

THE EAST AFRICAN CRUDE OIL PIPELINE (EACOP)

A JOURNEY OF ENERGY, SHARED VISION AND PROGRESS





EDITORS' NOTE



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The East African Crude Oil Pipeline (EACOP) represents a significant milestone in East Africa’s energy infrastructure development. Its journey from conception and design through construction and into operations reflects the dedication, expertise, and commitment required to deliver a project of such scale and significance. This Journey of Energy, Shared Vision and Progress, has been carefully curated to preserve the milestones, experiences, and achievements that define this remarkable journey. It captures not only the technical excellence behind the project’s delivery, but also the values, partnerships, institutions, and people whose dedication and collaboration have made it possible.

The book is an amalgamation of many aspects of EACOP’s journey, from engineering innovations, design, land acquisition, and livelihood restoration to health, safety, environmental stewardship, and community engagement. It also highlights the project’s contribution to regional economic

growth through local content development, knowledge transfer, sustainable supply chains, and initiatives that build long-term value.

Beyond the technical and economic aspects, it highlights EACOP’s commitment to biodiversity conservation, respectful engagement with Indigenous Peoples, protection of cultural heritage, promotion of human rights, and the delivery of lasting socio-economic investments that support communities and future generations.

At the heart of this journey are the thousands of individuals whose expertise, dedication, and professionalism transformed an ambitious vision into reality. Equally important are the host communities, government institutions, contractors, development partners, and stakeholders whose collaboration and trust have been instrumental throughout the journey. Together, they have demonstrated that major infrastructure

can be delivered while advancing environmental stewardship, social responsibility, and sustainable development.

We extend our sincere appreciation to everyone who contributed their knowledge, experiences and stories to this publication. Their voices have enriched these pages and ensured that the EACOP journey is recorded with authenticity and purpose.

It has been our privilege to bring together this collection of stories and milestones into a single narrative. We hope this book serves not only as a record of what was accomplished, but also as a testament to the vision, partnership, and determination that define the EACOP legacy.

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● Foreword

The story of oil in Uganda is one of patience, resilience, and foresight. Our first signs of petroleum potential date back to 1925, when oil seeps were documented in the Albertine Graben. However, it was not until 2006, over 80 years later, that we confirmed commercially viable reserves. This discovery was among the most significant in Sub-Saharan Africa in recent history, with an estimated 6.5 billion barrels in place, of which about 1.4 billion are recoverable.

From the beginning, I insisted that Uganda would not rush to exploit these resources. We took deliberate steps to establish the right laws, strengthen our institutions and prepare our people. Therefore, Uganda is one of the few countries, on the African continent, that first built an entire governance framework before producing a single barrel. The East African Crude Oil Pipeline (EACOP) is the cornerstone of this strategy. Stretching 1,443 kilometers from Hoima to the port of Tanga, it will be the longest thermal insulated crude oil pipeline in the world. This is not just an engineering marvel, but a symbol of what is possible when nations work together for a common purpose.

EACOP has boosted the economy through job creation, contracts for local businesses and training for Ugandan professionals. Already, more than 70% of the workforce on associated projects are Ugandans, proving that our people are capable of delivering to international standards.

This project is also a symbol of regional solidarity. By partnering with Tanzania, we have demonstrated that Africans can work together to deliver world-class infrastructure. Together, we are creating a new path, one where our resources serve our development agenda first and foremost. Finally, it is important to note that beyond oil and infrastructure, EACOP is a bridge linking Uganda to global markets, linking communities to opportunities and linking this generation to the prosperity of the present and future generations.

I thank you all.



Yoweri Kaguta Museveni
PRESIDENT OF THE REPUBLIC OF UGANDA



● Foreword

Our first significant discovery was natural gas at Songo Songo Island in 1974, followed by Mnazi Bay in the 1980s. Today, our nation is home to an estimated 57 trillion cubic feet of natural gas, making us one of Africa’s largest gas-rich countries. These resources have fueled electricity generation, supported industries, and positioned Tanzania as a key player in the region’s energy future.

While oil discoveries within Tanzania have been limited, our role as a strategic partner and host of the East African Crude Oil Pipeline speaks volumes. By providing a secure export route for Uganda’s oil through the port of Tanga, we have cemented our position as a regional energy hub. Indeed, more than 1,100 kilometers of this 1,443-kilometer pipeline lie within our borders, making Tanzania the heart of this historic undertaking.

EACOP is more than a pipeline. It is an artery of growth that is already delivering benefits. Communities along its route are seeing new roads, electricity extensions, and social investment projects. Small and medium enterprises are winning contracts, farmers are accessing markets, and thousands of Tanzanians are gaining employment and skills.

An interesting fact is that EACOP will transport 240,000 barrels of oil per day, making it a project of global significance. Yet it has been designed with cutting-edge technology to minimize its footprint, protect wildlife, and respect communities. This balance of progress and preservation is a legacy we are proud to uphold.

For Tanzania, EACOP is a chapter in our ongoing story of transformation. It reflects our tradition of hospitality, our strength in regional integration, and our belief that natural resources, when well-managed, can lift entire generations out of poverty. This is the legacy we share with Uganda, Africa, and the world.



Her Excellency Samia Suluhu Hassan
PRESIDENT OF THE UNITED REPUBLIC OF TANZANIA





His Excellency Yoweri Kaguta Museveni President of Uganda (right) and Her Excellency Samia Suluhu President of Tanzania (left) at the laying at the foundation stone ceremony, the end of the pipeline in Chongoleani Tanga region on the 5 August 2017.



MINISTERS OF ENERGY

≡ *Manifold and piping distribution systems at the Marine Storage Terminal (MST) at Chongoleani, Tanga, Tanzania*



Hon. Monica Musenero Musanza,
*Minister of Energy and
Mineral Development, Uganda*



The East African Crude Oil Pipeline represents a milestone in Uganda's economic transformation. It is a project that not only develops critical infrastructure but also strengthens the country's capacity to plan, execute, and manage large-scale initiatives with lasting impact.

The government has ensured that this venture advances national interests while fostering innovation, local enterprise and skills development. EACOP's operational phase marks the beginning of tangible benefits for communities, businesses and the broader economy. Beyond the pipeline itself, it has created avenues for Ugandans to engage directly in the energy sector, cultivating expertise and building institutions that will endure beyond this project.

This initiative is a testament to Uganda's vision for sustainable development, demonstrating that when leadership, planning, and execution converge, national aspirations can be realised. It sets a foundation for future projects that will continue to shape the country's growth and prosperity.



Hon. Deogratius John Ndejemi,
Minister of Energy, Tanzania



The East African Crude Oil Pipeline is a milestone for Tanzania and the region. It is a project that goes beyond energy, bringing jobs, infrastructure, and social development to our people. Every kilometer of this pipeline reflects the value of partnership and shared commitment. As hosts, we have ensured that its implementation aligns with our national priorities and the needs of communities along the corridor. EACOP stands as a model of cooperation and responsible development; one that will strengthen Tanzania's economy and uplift our people for generations to come.



Eng. Irene Bateebe,
*Permanent Secretary,
Ministry Of Energy And Mineral Development*



The realization of the East African Crude Oil Pipeline marks a defining moment in Uganda's development journey. It demonstrates what can be achieved through clear policy direction, institutional coordination, and sustained commitment to national priorities.

Having guided the alignment of government systems to support this strategic investment as the Permanent Secretary, emphasis has been placed on establishing strong governance frameworks, ensuring compliance with national requirements, and maintaining constructive engagement with stakeholders across Uganda and Tanzania.

This initiative reflects a deliberate effort to translate resource potential into tangible socio-economic value while strengthening national institutions and local expertise. It also positions Uganda more firmly within the regional energy landscape.

As the project enters its operational phase, its significance extends beyond infrastructure. It represents continuity in planning, discipline in execution, and confidence in the country's future.

The enduring impact will be seen in strengthened systems, empowered communities, and the foundation laid for future generations.



Dr. James Peter Mataragio
*Permanent Secretary (Petroleum),
Ministry of Energy, Tanzania*



The EACOP project is a strategic milestone in advancing Tanzania's petroleum sector and strengthening regional cooperation. It reflects our commitment to developing energy infrastructure that is well-regulated, environmentally responsible, and aligned with national priorities. Through this project, we have strengthened institutional capacity, enhanced regulatory frameworks, and ensured that development is undertaken with accountability and transparency.

Each phase of EACOP demonstrates the importance of strong governance and effective partnership. EACOP stands as a model of disciplined execution and responsible resource development one that will support sustainable growth, build local expertise, and contribute to Tanzania's long-term prosperity.



EAST AFRICAN CRUDE OIL PIPELINE (EACOP) LTD.

≡ Aerial view of the offshore export trestle and marine jetty, extending into Chongoleani Peninsula off the coast of Tanga, Tanzania.



Guillaume Dulout
*Managing Director,
East African Crude Oil Pipeline (EACOP) Ltd.*

// EACOP is more than an infrastructure project. It is a significant technological, engineering and construction achievement undertaken in East Africa.

It is also advancing national and local content collaboration, socio-economic investment and long-term vision for the future of energy in the region. I wish to extend my heartfelt appreciation to His Excellency Yoweri Kaguta Tibuhaburwa Museveni, President of the Republic of Uganda, and Her Excellency Dr. Samia Suluhu Hassan, President of the United Republic of Tanzania, as well as to the leadership of their respective Governments, for their vision, guidance, and unwavering support in helping turn this bold ambition into reality.

This includes the respective Ministries of Energy, Ministries of Finance, Ministries of Lands, Ministries of Internal Affairs

and Immigration Departments, and the Attorneys General in Uganda and Tanzania. I also thank the Petroleum Authority of Uganda, EWURA in Tanzania, and all other key government institutions and authorities whose collaboration, commitment, and support have been instrumental throughout this journey.

I would also like to recognize and thank the shareholders, TotalEnergies, Uganda National Oil Company, Tanzania Petroleum Development Corporation, and CNOOC, whose commitment, partnership, and belief in this project have made this shared legacy possible.

The achievement of First Oil, together with the many milestones reached along the way, is a reflection of the dedication of more than 13,000 hardworking men and women mobilized across 32 active sites. To all our employees, contractors, suppliers, and partners, I say thank you. Your efforts, your professionalism, and your commitment have played a vital role in ensuring that this project is delivered efficiently, responsibly, and with pride.

One of the most important dimensions of this project is biodiversity, environmental and community stewardship. From the breathtaking scenery of Lake Albert to the shores of the Indian Ocean in Tanga, this region is blessed with extraordinary natural beauty that we have a duty to protect.

EACOP has been carefully designed and developed responsibly to minimize environmental and community impact, while respecting the people and communities along the route. And beyond the infrastructure itself, this project is helping to build skills, create opportunities, and strengthen local capacity that will serve this region for the next 25 years and beyond.

I am proud to be part of this shared journey and legacy that is helping unlock East Africa's potential for growth and prosperity.



John B. Habumugisha
*Deputy Managing Director,
East African Crude Oil Pipeline (EACOP) Ltd.*

// As part of the Senior Leadership team, working on this regionally transformational and innovative pipeline project has been one of the

most rewarding experiences of my career. Since the project's inception, I have been privileged to participate in geopolitical and shareholder negotiations, route selection, as well as engineering and project implementation phases. It has been my honour to lead in a highly productive multinational team environment, united by our commitment to excellence.

