

NP ZONE

THE IN-HOUSE PUBLICATION OF THE ACTIVITIES OF NP

Third Edition - January 2025



1ST FOR CUSTOMER
CARE

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CEO'S Message

Dr. Ing. Mohamed Santigie Kanu



Dear Colleagues, Partners, and Valued Customers, It is with great humility and pride that I assume the role of Chief Executive Officer of NP (SL) Limited. Having served this great institution for over two decades across Sierra Leone, Liberia, The Gambia, Guinea, and Côte d'Ivoire, I step into this new chapter with gratitude for the trust placed in me, and with a deep sense of responsibility to continue NP's remarkable legacy.

NP is more than just a petroleum company — it is a symbol of national pride and regional excellence. From our beginnings as a wholly indigenous company in Sierra Leone, we have expanded across borders, building strong affiliates, modern service stations, and trusted partnerships. I am honored to have been part of this journey, helping to establish our presence in Liberia, The Gambia, Guinea, and Côte d'Ivoire. Those milestones are not just corporate landmarks; they represent the resilience, innovation, and dedication of the NP family.

As I take on the role of CEO, my vision is clear: **to consolidate NP's leadership at home while driving sustainable growth across the sub-region.** This means strengthening our supply chain, investing in modern infrastructure, expanding our retail network, and embracing digital transformation. Above all, it

means placing our customers at the center of everything we do — ensuring that every litre of fuel, every service at our stations, and every interaction reflects the quality and reliability that NP is known for.

Equally important is our responsibility to our people and communities. We will continue to invest in staff development, safety, and sustainability, while supporting initiatives that make a real difference in the lives of Sierra Leoneans. For me, one of the greatest achievements is not just building stations or depots, but building people — training and empowering the next generation of leaders who will carry NP forward.

The road ahead will not be without challenges. Global energy markets remain volatile, competition is intensifying, and operational risks persist. But I am confident that, together, with the strength of our team and the loyalty of our customers, NP will continue to thrive.

Let us embrace the future with determination, innovation, and unity. I am excited about the journey ahead and committed to ensuring that NP remains not only a market leader but also a true partner in national development.

EDITOR'S NOTE



Dr. Williette James
Communications Manager

Fueling Progress: NP SL's Journey Through 2024

As the oil market in Sierra Leone continues to evolve, NP SL has established itself as a key player in the sector. This report reviews the company's operations and their impact on the oil market in Sierra Leone during 2024.

The oil market in Sierra Leone in 2024 experienced fluctuations influenced by global oil prices, local demand, and geopolitical factors. Despite these challenges, NP SL maintained a stable presence in the market.

Regarding NP SL's operations, in view of the aspect of Supply Chain Management, the Company implemented an optimized supply chain strategy, which included partnerships with local suppliers and investments in infrastructure. This allowed for improved logistics and reduced operational costs, contributing to a more reliable fuel supply across the country.

In 2024, NP SL expanded its retail network significantly, opening new service stations to enhance customer accessibility. This expansion not only increased its market share but also fostered employment opportunities within the communities served.

The company has consistently prioritized fuel quality, ensuring compliance with international standards. NPSL, by law, has subjected all fuel importations for testing to the Sierra Leone Standards Bureau facilities to ensure that all fuel products entering the Country meet the appropriate fuel

purity requirements, to gain customer trust and loyalty.

Through its Sustainability Initiatives, NP SL made commendable strides in corporate social responsibility initiatives, focusing on sustainability in its operations. Through the Corporate Social Responsibility initiatives, the company positioned itself as a forward-thinking entity in the oil market. Projects like the support to the fight against breast and prostate cancer by supporting the Well Woman Clinic and the Prostate Cancer UK Salone respectively, the Inter Secondary School Squash competition, the Ministry of Technical and Higher Education celebration of Education Week, British High Commission's celebration of the King's birthday, Rotary Club, the West Africa Monetary Zone Council Meeting and many more.

Despite its successes, NP SL faced some challenges in 2024. The entrance of new competitors into the market intensified competition, requiring NP SL to innovate continuously to retain its customer base. Aggressive pricing and service differentiation became critical.

Also, global market fluctuations were rife. The Company contended with the impact of international oil price volatility, which affected profit margins and pricing strategies. Fluctuating crude oil prices require NP SL to be agile and market responsive.

In conclusion, NP SL's operations in the oil market during 2024 demonstrated resilience and adaptability amidst a challenging landscape. By focusing on supply chain optimization, retail expansion, quality assurance, and sustainable practices, NP SL solidified its position as a leader in Sierra Leone's oil sector. While challenges remain, the company's proactive approach and commitment to regulatory compliance and customer satisfaction will likely yield continued success in the years to come.

Moving forward, NP SL may consider the following actions to strengthen its market presence:

- Enhance digital engagement strategies to improve customer interaction and service delivery.
- Invest in advanced technology for refining processes to increase efficiency and reduce environmental impact.
- Foster strategic partnerships with governmental and non-governmental organizations to further community development and sustainability initiatives.

MEET NP GROUP'S EXECUTIVE CHAIRMAN

DR. ING. MOHAMED
BABATUNDE COLE



Ing. Mohamed Babatunde Cole is a highly accomplished engineer and business leader whose career spans several decades and is marked by significant achievements and contributions to engineering and the business sector in Sierra Leone and beyond. He graduated with a First Division in Mechanical Engineering from the Fourah Bay College University of Sierra Leone in 1977 and has worked as an engineer in almost all aspects of engineering including Repairs and Maintenance, (Electrical, Mechanical, and Civil) Design Engineering; doing designs and modifying all mining and mineral processing plants in Sierra Rutile.

Ing. Cole is not only a fellow of the Sierra Leone Institution of Engineers, he is also a key figure in the establishment of the Professional Engineering Regulatory Council (PERC). His extensive experience and dedication to the field of Engineering have made him a reknown leader and mentor in the profession in Sierra Leone.

His core competencies are vast and span across Logistics (Petroleum Industry), Financial Engineering, Restructuring Organisations, Acquisition of Institutions, Enterprise Risk & Management, High-Level PR with Governments, Doing Business in Sierra Leone, and a host of others.

Dr. Ing. Cole's pursuit of excellence led him to further develop his managerial and leadership skills through various prestigious programmes at institutions such as the Ashridge Management College in England, the International Marketing Institute at Boston College in the USA, the Staff College of India, Hyderabad and

Colleges in Singapore and Nairobi.

Ing. Cole's professional journey includes holding several pivotal roles such as President of the Sierra Leone Chamber of Commerce and Managing Director of NP (SL) Ltd, the largest petroleum marketing company in Sierra Leone. Currently, he is the Executive Chairman of the NP Group Limited, and under his leadership, NP has expanded its operations internationally, establishing in four other countries in the sub-region: Liberia, The Gambia, Guinea, and Ivory Coast.

He has served as Chairman of the Board of Directors of various reputable organizations, including Ecobank Sierra Leone, Reliance Insurance Trust Corporation, Director of West African Insurance Companies Association Waica (Re PLC,) and Waica Re Zimbabwe. He is the current Board Chairman of Standard Chartered Bank Sierra Leone Limited.

Additionally, Dr. Ing. Mohamed Cole has been a member of the Court of the University of Sierra Leone and was awarded Doctor of Science Honoris Causa by the University of Sierra Leone in April 2022 for his contribution to academia in Sierra Leone.

A LEGACY OF LEADERSHIP: NP BIDS FAREWELL TO KOBI WALKER



ONESIMUS ALBERT KOBINA WALKER BIDS FAREWELL TO NP SL LIMITED AFTER 13 YEARS OF TRANSFORMATIVE SERVICE



In Sierra Leone's corporate leadership records, few names resonate with the grace, humility and impact that define the legacy of Onesimus Albert Kobina Walker. On May 31st, 2024, Mr. Walker officially stepped down as Chief Executive Officer of NP SL Limited, crowning off a remarkable 13-year journey marked by visionary leadership, growth, and an unwavering commitment to excellence.

From his beginnings as Marketing Manager in 2011, Mr. Walker's rise to the helm of NP SL's leadership was fueled by professional acumen and a deep sense of purpose and

staff, Mr. Walker reflected on his NP journey with gratitude and humility. "Every challenge overcome and every milestone achieved was a testament to the collective effort," he wrote, acknowledging the decisive role of teamwork in NP SL's achievements under his stewardship.

His departure is not just a transition in leadership but also a moment of reflection for the many who had the privilege of working with him. Dealers and resellers remember him not only as a strategic partner but also as a trusted ally. His tenure was characterised by mutual respect and collaboration, laying the foundation for a nationwide,

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From his beginnings as Marketing Manager in 2011, Mr. Walker's rise to the helm of NP SL's leadership was fueled by professional acumen and a deep sense of purpose and dedication. His tenure as CEO became synonymous with innovation, resilience, and qualities that helped propel NP SL to new heights in a competitive and ever-evolving industry.

In his heartfelt farewell message addressed to dealers, resellers, commercial partners, government officials and staff, Mr. Walker reflected on his NP journey with gratitude and humility. "Every challenge overcome and every milestone achieved was a testament to the collective effort," he wrote, acknowledging the decisive role of teamwork in NP SL's achievements under his stewardship.

His departure is not just a transition in leadership but also a moment of reflection for the many who had the privilege of working with him. Dealers and resellers remember him not only as a strategic partner but also as a trusted ally. His tenure was characterised by mutual respect and collaboration, laying the foundation for a nationwide, resilient, loyal distribution network.

Government and commercial stakeholders recall a CEO

who valued partnerships, who saw collaboration not as a convenience but as a cornerstone of sustainable progress. Under Mr. Walker's leadership, NP SL strengthened its community impact and maintained strong ties with public and private institutions.

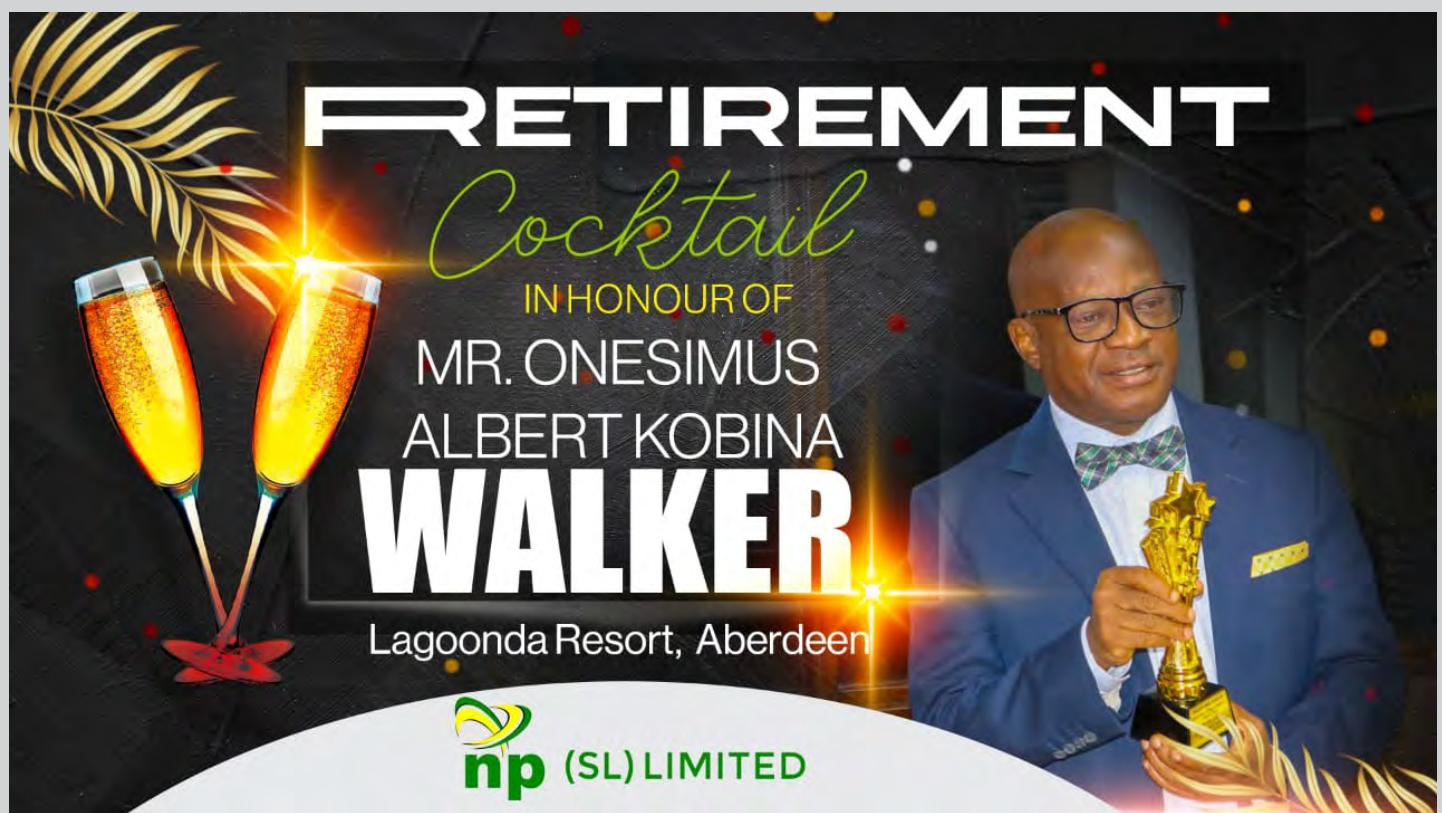
The most touching part of his farewell was reserved for the staff—his colleagues and collaborators. "Your dedication, hard work, and resilience have been the pillars of our many achievements."

True to his character, Mr. Walker's goodbye was marked by humility and grace. He openly asked for forgiveness from any he may have inadvertently wronged and extended the same forgiveness to others. This act of vulnerability is a rare and profound gesture from a leader whose career was guided by integrity and compassion.

As he turns the page to a new chapter, Mr. Walker leaves behind more than a corporate role, he leaves behind a legacy.

The NP family and Sierra Leone's business community at large now look forward to building on the strong foundation he helped lay. Moreover, while his daily presence at NP SL will be missed, the values and vision he instilled will endure.

Farewell and Happy Retirement, Onesimus Albert Kobina Walker. Your journey at NP SL may have ended, but your impact will be felt for years.



INTRODUCING NP'S NEW CEO



Mohamed Santigie Kanu – The Engineer CEO
Building NP's West African Legacy

After more than two decades with NP, Ing. Mohamed Santigie Kanu has been appointed CEO of NP (SL) Limited, bringing with him a wealth of experience that spans five countries and a track record of building NP's regional affiliates from the ground up.

Kanu, who previously served as Managing Director of NP Côte d'Ivoire, has been at the heart of the company's expansion drive across West Africa. Since joining NP in 2003, he has worked in every major department — from sales and administration to operations and audit — before taking on leadership

roles that shaped NP's presence in Liberia, The Gambia, Guinea, and Côte d'Ivoire.

Kanu is credited with setting up NP affiliates in Liberia, The Gambia, and Côte d'Ivoire, while also supporting operations in Guinea. In Liberia, he oversaw the construction of nine service stations and the start of NP's head office. In The Gambia, he secured land, permits, and laid the foundation for a functioning affiliate. And in Côte d'Ivoire, he has steered NP through one of the region's most competitive markets, expanding retail presence while navigating strict regulatory hurdles.

"When I meet citizens from Liberia, The Gambia, or Ivory Coast in the diaspora, I feel proud to tell them I started those affiliates. The landmarks are there — they will outlive me," Kanu said.

A professional engineer and chartered management accountant, Kanu is known for bridging the technical and financial sides of the petroleum business. Fluent in English and French, he is also a fellow of the Sierra Leone Institution of Engineers and a Chartered Global Management Accountant.

This rare blend of skills, he says, has been key to his success. *"The language of business is finance. That's why I studied accounting, even after working in engineering. It puts me in a position to view the business from both perspectives,"* he explained.

In Côte d'Ivoire, where NP currently operates three retail stations with four more under development, Kanu faces stiff competition from more than 80 licensed distributors and over 1,000 stations nationwide. Legal bottlenecks, credit risks, and high entry barriers have slowed progress, but he remains confident that by 2025 NP will solidify its presence with seven branded stations.

Despite such hurdles, Kanu emphasizes long-term growth over quick gains. *"Do what will help you grow, don't do it for money,"* he advised, reflecting on his own decision to leave a higher-paying job for NP two decades ago.

Beyond infrastructure and branding, Kanu takes pride in the people he has trained. From accountants and operations managers to rising executives, many of NP's current leaders across the region started under his supervision. *"I believe I have trained enough people to take over after me. That will be my most valuable achievement,"* he said.

As he steps into the CEO role, Kanu brings not only a vision for regional growth but also a reputation as NP's "missionary" — the man who built the company's footprint across borders, one affiliate at a time.



NP SL IS ISO CERTIFIED

NP Sierra Leone Limited, the leader in petroleum marketing, has recently achieved certification in three globally recognized standards: ISO 9001:2015 (Quality Management), ISO 14001:2015 (Environmental Management) and ISO 45001:2018 (Occupational Health and Safety Management).

This achievement is a significant milestone in the Company's history in Sierra Leone, being the first oil marketing company in Sierra Leone to be ISO certified. This milestone underscores NP Sierra Leone Limited's unwavering commitment to delivering high-quality services, safeguarding the environment and prioritizing the health and safety of its workforce and stakeholders. Speaking on the remarkable achievement, Communications Manager Dr Williette James, noted that the NP Management is filled with immense gratitude to celebrate the significant milestone. "This achievement serves as a reminder of our unwavering dedication to our customers, whose trust inspires us to conduct our business with greater passion and excellence. We remain steadfast in our promise to always be 1st for Customer Care."

