

Bringing Energy to Life *Responsibly*

We generate sustainable energy that powers millions of lives and businesses. Through innovative practices, we bring energy to life responsibly, ensuring a sustainable future. Our decade-long commitment to reducing environmental impact and enhancing social equity reflects our dedication to creating powerful and sustainable energy solutions for generations to come.

years of
championing
sustainability



A Decade of Innovation, Resilience and Sustainability

About this publication

This is the Eighth Sustainability Report for Egbin Power PLC. The report also commemorates a decade of Management and Operations of Egbin Power Plc., following the handover to the preferred bidders upon the conclusion of the Power Sector Reforms Privatization exercise on November 1, 2013.

The Data in this report covers the period of January through December 2023. Financial Information is given in U.S. dollars and Nigerian Naira. This report was prepared in accordance with the Global Reporting Initiative (GRI) Standards. The mission of the GRI is to promote international harmonization in

the reporting of relevant and credible corporate, economic, environmental, and social performance information to enhance responsible decision making. The GRI has not verified the contents of this report, nor does it take a position on the reliability of information reported herein.

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Egbin Sustainability
Report 2023



contents

INTRODUCTION

Sustainability Review – A decade of “Bringing Energy to Life Responsibly.”	4
Chairman’s Message – A Decade of Innovation, Resilience and Sustainability	5
CEO’s Statement – A Decade of Innovation, Resilience and Sustainability – 2023 capping 10 years of Sustainability Leadership	10
Understanding Our Journey to ESG Reporting in the last decade	15

GOVERNANCE – OUR SUSTAINABILITY FOOTPRINTS OVER A DECADE

Our Decade’s Sustainability Highlights	17
Overview, Vision, Mission and Core Values	20
Corporate Governance Framework	21
The Management/CEOs 2015 - Date	22
Business Approach	24
Value Creating Strategies	25
Our 2023 Sustainability Reporting	
Governance	28
Business Approach	29
Value Creating Strategies	30
Material Sustainable Practice	32

ENERGY GENERATION – A DECADE OF IMPLEMENTING SOUND GOVERNANCE AND ECONOMIC STRATEGIES

Our Decade’s Sustainability Highlights	33
Our Plant Description	34
Optimizing Operational Performance	36
Our Total Quality Management (TQM) Journey	39
Managing Our Business Assets	41
Our 2023 Sustainability Reporting	
Security of Energy Supply	42
Total Quality Management (TQM)	43

ECONOMICS AND FINANCIAL – A DECADE OF REGULATORY FINANCIAL REPORTING

Our Decade’s Sustainability Highlights	45
Shareholders’ investment structure	46
Managing Supply Chain – A decade of Innovative Supply Chain Management	48
2023 – Our Financial Resilience Continues	49
Our 2023 Sustainability Reporting	
Supply Chain Management	51

SUSTAINING A CLEANER ENVIRONMENT – A DECADE OF RESPONSIBLE CONSUMPTION

Our Decade’s Sustainability Highlights	54
Consumption and Utilization	55
Water	56
Emissions and Biodiversity	57
Environmental and Waste management – solid, liquid, hazardous	58
Planning and Response	59
Our 2023 Sustainability Reporting	
Protecting our Environment	60
Environmental Impact Management	61
Biodiversity and Emissions Management	62
Environmental and Waste Management – Conservation, Hazardous & Solids	63

OUR PEOPLE – DEVELOPING AND MANAGING TALENT FOR A DECADE

Our Decade’s Sustainability Highlights	65
Our Talent – Identification, Development and Management	66
Diversity, fairness, and equal opportunities	67
Performance measurement and disclosures	68
Security, Health, and Safety	69
Our 2023 Sustainability Reporting	
Our Resilient People	72
Managing our workforce – Diversity and Equal Opportunities	73
Measuring and Disclosing our Peoples’ Performance	62
Security, Health, and Safety	63

SOCIETY – A DECADE OF WORKING WITH ALL STAKEHOLDERS

Our Decade’s Sustainability Highlights	79
Engaging Stakeholders	80
Supporting Society	81
Partnering for Societal Development	82
Our SDG footprints	83
Our 2023 Sustainability Reporting	
Our SDG Footprints	72

Sustainability Review

A decade of “Bringing Energy to Life **Responsibly.**”

Without an understanding of history, we tend to be lost in the present, invariably losing sight of the future which holds tremendous opportunities for global connectivity and making the global village less attractive for implementing ECONOMIC; SOCIAL AND GOVERNANCE (ESG) initiatives that would lead to a more sustainable climate for doing business.

At Egbin Power Plc., this realization following the official handover to the preferred bidders of the Power Sector Privatization exercise by the Federal Government of Nigeria to KERL the operators of the power plant on November 1, 2013. Our realization of a Sustainable business environment that caters to all our stakeholders along our business value chain was and remains a core principle for managing Egbin Power Plc.'s footprints across the “Sands of Time.”

As such our strategy and purpose of carrying out our business activities were firmly rooted in our brand statement in 2013, which was “Bringing Energy to Life”. This vision and our decade’s journey in building sustainable business operations towards providing for future generations a place where they also can drive a sustainable global village to meet the needs of generations after them, resulted in the transformation of our brand statement in line with our sustainability footprints, which were planted even before others in the Power Generation space of the Energy-Value-Chain came to the realization of reporting such giant strides of sustainable

business practices in 2021 to – “Bringing Energy to Life, **Responsibly.**”

This was demonstrated by Egbin Power Plc. being the first Power generation company in Nigeria to publish a Sustainability Report in 2016 and has remained consistent with the publication of its eighth consecutive Sustainability Report after a decade with its 2023 Sustainability themed: Egbin Power Plc. – **A DECADE of INNOVATION, RESILIENCE and SUSTAINABILITY.**

At Egbin Power Plc., we are proud of our achievements over the last decade, and we continue to look forward to the future with so much belief in the opportunities we see before us and the ability to manage them even more strategically to achieve our core objective of “BRINGING ENERGY TO LIFE **RESPONSIBLY.**”

*WE ARE PROUD OF OUR ACHIEVEMENTS IN THE LAST DECADE ON OUR CHOSEN PATH AND OUR CONTINUE TO LOOK FORWARD TO THE FUTURE OF OUR SUSTAINABILITY JOURNEY WITH SO MUCH BELIEF IN THE OPPORTUNITIES WE SEE BEFORE US AND THE ABILITY TO MANAGE THEM EVEN MORE STRATEGICALLY TO ACHIEVE OUR CORE OBJECTIVE OF "BRINGING ENERGY TO LIFE **RESPONSIBLY.**"*



Temitope Shonubi
Chairman, Board of Directors
Egbin Power Plc

CHAIRMAN'S MESSAGE

A Decade of Innovation, Resilience and Sustainability

Background

Upon the announcement of KERL Nigeria Limited as the preferred bidder and partner to take over 70% shareholding in Egbin Power Plc on November 1, 2013, it became evident that we had successfully achieved a milestone in the Energy Industry. To ensure a more effective management system, we focused on talent identification and management, succession planning, and the long-term future of the power sector. We were prepared to work diligently to create a system that would sustain Egbin's vision of becoming sub-Saharan Africa's largest power generation company.

In line with this vision, as part of the organization's takeover strategy, we initiated discussions with representatives of the Bureau of Public Enterprises (BPE) to establish governance, economic, and social systems that would stand the test of time in managing, expanding, and improving Nigeria's most prominent energy generation company.

Our ESG Approach

Our ESG approach began at the inaugural meeting between the preferred bidders and representatives of the Federal Government of Nigeria. During this meeting, we identified and presented our ESG plan to manage the takeover process and develop the necessary corporate governance framework to drive the economic and social management systems for Egbin.

Under this approach, we identified, developed, implemented, and managed various facets of the plan, marking the start of our sustainability journey and establishing our legacy. The driving force behind our approach stems from our commitment to good corporate governance practices. **We actioned our commitment from the inaugural board meeting held on November 1, 2013, with the submission of the Board Charters and Board Committees' Charters to oversee the implementation of the ESG strategy based on these critical priorities:**



Environmental Stewardship

Ensuring sustainable environmental practices in all operations



Social Responsibility

Enhancing community relations and stakeholder engagement



Governance Excellence

Establishing good governance practices as the bedrock of sustainability

Our G in ESG – Governance

Following the approved Board Charter, Egbin Power Plc appointed its inaugural Board members and established three sub-committees with mandates focusing on core areas of the business: Audit, Risk & Governance, Finance and Investments, Technical Operations, supported by governance frameworks, and established business principles

Our E in ESG – Economic

Since our takeover in November 2013, we have navigated a dynamic economic landscape. Despite several purchase conditions tied to specific exchange rates and local currency investments, we remain committed to meeting our investment expectations. Our goal is to maintain our position as the largest power generation company in Nigeria and expand our investment outlook across the African continent. We have demonstrated resilience in the face of economic challenges, and invested in technology as a driver of operational efficiency. We have also been resolute in our commitment to community support and the drive towards sustainable energy solutions. The report delves into greater detail of our strategy in this regard.

HIGHLIGHTS

Corporate Governance Framework

Established in 2015, aligning with international best practices, including an anti-corruption compliance program, whistleblowing mechanism, human rights management, and a code of ethics.

Operation and Maintenance Agreement

In 2014, we signed an agreement with Korea Electric Power Company (KEPCO), focusing on technical upgrades, plant rehabilitation, and improved employee welfare.

Rebranding and Core Values

In 2015, we transformed into a true stakeholder value creation organization with the introduction of our rebranded Core Values – SPICES – with sustainability at the heart of our operations. We also rebranded our organization's Vision and Mission to reflect our current objectives:

Technological Investments

Our investment in the Computerized Maintenance Management System (CMMS) for over half a decade has improved maintenance coordination and tracking, driving Egbin's growth by reducing costs, enhancing efficiency, and ensuring sustainability. This has been further optimized with the introduction of the PlantDX application, streamlining data collection and improving plant maintenance since our takeover.



OVER INVESTMENT IN CMMS HAS FURTHER OPTIMIZED OUR MAINTENANCE AND COORDINATION WITH THE INTRODUCTION OF THE PLANTDX APPLICATION, STREAMLINING DATA COLLECTION AND IMPROVING PLANT MAINTENANCE SINCE OUR TAKEOVER.

Our S in ESG – Social

In line with one of our key priorities—Social Relations and Management, established following the constitution of a new Board of Directors in 2013 upon the handover of operations of Egbin to KERL Nigeria Limited—we **developed a social relations and management strategy driven by the Sustainable Development Goals (SDGs)**. This commitment was evident in our maiden sustainability report, where we **outlined our key SDG goals to serve as a basis for managing long-term sustainability**.

OUR SDG's RESPONSIBILITIES



OUR SDG's OPPORTUNITIES

Our SDG Goals



> N1 Billion
Invested in various SDG Objectives, with the peak amount invested in communities in 2020

Our social relations and management strategy extends beyond our relationship with communities, focusing on stakeholder relationship management. This includes our people, managing our supply chain, fulfilling regulatory obligations, and addressing all factors affecting our business and stakeholders. Since assuming operations and management, we have invested over half a trillion Naira to ensure that all major stakeholders—such as gas suppliers, regulatory bodies, and maintenance suppliers—are supported in achieving social stability and our SDG goals.

Additionally, to maintain a cordial relationship and better manage our communities, we have invested over N1 billion in meeting various needs aligned with our SDG objectives. This investment peaked in 2020 when we expended N402,614,000 (Four Hundred and Two Million, Six Hundred and Fourteen Thousand Naira) on community relations during the Covid-19 pandemic.

At Egbin, our people are instrumental to our success. Since the handover, we have developed policies integrating our people into our social relations and management philosophy. This effort culminated in the Personal Corporate Social Responsibility guidelines, which have

encouraged our employees to contribute thousands of hours of volunteer service within and outside the organization.

OUR PEOPLE ARE INSTRUMENTAL TO OUR SUCCESS. SINCE THE HANDOVER, WE HAVE DEVELOPED POLICIES INTEGRATING OUR PEOPLE INTO OUR SOCIAL RELATIONS AND MANAGEMENT PHILOSOPHY.



Focusing on 2023

Economic and Geo-Political Environment

With all the fascinating experiences that accompanied the year, 2023 served as a litmus test for managing the complexities of business in a rapidly developing market filled with tremendous opportunities and a teeming population essential to our immediate and future market in our growing economy.

The year began with the challenges posed by the Central Bank of Nigeria's complex implementation of the Cash Swap Policy. We also witnessed keenly contested national and state elections, demonstrating our resilience as a business, from the polls to the inauguration of a new administration to lead the country for the next four years.

On the economic front, we finally saw the removal of the petrol subsidy and the unification of the foreign exchange markets, which led to the devaluation of the exchange rate. These two economic policies posed challenges in the power sector, where a substantial number of transactions depend on our ability and that of major service providers to source foreign exchange for investments and payments for services rendered by our partners.

However, we have continued demonstrating our dexterity as an innovative, resilient, and sustainable organization. During the reporting period, we grew our revenue by 116%, reaching NGN230.934 billion, and increased our energy supply to the grid by 38.1% to 591MW, compared to 2022. We invested NGN14.7 billion in our supply chain activities during this period.

Although our operating costs grew by 88% to NGN238.89 billion during the year—attributable to the increase in energy generated and wheeled into the system as well as other economic factors such as exchange rate devaluation and persistent inflation, which capped at 28.92% at the end of the year from 21.34% at the end of the previous reporting year—our total asset base grew by 11%, ending the reporting year at NGN427.71 billion due to equipment investments and outstanding receivables from the energy market system.

WE HAVE CONTINUED DEMONSTRATING OUR DEXTERITY AS AN INNOVATIVE, RESILIENT, AND SUSTAINABLE ORGANIZATION

116%

Growth in our revenue, reaching NGN230.934 Billion despite the challenging business environment

38.1%

Increase in energy supply to the grid, compared to 2022

11%

Growth in total asset base reaching N427.71 billion, due to equipment upgrade

Infrastructure Investment, Upgrades, and Maintenance

As a leader in shaping the Nigerian Energy Transition Agenda (NETA) 2060, as reported in 2022, we recognize the necessity for improved infrastructure investments, asset maintenance, and upgrades. To achieve our goals and objectives, we have made substantial investments to drive the use of gas in energy generation in line with the 10-year Gas Infrastructure Master Plan (GIMP). In 2023, as part of our commitment to leading the way, we made significant investments in maintaining and upgrading plant infrastructure, including commissioning new gas pipelines and state-of-the-art equipment to enhance operational reliability.

Throughout the year, we have continued our decade-long approach to upgrading aging technology with advanced technology to ensure our QHSE (Quality, Health, Safety, and Environment) standards, efficient cost management techniques, and optimized energy generation. This commitment was reflected in the growth of our total asset base, as explained in our economic review.

Our leadership in energy transition is also evident in our investments in the Sustainable Development Goals (SDGs) and our talent, who remain our crucial resource in delivering on our sustainability footprints. During the year, we spent a total of NGN3.84 billion on rewards, learning and development, and the QHSE needs of our talent. Additionally, as part of our compliance obligations, we collected and remitted NGN2.26 billion to the government in taxes computed for Egbin Power Plc. and taxes received on behalf of the government.

Our ongoing efforts and investments highlight our commitment to leading the energy transition and maintaining ambitious operational excellence and sustainability standards.



OUR LEADERSHIP IN ENERGY TRANSITION IS ALSO EVIDENT IN OUR INVESTMENTS IN THE SUSTAINABLE DEVELOPMENT GOALS (SDGS) AND OUR TALENT, WHO REMAIN OUR CRUCIAL RESOURCE IN DELIVERING ON OUR SUSTAINABILITY FOOTPRINTS

Continued Stakeholders' Management

Our stakeholder management system has been critical to our sustainability journey over the past decade and remains a significant priority for the Board of Directors. 2023 was no exception. In the 2023 reporting year, Egbin again maintained its compliance and integrity status, as we did not incur any penalties for regulatory infractions.

In meeting our SDG goals and managing our communities, we embarked on several direct community initiatives throughout the year. These include our Annual Medical Outreach Program and Scholarship Program. Additionally, we strengthened community relations through initiatives such as the Community Football Tournament sponsored by Egbin Power Plc. The immediate impact of these programs was evident in our progress towards SDG 3 (Good Health and Well-being), SDG 4 (Quality Education), and SDG 16 (Peace, Justice, and Strong Institutions).

In total, our direct commitment to community development in 2023 amounted to NGN73.2 million, with an indirect additional NGN96 million. This brings our total community investment during the reporting period to NGN169.2 million.

IN MEETING OUR SDG GOALS AND MANAGING OUR COMMUNITIES, WE EMBARKED ON SEVERAL DIRECT COMMUNITY INITIATIVES THROUGHOUT THE YEAR. THESE INCLUDE OUR ANNUAL MEDICAL OUTREACH PROGRAM AND SCHOLARSHIP PROGRAM



Our Next Decade of Sustainability

Following our decade-long journey of innovation, resilience, and sustainability, it is fitting to invite our stakeholders to glimpse our sustainability vision for the next decade, starting from our 2024 reporting year.

Beginning in 2024 and looking into the future as the leading force driving NETA towards increased sustainability and economic development in Nigeria, we aim to embark on the following initiatives:

Enhancing Power Generation

Diversifying into alternative energy sources



Maintaining Our Leadership Role in the Energy Transition

- » Adopting an increased customer-centric approach to enhance customer satisfaction.
- » Expanding our renewable energy portfolio in the energy mix.
- » Embracing digital transformation and advanced technology for operational efficiency growth
- » Steering our business in line with the SDGs to promote ESG..

Commitment to Environmental Impact Reduction

Focusing on community and social impact



Our sustainability journey has been a deliberate effort and commitment by everyone at Egbin Power Plc. – the Board of Directors, our people, and all other stakeholders who have embraced our sustainability vision and helped entrench our footprints in the sands of time. We want to thank you for your partnership, support, and guidance.

As Chairman of Egbin Power Plc., I thank all our stakeholders for being with us through our Decade of Innovation, Resilience, and Sustainability. At Egbin Power Plc., we understand that **“Bringing Energy to Life Responsibly”** will always be about “US.”

Thank You

Temitope Shonubi

*Chairman, Board of Directors
Egbin Power Plc.*



Mokhtar Bounour
Chief Executive Officer
Egbin Power Plc

CEO'S STATEMENT

A Decade of Innovation, Resilience and Sustainability – 2023 capping 10 years of Sustainability Leadership

Egbin Power Plc. has been at the forefront of power generation in Nigeria, demonstrating a steadfast commitment to maintaining and expanding its capacity. As of 2023, Egbin operates with an installed capacity of 1,320 MW, making a substantial contribution to Nigeria's electricity grid.

Egbin's dedication to innovation and sustainability is pivotal in ensuring a consistent power supply and supporting national development. The company's strategic initiatives and robust infrastructure have reinforced its position as a key player in the energy sector, driving both progress and reliability.

As Egbin Power Plc. continues to grow, it remains committed to enhancing operational efficiency and exploring new opportunities for expansion. This dedication is crucial in navigating the rapidly evolving energy landscape and in securing the company's role in the future of power generation in Nigeria.

Strategic Initiatives and Operational Achievements

In the reporting year, while navigating the complexities of the current political and macroeconomic landscape, we implemented strategic operational initiatives to align with Egbin Power Plc.'s strategic direction for power generation and its contribution to the electricity grid. These initiatives included:

Strengthening Operational Resilience

Enhancing the robustness of our operations to withstand external challenges.

Maintaining Gas Pipeline Supply

Ensuring a steady supply from the Nigerian Gas Company to support our power generation.

Commissioning a New Gas Pipeline

As part of our long-term sustainability efforts and leadership in driving the Nigerian Energy Transition Agenda (NETA), we commissioned a new gas pipeline to our plant facility.

Developing a Strategic Operational Model

Initiating the development of a model for diversification and reliability of energy supply to future-proof our operations.

Expanding Gas Supply Sources

Enhancing our gas supply by signing new Gas Supply Agreements (GSAs) to diversify our sources.

We also continued our investment in robust preventive maintenance systems, which have reduced downtime and increased the integration of advanced technology investments in plant modernization and automation. This focus resulted in an 11% increase in our total Asset Base at the end of the reporting year.

EGBIN POWER PLC. REMAINS COMMITTED TO DRIVING PROGRESS IN THE ENERGY SECTOR THROUGH STRATEGIC PLANNING, OPERATIONAL EXCELLENCE, AND SUSTAINABLE DEVELOPMENT.

The impact of these initiatives was significant, leading to a

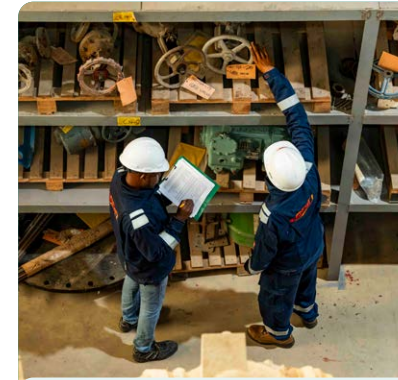
38.1%

increase in power supply to the grid, reaching 591 MW of electricity, compared to the 2022 reporting year.

Financial Resilience and Strategic Investments

Having built resilience over the decade, our 2023 reporting year was no different. Despite the macroeconomic headwinds experienced during the year, including the removal of fuel subsidies, the unification of the foreign exchange market leading to significant exchange rate depreciation, and relentless inflationary challenges, we intensified our fiscal management models. This approach has consistently enabled us to weather the storms of 2023, as we have in previous years.

During the year, we implemented the following measures to achieve our desired financial trajectory:



Cost Efficiency Measures

We employed additional cost-efficient strategies, focusing on cost reduction through our robust supply chain management system, resource optimization, and logistics management practices.



Strategic Infrastructure Investments

We implemented strategic infrastructure investment models, such as the Front-End Engineering Design (FEED) for our new 6.6KV and 11KV switchboards, aimed at enhancing operational capacity in preparation for our Energy Transition Agenda.

Key Achievements in 2023

In 2023, we reported significant financial and operational achievements

Revenue Growth

116%

Achieved, reaching N230.1 billion

Asset Growth

11%

Reaching N470.71 Billion

Increased Energy Supply

591MW

Achieved, compared to 428MW in 2022

Regulatory Commitments

N2.62 Billion

Remitted in direct and indirect taxes to regulatory agencies, in fulfillment of our regulatory commitments

Egbin Power Plc. remains committed to driving financial resilience and operational excellence through strategic investments and efficient management practices. Our sustained growth and adherence to regulatory obligations reflect our dedication to supporting Nigeria's energy sector and economic stability.

Managing Our Talented People

At Egbin Power Plc., our people are fundamental to driving a sustainable organization. We take pride in cultivating a robust culture where our employees play a significant role in implementing our operational strategies. We ensure a working environment that prioritizes quality health, safety, and security always.



During the reporting year, we embarked on several initiatives aimed at achieving operational excellence and strategic growth. These initiatives included, but were not limited to, the following:

Leadership Commitment

Our leadership demonstrated a strong commitment to fostering a culture of innovation and creating a safe and healthy environment. Executives focused on strategic initiatives to enhance operational efficiency and explore new opportunities for expansion.

Learning and Development

We continued our investment in comprehensive training and development programs designed to enhance the technical and managerial skills of our employees for current and future roles.

Safety and Regulatory Compliance

We maintained a strong emphasis on safety and regulatory compliance by implementing rigorous safety protocols and measures to protect our employees.

We continued to promote an environment of collaborative work in line with our 360-degree performance assessment mechanism—LIRPA (Listen, Include, Review, Protect, and Act). During the year, we invested a total of NGN 3.84 billion in rewards, learning and development, and the QHSE (Quality, Health, Safety, and Environment) needs of our talent.

Egbin Power Plc. remains dedicated to managing our talented people effectively, ensuring their growth and well-being, which in turn drives the overall success and sustainability of our organization.

Fulfilling our SDG commitment – Strengthening Community and Partnership Relationships

Egbin Power Plc. recognizes the importance of fostering strong relationships with its surrounding community and industry partners, aligning with our objectives of achieving the Sustainable Development Goals (SDGs). In 2023, the company continued to build and nurture these relationships through various initiatives, including but not limited to the following:

Community Engagement

Social Investment Programs

Actively engaging with local communities through programs focused on education, health, and infrastructure development.

Education Initiatives

Providing scholarships and learning materials to local community schools.

Health and Wellness

Organizing health camps and wellness programs to address the medical needs of the local population.

Environmental Responsibility

Sustainability Commitment

Remaining committed to environmental sustainability by implementing eco-friendly practices and investing in technologies.

Biodiversity Efforts

Engaging in tree planting and conservation efforts to enhance local biodiversity.

Industry Partnerships

Maintaining Strong Partnerships

Remaining committed to environmental sustainability by implementing eco-friendly practices and investing in technologies.

N169.2 Million

Expended on community-related partnerships

N14.7 Billion

Expended on supply chain partnerships

EGBIN POWER PLC. REMAINS DEDICATED TO NURTURING THESE RELATIONSHIPS TO DRIVE SUSTAINABLE DEVELOPMENT AND OPERATIONAL EXCELLENCE, REFLECTING OUR COMMITMENT TO COMMUNITY WELL-BEING AND INDUSTRY COLLABORATION.