Together, we have delivered the project to the highest standards, developed national content, and invested in the social-economic transformation of local communities, all while surpassing international benchmarks for environmental protection, security, and human rights. Our approach has consistently integrated perspectives from governments, civil societies, the academia and various key stakeholders.

Throughout this journey, the most profound inspiration has come from observing tangible transformation along the pipeline route and within the communities it touches. I have seen local entrepreneurs transformed and the youths gain career skills that have put their lives on an upward trajectory. Over 90% of the workforce is locally sourced, reflecting EACOP commitment to hire locally, transfer knowledge and avail opportunities to nationals and local communities.

Amidst these contributions, I am humbled to have been awarded the Presidential Jubilee Medal while in service for my country Uganda. This distinction is a testament to the guidance received from great mentors and the collective dedication of high-performance teams with whom I have been honoured to serve.

Looking to the future, I am convinced that our true legacy will be measured by the exceptional technical milestones we have achieved as well as the enduring hope and footprints of opportunity EACOP has planted in communities. I am deeply grateful for the trust placed in us as we progressed to build a legacy that will live on for generations to come.

SHAREHOLDERS

≡ Aerial view of TotalEnergies' land-based drilling rig and well pad installation within the Tilenga project area in the Albertine Graben, Uganda.



Philippe Groueix
*Country Chair TotalEnergies Uganda,
General Manager, TotalEnergies EP Uganda &
Board Chairperson East African Crude Oil Pipeline (EACOP)
2022 - 2025*



Mathias Katamba
*Chairman, Board of Directors,
Uganda National Oil Company (UNOC)*



As the majority shareholder (62%) in EACOP, TotalEnergies made a long-term commitment to the project and sustained it with conviction through the years required to bring it to life, contributing both technical leadership and the highest global standards. By securing the routing of the Ugandan resources to the port of Tanga in Tanzania, EACOP is a prerequisite for First Oil and an essential enabler of our multi-energy strategy in action: meeting today's energy needs while helping shape tomorrow's energy landscape.

This commitment is grounded in a clear belief that Uganda and Tanzania have the right to develop their resources responsibly, and that Africa benefits from partners who remain engaged at every step of the journey. By supporting economic growth, improving energy access and developing local capacity in the region, EACOP shows how responsible energy development can create long-term value for generations to come while contributing to a just energy transition. TotalEnergies is proud to play a major role in this historic milestone.

The East African Crude Oil Pipeline (EACOP) Project represents a turning point in Uganda's story of resource development. For UNOC, it is a chance to ensure that oil benefits flow directly to Ugandans through enterprise, employment, and skills development. Our focus is on turning this resource into real value that will strengthen our economy and secure the prosperity of generations to come.



Proscovia Nabbanja
Chief Executive Officer, Uganda National Oil Company (UNOC), Board Chairperson, East African Crude Oil Pipeline (EACOP) (2025 - 2028)



Hon. Amb. Ombeni Yohana Sefue
Chairman, Board of Directors, Tanzania Petroleum Development Corporation (TPDC)



As Uganda's National Oil Company, UNOC regards EACOP as a symbol of national pride and progress, with significant revenue and national content contribution within the lifetime of the project. It represents the opportunity for Ugandans to participate directly in resource development through employment, skills development, and local enterprises. This project belongs to our people, and its legacy will be measured not just in barrels of oil but the impact on the economy and the lives transformed. EACOP is an integral part of what UNOC stands for, our purpose - creating value for generations!

As the Board Chairperson, East African Crude Oil Pipeline (EACOP), I pay tribute to the entire EACOP team and our dedicated contractors. Your tireless work on EACOP is nothing short of historic. You have bridged two nations with the world's longest thermal insulated pipeline infrastructure and laid the foundation for generational economic transformation. Because of your commitment you have navigated through complex logistical and environmental challenges but secured a future of energy stability and industrial growth that will benefit our regional economies for decades to come. Thank you for delivering a legacy of progress.

For Tanzania, we view EACOP not merely as infrastructure, but as a defining statement of regional cooperation and strategic ambition. For Tanzania, it stands as a powerful symbol of unity demonstrating how partnership with Uganda can unlock shared prosperity and enhance the energy future of the region. At TPDC, we regard this project as a cornerstone that is delivered with discipline and respect for the environment, and that underpins long-term energy security while creating tangible benefits for the communities it serves.



Mussa Makame
Managing Director, TPDC



Liu Xiangdong
President, China National Offshore Oil Corporation (CNOOC) Uganda Limited



At Tanzania Petroleum Development Corporation, venturing into the EACOP Project on behalf of the United Republic of Tanzania was a strategic choice that reflects our commitment to stepping confidently onto the international stage of oil and gas operations while working with our neighbor and partner State (Uganda). The Project has fostered strong partnerships with global stakeholders and strengthened our capacity to deliver complex projects. We look to the future with confidence that the EACOP system will operate at the highest industry standards and deliver sustained value from our investment.

The East African Crude Oil Pipeline (EACOP) is a remarkably profound project that connects Uganda's energy resources to regional and international markets, positioning East Africa more firmly within the global energy system. As one of the largest and most important infrastructure developments in the region, it strengthens regional integration, enables long-term economic growth, and supports shared prosperity.

The project reflects high standards in environmental, social, and governance performance, as well as our commitment to high-quality development. I commend the leadership of EACOP and all partners for their professionalism, vision, and dedication on this project, setting a benchmark for responsible and sustainable energy development in East Africa.

THE
REGULATORY
AUTHORITIES

≡ Aerial view of the CNOOC drilling rig and well pad installation operating on the shores of Lake Albert in Buhuka, Kikuube District, Uganda, within the Kingfisher Development Area.



Linda Biribonwa
*Chairperson, Board of Directors,
Petroleum Authority of Uganda (PAU)*



First oil through the East African Crude Oil Pipeline (EACOP) is more than an operational milestone; it is a declaration of Uganda's commitment to responsible resource development.

Effective oversight has never been merely about compliance with technical standards. It is fundamentally about trust: trust earned through transparency, accountability, and an unyielding commitment to protecting people and the environment.

The Petroleum Authority of Uganda has held EACOP to rigorous international standards throughout its development - we have pushed for environmental excellence, meaningful community engagement, and the enforcement of social safeguards that prioritise human dignity alongside economic progress.

This project proves that African nations can deliver world-class infrastructure while upholding the highest governance standards. EACOP carries not only Uganda's petroleum wealth but our promise to current and future generations: that we will steward our natural resources with integrity, wisdom, and an enduring commitment to shared prosperity.



Ernest Rubondo
*Executive Director, Petroleum
Authority of Uganda (PAU)*



The start of commercial production of oil and gas (First oil) in Uganda marks an important milestone for our country. The East Africa Crude Oil Pipeline (EACOP) is central to achieving this milestone, providing the vital link that will transport Uganda's crude oil to international markets.

EACOP reflects the power of partnership between Uganda and Tanzania, between government and industry, and between the project and the communities along its route. Its development has demonstrated strong technical capability, adherence to international standards, and a shared commitment to responsible resource management.

As the regulator of this important project, the Petroleum Authority of Uganda remains committed to ensuring that EACOP is delivered safely, efficiently, and sustainably for the benefit of present and future generations.

I congratulate EACOP Ltd and all the partners whose dedication makes this historic achievement possible.



Prof. Mark J. Mwandosya
*Board Chairman, Energy and Water
Utilities Regulatory Authority (EWURA)*



Oversight of a project of this magnitude requires clarity of vision and independence of judgment. As Chairman of EWURA's Board, I have seen firsthand how regulatory institutions safeguard the public good by insisting on adherence to strict technical and operational standards. EACOP reinforces the importance of strong regulatory governance not only for energy projects but as a model for other sectors. It shows that Tanzania has the institutional strength to manage large-scale infrastructure in a transparent and accountable manner.



Dr. James Andilile
Director General, EWURA



For EWURA, EACOP has been an opportunity to demonstrate that effective regulation is about foresight as much as enforcement. Our work has focused on ensuring that the pipeline is not only technically sound today but remains safe, efficient, and sustainable throughout its lifespan. The lessons learned in overseeing EACOP will inform Tanzania's regulatory practices for decades to come. This project has set new benchmarks that will guide future energy infrastructure in our country and across the region.



LEVEL ONE CONTRACTORS

≡ Scaffolding and piping installation surrounding the crude oil storage tank at the Marine Storage Terminal (MST) at Chongoleani, Tanga in Tanzania.



Richard Harrison
*Business and Operations
Manager, Worley*



At Worley, our involvement in the East African Crude Oil Pipeline (EACOP) has been both a technical milestone and a source of immense pride. As the team responsible for the Engineering and Procurement of the world's most innovative and smart pipeline system, we view EACOP as a landmark achievement in energy infrastructure, one that pushed the boundaries of innovation, collaboration, and resilience.

The project demanded world class engineering solutions tailored to a unique environment, and it stands as a testament to what can be accomplished through strong partnerships across Tanzania, Uganda, and the broader region. For us, EACOP is more than a pipeline; it is a legacy project that has contributed to regional development, built local capacity, and set new benchmarks for future infrastructure initiatives.



Zhang Jichang
*Deputy General Manager, China Petroleum
Pipeline Engineering Company (CPP)*



More than a pipeline for crude oil, the East African Crude Oil Pipeline (EACOP) represents a remarkable achievement in engineering excellence, global partnership, and responsible progress. Being part of this landmark initiative has been both a privilege and a deeply meaningful experience, one I cherish with immense pride.

As a level One Contractor, the EACOP project represents a flagship project under the Belt and Road framework, showcasing our capability to deliver complex, cross-border pipeline across one of the region's most challenging terrains. What truly sets EACOP apart, is its strong and deliberate commitment to Environmental, Social, and Governance (ESG) principles. From safeguarding sensitive ecosystems to investing in local communities through employment, training, and skills transfer, the project has consistently demonstrated that infrastructural development can and should create lasting, positive impact.

Witnessing the EACOP project evolve from concept to reality has been incredibly inspiring. This is more than a pipeline; it is a symbol of what can be achieved when technical ambition is matched with genuine responsibility. For me, it stands as a proud legacy of sustainable progress one that will continue to benefit the region for generations to come.



Çetin Renan Eriş
*Project Manager, Besix-Ballast
Nedam Ltd (BBN)*



The East African Crude Oil Pipeline (EACOP) reflects the strength of collaboration, careful planning, and shared commitment among all stakeholders. As a Tier One contractor, our role has been to support the safe and efficient execution of marine and construction activities within a highly coordinated and demanding project environment.

A key aspect of this journey has been close collaboration with local partners, authorities, and communities. This cooperation has been essential in addressing logistical and environmental challenges, while also contributing to local capacity development and knowledge transfer.

We characterize EACOP as a model of partnership and responsible project delivery, one that strengthens regional infrastructure while creating lasting value through local engagement, economic contribution, and the development of skills and expertise across Tanzania and Uganda.



ChuDayong
*Manager of Daqing Oilfield
Construction Group (DOCG)*



The East African Crude Oil Pipeline (EACOP) serves as a vital energy artery for East Africa. Its strategic significance extends far beyond the energy sector, serving as a crucial link that strengthens the unity of East African nations and a powerful driver of regional industrial development.