The three certificates earned by NP Sierra Leone Limited reflect the Company's devotion to excellence, sustainability and employee well-being. The ISO 9001:2015 certification underscores the Company's dedication to maintaining quality across all aspects of its operations, ensuring consistent performance, customer



satisfaction and continual process improvement.

The ISO 14001:2015 certification highlights NP Sierra Leone Limited's proactive approach to reducing environmental impact and promoting sustainability through efficient resource use and strict adherence to environmental regulations.

Lastly, the ISO 45001:2018 certification demonstrates the Company's focus on providing a safe and healthy working environment, reducing workplace risks, and enhancing the overall well-being of its employees.

By achieving these certifications, NP Sierra Leone Limited is not only enhancing its operational standards but also reinforcing trust with customers, partners and the broader community. These certifications place the Company in a unique position among petroleum marketing companies, setting it apart as a responsible and forward-thinking organization.

With this success, and many more to come, NP Sierra Leone Limited is poised to continue raising the bar in the industry, fulfilling its vision of excellence,

NP SL LTD CELEBRATES CUSTOMER SERVICE WEEK



As a Company that takes a keen interest in customer care, NP SL has delivered a parcel token to its various valued customers, including its commercial, government, and individual customers. Throughout this week, which is internationally recognized worldwide, the Company made a kind gesture to appreciate its valued customers for their loyalty and support.

From the 7th-11th of October, 2024, NP SL distributed gifts to its valued commercial, government, and individual customers. RC Bank, one of the Company's distinguished customers, welcomed and appreciated the token NP SL presented to them. "We have been good partners, and you have always provided us with fuel, even in times of scarcity and crisis," the RC Bank representative noted. The representative of the bank further stated that they pray the relationship between the bank and the Company continues to flourish and blossom.

Moreover, RSLAF also lauded the Company for its generous act. The representative of the RSLAF reiterated the symmetrical relationship between the Company and the RSLAF. He stated that the Company has provided immense support to the army. When we face difficulty, it is only NP SL that will provide us with fuel, even if we have to pay them. The relationship



between the army and NP is an old one. They are also there for us in moments of fuel scarcity. They will ensure they provide us the fuel we need," the representative added. He stated that RSLAF will continue to be a loyal customer to the Company.

The Police Force highly appreciated the token from the Company. Its representative, who is heading the fuel sector of the Force, stated that the Company has been with the Police Force through thick and thin. He said, "You have been an embodiment of the Force. We appreciate you, and we look forward to continuing to do business with you as a valued customer.

Notably, the individual customers spotted at the company's fuel stations marveled at the company's kind gesture. They were astonished when they received the parcels. They gladly appreciated the Company and lauded the Company for such a thoughtful initiative.

At NP SL, customers are our top priority and a valuable





asset to the Company. It is committed to providing high-quality products and enhancing the experience of its valued customers. That is why the Company offers a range of high-quality services for its valued customers, including the Energy Pass Card, which enables customers to charge their cards and purchase fuel at any of the Company's fuel stations.



1st For Customer Care

NP ENERGY PASS ROADSHOW LAUNCH



In its quest to foster digital transformation in the petroleum sector, NP (SL) Limited has officially launched its Energy Pass Card Roadshow at its head office, Siaka Stevens Street. Representatives from the media, government, and private sectors attended the launch of the Energy Pass Card Roadshow. NP's digital transformative system seeks to maximise its customers' satisfaction and experience in obtaining fuel at the Company's fuel stations.

CEO, NP SL, delivered a detailed presentation during the Energy Pass Roadshow Launch. He highlighted the essence of the smart card to customers and emphasised the importance of customers to the Company. He stated that the NP Energy Pass Card is a smart, faster, and user-friendly payment system designed to modernise the country's refuelling system. He said the launch of the Energy Pass Card marks the final phase of the pilot events held at various NP gas stations earlier this year.



“Today's nationwide media launch is not just another program but a significant leap forward in showcasing how we serve our loyal customers. The NP Energy Pass Card is a step toward a system that is cashless, efficient, and secure,” He noted in his presentation. He added that the Energy Pass Card has already gained 2,108 active cardholders and 87 institutions as users of the card.

With support from the presidents of SLAWIJ and WIMSAL, the Director General of SLBC, Josephine Kamara, officially launched the NP Energy Pass Card Roadshow. The roadshow campaign marked the official launch of the card. The NP Energy Pass Card is a smart card that

customers can use to buy fuel at NP's gas stations. I T Officer, Mr. Mohamed Banya, stated that the card has solved most of the problems the Company and its customers were battling with. It has brought transparency and convenience, he states. He highlighted the security measures the card is built with. One benefit of the card is that each customer's card is tied to his or her contact number for security reasons. The SMS message is sent to a customer's contact number for any transaction they complete. “A customer's card is blocked if they attempt to enter their password more than twice,” Mr. Mohamed Banya stated. He noted that the card system is decentralised. Customers can

recharge their cards at any of the Company's fuel stations. He further listed the Company's fuel stations where the card is currently operational and stated that the card will operate in all NP (SL) stations nationwide by 2025.

Moreover, Mr. Desmond Gordon-Williams, a Board member of the Company, emphasised that the NP Energy Pass card marks a milestone in the Company's broader vision to transform Sierra Leone's petroleum industry. Everyone knows we are a leader in the oil and gas sector. We have come a long way in digitalising our fuel products. We are pleased that this has been achieved, and we remain committed to providing seamless, high-quality service to our valued customers, he noted.

Notably, the Sales Manager addressed several questions during his presentation. He emphatically reaffirmed that NP SL is a leader in the petroleum industry. Achieving the Energy Pass Card for its customers has once again demonstrated this leadership position. He also shed light on the relevance of the card to customers and how the Company is committed to maximising customers' experience and satisfaction. “To the Company, the customer is always first. That is why we are known as the first for customer care,” he stated. He noted



that the Company is committed to fostering digital transformation in the petroleum sector and providing seamless quality service to its esteemed customers.

Later in the day, staff of NP (SL) Limited took to the streets of Freetown for the NP Energy Pass Card Roadshow. They shared NP Energy Pass Card brochures to drivers of motorbikes, keh kehs, and cars, along with relevant information about the card. Similarly, the staff of the Company launched the NP Energy Pass Card Roadshow campaign in Makeni, Kono, Kenema, and Bo, thereby extending the campaign's reach. From the busy streets of the capital to key urban centres across the provinces, customers and the public warmly embraced NP (SL) Limited's digital innovation.

As the Company prides itself first on customer care and being a leader in the petroleum industry, NP SL is a

beacon of hope for the digital transformation of the petroleum industry in Sierra Leone. It has demonstrated its leadership position in efforts to maximise customer satisfaction in fuel distribution nationwide and in setting the standard for digital transformation in the petroleum industry. The Company remains committed to providing seamless, high-quality service to its valued customers. In a nutshell, the NP Energy Pass Card is an experience that is smarter, faster and more secure, says the Director General of SLBC.



NP GROUP CONVENES AFFILIATE BODIES TO CHART GROWTH STRATEGIES



NP Group has convened its Affiliate Bodies to align on strategic plans to accelerate growth within the Company. Led by the Finance Manager, NP Sierra Leone, Mr. Cons vonne Macrae, the meeting featured presentations from affiliate leaders detailing regional market dynamics, performance, challenges, and plans to capitalise on opportunities. The meeting took place at the New Brookfields Hotel in Freetown.

On behalf of Ing. Alhaji Mohamed Babatunde Cole, Executive Chairman of NP Group Limited, Mr. Abubakarr Keita, NP Group's Senior Finance Officer, delivered the opening address. He noted insightful discussions on market analysis, growth strategies, operational excellence, innovation and technology, as well as sustainability and social responsibility. He stated that the overarching goal of the meeting is to discuss and refine the three-year strategic plans of the Affiliates. Witnessing remarkable growth and expansion is a testament of the Company's hard work, dedication, and strategic vision, the Finance Manager of NP SL noted. "We are not just supplying fuel; we are powering economies, supporting businesses, and contributing to the daily lives of millions across the region," he emphasised. He encouraged the heads of Affiliates to continue adhering to the highest principles of professionalism and excellence while providing quality petroleum products in their designated regions.

Leaders of the Affiliates presented their strategic plans, sharing their gains, margins, challenges, and action plans that

seek to mitigate challenges and capitalise on opportunities. During his presentation, the CEO of NP (SL) Ltd., shared the experiences of NP (SL) Ltd in the downstream petroleum sector in Sierra Leone. He conveyed how the Company managed to secure a leadership position in the petroleum market in Sierra Leone and how it is handling the challenges that come with it. He proposed essential measures in curbing the challenges that Affiliates encounter in the petroleum industry.

Mr. Cons vonne Macrae, who chaired the two-day assembly, emphasised the importance of the Affiliates' strategic plans in achieving the overall vision of the Company. "To me, a strategic plan is a tool. It is not just a document. It guides the Company on a road path to achieve its vision," Mr. Cons vonne Macrae stated. He noted that the meeting was designed for heads of the Affiliates to learn from one another's strategic



plans and experiences. This will equip Affiliates with the requisite knowledge to address the challenges that they face, and expand on areas Affiliates deem as opportunities, the Finance Manager stated. He further encouraged Affiliates to work towards achieving what they have outlined in their strategic plans.

NP Group is the parent Company of NP (SL) Limited, NP Gas, NP Guinea, NP Liberia, NP Ivory Coast, and NP Gambia. NP is an indigenous petroleum company with a market share of over 50% in the downstream petroleum sector



of Sierra Leone. The Company's excellence and professionalism in its operations are a key factor for its dominance in the downstream petroleum sector. NP's expansion in West Africa demonstrates its quest to extend its leadership position across the region. At all the Company's affiliates' regions, the Company offers high-quality petroleum products to its valued customers. This connotes the Company's strong identity, 1st for customer care.



NP SL SPONSORS SLAWIJ'S FIRST ANNUAL GENERAL MEETING



With support from NP SL, the Sierra Leone Association of Women in Journalism (SLAWIJ) held its first Annual General Meeting (AGM) in grand style at the Bank Complex in Freetown. The event was marked by the presence of several notable figures, including Dr. Williette James, the Communication Manager of NP SL; Mr. Joseph E. Kapuwa, Chairman of the Independent Media Commission; Prof. Miriam Conteh-Morgan, Deputy Vice Chancellor of the Institute of Public Administration and Management at the University of Sierra Leone; a representative from the Ministry of Gender and Children's Affairs; and Mr. Theo Harding, Chairman of the Guild of Editors. They all warmly participated and contributed to making the AGM a successful event.

The keynote speaker, Prof. Miriam Conteh-Morgan, delivered a conversational, research-based, and intuitive presentation. She thoughtfully organized her talk around three key themes —Voice, Visibility, and Viability —while discussing the challenges and opportunities faced by female journalists. Prof. Conteh-Morgan encouraged female journalists to unite, emphasizing that solidarity is essential. She advised, “You do not become the story; create the story,” advising them on how to ensure their voices are heard. Additionally, the Chairman of the IMC, Mr. Joseph E. Kapuwa, acknowledged the challenges that female journalists encounter and expressed his commitment to addressing these issues.

During the AGM, Chairperson Hannah Fullah

expressed her appreciation for NP SL's support of SLAWIJ's first annual meeting. She remarked, “Organizing such an event is not easy. This is only possible because of the support we received from NP SL.” Her comments highlight the company's commitment to gender equality, which aims to create more opportunities for women, not only in journalism but also in other fields.

NP SL is a reputable company that imports and sells petroleum products both within Sierra Leone and beyond its borders. The company is dedicated to its corporate social responsibility by implementing essential programs that contribute to community development. Additionally, NP SL supports associations and institutions through projects and initiatives designed to enhance the capacity of citizens, believing that these efforts will improve the country's socioeconomic conditions. skills, information and chances they need to succeed.





NP (SL) LIMITED COLLABORATES WITH PAC SL FOR THE NP SL TROPHY

In alignment with its Corporate Social Responsibility (CSR) commitments, National Petroleum (SL) Limited (NP SL) has partnered with Patriots Against Corruption (PAC SL) to hold the fourth volume of its National Public Speaking Festival. The event, known as the NP SL Trophy, focused on the theme “Combating Corruption and Drug Abuse in the Education Sector.” The purpose of the public speaking festival is to raise awareness and propose solutions regarding corruption and drug abuse within the education sector. Moreover, it provides students with a platform to develop their advocacy and public speaking skills. The event was attended by NP SL's Communication Manager, Dr. Williette James, Senior Operations Officer Ing. Alhaji Williams, as well as representatives from NP SL and the Anti-Corruption Commission (ACC).

On behalf of the CEO of NP SL, Dr Williette James served as the keynote speaker. She eloquently threw light on the theme and shared the Company's commitment to having a just and healthy education system in the country. “Corruption in education erodes trust, duties, merits and breeds inequality. In some cases, students and parents are forced to pay bribes for grades, admissions, or even access



to scholarships,” she stated. “Drug abuse poses a direct threat to the health, safety and academic success of our students. It disrupts learning environments, fuels violence and creates a dangerous cycle of dependency and despair. The combination of these two challenges create a toxic environment where dreams are crushed, and potential is wasted. Today, we are here to say enough is enough.” As she closely engaged the student, Dr Williette James noted that enhancing transparency and accountability, empowering students and teachers, and building a culture of integrity are measures in tackling corruption in the education sector. Relatively, preventive education, providing support systems and strengthening community partnerships, she added are ingenious solutions in addressing drug abuse in schools and universities.

Importantly, the public speaking festival featured both senior secondary schools and universities in Sierra Leone. The students delivered wonderful presentations on topics regarding drug abuse and combating corruption in

the education system. For the Senior Secondary School category, Amida H.T. Sannoh from Annie Walsh Memorial School emerged as the best speaker. Michael I. Conteh from Prince Of Wales and Ivan Holland from Grammar School ended up as 1st and 2nd runners up respectively. Idrissa K. Bangura representing Fourah Bay College was exceptional in his presentation to become the winner for the University category. Lamrana S.Gibateh from University of Makeni (UNIMAK) and Josephine W.M. Thullah from Limkokwing University secured the 1st and 2nd runners up.

NP SL remains committed to supporting education initiatives that seek to ensure a better and healthy education system. At NP (SL) Limited, we believe in building a future where every young person has the chance to succeed, free from the burdens of corruption and the dangers of drugs. Our role as a petroleum company may seem far removed from the education sector, but as a corporate entity, we recognize that the health of our nation's education system directly impacts the growth and prosperity of our society. NP's Communication Manager Dr Williette James states in assuring the students about the Company's commitment to supporting the education.



NP SPONSORS 2024 INTER - SECONDARY SCHOOL SQUASH COMPETITION



NP (SL) Limited, in partnership with the Sierra Leone Squash Association (SLSA), proudly sponsored the 2024 Inter-Secondary School Squash Competition held at St. Edwards Secondary School,

Kingdom, Freetown. The two-day tournament brought together 110 students from 11 secondary schools across Freetown, showcasing young athletic talent in a spirited display of skill and sportsmanship.

The competition, aimed at promoting squash in schools and encouraging a healthy lifestyle among students, was part of NP's ongoing corporate social responsibility (CSR) initiative. The Company has previously constructed squash courts at key institutions, including the Sierra Leone Grammar School, St. Edwards Secondary School, The Bo School, and Fourah Bay College. NP SL reiterated its commitment to expand such facilities to more schools and universities nationwide.

The 2024 edition followed the success of the inaugural event in 2023, and featured matches in three categories: Under 14, Under 16, and Under 21 for both boys and girls. The tournament included training sessions prior to



the event, supported by PHE teachers and the SLSA at locations such as Grammar School, YSC Sports Complex, and St. Edwards Secondary School, Kingtom. The opening ceremony was led by NP SL's Communications Manager, Dr. Williette James, with remarks from SLSA officials, PHE teachers, and representatives of the host school. Enthusiastic spectators, including students, parents, and staff, created a vibrant atmosphere during both days of the competition. She addressed the young athletes, praising their efforts and reaffirming the company's commitment to Squash sports development. She highlighted the importance of balancing academics with extracurricular activities. She noted that "at NP, we are proud to champion initiatives that develop not only athletic skill, but also character, leadership, and discipline. We believe that success in the classroom and on the court go hand in hand—and we will continue to support platforms that empower the next generation to excel in both."

Outstanding performances were evident throughout the tournament. In the Under-14 category, Lebanese International School and Methodist Girls High School secured the top positions for boys and girls, respectively. Services Secondary School and Methodist Girls High School triumphed in the Under-16 category. WAM Collegiate claimed victory in the Under-21 Boys division. Prizes were distributed to the deserving athletes and their schools. Cash prizes were given to the pupils, and the trophies to the schools.

NP (SL) Limited continues to establish itself not only as a business leader but also as a robust advocate for youth empowerment and community engagement through sport. The tournament showcased NP's brand visibility and demonstrated the Company's commitment to youth development.



NP LAUNCHES MOBILE TANK FACILITIES



In a remarkable move to enhance the operational efficiency of local law enforcement, NP (SL) Limited has unveiled state-of-the-art mobile fuel tanks for the Sierra Leone Police Force. The innovative solution aims to streamline refueling operations, ensuring that police vehicles remain on patrol longer and respond to emergencies swiftly.

As a practical solution to keep the police fleet ready for action at all times, the units are installed in two locations: Freetown East, at the Ross Road Division, and West, at the Lumley Division.

The mobile fuel tanks, installed in a container, boast a capacity of 10,000 litres and are equipped with

advanced safety and dispensing technology. The key features include:

Mobile Refueling Capability: The tanks can be easily moved around.

Advanced Safety Systems: The tanks are equipped with an explosion-proof flow meter and filtration capability, which act as a fire suppression system to ensure the highest levels of safety.

