those persons committing Bribery or Fraud, irrespective of length of service or position. Noncompliance with the Company's Policy on Anti-Bribery and Fraud may include discipline up to and including discharge for Company Directors, Managers, and Employees and may result in Contractor and Supplier dismissal and contract termination.

3. Implementation

- 3.1 This Policy on Anti-Bribery and Fraud has been approved by the NMS Board of Directors and its effect extends to all the Company's dealings and transactions wherever it conducts its business.
- 3.2 The Compliance Officer is responsible for the implementation of this policy.
- 3.2 Should any employee require further explanation or interpretation of this policy or procedures of NMS, they should contact Human Resources.

WHISTLEBLOWING REPORTING PROCEDURE

1. Purpose

- 1.1 The purpose of this Whistleblowing Procedure is to create a communication and reporting system that allows employees and others to raise serious concerns about possible fraud, crime or other serious risk to the Company or its stakeholders.

2. Scope

- 2.1 This Procedure applies to all officers, employees, consultants, third-party agents, subsidiaries and working partners (together, referred to as "Employees") and Directors.
- 2.2 This Procedure is intended to be comprehensive and to include any matter that the Employee has a reasonable suspicion to believe is illegal, unethical and/or contrary to the policies of the Company, including but not limited to, violation of the Working Code of Conduct and Ethical Policy.
- 2.3 This Whistleblowing Procedure is meant to apply in circumstances where the Employee has exhausted all other routes of dispute resolution available and/or the Employee is concerned with regard to retribution and/or any other circumstance in which the normal chain of communication is considered inappropriate.

3. Reporting concerns

- 3.1 It is the responsibility of all Employees and Directors to report whistleblowing concerns in accordance with this Procedure.
- 3.2 Reports of concerns should be factual, rather than speculative, and should contain as much specific detail as possible to allow for proper assessment. The report should clearly set out all the information the Employee knows about the alleged concern. The Company may, in its reasonable discretion, determine not to commence an investigation if a concern contains only unspecified or broad allegations of wrongdoing without appropriate factual support.
- 3.3 Employees and Directors shall promptly report any information they may have of a concern arising out of behaviour or practices that are contrary to the obligations of the Company's Working Code of Conduct and Ethical Policy.

- 3.4. The Company recommends that you first report to your immediate Line Manager. If your concern relates to that person, if you otherwise are not comfortable with reporting to your immediate Line Manager or if such reporting has not resulted in a satisfactory result, the Company recommends that you report your Whistleblowing concern to **group@nmsigrp.com**

4. Anonymity, confidentiality and fairness

- 4.1 A reporting Employee or Director may disclose his or her identity, but is not required to do so. Confidentiality of the allegor will be maintained to the fullest extent possible consistent with the need to conduct an adequate investigation.
- 4.2 No Employee or Director who in good faith reports a violation shall suffer harassment, retaliation or adverse employment consequence. Specifically, the Company will not discharge, discipline, demote, suspend, threaten or in any manner discriminate against any person who submits in good faith a concern.



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EXPATRIATE ASSIGNMENT POLICY

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EXPATRIATE ASSIGNMENT POLICY

1. Scope

The purpose of this policy is to provide a general outline for employees of NMS who accept an expatriate assignment on overseas operations under a full time contract of employment. This policy applies generally to all international employees, however the particular terms of your Service Agreement, which is personal to you, shall take precedence in the case of any conflict.

The Expatriate Assignment Policy has been developed with the concept of joint responsibility. NMS recognises that an expatriate assignment or a transfer abroad can be a stressful event for both the employee and their dependants, and has developed this programme with the goal of minimizing disruption, inconvenience and stress.

The Company's objective in this policy is to treat expatriates in a manner that recognises the impact of a transfer on the individual and family, together with the financial impact of such a move and cost differences in a new host country. In conjunction with this, it is our view that expatriates recognise the importance of, and assume responsibility for, their personal affairs.

Additionally, it is expected that expatriates acknowledge the importance of respecting the laws and traditions of their host countries and their role as ambassadors for NMS and their home country.

This programme will be reviewed periodically to ensure it remains appropriate for staff working in Africa and elsewhere. As conditions can often change quickly, international staff are encouraged to advise Human Resources of policies that may require review or reconsideration in light of changes in business or social conditions.

2. Definition of terms

Allowance

A cash payment made directly to an employee on international assignment. Allowances are generally intended to cover specific costs or incremental costs in a host location. Unless otherwise specified, allowances are quoted in US dollars.

Dependants

Members of the same family unit including a spouse and legally dependent children who are below the age of 18 years, or under 21 if the child is a full-time student at an accredited education institution, college or university or a child of any age who is dependent on you for support and maintenance due to a physical or mental disability.