It is our great honor for Daqing Oilfield Construction Group (DOCG) to be one of the EPC contractors for the EACOP project. We were fully committed to completing the project safely, environmentally responsibly and strictly on schedule, and made our utmost contributions to benefit Tanzania, the surrounding regions and future generations.



Josiah Habwe
General Manager,
Schneider Electric - Tanzania & Uganda



Designed with precision, safety and sustainability at its core, EACOP stands among the most innovative infrastructure projects globally. Anchored by a leading energy technology partner, the project has leveraged the convergence of electrification, automation, and digital intelligence thereby simplifying complexity and enabling smarter, more efficient operations. The result is a truly integrated ecosystem in which AI, data, and people work seamlessly together.

Most outstanding, has been the project's commitment to Local and National Content. Ensuring accelerated adoption of the latest cutting-edge technology across sectors and disciplines is indeed matched by accelerated training, capacity building and development of critical skill sets to ensure the project's long-term sustainability.

For many of us the opportunity to work on EACOP has been both an exhilarating challenge and a deeply rewarding professional journey. As an East African, it has been an honour of a lifetime!



S.A Seif
Chairman - East African Logistics
Services (EALS)



The EALS Joint Venture represents a benchmark of what disciplined partnership and aligned execution can achieve on a project of the magnitude of EACOP.

As Chairman, I have witnessed firsthand the strength of this collaboration, where global capability meets deep local expertise to deliver with precision, resilience, and consistency under highly demanding conditions. By integrating AGI's international standards and systems with SSF Logistics' proven operational strength, regional knowledge, and fleet capabilities, the JV has established a robust and reliable logistics backbone for the project. SSF Logistics, in particular, has demonstrated exceptional commitment, agility, and execution discipline, consistently delivering results despite infrastructure challenges and operational complexities. Most importantly, the JV has upheld the highest safety standards, achieving over 35 million kilometres of accident-free cargo movement. This is not only remarkable, it is a clear reflection of a deeply embedded safety culture, professional execution, and uncompromising operational discipline. This performance reinforces our credibility as a trusted logistics partner in large-scale energy developments.

The EALS JV is not just a structure, it is a statement of capability, a demonstration of trust, and a clear example of what strong partnerships can deliver for Africa's most strategic projects.



Michael De Abreu
*Project Director - Main logistics
Contractor (MLC)*

The Main Logistics Contractor (MLC) role for the East Africa Crude Oil Pipeline (EACOP) was executed by a consortium built on three anchors: CEVA Logistics providing global coordination and expediting capability; E.A.L.S. Limited (Tanzania), Joint Venture between AGL Tanzania and SSF, anchoring the Dar es Salaam corridor; and Africa Global Logistics Uganda Ltd anchoring the Mombasa northern corridor and Uganda operations.

From 2021, the consortium deployed an operating model covering worldwide expediting across 2,000+ shipments, more than 20 chartered vessels, track and trace, customs clearance management, buffer-yard operations, 130,000+ lifts, and multimodal transport execution across both corridors.

Across four years of execution, the consortium maintained uninterrupted project critical supply through successive waves of global disruption, each one requiring the operating model to adapt in real time.

EACOP made an industry first choice: contracting logistics at level One. At a project of this geographic scale and complexity, logistics was not a support function, it was a strategic discipline with direct project accountability. That positioning is what enabled the resilience this programme demanded. For the consortium and the teams within it, this remains a defining professional reference.



Shamugam Karupiah
*Chief Executive Officer,
Wasco Energy Ltd*



The East African Crude Oil Pipeline (EACOP) represents one of the most significant energy infrastructure development projects in the region, symbolizing progress, partnership, and technical advancement.

As Wasco, we are honored to have served as a Tier One contractor in this landmark project, successfully delivering the pipe coating scope as contracted. This achievement reflects our unwavering commitment to quality, safety, and operational excellence.

This achievement reflects the strength of our technical expertise, the dedication of our people, and our ability to deliver advanced coating solutions for large-scale energy infrastructure projects. It further reinforces Wasco Isoaf's position as a trusted partner and leading provider of pipeline coating solutions, supporting some of the world's most complex and strategic energy development.

We extend our sincere appreciation to our clients, partners, and all stakeholders for their trust, collaboration, and support throughout the project.



≡ Offloading the final shipment of line pipes from a cargo vessel onto transport trucks at the Port of Dar es Salaam, Tanzania.

1

The EACOP Journey: From Vision to First Oil



Heavy lifting operations during the installation of a gangway or loading arm bridge section along the offshore jetty at the Marine Storage Terminal in Tanga, Tanzania.

● Overview of the East African Crude Oil Pipeline

The East African Crude Oil Pipeline (EACOP) is a buried pipeline system that transports crude oil produced from the Tilenga and Kingfisher developments in Uganda's Lake Albert area to world markets.

The pipeline starts in Kabaale - Hoima in Uganda and ends on the Chongoleani peninsula near Tanga on the Indian ocean coast in Tanzania. This major export system comprises 1,443 kilometres of insulated and buried 24-inch pipeline, including 296 kilometres in Uganda and 1,147 kilometres in Tanzania. It also features more than 10,000 kilometres of trace-heating and fibre-optic cables, six pumping stations equipped with three high-capacity pumps each capable of transporting over 800 cubic metres of crude oil per hour, two pressure reduction stations, and 76 mainline block valves strategically spaced approximately every 20 kilometres to enable rapid isolation of pipeline sections in the event of an emergency. The system is further supported by a marine export terminal in Tanzania and more than 300 kilometres of new overhead power lines connected to local electricity grids, ensuring safe, reliable, and continuous operations.



≡ Aerial view of marine construction vessels and barges supporting the installation of the offshore loading platform along the jetty off the coast of Tanga, Tanzania.

● A Special Purpose Company



Installation of thermal power boilers and exhaust stacks, alongside associated piping infrastructure, at the Marine Storage Terminal (MST) in Chongoleani, Tanga, Tanzania.

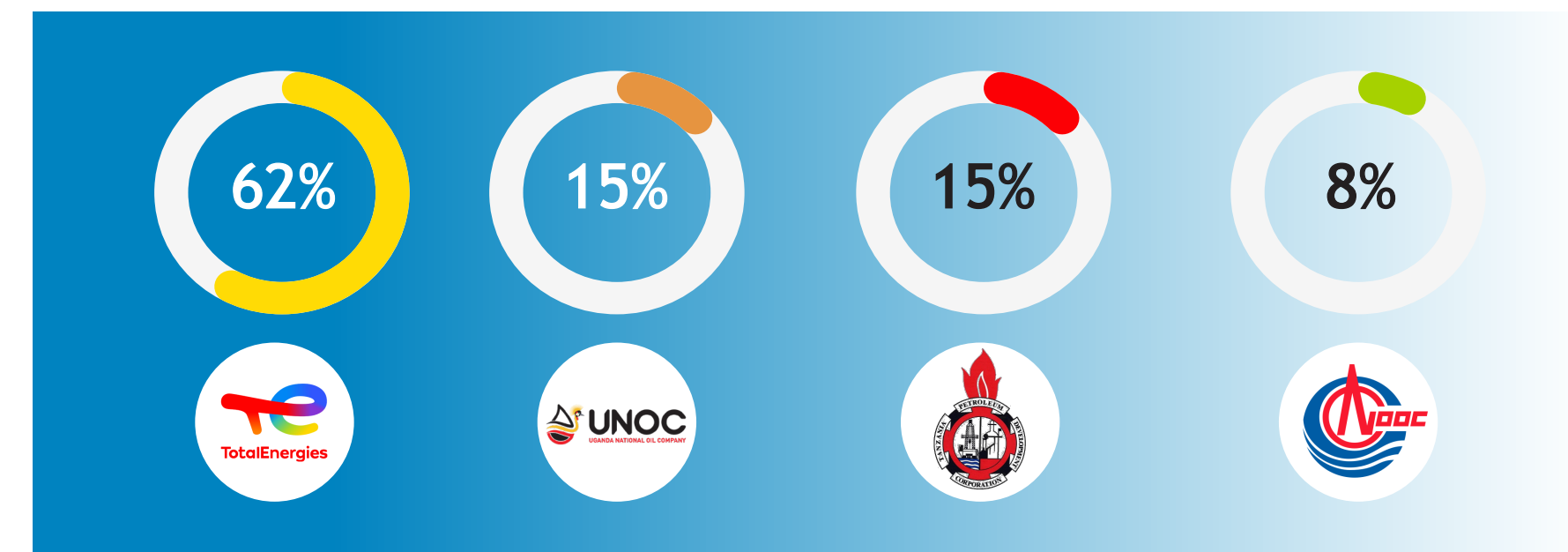
East African Crude Oil Pipeline (EACOP) Ltd is a special purpose company, that constructed and operates the East African Crude Oil Pipeline (EACOP). The Company is operated by its Shareholders Agreement. TotalEnergies (62%), Uganda National Oil Company (UNOC - 15%), Tanzania Petroleum Development Corporation (TPDC - 15%) and CNOOC (8%) are shareholders.

The ownership structure reflects balanced international and national participation. EACOP Company Limited, a UK-registered entity fiscally resident in Uganda, operates under comprehensive legal frameworks including the 2017 Inter-Governmental Agreement between Uganda and Tanzania, Host Government Agreements signed in 2021. EACOP forms the critical midstream between Uganda's upstream developments

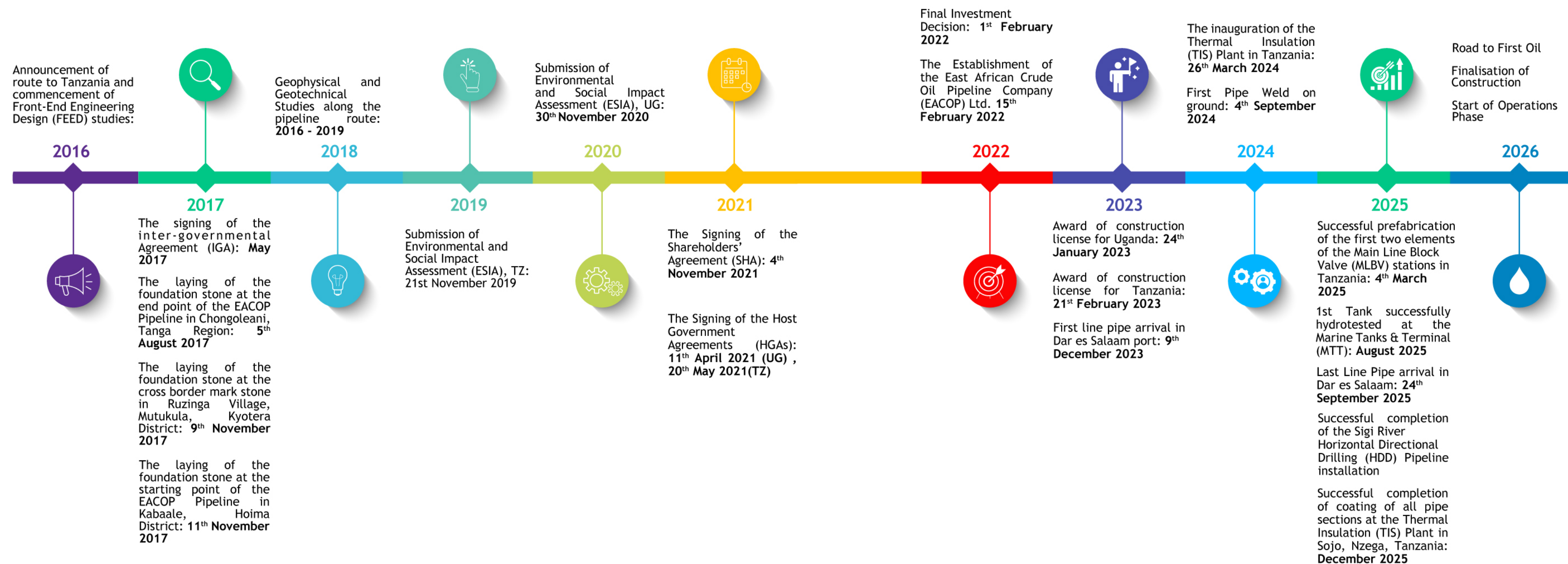
-Tilenga and Kingfisher oil fields in the Albertine Graben, and international energy markets via Tanzania's port of Tanga on the Indian Ocean.