Real-Time Monitoring: The fuel tanks feature a Tank Gauging system, enabling the Force to monitor both the quantity dispensed and storage levels in real time.

At the launch of the Lumley Division, Mr. Vandi



Bockarie, Sales Manager of N P (S L) Limited, emphasized the importance of supporting law enforcement officials with innovative solutions. The Manager noted that the support is anchored on the Company's mission to provide easy access and maintain a steady supply of Petroleum products to everyone. Mentioning that the Company aims to supply and satisfy all, Mr. Vandi added that NP will provide a constant supply of fuel in all locations across the country. We will continue to fulfill that commitment. The Police are our friends, and

this endeavor is geared towards enhancing their mobility to a level that is easier, swifter, and more secure.

Representing the Inspector General of Police, Local Unit Commander Bob Mansaray thanked and appreciated NP for their incredible endeavor in introducing the tanks. The LUC noted that the initiative is to boost the operational readiness of the Force. He mentioned that the stress of acquiring fuel is over. LUC Mansaray said the effort is laudable, as it aims to equip the police with the necessary logistics to carry out their duties. "We are grateful to NP for extensive and dependable service to the SLP. I am sure that they will continue to maintain the relationship that has existed between us over the years.

The operational impact of the mobile fuel tanks is to provide onsite refueling services. This will significantly reduce downtime, enabling a quicker and more effective response to incidents and emergencies for the Force.

By leveraging cutting-edge technology, NP is sure of solidifying its position as the dominant oil company in Sierra Leone's market space.

NP SL LIMITED BREAKS GROUND FOR STATE-OF-THE-ART SQUASH COURT AT MYOHAUNG OFFICERS' MESS



NP SL Limited, in a step to enhance recreational facility for the Republic of Sierra Leone Armed Forces (RSLAF), has officially broken ground for the construction of a brand-new squash court at the prestigious Myohaung Officers' Mess. The project, generously funded by NP (SL) Limited, highlights the company's commitment to supporting national development and fostering strong relationships with key institutions in Sierra Leone.

The atmosphere was one of optimism and appreciation as dignitaries from the military, government, the squash association, and staff and Board Director of NP (SL) Limited gathered at the Myohaung Officers' Mess for the auspicious event. The project promises to provide a modern sporting facility for officers, promoting physical fitness, camaraderie, and a healthy lifestyle within the armed forces community.

Speaking at the ceremony, NP Board Director Desmond Gordon-Williams expressed his company's pride in contributing to this important initiative. "NP (SL) Limited recognizes the invaluable service and dedication of the Republic of Sierra Leone Armed Forces in safeguarding our nation," he stated. "We believe in giving back to the community and are delighted to support the development of this squash court, which will serve as a valuable asset for officers at the Wilberforce Barracks. This project reflects our commitment to fostering positive relationships and contributing to the well-being of the institutions that serve Sierra Leone."

The President of the Sierra Leone Squash Association, Mr. Mohamed Bashim, lauded NP (SL) Limited for its visionary support. He highlighted that this is a momentous occasion for the squash fraternity in Sierra Leone, he said enthusiastically. "The construction of this modern squash court at such a prominent location will undoubtedly boost the profile of the sport and provide an excellent facility for officers to engage in healthy competition and recreation. We are immensely grateful to NP (SL) Limited for their generosity and foresight in investing in the development of squash within the RSLAF community."

Representing the Government of Sierra Leone, the Deputy Minister of Defense Col. Rtd Muana Brima Massaquoi, highlighted the significance of such partnerships in bolstering the morale and welfare of the armed forces. "The Ministry of Defense deeply appreciates the support of NP (SL) Limited in this endeavor. Providing our officers with access to quality recreational facility is crucial for their physical and mental





well-being, which in turn enhances their operational effectiveness. This squash court will be a valuable addition to the Myohaung Officers' Mess and will contribute significantly to the overall welfare of our dedicated servicemen and women.

The Chief of Defense Staff Lieutenant General Peter Kakowou Lavahun echoed these sentiments, expressing his profound gratitude to NP (SL) Limited. He stated that the project is a testament to the strong bond between the private sector and the Republic of Sierra Leone Armed Forces. Additionally, he mentioned that the modern squash court within the Officers' Mess will not only promote physical fitness but also serve as a space for both junior and senior officers to interact and unwind, build camaraderie, and foster a healthy competitive spirit. "We are immensely grateful to NP (SL) Limited for their generous contribution, which will undoubtedly have a positive impact on the lives of our officers for years to come."



The Army Contractor Ing. Regiment Commander responsible for the construction assured attendees of their commitment to delivering a high-quality facility within the stipulated timeframe. "We understand the importance of this project to the officers and are dedicated to ensuring that the squash court meets the highest standards of construction and safety," he affirmed.

The turning of the sod marks the commencement of construction, with anticipated completion of the state-of-the-art squash court. This initiative stands as a shining example of corporate social responsibility and the positive impact of collaboration between the private sector and national institutions in Sierra Leone. The new facility promises to be a valuable asset to the Myohaung Officers' Mess, promoting a culture of fitness and well-being within the RSLAF.

TRAINING FOR STATION MANAGERS AND PUMP ATTENDANTS



In a bid to increase customer satisfaction, NP SL has concluded a nationwide two-day training for its station managers and pump attendants. The Sales Manager, Mr. Vandi Bockarie, and other technical staff members conducted an intensive two-day training session at NP's Terminal in Freetown, Oxygen Entertainment in Bo, and Garden Estate in Makeni. The trainings are meant to equip station managers and pump attendants with skills on customer care, safety measures, operations, and insights about the Company's Employee and Energy Pass Cards.

During the training, Sales Manager Mr. Vandi Bockarie and Mr. Leon Aboko Cole, the Sales Supervisor, provided valuable insights on customer care and housekeeping. Mr Leon Aboko Cole expounded on housekeeping and customer care. He said that pump attendants should always keep their filling stations clean. That will attract customers and position the Company's

brand favorably, he says. . "Avoid conflict with customers. Arguing with customers will drive them away," he said. "You should always put on a smiling face; you should be approachable." Moreover, Sales Manager Mr. Vandi Bockarie painstakingly stated that the customer is the boss. Station managers and pump attendants should treat them with the utmost care, showing decency, honesty, and integrity, he says. According to him, the customer is the boss in the business. That is why we are known 1st for customer service, he states. He added that the Company is moving forward to international standards. "We have applied for ISO certification to ensure that we continue to care for our customers, offer high-quality products, and maintain a safe working environment," the Sales Manager noted. ISO is an international standard that outlines the criteria for a quality management system for organizations. NP SL has vied for three standards: ISO 9001 (Quality





Management System), ISO 14001 (Environmental Management System), and ISO 45001 (Occupational Health and Management System). ISO 9001 will help the Company improve its product quality, operational efficiency, and customer satisfaction. ISO 4001 specifies the requirements for an effective environmental management system. It will help the company achieve its environmental, performance, and sustainability goals. And ISO 45001 will provide the framework for the Company to improve employee safety and workplace risk, according to Sales Manager Mr. Vandi Bockarie.

On operations, Mr. Ibrahim Sesay took station managers and pump attendants through the procedures involved in offloading BRVs (tankers) passionately. He noted that the first process is the collection of seal numbers from BRVs. He said that pump attendants should collect the totalizer reading from their dispensers, perform tank dips, ensure water is in the BRVs, and conduct T-ber dips. He advised pump attendants and station managers not to engage in illicit practices, such as purchasing marked fuel intended for mining companies from desperate and unscrupulous drivers. Sales Manager Mr. Vandi Bockarie said that engaging in such practice will result in a fine of Le. One million Leones (1,000,000 Leones) from the NRA to filling stations that will be found guilty. Also on operations, Mr. Edward Kargbo

threw light on the Perkins generator, which the Company uses in its filling stations. He practically stated that the relevance of the Oil Switch cannot be overstated. It detects whether oil is in the machine and sends a signal to the Deep Sea Electronic (DSE) board. He advised pump attendants to keep track of the number of liters they use per day. This will prevent the generator from specific faults. He also highlighted the importance of oil and water in the generator and the associated faults. He said, "Serving as a lubricant, oil lubricates the machine. Without it, heat will occur. Oil helps cool the machine. Water helps to cool the machine also." He added that the common factors responsible for some faults in the Perkins generator include inadequate voltage and frequency, as well as insufficient fuel.

Essentially, Mr. Idrissa Kargbo, IT Officer, spoke eloquently about the use and relevance of the Employee and Energy Pass Cards. He stated that the cards have solved most of the problems the Company and its filling stations were battling with. He noted that the Employee Card serves as a key for pump attendants. It acts as a debit card, recharging and depositing virtual money. Additionally, it facilitates the reconciliation process, ensuring transparency and accountability, he says. The IT Officer, moreover, shed light on the Energy Pass Card. One benefit of the card is that each customer's

card is tied to their contact number for security reasons. An SMS message is sent to a customer's contact number for every transaction they complete. A customer's card is blocked if they attempt to enter their password more than twice. Do not enter a customer's password on their behalf. You can guide them on how to use the card," he noted. He made it clear that only the Company issues out the Employee and Energy Pass Cards. Pump attendants from NP Wusum, NP Brookfields, and NP Bo affirmed the importance of the Employee and Energy Pass Cards and how they have made their work easy.

Mr. Stevens Koroma, the Safety Officer, effectively conveyed important insights about safety measures to pump attendants and station managers. He practically demonstrated the importance of sandboxes and fire extinguishers in filling stations. He highlighted the classes of fire. Class A deals with papers. Class B deals with diesel, and class C deals with electrical devices and sockets. The Safety Officer highlighted the types of extinguishers suitable for putting out the specified classes of fire. He said that a Dry powder extinguisher puts out class A fires, While Foam and Co2 extinguishers put out class B fires, and dry powder extinguishers put out class C fires as well. He noted that fire extinguishers and sandboxes are essential to solve cases of fire incidents. Moreover, Mr. Stevens Koroma advised station managers and pump attendants to have toilet facilities and waste bins available at their filling stations to ensure they are safe and clean.

Station managers and pump attendants shared their thoughts after the trainings. Sabainah Butcher, the station manager of Oasis Gas Station Mile 91, stated that she has learnt a lot about housekeeping and customer care. When I started working at our filling station, I didn't have this kind of knowledge. During the training, I practically learnt how to use the fire extinguisher. I can now confidently say that if a fire incident occurs, I am equipped to use the fire extinguisher to put out the fire. I thought the fire extinguisher was for decoration," she stated. Regarding this, pump attendant Lamin Bangura from NP Lunsar stated that he learned new things from the training. He noted, "The card system is new to me. I have never learnt about it since I started working at the filling station. So, it was very important for me. I want to thank NPSL for this great opportunity.

As the Company is known for its excellent customer care, NP SL is committed to ensuring that its valued customers experience seamless service at all its filling stations nationwide. This is the reason for the nationwide two days training for pump attendants and station managers.



NP SL DONATES SCHOOL MATERIALS TO CHILDREN ACADEMIC INVESTMENT FOUNDATION (CAIF)



NP (SL) Limited has donated school materials to the Children Academic Investment Foundation (CAIF) at the Company's Terminal in Kissy as part of its corporate social responsibility sponsorship.

NP SL's Communication Manager, Dr. Williette James, and the Honorable Member of Parliament for the Kissy Dockyard Community, Princess Daramy, graced the event.

Handing over the school materials to CAIF on behalf of the Company, Dr. James expressed admiration for the Foundation's efforts to support the community. She noted that the Foundation's mission to help less privileged children attracted the Company's attention to support the laudable venture.

Among other things, the donation included school materials, such as books, pencils, erasers, and bags.

In response, the Chairman of the CAI Foundation, Mr. Sayoh Sesay, appreciated NP SL for its altruistic act and support to the Foundation. From the depths of our hearts, we genuinely appreciate NP SL for providing school materials to 50 less privileged and homeless children. The Chairman noted that since the CAIF's establishment in 2019, NP SL has been the first organisation to majorly sponsor the Foundation by reaching out to children in such a noble way.

The Secretary of the Community Development Action Plan (CDAP), Mr. Jeremiah Mansaray, also spoke highly of NP SL's altruistic act, noting that the support arrived on the first day of the schools' reopening.

Relatively, NP SL is committed to supporting such



strides through its corporate social responsibility programs, especially when the intention is to provide educational resources. The Company recognises that educational disparities can limit opportunities and hinder the growth of future generations.



NP SL UNVEILS NEW UNIFORM FOR BRV DRIVERS



To enhance customer satisfaction and prioritize driver safety, NP SL Limited has introduced new uniforms for its bulk road vehicle drivers. These stylish yet functional uniforms are designed to reflect professionalism while ensuring comfort and safety for drivers on the road.

The new uniforms incorporate high-visibility safety elements, demonstrating the company's commitment to a cohesive and professional image. This initiative is part of NP's broader strategy to improve customer experience by ensuring that drivers feel valued, confident, and well-equipped to perform their duties efficiently.

During the toolbox meeting at the Terminal, NP's HSSE Officer, Mr. Saffie T. Gbamanga, emphasized the importance of the new uniforms in promoting the well-being of drivers. He stated that the drivers are the backbone of our operations, and their safety and comfort are paramount. These uniforms are not just about aesthetics; they are designed to enhance visibility and ensure our drivers are protected in all weather conditions. This initiative marks a significant step forward in our commitment to creating a safer and more supportive working environment.

The new uniforms have received widespread appreciation from NP's fleet of bulk road vehicle drivers. Many drivers have praised the company for listening to their feedback and addressing their needs.



"The new uniform is a game-changer," said one of the bulk road vehicle drivers. "It's comfortable, practical, and makes us feel proud to represent the company. It's clear that the company values us and our role in delivering excellent service to customers."

Another driver added, "The high-visibility features are a great addition, especially for those of us who travel far distances in low-light conditions. It's reassuring to know that NP is investing in our safety and well-being."

As NP continues to innovate and invest in its workforce, this initiative underscores the company's commitment to cultivating a culture of safety, professionalism, and excellence. Customers and drivers alike can look forward to a brighter, safer, and more efficient future on the road.

DEFENSIVE DRIVING TRAINING FOR BRV DRIVERS



In a proactive move to enhance road safety and mitigate fuel transportation risks, NP (SL) Limited has concluded a five-day defensive-driving training workshop for its fuel-transport drivers. The initiative aims to equip Bulk Road Vehicle (BRV) drivers with advanced driving techniques to ensure the safe and efficient delivery of petroleum products nationwide. The training, which emphasizes hazard awareness, emergency response, and best practices for handling fuel tankers, reflects NP's ongoing commitment to safety and operational excellence. Furthermore, the program was designed to enhance defensive driving techniques, improve vehicle control, and promote accident prevention strategies. Additionally, drivers received insights into optimal vehicle maintenance and

emergency response protocols.

Speaking on the initiative, NP's Senior Operations Officer, Ing. Alhaji Williams, emphasized the importance of defensive driving in fuel transportation. "Safety is our top priority at NP. Our drivers navigate high-risk routes daily, often under difficult conditions. This training ensures they are well-prepared to anticipate hazards, respond appropriately, and protect both themselves and the public," Ing. Williams stated.

From a health, safety, security, and environmental (HSSE) standpoint, Mr. Saffea T. Gbamanja, the HSSE Officer, emphasized the importance of continuous driver education in handling delicate fuel products.

"Transporting fuel comes with inherent risks, and defensive driving is a crucial skill for minimizing these dangers. By improving hazard perception and reaction



times, we are taking critical steps to prevent accidents, safeguard our employees, and uphold NP's commitment to safety and environmental responsibilities."

Mr. Steven Koroma, the Safety Officer, also noted that defensive driving training complements NP's strict adherence to safety regulations and periodic vehicle inspections to ensure all BRVs are in optimal condition. Drivers commended NP's Management for the initiative and hailed the training program as a helpful learning tool for everyday use. "There's always something new to learn after years on the road," they said. The significance of remaining vigilant, keeping safe following distances, and being proactive rather than reactive has been emphasized by this training. Another participant discussed how the class has given them greater self-confidence when driving. "Skill and concentration are necessary when operating a fuel tanker. I've learned new ways to drive safely and respond more effectively in an emergency, thanks to this training."

NP SL Limited has recognized that defensive driving training will become a regular part of its safety program, with refresher courses scheduled annually. The Company is also exploring additional training initiatives to incorporate emerging safety technologies and best practices.