During the reporting year, we expended a total of NGN 169.2 million on community-related partnerships and NGN 14.7 billion on our supply chain partnerships.

Egbin Power Plc. remains dedicated to nurturing these relationships to drive sustainable development and operational excellence, reflecting our commitment to community well-being and industry collaboration.

Acknowledging Challenges and Emphasizing Resilience

My 2023 statement would be incomplete without acknowledging the challenges faced by Egbin Power Plc. on our sustainability journey. These challenges have further emphasized our commitment to innovation and resilience, which have been fundamental in maintaining our leadership in shaping the Nigerian Energy Transition Agenda (NETA) and the energy generation business in the country.

During the reporting year, Egbin Power Plc. overcame numerous obstacles, including but not limited to:

Grid Instability and Export Power Limitations

Sourcing Natural Gas

Delayed Payments from NBET

Workforce Dynamics and Attrition

Economic Instability

Environmental Sustainability and Regulatory Compliance

Political and Economic Volatility

Technological Advancements and Cyber security

Market Dynamics and Competitive Pressures

These challenges have deepened our understanding of our role as leaders of the Energy Transition Agenda. Looking forward to 2024 and the next decade, we are committed to sustainability through business innovation and resilience, continually fulfilling our brand identity—**“Bringing Energy to Life Responsibly”**.

Strategic Plan and Roadmap for Sustainability Success in 2024 and Beyond

As we embark on the next phase of our journey, Egbin Power Plc. will focus on the following areas to ensure continued sustainability success:

Strategic Planning and Oversight

Implement long-term strategic initiatives and operational strategies.

Set regular KPIs with annual reviews and adjustments based on market conditions.

Realign board and management committees and ensure comprehensive Board and executive oversight functions.

Performance and Communication

Strategically align functions to ensure effective internal and external communications.

Manage talents and all stakeholders efficiently.

Risk Management Framework

Continuously review and upgrade our risk management system.

Identify and assess inherent risks and formulate strategies to mitigate them.

Focus on technological upgrades, diversified revenue streams, and efficient cost management

Talent and Leadership

Implement short, medium, and long-term strategic initiatives to drive talent management and succession planning programs

Community Engagement

Align strategies for community and stakeholder engagements with our SDG vision.

Focus on contributions that create increased opportunities for partnerships.

We look forward to another rewarding phase in our sustainability journey in 2024, continuing our sustainable footprint of **“Bringing Energy to Life Responsibly”**.

Thank you.

Mokhtar Bounour
Chief Executive Officer
Egbin Power Plc.

BRINGING ENERGY TO LIFE RESPONSIBLY

Understanding our ESG Reporting format for the 2023 report

Our 2023 Sustainability Report has been prepared in accordance with the GRI Standards, which Egbin Power Plc. has adopted as its standard reporting format since our inaugural sustainability report for the 2015 reporting year.

To provide a clearer perspective, we have included insights into the development of our strategic journey over the last decade. This highlights our innovation from the onset, following the takeover by the preferred bidders after the Federal Government of Nigeria's power sector reforms and privatization exercise. It also highlights the resilience Egbin has displayed over the last decade amidst economic challenges such as rising inflation, foreign exchange rate devaluation, decreased consumer spending, and our unwavering commitment to sustainability as operators of Nigeria's largest power generation plant.

With a clear focus on **"Bringing Energy to Life Responsibly,"** our journey, as set out by the Board of Directors of Egbin Power Plc., through organizational and operational strategic initiatives, leaves Egbin Power Plc.'s sustainability footprints in the annals of Nigerian power sector history. We are not only the first power sector company to publish a sustainability report but also the one that has consistently maintained this practice.

The details of our 2023 sustainability efforts and approach for each reporting area will follow immediately after our narration of our journey, as we share **"A Decade of Innovation, Resilience, and Sustainability."**

In line with our core values, and on behalf of the Sustainability Report Project Management Team, we hope all our stakeholders find value in our 2023 Sustainability Report. We look forward to continued collaboration with all our stakeholders on our never-ending Business Sustainability journey and expanding our footprints in the sands of time.

Oluwaseyi Bioku
Editor

Uade Ahimie
Consultant Editor



Governance

Our Sustainability Footprints over a Decade

OUR COMMITMENT TO SUSTAINABILITY IS ANCHORED IN STRONG GOVERNANCE. OVER THE PAST DECADE, WE'VE ENHANCED OUR GOVERNANCE STRUCTURES TO ENSURE TRANSPARENCY, ACCOUNTABILITY, AND ETHICAL PRACTICES. BY EMBEDDING SUSTAINABILITY INTO OUR CORE STRATEGIES, WE'VE SET A HIGH STANDARD FOR RESPONSIBLE LEADERSHIP, DRIVING A SUSTAINABLE FUTURE THROUGH EVERY DECISION

IN THIS SECTION

Our Decade's Sustainability Highlights	17
Overview, Vision, Mission and Core Values	20
Corporate Governance Framework	21
The Management/CEOs 2015 - Date	22
Business Approach	24
Value Creating Strategies	25
Our 2023 Sustainability Reporting	
Governance	28
Business Approach	29
Value Creating Strategies	30
Material Sustainable Practice	32

Our Decade's Sustainability Highlights

KEY GOVERNANCE HIGHLIGHTS



1985

- Date Established

2007

- Initial acquisition of KERL stake in Egbin Power Plc



2013

- Board Setup and operations – 7-member Board Membership
- Definition of Material Priorities towards sustainability
 - » Environmental Management
 - » Business and Governance
 - » Social Relations and Management
 - » Redefining Vision & Mission Statements and Core Values
- Final handover to Private Management
 - » KERL – 70%
 - » BPE – 24%
 - » Ministry of Finance – 6%
- Board Committees Setup



Kola Adesina
Board Chairman,
November 2013 - 2019



2015

- Redefining Vision & Mission Statements and Core Values
- Aligning with the SDG's
 - » SDG 1, 3, 4, 5, 6, 7, 8, 9, 16 & 17
- Appointment of Executive Management Leadership – CEO
- Corporate organogram implementation



Dallas Peavy Jr.
Chief Executive Officer,
2015 – 2017

2018

- **Realigning the General Management & Organizational Approach**
 - » Financial Capacity
 - » Gender diversity
 - » Environmental Consciousness
 - » Corporate Social Responsibility (CSR)
- **Change in Executive Management Leadership following completion of tenor of previous Leader**



Paul Harriman
Ag. Chief Executive Officer,
2018 – 2020

2019

- **Appointment of New Board Chairman**



Temitope Shonubi
Board Chairman,
November 2019 to present

2021

- **Realigning Material Sustainability Priorities**
 - » Working with society
 - » Governance & Transparency
 - » Developing a New Normal workforce
 - » Caring for people and society
 - » Efficient and Clean Energy Generation
 - » Improving energy generation through sustained investments



2022

- **Realigning Corporate organogram**



Mokhtar Bounour
Chief Executive Officer,
2022 to present



Overview, Vision, Mission, and Core Values

Egbin Power Plc.'s vision, mission, and core value proposition today stem from our understanding of the plant's history in generating and providing power to Nigeria. We recognize that energy in all forms creates increased opportunities to transform lives today and build a better future for tomorrow.

In 1985, the Federal Government commissioned Egbin Power Plc, located in Egbin Town, Ikorodu, Lagos State, as Nigeria's largest power-generating plant. The plant contributes over 20% to the national electricity output, serving residential, commercial, and industrial consumers.

In 2013, Sahara Group, through KEPCO Energy Resources Limited (KERL), acquired a 70% stake in Egbin as part of the Federal Government's privatization program. The plant, officially handed over by the Bureau of Public Enterprises (BPE), operates efficiently with an in-service capacity of 1,320MW, utilizing six 220MW steam turbines, a 24MW gas turbine, and a 1.5MW diesel generator. The Federal Government retains a 30% stake through BPE (24%) and the Ministry of Finance Incorporated (MOFI) (6%).

Egbin employs a closed cycle system, treating water to produce super-heated steam that drives high, intermediate, and low-pressure turbines. A state-of-the-art hydrogen plant produces hydrogen via electrolysis, cooling the generator windings and achieving a generator efficiency of about 98%. Committed to the United Nations Sustainable Development Goals, Egbin conserves water from deep wells and promotes inclusive growth and development in Nigeria.

SPICES



As part of the structural realignment of Egbin Power Plc. in 2013, the Board of Directors embarked on redefining the vision and mission statements and developing a corporate core value system to drive the organization's corporate governance structure. Following that mandate, the Board officially launched its new identity structure as outlined



Our Mission

We transform through sustainable and reliable innovation in energy generation, connecting lives and positively impacting livelihoods.



Our Vision

To be the provider of choice where energy is consumed

BRAND IDENTITY - "Bringing Energy to Life," this was updated in the 2021 sustainability reporting year epitomizing the brand's identity today to "Bringing Energy to Life Responsively."

Corporate Governance Framework

The Board

Upon KEPCO Energy Resource Limited (KERL) taking over Egbin Power Plc, the organization held its inaugural board meeting in November 2013. A new 7-member board was inaugurated, with Mr. Kola Adesina elected as the Chairman of the Board. The Board and Board Committees' Charters were also approved.

The Board was given the responsibility for formulating company policy management, ensuring corporate governance, adhering to MEMART, establishing effective internal controls, appraising senior management, and overseeing stakeholder communication.

To further coordinate these tasks, the Board inaugurated the following committees, each with specific mandates:

Audit, Risk and Governance Committee

Finance, Investment, and General-Purpose Committee

Technical and Operations Committee

Their mandate is to ensure an effective and efficient internal control system. The framework provides assurance to stakeholders of operational efficiency, regulatory compliance, and risk management, maximizing opportunities and mitigating liabilities.

*IN 2013, THE
INAUGURAL BOARD
MEETING WAS
HELD, WITH A NEW
7-MEMBER BOARD AND
KOLA ADESINA AS
CHAIRMAN.*

*END OF 2019 SAW
TEMITOPE SHONUBI
ELECTED CHAIRMAN*



Kola Adesina
Board Chairman, Egbin Power Plc.,
November 2013 to 2019

2013 - 2019



Temitope Shonubi
Board Chairman, Egbin Power Plc.,
November 2019 to present

2019 - Date

At the end of Mr. Adesina's two terms as Chairman, Mr. Temitope Shonubi was elected Chairman at the end of the 2019 reporting year. In line with Egbin's sustainability objectives and the Board's commitment to continuous improvement, new strategies were adopted and implemented. This was particularly significant following the global COVID-19 pandemic. For example, in 2020/2021, we realigned the expectations of the Board Committees, providing a broader scope of operations and enhancing relations with other committees.

The Management / CEOs | 2015 – Date



Dallas Peavy Jnr.
Chief Executive Officer,
2015 – 2017

2015 - 2017



Paul Harriman
Ag. Chief Executive Officer.,
2018 – 2020

2018 - 2020



Olurotimi Famoroti
Ag. Chief Operating Officer
2021

2021

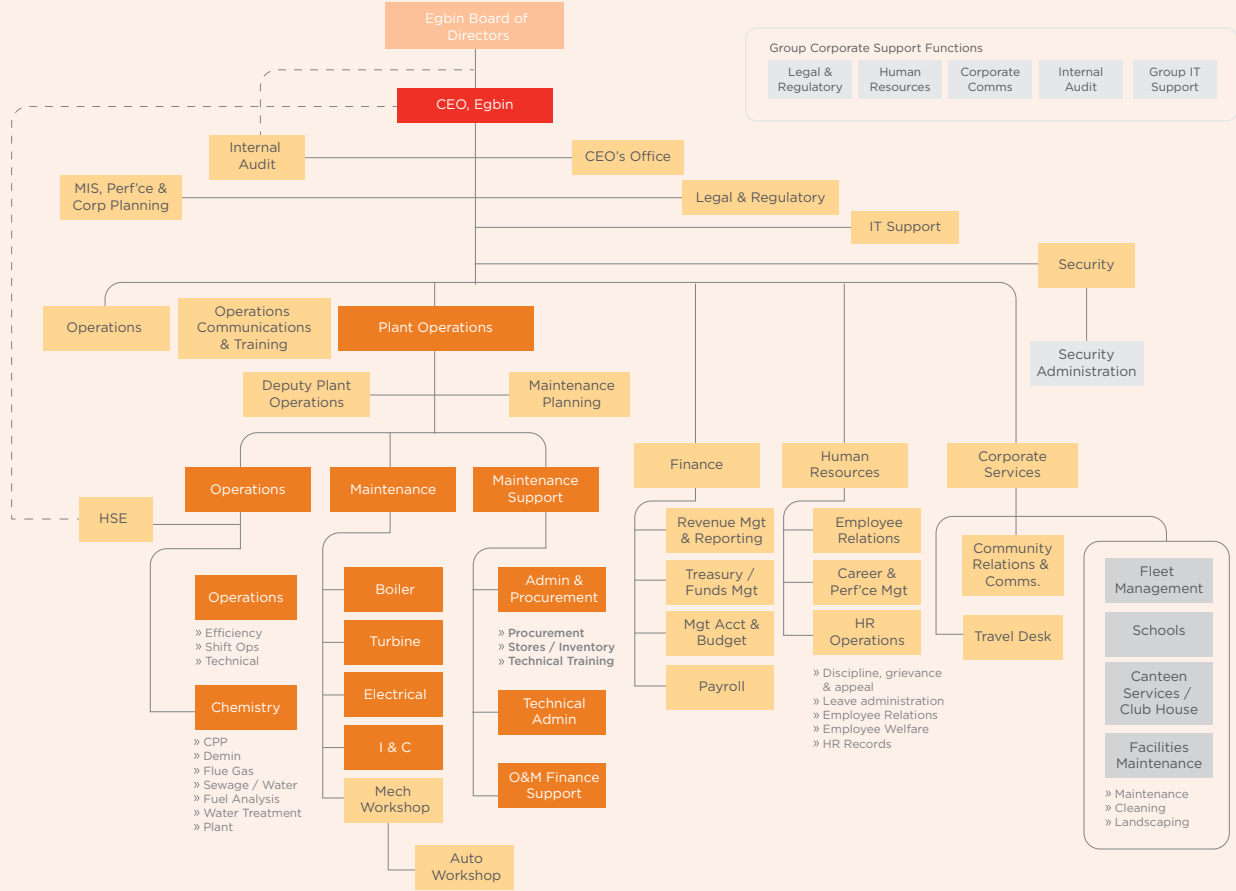


Mokhtar Bounour
Chief Executive Officer,
2022 – Date

2023 - Date

Organisation Chart | 2015 – Date

2015 - 2017

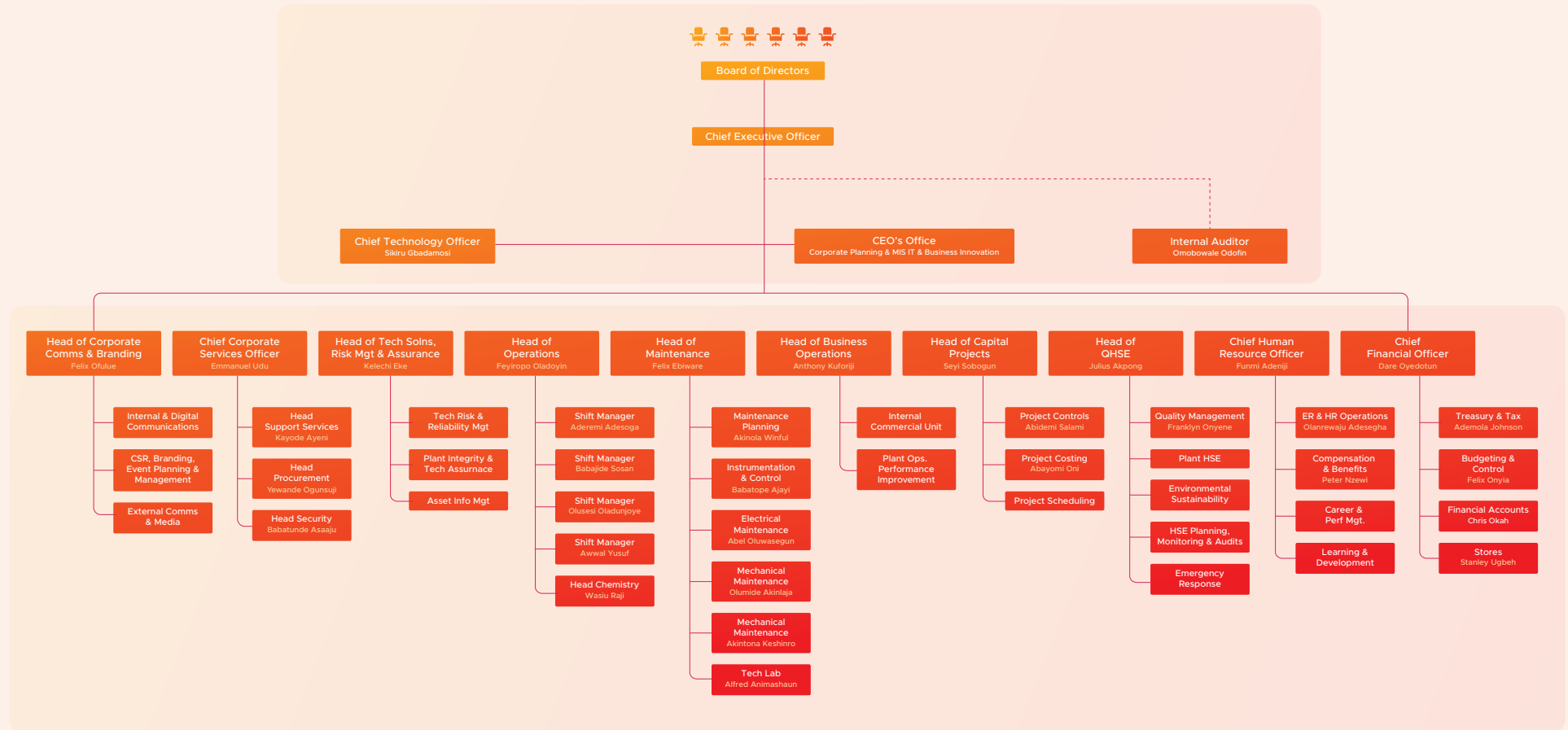


2018 - 2022

- Chief Executive Officer
- Chief Operating Officer
- Chief Financial Officer
- Human Resource Manager
- Operations Manager
- Maintenance Manager
- Procurement Manager
- Support Services Manager
- Legal Adviser
- Chief Security Officer

Organisation Chart | 2015 – Date

2023 - date



2023,1 Effective January

Business Approach

Power generation in Nigeria demands significant financial and professional commitment. For Egbin Power Plc, upon takeover, our initial objective was to realign our operations with integrity and compliance by adhering to the Electric Power Sector Reform Act 2005, the Nigerian Grid Code, NERC guidelines, and other regulations.

To achieve this, we upheld the highest safety, operational, and maintenance standards, positioning ourselves alongside international best practices. Considering that our business plays a central and significant role in Nigeria's energy value chain, generating power using natural gas from the Nigerian Gas Company and delivering it to the Transmission Company of Nigeria for distribution, our business approach was founded on collaborating with and managing key stakeholder partners, including Transmission Service Providers, Nigerian Bulk Electricity Trading Plc, Market Operators, System Operators, and NERC.

By 2017, after gaining a full understanding of our business environment and key partner stakeholders, we revised our business approach to adopt a more customer-centric strategy. This strategy focused on delivering our mandates with partners such as Nigerian Bulk Electricity Trading Plc and other bilateral clients. Our strategic focus on satisfying power consumers, despite challenges such as gas constraints, limited transmission capacity, and market illiquidity, led us to develop and implement our Policy, Process, and System (PPS) framework to continuously review measures to overcome these challenges and strengthen Nigeria's power sector.

To ensure sustainability, we developed internal organizational goals and strategies, considering alternative fuel sources like liquefied natural gas. Collaboration with industry players was a strategic approach we used to address market issues and support our key partners.



Considering that our business plays a central and significant role in Nigeria's energy value chain, our business approach was founded on collaboration, e.g. with the Nigerian Gas Company

BY 2017, AFTER GAINING A FULL UNDERSTANDING OF OUR BUSINESS ENVIRONMENT AND KEY PARTNER STAKEHOLDERS, WE REVISED OUR BUSINESS APPROACH TO ADOPT A MORE CUSTOMER-CENTRIC STRATEGY. THIS STRATEGY FOCUSED ON DELIVERING OUR MANDATES WITH PARTNERS SUCH AS NIGERIAN BULK ELECTRICITY TRADING PLC AND OTHER BILATERAL CLIENTS.

Following our PPS initiative, in 2018, we realigned our business approach to enhance our key priorities towards achieving our ESG objectives. Based on this realignment, our business approach is founded on four cardinal concepts, which were first adopted in 2018, further enhanced in 2019, and retained in 2020.

Financial Capacity



We continued to maintain our strategic partnerships with different credible financial institutions across the country towards ensuring our sustainability. The financial instruments we secured, ensured that the plant was able to provide payment security and financing to purchase gas, generate and supply power to the National Grid, in line with our contractual obligations.

Environmental Consciousness



Throughout the reporting year, our business continued to be environmentally friendly. We implemented preventive measures to ensure zero harm, compliance and sustainability. We also developed our environmental management system to be in accordance with the ISO14001:2015 international standards.

Gender Diversity & Equality



Gender equality is not only a fundamental human right, but a necessary foundation for a peaceful, prosperous and sustainable business. It is important to note that many strategic positions in the management of Egbin Power Plc are occupied by women. We continue to implement policies and initiatives that shows gender neutrality and there is no form of gender-based bias in our corporate decisions. As a reputable and forward-thinking organisation, we are particular about the value each individual brings rather than his or her gender. It is worthy of note that the number of female staff working in technical, engineering and administrative roles at Egbin has more than doubled in the past few years.

Corporate Social Responsibility



Every year we continue to support our host communities by providing free medicine, uninterrupted power and treatment to local hospitals, infrastructure improvements and scholarships. More than 20 fully paid scholarships are given to exceptional indigenous students in the neighbouring communities to enable them to attend our schools. The year under review was no different, as can be seen in the Investment and Expenditure section of this report.

Value Creating Strategies

Having fully implemented our Business Approach in line with customer centric strategy which embedded our PPS operational strategy to continually measure our level of integration and compliance with key priorities of:



International Operational Standards.



Sustainable Development Goals



Commitments to Compliance Obligations

In the 2021 reporting year, following the challenges posed by the COVID-19 pandemic, the Board adopted new strategies to annually develop Operational Value Creating Strategies. These strategies ensure that Egbin Power Plc. achieves its objectives regarding inputs, outputs, and impact, in line with our long-term ESG objectives.

Since 2021, our operational strategies have been tailored to drive our business approach, focusing on economic, social, and governance aspects through our stakeholder management system, supply chain management system, and energy management system, respectively. These efforts also align with our material sustainability priorities and SDG partnerships, driven by our sustainability focus for the year.