Tilenga, with 29 well pads and a Central Processing Facility (CPF) capable of 204,000 barrels per day and Kingfisher, with four well pads and a 42,000-barrel-per-day CPF, will feed stabilized crude into EACOP at Pump Station 1 within the Kabaale Industrial Park in Hoima District. Uganda retains a right of first call for 60,000 barrels daily for its planned domestic refinery, with the remainder transported for export.

EACOP SHAREHOLDERS



The Road to First Oil



Interesting facts



Pipeline Length: 1,443 km, thermally insulated crude oil pipeline



Pump Stations: 6 pumping stations strategically located to maintain crude flow efficiency.



Pressure Reduction Stations: 2 Pressure Reduction stations (PRs) to step down crude oil pressure in a controlled way as the oil approaches the terminal & export facilities.



Main Line Block Valves (MLBVs): 76 MLBV stations installed along the pipeline to enhance operational safety, enabling rapid isolation of sections for maintenance or in the event of an emergency.



People employed on the project: Over 12,000 personnel employed in different facets of the project, such as engineering, construction, logistics, and support services.



Thermal insulation production: Coated line pipes for 420 days, 87,344 pipes averaging 700 manpower, approximating 5 million man-hours safely.



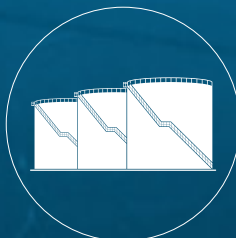
Welding: Over 223,817 dia inch of girth welds completed and tested to international standards



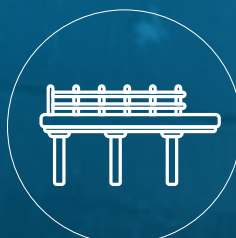
More than 85 million kilometres covered in transporting line pipes, equipment's, and personnel across Uganda and Tanzania.



Fibre Optic Network: Installation of a 96-core fibre optic cable system, fibre is installed along the full pipeline and feeding AGIs, MLBVs and Marine Terminal, providing high-capacity, real-time communication and monitoring across the entire pipeline.



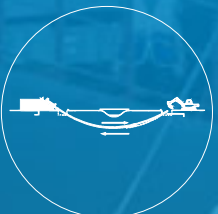
Storage: Marine Terminal & Tanks (MTT) storage terminal has four crude oil storage tanks, each with a capacity of 500,000 barrels, giving a total onshore storage capacity of 2 million barrels.



Jetty: 2 km-long jetty extending from shore to offshore loading facilities, enabling efficient marine logistics operations.



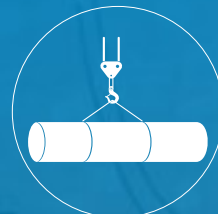
Total Man-Hours Worked: The EACOP Project has recorded over 64.2 million man-hours worked to date across construction, logistics, and project-related activities



Horizontal Directional Drilling (HDD): Trenchless construction of 1.24 km at Sigi river and 1.15 km at Kagera river, allowing environmental preservation.



Line Pipes Installed: Over 87,000 thermal insulated line pipes distributed across the pipeline route.



Line Pipe Lifting Operations: Over 1.2 million controlled lifting operations completed using specialised side-booms, cranes, and lifting equipment, safely handling approximately 5.22 million tonnes of line pipe (average pipe weight: 4.33 tonnes) during offloading, stringing, and positioning activities along the Right of Way (RoW).



Line Pipes Transportation Fleet: A total of 25,440 truckloads were safely used to transport pipes from the ports to intermediate pipe yards along the Right of Way (RoW). This included 10,547 truckloads of Fusion Bonded Epoxy (FBE) pipes from Dar es Salaam Port to the Thermal Insulation System (TIS) plant at Sojo, Nzega, Tanzania, and 14,893 truckloads of Polyurethane Foam (PUF) pipes from the TIS plant to intermediate pipe yards along the RoW.

● Why EACOP matters: Strategy, Importance and Scale

The discovery of oil in Uganda raised a critical question: how would the country’s landlocked resources be transported to international markets? Several export route options were carefully assessed before the Tanzania corridor was identified as the most viable. It offered the most efficient access to a deep-water port, built on established trade relations between the two countries, and aligned with the broader vision of regional integration and economic cooperation in East Africa.



Energy Security

Enabling Uganda to monetize its resources while retaining 60,000 barrels per day for domestic refining at the planned Kabaale refinery.



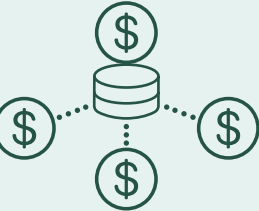
Regional Integration

Creating physical and economic connectivity between Uganda and Tanzania’s central corridor.



Infrastructure Catalyst

Stimulating road upgrades, fiber-optic deployment, and power grid extensions along its route.



Economic Diversification

Generating tax revenues, foreign exchange, and downstream industrial opportunities



Skills Legacy

Building a generation of East African engineers, technicians, and project managers capable of delivering world-class infrastructure.

This pipeline does not simply move oil
- it moves nations forward.



≡ Aerial view of the offshore trestle and access jetty connecting to the marine loading facility off the coast of Tanga, Tanzania.



Emmanuel Blarez

*Project Director (2022 - 2026),
East African Crude Oil Pipeline
(EACOP) Ltd*

My time with the East African Crude Oil Pipeline (EACOP) project has come to an end, I do so with a deep sense of pride in what has been accomplished through strong leadership, disciplined execution, and a shared commitment to excellence.

The journey from concept to the delivery of First Oil represents a significant milestone not only for the project, but for the region. This achievement reflects the collective efforts of our host governments, partners, contractors, and communities, whose collaboration and trust have been central to our progress.

Throughout this journey, we have remained focused on delivering a project that meets the highest standards of safety, environmental stewardship, and operational integrity. The progress achieved to date has established a solid foundation for the transition into operations and long-term value creation.

As I leave, I am confident that the project is well positioned for its next phase. The strength of the team, the clarity of vision, and the robustness of our systems will continue to guide EACOP toward sustained success.

It has been a privilege to contribute to this landmark project and to work alongside such a dedicated and capable team.



Antoine Moreau

*Project Director (2026 to date),
East African Crude Oil Pipeline
(EACOP) Ltd*

I am honored to assume the role of Project Director for the East African Crude Oil Pipeline (EACOP) at a defining moment in its development.

The milestones achieved marks the successful culmination of years of planning, collaboration, and execution. I would like to recognize the strong leadership and commitment that have brought the project to this stage, and the solid foundation that has been established for the future.

As we transition into the operational phase, our priority will be to ensure safe, reliable, and efficient operations, while maintaining a strong focus on environmental sustainability and stakeholder engagement. Delivering long-term value to our host countries and partners remains central to our mandate.

We will continue to build on the progress achieved by strengthening operational readiness, reinforcing our systems and processes, and fostering a culture of accountability and continuous improvement.

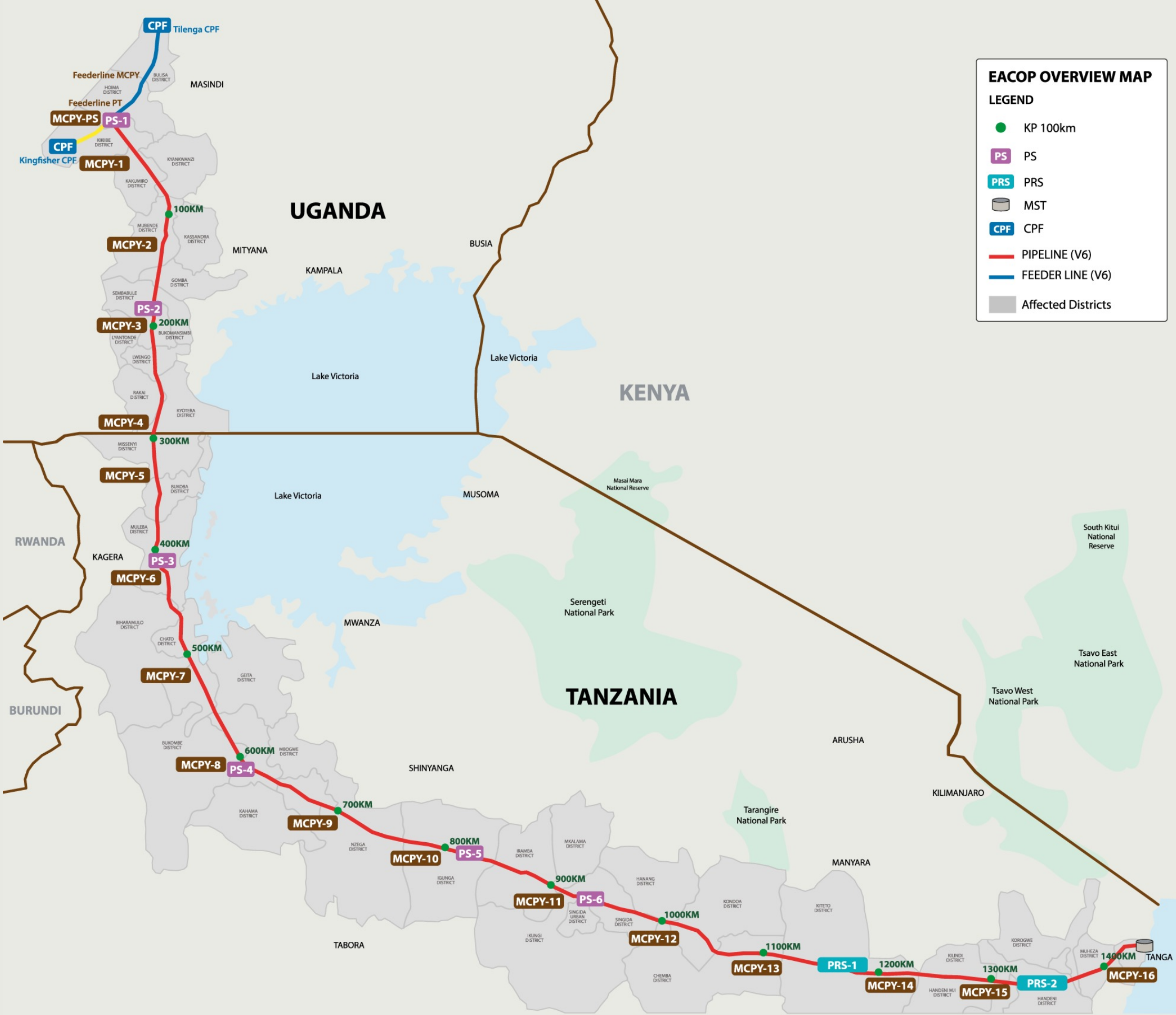
I look forward to working with all stakeholders to sustain momentum and ensure the continued success of EACOP in the years ahead.