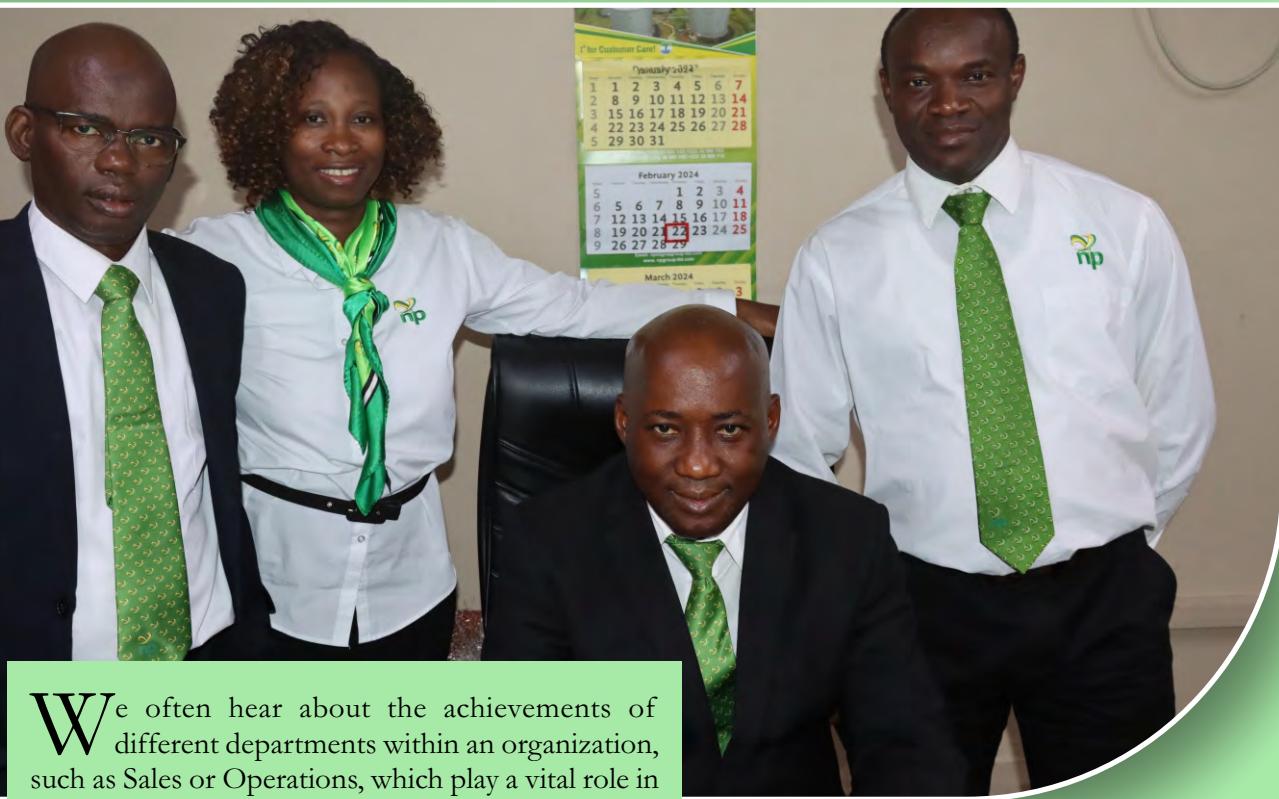
With this latest move, NP continues to set a high standard for road safety in the fuel transportation industry, reinforcing its commitment to protecting both its workforce and the general public.



"Skill and concentration are necessary when operating a fuel tanker. I've learned new ways to drive safely and respond more effectively in an emergency, thanks to this training."



THE UNSUNG HEROES: THE RISK & COMPLIANCE UNIT OF NP (SL) LTD.



We often hear about the achievements of different departments within an organization, such as Sales or Operations, which play a vital role in driving revenue and growth. However, there is an equally important department that may not receive the same recognition or limelight – the Risk and Compliance Unit. NP (SL) Ltd recognizes the importance of an effective risk and compliance management system and has a dedicated team that works diligently to ensure the company's success in mitigating risks and complying with regulations.

The Risk and Compliance Unit serves as a fortress, protecting NP (SL) Ltd from potential threats that could harm the company's reputation, profitability, and overall operations. Their role is to identify, assess, and manage various risks that the company may face, both internally and externally, ensuring that necessary controls and safeguards are in place to minimize potential adverse outcomes. The team collaborates closely with all departments within the organization to ensure that risk management practices are integrated into every aspect of the company.

One of the key responsibilities of the Risk and Compliance Unit is to stay informed about regulatory changes and ensure that NP (SL) Ltd remains compliant with all applicable laws and regulations. They monitor legal frameworks and industry standards, interpret their impact on NP (SL) Ltd's operations, and advise management on necessary actions. This constant vigilance protects the company from costly penalties, legal disputes, and reputational damage.

The team also plays a pivotal role in promoting a culture of ethical behavior within the organization. They establish and enforce codes of conduct, create

policies and procedures that guide employees' actions, and provide training to ensure everyone understands the importance of compliance and ethical conduct. By fostering a culture of integrity, the Risk and Compliance Unit ensures the company upholds its values and builds trust among its stakeholders.

Apart from mitigating risks and ensuring compliance, the team also actively seeks ways to improve processes and systems, making them more efficient and effective. They conduct regular audits, evaluate internal controls, and recommend improvements to minimize risks and optimize operations. By implementing these recommendations, the unit not only enhances NP (SL) Ltd's overall performance but also sets an example for other departments to strive for excellence continually.

The role of the Risk and Compliance Unit can often be challenging and demanding. They are at the forefront of navigating complex regulatory landscapes, managing risks inherent to the industry, and providing guidance in critical decision-making. Their work may not always be visible, but their contributions are instrumental in safeguarding the company's success.

We owe a debt of gratitude to the Risk and Compliance Unit of NP (SL) Ltd for their unwavering commitment to protecting our organization. Their dedication, expertise, and constant vigilance in managing risks and ensuring compliance deserve recognition and applause. Let us cherish the unsung heroes within our organization and acknowledge their invaluable contributions to NP (SL) Ltd's growth and stability.

NP AND EPA COLLABORATIONS

In a significant gesture of goodwill and collaboration, the NP Management team has met with senior authorities at the Environmental Protection Agency (EPA). The visit marked an essential step in fostering dialogue between the oil company and the environmental regulator, aimed at addressing mutual concerns and exploring sustainable solutions.

Mr. Vandi Bockarie, Sales Manager at NP (SL) Limited noted that the visit is geared towards familiarizing with all the relevant stakeholders in the petroleum industry. Thanking the Agency for the support the Company has enjoyed over the years, he assured the Agency of the operating procedures deployed by the Company to ensure compliance with the EPA's requirements. He noted that NP will work towards maximizing full compliance of the EPA regulations, expressing hope for better conditions for the existing relationship between NP and the Agency.

Mr. Bockarie, said the Company will continue to work closely with the Agency to achieve the best outcomes in terms of environmental standard performance. He also assured continued and easy access to the best services and offers.

The Executive Chairman of the EPA, Dr. Abu Bakarr S. Massaquoi, expressed excitement at the opportunity to meet the new management for the first time. Dr. Massaquoi assured the Company of providing the technical support as well as the platform needed for dialogue. We want to be able to present NP with the opportunity to say to the EPA, 'This is too much for us.' Can we sit down and discuss the resources and how we can fully comply with the terms and conditions?

Sheik Ahmed Tunis, Director of Research Policy and Implementation and also in charge of monitoring petroleum operations in the country, commended NP's commitment to complying with requirements, especially paying dues. He implored the Company to continue the remarkable efforts. Mr. Tunis assured NP of the entire leadership of the EPA's willingness to work as best as possible to minimize the burden on businesses like NP.

For a business like NP, the influence of the Agency is to help enhance the Company's performance in terms of environment, safety, and health standards. Providing the benchmark for environmental responsibility, the Environmental Protection Agency delivers science-based regulatory requirements that protect the environment while allowing a space for responsible business existence.





The meeting, described as cordial, focused on several key issues, including environmental protection, regulatory compliance, and the future of the petroleum sector, and concluded with both parties expressing optimism about future collaboration.





NP GROUP'S EXECUTIVE CHAIRMAN URGES INVESTMENT AT YOUNG ENGINEERS CERTIFICATION CEREMONY



The Executive Chairman of NP Group Limited, Ing. Mohamed Babatunde Cole has delivered an inspiring and forward-looking keynote address at the 2024 Society of Licensed Engineers (SLIE) Certification Ceremony, calling for a renewed corporate commitment to mentoring and developing the next generation of engineers.

In a compelling address at the Sierra Leone Institution of Engineers' certification ceremony, the E C underscored the critical role of innovation and sustainable practices in engineering, emphasising the need for continued professional development and collaboration to drive the profession, especially with the

emergence of technological advancements like Artificial Intelligence.

Speaking before a distinguished audience of industry leaders, academics, government officials and newly certified engineers, E C Cole highlighted the critical role engineers play in national development and challenged both public and private sector stakeholders to create meaningful opportunities for young professionals to thrive. "Today, we are not only awarding them certificates, but also ushering them into a community that stands at the forefront of innovation, progress and societal



emergence of technological advancements like Artificial Intelligence.

Speaking before a distinguished audience of industry leaders, academics, government officials and newly certified engineers, E C Cole highlighted the critical role engineers play in national development and challenged both public and private sector stakeholders to create meaningful opportunities for young professionals to thrive. “Today, we are not only awarding them certificates, but also ushering them into a community that stands at the forefront of innovation, progress and societal development.”

Themed “Contemporary Approaches to Engineering Education and Practices,” the event emphasised digital literacy, interdisciplinary learning, and sustainability in engineering education.

Congratulating the graduating engineers, E C Cole encouraged them to seek knowledge and experience over immediate financial gain, especially at the beginning of their careers. “In the early stages of your career, the knowledge, skills and wisdom you acquire are invaluable beyond reasoning.”

He also used the opportunity to address fellow corporate leaders, urging them to create enabling environments

where young engineers can develop their skills through mentorship and real-world exposure. “Provide platforms for young engineers to tackle real-world problems, fostering innovation and practical problem-solving skills. Your commitment to nurturing talent will not only benefit your organisation but will also drive progress in our communities and beyond.”

As Artificial Intelligence (AI) and other emerging technologies reshape industries, the E C pointed to the importance of equipping engineers with the skills to innovate and collaborate with evolving digital systems. “With the rapid evolution of technology, the way forward is for engineers to be more innovative to showcase their creativity in response to advances in AI. Engineering is not an exception”

NP has long been a supporter of professional and technical development, regularly collaborating with educational institutions and providing internship and graduate training programs to bridge the gap between academic learning and industry practice.

The ceremony concluded with the EC urging all present, including graduates, professionals, and corporate leaders, to continue refining their craft and embracing lifelong learning.



NP SL LIMITED BROADENS ITS REACH TO JENDEMA



In a significant bid to enhance fuel accessibility nationwide, NP SL Ltd has expanded its footprint with the commissioning of the country's first state-of-the-art fuel station in Jendema, marking a milestone in Sierra Leone's energy sector. The commissioning of the Abyei fuel Station brought together key stakeholders, including local authorities, security personnel, regulatory bodies, and transport unions, all of whom lauded the initiative as a game-changer for the border town. The new fuel station is strategically positioned to cater to the growing demand for fuel from commercial drivers, bike riders, and local businesses. The facility

reliable and stable fuel supply. This facility is equipped with modern technology to ensure efficiency, safety, and customer satisfaction. We are confident that it will have a positive impact on the transportation and business sectors in Jendema." Additionally, Mr. Bockarie stated that the fuel station is a testament to development in Jendema. It will enhance economic activities and make



features multiple fuel dispensers, a mini-mart, and advanced safety systems to prevent fuel theft and ensure environmental compliance.

Mr. Vandi Bockarie, the Sales Manager representing the CEO of NP SL, emphasized the company's commitment to providing high-quality petroleum products and enhancing service accessibility nationwide. Our goal is to ensure that all Sierra Leoneans, regardless of their location, have access to a



fuel readily available for our people, reducing the burden of traveling long distances for refueling.

The Town Chief, Alhaji Sherriff, expressed his gratitude to NP SL for investing in the town. This fuel station is not just a business; it's a lifeline for our community. It will create jobs, boost trade, and make life easier for our people. We are grateful to NP SL for choosing Jendema as a location for this vital project," he stated.

ASP Vamboi from the MRU Police Division reassured the public of the station's safety, highlighting the collaboration with NP SL to ensure the facility is protected. Security patrols and monitoring systems have been implemented to ensure the safety of customers and staff.

The newly commissioned fuel station has been met with



enthusiasm by transport unions, particularly the Bike Riders Union and Drivers Union, whose members have long struggled with fuel shortages in the area. This is a massive relief for us, said a representative of the Bike Riders Union. We no longer have to travel miles in search of fuel, which will save us both time and money. Similarly, a spokesperson from the Drivers Union praised the initiative, highlighting its importance to the local transport industry. “We have faced difficulties accessing fuel, especially during shortages. With this new station, our work will be more efficient, and transportation will improve,” he stated.

A spokesperson from the Petroleum Regulatory Authority (PRA) commended NP SL for adhering to all regulatory requirements and maintaining high industry standards.

The new fuel station is expected to drive economic growth in Jendema by creating jobs and supporting local businesses. NP SL remains committed to providing quality service and expanding its network to reach underserved areas. With this strategic investment, NP SL continues to solidify its position as a leader in Sierra Leone's petroleum industry, reinforcing its position as the first for Customer Care.



UNVEILING THE BIGGEST RESELLER STATION AT MASIAKA HIGHWAY



In a landmark event, signaling a significant stride in Sierra Leone's fuel distribution landscape, NP SL Limited has officially unveiled the biggest reseller station in Masiaka.

The state-of-the-art facility, spanning over acres of land,

is set to become the regional hub for fuel supply with over 100,000 storage facilities of both Petrol (PMS) and Diesel (AGO) to cater to the fuel needs of Masiaka Town and its environs, streamlining operations and boosting economic growth in the area.



During the unveiling ceremony, community leaders and key stakeholders converged at the new station to support Mr. Suliaman Deen Kalokoh for his remarkable achievement in Masiaka.

Section Chief Pa Alimamy Bomboli Kanu opened the proceedings by welcoming the attendees and emphasizing the positive impact the station would have on local commerce and employment. He added that the facility is more than just a fuel station; it is a beacon of progress for his community. “We are optimistic that it will create numerous jobs and provide reliable fuel access to residents.” Taking delight in the fact that their chiefdom now has the biggest filling station in the region, he added that the difficulties locals had getting fuel are now over with the construction of the new facility in the area.

NP's Sales Manager, Ing. Vandi Bockarie, emphasized the company's commitment to delivering high-quality fuel products to the community, noting that the reseller station has set a new benchmark in service and reliability. “We have invested in top-quality equipment and modern technologies to ensure seamless operations. We aim to support local businesses and enhance customer satisfaction, driving economic growth in Masiaka.” In addition to guaranteeing a consistent fuel supply, he noted that the construction of the station has already provided locals with employment prospects. Mr. Vandy expressed his appreciation to Suliaman Kalokoh for his faith in NP SL's goals and objectives, which led to their collaboration on the project. The Sales Manager encouraged pump attendants to be customer-centric and serve the public diligently, upholding the NP image as the leader in customer care.

The Sales Manager encouraged community stakeholders to take ownership of the station and make significant contributions to its preservation. This milestone reflects NP's unwavering commitment to enhancing access to high-quality petroleum products across Sierra Leone, underscoring our dedication to national development. Our mission has always been to maintain a leadership position in Sierra Leone's energy sector by ensuring the reliable supply of petroleum products in an environmentally friendly manner.”

John B. Koroma, the Local Unit Commander of the Masiaka Police Division, assured the public that the station would be under round-the-clock protection. “We are fully committed to ensuring that the new station remains secure. Our police division will maintain a constant presence to safeguard both the facility and the surrounding communities.”

Representing the transport sector, Drivers Union Chairman Sorie Bomboli Kanu expressed his enthusiasm about the facility's potential to ease the longstanding fuel scarcity experienced by commercial drivers. “Our drivers have long faced challenges in sourcing fuel efficiently. This new station will drastically reduce downtime and support our efforts to keep the nation moving.”

Similarly, Osman Koroma, Chairman of the Bike Riders Union, highlighted how the station's strategic location in Masiaka will benefit motorcyclists. For bike riders like us, having a nearby and reliable fuel source is a game-changer. We're excited to see NP SL leading the way in resolving fuel accessibility issues in our region.”



The newly appointed Executive Director of the Sierra Leone Standards Bureau (SLSB), Dr. John Paul Kaisam, and his team paid a courtesy visit to NP (SL) Limited. The visit marked an important milestone in the relationship between the SLSB and NP and emphasized both institutions' commitment to work closely together.

Dr. Kaisam expressed his gratitude to NP for its unwavering partnership over the decades, highlighting several significant infrastructures that have been built together, including the remarkable construction of the petroleum lab at NP's Terminal. In addition, Dr. Kaisam emphasized on fostering strong collaboration between SLSB and NP. Both parties expressed their commitment to regular communication and coordination, to achieve tangible results in the petroleum industry.

During the visit, the CEO NP SL expressed delight in welcoming the team from the Agency. He emphasized NP's commitment to working hand in hand and collaborating with them. He noted that the collaboration is crucial for promoting accountability, integrity and quality



standards within the country's petroleum industry.

The visit highlighted the shared commitment to maintaining high standards of operations and ensuring quality petroleum products for the benefit of consumers and the overall economy.



PARLIAMENTARY TRADE & INDUSTRY COMMITTEE VISITS NP TERMINAL



Members of the Trade and Industry Committee in Parliament have visited the NP (SL) Terminal to assess the Company's operations and discuss future industry regulations.

The visit was undertaken as part of the Committee's oversight function, which not only provided the Committee with a platform to evaluate the progress made in terms of improvements to the Company's facility but also created an enabling environment to identify and discuss challenges that had arisen following these improvements.

The delegation, led by the Committee Chairperson, Hon. Veronica Sesay, aimed to gain a deeper understanding of the oil company's logistical operations, safety protocols, environmental management approaches, and Corporate Social Responsibility strategies.

On behalf of Parliament, the Hon. Sesay thanked NP for ensuring reliability during periods of scarcity. Expressing

delight, Madam Sesay commends the Company for consistently doing a good job in providing a wide range of products.

During the tour, committee members observed the Terminal's gantry facilities, loading arms, and BRVs queuing to load fuel into their compartments. They were briefed on the latest technological advancements implemented by NP to improve operational efficiency and reduce environmental impact. Notably, the Company showcased its newly refurbished tanks and gantry upgrade.

During the engagement, the NP Management presented the Company's successful projects, including infrastructural developments undertaken at the Terminal, as well as plans for CSR undertakings and progress relating to the electronic



system transition. Noting the massive overhaul at the Terminal, Managers mentioned the upgrade of the storage tanks, the premium NP pays to security and safety in its Terminal operations and their Commitment to leading the industry in sustainable practices within the line of business.