IN 2021, THE BOARD ADOPTED NEW OPERATIONAL STRATEGIES. THESE STRATEGIES ENSURED THAT THE OBJECTIVES AND IMPACT WERE IN LINE WITH OUR LONG-TERM ESG OBJECTIVES

2021

In 2021, our focus was on rebuilding expectations in a global system shaken by the pandemic the previous year. Consequently, our sustainability focus was on delivering “A New Normal,” with operational strategies centered on these strategies:



Strengthen our growth in CO²-free power generation

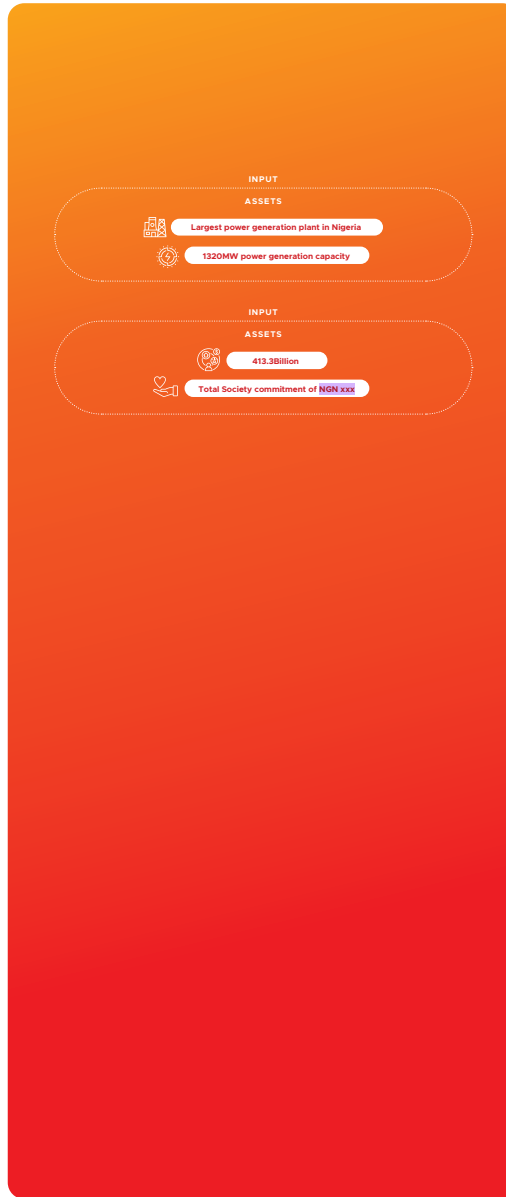
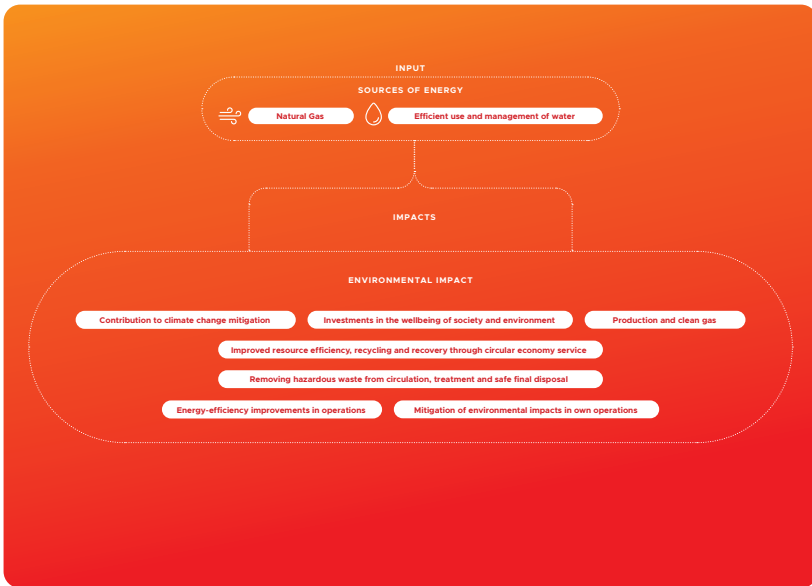
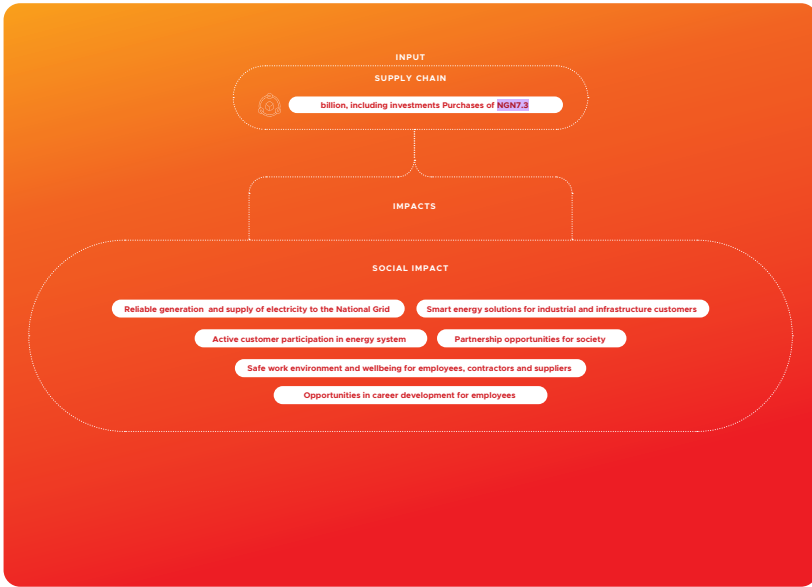


Leveraging our strong gas position to enable the energy transition



Partner with industrial and infrastructure customer





2022

Strategies

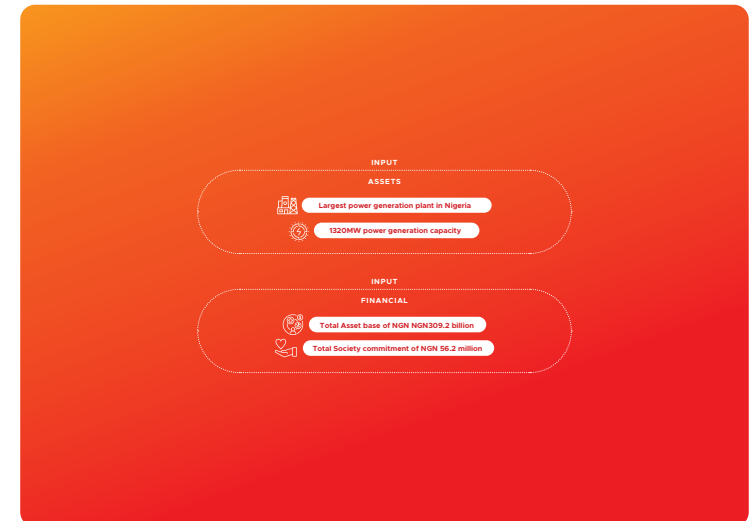
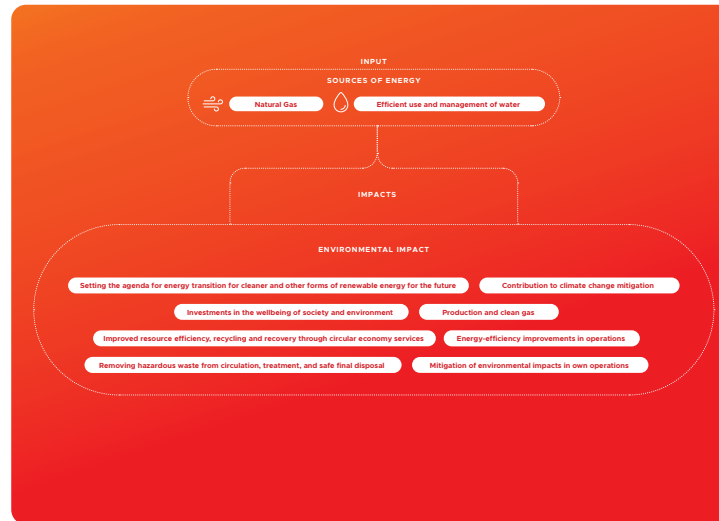
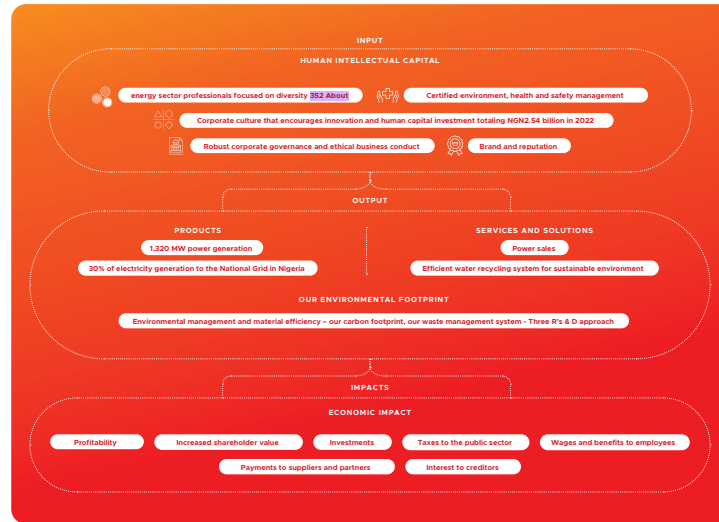
Building new partnership for business expansion and talent management (on-going discussions with potential partners)

Lead company for managing the Nigerian Energy Transition Agenda (NETA)

Strengthen our growth in CO² – free power generation

Leverage our strong position to setting the “Energy Transition Agenda” in line with Nigeria’s framework

Partner with industrial and infrastructure customers



Our 2023 Sustainability Reporting Governance

At Egbin Power Plc., success is driven by dedicated strategic leadership, managed by the Board of Directors and Board Committees. In 2023, our focus on innovation, quality health, safety, security, and sustainability ensured enhanced operational efficiency and expansion. The Board approved various strategic initiatives, leading to significant investments in talent management and development, ensuring a skilled workforce. Our commitment to rigorous safety protocols and compliance measures fostered a culture of good governance, emphasizing adherence to safety and regulatory standards. A collaborative work environment promoted open communication across all leadership levels through teamwork and continuous feedback, driving overall performance and operational governance.

Aligned with our sustainability framework modeled through our SDG initiatives, we maintained strong community and industry relationships. In 2023, Egbin Power Plc. will be engaged in social investment programs focusing on education, health, and infrastructure to improve local quality of life. Environmental sustainability remained a priority, with eco-friendly practices and conservation efforts. Strong partnerships with supply chain stakeholders ensured smooth operations and project success, aligning with our internal governance expectations, national energy policies, and contributing to the power sector's goals.

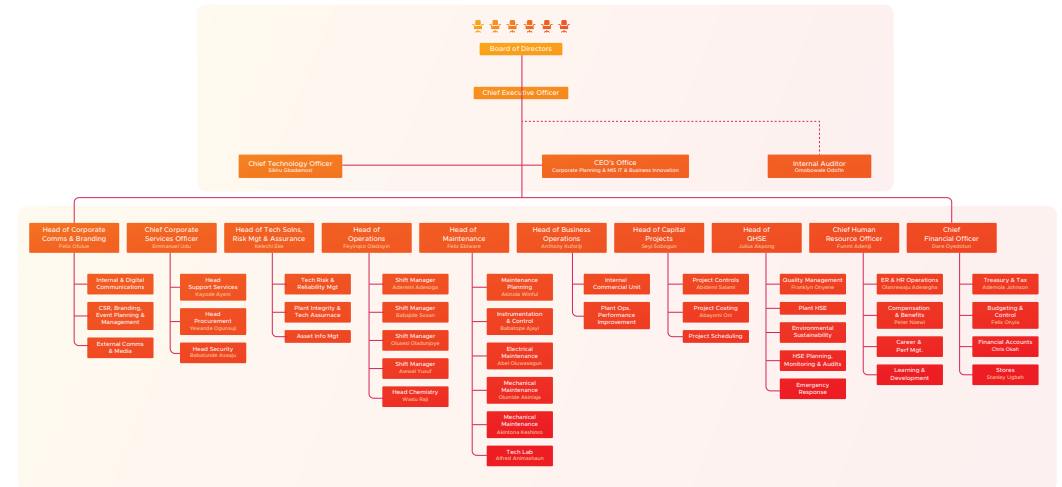
Board and Board Committees

The Board and its Committees have continued to set the overarching strategic objectives for Egbin Power Plc. Through the Executive Management and staff, they have consistently ensured effective day-to-day management of the company's affairs, operational strategies, business processes, and procedures adopted daily by all members of Egbin Power Plc.

Executive Management

During the reporting year, there were no significant changes to the Board or Board Committees. However, the approved organogram for the management of daily affairs took effect on January 1, 2023, and was operational throughout the year.

ALIGNED WITH OUR SUSTAINABILITY FRAMEWORK MODELED THROUGH OUR SDG INITIATIVES, WE MAINTAINED STRONG COMMUNITY AND INDUSTRY RELATIONSHIPS. IN 2023, EGBIN POWER PLC. WILL BE ENGAGED IN SOCIAL INVESTMENT PROGRAMS FOCUSING ON EDUCATION, HEALTH, AND INFRASTRUCTURE TO IMPROVE LOCAL QUALITY OF LIFE.



Business Approach

Egbin Power Plc.'s business approach is founded on the following principles:

1



Exceeding International Operating Standards

2



Managing our Sustainable Development Goals (SDGs) footprint

3



Consistent commitment to compliance obligations

In 2023, while adhering to these fundamental principles, Egbin Power Plc. navigated the complexities of the dynamic political and economic landscape by employing foundational steps to ensure stability, growth, and operational excellence. To maintain operations above international operating standards, we strengthened operational resilience by implementing new strategies to diversify and ensure the reliability of our energy supply. This included expanding and diversifying our gas supply sources, securing new Gas Supply Agreements (GSA) to meet increased plant availability and reduce reliance on a few suppliers, and commissioning a second gas pipeline to our facility in December 2023.

We continued to invest in proactive maintenance and technological upgrades, optimizing comprehensive maintenance schedules to minimize downtime and extend the lifespan of critical assets. Our investment in modern and advanced technologies, including the selection of an Intelligent Equipment Diagnostic System for real-time monitoring and predictive maintenance, has positioned us as leaders in the Energy Transition race, optimizing operational efficiency.

To manage our sustainability footprint and adhere to our SDG strategic objectives, we implemented

strong financial and risk management strategies. These strategies aimed to mitigate inherent risks such as cost efficiency and investment growth towards NETA, streamline operations to focus on cost reduction, maintain profitability, and support future growth through capital investments during these dynamic economic times.

Maintaining consistency in our compliance obligations requires adapting to new regulatory and political developments. In 2023, we witnessed a change in Nigeria's political leadership and upgrades in regulatory thrust. Our proactive strategic engagements ensured our operations aligned with national energy policies. We managed potential political risks by adopting strategic scenario planning and maintaining active communication with regulatory authorities. Strong collaborations with local governments, industry associations, and communities built a support network to navigate political and economic changes smoothly.

Internally, we focused on workforce development through targeted training to enhance technical and managerial skills, preparing employees for evolving industry demands. In response to the economic impact of macroeconomic policy decisions, we embarked on initiatives to cushion the effects of subsidy removal, exchange rate devaluation, and

inflation, in line with our LIRPA culture, to boost morale and retention.

Compliance management, while preserving our environmental values, is essential. Egbin Power Plc. made substantial investments in local projects focused on education, health, and infrastructure, fostering goodwill and stability. We embarked on

SDG criteria design initiatives aimed at reducing environmental impact, such as energy efficiency measures and waste reduction programs, to meet our environmental compliance standards. We adopted eco-friendly practices and technologies to minimize emissions, conserve resources, and support biodiversity, complying with international environmental standards and managing our habitat.

WE STRENGTHENED OPERATIONAL RESILIENCE BY IMPLEMENTING NEW STRATEGIES TO DIVERSIFY AND ENSURE THE RELIABILITY OF OUR ENERGY SUPPLY. THIS INCLUDED EXPANDING AND DIVERSIFYING OUR GAS SUPPLY SOURCES, SECURING NEW GAS SUPPLY AGREEMENTS (GSA) TO MEET INCREASED PLANT AVAILABILITY AND REDUCE RELIANCE ON A FEW SUPPLIERS, AND COMMISSIONING A SECOND GAS PIPELINE TO OUR FACILITY IN DECEMBER 2023.



Value Creating Strategies

In the 2021 reporting year, we redefined our approach to creating value by focusing on the following criteria:

Purpose Statement

Strategy for Achieving Our Purpose Statement

Input and Output Investment Areas

Impact of Our Investments

Understanding our input areas is a key factor to determining how Egbin Power Plc. formulates its value creation strategies, which form the foundation for our Economic, Social, and Governance (ESG) plans, management, and impact assessment.

In the 2023 reporting year, our input areas and the purpose statements driving our strategies are explained below to provide a clearer understanding of our strategies, outputs, and impact.

INPUT AREAS

PURPOSE STATEMENT



Human and Intellectual Capital Management

Our purpose is to drive our generation capacity to the maximum optimal capacity.



Supply Chain Management

To implement a maintenance system ensuring consistent high-capacity utilization yearly.



Source of Energy Management

Our goal is to reduce our societal and environmental footprints.








Assets Use Management

To minimize our carbon footprint and optimize asset utilization.



Financial Investments Management

To ensure financial stability and support strategic growth initiatives.

Input areas	Purpose Statement	Strategy	Output areas	Impact areas
Human and Intellectual Capital Management 	Our purpose is to drive our generation capacity to the maximum optimal capacity.	Partner with industrial and infrastructure customers. Strengthen and grow in efficient and reliable power generation.	Products Solutions Services and	Economic Profitability and increased shareholder value Investments in advanced technology and infrastructure Effective tax management Fair wages and benefits
Supply Chain Management 	To implement a maintenance system ensuring consistent high-capacity utilization yearly.	Develop and deploy a robust predictive and preventive maintenance system Establish strategic partnerships with reliable suppliers.	Reliable Power Generation Energy Solutions	Reliable and uninterrupted power supply for residential, industrial, and infrastructure sectors Strengthening community and customer relationships through dependable energy solutions
Source of Energy Management 	Our goal is to reduce our societal and environmental footprints.	Invest in flexible generation technologies Optimize fuel mix to enhance sustainability.	Energy Efficiency Environmental Stewardship	Environmental Increased use of clean and renewable energy sources Reduction in hazardous waste and promotion of safe disposal practices Energy-efficiency improvements in operations
Assets Use Management 	To minimize our carbon footprint and optimize asset utilization.	Implement energy-efficient technologies and practices Conduct regular audits to ensure optimal asset performance	Carbon Reduction Resource Optimization	Lower greenhouse gas emissions and reduced carbon footprint Enhanced operational efficiency and asset longevity
Financial Investments Management 	To ensure financial stability and support strategic growth initiatives.	Allocate resources to high-impact projects and innovations Maintain disciplined fiscal management and risk mitigation	Capital Projects Financial Stability	Sustainable financial growth and stability Long-term shareholder value creation Effective risk management practices

Material Sustainable Priorities

ESG Impact Area	Material Issues	Commitments
Energy Generation 	GHG emissions 	Implementing measures to reduce greenhouse gas (GHG) emissions through cleaner energy sources and operational efficiencies.
	Biodiversity 	Promoting biodiversity by minimizing environmental disruptions and enhancing habitats around operational sites.
	Energy Efficiency 	Enhancing energy efficiency across all operations to minimize environmental impact and reduce operational costs.
	Waste Management 	Establishing comprehensive waste management systems to reduce, reuse, and recycle waste generated by operations.
QHSE 	Occupation safety and health management 	Ensuring a safe and healthy work environment through rigorous safety protocols, regular training, and continuous improvement of health and safety measures.
	Emergency preparedness 	Maintaining robust emergency response plans to handle potential incidents effectively and protect employees and the community
People & Society 	Diversity, fairness & equal opportunities 	Fostering an inclusive workplace culture that promotes diversity, equity, and equal opportunities for all employees
	Corporate citizenship 	Engaging in community development initiatives and supporting local economies through sustainable business practices and social responsibility programs
Responsible Governance 	Stakeholder engagement 	Actively engaging with stakeholders to understand their needs and concerns, ensuring transparent communication, and fostering strong relationships
	Customer rights and customer satisfaction 	Upholding customer rights by providing reliable services, ensuring customer satisfaction, and addressing complaints and feedback effectively

Energy Generation

A Decade of Implementing Sound Governance
and Economics Strategies

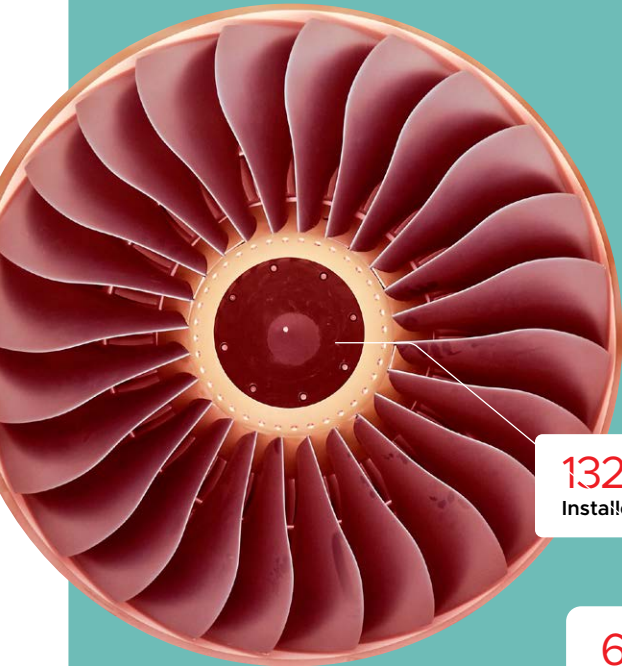
OUR ENERGY GENERATION STRATEGIES HAVE BEEN GUIDED BY INNOVATION AND SUSTAINABILITY. WE HAVE IMPLEMENTED CUTTING-EDGE TECHNOLOGIES AND OPTIMIZED RESOURCES TO ENSURE EFFICIENT, RELIABLE, AND ENVIRONMENTALLY RESPONSIBLE POWER PRODUCTION. OUR COMMITMENT TO SUSTAINABLE ENERGY HAS NOT ONLY REDUCED OUR CARBON FOOTPRINT BUT ALSO CONTRIBUTED TO A RESILIENT ENERGY FUTURE FOR THE COMMUNITIES WE SERVE

IN THIS SECTION

Our Decade's Sustainability Highlights	33
Our Plant Description	34
Optimizing Operational Performance	36
Our Total Quality Management (TQM) Journey	39
Managing Our Business Assets	41
Our 2023 Sustainability Reporting	
Security of Energy Supply	42
Total Quality Management (TQM)	43

Our Decade's Sustainability Highlights

KEY ENERGY GENERATION HIGHLIGHTS



2015

1100MWh

- **Generation Milestone in 2015**

98%

- **Capacity Test score achieved in 2015 - first time since 2003**

1320 MW
Installed Capacity

6 x 220MW

six steam generators -turbine generators of 220MW nominal capacity each, housed in a single support structure and enclosure

2017

45%

- **Reduction in unscheduled breakdown in 2017**, due to reactivation of routine maintenance activities on the unit and auxiliary equipment in 2017

20%

- **Power Egbin supplies to the national grid**

2018

Boiler Integrity Test on Units 6, 5, 3 and 1

2019

98%

- **Generation efficiency levels in 2019**

19

- **Young engineers graduated from the talent pipeline via the Graduate Engineers Program (GEP).** They were trained at the prestigious National Power Training Institute (NAPTIN) and have since commenced job rotations within the various Operations & Maintenance (O&M) departments in 201

2021



Attained the Certifications

- » ISO 9001:2015 – Quality Management Systems' requirements
- » ISO 14001:2015 Environmental Management Systems' requirements
- » ISO 45001:2018 – Occupational Health and Safety Management Requirements

2022

12,819,325 Billion Joule

Total Energy sold during the year



Our Plant Description

Our decade of implementing sound economic and governance strategies as the largest power generation plant in Nigeria, contributing at least 20% of the energy generated and transmitted across the national grid, would be incomplete without revisiting the generating assets of the plant.

Egbin Power Station, owned by Egbin Power Plc., is a self-contained gas and oil-fired steam electric generating station with an associated housing estate for staff. Key elements of the station include:

Initial Capacity:

1320MW with future expansion provision. Six steam generators-turbine generators of 220MW nominal capacity each.

Unit Composition

Steam generator with reheat and super-heat cycles. Extraction steam turbine with automatic run-up and supervisory systems. Hydrogen-cooled generator with auto-synchronization and voltage regulation.

Combustion Air and Water Cycle

Two 50% duty forced draft fans. Feed water cycle with steam surface condenser, air ejectors, tube cleaning equipment, two 100% condensate extraction pumps, and three 50% duty electric boiler feed pumps.

Fuel Supply

Common handling systems for fuel oil stored in four main tanks and distributed via six intermediate storage day tanks. High-pressure natural gas line with reduced pressure distribution to units, capable of full load operation on both natural gas and fuel oil. Liquefied petroleum gas for burner start-up if natural gas is unavailable.

Cooling Water Systems

Circulating water system drawing from the lagoon for turbine surface condenser and closed-circuit cooling system heat exchangers. Closed circuit cooling system for steam generator and turbine auxiliaries, with two 50% duty circulating water pumps per unit.

Flue Gas Management

Flue gas is monitored and exhausted through two stacks to ensure compliance with environmental requirements.

Control Systems

Central control room with provision for control of six units, common services, electrical distribution, and high voltage switchgear. Emergency 415V diesel generator and a gas turbine for black start power supply.

Electrical Distribution

415V unit auxiliary boards connected to 6.6KV unit boards and 415V station auxiliary boards connected to 6.6KV station boards. 33KV local infeed connected to 11KV board providing backup power.



Auxiliary Systems

HVAC, firefighting, plant wastewater, plant sump, hydrogen generation, water treatment, sewage facilities, fuel unloading, and transfer facilities.

Housing Estate

Complete with staff club, medical center, sports field, shopping center, police station, bank, and post office. Utilities and sanitary services meet international standards. Accessible by road, sea via station wharf, and air via helicopter landing area.

Optimizing Operational Performance

Towards optimizing the plant's operational performance, in 2014, Egbin Power Plc. signed an "Operation and Maintenance (O&M)" agreement with Korea Electric Power Company (KEPCO). A key element of the O&M agreement was that KEPCO would develop in-house capacity to take over the O&M activities for the plant by the end of 2016. This goal was successfully achieved by Egbin Power Plc. by the end of the 2016 sustainability reporting period, in line with the terms and conditions of the agreement.

To further our commitment to sustainability, following the O&M agreement with KEPCO, Egbin Power Plc. developed and implemented a collaboration with Ikeja Electric Plc and the Sahara Power Group. This collaboration included the first-ever Graduate Engineering Program, where over 100 graduate engineers were trained, and 33 young engineering graduates (both male and female) were immediately employed at Egbin. This initiative was supported by the National Power Training Institute of Nigeria (NAPTIN) to strengthen the engineering workforce of the company.