The East African Crude Oil Pipeline Route

The pipeline route was confirmed by the East African Heads of State in April 2016 and extends 296 kilometers across Uganda and 1,147 kilometers through Tanzania. The 24-inch pipeline, manufactured to API 5L X65 specifications, has been installed and buried one meter below the surface along its entire length. Following the completion of construction and full reinstatement of topsoil, the corridor has been seamlessly integrated back into the surrounding landscape, enabling the uninterrupted movement of people, livestock, and wildlife.

The selected route begins in Kabaale - Hoima, in Uganda and extends south to the Chongoleani Peninsula near Tanga Port in Tanzania and will cross the Uganda - Tanzania border between Masaka and Bukoba, traversing Tanzania, through Kahama, Singida, Kondoa, into Tanga. In Uganda, the pipeline traverses 10 districts and 25 sub-counties.

In Tanzania, the pipeline traverses 8 regions and 25 districts. The right of way required for the construction phase is 30 metres wide. During the design phase, the route was narrowed and finalised after extensive technical, geographical, environmental and land usage studies. Once constructed, the pipeline will not be visible as it will be buried and topsoil and surface vegetation re-instated.



Uganda's crude oil presented unique engineering challenges due to its waxy and viscous characteristics, requiring continuous thermal management to maintain flow. EACOP addressed this through 70 millimeters of polyurethane foam insulation applied to each pipe joint, complemented by Long Line Heat Tracing (LLHT) cables embedded within the insulation. Powered by 33-kilovolt distribution cables buried alongside the pipeline, this electrical trace heating system ensures crude temperatures remain at 50°C, with LLHT substations installed at intervals of 50-60 kilometers. EACOP is the world's most innovative and smart pipeline system featuring the longest distances between electrical distribution points of any comparable system.



≡ *A sample of Uganda's viscous, waxy crude oil.*

Pump Station (PS)1, located in Hoima District, Uganda, serves as the starting point for EACOP , transporting crude oil from the Tilenga and Kingfisher oil fields through to the Tanzanian port of Tanga. As the first and most critical station along the pipeline, PS1 is responsible for boosting and maintaining the pressure and temperature of the waxy crude oil to ensure continuous flow. It integrates advanced technologies, including heating systems, pumps, and control infrastructure, and plays a key role in operational efficiency, safety, and reliability of the entire EACOP system.



≡ Aerial view of Pump Station 1, Kabaale, Hoima, Uganda.

The system includes a Marine storage terminal on the Chongoleani Peninsula near Tanga port, in Tanzania. The terminal comprises of four insulated crude oil storage tanks, each with a capacity of 500,000 barrels, and a 2-kilometer offshore jetty extending into waters 23 meters deep, capable of accommodating Suezmax tankers carrying up to one million barrels of crude.

≡ Aerial view of four insulated crude oil storage tanks at the Marine Storage Terminal (MST) on the Chongoleani Peninsula in Tanga, Tanzania, with the offshore trestle and jetty extending into the Indian Ocean.



● From Design to Delivery: Planning and Implementation Laying Foundations

The journey from concept to construction required meticulous preparation across legal, technical, and social dimensions. This followed an incentive period of studies and stakeholder engagement. Between 2016 and 2018, the route was refined from a broad corridor to its final 30-meter width, minimizing land requirements while avoiding critical habitats and densely populated areas wherever possible.

Comprehensive geophysical and geotechnical investigations assessed soil conditions, seismic risks, and groundwater interactions. Environmental and Social Impact Assessments (ESIAs) commenced in both nations, engaging over 80,000 community members through public hearings and consultation forums.

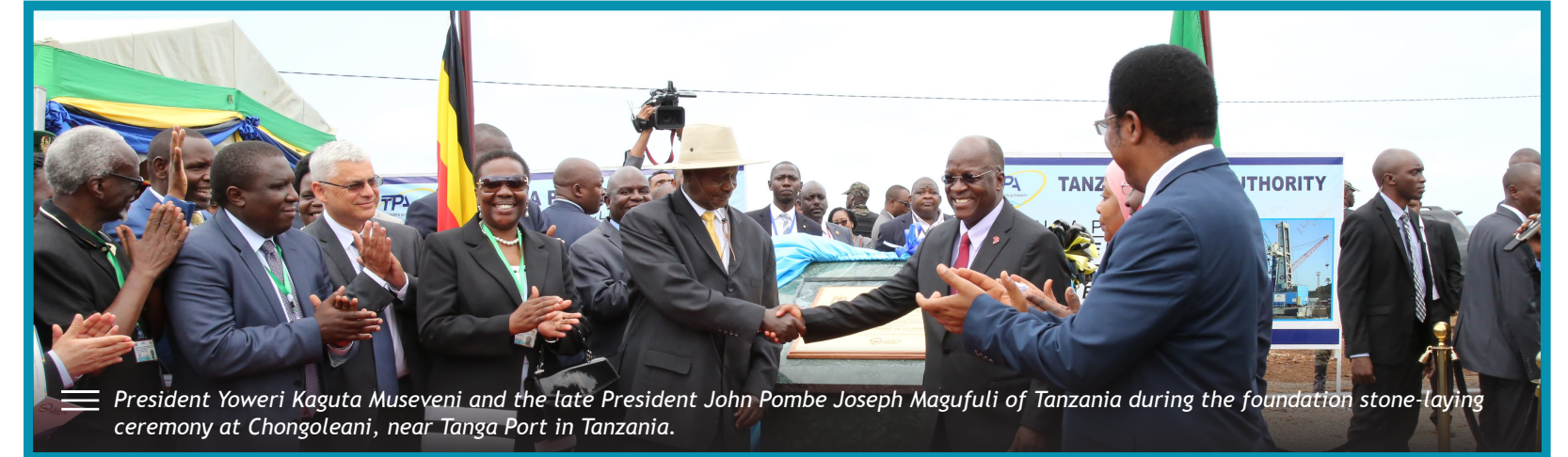
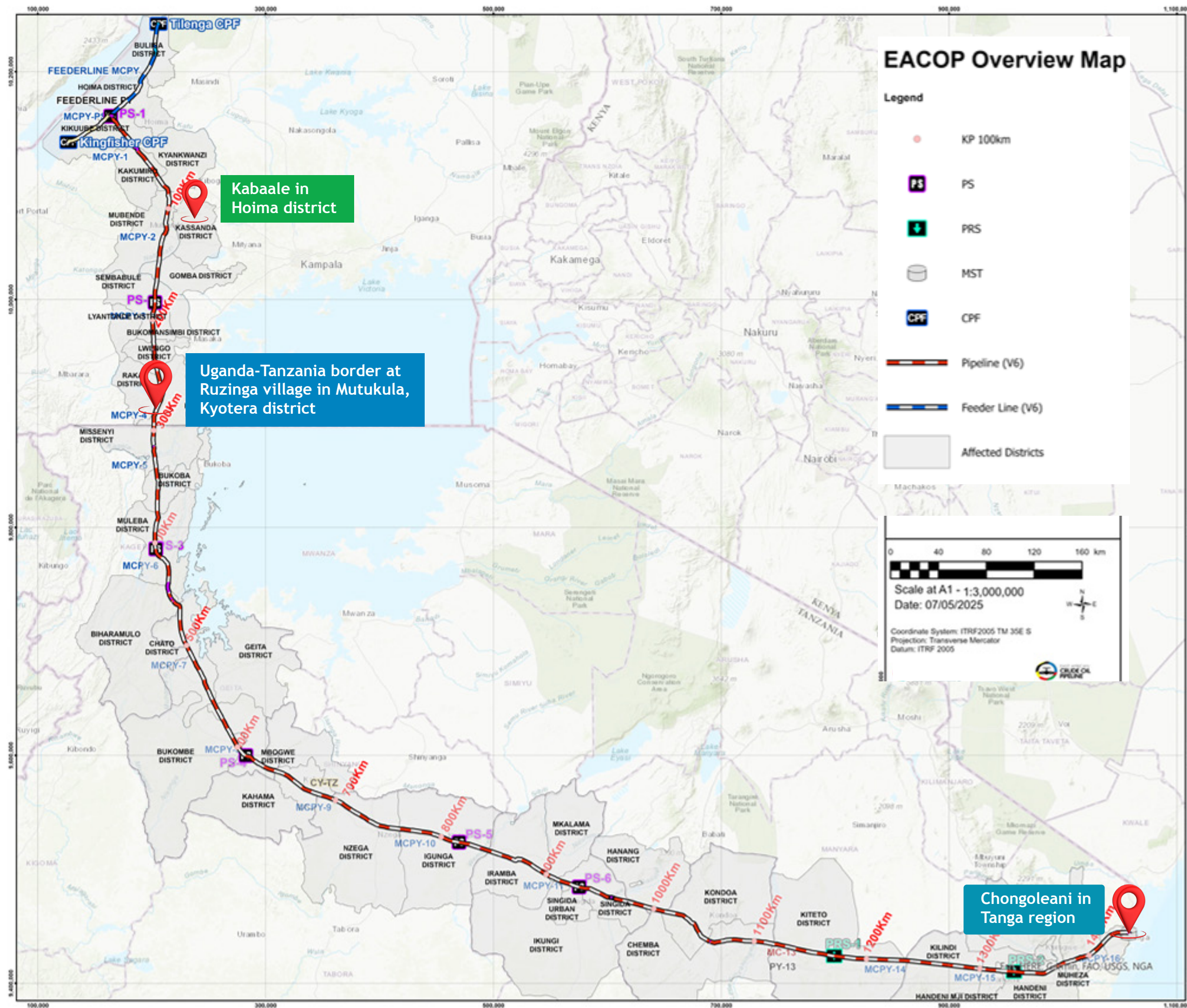
A critical milestone was achieved on May 26, 2017, when then Ugandan Energy minister Hon. Eng. Irene Muloni and Prof. Palamagamba Kabudi, then Tanzania's Minister for Constitutional and Legal Affairs, signed the Inter-Governmental Agreement (IGA). This agreement established principles for revenue sharing, environmental protection, labor standards, and dispute resolution. It signaled unprecedented regional cooperation: two sovereign nations committing to jointly develop infrastructure crossing their shared border.

≡ Aerial view of side booms lowering welded, insulated pipes into the excavated trench along the Right-of-Way (RoW).

The IGA enabled subsequent agreements to take shape. On April 11 and May 20, 2021, Host Government Agreements (HGAs) were signed with Uganda and Tanzania respectively - detailing land acquisition processes, health-safety-environment standards, fiscal regimes, and decommissioning obligations. These agreements were reinforced by national legislation in both countries, creating a robust legal architecture for implementation.

This architecture was solidified through the East African Crude Oil Pipeline (Special Provisions Act, 2021) in Uganda alongside reciprocal legal frameworks in Tanzania. This framework provided the necessary statutory basis for land access, fiscal regimes and technical safety standards.