Expatriate

An expatriate is defined as an employee who undertakes an assignment outside of the country in which they normally reside, and is not a citizen of the host country in which they are working. If there are any questions about applicability, please consult Human Resources.

Home Country

Refers to the country from which an expatriate is originally transferred. Where the Company hires (or has previously hired) a third country national (foreign national) already working in the host country, different terms and conditions from those outlined in this policy may apply.

For the purposes of calculating the travel allowance(s) afforded in this policy, "home country" will be agreed to and contracted upon commencement of employment.

Host Country

Host country is defined as the country where an employee has been assigned to work on international assignment.

Senior Management

An Officer of the Company(s), unless otherwise designated by specific position.

Spouse

A legally married individual recognised by the home and/or host country.

Family

Family is defined as:

- Employee and Spouse, and subsequent Dependants (children) that are registered with the Company's insurance plan as dependants.

Residential Expatriate – Accompanied Status

Employee's Spouse and Dependants must accompany him/her in the Host Country and reside for a minimum period of six months in a calendar year. If this does not occur, the Employee loses his/her accompanied status.

3. Types and lengths of assignments

Assignment Length

All Employee contracts are open term, unless otherwise specified, and contain a joint three Month notice period for termination of the contract, unless otherwise specified in the Employee's Service Agreement. In the event of a termination with cause, this notice period (and subsequent financial obligation) is null and void (please see Service Agreement for specific details).

4. Summary of international staff assignment benefits

Pre-departure:

- Tax planning meeting
- Work visas
- Pre-assignment medical
- Immunisation costs
- Relocation cost allowance

In-Country:

- Emergency leave (Medical)

Post-employment departure:

- De-mobilisation cost allowance

Compensation:

- Base salary (Sterling-denominated)
- International benefits

Pre-Departure Information:

Assignment letter

Your Service Agreement details all terms of assignment, including related policies, travel allowances and other terms and conditions. It is important to note that circumstances may require changes to employment terms and conditions from time to time.

Assignment orientation

Country management will meet or speak with all transferring expatriate staff, regardless of status, to discuss all terms and conditions relating to their work abroad. Where relevant, it is recommended for an employee's spouse to attend these meetings/discussions to ensure they have an understanding of all terms and conditions as well.

Pre-departure preparation

Prior to departure, a number of programmes are made available to international staff including a pre-employment medical and pre-employment tax planning sessions (if applicable). Employees should contact Head Office at their earliest convenience to make arrangements.

Work permits and visas

International staff and (where applicable) their accompanying dependants typically require a work permit, visa or other related document to both reside and work in Africa. In advance of transferring to the Host Country, international staff must contact Head Office, to initiate documentation for work permit and visa applications.

It is the responsibility of the employee to ensure that passports for themselves and accompanying dependants are valid for the required period of time. It is also the responsibility of the employee to ensure adequate communications with Head Office occurs prior to visa or passport expiry, so as arrangements can be made for extensions or renewals.

Work permits and visas may also require special documentation and medical tests (which may include HIV/AIDs testing). These requirements will be confirmed at the commencement of the work permit and visa application process.

Vacation entitlement

Residential expatriates accrue leave based on the annual travel allowance and leave time schedule. Details are set out in your Service Agreement.

5. Medical examinations

Pre-transfer medical examinations are required of all international staff (and accompanying Spouse or Dependants, where applicable) to ensure they are capable of working and/or living in the host country. The health and well-being of all Employees and accompanying dependants is of utmost concern to the Company.

All pre-transfer medical examination results must be forwarded to Human Resources prior to transfer to the host country. The attending physician needs to detail that the Employee complies with the following requirements:

- Is fit for the work duties as recruited and hired to performing in the designated host country;
- Has all of the required immunisation required for travel to and from Africa, and associated en route countries;
- Has the required medication for Malaria control and management;
- Has any additional required medication for prolonged periods of time in Africa.

The Company reserves the right to withdraw an offer of employment if an Employee or accompanying dependant is deemed to be medically unfit. Costs associated with pre-transfer medical examinations will be paid for by the Company.

Employees are responsible for ensuring required immunisations are current for themselves and their accompanying dependants and will be paid for by the Company.

In the event an Employee, or accompanying Dependant(s) becomes ill or contracts a medical condition that prevents the Employee from working in the host country, the Company reserves the right to terminate the international assignment and repatriate the Employee and their accompanying Dependants.

6. Expatriate host country arrangements

Company vehicles in host countries

The Company will provide transportation while working or resident in the host country. Vehicles may be required to be shared with other Employees living in the same residence area location – and travelling to the same workplace on a regular, interim or temporary basis, based on availability.

Vehicles will be purchased/leased and insured. Employees will not be free to choose the style of vehicle. The associated costs of insurance, maintenance and operation of the vehicle will be paid by the Company.

Reasonable care of vehicles and adherence to all mobile equipment driving policies is expected.