By the 2017 sustainability report, following the knowledge transfer in line with the O&M agreement with KEPCO, Egbin Power Plc. had developed increased internal capacity and was able to leverage the in-house technical capabilities built through the partnership. The success of this sustainable approach led the Board to approve a more comprehensive maintenance system, limiting maintenance plans for the plant to scheduled maintenance.



TO FURTHER OUR COMMITMENT TO SUSTAINABILITY, FOLLOWING THE O&M AGREEMENT WITH KEPCO, EGBIN POWER PLC. DEVELOPED AND IMPLEMENTED A COLLABORATION WITH IKEJA ELECTRIC PLC AND THE SAHARA POWER GROUP.

BY THE 2017 SUSTAINABILITY REPORT, FOLLOWING THE KNOWLEDGE TRANSFER IN LINE WITH THE O&M AGREEMENT WITH KEPCO, EGBIN POWER PLC. HAD DEVELOPED INCREASED INTERNAL CAPACITY AND WAS ABLE TO LEVERAGE THE IN-HOUSE TECHNICAL CAPABILITIES BUILT THROUGH THE PARTNERSHIP.

>100

Graduates trained in the first ever Graduate Engineering Program

33

Young engineering graduates employed after the program

Major key activities achieved through this development which impacted our contribution to SDG 11 – Ensure access to staff to adequate, safe, and affordable housing and basic services include:

In-house Rehabilitation of Advanced Camp Water Treatment Plant

In-house design and supervision of Drilling and development of new deep-water wells by authorized vendors.

In-house replacement of Unit 2 Boiler Electric Relief Valve (ERV) Isolating valve

In-house Repair/Reinstallation of Unit 2 Cold Reheat Line

In-house replacement of Unit 2 Boiler Electric Relief Valve (ERV) Isolating valve

Installation of refurbished ST- 3 Forced Draft Fan (FDF) A motor bearing

To bolster our in-house maintenance workforce developed through the O&M agreement, Egbin Power Plc. embarked on the strategic recruitment of young O&M technicians in 2018. This initiative aimed to ensure succession planning and the long-term sustainability of our in-house O&M workforce. Additionally, in 2018, Egbin Power Plc. reinforced its commitment to a safe environment for asset optimization by implementing the ISO 45001:2018 certification.



AS PART OF OUR DRIVE TO CONTINUE OUR EMPHASIS ON SAFETY, WE COMMENCED THE IMPLEMENTATION OF THE ISO 45001:20018 CERTIFICATION WHILE THE ISO 14001:2015 DOCUMENTATION WAS FULLY IMPLEMENTED



Having fully taken over the management of the power plant across the asset management and optimization value chain—generation process, maintenance process, and energy generated wheel-out process—in 2019, we sought to further improve our asset management and optimization philosophy. The Asset Management Team developed and implemented a new Asset Management Philosophy and Strategy Manual, defining Egbin Power Plc's overall objectives for managing the power plant.

The philosophy is anchored under:



To further reinforce our commitment to the Asset Management and Optimization Philosophy, we developed a new complementary strategy—Fostering Safety—where **Health, Safety, and Environment (HSE)** became the core driver of O&M activities for a long-term sustainable asset management optimization system.

During the period, we ensured the following

1

The development and implementation of a comprehensive **Occupational Health & Safety Management System (OHS-MS)** manual and staff were trained in the use and application.

2

We set up a **30 Man Committee** – comprising the HOD's, Unit Heads and the CEO to drive our Asset Optimization HSE standards.

3

We set up a **40 Man Committee** – comprising safety representative from each department to ensure we achieved our daily objectives. This initiative was in line with our SDG 3 of **Good Health and Wellbeing of the staff and the general workplace.**

By so doing, in the 2020 sustainability reporting year, we had put in place key asset management and optimization imperatives which have been key drivers to our sustainability trajectory, especially when you consider the challenges encountered in 2020 resulting from the Covid-19 Pandemic. The imperatives are as follows:

Competitive workforce

Enterprise-First Behavior

Regulatory Compliance

Zero Operational Trip

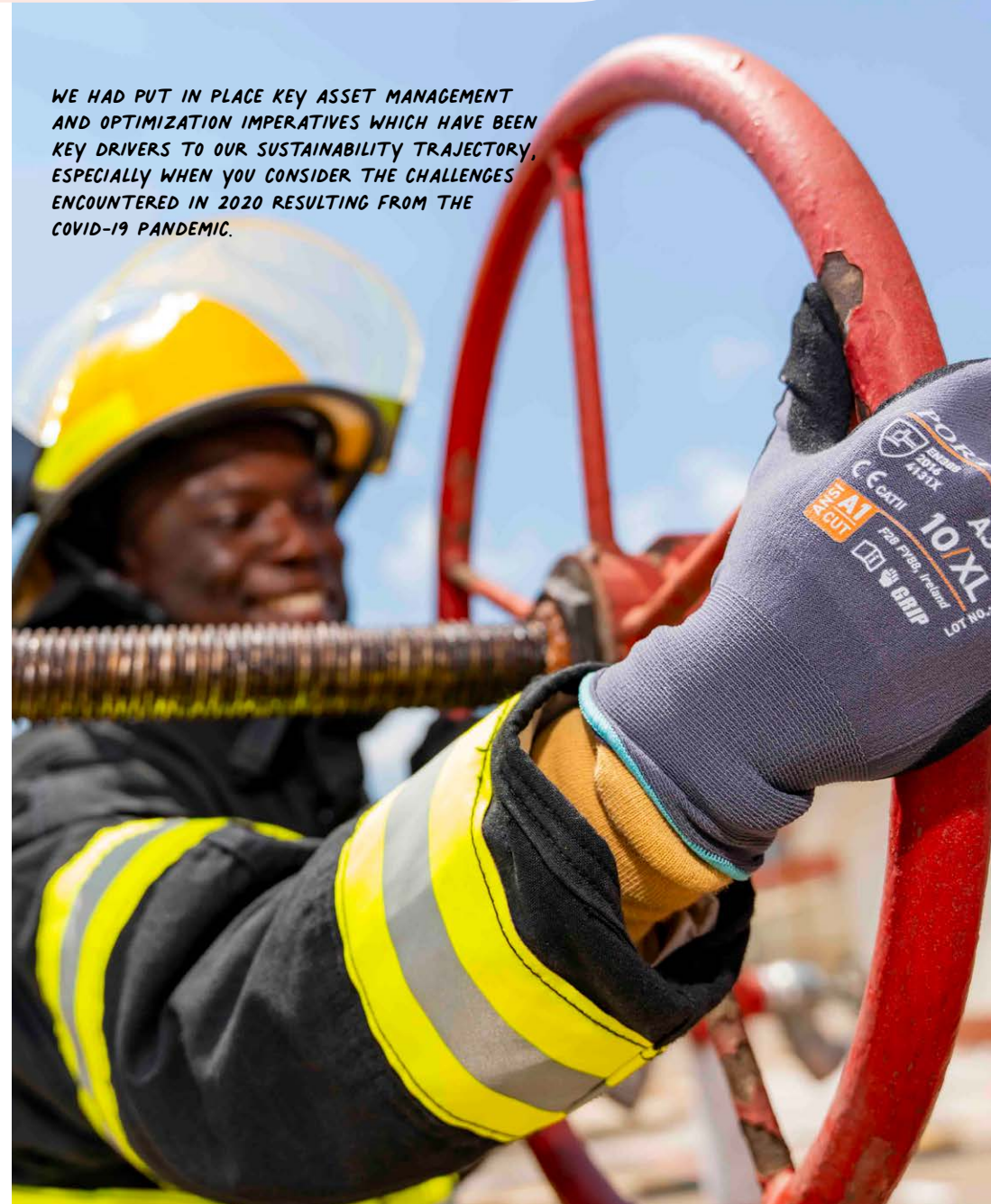
Zero Equipment Breakdown

Competitive Unit Cost of Power Generation

These imperatives brought about new sustainability reporting measures for deriving value from the generating assets of Egbin Power Plc. The measure includes the following strategic interventions and measurement criteria:

- » Signed and implemented the Standard Operating Procedures (SOP) for the Power Plant. Thereby establishing best practices standards for safe operations across Egbin Power Plc's, Asset Management and Optimization System.
- » Design of the Unsafe Act Unsafe Condition (UAUC) e-form for reporting – increasing the level of reporting of such incidences for improved sustainability management
- » Developed the methodology for an Energy Audit of Non-Power Generation Assets in Egbin Power Plc. This was to monitor reduction in energy waste, thereby improving our Carbon footprints.
- » Developed Competency Frameworks for technical departments: Asset Management, Operations and Maintenance skill pools; used for skill audits for staff.
- » In liaison with the Human Resources Department, Egbin Power Plc., utilized the skill audit to develop a comprehensive Learning Intervention Framework Mechanism for skills gaps intervention.

WE HAD PUT IN PLACE KEY ASSET MANAGEMENT AND OPTIMIZATION IMPERATIVES WHICH HAVE BEEN KEY DRIVERS TO OUR SUSTAINABILITY TRAJECTORY, ESPECIALLY WHEN YOU CONSIDER THE CHALLENGES ENCOUNTERED IN 2020 RESULTING FROM THE COVID-19 PANDEMIC.



Our Total Quality Management (TQM) Journey

The COVID-19 pandemic of 2020 introduced a new learning curve for managing businesses, especially for power generation companies like Egbin Power Plc., as we had to contend with maintaining efficiency and optimizing our generation assets.

However, our step-by-step approach and process-driven operations ensured that we developed our policies, processes, and systems from a broad strategic viewpoint, managed by the Board and Board Committees.

In our 2021 sustainability report, "The New Normal – Optimizing for Excellence and Sustainability," we shared how we aligned all our strategic initiatives relating to all aspects of operations into what we now call "Our TQM Journey."

The restrictions and limitations brought about by the pandemic facilitated the coordination and alignment of all our strategic initiatives and operational strategies into our TQM model. This model was fully incorporated through Egbin Power Plc.'s Management Information System (MIS) measurement review strategy, enabling us to better manage risks and opportunities across our asset management and optimization value chain.

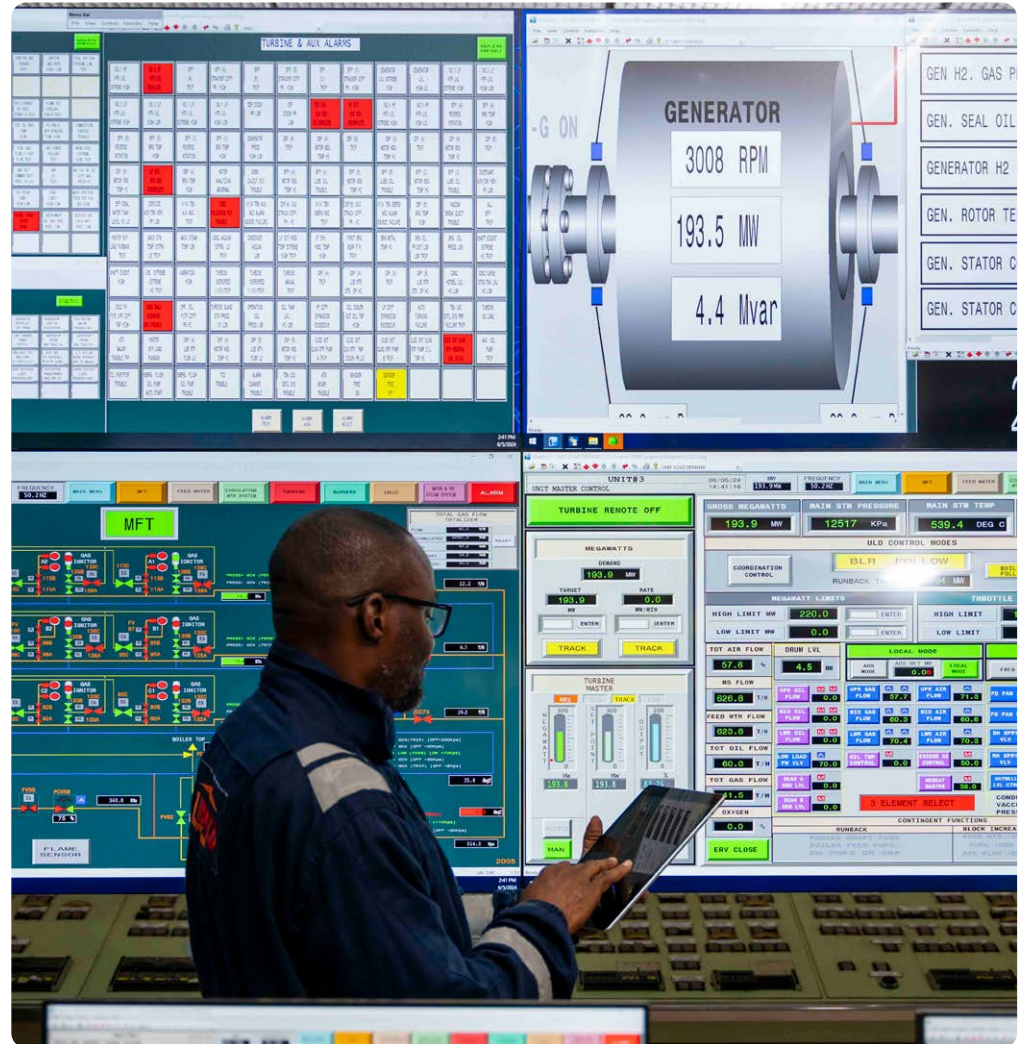
As a result of these updated strategic initiatives, Egbin Power Plc. developed and implemented a TQM model that manages:

Quality, Health, Safety and Environment

Managing Contingencies and Incidents of Accidents

Using the following initiatives to manage our Enterprise Risk Management across all departments

- Enterprise and departmental risks management processes and registers
- Document management and control systems
- Changes in internal and external issues and challenges
- Performance measurement criteria and indices



In line with our commitment in our 2021 sustainability report and expectations, by the end of the 2022 sustainability reporting year, we had implemented eight additional strategies as identified to complement our TQM system.

1 Informed units' operations taking into cognizance the station annual maintenance plan – We are putting in place a yearly maintenance plan to capture all planned shutdown and major maintenance activities. From the operations perspective, all these planned shutdowns being taken into account and the station load capacity is properly declared.

2 Adequate compliance with the partial activation of the PPA regime – We have started a program that will ensure that Egbin Power Plc., imbibes the ethos of the Power Purchase Agreement regime that is set to begin by 1st of July, 2022. Our compliance is playing its part in ensuring the grid system stability and improved transparency in the power value chain.

3 Economic implementation of load dispatch instructions from NCC based on units load capacity and behaviour – A safe, timely and economic load dispatch execution is an important factor in bolstering the organization's bottom line. There is currently a conscientization process for the personnel who liaises with NCC. For instance, the liaison personnel are encouraged to proactively request for load at system frequency.

4 Re-sensitization of front-line power plant operators on efficient and economic day-to-day running of the units. – Towards ensuring increased savings on excessive natural gas consumption, excessive make-up water consumption and energy. We will implement re-sensitization program form all front-line operators and this should also boost the revenue generation capabilities of Egbin Power Plc.

5 Developing implementing a sterling water loss management policy – We will be developing and implementing a water loss management policy is also intended to bolster company's bottom line hence the proposed improved operational processes will translate into improved revenue generation.

6 Fostering of operations work unit (Department) inclusivity and proper handshake strategies – Our people are our greatest assets, as such we will continue to improve on the working environment of our people to bring about continue and increased Team spirit, cohesive work force and adequate communication framework which will help achieve better operational processes, as it is currently being fostered and encouraged within the operations team.

7 Ensuring continuous effort to prioritize all defects / trouble memo – implementation of RACI chart to ensure that the BGC & CS Leads takes responsibility for prioritizing all defects raised while the shift managers are accountable for compliance.

8 Continuous Capacity Development for all training and Conferences – We will continue to implement our top quality learning and development strategies in order to ensure that our employees' skills are updated and upgraded. This will include simulator training for all and mentorship scheme for new operations and maintenance employees.



Managing Our Business Assets

Since the pandemic, the global economy has experienced multiple recessions and is currently facing severe inflationary challenges, which have increased the cost of doing business across all sectors.

Considering the economic realities in Nigeria over the last decade since our takeover of operations at Egbin Power Plc., the country has also faced recessionary setbacks, along with managing inflation, exchange rate depreciation, and other macroeconomic issues.

Despite these challenges, we remain at the forefront of driving the Nigerian Energy Transition Agenda (NETA). Our vision includes doubling the capacity of Egbin through the proposed Egbin Phase 2 project, with an estimated capacity of up to 1,800MW.

In line with our NETA objectives, we continue to invest in maintaining a sustainable generating asset. We are committed to generating and supplying our expected quota to the National Grid, and more when needed. Over the past decade, we have invested over N230 billion in upgrading and maintaining these assets while completing the approval process for our expansion. This commitment aligns with our Energy Transition Agenda philosophy, which is based on our yearly improvements in our "**Failure Mode Effects Analysis.**"

WE REMAIN AT THE FOREFRONT OF DRIVING THE NIGERIAN ENERGY TRANSITION AGENDA (NETA). OUR VISION INCLUDES DOUBLING THE CAPACITY OF EGBIN THROUGH THE PROPOSED EGBIN PHASE 2 PROJECT, WITH AN ESTIMATED CAPACITY OF UP TO 1,800MW.

N230
Billion

Invested in upgrading and maintaining assets in the past decade



Our 2023 Sustainability Reporting

Security of Energy Supply

In 2023, Egbin Power Plc. reinforced its leadership role in the energy transition landscape in Nigeria and across the continent. Despite economic challenges, including the removal of petrol subsidy, unification of foreign exchange rates, and rising inflation, we maintained a 67% plant availability uptime, amounting to 35,215 operational hours. Our generation capacity increased significantly from 428MW to 591MW, representing a 38.1% increase.

Through strategic maintenance initiatives, we achieved an impressive 95% completion rate of preventive maintenance tasks. Our procedures for handling unexpected outages were reviewed and tested in line with Egbin Power Plc.'s continuity strategic plan.

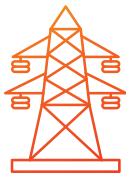
Relying solely on natural gas, we secured about 95.05% of planned gas usage for generation. This success is attributed to new Gas Supply Agreements (GSAs) and the expansion of our gas receipt pipeline, completed just before the end of the reporting year.

67%

Plant availability maintained

38.1%

Increase in generation capacity from 428MW to 591MW



Grid Integration and Stability

Our collaboration with the Transmission Company of Nigeria (TCN) led to joint inspections and preventive maintenance of critical infrastructure, enhancing our grid connection reliability. Implementing advanced protection systems allowed us to manage faults proactively, minimizing their impact on the grid.

Maintaining a strong relationship with TCN was instrumental in aligning our preventive and major fault maintenance, ensuring optimal energy delivery and reducing potential grid disruptions.

Key strategic initiatives to ensure power generation quality included

Reactive Power Compensation: Utilized generator excitation control to maintain voltage stability and improve power factor.

Communication with System Operator: Maintained regular communication with NCC during unfavorable grid conditions to ensure optimal operational conditions and prevent equipment failure.

Black Start Capability: Ensured availability and readiness of black start generators, developed and rigorously tested black start procedures, and conducted regular training sessions and simulation drills.

Grid Stability: Coordinated with system operators for frequency regulation and real-time monitoring.

Resilience Measures: Implemented disaster preparedness, enhanced cybersecurity, ensured supply chain resilience, and maintained emergency power supplies through alternative energy investments.



Total Quality Management (TQM)

At Egbin Power Plc., our TQM strategy, driven by our Integrated Management System (IMS), focuses on enterprise and departmental risk management. We assess and mitigate risks related to regulatory compliance, stakeholder engagement, asset availability, and efficiency levels.

We ensured adherence to regulatory requirements and stakeholder management through the following actions:

Regulatory Compliance

Strict adherence to grid codes and regulations

Regular updates of permits and licenses for plant operation

Quarterly audits to ensure 100% compliance with environmental regulations

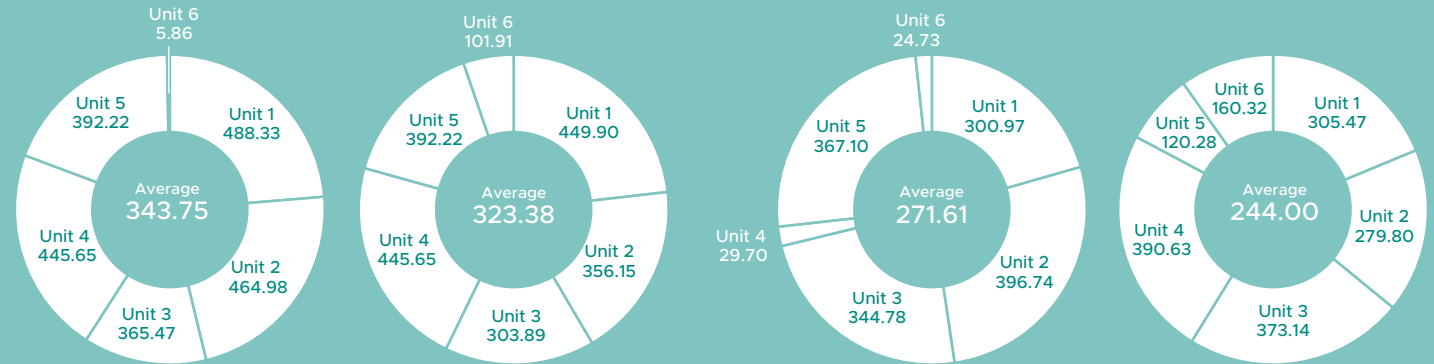
Stakeholder Engagement

Regular communication with grid operators, regulators, and communities at various forums.

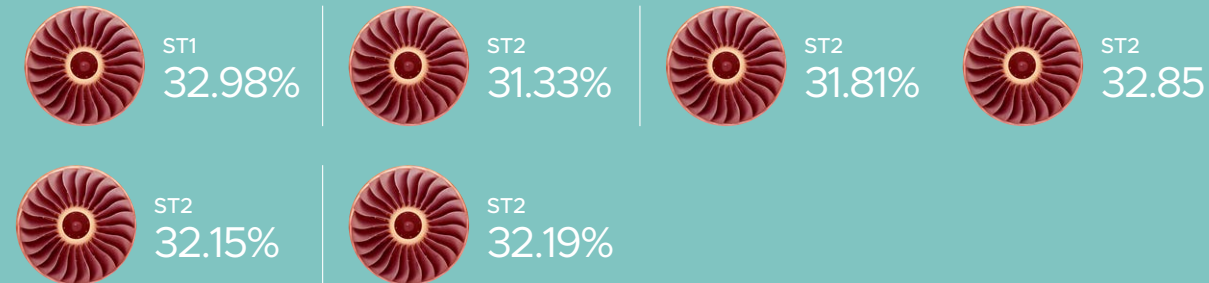
Asset Availability and Efficiency Levels

Detailed information on average asset availability and efficiency levels is provided in the accompanying table

Total Average Quarterly Generation MW Per Unit



Total Average Plant Efficiency



Egbin Power Plc. remains committed to sustainable energy generation and operational excellence, continually improving our processes to meet the evolving needs of our stakeholders and the energy sector.



Economics and Financial

A Decade of Regulatory Financial Reporting

WE HAVE MAINTAINED RIGOROUS FINANCIAL REPORTING PRACTICES IN COMPLIANCE WITH REGULATORY STANDARDS. OUR COMMITMENT TO TRANSPARENCY AND ACCURACY HAS STRENGTHENED INVESTOR CONFIDENCE AND ENSURED FISCAL RESPONSIBILITY. BY UPHOLDING THESE HIGH STANDARDS, WE'VE FOSTERED SUSTAINABLE GROWTH AND REINFORCED OUR FINANCIAL INTEGRITY, LAYING A SOLID FOUNDATION FOR LONG-TERM SUCCESS

IN THIS SECTION

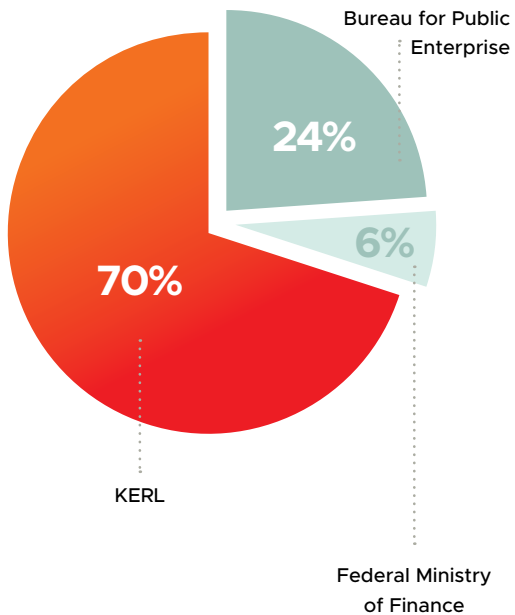
Our Decade's Sustainability Highlights	45
Shareholders' investment structure	46
Managing Supply Chain – A decade of Innovative Supply Chain Management	48
2023 – Our Financial Resilience Continues	49
Our 2023 Sustainability Reporting	
Supply Chain Management	51

Shareholders' investment structure

Prior to the power sector reforms completed in 2013, Egbin Power Plc. was wholly owned by the Federal Government of Nigeria.