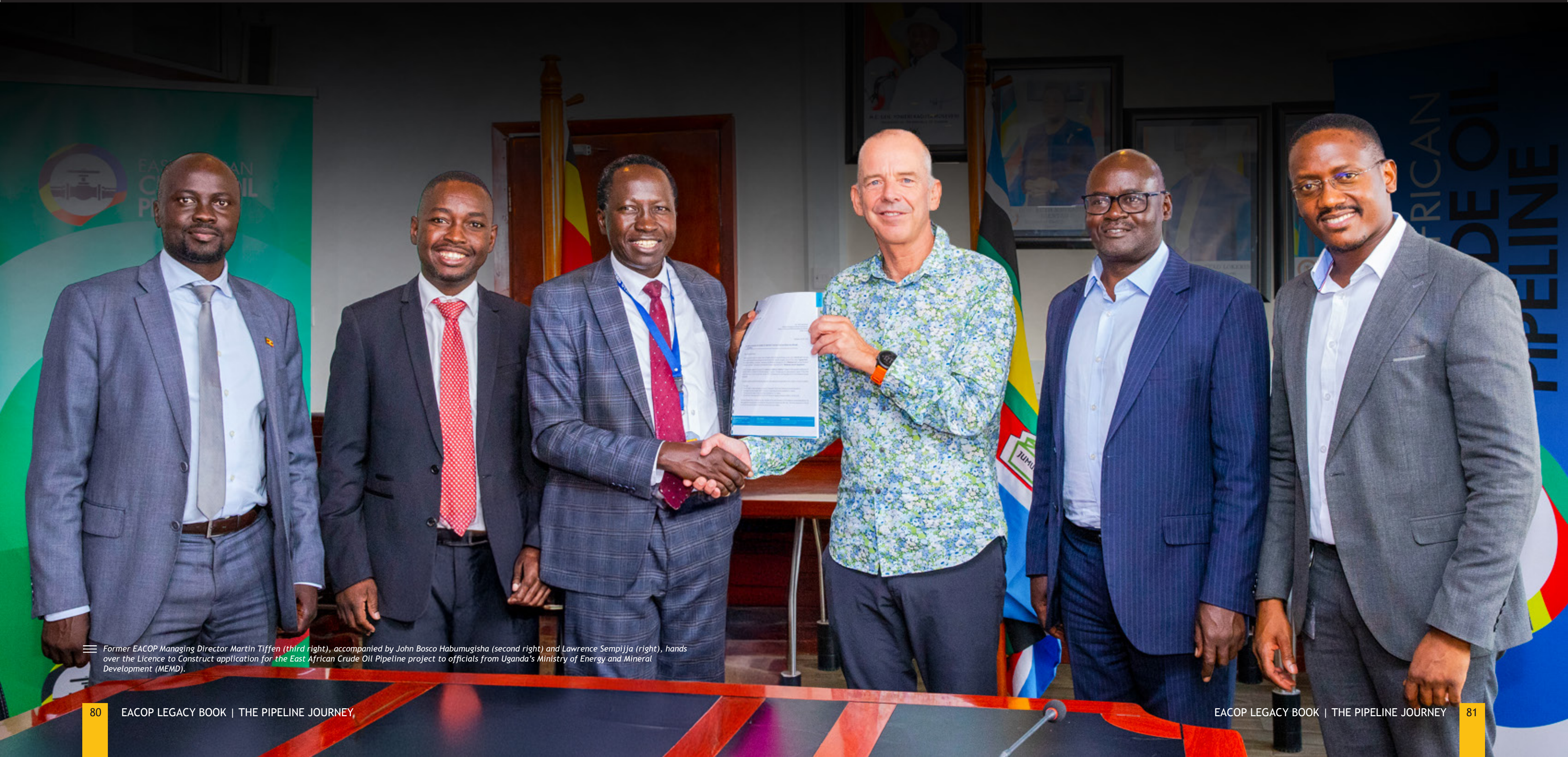
Former Ugandan Minister of Energy and Mineral Development, Hon. Eng. Irene Muloni, and former Tanzanian Minister for Constitutional and Legal Affairs, Prof. Palamagamba Kabudi, sign the Inter-Governmental Agreement (IGA) on 17 May 2017.



Foundation stones were laid symbolically at three locations, marking physical commitment to the project's realization.



5 August 2017 - The laying of the Foundation Stone at the end point of the EACOP Pipeline in Chongoleani Peninsula near Tanga port in Tanzania.



Former EACOP Managing Director Martin Tiffen (third right), accompanied by John Bosco Habumugisha (second right) and Lawrence Sempijja (right), hands over the Licence to Construct application for the East African Crude Oil Pipeline project to officials from Uganda's Ministry of Energy and Mineral Development (MEMD).



Simultaneously, the Shareholders' Agreement became effective (February 15, 2022), establishing EACOP Company Limited as a UK-registered entity fiscally resident

in Uganda. The Shareholders' Agreement was signed between Total Holdings International B.V., National Pipeline Company (U) Limited (a subsidiary of UNOC), Tanzania Petroleum

Development Corporation (TPDC), and CEPME Limited (a subsidiary of CNOOC). Shareholding structure was confirmed: TotalEnergies 62%, UNOC and TPDC 15% each, CNOOC 8%.

This arrangement balanced international expertise with meaningful national ownership, ensuring both countries retained strategic control over their resource destiny.

Construction licenses followed in early 2023, Uganda on January 24 and Tanzania on February 21, authorizing physical works to commence. These licenses represented regulatory confidence in EACOP's Environmental and Social Management Plans, engineering designs, and community engagement frameworks.

Following issuance of these licenses, construction commenced with the first pipe weld completed in Tanzania on September 4, 2024.



Then EACOP Managing Director Martin Tiffen receiving the license to construct the East African Crude Oil Pipeline (EACOP).

Building the World's Most Innovative and Smart Pipeline System

Engineering a Landmark

Design Philosophy: Intelligence Beneath the Surface

EACOP's engineering excellence begins with a fundamental principle: after construction, the pipeline must be buried one meter below the surface across its entire 1,443-kilometer length. This allows uninterrupted passage of

people, livestock, and wildlife once topsoil and vegetation are reinstated. This "invisible infrastructure" approach minimizes permanent disruption while ensuring operational security.



≡ Trenching, pipe laying, burial, and back filling operations



≡ Fully buried pipeline and reinstated Right of Way.



≡ Monitoring of the reinstated Right of Way.

At its core, 24-inch carbon steel pipe (API 5L X65 grade) provides structural integrity with 1.2mm corrosion allowance. Externally, fusion-bonded epoxy coating prevents corrosion. Most critically, 70mm of polyurethane foam insulation maintains Uganda's waxy crude above 50°C -preventing solidification during transport. Embedded within this insulation, Long Line Heat Tracing (LLHT) cables deliver electrical warmth during low-flow periods or shutdowns. The LLHT system is designed for maximum efficiency, with a capacity of up to 30 Watts per meter—equivalent to the power used by a small light bulb every meter. This three-phase cable technology allows for an extended reach of up to 60 kilometers between electrical distribution substations, providing the most efficient use of electrical power currently available on the global market.

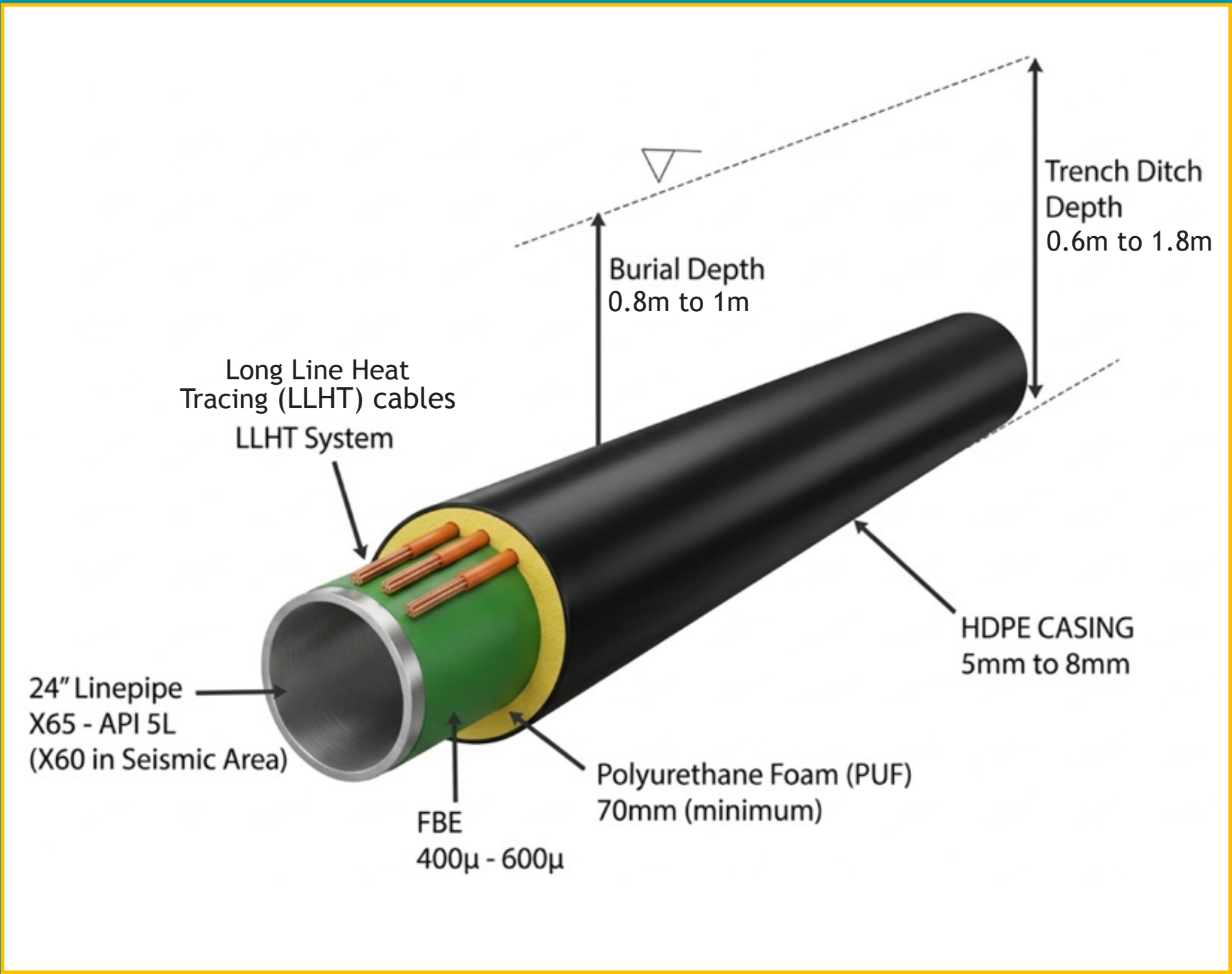
The use of 18-meter long pipes represents a significant milestone, as it is the first time pipes of this length have been used for a project in Africa. By utilizing 18-meter joints instead of the standard 12-meter length, the project has reduced the total number of field weld joints by one-third, significantly increasing construction productivity and reducing the carbon footprint of the transport fleet by optimizing the number of required truck trips.