The discussions also touched on the challenges faced by the Company, including fluctuating global oil prices, maintaining the road leading to the Terminal, and the availability of foreign exchange.

Committee members emphasized the importance of the oil company to the national economy while also stressing the need to implement measures to mitigate recurring fuel shortages in the country.

The purpose of the visit was to support the Committee in its oversight activities. The insights gained from this visit will play a crucial role in shaping future policies.



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NP Côte D'Ivoire

Ing. Andrew Bangali

I first joined NPSL in January 2015 as a Mechanical Engineer from Mantrac Sierra Leone, where I had been a certified Caterpillar Technician. I was attached to NP's terminal at Kissy. I left in August of the same year to further my studies out of the country. I returned to Sierra Leone 3 years later with a Master's degree in Petroleum Engineering. Upon my return, I visited the terminal once to see former colleagues and inform them that I was back in town. Two weeks later, at about 8 am one Wednesday morning, I got a call from the then Operations Manager, Ing. Vandi Bockarie, that the main generator at the terminal had stopped working and asked if I could go take a look at it as the general operations at the terminal was at a standstill. I got to the terminal and had the problem resolved and in under one hour of my arrival, operations at the terminal had resumed.

It so happened that a few minutes after resolving the generator problem, Ing. Vandi and the then Marketing Manager, Mr. Bernard Sisay, were returning from a provincial tour and had decided to stop at the terminal to find a solution to the problem. To their surprise, the terminal was up and running. I then went to see them in the Operations Manager's Officer, explained to them what the problem was and the spares required to solve the problem definitively. They then ask me to submit my CV by the following Friday which I did.

I rejoined NPSL in 2018 as a Mechanical Engineer where I was in-charge of broad road vehicle (BRV) inspections, mechanical equipment and vehicle repairs. I stayed in this role until May 2020 when I was selected to start a series of training programs

as a Relief Manager Trainee. During this training period, I worked in NPSLs Sales Department for two months and a month in the Accounts Department. In October 2020, I was seconded to NP Côte d'Ivoire for six months as a Relief Manager Trainee to continue my training. Côte d'Ivoire is a French speaking country and by then, I could not speak any French which led me to download the language application Duolingo which has helped me greatly improve in speaking and understanding French.

At NPCI, I understudied the Accounts, Operations and Sales departments and ended my training with the Managing Director, Ing. Mohamed S. Kanu. After the six months, I returned to Sierra Leone and was reassigned to work with NP Gas for six weeks. In June 2021, I returned to NPCI for the second time with the same designation. This time, I worked closely with Ing. Mohamed S. Kanu who was to proceed on leave for a few months. As a Relief Manager Trainee, I had my first shot into management. During his absence, I stayed in constant communication with Ing. Mohamed S. Kanu, keeping him informed on the running of the company. He returned to Côte d'Ivoire in January 2022 and a month later, I returned to Sierra Leone. By this time, my French had started to improve.

In April 2022, I returned to NPCI for a third time as a Relief Manager as Ing. Mohamed S. Kanu had to go on leave for five months. This gave me a second opportunity to serve in a managerial position. I made deliberate efforts to improve in French and kept the company running until his leave ended. In October

of the same year, I got seconded to NPCI as the Chief Operating Officer. As the COO of NPCI, I managed the smooth running of operations, ensuring that there were no stock outs at any of our stations and that regulations were respected, providing technical support for the technician and monitoring NPCI's construction projects ensuring that the plan was strictly followed. I also served as the MD's Deputy and acted in his stead whenever he was out of the country.

I continued as the COO of NPCI and in July of this year, I was named the Acting Country Manager of NPCI. Having understudied and learnt a lot from Ing. Kanu, I set out on the journey to continue the work he started to expand NPCI's representation across the Ivorian territory.





Interview with Konan Éric

Question: Good evening, sir, can you tell me your name and what you do with NP?

Answer: Okay. I am Konan Éric, head of the audit and consulting firm. Since 2016, we have been supporting NP. We are the ones who handled all the formalities for creating the Company in Côte d'Ivoire. So we started in December 2016. So we have been accompanying them until now.

Question: So, since when have you been with NP?

Answer: Well, one must say our collaboration had two phases. First phase: it was when NP management (Mr. Cole and Mr. Kanu), arrived for the first time in Côte d'Ivoire. They did not know the environment here. So we were the first people they met. We explained a little how the work environment here, etc. And we explained to them how to create a Company, especially in the hydrocarbons sector. That was the first phase.

The second phase was during the phase of creating the Company itself. In the first phase, we gave them all the formalities needed, with all the documents required to create the Company. Then they gathered all the documents and sent them to us. So we set up the whole structure, all the necessary formalities and documents required.

So once we finished, they signed, and then we continued.

Question: How can you explain the relationship with NP? Is it cordial?

Answer: Well, the relations are cordial, because if they

were flat for a long time, we might have ended the collaboration. So, if today we are still in collaboration, it is because the relations are cordial. At first, we started managing all the accounting and HR aspects. Gradually, we participated in recruiting the first personnel. Once we finished recruiting personnel, we transferred the workload. We always accompanied them. Then, when NP started to have larger activities, we accompanied them, but unofficially. Then we took the audit support part to really ensure that NP functions according to the rules.

Question: Thank you. During my very short time here, I noticed that there is a lot of competition in the market. What advice could you give NP to help the Company grow?

Answer: Okay, I can place the advice in terms of funds and in terms of strategy. Here, the hydrocarbons market is a theme of competition; it is tough. Although at the same time, there is still potential. The companies in hydrocarbons here are big groups, the large ones. There are still possibilities and opportunities. Small companies or other companies can still compete

But everything is a matter of strategy. I accompany not only NP, I accompany other companies. There are pieces of advice I can give as tools to develop. There are markets often negotiated directly, but at the same time, there are markets that can be done with corporate entities.

Question: Now, I want to talk about you, yourself, because I am profiling you. So, tell me a little about

yourself.

Answer: My name is Éric. I am manager of the firm. Before joining the firm, I worked in mining companies. I have practically 10 years of experience in multinational mining and commercial companies. I always dreamed of being my own boss. While I was in the position, I was consultant for companies of the firm. One day, I decided to create the firm. I created the firm while still in the position. Gradually, the activity developed. When the activity developed, I said it was time to leave the company where I was. That is how I devoted myself to my firm. I created my firm in 2016, and I have been working with NP for more than eight (8) years.

NP is one of my first clients. I found out that they were a serious structure. That motivated me to continue. It has been 7 or 8 years since. They are good professionals. NP is a good family.

Question: I didn't ask you about the difficulties you encountered working with NP. Do you have

difficulties?

Answer: There are difficulties with the accounting system (differences between Anglophone and Francophone systems), but with taxes and others, accounting is adapting.

At the start, there were things that were enough at the accounting level. I told them it was not enough like that. For example, management did not accept much at first, because that is how they saw things. I told them that we had to consider the English system. Today, it is okay.

Getting commissions. Today, groups work like that. To get contracts, you need to give commissions. To get a big contract, to have a business, you have to give commissions. And NP, it is a very big problem. Even today, for acquisitions, land, and commissions, it is complicated. To buy land, for example, you have to give commissions. And NP refuses this system. That is why NP pushed us to have many opportunities. It is because of this system.



AFFILIATES: MARKETING VISITS AND TRAINING PHOTOS





Massah Mumuina Allieu
Managing Director, NP Gambia

Daring Stormy Grounds

My name is Massah Mumuina Allieu. On March 12, 2018, I received an offer to switch from Access Bank to NP, where I would serve as a Sales Supervisor, joining a new environment and meeting new friends. It was challenging, but notwithstanding, I did not relent on my mantle and services because I believe women can thrive in any situation they find themselves.

Before joining NP, I thought the office didn't have much work to do and wished to switch jobs to make things a bit more relaxing. This notion lasted until I joined NP and then realised that being a part of the company brought more work, exposure, and challenges than Access Bank ever did. Joining NP while pursuing my master's, I was a bit discouraged due to the pressure of balancing work and classes. Sometimes, I had to skip classes due to work. However, I had someone who served as a guardian for me and helped me pursue both my course and job until I conquered them.

My interaction with customers led to my bosses, including Mr. Walker, Mr. Vandi, and Mr. Mansaray, extolling me. Even during my leave, customers were calling me to get their issues adequately addressed, and I would use that opportunity to call and inform Linda to do the job on my behalf. While I was on leave, Linda would not want me to worry, but I believed that being on leave did not mean I should not follow up on my job. After all, I

loved my job, and it wasn't as if I was gone forever, but rather that I would have to resume it again. Those things kept me going because I believed that one day, I would reap the reward.

In June 2023, HR Manager Mrs. Georgina Williams informed me that the company wanted me to spend three months in Conakry. Hesitant, I requested some time to seek my husband's consent, hoping that he would agree to the offer. Knowing that my husband does not usually stay in the country during the rainy season, Mrs. Williams lured me that I would have returned home even before my husband came but that notwithstanding, I knew I needed to discuss with him on the matter, upon which, he eventually agreed and hoped that I was only visiting for a while.

I went to Conakry, performed my duty, and sent my report. Coming back home and resuming work on my first week, I was summoned to a meeting by the EC and then GM, Mr. Saidu Sesay, who told me that the company wanted me to head its branch in Gambia. I was not aware of the rationale behind this promotion, but technically, how could it not have reflected my performance on the Conakry trip?

Considering what my husband had told me before I went to Conakry, I was a bit nervous about discussing this long-term transfer with him, thinking he would disagree. It took me a great deal of time and effort to convince him. He eventually agreed, suggesting that he neither

wanted to hinder my progress nor discourage me from becoming the wife he wanted me to be.

Starting our work in Gambia on October 15th, 2023, we found it challenging to get stocks in the second half of October. We only had to buy products from other OMCs until we picked up in the first week of November. When I took over, the company was making about 16.3 million dalasi.

In November, I summoned the Accountant, Sales Assistant, and Technician to an emergency meeting, informing them that I did not want to work and fail, and we were only in these positions because our bosses trusted us. Letting them know that a leader is someone who leads, mentors, and nurtures, I suggested that we needed to find suppliers who would help us get sustainable products. With that, we would be able to sign customers and maximise profits for the company.

We unanimously agreed, spoke with people, and visited the Depo in search of not just any suppliers, but reasonable ones. We did not have direct contact with ADAX, so we were only vaguely aware of some of the products they brought unless we inquired with Depo to determine their ETA. Against this backdrop, we pledged to double our efforts in order to increase sales and, at the same time, generate profits.

During the struggle, we met a supplier named PSTV (now closed), and requested to partner with them. Claiming that they did not lend their products, Martin, the supplier, agreed to partner with us on the condition that they would obtain our financial information from the head office, and we would purchase the products we could afford. Having no other option, we looked into his offer and acquiesced. Pleading for some time to prepare our financials, which were not ready at that time, we asked him to help us obtain the product, as we were about to begin another month and did not want to run out of stock.

He sent me their offer, and we forwarded it to the group office. In The Gambia, pricing structures are released every month, and the premium is the difference that maximizes profits. The first thing we did after he sent their offer was to compare their premium prices to ADAX's premium prices. Detecting the vast price gap between theirs and ADAX's, we pleaded for some discount on the premium, and eventually, he acquiesced. Thankfully, we sealed that deal, which enabled us to achieve at least a good margin on the sales we made.

The Gambian petroleum market is highly volatile, and therefore, you can only make sales by offering a slight discount on prices. Customers buy only from people who give them a discount. In such a situation, we were able to match up with other OMCs, offering a slight discount to our customers.

From November, our sales have increased gradually, and to date, I am proud of how far my team and I have come. I am not the only one who drives to DEPO, conducts visitations, and calls customers; instead, we do that as a team, and therefore, we all deserve the accolade for the distance we have come. I am proud to inform you that, as of last month's report, my team and I have successfully reduced the loss we incurred in October from 16.3 to 3.2

percent. We hope to start reporting profits by 2025. I am not a failure, and therefore, I have informed my bosses that, regardless of the rain or sun, I will do my best to ensure success in this assignment.

What challenges do you encounter in your day-to-day affairs?

With Gambia having only two depots – one owned by the government and another owned privately - the DEPO is one of the significant challenges we encounter. Called CASOL, the privately owned DEPO is where we sometimes store our products. CASOL not only offers storage but also supplies products, operates its stations, and seeks to generate sales. When we send our customers with their delivery notes, instead of making the delivery, they tend to market their products and undercut the price to our customers.

At the same time, if we run out of stock and discuss with suppliers to obtain some stock while we try to raise the FX, they will hold off on our release, compelling customers to switch to buying their products.

The challenges are inevitable, but nonetheless, we will strive to push hard and ensure we succeed in our mission. You do not manage a company to run at a loss. Women, in particular, often run companies to drive growth. Promising to make the company proud, we all need to thrive, adhere to the principles at the core of our mission, and ensure we succeed in our objectives. NP have been in existence for over 40 years, long before we were even born, and people were running it smoothly, so we can not just come and ruin their efforts. Just as the foundation has been laid for us to make progress, we also need to set a landmark for our successors. My contribution to the company is to give my best and ensure that my colleagues do the same, thereby achieving the company's goals.

My message to the new team of sales staff

The message is clear. At this stage, they need to utilize their youthful energy sensibly, leaving an indelible legacy in the industry. In the oil industry, they need to be diligent at their desks and not mind what people say or do, always arriving at work earlier and focusing solely on their jobs.

For marketers, their space is on the street. Reach out to your customers to understand their needs, place their orders, and provide services to them as soon as possible. You will surely see a beneficial result. I believe in good customer service. If you have a good rapport with your customers, they are unlikely to leave you over a price difference. The relationship will help you retain them for a very long time.

Also, seeking elevation at an early age is futile. As they have been recruited, let them focus on their roles and responsibilities, bow their heads, and master the job. Eventually, they will be elevated without having to demand it. Little did I know that I would reach this stage at NP. I never knew that our bosses were watching us and customers were giving feedbacks about our performances. My humility led me to where I am currently. I believe that if it works this way for me, it will work for them as well.

NP, WORKING WITH THE GAMBIA'S PURA



Mandated by the Public Utilities Regulatory Authority (PURA) Act 2001 to regulate public utilities, which include telecommunications, broadcasting, internet service provision, water, electricity, and petroleum in The Gambia, PURA is a multi-sector regulator that has been in existence since 2001, approximately 23 years.

The petroleum industry has three sectors: upstream, midstream, and downstream. The Gambia has separate institutions responsible for regulating the upstream and midstream, while

PURA regulates the downstream petroleum sector.

PURA's work mainly entails implementing requirements in the regulation by taking a supportive approach. In the context of regulation, the industry is quite new in the country. The Petroleum Products Act 2016 highlighted the need for liberalization of the industry, and accordingly, the regulatory mandate was assigned to PURA. This particular Act also has supporting regulations in the areas of the retail sector, health and safety, petroleum bulk storage facilities, importation, and all other

valued activities in the downstream sector. Ismaila Jandama works with the Directorate of Petroleum, Water, and Electricity, serving as the Petroleum Quality Assurance Manager. NP Communications met with him in The Gambia and had a chat with him.

How does NP fit into your work, and has NP been compliant with PURA's regulations?

As a retailer and importer, NP operates in the downstream industry, which falls under the purview of the regulatory landscape being reviewed and checked by PURA. Like any other licensed operators, NP's operation, which encompasses retail and service stations, makes them a good fit in the industry and the work we do. Therefore, they are required to fulfil specific regulations as prescribed in the relevant regulations, particularly the service station regulations.

If they intend to conduct or operate any new service operation, they must channel all necessary steps relating to permit issuance through PURA. Of course, the license is also being processed at the PURA level. Within the context of our laws, the Minister of Petroleum issues licences upon the recommendations of PURA.

In terms of the recommendations at retail and service stations, PURA conducts regular health and safety inspections quarterly, with robust monitoring to ensure that the requirements set forth in the law are met.

So far, in terms of minimum health and safety requirements and regulatory processes, there has been remarkable compliance on the part of NP. There is a proliferation of retail stations in the country. As such, we have operators who start construction without following due processes, which first entail obtaining the authority's approval to confirm that a site, such as Yamack, is suitable for constructing a fuel station.

From our records, NP has consistently demonstrated a high level of compliance regarding site screening and respect for the authority's decisions on site approval. Of course, at the operational level, the minimum expectation, in terms of observing the required health and safety protocols, as well as instituting health and safety requirements, NP has demonstrated some level of compliance, which is highly recognized by the authorities.

This refers to the interplay between the regulator and other players in the sector, particularly as it relates to operations in the downstream.

You have been here and you understand the market. What is your opinion about the NP brand in The Gambia? Is it strong? If not, what are the challenges that arise?

From a regulatory perspective, I can attest that NP is a reputable brand. It is reputable from the perspective of regulatory compliance.

Of course, the market is highly competitive. We have a large number of players in the retail subsector, and as such, your dominance likely depends on the extent of your retail footprint. But, from our perspective, it is more in terms of how compliant the respective players are with regards to the requirements or regulations that are in place.

I would say they are doing pretty good. The compliance aspect is more of a process, so you have to really own the work. It is not a one-off entry. Let us say they are more into retail. They have approximately five stations that are currently operational. It is essential to ensure that the level of compliance they have maintained from the outset continues to grow, as this is what the regulator counts.

We have also seen their contributions in the sector. The level of branding of their stations makes them stand out, and the location in which they are adds more value to them. That is a positive development from their side, and we look forward to seeing it grow over time.

What measures do you have in place for handling complaints? For instance, if there are things that NP is dissatisfied with regarding your operations, how does the company channel its complaints to your institution?