Upon the completion of these reforms, Kepco Energy Resource Limited (KERL) acquired a 70% share in the power generating company in 2013 from the Federal Government. Since then, the shareholders' investment structure has changed to: KERL 70%, Bureau of Public Enterprises (BPE) 24%, and the Federal Ministry of Finance 6%.

Egbin's Ownership Structure



Investments

Inputs

Egbin Power Plc's investment inputs refer to the funds allocated annually to meet operational obligations for services provided. These inputs can be better understood through the impact they create during the year, categorized as follows

Wages and Salaries to Employees

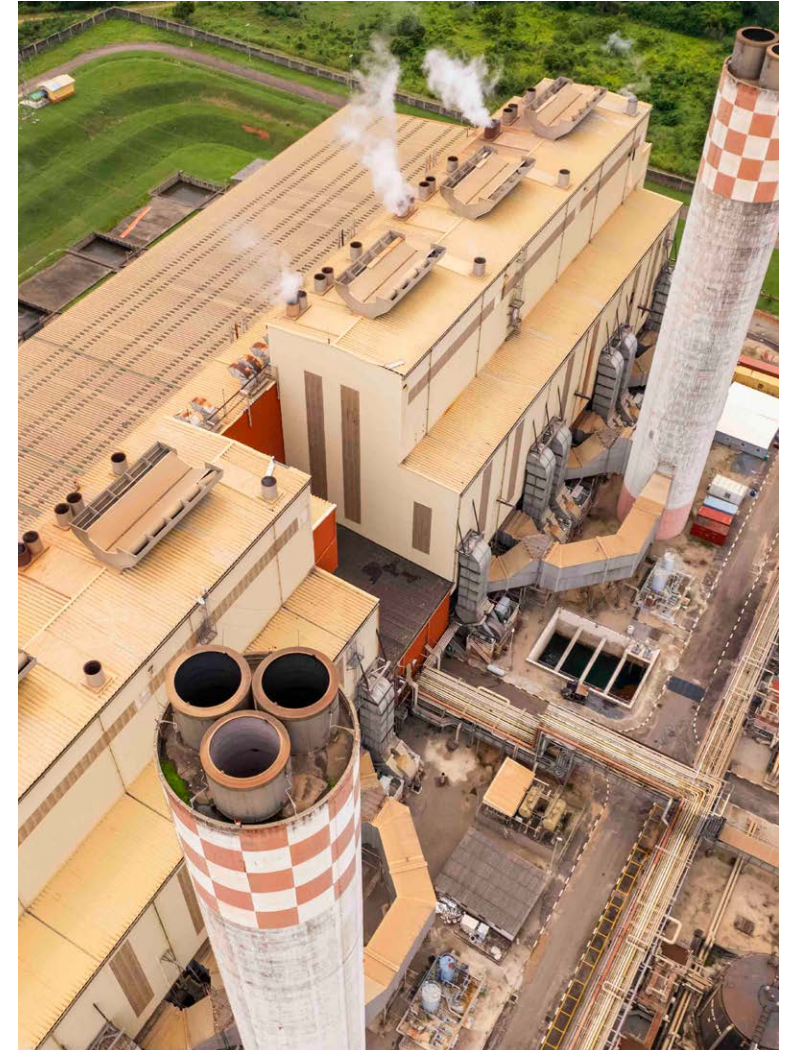
Direct Payment to Government

Investment in wellbeing of Society and Environment

These inputs are also generally referred to as **Economic Value Distributed by Egbin Power Plc.**

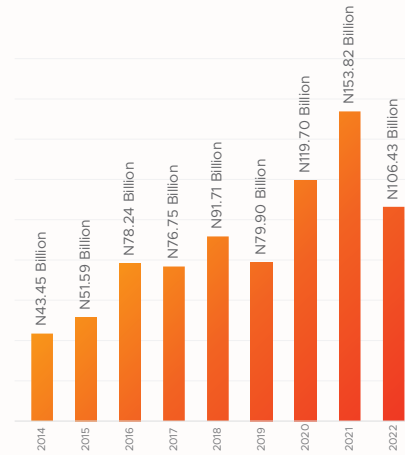
Outputs

Egbin Power Plc's output, also referred to as Economic Value Generated, represents the total income generated from direct generation activities and the direct costs associated with generating that income. It also reflects the size of Egbin Power Plc's assets and liabilities at the end of the sustainability reporting year.

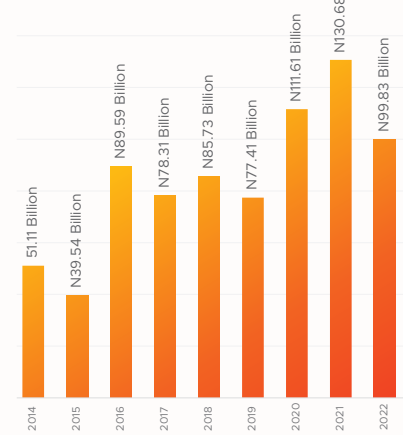


Outputs

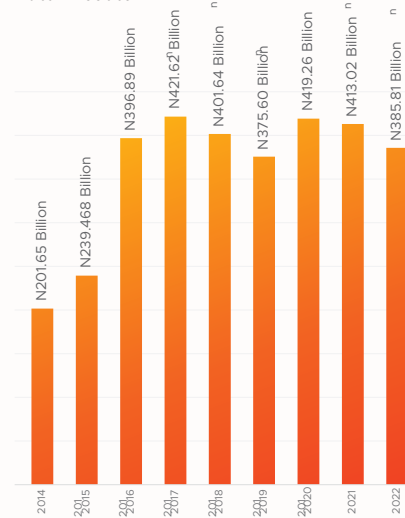
Total Revenue



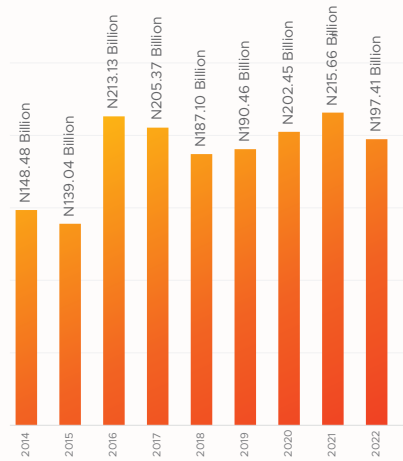
Cost of Sales



Total Assets

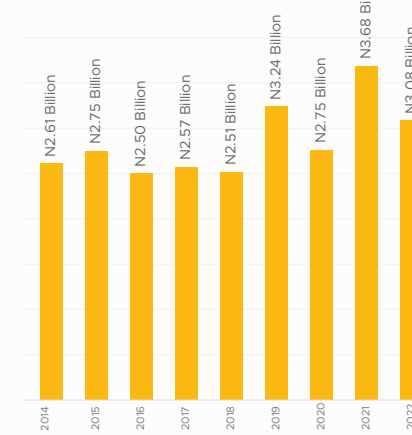


Total Capitalization – Capital & Reserves

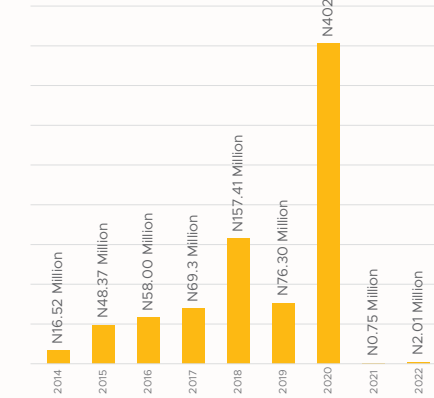


Inputs

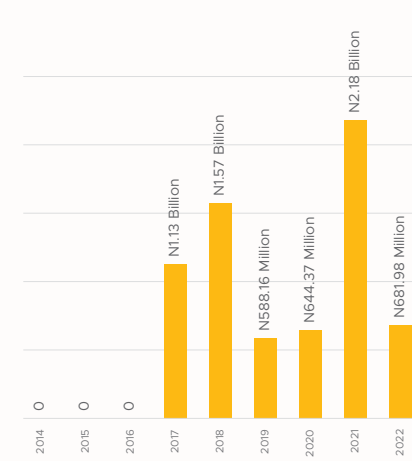
Wages and Salaries to Employees



Investment of wellbeing of Society and Environment



Direct Payment to Government - Tax Charge for the year



Managing Supply Chain

– A decade of Innovative Supply Chain Management

The first operational policy approved by the Board of Directors of Egbin Power Plc. was the company's Supply Chain Management Policy. It became a major priority for the Board's Investment and General-Purpose Committee because the power generation business continuously requires financial investments to improve economic, social, and governance performance.

The sustenance of electricity production operations hinges on an effective and efficient supply chain management system. By 2015, Egbin Power Plc.'s Supply Chain Management System (SCMS) activities had developed the local economy through value-added activities amounting to N10.5 billion. This represented the value of investment in our supply chain for materials sourced locally and internationally, which were necessary for the smooth and efficient operations of power generation.

Noteworthy is the fact that our SCMS starts with suppliers and ends with consumers. The system is designed to guarantee that the sources of our human and material resources, required to optimize our services, focus on the highest quality with a priority to patronize local vendors and suppliers in line with our sustainability objectives, developed along the Nigeria Local Content regulations.

Additionally, as part of our sustainability footprint to manage our SCMS and reduce the potential for issues relating to corruption, fraud, and other

compliance issues, we have ensured that over the years, we register and update our supplier database to align with Egbin Power Plc.'s Corporate Governance and Business Principles. All registered vendors, contractors, consultants, etc., must attest to all our corporate governance policies related to compliance with our SCMS policy and other anti-corruption activities that could present sustainability challenges. **Some of these policies include, but are not limited to, the following:**

Anti-Corruption-Bribery-Guidelines

Third Party-Non-Solicitation-Guidelines

Gift-Hospitality-Guidelines

Human-Rights-Guidelines

Whistle-Blowing-Guidelines

To ensure sustainability and prepare for our Energy Transition Agenda, which includes the expansion of our current capacity by an additional 1,800MW plant, we have made significant investments in ensuring an effective and efficient Supply Chain Management System (SCMS).



Highlights of some of our key investments in SCMS

2017

N38 Billion

2018

N60 Billion

2019

N70 Billion

These significant investments in our SCMS over the period prepared Egbin Power Plc. for the next stage of seeking the right partnerships to ensure that vendor and supplier registration on the company's database is based on internationally accepted best practices. Despite being the year of the pandemic, 2020 marked a significant milestone when Egbin started its collaboration with Dun & Bradstreet, the world's most comprehensive provider of data and analytical insights to power today's most crucial business needs.

In 2022, this collaboration evolved into a strategic partnership. This initial collaboration and subsequent strategic partnership enabled Egbin Power Plc. to attract OEMs and their partners, providing better access to equipment manufacturers directly and thereby reducing the wait time and cost of needed equipment and spare parts for routine maintenance activities. This venture led to a significant reduction in our SCMS investment to N7.37 billion in 2021 and N13.08 billion in 2022.

DESPITE BEING THE YEAR OF THE PANDEMIC, 2020 MARKED A SIGNIFICANT MILESTONE WHEN EGBIN STARTED ITS COLLABORATION WITH DUN & BRADSTREET, THE WORLD'S MOST COMPREHENSIVE PROVIDER OF DATA AND ANALYTICAL INSIGHTS TO POWER TODAY'S MOST CRUCIAL BUSINESS NEEDS.

2023 – Our Financial Resilience Continues

In the 2023 sustainability reporting year, Nigeria experienced a highly contested election, leading to the ascent of a new administration after the previous one completed its two four-year terms. The inauguration brought significant economic changes, including the removal of the petrol subsidy and the merging of foreign exchange markets, which caused a spiral depreciation effect, with the exchange rate falling by over 100% by year-end.

Amid these macroeconomic challenges, Egbin Power Plc. achieved a remarkable 116% increase in revenue, reaching NGN 230.934 billion from NGN 106 billion in 2022. This growth was driven by a 38.1% increase in energy generation, rising to 591 MW from 428 MW in the previous year.

Despite the increase in energy output, Egbin Power Plc. recorded an 88% rise in total operating costs, amounting to NGN 238.89 billion. This surge was primarily due to the impact of foreign exchange rate fluctuations following the unification of the foreign exchange market, affecting our foreign currency-denominated expenses and liabilities. The devaluation significantly impacted on our balance sheet, reflecting the broader economic challenges faced during the year.

Other key financial reporting indices for the reporting year are as below

N230.094 Billion
Net Revenue

N171.648 Billion
Total Capitalization (Debts & Equity)

N428 Billion
Total Assets

This was distributed as below
(Direct Value Distributed)

N212.731 Billion
Operating Cost

N3.496 Billion
Employee Wages & Benefits

N105.421 Million
Direct cost QHSE – PPE's and others

N14.995 Million
Indirect Cost QHSE

N46 Million
Payment to providers of capital

N169.598 Million
Training Costs

N12.4 Million
Direct to QHSE

N157.198 Million
Others

PAYMENTS TO GOVERNMENT

N1.262 Billion
Direct Payments

N1.003 Billion
Indirect Payments

During the year Egbin Power Plc. were faced with inherently significant risks associated with the following.

Ability to meet its foreign exchange obligations

The excessive cost of the exchange rate could hinder achieving profitable operations

Regulatory Non-compliance (Financial Regulation): The company may be penalized for violation or nonconformance with the financial regulations.

Failure or delayed payment from credit customer - NBET and other bilateral arrangement

The impacts of these associated risks include the following.

- » Increase in the cost of operations arising from delays in payment obligations.
- » Reputational risk because of delayed payment; inability to fulfill contract terms.
- » Increased operational cost and its impact on the organization's bottom line.
- » Regulatory penalties lead to increased cost of business operations.

During the reporting year, Egbin Power Plc. recorded a foreign exchange loss of NGN 31.489 billion, arising from the risk of not securing the required forex to settle foreign financial liabilities and the exchange rate differential at the time of settlement. **To manage these inherent risks, Egbin Power Plc. implemented the following measures:**

- » Leverage on available foreign exchange within the limited CBN windows through our banks.
- » Explored the possibility of other sources of foreign exchange with identified export partners to reduce the cost of foreign exchange.
- » Focus on ensuring that they get local service providers in line with the Local Content Act.
- » Renegotiation of contract payment terms with contractors to avoid reputational challenges.
- » Entering contracts with an agreed fixed rate of exchange to minimize exchange rate volatility.

DURING THE REPORTING YEAR, OUR ECONOMIC CONTRIBUTIONS INCLUDED AWARDED SCHOLARSHIPS TO LOCAL STUDENTS, CONDUCTING FREE MEDICAL OUTREACH IN THREE COMMUNITIES, AND DONATING GIFTS TO VARIOUS HOMES.

During the reporting year, Egbin Power Plc. incurred costs with indirect economic impacts, including but not limited to the following:

Cost of Infrastructure Development

N22.2 Million
2023 host community scholarship program

N15 Million
Ipakan Town hall phase 2 project

N14.5 Million
Ijede palace project phase 2

N21.5 Million
Renovation of Anglican primary school

N96 Million
Cost of Indirect services for the year

At Egbin Power Plc., we understand that indirect economic impacts are a vital aspect of our business's influence in the context of sustainable development. These impacts, particularly on local communities and regional economies, are essential to assess and report. During the reporting year, our economic contributions included awarding scholarships to local students, conducting free medical outreach in three communities, and donating gifts to various homes. These initiatives reflect our commitment to supporting and uplifting the communities we operate in, demonstrating our dedication to fostering sustainable growth and positive change.

Our 2023 Sustainability Reporting

Supply Chain Management

At Egbin Power Plc., the importance of our Supply Chain Management System (SCMS) is underscored by the fact that the first policy approved by the Board of Directors (BOD) was designed to drive our Corporate Governance system and sustainability initiatives. This policy has been instrumental in ensuring that our supply chain practices align with our sustainability goals and corporate governance standards.

In the 2023 sustainability reporting year, we maintained our ambitious standards for the SCMS, ensuring that all strategic initiatives and partnerships were upheld. Our commitment to direct procurement from Original Equipment Manufacturers (OEMs) has remained steadfast, guaranteeing the quality of products and services while ensuring value for money.

Supply Chain Management Policy

Although our Supply Chain Management (SCM) policy is not yet due for review according to our organization's policy review standards, we have continued to invest in the learning and development of our supply chain management team. This includes regular training and up skilling to achieve our desired objectives. We also ensure that vendors registered in our database are frequently engaged and educated on our Quality, Health, Safety, and Environment (QHSE) management processes, as well as our anti-corruption and fraud policies applicable to doing business with Egbin Power Plc.

Partnership with Dun & Bradstreet

dun & bradstreet

Our partnership with Dun & Bradstreet has significantly enhanced our SCMS through:

- » Provision of high-quality business intelligence about our suppliers.
- » Facilitating easier pre- and post-supply and service evaluations for our suppliers, thereby improving performance monitoring processes.
- » Increasing our drive for vendor registration and inclusion in our SCMS database.
- » This leads to increased cost savings and timely procurement of products and services, as evidenced by the successful inspection of Unit 3 Steam Turbine at our generation plant.



OUR COMMITMENT TO DIRECT PROCUREMENT FROM ORIGINAL EQUIPMENT MANUFACTURERS (OEMs) HAS REMAINED STEADFAST, GUARANTEEING THE QUALITY OF PRODUCTS AND SERVICES WHILE ENSURING VALUE FOR MONEY.

Supply Chain Investments and Vendor Assessment

In 2023, we invested a total of NGN 14,701,083,882 in our supply chain activities, spread across 214 local and international vendors. Of this total, 35% represented 75 local vendors, while 65% represented 139 international vendors. Additionally, 110 vendors were assessed for various social impacts arising from their activities, and 129 vendors were assessed for environmental impacts.

N14.7 Billion

Invested in Supply Chain activities

Spread across local & international vendors

75

Local Vendors

214

International Vendors

OUR SUPPLY CHAIN MANAGEMENT SYSTEM REMAINS A CORNERSTONE OF OUR SUSTAINABILITY EFFORTS AT EGBIN POWER PLC. DESPITE THE CHALLENGES, WE HAVE SUCCESSFULLY MAINTAINED OUR STANDARDS AND CONTINUED TO DRIVE IMPROVEMENTS IN OUR SUPPLY CHAIN PRACTICES.

Challenges in Supply Chain Management

Reporting our Supply Chain Management activities for 2023 would be incomplete without identifying the major challenges faced during the period. **The following challenges were encountered:**

Global Supply Chain Disruptions

Extended delivery timelines for parts due to global supply chain disruptions.

Foreign Exchange (FX) Volatility

Increased prices of goods and services due to FX volatility

Other potential challenges, which fortunately did not materialize, included

Environmental Impacts

Potential contamination of aquatic ecosystems due to chemical and oil spillages.

Ozone layer depletion from the use of R22 refrigerant

Soil and air contamination from exposure to hazardous chemicals and oils

Our focus on direct procurement from OEMs, continuous vendor engagement, and strategic partnerships has ensured that we meet our quality and sustainability objectives. We remain committed to further enhancing our SCMS to support our long-term sustainability goals.





Sustaining a Cleaner Environment

A decade of Responsible Consumption

OUR COMMITMENT TO RESPONSIBLE CONSUMPTION HAS BEEN PIVOTAL IN SUSTAINING A CLEANER ENVIRONMENT AND PRESERVING BIODIVERSITY. BY REDUCING WASTE, OPTIMIZING RESOURCE USE, AND ADOPTING ECO-FRIENDLY PRACTICES, WE HAVE MINIMIZED OUR ENVIRONMENTAL FOOTPRINT. OUR EFFORTS ALSO EXTEND TO PROTECTING AND ENHANCING BIODIVERSITY WITHIN THE ECOSYSTEMS WE IMPACT, ENSURING A HEALTHIER PLANET FOR FUTURE GENERATIONS

IN THIS SECTION

Our Decade's Sustainability Highlights	54
Consumption and Utilization	55
Water	56
Emissions and Biodiversity	57
Environmental and Waste management – solid, liquid, hazardous	58
Planning and Response	59
Our 2023 Sustainability Reporting	
Protecting our Environment	60
Environmental Impact Management	61
Biodiversity and Emissions Management	62
Environmental and Waste Management – Conservation, Hazardous & Solids	63

Consumption and Utilization

Imbibing the most appropriate corporate culture of environmental preservation and conservation has been our main objective and priority since the takeover of operations in November 2013. By 2015, to ensure environmental sustainability, we had embedded the Occupational Health and Safety Management Systems (OHSAS) 18001 consistently in our operations, as part of our operational model and Standard Operational Procedures (SOP).

This was in preparation for our certification process for ISO 14001:2015 and ISO 45001:2018 (International Standard Organization's (ISO)) and the Environmental Management System by the end of the 2017 sustainability reporting year.

As part of our proactive measures to ensure our standards for environmental sustainability, by the end of the 2017 sustainability reporting year, Egbin Power Plc. was fully compliant with the provisions of the Nigerian Electricity Regulatory Commission Health and Safety Code and the Factory Act of 2004 LFN. We were also fully registered and monitored by the Lagos State Environmental Protection Agency (LASEPA), the National Oil Spill Detection and Response Agency (NOSDRA), and the Federal Ministry of Environment for air, land, and water discharges, ensuring compliance with prevailing laws on pollution management and waste control attributable to the power plant. In the same year, Egbin Power Plc. became a full-fledged member of the British Safety Council.

In the 2017 reporting year, Egbin Power Plc. demonstrated its commitment to safety through a company-wide initiative which was implemented in 2018, ensuring that safety remained a core emphasis in all operations and maintenance activities. As previously mentioned, we commenced the implementation of the ISO 45001:2018 certification, while the ISO 14001:2015 documentation was fully implemented.

Having invested significant resources (both human and material) in achieving our certifications and implementing the processes, we shifted our sustainable environmental management system to be driven by technology. The year 2020, marked by the COVID-19 pandemic, was an opportune time to begin this transition.

In 2020, Egbin Power Plc. increased its use of technology in its environmental management system, investing in resources to improve the conservation of natural resources such as water, natural gas, and paper. We introduced an Occupational Health and Safety (OHS) Management system that extends beyond traditional health and safety programs to encompass comprehensive strategic issues, including health and safety policies, systems, standards, and records.

With this overall change in our Environmental Management strategy, Egbin Power Plc. focused more on the consumption and utilization of environmentally related materials, including water, emissions, biodiversity, in-house energy use, and waste management.



IN 2020, EGBIN POWER PLC. INCREASED ITS USE OF TECHNOLOGY IN ITS ENVIRONMENTAL MANAGEMENT SYSTEM, INVESTING IN RESOURCES TO IMPROVE THE CONSERVATION OF NATURAL RESOURCES SUCH AS WATER, NATURAL GAS, AND PAPER.

AS A MEMBER OF THE BRITISH SAFETY COUNCIL, WE ARE STRATEGICALLY POSITIONED IN TERMS OF SAFETY MANAGEMENT; AND THIS HAS IN TURN IMPROVED OUR SAFETY STANDARDS



Water

Over the past decade, we have recognized that generating electricity using a steam-powered plant, which sources its cooling water from a lagoon, can potentially endanger the aquatic ecosystem. Therefore, we have consistently ensured that the waterbody supplying cooling water for our heat exchangers—condensers, closed circuit coolers, and common service coolers—supports a thriving marine ecosystem.

The safety of aquatic life in our immediate environment is central to our business operations. In operating our boilers and turbines, we are constantly mindful of the need to discharge safe and low-risk water back into the lagoon. We have maintained high-quality systems, which were in place even before our takeover, to ensure that the quality of discharged water and flue gas complies fully with environmental regulations. This commitment provides assurance that our operations do not harm the marine ecosystem.

THE SAFETY OF AQUATIC LIFE IN OUR IMMEDIATE ENVIRONMENT IS CENTRAL TO OUR BUSINESS OPERATIONS. WE HAVE MAINTAINED HIGH-QUALITY SYSTEMS, WHICH WERE IN PLACE EVEN BEFORE OUR TAKEOVER, TO ENSURE THAT THE QUALITY OF DISCHARGED WATER AND FLUE GAS COMPLIES FULLY WITH ENVIRONMENTAL REGULATIONS.