Transportation of household and business effects

Employees may choose to transport a reasonable amount of their personal and business effects to the host country, and excess baggage fees are expected to be covered by the Relocation Costs Allowance/Demobilisation Allowance and no other costs will be reimbursed by the Company.

The Company does not ship furniture, trucks, cars, motorbikes or any recreational vehicles to the host country, from one's home country.

All shipments of goods and effects outside of normal airfare travel to the host country must be approved by Human Resources.

Accommodation in the host country

The Company will provide safe, reasonable and comfortable housing for the Employee while stationed on assignment in the host country. Domestic services such as cleaners and security will be provided and paid for by the Company.

The Company strongly recommends that employees not purchase property at the host location. If you elect to purchase property at the host location, no assistance in the purchase and subsequent sale of the property will be provided.

If an Employee chooses to rent or lease accommodation on their own account, all costs associated with having a private residence will be to the Employee's account. The Employee will be responsible for notifying Human Resources of the address, and a spare set of keys should be given to the Project Director in the case of emergencies.

Guests from outside the Company are not permitted to accompany or visit Employees while on assignment. Spouse and/or children may be permitted to visit the Employee, with prior approval by the Project Director. All arrangements and costs associated with the visit will be to the account of the Employee.

7. Compensation and benefits

Base salary

An employee's base salary will be in Pounds Sterling, or as otherwise as dictated in the Employee's Service Agreement.

Annual (calendar year) reviews of base salary are conducted to ensure competitive levels are maintained.

Annual performance incentives

The Company promotes the concept of pay-for-performance, and in doing so manages an annual performance incentive programme. Target incentive levels are identified for all management positions in the Company and year-end awards reflect both individual and team performance. This programme is discretionary in nature and as such, annual award levels may reflect both internal and external financial conditions.

Employee benefit coverage

Employees will be allowed to participate in a Staff Benefit Plan that provides medical, dental, life, AD&D, disability coverage and medical evacuation. Details will be provided by Human Resources, under separate cover.

Site Accommodations and catering

All Employees working at site will have accommodations provided that are catered, and will have access to three meals a day.

Domestic services such as cleaners and security will be provided and paid for by the Company.

All employees working at site are recommended to reside in Company-provided accommodations (for security purposes).

Furniture

The Company will arrange for purchase/lease of household effects, and they will remain as Company property.

The Employee will be responsible for all other costs and will be responsible for managing their own finances accordingly.

8. Taxation

Personal tax situations for employees working abroad vary immensely. For this reason, the Company provides pre-departure tax advice (if required).

The Company pays on behalf of the Expatriate Employee, all local and national taxes payable in the Host Country related to income and employment.

Because tax situations due to citizenship and personal circumstances vary greatly, home country tax regulations, residency rules, etc., it is difficult for the Company's tax policy to cover all situations.

If there are any questions or concerns about items or issues that may not have been addressed adequately in this policy, please contact Human Resources.

INTERNATIONAL EMPLOYEE BENEFITS

The purpose of this communication is to give you an overview of the benefits provided by NMS to eligible employees.

We have carefully considered the design and content of a comprehensive benefits package.

If you have any queries, or need help at all, please contact Human Resources.

Personal accident insurance

All employees are covered by our personal accident policy. This provides a benefit of up to 3x salary in the event of accidental death, dismemberment (loss of limbs and/or eyesight) and accidental permanent total disability.

The insurance, which is provided by Lloyd's of London operates 24 hours a day 365 days a year.

Life insurance

All employees between the ages of 16 and 65 are covered for a lump sum benefit in the event of death. This benefit will provide you with 3x your basic annual salary up to a maximum amount of £500,000.

The insurance benefit is administered by BJP Insurance Brokers Limited and covers death by any cause.

Please note this policy only covers NMS employees and is not available to contractors.

Long term disability

All employees between the ages of 16 and 60 are covered in the event of long-term sickness or disability.

This benefit will provide you with up to 70% of your declared basic salary.

The payments will start 13 weeks after the first day you were unable to work. The benefit will continue until you reach age 65, subject to:

- During the first two years of benefit you are unable to perform the material duties of your own occupation.
- After the initial two year period you are unable to perform any occupation for which you are suited by way of training, education and experience.

This benefit is administered by BJP Insurance Brokers Limited. Please note this policy only covers NMS employees and is not available to contractors.

Private health insurance

All employees and eligible dependants are covered under a comprehensive private health policy underwritten and managed by Globality SA (a member of Munich RE).

You and any eligible dependants are accepted into the scheme on a "Medical History Disregarded" basis which allows pre-existing medical conditions to be covered.

Full details of the benefits are available from Human Resources.

Travel insurance

All international employees have the benefit of a comprehensive travel insurance policy, underwritten by Lloyd's of London and managed by Crispin Speers & Partners.

Full details of the benefits are available from Human Resources.



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