Alongside the pipe, a fiber-optic cable enables real-time monitoring of temperature, strain, and intrusion across the entire route using Distributed Temperature Sensing (DTS) and Real-Time Transient Modeling (RTTM). Buried 33kV high-voltage cables distribute power to pumping

stations and heating substations positioned every 50-60 kilometers. This integrated “nervous system” transforms passive steel into an intelligent asset, capable of detecting anomalies within meters and

Beyond temperature sensing, the fiber-optic cable provides vibration monitoring along the entire 1,443-kilometer length. This allows the system to quickly detect and locate to within meters any anomalies, such as unauthorized digging or accidental pipeline exposure, providing an early warning system that exceeds standard industry safety protocols.

The integrated ‘nervous system’ of the pipeline is managed through an Electrical, Instrumentation, Telecommunications and Safety (EITS) framework. This system is housed in 250 specialized modules positioned at 99 locations along the route, containing high-tech transformers, switchgears, and control systems. These modules act as the pipeline’s



The entire system is managed through an Electrical, Instrumentation, Telecommunications and Safety (EITS) framework: 250 specialized modules containing transformers, switchgears, shunt reactors, uninterruptible power supplies, and control systems positioned at 99 locations along the route.

The fiber-optic cable enables Distributed Temperature Sensing (DTS) and Real-Time Transient Modeling (RTTM), allowing dual 24/7 control centers in Hoima and Tanga to detect anomalies such as soil movement or unauthorized digging. EACOP extends spare capacity on this cable available to local telecommunications operators for high-speed internet access to previously unconnected rural communities along the corridor.

Interior view of an Electrical, Instrumentation, Telecommunications, and Safety (EITS) module housing electrical switch gears and control systems for managing pipeline operations.

Critically, under Host Government Agreements, spare capacity on this cable will be made available to local telecommunications operators - extending high-speed internet access to previously unconnected communities along the corridor.

The project employed innovative techniques including 18-meter pipe joints (reducing welds by one-third versus standard 12-meter lengths), Horizontal Directional Drilling (HDD) beneath major rivers to avoid ecosystem disruption and specialized trench geometries at seismic fault crossings designed to withstand 1.6 meters of vertical displacement.

**EACOP
is more than
just an infrastructure
project - it is a
platform for Socio-
Economic Investment and
National/ Local Content
development.**



≡ Tanzania's Minister for Energy, Hon. Deogratius John Ndejemi (left), and EACOP Managing Director Guillaume Dulout (right), inspecting construction progress at EACOP pressure Reduction station 2 (PRS 2) at Sindeni Ward, Handeni District, Tanga Region, Tanzania

EACOP is more than just an infrastructure project, it is a platform for Socio-Economic Investment and National/ Local Content development. It strengthens regional integration through upgraded transport networks, fiber-optic expansion, and the growth of

strategic economic corridors. It advances national content by prioritizing local participation, building supply chains, and investing in local / national expertise through scholarships, vocational training and structured graduate programs. Beyond infrastructure, it safeguards biodiversity through dedicated conservation trust funds and targeted species protection initiatives. At the community level,

it drives meaningful social investment, delivering water infrastructure, restoring livelihoods, and supporting long term, locally anchored development. This pipeline carries more than crude oil; it carries East Africa's aspirations for sustainable development, technological advancement, and shared prosperity.

2

Land Acquisition and Resettlement: Building lives, Restoring Livelihoods.



≡ An EACOP replacement house in Kyotera District, Uganda, fitted with solar panels, a rainwater harvesting system, and detached sanitary facilities as part of the project's resettlement and compensation program.

Performance Standards

EACOP manages potential impacts on biodiversity in line with regulatory requirements and international best practices defined by the International Financing Corporation's (IFC) Sustainability Framework that articulates a commitment to sustainable development and provides an approach to environmental risk management through the Performance Standards (PS). PS6 Biodiversity Conservation and Sustainable Management of Living Natural Resources guides the protection and conservation of biodiversity and ecosystem services. EACOP has committed to complying with Performance Standards.

Risk Management



Labor



Resource Efficiency



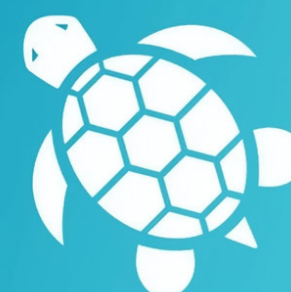
Community



Land Resettlement



Biodiversity



Indigenous People



Cultural Heritage



The Land Acquisition Process

The land acquisition process, as agreed in the two Host Government Agreements, was undertaken in a manner consistent with the International Financing and Human Rights Standards (United Nations Guiding Principles and International Finance Corporation Performance Standard 5) at a national and international level. The process included consultation with local communities and other stakeholders.

EACOP managed key aspects of the land acquisition process on behalf of the host governments, as per national legal requirements, and the two different land tenure systems in place in Uganda and Tanzania; the rights of occupancy for land was transferred to the governments and leased to EACOP.

These leases are for 66 years for the permanent facilities in both Uganda and Tanzania. Prior to the start of land acquisition, alternative routes were analysed against several criteria including the need to avoid population centres, avoid physical resettlement to the maximum extent possible and reduce disruption to community livelihoods.



Stakeholder & Community Engagement

Land acquisition begins with informing affected communities, households and local governments of the process to be undertaken and responding to questions and concerns.



Survey and Valuation Phase

Project Affected Persons (PAPs) were identified, and their land, trees, crops and structures surveyed, and an inventory developed. Valuation amounts were established with the Government Authorities (Chief Government Valuer) and the application of international financing standards requirements. Valuation amounts were disclosed to PAPs. During this phase households were both able to and encouraged to continue to use the land.



Compensation Phase

Signing of compensation agreements for the loss of assets was undertaken after a reflection period which followed an individual Project Affected Person (PAP) detailed briefing of the compensation agreement. Compensation was then paid as per International Financing Standards requirements and national laws. The compensation was calculated to reflect full replacement cost - market value and transaction costs at the time of displacement.



Notice Phase

After payment of compensation, households were given (with a few exceptions) a 90-day notice to vacate from the project acquired land. During this period support was provided to PAPs to help them vacate the project acquired land.



Post Displacement Phase

Following displacement, transitional support (food baskets and cash transfers) was provided for a period of 6 to 12 months, according to the degree of impact. Financial literacy training was provided and access to livelihood restoration programs started.



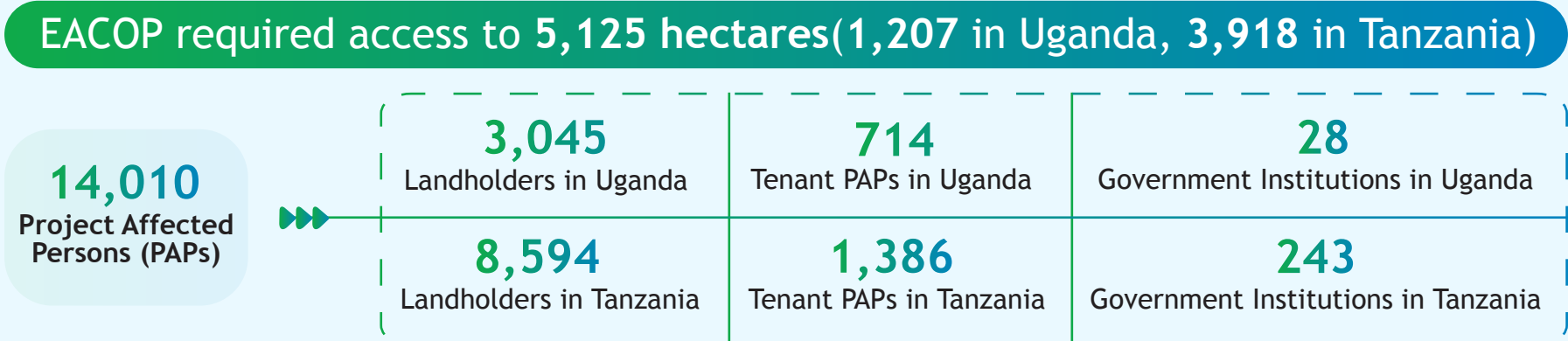
Third party legal advisory support

Independent third-party advisory services were made available throughout the entitlement briefing and compensation agreement signing process to provide guidance and support to Project Affected Persons (PAPs), ensuring informed decision-making, transparency, and consistency with applicable resettlement requirements.



Grievance management

Grievance readiness mechanisms were established and operational to ensure that Project Affected Persons (PAPs) and other stakeholders had accessible channels to raise concerns, receive timely feedback, and have grievances managed through a transparent and structured resolution process.



New Homes, New Beginnings: EACOP’s Replacement Housing Programme

520 houses constructed and handed over. 177 in Uganda and 343 in Tanzania.

In both Uganda and Tanzania, Project Affected Persons eligible for physical resettlement were presented with a clear choice between cash compensation and transition into newly constructed replacement homes. Nearly 90% of eligible households chose replacement housing. Housing designs and specifications were openly presented to households, ensuring families could make informed decisions. Households participated directly in determining the layout of their new homes and ancillary structures on their allocated plots before construction commenced. The replacement houses matched or exceeded the size of the original homes and were constructed to a higher standard. In accordance with national guidelines and regulatory requirements, each structure reflects a commitment not merely to replace what was lost, but to improve upon it. Each home was equipped with essential facilities, including external kitchens, improved ventilated pit latrines, solar systems providing reliable access to electricity, and rainwater harvesting and storage installations to strengthen household water security.



Stephen Rwakabale, beneficiary of replacement house in Uganda

A New Chapter for Patrick Kazimila Mshandete

Patrick, a retired teacher, began a new chapter in his life after receiving four newly constructed houses as compensation for his previous four dwellings. For Patrick, the new homes represent more than just physical structures, they symbolize security, improved living conditions and peace of mind for the future.



≡ Aerial view of four newly constructed replacement houses handed over to retired teacher Patrick Kazimila Mshandete in Tanzania as compensation under the EACOP resettlement initiative, complete with water harvesting tanks and detached facilities.



Building Futures: The Kabajjo Memorial School Story

The East African Crude Oil Pipeline (EACOP) constructed new school facilities at Kabajjo Memorial Junior School in Sembabule District as in-kind compensation following the impact of the project on one classroom block within the school.

The affected structure fell within the EACOP Right of Way (ROW). In accordance with the Compensation Agreement, the school leadership opted for in-kind compensation. EACOP subsequently constructed a replacement classroom block and, through its Social Economic Investment (SEI) strategy, expanded the scope of support to include additional infrastructure improvements.