2020

947,113 tons

Underground water
extracted in 2019

a 20% rise in volume from 2018



2021

900,689 MLitres

Water from the sea

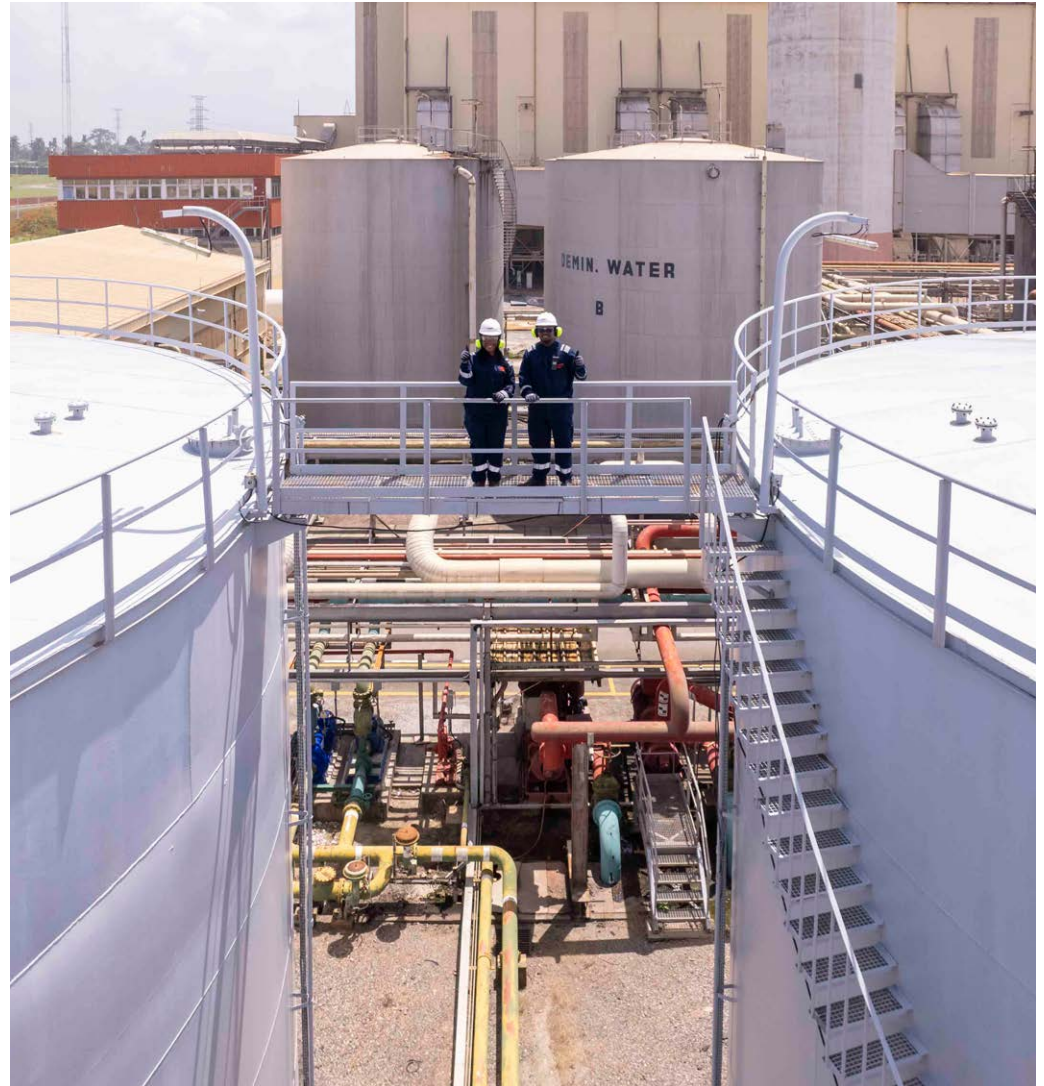
285,838,800 MLitres

Water from the sea

2022

391 Mega Litres

Freshwater consumed



Emissions and Biodiversity

We understand that the indispensability of biodiversity cannot be overemphasized. Our food, fiber supplies, and the materials and products we use in our everyday lives come from plants and animals.

The importance of biodiversity to our environment and to us at Egbin lies in its significance in our ecosystem. Over the last decade, our drive to operate sustainably has propelled us to be environmentally responsible in our quest to produce power, considering the absolute necessity of conserving biodiversity.

Biodiversity is of paramount importance to us at Egbin. We combine scientific research and the knowledge of our local communities to enhance our understanding of the biodiversity of the lagoon and the air around us. This ensures that our operations have minimal impact on marine and avian lives in our surrounding environment.

At Egbin Power Plc., our continued approach to managing biodiversity and emissions to ensure a cleaner and healthier environment is guided by legislation from major environmental regulatory bodies. These bodies are responsible for monitoring and managing the standards related to the following:

The treatment of effluents

Prescribing the maximum levels effluent parameters.

The standards for managing biodiversity within our ecosystem.



BIODIVERSITY IS OF PARAMOUNT IMPORTANCE TO US AT EGBIN. WE COMBINE SCIENTIFIC RESEARCH AND THE KNOWLEDGE OF OUR LOCAL COMMUNITIES TO ENHANCE OUR UNDERSTANDING OF THE BIODIVERSITY OF THE LAGOON AND THE AIR AROUND US.

Over the decade, we have implemented strategies to achieve our overall objectives. This includes ensuring that yearly mandatory audits are conducted by regulatory authorities.

Ensure that the quality of air within and around the power generating plant is within the permissible limits.

That all employees and the public are not exposed to hazardous substances.

Manage predictability and learn from the natural processes in the environment to determine the impact of humans on our ecosystem.

Always ascertain that the level of effluents meets the regulatory standards before it is discharged into the environment. Continue to improve our environmental performance every reporting year, as well as ensure environmental sustainability.

Assist Egbin Power Plc., in its planning and resource management strategy for environmental sustainability.

During the decade in review, we have consistently met the being within the approved limits of the regulatory bodies' requirements for all areas of reviews.

Time Weighted Average (TWA) for measuring Air Quality

Total Suspended Particulate(s) Matter (TSPM)

Mean Results Gaseous Measurement (MRGM)

Noise Level Measurement (NLM)

Temperature and Relative Humidity (TRH)

FROM THE ONSET, WE HAVE ALIGNED OUR SUSTAINABILITY PROCESSES WITH INTERNATIONALLY ACCEPTED OPERATIONAL STANDARDS, ENSURING WE MEET THESE STANDARDS EVERY YEAR.

Environmental and Waste management – solid, liquid, hazardous

Nigeria is a signatory to the Basel Convention, a treaty aimed at regulating the import and export of waste. Egbin Power Plc., in its operations within Nigeria, providing services to the national electricity grid, has not, in any way or form, moved waste across national boundaries over the last decade. We have not traded waste with members or non-members of the Organization for Economic Cooperation and Development (OECD). Accordingly, during our management of Egbin Power Plc., no quantity of waste has been shipped internationally.

At Egbin Power Plc., we generate and manage three main categories of waste, ensuring effective and efficient disposal in line with local and internationally accepted standards of waste management.



Solid Waste



Liquid Waste



Hazardous Waste

Solid Waste Management

In line with local regulations, solid waste management must be handled by accredited contractors with the state's waste management authority, the Lagos State Waste Management Authority (LAWMA). Over the past decade, Egbin Power Plc. has complied with these regulatory requirements, ensuring all solid waste disposal is carried out by approved LAWMA agents.

Since our takeover in 2013, Egbin Power Plc. has not been penalized for poor management of any solid waste generated within the generation plant complex by any waste management authorities at either the state or national levels.

Liquid Waste Management

Egbin Power Plc.'s main liquid waste comes from the oils used in the generating plant to provide power generation services. Like solid waste management and in line with local regulations, liquid waste management is handled by accredited contractors of the regulatory authorities, specifically the Lagos State Environmental Protection Agency (LASEPA).

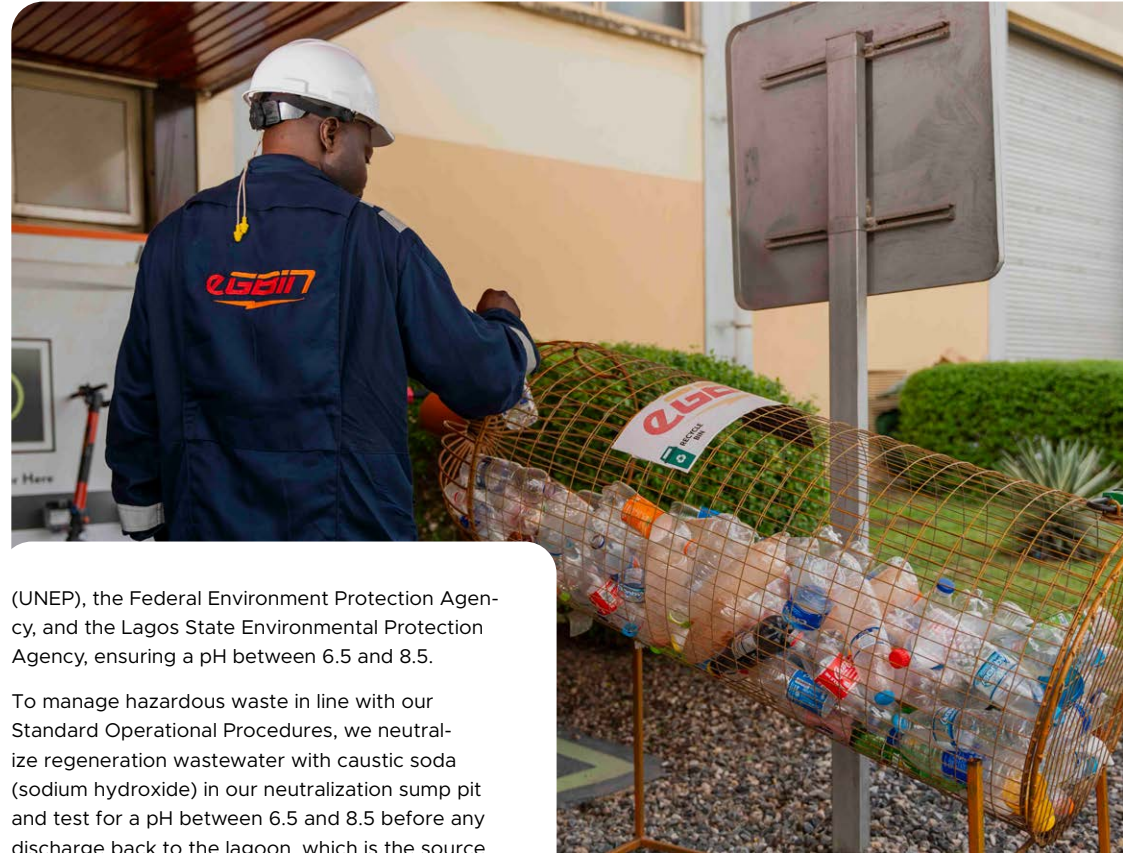
Whenever there is a need to dispose of liquid waste, such as used oil, we engage accredited agents approved by LASEPA. These agents purchase the oil for recycling and other uses in compliance with regulatory standards.

Since our takeover in 2013, Egbin Power Plc. has not been penalized for poor management of any liquid waste generated within the generation plant complex by any waste management authorities at either the state or national levels.

Hazardous Waste Management

Hazardous waste generated within Egbin Power Plc.'s facility includes acid stock sludge, caustic solution sludge, calcium hypochlorite solution sludge, lime sludge, and lye sludge. To ensure these effluents do not pose a threat to environmental safety, we dilute and test them for pH levels.

Our tests measure the acidity and alkalinity of the effluents on the pH scale, in line with international and national standards provided by the United Nations Environment Programme



(UNEP), the Federal Environment Protection Agency, and the Lagos State Environmental Protection Agency, ensuring a pH between 6.5 and 8.5.

To manage hazardous waste in line with our Standard Operational Procedures, we neutralize regeneration wastewater with caustic soda (sodium hydroxide) in our neutralization sump pit and test for a pH between 6.5 and 8.5 before any discharge back to the lagoon, which is the source of Egbin Power Plc.'s water for cooling the generation process.

Since our takeover in 2013, Egbin Power Plc. has not been penalized for poor management of any hazardous waste generated within the generation plant complex by any waste management authorities at either the state or national levels.

SINCE OUR TAKEOVER IN 2013, EGBIN POWER PLC. HAS NOT BEEN PENALIZED FOR POOR MANAGEMENT OF ANY SOLID WASTE GENERATED WITHIN THE GENERATION PLANT COMPLEX

Planning and Response

Following the challenges posed by the COVID-19 pandemic and the resulting limitations on physical interactions, Egbin Power Plc.'s strategic focus on managing waste disposal underwent a significant shift. The Board's emphasis on driving Total Quality Management (TQM) required the management and staff of Egbin Power Plc. to redefine their operations for managing waste.

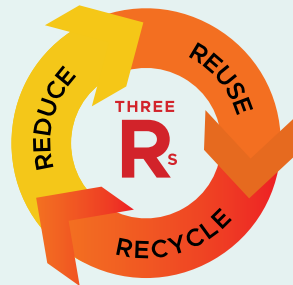
In the 2022 sustainability reporting year, the full effects of the waste management strategic initiative had become firmly rooted in the company's operations. This alignment with our strategic vision of leading the Energy Transition Agenda in Nigeria was achieved through the implementation of a circular management system at the plant.

Our philosophy is that **"Our goal to promote a circular management system, which includes energy consumption and utilization, water consumption and utilization, biodiversity utilization, and waste management, is embedded in the Total Quality Management (TQM) of these resources."**

Following the challenges posed by the Covid-19 pandemic and the limited physical interactions, Egbin Power Plc.'s strategic focus on managing waste disposal took a significant shift. The Board's strategic focus in driving Total Quality Management (TQM) meant that the management and staff of employees of Egbin Power Plc., had to redefine the mode of operations for managing waste.

In the 2022 sustainability reporting year, the full effects of the waste management strategic initiative had been firmly rooted in the company's operation and in line with strategic vision of leading the Energy Transition Agenda in Nigeria through the circular management system in operations at the plant based on the philosophy that – **"Our goal to promote a circular management system which includes energy consumption and utilization, water consumption and utilization and biodiversity and utilization and waste management is embedded in the Total Quality Management (TQM) of these resources."**

This has brought about the Egbin Power Plc., management system referred to as 3R's&D.



OUR WASTE MANAGEMENT APPROACH CENTERS AROUND THE THREE R'S— REDUCTION, RECYCLING, REUSING—AND THE D—DISPOSAL.

Egbin Power Plc. believes that this planning and response strategy in waste management will provide activities and solutions that can be integrated to foster new and inclusive macroeconomic growth along the Energy Value Chain.

WE BELIEVE THAT THROUGH OUR PRINCIPLES, WE ARE BETTER ABLE TO OPTIMIZE AND RECIRCULATE OUR RESOURCES TOWARDS ACHIEVING, MAINTAINING AND IMPROVING OUR CIRCULAR MANAGEMENT SYSTEM



Our 2023 Sustainability Reporting

Protecting our Environment

In the 2023 reporting year, we have continued to enhance our approach to maintaining a cleaner environment through our principles of Reduce, Recycle, Reuse, and Dispose (3Rs and D). We are developing new strategies to increase our investment in environmental compliance, both now and in the coming decade.

Egbin Power Plc. is realigning its objectives to upgrade our circular management system, as outlined in our Total Quality Management policy. This encompasses managing energy consumption and utilization, water consumption and utilization, emissions, biodiversity, and waste management. Our goal is to continue leading in environmental sustainability and operational excellence.

Our Reduction, Recycling, Reusing, and Disposal management approaches are instrumental in implementing and managing our carbon footprint reduction strategies. These principles have become established practices that enable Egbin Power Plc. to meet sustainability challenges and align with global best practices. We are also working with our stakeholders to optimize the sector's carbon footprint and protect the environment.

Egbin Power Plc. believes that these operational strategies, when fully implemented, will help mitigate the effects of climate change, including extreme weather conditions and resource scarcity. This aligns with our sustainability goal of **"Bringing Energy to Life Responsibly."**

In 2023, Egbin Power Plc. adopted the following strategies to maintain its leadership in environmental management

Commitment to Sustainability: Egbin is dedicated to enhancing its commitment to environmental sustainability by adopting cleaner technologies, improving energy efficiency, and reducing carbon emissions through targeted initiatives.

Compliance and Environmental Management: By implementing robust environmental management systems and proactively staying ahead of regulatory changes, Egbin ensures compliance and supports sustainable operations.

Climate Resilience and Adaptation: Egbin will develop and implement climate resilience strategies, including infrastructure upgrades and resource management practices, to mitigate the impacts of climate change.

Egbin Power Plc. remains committed to these initiatives as we strive to sustain a cleaner environment towards "Bringing Energy to Life Responsibly."



OUR DEDICATION TO IMPROVING EFFICIENCY AND REDUCING CARBON EMISSIONS LED TO THE INTRODUCTION OF ELECTRIC BUSES AND SCOOTERS WITHIN THE POWER PLANT

Environmental Impact Management

Egbin Power Plc. recognizes the environmental impact of its water withdrawal and discharge activities. Water is essential for our steam turbines and is also treated for domestic consumption within the organization's premises. We manage our water usage by extracting fresh water from six wells for steam turbine operation and domestic use, while sea water from the lagoon is used for cooling the steam turbines.

Our freshwater recycling process, like the Rankine cycle, minimizes water loss from evaporation during the heat exchange process. To effectively manage our water impact, we undertake the following measures:

Physio-Chemical Analysis

Potentiometric Method

Gravimetric Method

Titrimetric Method

Turbidimetric Method

Nephelometric Method

Argentometric Method

Extraction/Gravimetry

Methylene-Blue Method

Colorimetric Method

Atomic Absorption Spectrophotometry

Micro-Biological Analysis

Lactose Fermentation Technique

Pour Plate Method

Ecological Research

Conducted according to approved regulatory standards

Monthly audits performed by regulatory auditors (LASEPA, NESREA, NOSDRA)

Compliance with Lagos State Environmental Protection Agency laws

During the year, Egbin Power Plc. consumed approximately 0.56 mega liters of fresh water, with an average water flow rate of 64.26 cubic meters per hour. The cooling water pumps operate at 17,700 cubic meters per hour. Our environmental model, emphasizing water recycling through the Rankine cycle, is designed to reduce water loss due to evaporation. We ensure compliance with regulatory requirements through daily reviews to maintain optimal conditions.



Biodiversity and Emissions Management

At Egbin Power Plc., our approach to managing biodiversity and emissions for a cleaner and healthier environment is guided by legislation from four major environmental regulatory institutions responsible for effluent treatments, prescribing effluent parameters, and managing biodiversity within our ecosystem. These institutions are:



Federal Ministry of Environment (FmEnv)



National Environmental Standards and Regulations Enforcement Agency (NESREA)



Lagos State Environmental Protection Agency (LASEPA)



National Oil Spill Detection and Response Agency (NOSDRA)

To ensure compliance with guidelines for managing emissions and biodiversity, we conduct monthly environmental monitoring through federal and state-registered regulatory environmental contractors.

During the year, Egbin Power Plc. conducted statutory audits to meet and monitor its emission and biodiversity objectives, including:

Ensuring that the air quality within and around the power generating plant is within permissible limits and that employees and the public are not exposed to hazardous substances.

Assisting Egbin Power Plc. in predicting and learning from natural processes in the environment and determining human impacts on the ecosystem.

Ascertaining that effluent meets regulatory permissible limits before discharge into the receiving water body

Ensuring performance improvement and environmental sustainability.

Enabling Egbin Power Plc. to plan for resource and equipment upgrades.

In the 2023 reporting year, Egbin Power Plc. remained within agreed limits in line with regulatory requirements for all areas of review to meet acceptable environmental standards. These include:



Time-Weighted Average (TWA) results for Air Quality Measurement



Total Suspended Particulates/ Particulate Matters



Mean results of Gaseous Measurement



Noise Level Measurement



Temperature and Relative Humidity

Furthermore, in the reporting year, Egbin Power Plc. continued to ensure the maintenance of its natural habitat by working with all stakeholders to;



Regular tree planting activities.



Monitoring and prevention of community bush burning.



Preservation of the Egbin Area to maintain nature's existing natural habitat.



The use of regulatory dump sites as well as recycling to reduce the effects of any impact from our activities.



IN 2023, WE CONTINUED MAINTAINING OUR NATURAL HABITAT WHICH INCLUDES REGULAR TREE PLANTING, WASTE RECYCLING, PRESERVATION OF THE EGBIN AREA AND THE COMMUNITY

Environmental and Waste Management – Conservation, Hazardous & Solids

At Egbin Power Plc., we employ the "three Rs" approach in managing our daily activities, which generate several types of waste. Our waste management system is based on four priority areas: Input, Activities, Output, and Impact.

Major Contributory Input Areas:

- » Water
- » Natural Gas
- » Light Fuel Oil
- » Grease
- » Insulating Coating
- » Calcium Hydroxide
- » Caustic Soda
- » Sulphuric Acid
- » Calcium Hypochlorite
- » Liquid Ammonia
- » Hydrazine Hydrate

WE ENCOUNTERED NO CHALLENGES RELATED TO ENVIRONMENTAL NON-COMPLIANCE, AS THE STATE-REGULATED WASTE DISPOSAL MANAGEMENT AUTHORITY EFFICIENTLY HANDLED THE EVACUATION OF WASTE FROM OUR SITE.

Waste Impact Management Strategies:

Air Pollution

Landfilling

Water Pollution

Socio-economic Impact, Deforestation, and Ecological Disturbance

2023 Waste Figures

468 tons

Domestic Waste

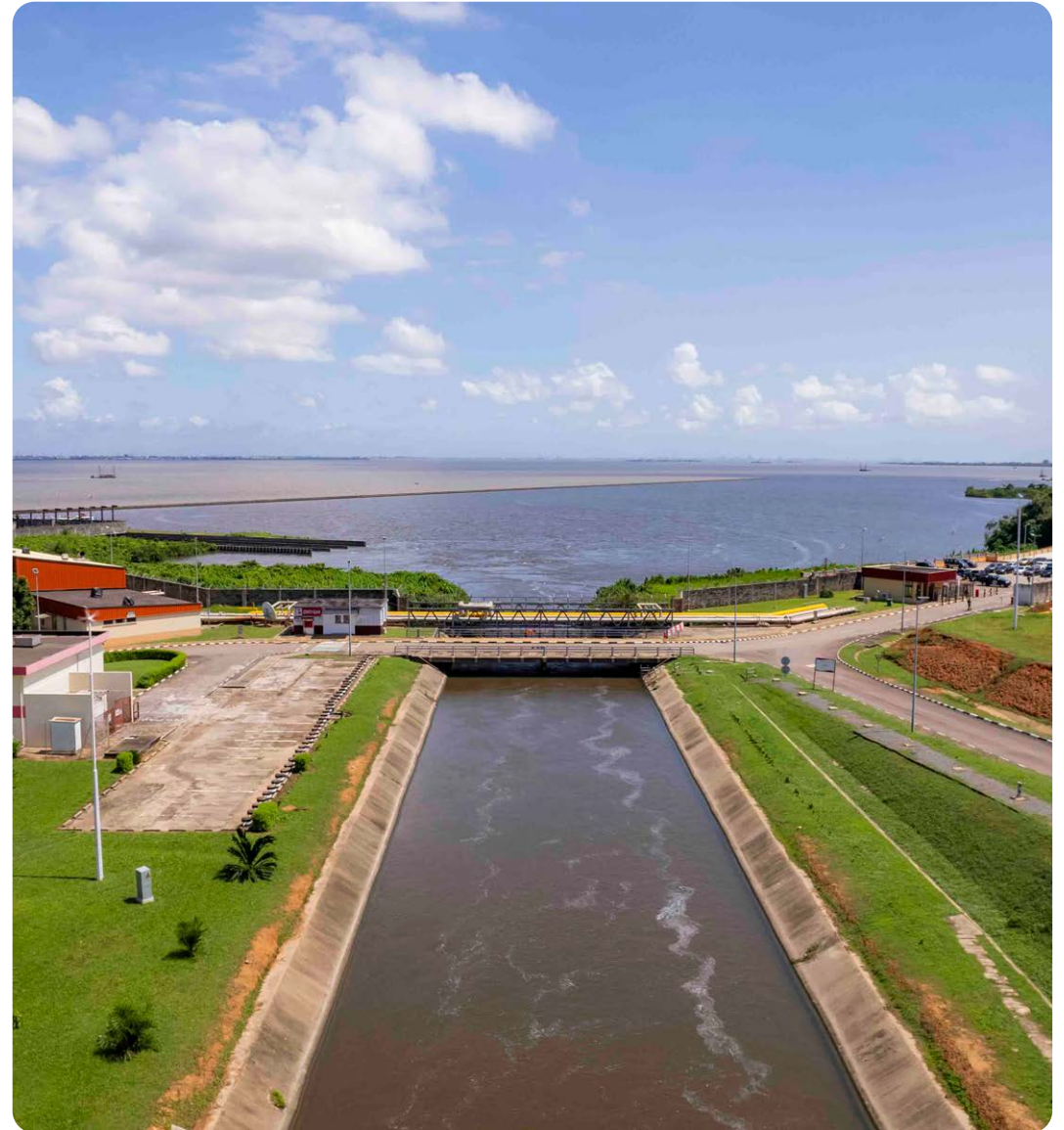
468 tons

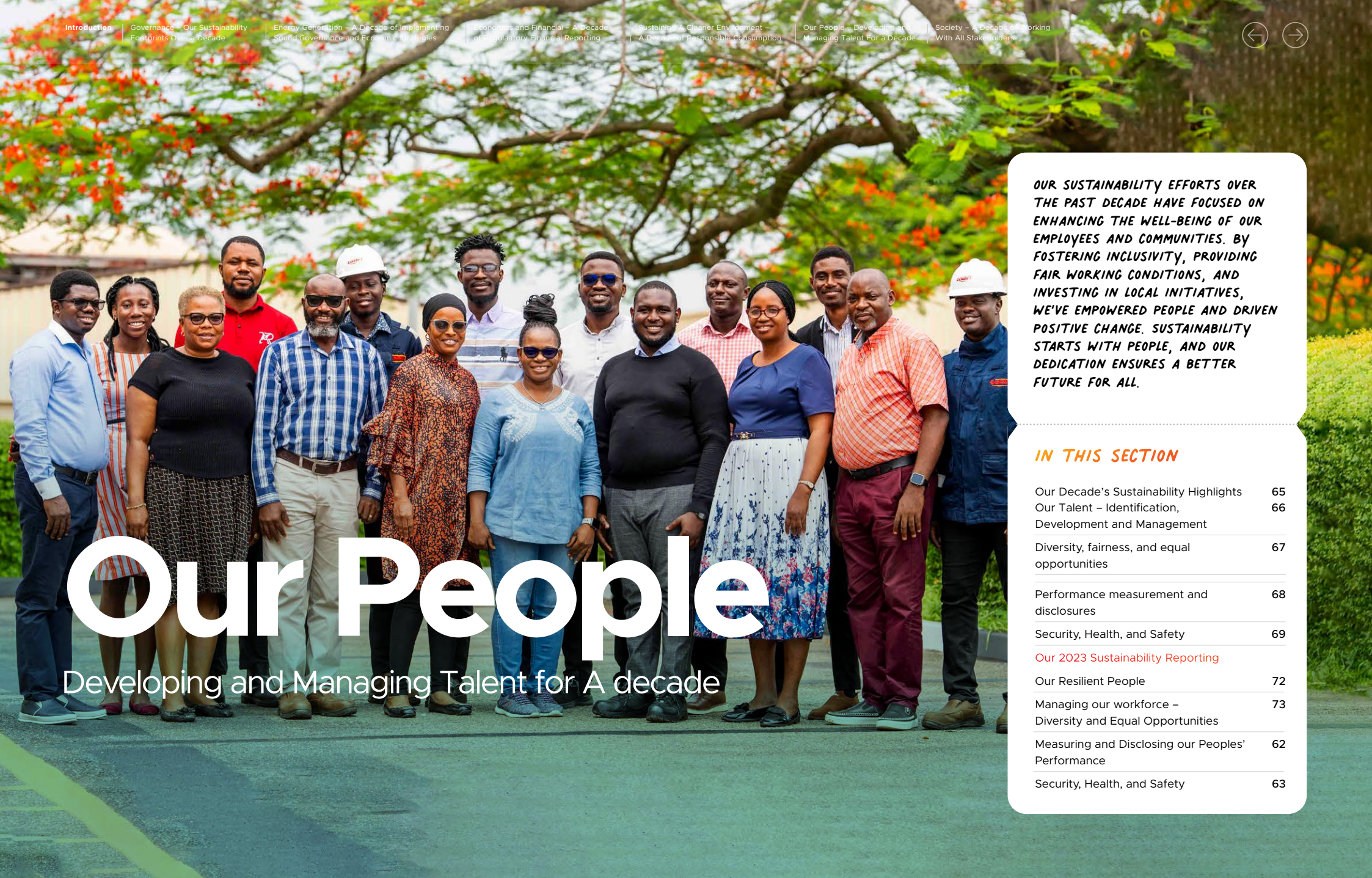
Office Waste

Plant Waste (including waste metal, waste oil):