At the PURA level, we have various complaint resolution mechanisms. It depends on the type of complaint. Generally, as a regulator, we have a supportive approach to regulations. For instance, if there is a counterargument regarding a decision on a particular site, what PURA typically does is try to ensure that it applies the full requirements of the regulation, as it has specific provisions related to site screening. Once this is done and we realise that the site is not fulfilling those requirements, the community will not have to be made official for that particular applicant or the proponent.

Depending on the core reason that has been presented as the basis for the conclusion, the applicant could provide details as to why they think a particular site is suitable. This only applies if the core requirement of the regulation has not

been fulfilled, and that decision has to be channelled to the Minister of Petroleum. This is what the statutory requirements are.

If PURA feels or deems it reasonable to consider issuing a waiver or recommending it for the minister's consideration, once the initial arrangement has been forwarded to the Minister, the Minister, according to the constitution, establishes a committee to review that particular complaint or appeal. The committee will advise the Minister accordingly, and then he takes a decision.

There are other areas or arrangements where PURA would recommend to the Minister that, Based on our assessment, we feel this particular applicant has not fully met this requirement. However, the missing element is not as significant as we think; therefore, we recommend that she open the station. The Minister could also act based on that.

Essentially, these are the two primary arrangements for site screening. In addition to these, decisions will be strictly based on the requirements of the law. There are instances where third-party expertise is also sought to add value or bring different perspectives from an industry expert field to inform decisions on a particular issue. However, so far, we have not faced any significant challenges in resolving issues related to regulatory decisions, as the law already provides for the channels that can be explored in the event of a dispute.

What is PURA doing to enhance efficiency within the industry?

We are doing regulations in different aspects. Our approach to regulations differs slightly from that of other countries. In this sense, we understand the nature of the industry in which we operate, as we have both well-established players and new entrants. As such, to create a level playing field, we must bring them on board by fostering engagement, and therefore, we have had several bilateral engagements with industry players.

We have also tried to ensure that the permitting processes are as transparent as possible. We have specific guidelines for certain permits and specific guidelines for even license applications. We have a dedicated directorate responsible for not only consumer-related matters but also disputes between license entities. The legal directorate is also responsible for handling such cases as they arise.

We have a broad spectrum of players engaging

with PURA and regulated entities, as well as between regulators and those with limited experience in petroleum operations. We take it on a case-by-case basis to ensure that virtually everybody is on a level playing field.

What advice do you have for newcomers to the petroleum marketing industry?

Let them be patient and follow due processes. The petroleum downstream industry has been operating for some time, but the fact that regulations were introduced a little late means that many issues have likely arisen that need to be addressed now. As such, becoming familiar with the requirements of the law is crucial. As a new entrant, it is essential to understand the regulations and Acts that govern the sector, including permitting processes, regulatory guidelines, and requirements. These are critical to the success of your business as a new entrant. That is generally the advice I could give.

Any advice for NP?

For NP, I would advise them to continue engaging with the regulated authorities at all levels and feel free to contact us regarding any issues they may have. We have an open-door policy, and as such, if they have any doubts, they can work in and make enquiries, and somebody will be there to guide them through.

Is there anything I haven't asked that you feel compelled to address?

I don't have much to add to what I've said, as it will likely be repetitive. However, it is generally beneficial to collaborate with and view regulators as partners who support their businesses. Let them work towards ensuring that they adhere to the regulations' requirements in terms of compliance. It is a partnership. We are development partners. Once that is upheld and reserved, I believe it will all go well and there will not be any challenges along the way.

From our records, NP has consistently demonstrated a high level of compliance regarding site screening and respect for the authority's decisions on site approval.



Hussanatu J. Kefi-Conteh

Country Manager, NP Liberia

NP Liberia Gets New Country Manager

Hussanatu J. Kefi-Conteh has been appointed the new Country Manager of NP Group Subsidiary, NP Liberia Ltd.

Madam Kefi-Conteh is a performance-driven and result-oriented professional with over 15 years of progressive experience in Accounting, Finance, and Business Management within both Non-Profit and Profit-oriented sectors. An ACCA-certified and qualified accountant, she is highly regarded for her strong analytical skills, strategic decision-making ability, and unwavering commitment to thoroughness, integrity, accuracy, and professionalism in financial and corporate leadership.

Her career within the NP Group Limited has spanned across Sierra Leone and Liberia, where she has consistently demonstrated a proven track record in financial management, process implementation, business analysis, and strategic planning. Hussanatu has played a pivotal role in strengthening systems and controls, streamlining reporting processes, and aligning financial operations with broader business objectives.

Throughout her career, Hussanatu has built a reputation for being a highly organized and detail-oriented leader who thrives in dynamic and challenging environments.

Her leadership style is marked by collaboration, accountability, and a results-driven focus that inspires teams to achieve and exceed organizational goals.

In recognition of her outstanding contributions and leadership capabilities, Hussanatu will take the mantle of leadership as the Country Manager of NP Group Subsidiary, NP Liberia Ltd in September this year. In this role, she is responsible for providing strategic direction, overseeing the company's operations, driving business growth, and ensuring sustainable performance in line with NP Group's vision and objectives.

Beyond her technical expertise, Hussanatu is passionate about capacity building, continuous professional development, and empowering teams to excel. She continues to be a key driver of operational excellence and strategic transformation within the NP Group, contributing to the company's growth trajectory and long-term success in the petroleum industry.

Throughout her career, Hussanatu has built a reputation for being a highly organized and detail-oriented leader



Manso Kamara

From the Shores of Liberia to Freetown

Manso Kamara, From NP Liberia to NP SL

When Manso Augustine Kamara took the reins of NP Liberia in 2018, the downstream petroleum market was riddled with challenges: regulatory hurdles, operational inefficiencies, and fierce competition. Six years later, under his steady leadership, NP Liberia has become a trusted household name — a brand synonymous with quality service, safety, and professionalism. Now, he is taking up his new assignment at NP SL as the Sales Manager, a more daunting task, considering the larger scale of operations in Sierra Leone.

A graduate of Fourah Bay College with a **BSc in Economics**, and further trained in Banking and Finance at Access Bank's **School of Banking Excellence**, Kamara began his career with NP (SL) Limited as Sales & Marketing Executive. That early exposure gave him both technical insight and practical experience in navigating the complexities of petroleum marketing across West Africa.

By the time he became Managing Director of NP Liberia, he was ready to confront long-standing legal and operational challenges, reshaping NP Liberia into a model of customer-centricity and efficiency.

For Kamara, timing is everything. *“In our industry, timing is*

very important, especially for mining and construction companies. If they stay a day without fuel, the cost is huge,” he explains. That belief has shaped NP Liberia's operations, ensuring every step of the supply chain — from order to delivery — is monitored and executed promptly.

This structured service culture has earned NP Liberia the loyalty of customers, even in a market where pricing differences remain tight.

One of the most visible hallmarks of NP Liberia under Kamara's watch is the transformation of gas station branding. Before NP entered the Liberian market in 2010, gas stations often lacked identity. Today, NP's bold yellow and green colors dominate the landscape, becoming landmarks in their own right. *“If you say NP Liberia, some may hesitate. But if you say NP Gas Station, everyone knows it. That's how strong our brand has become,”* he notes with pride.

This branding push has had a ripple effect across the industry, compelling other Oil Marketing Companies (OMCs) to elevate their operations and presentation.

Beyond branding and service delivery, Kamara has instilled a culture of safety and sustainability. From its monitored Bulk Road Vehicles (BRVs) to gas stations and office infrastructure, NP Liberia maintains rigorous safety protocols. This commitment not only safeguards lives but also reinforces NP's reputation as a responsible

corporate citizen.

Despite the uncertainties of the petroleum sector, Kamara remains optimistic. *"We have gone through the hurdles inherent in the industry. We've learned from them. NP Liberia's future is bright,"* he says confidently.

For Kamara, NP Liberia's mission extends beyond borders. With steady progress and an expanding footprint, he envisions the company not just as a market leader in Liberia but as a dominant force across West Africa.

Under his leadership, NP Liberia has evolved from simply supplying fuel to becoming a benchmark of excellence — a story of resilience, discipline, and vision in one of the region's most critical industries.



A MAN IN HIS PRIME

An interview with Francis Dennis,
NP Board Chairman, Liberia



Francis Dennis is a retired banker who worked for the Liberian Bank of Development and Investment for thirty-three years, amassing extensive experience in the banking sector.

Since his retirement, he has been engaged with several activities which include, the chairman of the NP board, the chairman of the National Social Security, a local insurance company where he was also a board member, under the wisdom of the then Chief Justice who suggested that the committee was obliged to be objective to having members from different works of life and not just lawyers, he was asked by the Supreme Court of Liberia to serve on its Previews and Ethics Committee, and also served as the President of the Liberian Chamber of Commerce where he gained an interesting experience not only from the business point of view but also as the representative of the employers in Liberia.

The NP Communications Team met Dennis in Liberia and got him to answer a few questions for NP Zone:

Could you kindly provide us with a background on how you became chairman of the board of NP?

From my professional background, the only story I think was behind the process was that I built a solid reputation, being known for who I am and what I stand for. One of my strengths, both in terms of training and professional

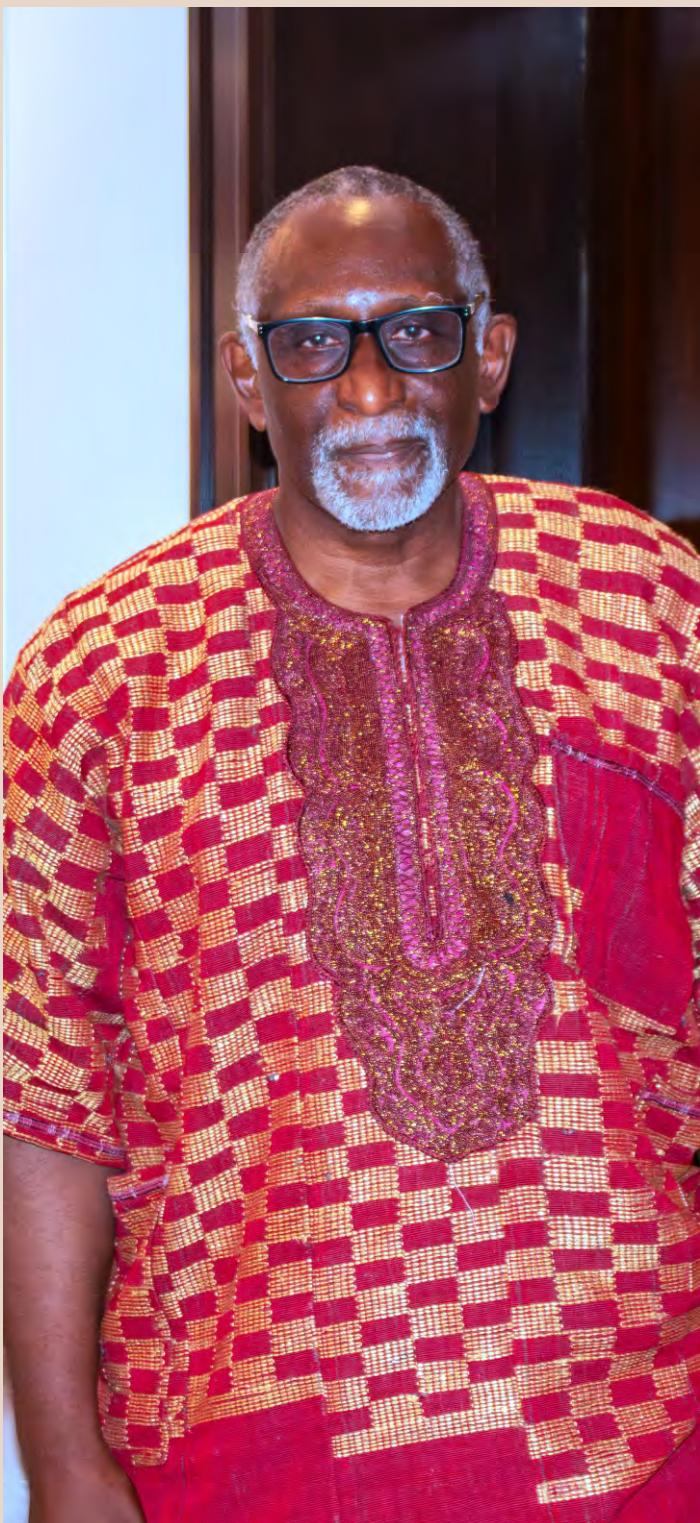
practice, is governance, and I firmly believe in the importance of strong governance. When people get to know you and what you stand for, and when issues and opportunities arise, these are the qualities they look for. If you establish them, you tend to gain recognition.

You mentioned that people know you and opportunities arise. In that case, who recommended you, and what was the situation like?

I don't want to call any specific names. Still, some individuals were very close to the management of NP Sierra Leone, our parent organisation, who, based on their knowledge and expertise in Liberia, I believe made strong recommendations.

How long have you been with NP, and what are some of the positive aspects you can discuss about the company?

I have been with NP for ten years, and I have very good experience with the company. I am proud of the company because of its regional representation – based in a West African country, precisely our neighbour. I believe that through coordination, we can gain more. We would like to see NP as an example to other companies in the region and our population at large, showcasing the importance



in the West reached their peak because they originated within their ecosystems. We need to do more of these things. In the banking sector, institutions like Ecobank and UBA have taken the lead. This is a similar system, where, within our region, we are trying to cooperate, and I am thrilled that we have initiated this effort.

You have served as board chair for ten years. If you were asked to assess your involvement and input to the company in terms of percentage from year one to ten, how would you grade yourself?

I have to be fair if I am to grade myself. As they say: "your hindsight is better than your foresight", I always see room for improvement. We will continue looking for

opportunities in our challenging environment. One of the benefits of being connected to a global or regional company like NP is that we can compare systems and environments and understand the differences between ours and others'. Other environments may be structured in a way that allows for better business opportunities. I have been to NP in Côte d'Ivoire, and unlike Liberia, their market environment is very structured and disciplined. In my agenda, I would like to see that we have a better environment for conducting our business – something that is stable, predictable, and encourages and supports past, current, and future investments.

In terms of what you can do, the environment is critical, but I think we will do more to create an environment that allows you to expand with some level of predictability. In the future, we would like to engage with the authorities to explore ways to improve the environment, as the product we deal with is essential and should be a national priority, aiming to emulate or surpass others.

What does the future hold for NP Liberia?

A lot depends on the macroeconomic climate, business opportunities, and Liberia's stage of development. We still have numerous opportunities in mining, agriculture, and other sectors. I think they will provide opportunities because all of them require our products. We will be watching to see the government's agenda, hoping that the economy will recover rapidly. In our current position, we have a strong brand, excellent locations, and all the necessary elements to capitalize on growth and opportunities, and therefore, we anticipate rapid expansion. We pray that the government will be successful in launching all these development initiatives.

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HELPING TO BE HELPED

Esther Neufville,
President of Liberia Petroleum
Importers Association



My name is Esther Neufville, mother of three beautiful girls. Accidentally entering the Petroleum Industry, I have a bachelor's degree in Nursing and a master's degree in Humanitarian Administration. My dad was from Freetown. After his passing, my dad's company, Firetex, a safety and equipment company, became mine, and that's how I was introduced to NP, where I handled all their gas stations' safety and equipment services.

When it was time for them to come to Liberia, NP asked me to conduct a market survey for them, making me their go-to person for anything they would need. This was indeed a difficult task because they were a foreign company, and there was a lot to do in obtaining their licenses, finding suitable locations for the gas stations, and serving as their Public Relations person when issues arose. Thankfully, we managed to take care of all the necessary things for them to get

started.

When it was time for them to operate, we had a dialogue. It wasn't like I was asking for a pay raise because we had a good working relationship. However, at the end of the whole process, I was looking for an opportunity to try something different, which I eventually did. I told them that I wanted to transport all of their products and be their distributor. At the time, I knew nothing about distribution and running heavy-duty trucks. They agreed and offered me ten thousand gallons. Even without any prior knowledge of trucks, I traveled to Belgium and purchased a couple of trucks to launch my business venture. It was a working process because I had to learn all the different things. At that time, Mohamed Kanu was the Managing Director of NP. He was also new to the office but that notwithstanding, I was constantly liaising with him and emulating almost everything he did in his



office. I learned a lot from him – how to operate the office, calculate my products, track my losses, and hedge in a way that I minimize my losses. I also operated a gas station located at the Police Academy.

Starting with ten thousand gallons, I never knew I would grow into something bigger than I thought, and in the blink of an eye, I was on a million debt with NP. In this sense, it was receivable because I was getting all the clients, establishing and maintaining mutual relationships with them.

At that time, Ellen was the President, so being a woman, I used her presidency to my advantage. I would approach the companies, request to be their ally by securing either ten or twenty percent, and inform them that I would revoke their offers if I did not meet their expectations. Most of the companies were easily lured by my enthusiasm. Still, there were some whom I battled for six months before I eventually got their contracts – specifically spotting MTN which I took almost six months to get twenty percent of their business, and the offer grew from twenty percent to fifty percent, from fifty percent to seventy percent, and from seventy percent to hundred percent, being in charge of all their towers. I started going to the length and breadth of our country because they had towers in all the counties. That exposure made me more attractive to other clients, and my receivables continued to increase.

It may seem sarcastic, but I single-handedly gained all that exposure. At that time, I began to have critics and

competitors who wanted to take some of my clients. I was saddled with such a workload. I saw their point because there was literally so much to handle for a single company – especially one individual. Sometimes, I became clueless about how to get products for all my clients. Therefore, I agreed to give them a couple of my clients and retain a few.

Primarily dealing with AGOs which was a credit product and carried a lot of receivables, I started to approach the banks for Letter of Credits (LC) so I could get more products – LC depicts that I get the products through Letter of Credits, sell for three months, and the supplier gets her money from the bank to ensure safety and security. As a result, I was owed a substantial amount of money because clients were taking large volumes from me. At the same time, I was also owing NP all that money, which I did not have because my clients were also owing me. Taking LC, I started with 500 metric tons and then moved on to 1,000 tons, climbing the ladder until I fully paid NP and focused on supplying my clients.

After that, I started doing what I refer to as CME, where I would have my suppliers bring the products, and I would take them to pay them as we pumped, which helped me grow.

Although NP had their struggles because they were subjected to actions that led to such difficulties, I was able to reconcile with them and settle all the debts I owed them. I see NP as my baby because we started from scratch. Sometimes, we stayed up until 1 a.m. to arrange

things for the company. Fighting for a new company that was coming in, which many people disliked because they felt insecure, was not an easy task to handle.

During NP's transition period, the company began buying products locally because it needed to adjust to the various problems it was encountering. So, little did I know that I would even be supplying NP today.

Today, I see it in a way that NP made me who I am because everything I know now, I learned from them – how to open a file, keep company records, and pursue clients, among other things. I was a nurse. I did not know what I was doing. Although I traded while I was a nurse, because my dad was a well-known businessman in both Sierra Leone and Liberia, NP still shaped me into the woman I am today. As a nurse, I used to ship palm oil in containers, so I made a lot of money from various trading activities. I did not stop nursing or ignore trading because eventually, I knew I wanted to become a businesswoman and follow my dad's footsteps.

Because of the way I ran my business, even as a distributor under NP, I ensured that all of my affairs were in order. I had an office of my own, rather than just a briefcase distributor, and I had everything that a fully operational company must have. This distinction set me apart. As I mentioned earlier, I copied everything that I knew NP was implementing. In my way, I did things that I was able to do to make my way with them and shape my future.

This is my short story. Since then, NP and I have maintained a good relationship, and if any issues arise that require my intervention, I will always be available to serve them.

Becoming president of the Petroleum Importers Association.

I didn't even know how that happened, but I guess the way you carry yourself, conduct business, and interact with people gives them the confidence that if they trust you with something, you can handle it well. I think that was how it came about.

In Liberia, our situation is complex because we have importers, distributors, retailers, and individuals who fall into all of these categories. It's somewhat challenging because you have to get consensus from everyone. There must be people who will feel satisfied and others who will think they are being taken advantage of, but you have to try to maintain a middle ground and be fair among all other players, ensuring that things work not always the way you want it, but also the way they view it.

Being a woman leader amid men

I would not say I feel intimidated. I must say they have all given me their support in some way. Their companies are more significant than mine. Sometimes, I call and tell them that we have to do certain things, and even though we are competitors, they often adhere to my points. I always try to play fair and not favour one company over the other. Our market is small, the competition is tough, and we face numerous issues, including pricing. So, it isn't easy when you try to do the right thing and some people

think you want to infringe on their businesses.

My Company *Nexium Petroleum*

Nexium Petroleum was established in 2011, the year NP entered Liberia, and has since amassed a significant number of clients. To become a distributor, especially for NP, I needed to establish my own company, so I founded Nexium Petroleum. Nexium is a drug, but I like the way it looks as a logo, so that's why I chose it as my company's name.

At that time, I was a distributor, and I only became an importer five years later because I had already established a client base. Today, we deal with and supply mining companies, cell phone companies, regular corporate clients, some agricultural companies, and the government. We also handle coupons that go through NP. We do have a good relationship because I take my coupons to NP stations and send my customers there to fill up. In the meantime, I have started building my gas stations, with the first one scheduled for commissioning in December.

It has been a long struggle for me, and I have worked hard with this company. There were several times when I did not know how I would supply the next products, but I give glory to God and do not take what I have for granted. I know it doesn't only take hard work; it also requires God's grace because anyone can do what I am doing. Sometimes, grace has to flow your way.

My advice to young ladies

I want to encourage women to not limit themselves, but to always be open to opportunities. When those opportunities arise, let them seize them and remain resilient. Please do not say that I cannot do this. Anything is possible for any woman in life. The main thing is to have a basic education, and the sky is your limit.

To all the women out there, starting somewhere is necessary, but persevering is imperative because success doesn't come overnight.

Sometimes, when driving to Freetown by road, I would move extinguishers at night to ensure that they were sold in different places. Sometimes, I would think, "I am a nurse; I can make money in other ways, so why am I putting myself through all of this?" That was so intriguing to me. I can open an extinguisher and know how it fails because the extinguisher is always around. I believe my path with the extinguisher was a path to the greater good. I always remind myself that when you're doing something, do it wholeheartedly because that path might lead you to a greater purpose.

To all the women out there, starting somewhere is necessary, but persevering is imperative because success doesn't come overnight.



Profile - Managing Director NP Guinea

Mr. Edward Conteh

Mr. Edward Conteh joined NP in June 2016 as a Commercial Sales Supervisor, initially working in sales before transitioning to retail and later to HR and Administration, where he earned promotions to Grade 6 and Grade 7. He served as a Relief Manager in the Group's subsidiary in the Gambia and later undertook a special mission in Guinea to understand local operations under the supervision of Engineer Samba. Despite initially not speaking French, Mr. Conteh learned the language through company training and self-study, adapting to Guinea's linguistic landscape where French is limited mainly to formal settings, and local languages dominate daily communication. He was confirmed as DG in 2021 and has since led NP Guinea for three years.

The relocation to Guinea posed personal challenges, particularly for his family, given the extended separation from his wife. To maintain balance, Mr. Conteh engages in leisure activities such as watching football (supporting Manchester United), reading, and playing PlayStation.

Guinea's vast market, with a GDP five times larger than Sierra Leone and the world's second-largest bauxite deposits, offers significant potential for NP. The company operates in a competitive environment with about 30 registered oil companies, 22 of which are active. NP Guinea has less than 1.5% market share, making it the smallest player currently. Unlike Sierra Leone, Guinea's

government owns storage facilities, and all oil imports are managed through a government agency called SONAP, which controls product allocation and requires bank guarantees for payments. NP Guinea pays in Guinean Francs, avoiding foreign exchange difficulties common in other markets .

NP entered Guinea's market primarily through acquisition of Oryx and a fuel importation license from HNI. Initially focused on cooking gas, NP struggled with minimal oil sales before Mr. Conteh's arrival. He oversaw the construction and commissioning of multiple fuel stations between 2021 and 2023, including Sangoyah and Ketayah and Gberekire. However, a significant setback occurred when a PMS depot explosion in December 2023 led to the demolition of a nearly completed station in Camayene by government order, citing proximity to residential areas. This demolition, despite extensive legal efforts and investment exceeding \$2 million, was a major blow to NP's visibility and growth prospects in the capital city .

The tax system in Guinea is unique and challenging. NP operates two companies, NP Gas and NP Oil, and faces stiff competition from Guinea Gas, which has a larger market presence with over 15 depots. The government and Guinea Gas collaborated to reduce gas prices by 77%, drastically cutting NP's revenue without adjusting taxes



accordingly. This pressure threatens NP's profitability, especially for Gas.

Mr. Conteh has devised a three-year strategic plan focusing on retail expansion by building at least six additional fuel stations by 2027, increasing NP's total to ten stations. This retail focus aims to improve direct sales, revenue collection, and profit margins, avoiding the cash flow challenges associated with commercial operations. The company is also considering selling or repurposing the demolished Camayene station land, which remains under NP's control, to mitigate losses and possibly build offices .

The current political climate in Guinea is a little fragile, with ongoing strikes, protests, and uncertainty about the transition to civilian government. These disruptions affect business operations at times, requiring station closures for safety. NP Guinea's operational team is lean and under-skilled, necessitating investment in training and capacity building. Vehicle maintenance is costly due to aging fleet conditions, further complicating logistics .

Marketing is identified as a critical area needing improvement. NP's stations are mostly in remote areas with limited visibility, and the company lacks prominent signage and brand identity in urban centers. Enhancing marketing efforts is viewed as essential to increase NP's market presence and competitiveness against dominant players like Total and Shell.

Mr. Conteh expresses a strong commitment to success and excellence, disliking failure and feeling emotionally taxed by the demands of leadership and delegation challenges. Despite these pressures, he remains focused on results, mentoring staff, and building administrative stability. He is optimistic about NP Guinea's direction and progress towards operational and strategic goals .

This comprehensive profile highlights the multifaceted challenges and opportunities faced by NP Guinea under Mr. Conteh's leadership, emphasizing market dynamics, operational hurdles, strategic growth plans, and the personal dedication required to navigate a complex business environment.



Elhadj Ousmane Aly Keita

NP Guinea: Meeting with a Key Partner

Elhadj Ousmane Aly Keita, CEO of ETS OKF MS: A Pillar of the NP Network in Guinea

In the dynamic landscape of Guinea's petroleum sector, Elhadj Ousmane Aly Keita embodies entrepreneurial spirit and long-term vision. At the helm of ETS OKF MS, a thriving company specializing in the resale and transport of petroleum products, he has become a key partner for NP Guinea. With seven strategically located service stations across the country and a fleet of tankers dedicated to fuel distribution, Mr. Keita plays an essential role in securing energy supplies for Guinean communities. **A Partnership Built on Trust**

The collaboration between Elhadj Ousmane Aly Keita and NP Guinea began in November 2022, through the introduction of Mr. Condé, the head of Petroco Trans—a trusted figure for Mr. Keita. This encounter marked the beginning of a fruitful journey, grounded in shared values and a strong commitment to Guinea's economic development.

Challenges and Recommendations: A Vision for the Future

While Mr. Keita values his working relationship with NP Guinea's staff, he points out one major challenge: restrictions on the volume of fuel he is authorized to lift and transport within the country. To overcome this obstacle and foster growth, he puts forward a strategic recommendation:

"I recommend that NP invest in building more service stations, starting with Conakry and its surrounding areas, and then expanding into the interior of the country. This would help balance transport costs and strengthen NP's sales force."

Mr. Keita also stresses the importance of recognizing and rewarding NP Guinea's most loyal customers, particularly at the end of the year. He believes such recognition is key to motivating partners to go the extra mile and actively contribute to the company's success.

Future Projects and a Call for Support

Looking ahead, Elhadj Ousmane Aly Keita has

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NP
GROUP

NP
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Jeffrey Thomas
Managing Director, NP Gas



Stepping Into the Unknown

Jeffrey Thomas is a seasoned professional whose career journey reflects resilience, adaptability, and strong leadership. With more than 17 years of experience in one of the leading real estate development and management companies, Thomas built a solid foundation in corporate management before stepping into a completely new industry.

In January 2023, he joined the NP Gas family, embracing what he described as “a journey into the unknown.” The transition into the LPG sector came with its own peculiarities, yet Thomas approached it with an eagerness to learn, unlearn, and adapt. Despite having less than a week of handover from his predecessor, he quickly drew on his years of experience to get up to speed.

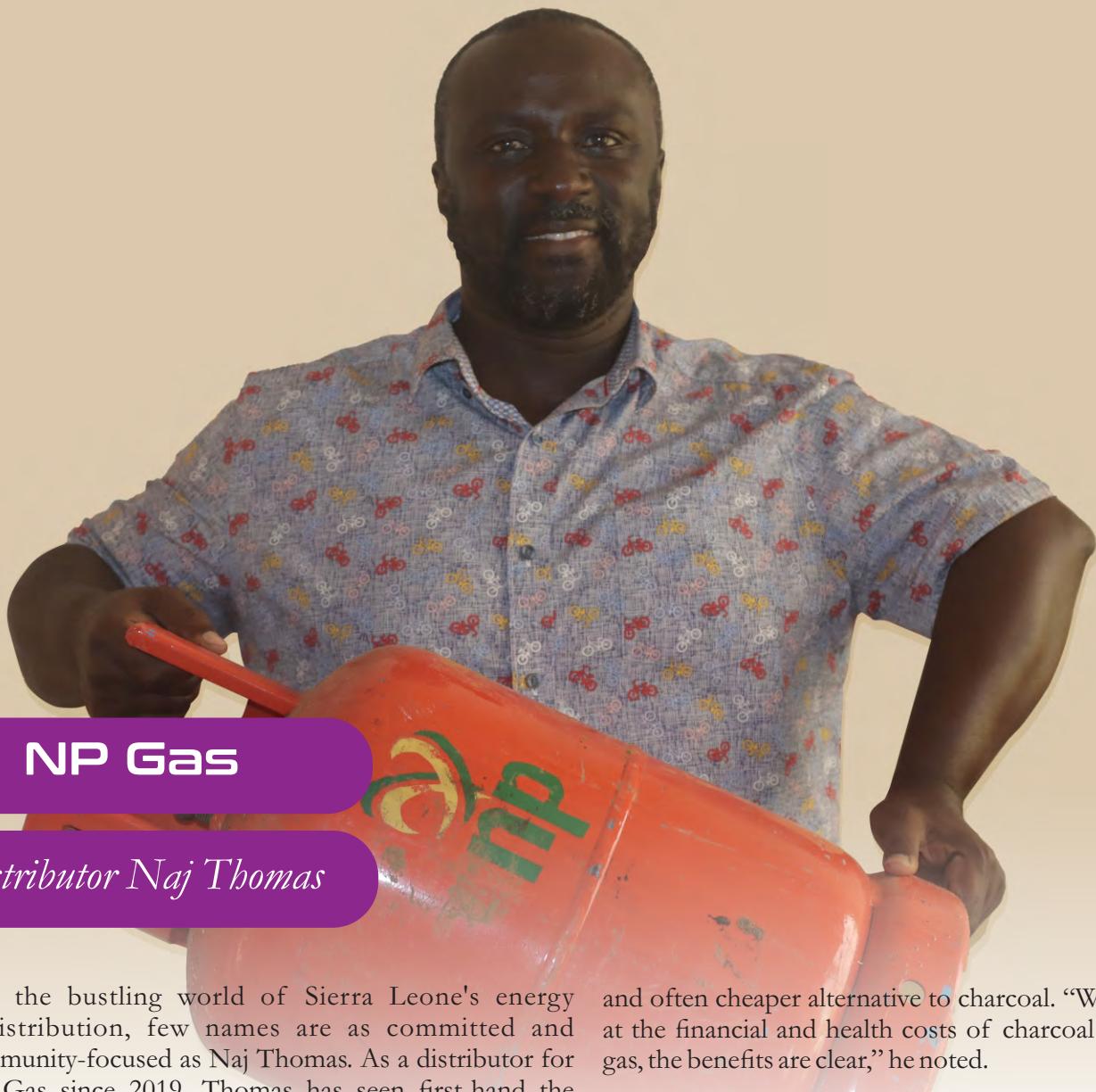
His early days at NP Gas were marked by challenges, but Thomas demonstrated his ability to weather the storms. Leveraging his leadership, team management, and communication skills, he has been able to effectively collaborate with both internal and external stakeholders, driving results and supporting the company's growth.

Thomas credits much of his success to the guidance of Madam Zenobia Bruno-Gaston, Executive Chairlady of

NP (SL) Limited, along with the wider management team. Over the past two years and seven months, he has worked with a dedicated team whose commitment continues to inspire him.

Today, Thomas stands as a leader who is not only thriving in a new industry but also contributing significantly to NP Gas's success. His journey reflects the power of embracing challenges, remaining open to growth, and staying committed to the bigger vision.





NP Gas

Distributor Naj Thomas

In the bustling world of Sierra Leone's energy distribution, few names are as committed and community-focused as Naj Thomas. As a distributor for NP Gas since 2019, Thomas has seen first-hand the transformative power of liquefied petroleum gas (LPG) across diverse communities from remote southern villages to university hostels.

With a background in Management and Information Systems and over two decades in the telecom sector, Naj Thomas has brought both technical acumen and operational finesse to his current role. But what sets him apart is his customer-first philosophy and drive to push gas adoption in areas where charcoal once reigned.

"We go as far as in the south," Thomas said, referencing remote areas with poor road infrastructure. "People want gas there. And NP Gas is growing because people trust our product." The Company leverages on that trust to reach untapped markets, particularly students and remote villages. For students residing in hostels, NP Gas piloted a program offering gas cylinders on loan. Students only pay for the gas, with the costly cylinders remaining the property of NP Gas. It is a great opportunity for students who cannot afford to pay for the cylinders.

NP Gas's grassroots strategy also includes the Company working with women selling street food, "the woman in the corner selling fry fry," as Naj Thomas puts it. These customers opt for 6kg cylinders, which offer a healthier

and often cheaper alternative to charcoal. "When you look at the financial and health costs of charcoal compared to gas, the benefits are clear," he noted.

Despite the growth, challenges exist. Rising fuel prices, congested traffic routes and logistical difficulties weigh heavily on distribution. "Sometimes we're out there until 10 p.m. delivering," Thomas said. To address this, NP Gas is creating a customer database to streamline deliveries based on business operating hours.

Safety is a cornerstone of NP Gas's operations. It provides video tutorials on gas handling, and even replaces faulty equipment at no upfront cost for customers. "We can't let someone live with something dangerous," Naj Thomas stated. "We tell them to pay when they can."

While competition exists in the gas market, NP Gas's proactive distributor is confident in NP Gas's edge. "When you put our cylinder next to a competitor's, customers will choose NP Gas's cylinder," he asserted. "We don't charge for everything. We carry the financial burden from valve changes to cylinder maintenance."

NP Gas operates with transparency and diligence. Customers are at the center of the Company's operations. It is a local company that creates a safer and smarter way to cook while providing high quality LPG. As its distributor emphasized, NP Gas ensures that customers are satisfied, and their concerns are swiftly addressed.