>60 metric tons

of lubricating oil stored and recycled





Our People

Developing and Managing Talent for A decade

OUR SUSTAINABILITY EFFORTS OVER THE PAST DECADE HAVE FOCUSED ON ENHANCING THE WELL-BEING OF OUR EMPLOYEES AND COMMUNITIES. BY FOSTERING INCLUSIVITY, PROVIDING FAIR WORKING CONDITIONS, AND INVESTING IN LOCAL INITIATIVES, WE'VE EMPOWERED PEOPLE AND DRIVEN POSITIVE CHANGE. SUSTAINABILITY STARTS WITH PEOPLE, AND OUR DEDICATION ENSURES A BETTER FUTURE FOR ALL.

IN THIS SECTION

Our Decade's Sustainability Highlights	65
Our Talent – Identification, Development and Management	66
Diversity, fairness, and equal opportunities	67
Performance measurement and disclosures	68
Security, Health, and Safety	69
Our 2023 Sustainability Reporting	
Our Resilient People	72
Managing our workforce – Diversity and Equal Opportunities	73
Measuring and Disclosing our Peoples' Performance	62
Security, Health, and Safety	63

Our Talent – Identification, Development and Management

Our people are the fulcrum of Egbin Power Plc.'s activities. Egbin's business principles establish the core beliefs and behaviors that guide the way the company conducts business, driven by our people. At Egbin Power Plc., we do not compromise on our business principles and performance.

A fundamental standard of our Corporate Governance Business Principles is to address the welfare of our people (health, security, safety, etc.). We believe that when our people's welfare is effectively and efficiently managed, the organization's business conduct will align with societal expectations, thereby improving the overall sustainability of the environment.

In 2015, in line with our business principles for identifying, developing, and managing our people, Egbin Power Plc., in collaboration with Ikeja Electric, Sahara Power Group, KEPCO (Egbin Power Plc.'s technical partners and O&M agreement managers), and the National Power Training Institute of Nigeria (NAPTIN), conducted the first-ever Graduate Engineering Program (GEP).

Following the initial program, Egbin, along with its partners—Sahara Power Group—has maintained the Graduate Engineering Management Program and introduced the Undergraduate Internship Program to continue identifying, developing, and managing talent.

IN LINE WITH OUR BUSINESS PRINCIPLES FOR IDENTIFYING AND DEVELOPING OUR PEOPLE, WE HAVE MAINTAINED THE GRADUATE ENGINEERING MANAGEMENT PROGRAM AND INTRODUCED THE UNDERGRADUATE INTERNSHIP PROGRAM TO CONTINUE IDENTIFYING, DEVELOPING, AND MANAGING TALENT.



Egbin's Business Principles

Over the last decade, a key aspect of managing our people has been embedded in our Business Principles, which remain a fundamental part of Egbin Power Plc.'s strategy for Talent Identification, Development, and Management.



People

We treat people with fairness, respect, and decency.

We provide a healthy, safe, and secure work environment

We help employees to develop their potential.



Conduct

We act with integrity, accountability and transparency

We provide health, safe and secure work environment

We help employees to develop their potentials



Society

We work to ensure that neighbouring communities benefit from our presence on an enduring basis

We support human rights within our areas of influence

We ensure people in our business communities have value enhancing services



Environment

We make a positive contribution to the environment

We go beyond compliance with local environment regulations to meet international acceptable best practice

We work to mitigate the adverse effect of our operations on the environment

Diversity, fairness, and equal opportunities

As an organization that understands the benefits of competitive advantage, Egbin Power Plc. attracts and retains competent and capable individuals, aiming to create a workplace where employee growth and job satisfaction are paramount. In 2015, the board approved the restructuring of performance and career development for 100% of Egbin employees, encompassing all job grades (JG) from JG10 to JG1, for both men and women.

The review enabled Egbin Power Plc. to realign its compensation benefit structure, which was previously based on the civil service compensation model due to the company’s former management by the government. Consequently, the organization developed a new and more competitive compensation structure, ensuring that compensation levels for each grade are within the same range (salary bands) irrespective of gender, as was the practice even before the government takeover.

Our commitment to creating a workforce that champions gender diversity, fairness, and equal opportunities for all employees has led us to increase the participation and employment of female employees through our GEP program over the decade. However, we recognize that we have not yet reached our target goal and will continually strive to achieve it. By the 2021 reporting year, 28% of our employees were female, with 70% of these employees working in our technical departments (e.g., engineering) and 30% in non-technical roles.

Since 2015, when we released our inaugural sustainability report, we identified potential gaps in sustainable talent management, noting that approximately 25% of the workforce was approaching retirement by 2025. This could lead to severe talent shortages in critical departments such as Power Plant Operators (5.3%), Engineers (9.92%), Support Services (5.3%), and Maintenance Mechanics (3.6%).

In response, our continued developmental programs through the Graduate Engineering Program (GEP), Undergraduate Internship Program (UIP), and a focused approach to learning and development training over the last decade have led to the intake of younger professionals. These programs have not only benefited Egbin Power Plc. but also contributed talent across the Energy Value Chain.

Our dedication to learning and development strategies has ensured that employees of Egbin Power Plc. are provided with equal opportunities for development through various training sessions and workforce development hours. By the end of the 2022 reporting year, the total number of training hours across Egbin Power Plc. had increased by 24.29%, reaching 40,917.67 hours, up from 30,322 hours in 2021. This equated to an average increase of 650 training hours per employee.



OUR COMMITMENT TO CREATING A WORKFORCE THAT CHAMPIONS GENDER DIVERSITY, FAIRNESS, AND EQUAL OPPORTUNITIES FOR ALL EMPLOYEES HAS LED US TO INCREASE THE PARTICIPATION AND EMPLOYMENT OF FEMALE EMPLOYEES THROUGH OUR GEP PROGRAM OVER THE DECADE.

28%

Population of female employees by the 2021 reporting year



70%

Population of female staff in technical roles, such as engineering

24.29%

Increase in training hours by the end of the 2022 reporting year

650

Average training hours per employee

Performance measurement and disclosures

By the release of Egbin Power Plc.'s inaugural sustainability report for the 2015 reporting year, Egbin Power Plc. had introduced a new 360-degree performance assessment, measurement, and disclosure system. This system included two critical instruments of assessment and measurement:

Performance Evaluation

Behavioral Assessment

Egbin Power Plc.'s performance assessment system has remained an open system, continuously improved over the last decade. We have consistently welcomed feedback from assessed employees to ensure fair and equal treatment within the organization.

Throughout the decade, our feedback mechanism has led to the upgrading of our 360-degree performance assessment system with the implementation of our strategic mechanism—Listen, Include, Review, Protect, and Act (LIRPA). This mechanism forms the foundation for improvements to our Human Capital Management Strategies, driving high-level employee performance at Egbin Power Plc.

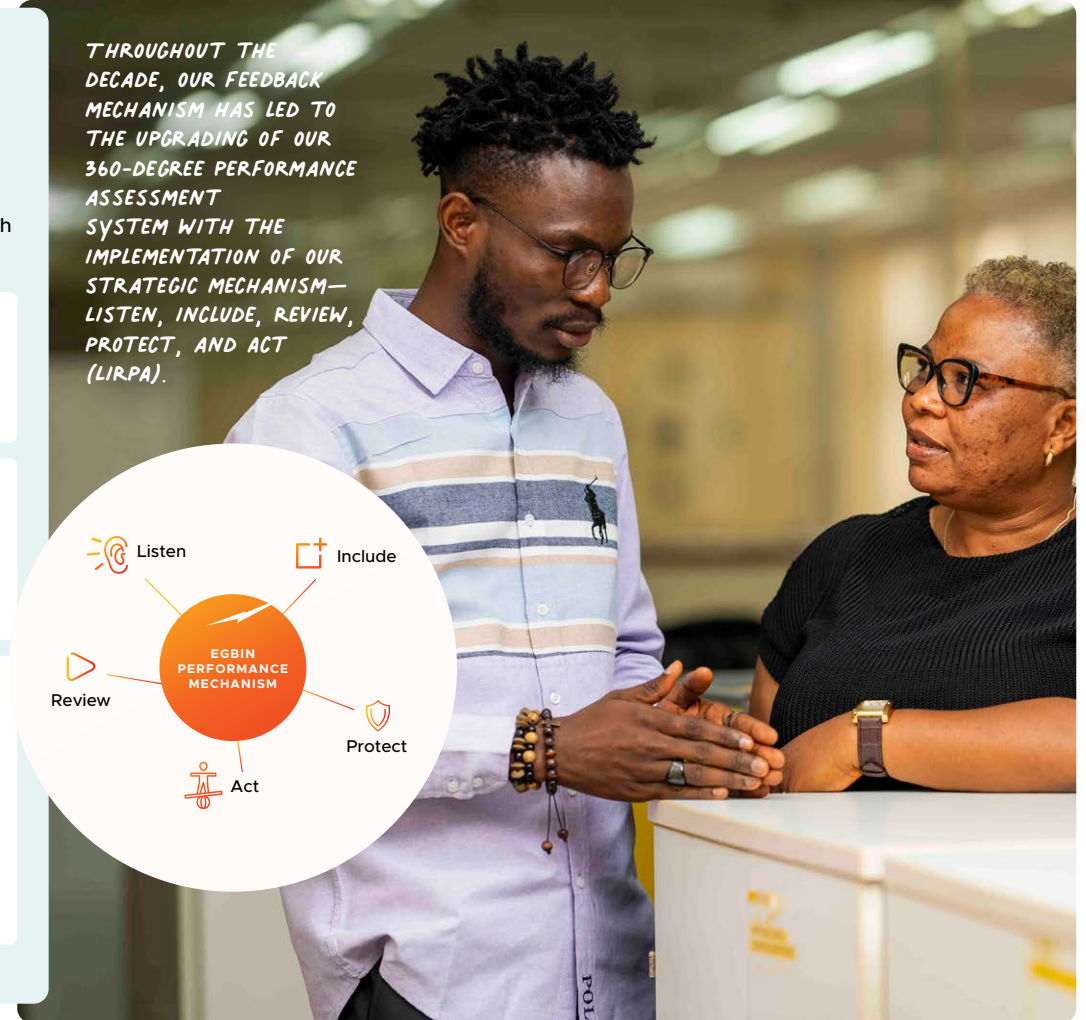
The process ensured that assessors (Line Manager and Departmental Head) discussed the assessment criteria with the employee, based on the objectives set at the beginning of the year through the goal-setting system. The performance assessment system was conducted through three steps:

Self-Assessment - the employee rates himself with reference to his/her set goals and key performance index at the beginning of the assessment year.

Line Manager Assessment - a meeting between the Line manager and the employee, discussing issues that emerged during the assessment and targeted development actions in the following assessment calendar.

Departmental Head Assessment - a meeting consisting of the departmental head, line manager and the employee, analyzing the assessment and the issues raised by the assessment of the employee, by the line manager and departmental head. The departmental head passes the final remarks and recommendations to the human resource department

THROUGHOUT THE DECADE, OUR FEEDBACK MECHANISM HAS LED TO THE UPGRADING OF OUR 360-DEGREE PERFORMANCE ASSESSMENT SYSTEM WITH THE IMPLEMENTATION OF OUR STRATEGIC MECHANISM—LISTEN, INCLUDE, REVIEW, PROTECT, AND ACT (LIRPA).



Security, Health, and Safety

To honor the achievements of our people, we must provide them with a secure, healthy, and safe environment. At Egbin Power Plc., our priority is to ensure the health, security, and safety (HSS) of all our stakeholders—both internal and external.

By the 2015 reporting year, which marked the release of the first-ever sustainability report in the Nigerian power sector, Egbin Power Plc. had introduced the following initiatives to ensure a secure, healthy, and safe environment:

Annual Safety Week – A week where employees stakeholders attend workshops on hazard identification within the Plant's environment and Regulatory requirements for the company's operations.

Quarterly Health Seminar - Egbin Power Plc., consistently aims to ensure sustainability through Maintenance of a Healthy workforce. This is a core objective of our health and wellness policy.

Disaster and Emergency Planning and Response – Egbin Power Plc.'s approach to HSS management is **PROACTIVENESS**. This we try to achieve through intelligence gathering, our guidelines and policy statements on HSS, which takes into consideration every stakeholder and business partner. This practice is responsible for Egbin Power Plc.'s incident management system.

Egbin Power Plc. recognizes the importance of occupational Health, Security, and Safety (HSS) for its stakeholders not only as a compliance requirement but as a priority for business sustainability. **With a fully implemented Health Insurance Management System in collaboration with recognized Health Management Organizations (HMOs), Egbin has maintained its Quarterly Health Seminars and included key health checks in the schemes to ensure staff health and mental well-being. These include:**



Periodic checks for vitals

Monthly health walk and aerobics sessions

Pre-employment medical tests for new intakes

Confidential review of employee health status

Health maintenance cover for employee and specified number of Dependents

This approach was particularly instrumental during the 2020 reporting year, at the peak of the COVID-19 pandemic, and continued into the 2021 reporting year as the global vaccination effort intensified.

WE RECOGNIZE THE IMPORTANCE OF OCCUPATIONAL HEALTH, SECURITY, AND SAFETY (HSS). OUR APPROACH TO HSS MANAGEMENT IS PROACTIVENESS. THIS WE TRY TO ACHIEVE THROUGH INTELLIGENCE GATHERING, OUR GUIDELINES AND POLICY STATEMENTS ON HSS, WHICH TAKES INTO CONSIDERATION EVERY STAKEHOLDER AND BUSINESS PARTNER.



To manage the pandemic, new Enterprise Risk Management (ERM) HSS strategies were implemented to address the challenges posed by restrictions on physical gatherings. **These strategies were reinforced throughout the pandemic years of 2020 and 2021. Some of these initiatives included, but were not limited to, the following:**



Contactless Access Control Solutions (Physical barriers and visitors self-check-in systems).



Structural and environmental redesign to improve natural surveillance and access control.



Increased staff security awareness risks, thereby creating an improved security culture for the organization.



We have maintained these Enterprise Risk Management (ERM) strategies in accordance with Egbin Power Plc.'s ERM guidelines and framework, ensuring that our stakeholders operate in a conducive Health, Security, and Safety (HSS) environment. This is aligned with internationally approved operational standards for managing a power plant.

In line with our objectives of zero incidents relating to security and safety management, by the end of the 2022 reporting year, we strengthened our strategic initiatives with two new measures:

Walk to Work (WTW) - We have initiated a new mandate which seeks to require that all employee's resident within power plant complex take a healthy walk to work, promoting health, social and mental wellbeing and reduce the quantum of carbon emissions from vehicles within the complex

Project Dangers, Equipment, Sustainability, Major-Minors, Occupational Exposures, Non-conformance, Drills - (DESMOND) - this is to ensure that significant activities which have been embedded in the operations of Egbin Power Plc., are maintained and held as at when they are due.

These activities include, but not limited to the following

- Egbin Annual Safety Week
- International Quality Day
- Integrated Management System Drills



IN LINE WITH OUR COMMITMENTS TO REDUCE THE CARBON FOOTPRINTS WITHIN THE PLANT, WE HAVE INITIATED A MANDATE FOR ALL EMPLOYEES RESIDENT WITHIN THE POWER PLANT COMPLEX TO TAKE A HEALTHY WALK TO WORK, PROMOTING HEALTH, SOCIAL AND MENTAL WELLBEING

Egbin Power Plc.'s, approach to managing physical security and threats to the general operations of the power plant have evolved and are fully founded under the following principles



Safety of Life and equipment



Respect for fundamental human rights and freedom



Protecting our environment



Reduction in the business disruption resulting from any security threats.



Wellbeing of our partners – All our stakeholders.

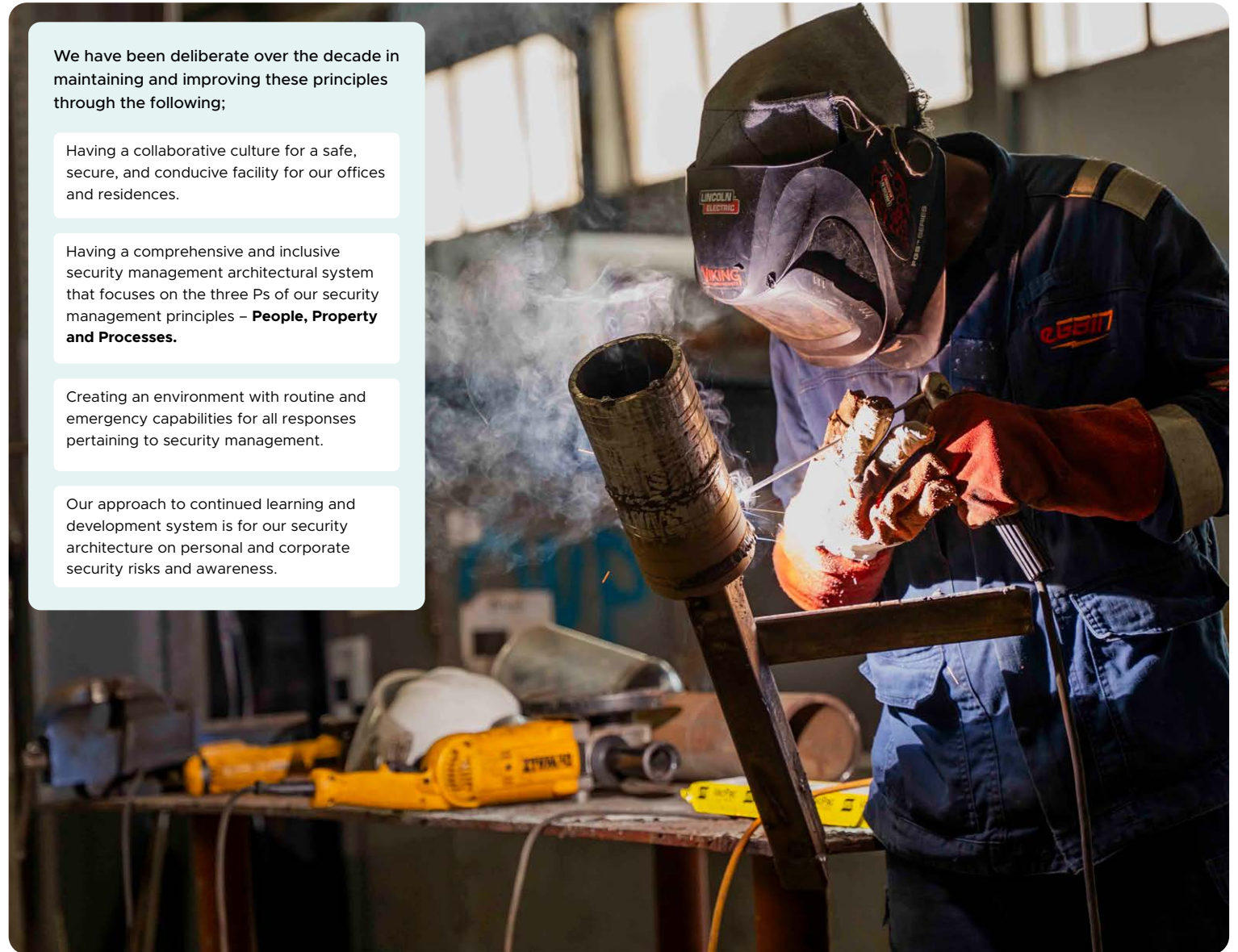
We have been deliberate over the decade in maintaining and improving these principles through the following;

Having a collaborative culture for a safe, secure, and conducive facility for our offices and residences.

Having a comprehensive and inclusive security management architectural system that focuses on the three Ps of our security management principles – **People, Property and Processes.**

Creating an environment with routine and emergency capabilities for all responses pertaining to security management.

Our approach to continued learning and development system is for our security architecture on personal and corporate security risks and awareness.



Our 2023 Sustainability Reporting

Our Resilient People

In the first half of 2023, Egbin Power Plc. faced significant macroeconomic challenges, including an election year, changes in national governance, rising inflation, foreign exchange rate depreciation, and the removal of fuel subsidies. Despite these hurdles, our people remained resilient, steadfastly believing in Egbin Power Plc.'s core business principles, which emphasize that they are the fulcrum of our operations, societal interactions, and environmental protection.

Throughout these challenging times, our workforce demonstrated exceptional resilience and commitment. They upheld our business principles, ensuring that Egbin Power Plc. continued to operate efficiently, interact positively with society, and protect the environment. As an organization with a decades-long history of sustainable practices, Egbin Power Plc. proactively addressed these challenges through a series of strategic initiatives.

In response to the challenging macroeconomic environment, Egbin Power Plc. implemented several new initiatives aimed at alleviating the impact on our employees and operations. These initiatives included:

Implementation of a Cost-of-Living Adjustment (COLA)

Recognizing the impact of rising inflation on our employees, we introduced a Cost-of-Living Adjustment to help cushion the financial strain. This adjustment ensured that our employees could maintain their standard of living despite the economic challenges.

Annual Promotion Exercise

We conducted our annual promotion exercise to acknowledge and reward the hard work and dedication of our employees. This exercise not only motivated our staff but also reinforced our commitment to career growth and development within the organization.

Special Quarterly Performance Incentives

To encourage exceptional performance and the achievement of key performance indicators (KPIs), we introduced special quarterly performance incentives. These incentives were designed to recognize and reward employees who met and surpassed their KPI targets, fostering a culture of excellence and high performance.

Annual Comprehensive Medical Check-Up

Understanding the importance of mental health and well-being, we provided an annual comprehensive medical check-up for all employees. This initiative ensured that our workforce remained healthy and well, both physically and mentally, enabling them to perform at their best.

THROUGHOUT THE CHALLENGING TIMES, OUR WORKFORCE DEMONSTRATED EXCEPTIONAL RESILIENCE AND COMMITMENT. THEY UPHELD OUR BUSINESS PRINCIPLES, ENSURING THAT EGBIN POWER PLC. CONTINUED TO OPERATE EFFICIENTLY, INTERACT POSITIVELY WITH SOCIETY, AND PROTECT THE ENVIRONMENT.

In addition to these direct initiatives, we also focused on enhancing social interactions and fostering a sense of community within Egbin Power Plc. To this end, we organized special employee engagement activities and events throughout the year. These events brought together employees from all categories, including Board members, Executive Management, and other staff, promoting relaxed social interactions, and strengthening the bonds within our workforce.

A month-long wellness challenge.

Director's Dinner

Employee Recognition Award Event

End of the Year Party

Valentines' Day Party

International Women's Day Event

International Men's Day Event

Quarterly Health Sessions

Quarterly Mental Health Sessions



Egbin Power Plc. remains committed to its long-standing tradition of sustainable practices. Our proactive approach to addressing the macroeconomic challenges of 2023 is a testament to this commitment. By implementing these initiatives, we not only supported our employees but also reinforced our dedication to sustainability and corporate governance.

The first half of 2023 presented Egbin Power Plc. with unprecedented challenges. However, through the resilience of our people and the implementation of strategic initiatives, we navigated these challenges effectively. Our commitment to sustainable practices and the well-being of our employees ensured that we continued to thrive in a difficult macroeconomic environment. As we move forward, Egbin Power Plc. remains dedicated to upholding its business principles and fostering a sustainable future for all stakeholders

Managing our workforce – Diversity and Equal Opportunities



At Egbin Power Plc., our workforce management strategy is centered on our 360-degree performance assessment mechanism—LIRPA (Listen, Include, Review, Protect, and Act). This mechanism underpins our Human Capital Management Strategies, fostering an environment that drives high-level employee performance.

Furthermore, at Egbin Power Plc., diversity signifies recognizing, appreciating, and ensuring the inclusion of various perspectives, experiences, and expert competencies across all hierarchical levels, irrespective of gender, age, religion, or tribe.



Employee Stats

Egbin Power Plc., has a workforce 371 employees of this total, 331 representing 89% are male and 40 representing 11% are female.

371

Workforce



Age Diversity

83 / 22%

Under 30

200 / 54%

Between 30 - 50

98 / 24%

Above 50

Outgoings

During the reporting year, a total of 45 employees resigned their employment service to Egbin Power Plc. – 39 male and 6 female within the following age categories.

11 ———— 10 1

Less than 30 years

28 ———— 24 4

Between 30 and 50 years

6 ———— 5 1

Above 50 years

New Employments

During the reporting year, Egbin Power Plc. employed 59 new staff—48 male and 11 female—across various age categories.

29 ———— 22 7

Less than 30 years

30 ———— 26 4

Between 30 and 50 years

0 ———— 0 0

Above 50 years

WE HAVE UPHELD OUR STRATEGIC OBJECTIVE OF RECRUITING PEOPLE UNDER THE AGE OF 50, ENSURING A PIPELINE OF YOUNGER TALENT WITHIN THE SECTOR.



In addition to monthly salaries and wages, all employees at Egbin Power Plc. enjoy the following additional benefits.

- Life insurance
- Health care
- Disability and invalidity
- Parental leave
- Retirement provision

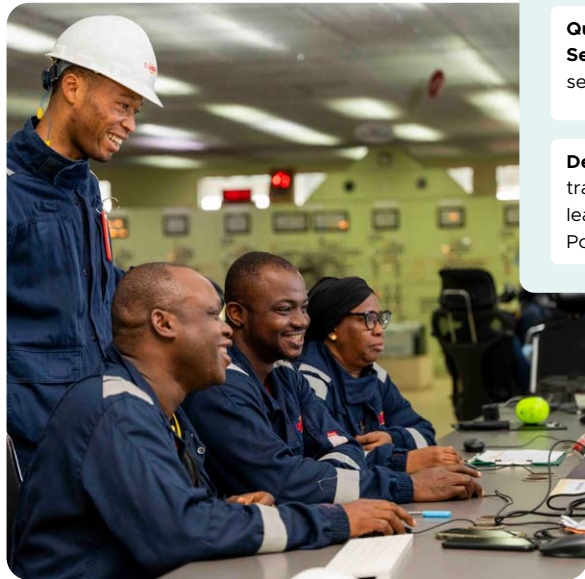
Other benefit forms include the following

- Baby gift
- Marriage gift
- Employer pension contribution
- Annual comprehensive medical check up
- Paid time off from work
- On-site Housing allocation
- Inconvenience allowance
- Birthday gift voucher

Measuring and Disclosing our Peoples’ Performance

At Egbin Power Plc., our feedback mechanism, founded on the strategic principles of LIRPA, has continued to transform our performance evaluation processes. This ensures that our employees receive the best development programs through both internally and externally facilitated training and learning sessions.

To maintain productivity and active participation in professional associations, we provide our employees with the necessary resources for maintaining their affiliations and professional development with accredited and duly registered professional bodies.



Key Initiatives for Managing Performance Evaluation and Disclosure in 2023

Provision of Training Interventions: We offered training to all impacted employees, both locally and internationally where applicable.

Annual Professional Development Funding: We allocated funds annually for all employees who are members of professional bodies to support their professional development.

Quarterly Knowledge Sharing and Learning Sessions: We conducted in-house quarterly sessions for all employees.

Dedicated In-house Training: Our in-house training was facilitated by a dedicated learning and development faculty at Egbin Power Plc.

Despite significant macroeconomic challenges increasing the cost of doing business in the reporting year, we developed a new strategy to optimize training facilitation. This resulted in a total of 13,196 training hours, averaging 35 hours of training per employee for our 368 employees in 2023.

EMPLOYEE TRAINING TIMES

13,196

Total training hours

35

Average training time per employee



FEMALE EMPLOYEES

23

Average Training hours per female employee



MALE EMPLOYEES

37.4

Average Training hours per male employee



SENIOR MANAGEMENT

19.7

MIDDLE MANAGEMENT

60.2

JUNIOR MANAGEMENT

18.4

AT EGBIN POWER PLC., WE HAVE IMPLEMENTED NUMEROUS SKILLS UPGRADING TRAINING PROGRAMS TO ENSURE OUR EMPLOYEES ARE EQUIPPED WITH THE RIGHT SKILLS TO FUNCTION OPTIMALLY IN THEIR ROLES AND TO PREPARE THEM FOR HIGHER RESPONSIBILITIES AS THEY PROGRESS IN THEIR CAREERS.

Training Programs

- 1 Functional Trainings
Tailored to enhance the specific skills required for employees’ current roles.
- 2 Leadership Training
Designed to prepare employees for leadership roles within the organization.
- 3 Organizational Trainings
Focused on general operational handling within the organization.

Throughout the reporting period, all our employees received regular performance and career development reviews, ensuring continuous growth and alignment with organizational goals.

Security, Health, and Safety

In 2023, potential threats arising from environmental challenges, alongside ongoing security issues such as terrorist insurgency, political extremism, ongoing discontent, and militancy, escalating organized crime nationwide, and the emerging convergence of cyber security risks with physical threats, necessitated Egbin Power Plc to maintain an unwavering focus on a robust yet adaptable security strategy.

Our strategic implementation of a collaborative security management system over the past decade ensured that in the reporting year, protection activities across our business value chain infrastructures and host communities remained effective through our collaborative stakeholder engagement approach.

Acknowledging the evolving landscape of associated threats, Egbin Power Plc has continually adapted by implementing or enhancing appropriate security controls in response to these changes. To track progress, we measured substantiated complaints concerning breaches of personal security and operational disruption, recording no material incidents or complaints in the reporting year.







Security Architecture in 2023

Strategic Security Management: Continuous adaptation and enhancement of security controls in response to evolving threats.

Collaborative Stakeholder Engagement
Maintaining protection activities through consistent collaboration with stakeholders.

Robust Security Strategy
Focusing on a flexible yet strong security strategy to address both cyber and physical threats.

During the reporting year, we deployed the following approaches to managing our security architecture.

Security Strategies	Sustainable Integrated Design
	Access Control
Secure Facility Perimeter	 <ul style="list-style-type: none"> Densely planted prickly shrubs and trees Photovoltaic security lighting with motion sensor
Entrance Gate and Building Door	 <ul style="list-style-type: none"> Use of automated boom barriers Installation of energy-efficient electronic access control systems
Visitor Access Management	 <ul style="list-style-type: none"> Introduction of customized mobile and web application software called ESA Touch (available on google and IOS store). ESA means Egbin Security Alarm
	Surveillance
Intrusion Detection and Video Systems	 <ul style="list-style-type: none"> Deployment of low-light or no-light IP-based CCTV cameras for scene observation that minimize/eliminate the need for electrical lighting Use of aerial surveillance drone to detect intrusion and counter surveillance Integration of automated screening and tracking system
	Staff Personal Security
Personal Emergency Response System	 <ul style="list-style-type: none"> Provision of a personal security and emergency response mobile app (ESA Touch) for all staff Operating a state-of-the-art and 24/7 staffed security operations center Deployment of both armed and unarmed security personnel for static and mobile operational response.
Cyber security	 <ul style="list-style-type: none"> All employees undergo continuous training in customer privacy and security to uphold our stringent standards and compliance During the year we therefore implemented processes to pre-emptively identify cyber-attacks and researched further ISO certifications to strengthen existing information security management systems

To ensure the adequate health and safety of our people, Egbin Power Plc deployed a range of security measures for entrance and exit checks at our facility:

Body Scanners

To detect potential dangers.

Turnstiles: To ensure that only employees and authorized personnel gain access to the plant.

Metal Detectors

For enhanced security checks.

Car Bomb Search Mirrors

To inspect vehicles for potential threats

Non-Combatant Security Personnel

Recruitment of non-arms-bearing security agencies to secure the plant and its environment.

Additionally, over a third of our security personnel received training in the organization's public health management guidelines and procedures during the year.





Society

A Decade of Working with All Stakeholders

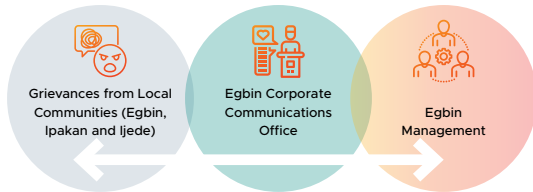
WE HAVE ACTIVELY ENGAGED WITH ALL STAKEHOLDERS TO CREATE LASTING POSITIVE IMPACTS ON SOCIETY. THROUGH COLLABORATION WITH COMMUNITIES, GOVERNMENTS, AND INDUSTRY PARTNERS, WE'VE ADDRESSED SOCIETAL CHALLENGES AND DRIVEN INCLUSIVE GROWTH. OUR COMMITMENT TO TRANSPARENCY AND SHARED VALUE HAS STRENGTHENED THESE RELATIONSHIPS, ENSURING THAT OUR INITIATIVES BENEFIT EVERYONE INVOLVED AND CONTRIBUTE TO A MORE EQUITABLE AND SUSTAINABLE FUTURE.

IN THIS SECTION

Our Decade's Sustainability Highlights	79
Engaging Stakeholders	80
Supporting Society	81
Partnering for Societal Development	82
Our SDG footprints	83
Our 2023 Sustainability Reporting	
Our SDG Footprints	72

Engaging Stakeholders

Our commitment to building and nurturing mutual relationships with our partner stakeholders has evolved over the years. These relationships are established and maintained through constant engagement. A key aspect of our stakeholder engagement is our relations with the surrounding communities: Egbin, Ijede, and Ipankan, including the youths and community leaders. These dialogues are based on a foundation of respect for language, customs, human rights, religion, and social beliefs.



Since adopting our approach to sustainable development in alignment with the SDGs, we have engaged with our community through various Personal Corporate Social Responsibility (PCSR) initiatives. Over the decade, Egbin Power Plc. has consistently engaged in the following PCSR activities:

Sponsorship of vocational training through learning and development activities – In 2015 Egbin sponsored vocational training activities such as - boat repairs, soap making and bead making etc.



Provision of yearly scholarships since 2015 to deserving students of the host communities who attend Powerfields Group of Schools.

Yearly community medical outreach focusing with thousands of beneficiaries over the years.



Donation of health care materials and health care management facilities – In 2017 the organization maintained its support with the supply of drugs and mosquito nets to the health facilities within the communities.



Quarterly supply of anti-malaria medicines to General Hospital, Ijede.

Through our Personal CSR support, where employees of Egbin Power Plc., take time to contribute their time to community CSR, our employees have over the years participated in the following

- » Work with public schools (primary and secondary) in our host community, to develop the standard and quality of education.
- » Assist young people in choosing their future careers and to be an advocate for our industry.
- » Support and encourage our employees and partners to help local community organizations and activities in our environment, particularly local charities.

Supporting Society

Since the takeover of Egbin Power Plc. in November 2013, up to the 2022 sustainability reporting year, the company has invested a total of NGN831,262,000 (Eight Hundred and Thirty-One Million, Two Hundred and Sixty-Two Thousand Naira) in supporting the society through various Personal Corporate Social Responsibility (PCSR) activities.

> **N831 Million**

Invested in supporting society through various Personal Corporate Social Responsibility (PCSR) activities.

Some of the investments made over this period include, but are not limited to, the following

Investment in the Scholarship Scheme for brilliant community students attending Powerfields Group of Schools



Renovation and contribution to the Ijede Police station



Supply of 24-hour electricity supply to the Ijede General Hospital



Making available Egbin Power Plc., facilities for community training sessions and meetings



Provision of funding for the Covid vaccine and vaccination process for the community



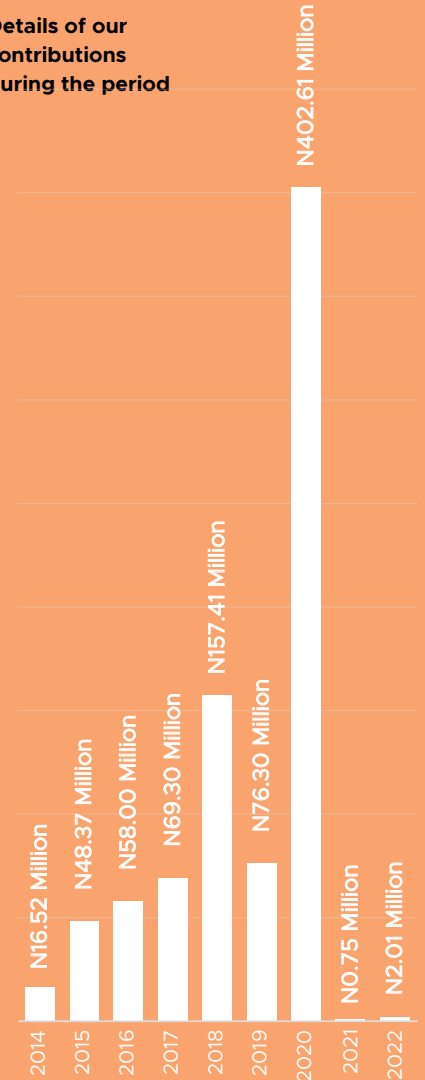
Supply of yearly medical supplies to Ijede General Hospital



Supply of 305 Oxygen units to the Ijede General Hospital during the Covid-19 pandemic.



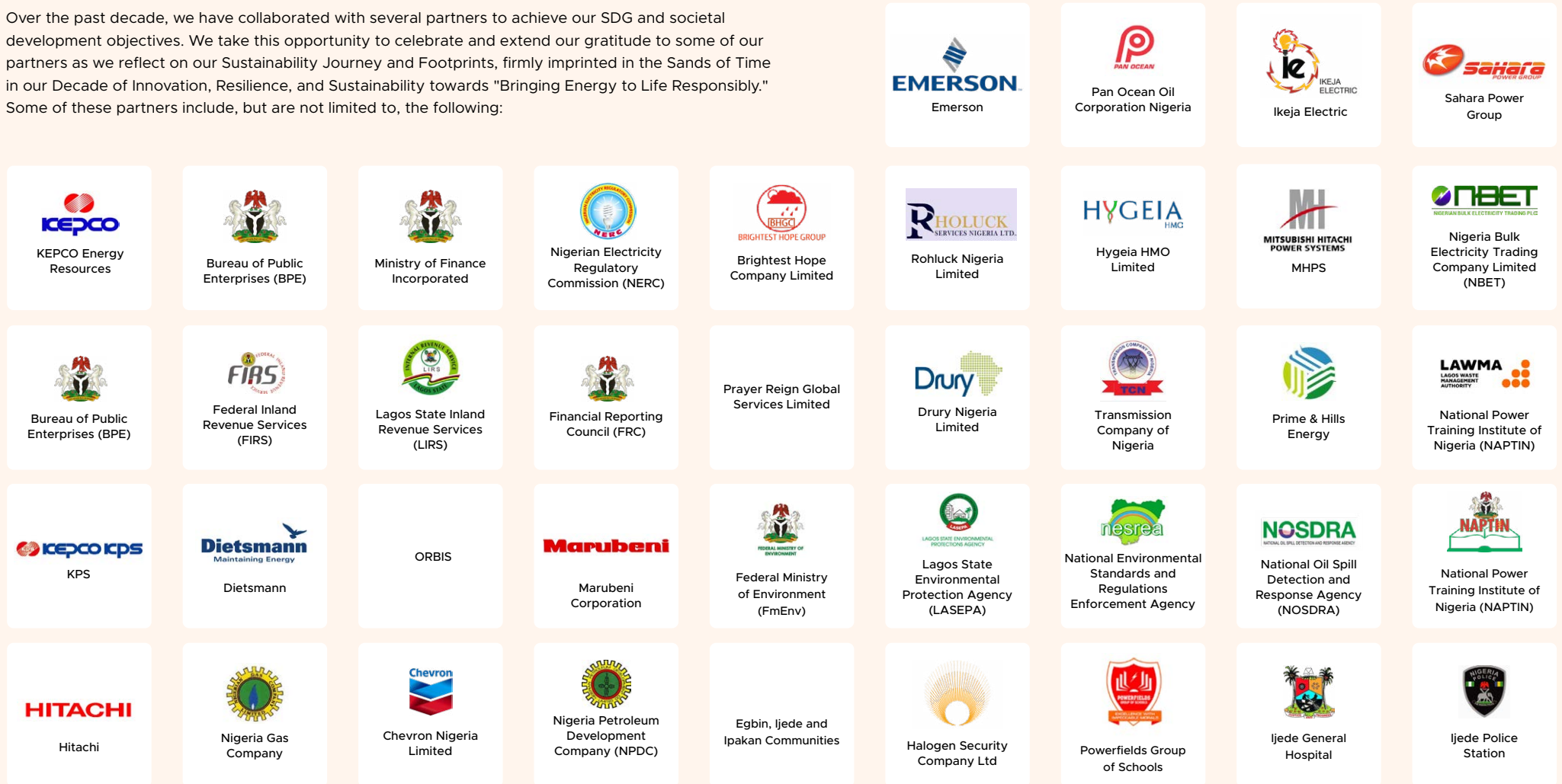
Details of our contributions during the period



Partnering for Societal Development

Since the inception of the SDGs, Egbin Power Plc., as an early adopter, has placed significant emphasis on SDG 17, which aims to strengthen the means of implementation and revitalize partnerships.

Over the past decade, we have collaborated with several partners to achieve our SDG and societal development objectives. We take this opportunity to celebrate and extend our gratitude to some of our partners as we reflect on our Sustainability Journey and Footprints, firmly imprinted in the Sands of Time in our Decade of Innovation, Resilience, and Sustainability towards "Bringing Energy to Life Responsibly." Some of these partners include, but are not limited to, the following:



Our SDG footprints

As a pioneer in the power sector to adopt the Sustainable Development Goals (SDGs) along our operational value chain, we have, over the decade, further streamlined how we attribute our contributions to the SDGs.



IN OUR LAST TWO SUSTAINABILITY REPORTING YEARS, WE HAVE DISTINGUISHED BETWEEN OUR EXTERNAL CONTRIBUTIONS—THOSE FOR WHICH WE HAVE A RESPONSIBILITY AND THOSE THAT CREATE INCREASED OPPORTUNITIES FOR PARTNERSHIPS. ALL THESE EFFORTS ALIGN WITH THE PRINCIPLES OF SDG 17 ON GLOBAL PARTNERSHIPS.

Following a review of Egbin Power Plc.'s sustainability journey and footprints over the decade, our contributions to the SDGs are now more clearly defined. We continue to contribute through our business sustainability system, consistently applying it in developing, implementing, monitoring, and managing our overall business strategies across Egbin Power Plc., through our economic, societal, and environmental impacts.

Economic Impact

Our internal SDG contributions to creating a sustainable economy for all stakeholders and business partners are represented by SDG 8, 9, 10 and 12.



We have created an organization through its Corporate Governance Framework and Business Principles Guideline, applied SDG 8,9,10 & 12 in creating and managing a great places to work

Societal Impact

In the area of societal impact, which we have consistently reported as our contribution towards improved community stakeholder relations, we have invested over NGN831 million in the last decade.



WE HAVE CONTINUED TO INVEST IN SDGS THROUGH OUR CONTRIBUTIONS TO OUR COMMUNITIES. OUR COMMUNITY ENGAGEMENT HAVE SEEN OUR INVESTMENT OF OVER N831 MILLION IN THE LAST DECADE OF WHICH 48.34% WAS EXPENDED IN MANAGING AND PROVIDING FUNDING IN ENSURING COVID-19 FREE COMMUNITY DURING THE PANDEMIC. THIS IS IN LINE WITH OUR COMMITMENT TO THE 17 SDGS SINCE IT CAME INTO OPERATIONS IN 2015 THROUGH SDG 1, 2, 3, 4, 5, 7 AND 16

Environmental Impact



MANAGING A GENERATING PLANT THAT HAS SIGNIFICANT AFFILIATION WITH NATURE AND THE ENVIRONMENT, WE HAVE OVER THE YEARS THROUGH OUR CERTIFICATIONS, APPLICATION OF INTERNATIONALLY PRESCRIBED STANDARDS FOR ENVIRONMENTAL MANAGEMENT, WE HAVE CONSISTENTLY SHOWCASED OUR COMMITMENT TO THESE SDGS AS A PIONEER COMPANY IN THE ADOPTION OF THE SDGS TO ITS SUSTAINABILITY PROGRAMS



Our 2023 Sustainability Reporting

Despite facing macroeconomic and political challenges during the year, such as the removal of fuel subsidies, the unification of the foreign exchange market resulting in significant exchange rate depreciation, and persistent inflationary pressures, our commitment to fostering stakeholder and societal partnerships for development remained our primary focus, furthering our sustainability journey.

Throughout the year, we undertook several societal development activities, including:

Annual Medical Outreach Programme

Egbin Power collaborated with host communities through their Community Liaison Officers (CLOs), who assisted in sensitizing and mobilizing residents about the programme. The CLOs also ensured proper coordination of attendees at the outreach events, held separately in the community town halls of the three communities.



Scholarship Programme

Collaboration between Egbin Power and the leaders of the three host communities facilitated the seamless screening and selection of students from public primary and secondary schools. The CLOs participated in various stages of the programme, including the boot camp and education fair, ensuring its successful completion.



Community Football Tournament

Sponsored by Egbin Power, the tournament received robust support from the youth, community leaders, and residents. This collaboration improved coordination and participation of various football teams, leading to a smooth competition.



Renovation of Ijede Police Station

The renovation was carried out by Egbin Power and Sahara Foundation, with cooperation from the Police authority at the state and local levels.

Donation of Medications to General Hospital Ijede

community representatives were present during the handover of medications to the hospital management.

Egbin Power Plc. remains steadfast in its commitment to environmental sustainability by implementing eco-friendly practices and investing in stakeholder partnerships that emphasize biodiversity and conservation initiatives to enhance local ecosystems. In line with these partnerships, we committed NGN 169.2 million to community-related initiatives and NGN 14.7 billion to our supply chain stakeholder partnerships to ensure societal development during the reporting year.

Egbin Power Plc. remains dedicated to monitoring and managing these relationships to drive our sustainability efforts, promote sustainable development, and achieve operational excellence, reflecting our commitment to community well-being.



Our SDG Footprints

Our approach to contributing to the SDGs through our business sustainability system remains steadfast, as we consistently apply dynamic strategies to develop, implement, monitor, and manage our partnerships to create significant economic, societal, and environmental impacts.

In alignment with our strategic SDG framework, in the 2023 reporting year, we focused on three major impact areas that we believe can sustainably manage responsibilities to create the necessary impact. We worked with our stakeholders to ensure that they contribute to societal, economic, and environmental impacts within their areas of expertise.

SDG 3 (Good Health and Well-being)

The Medical Outreach Programme recorded 3,500 participants, including the elderly, nursing mothers, and children.

SDG 4 (Quality Education)

Fourteen students were awarded scholarships, and a total of 300 students participated in the programme.

SDG 16 (Peace, Justice, and Strong Institutions)

Sixteen teams participated in the football tournament, witnessed by hundreds of spectators, and we completed the renovation of Ijede Police Station.

Our current SDG management approach towards long-term sustainability.

Our SDG responsibilities



Our SDG opportunities