MARKETING VISITS



NATIONAL SOCIAL SECURITY AND INSURANCE TRUST

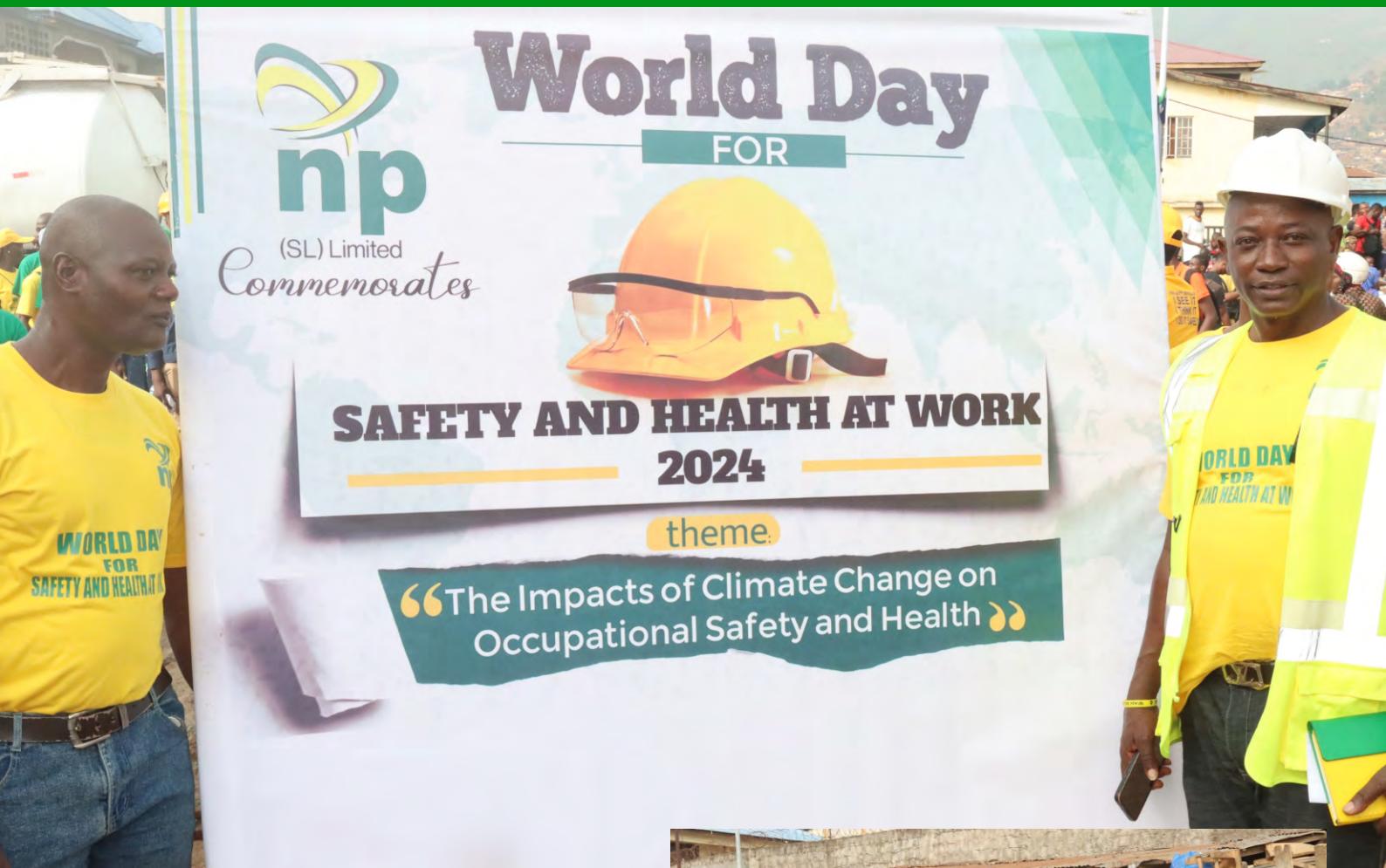


BANK OF SIERRA LEONE

MARKETING VISIT - WORLD FOOD PROGRAMME (WFP)



WORLD DAY FOR SAFETY AND HEALTH AT WORK



NP commemorates World Day for Safety and Health at Work, a day globally set aside to focus international attention on emerging trends in the field of occupational safety and health.

The 2024 theme centers on exploring the "Impacts of Climate Change on Occupational Safety and Health." As a responsible oil marketing company, NP understands the effects climate change presents. This underscores the reason for the Company to join the campaign to discuss the effects of climate change on its line of business.

The event was attended by Management, staff, bulk road vehicle (BRV) drivers, media representatives, and members of the Kissy Shell community.

To mark the significance of the Day, a march procession was held from Lower Shell Kissy main junction to the NP Terminal. Following the march, different speakers addressed the attendees on the theme. To end the event, demonstration activities, including the use of fire extinguishers and gunpoint hoses, were conducted.



STAFF BENEFIT FROM AWARENESS TALK ON THE GEWE ACT



Company remains committed to building positive teams and ensuring a safe working environment that is free from sexual harassment and gender inequality while providing high-quality petroleum products to its valued customers.

NP (SL) Limited hosted an awareness talk on the Gender Equality and Women's Empowerment Act, featuring a team from the Ministry of Gender and Children's Affairs, at the company's headquarters on Siaka Steven Street. The meeting was geared toward enlightening staff about actions that constitute sexual harassment and about provisions in the GEWE and Sexual Offences Acts that address sexual harassment issues in the workplace.

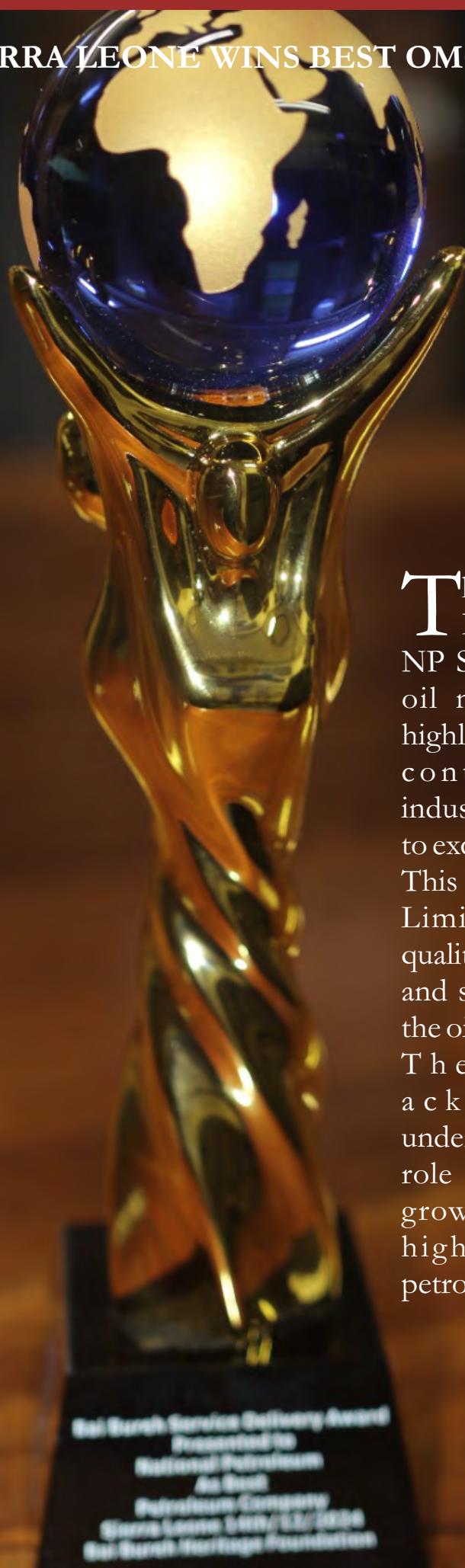
With both fictional and non-fictional scenarios, the team from the Ministry of Gender and Children's Affairs shared insights with staff on unprofessional conducts in the workspace that affect the rights of individuals, both men and women. They conveyed the work of the Ministry and emphasized laws and international instruments that deal with actions in the workspace that constitute sexual harassment, especially the GEWE and Sexual Offences Acts. The management and staff of NP SL, on the other hand, assured the Ministry of Gender and Children's Affairs of the company's cooperation and readiness to ensure a safe working environment that guarantees the rights of all staff. They thanked the presenters and noted that one of the core values of NP SL is building positive teams.

Ensuring a safe working environment for its staff to achieve efficiency and effectiveness in its operations is also an indispensable value that NP SL prides itself on. Thus, the



AWARD

NP SIERRA LEONE WINS BEST OMC AWARD



The Bai Bureh Heritage Foundation recognized NP SL Limited as the best oil marketing company, highlighting its significant contributions to the industry and commitment to excellence.

This honour reflects NP SL Limited's dedication to quality service, innovation, and sustainable practices in the oil marketing sector.

The Foundation's acknowledgement underscores the Company's role in driving economic growth and maintaining high standards in the petroleum industry.

Bai Bureh Service Quality Award
Presented to
National Petroleum
As Best
Petroleum Company
Giant Leone 2023/2024
Bai Bureh Heritage Foundation

SIERRA LEONE MINING WEEK



NP (SL) LIMITED SUPPORTS NPHA'S EMERGENCY RESPONSE EFFORTS IN THE FIGHT AGAINST MPOX DISEASE



As a petroleum company keen to promote health and safety issues, NP (SL) Limited supported the National Public Health Agency's emergency response efforts in the fight against MPOX disease. The support is one of the Company's kind gestures in the fight against

the infectious disease that is spreading rapidly in the country. NP (SL) Limited considers health and safety issues very paramount. The Company is committed to supporting initiatives that seek to promote health and safety in Sierra Leone.

LONG TERM SERVICE AWARDS



HEALTH WALK



NP STAFF BENEFIT FROM HIV/AIDS SENSITIZATION



The staff of NP SL met with a team from the Business Coalition Against AIDS in Sierra Leone (BCAASL) for a sensitization session on HIV/AIDS at the company's head office on Walpole Street. The session aimed to educate staff about current trends in HIV/AIDS, address concerns about workplace exposure, and provide guidelines for preventing the spread of HIV/AIDS in the workplace.

Mr. Unisa Mansaray, the project consultant for BCCASL, expressed great interest in discussing the risks associated with exposure to an infected person. He emphasized that staff can protect themselves from contracting the virus by following certain health practices. This includes

engaging in safe sexual practices and avoiding contact with someone's blood, especially if they have cuts or wounds on their bodies. He also encouraged staff not to feel threatened by colleagues who are living with HIV/AIDS, as the virus is not easily transmitted. "The primary means of transmission is through sexual





intercourse with an infected person. There is only a very slight chance of transmission through saliva, and we have not recorded any such cases," he stated clearly.

Staff engaged in productive discussions with Mr. Unisa Mansaray, the CEO of NP SL. Mr. Saidu Mansaray, the HR and Admin Manager; Mrs. George Williams, the Finance and Accounts Manager; and Consynne Macrae, the Finance and Accounts Manager, all contributed valuable insights during these deliberations.

Mrs. Georgiana Williams expressed appreciation to BCAASL for the HIV/AIDS sensitization talk and commended the staff for their cooperation.

Human Immunodeficiency Virus (HIV) is a virus that targets the body's immune system, specifically the CD4 cells (T cells), which play a crucial role in the immune system's ability to fight off infections. If left untreated, HIV reduces the number of these cells, making the body more vulnerable to infections and certain cancers. Over time, this can lead to the development of Acquired Immunodeficiency Syndrome (AIDS), which is the most severe phase of HIV infection. At this stage, the immune system is severely compromised, and the body becomes vulnerable to opportunistic infections or cancers that exploit the weakened immune system.

HIV is primarily transmitted through contact with certain bodily fluids from a person who has HIV. These fluids include blood, semen, vaginal and rectal fluids, and breast milk. The most common ways HIV is spread are through unprotected sexual contact and sharing needles or syringes. It can also be transmitted from mother to child during

pregnancy, childbirth, or breastfeeding. It's important to note that HIV is not spread by casual contact such as kissing, hugging, or sharing food. While there is currently no cure for HIV, it can be controlled with proper medical care, specifically antiretroviral therapy (ART). This treatment helps lower the viral load in the body, maintaining the health of the individual and significantly reducing the risk of transmitting the virus to others.

NP SL values its employees as essential to the overall success of the company's objectives, which is why their well-being is a top priority. The HIV/AIDS sensitization talk, along with the company's other health and safety initiatives, demonstrates this commitment. NP SL is dedicated to providing a safe and secure working environment for all staff.





NP SL SUPPORTS AWARENESS CAMPAIGN FOR PROSTATE CANCER

As part of its Corporate Social Responsibility (CSR), NP (SL) Ltd. has supported Prostate Cancer UK Salone to raise awareness about Prostate Cancer in Sierra Leone. With support from NP and other partners, Prostate Cancer UK Salone hosted a TED talk on Prostate Cancer at St. Anthony Hall, featuring various groups, and organized a massive health walk that drew

participation from the private, government, and non-governmental organization (NGO) sectors, aiming to raise awareness about the issue.

Chaired by Donald Davies Cole, the panel consisted of a Prostate Cancer survivor; Prof. Babatunde Duduyemi, a pathologist at Connaught Hospital; Tina Davies, founder of Prostate Cancer UK Salone; and Dr. Len Gordon Harris, a radiologist at Choithram Hospital. The panelists discussed issues such as what Prostate Cancer is, its symptoms, how it is diagnosed, and its treatment methods. The prostate is a gland. It sits under the bladder and surrounds the urethra, which is the tube that carries





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pathologist at Connaught Hospital; Tina Davies, founder of Prostate Cancer UK Salone; and Dr. Len Gordon Harris, a radiologist at Choithram Hospital. The panelists discussed issues such as what Prostate Cancer is, its symptoms, how it is diagnosed, and its treatment methods. The prostate is a gland. It sits under the bladder and surrounds the urethra, which is the tube that carries urine out of the body. Prostate Cancer develops when cells in the prostate start to grow in an uncontrolled way. According to Dr. Len Gordon Harris, diagnosing Prostate Cancer is not a one-way method, but rather a multi-disciplinary approach, which involves a radiologist, urologist, and pathologist. Prof. Babatunde Adeyemi stated that there are different types of treatments for Prostate Cancer, including surgery, drug, and radiation therapies. During the TED Talk, Dr. Len Gordon Harris made it clear that radiation therapy is not currently available in Sierra Leone, and there is no radiation oncologist—a medical professional who uses radiation to treat cancer—in the country. Radiotherapy, simply put, is a Cancer treatment that uses high doses of radiation to kill Cancer cells or shrink tumors.

Amidst all these issues, a survivor of Prostate Cancer shared his experience with the audience. He stated that he was diagnosed with Prostate Cancer at an early stage. He was healed through a radiotherapy method in the United States. “I am here to encourage men not to be afraid because I had Prostate Cancer before. The Cancer healed. It is tough to hear the voice of a survivor of Prostate Cancer. It is not common for us men to talk about our health, especially when it is related to our sexual activities. Because I do test every year, I discovered the illness at an early stage, he said.” He encouraged men to have compassionate communication with their wives. This helps in addressing such health issues. Not going for a test or telling anyone when we experience symptoms of Prostate Cancer will do us harm, he states.

As part of the dual-method campaign for Prostate Cancer, the staff of NP SL, First Lady Fatima Maada Bio, Minister of Health Dr. Austin Demby, other private players, the RSLAF, and the SL Police Force participated in a health walk from and to Freetown Golf Club, Lumley Beach

BREAST CANCER SENSITIZATION



To observe Breast Cancer Awareness Month, NP SL has partnered with the Well Woman Clinic to host a health awareness event at the company's headquarters. The purpose of this health talk is to raise awareness about Breast Cancer and Prostate Cancer, which poses a significant risk for men over the age of 40.

Led by Hadijatu Salam, the team from Well Woman Clinic facilitated discussions on breast cancer, prostate cancer, and the importance of self-examination for breast cancer. During the talk on breast cancer, Hadijatu Salam highlighted the types of cancer, predisposing factors, signs and symptoms, and preventive measures. "Breast cancer is cancer of the breast. Men can also develop breast cancer. Individuals of all races and backgrounds can be affected by breast cancer. Except hair and nails, all parts of the human body can contract

cancer," she emphasized.

There are various types of cancer, and Hadijatu Salam highlighted some warning signs of breast cancer, including the presence of a lump in the breast, changes in breast texture (like peau d'orange), and continuous pain in the breast. Regarding prostate cancer, she emphasized that it is a serious condition. "Prostate cancer is an alarming disease and is a leading cause of death among men," she noted. She recommended that drinking plenty of water, eating a healthy diet rich in vegetables, and undergoing regular health checkups can serve as preventive measures to reduce the risk of developing breast and prostate cancers.

October is recognized globally as Cancer Awareness Month. In alignment with NP's health values, the company has partnered with Well Woman Clinic to



commemorate Breast Cancer Awareness, raise awareness, and celebrate the strength and resilience of those affected by the disease, including survivors and medical personnel. Staff members shared their thoughts and concerns regarding both Breast and Prostate Cancers. The health awareness talk concluded with a self-examination session.

As the Company prides itself on providing a safe environment for its employees, NP SL is committed to ensuring that employees are safe and aware of potential health risks associated with threatening or alarming diseases that may affect their well-being. Breast Cancer health sensitization is among the series of health activities the Company has embarked on.

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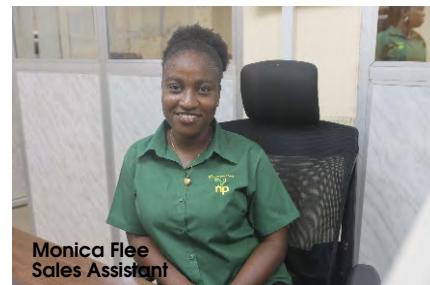
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