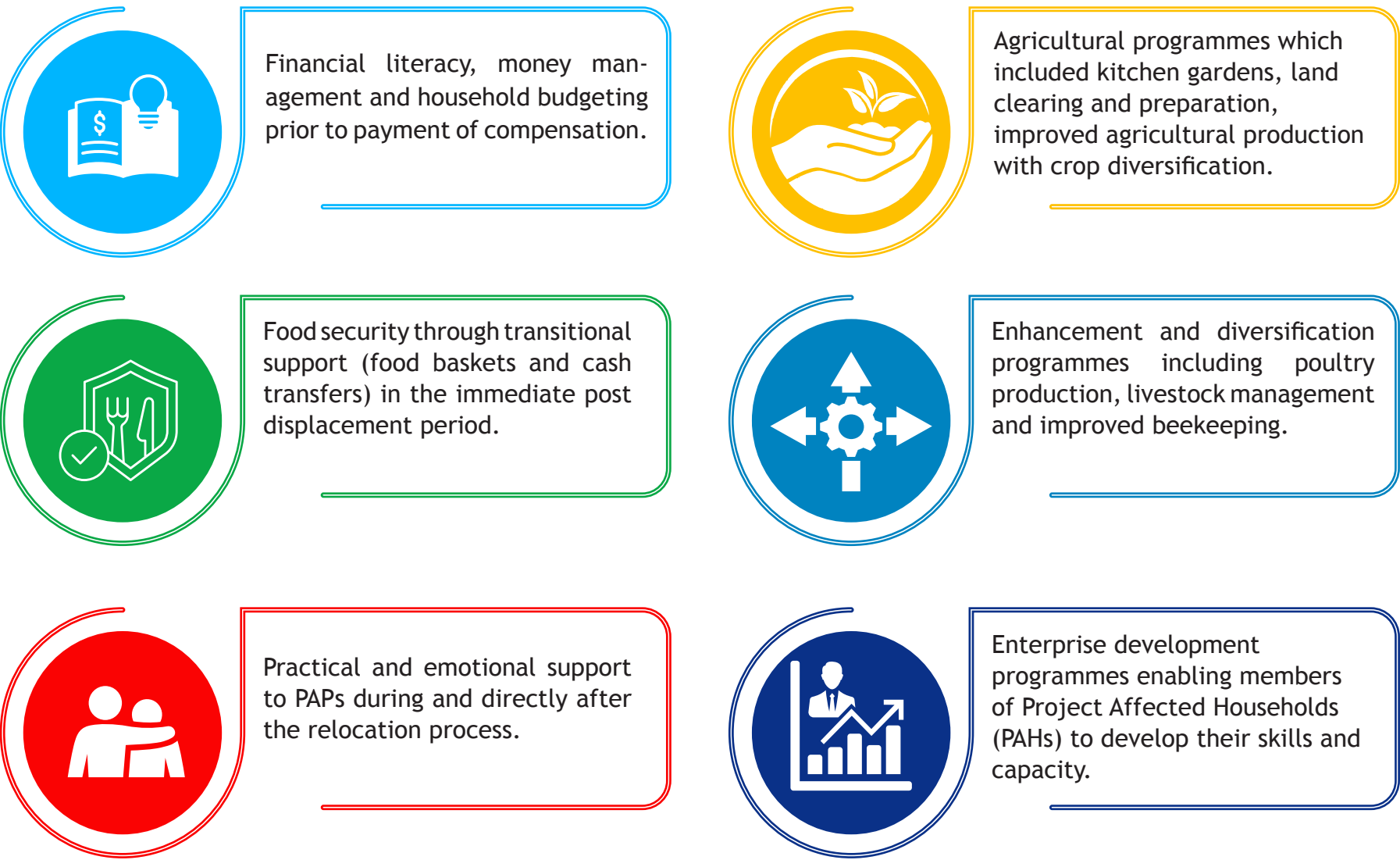
≡ Newly constructed replacement classroom blocks and additional facilities at Kabajjo Memorial Junior School in Sembabule District, Uganda, built by EACOP as in-kind compensation and social investment support following project impacts on the original infrastructure.

Beyond replacing the affected classroom block, EACOP constructed:

-  An additional classroom block comprising four classrooms, an office, and a library.
-  A kitchen capable of supporting up to 450 learners, complete with a reliable water supply system.
-  A dining shade to serve as a mealtime area and multipurpose recreational space.
-  Seven water tanks with a combined capacity of 45,000m³ to improve water access & sanitation, particularly for the kitchen and toilet facilities.
-  Solar power systems installed per block to meet the school's electricity needs.
-  Separate toilet facilities for girls, boys, and teachers.
-  Girls' changing rooms in compliance with national Ministry of Education guidelines on menstrual health and hygiene management.
-  An incinerator for safe disposal of sanitary waste.
-  Soak-away pits for wastewater management from toilet facilities.
-  Waste pits for overall solid waste management within the school.
-  A chain-link fence to enhance safety and security.
-  Walkways and landscaping to improve accessibility and beautify the school compound.

EACOP's Livelihood Restoration Programme: Key Elements

The livelihood programmes focused on Project Affected Persons (PAPs) whose land and other economic assets are impacted by EACOP. The programmes were adapted to the local context and paid special attention to the needs of vulnerable households who were identified during the land acquisition process. Special measures were taken with women's access and participation being a key aspect.



 **Over 10,660 households**
Transitional support in both Tanzania and Uganda

 **Over 10,800 households**
Livelihood restoration support in both Uganda and Tanzania

 **Over 5,000 people**
Training as part of the enterprise development or vocational training programmes

 **89% increased harvest of farmers**
in Uganda and Tanzania who completed the agricultural training programmes.

Baguma Alikanjero, a beneficiary of EACOP's Livelihood Restoration Programme in Kakumiro District, Uganda, harvests tomatoes grown with seeds, agricultural training, and ongoing support provided through the project's livelihood restoration initiatives.

Nabukeera Milly's Story

At only 24, Nabukeera Milly from Lukyamo Village in Rakai District is a strong example of how vocational skills training can transform lives under EACOP's Livelihood Restoration Program.

Two years after completing her Uganda Certificate of Education (UCE) in 2021, she worked as a Community Based Facilitator, but it was not her dream. When her father, a PAP, informed her about the vocational skills training prospect, she left her job without hesitation and enrolled in a 3-month Tailoring and Fashion Design course. "The skill I have achieved is mine; no one can take it away from me. It will remain with me forever. I don't regret leaving my job I got what I've always wanted."

During the training, Milly enhanced her technical skills in tailoring and also gained confidence in customer engagement and design execution. Milly is excited to start her own business, supported by the starter pack provided by the program. She expresses deep gratitude to EACOP for enabling her to attain a life-changing skill without any financial burden.



≡ Nabukeera Milly from Lukyamo Village in Rakai District, Uganda, beneficiary of a 3-month tailoring and fashion design vocational training under EACOP's Livelihood Restoration Programme.

Sai Kulwa's Story

Sai Kulwa is the primary caregiver for more than 10 family members, including her children and grandchildren. Following the acquisition of her land by EACOP, she received full compensation for her land and affected assets. She also benefited from transitional food assistance and participated in the Livelihood Restoration Program, which has helped strengthen her household's economic resilience and improve her family's well-being.

Sai adopted new agricultural techniques promoted by the Livelihood program and in her first farming season, she harvested 30 bags of maize from a 1.1 acre plot, a significant increase from previous yields. This ensured sufficient food for her family. She also enrolled in the livelihood poultry programme which enabled her to generate additional income.

With EACOP's support, Sai has bought additional land and repaired her house. She can now afford to educate her children, two children in secondary and four in primary school. Her journey exemplifies how she has been able to seize the opportunity to transform her life from one of hardship to security.



≡ Tanzanian Farmer, Sai Kulwa displaying her harvest after adopting improved agricultural techniques through EACOP's Livelihood Restoration Programme.

3

Safety By Design: Multiple layers of Protection

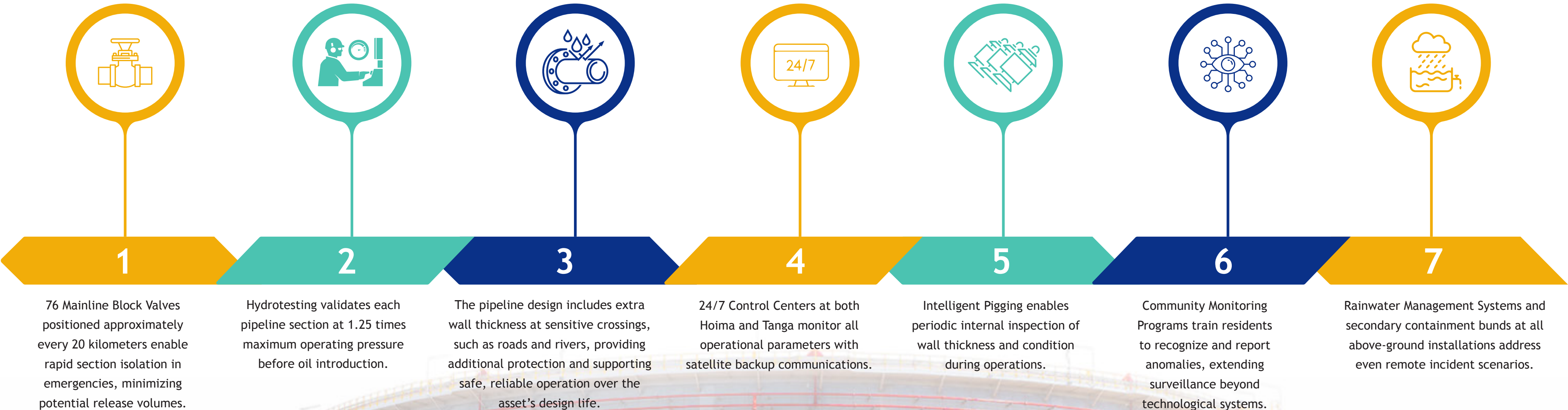


Heat exchangers and insulated interconnecting piping at the Marine Storage Terminal (MST) in Chongoleani, Tanga, Tanzania.



≡ Vice President of the republic of Uganda Her Excellency Hon. Col. Jessica Alupo (left), Permanent Secretary of the Ministry of Energy and Mineral Development (MEMD) Eng. Irene Bateebe (second - left), Board Chair Petroleum Authority of Uganda (PAU) Lynda Biribonwa (second - right) and EACOP Managing Director Guillaume Dulout (right) during a site visit to Pump station 1.

Pipeline integrity receives uncompromising priority through layered safeguards:



These measures create defense-in-depth: no single point of failure can compromise safety. This philosophy extends to above-ground installations, where environmental protection receives equal priority with operational efficiency.

Powering Progress: Hybrid Energy Systems

The operation and empowering of the energy strategy exemplifies innovation in sustainability, rather than relying solely on diesel generators. The project integrates multiple power sources including:

UGANDA SECTION

Draws first from surplus power generated at Tilenga and Kingfisher processing facilities, then from Uganda’s hydroelectric grid, ensuring near-zero carbon operations.

SOLAR INTEGRATION

A 4MWp photovoltaic farm at the Tanga terminal, comprising 6,200 panels across 180x300 meters, supplements operations with renewable energy.

TANZANIA SECTION

Combines grid connection at all four pumping stations and the terminal with battery energy storage systems (BESS) to manage grid instability.

BACK UP GENERATION

Thermal generators provide emergency power at two Pump Stations (4 and 5) and the terminal in Tanzania, but hybrid management systems prioritize grid and solar sources.

This multi-source approach not only enhances operational reliability but demonstrates that major energy infrastructure can itself contribute to decarbonization, a critical consideration as global energy systems evolve.

The operation and powering of this infrastructure relied on an integrated and sophisticated energy management system. In Uganda, EACOP draws first from surplus power generated at the Tilenga and Kingfisher facilities before supplementing from the national hydroelectric grid, enabling near-zero-carbon pipeline operations.

In Tanzania, a hybrid power solution was implemented, combining grid connections at all pumping stations and the terminal with battery energy storage systems (BESS) to manage grid instability. This further supported by a 4-mega watt photovoltaic solar farm at the terminal, comprising 6,200 panels spread across an area of 180 by 300 meters, and thermal generators retained strictly as backup.

High-voltage electricity transmission towers and grid power overhead lines.

● Navigating Complexities: Rivers, Faults & Sensitive Ecosystems



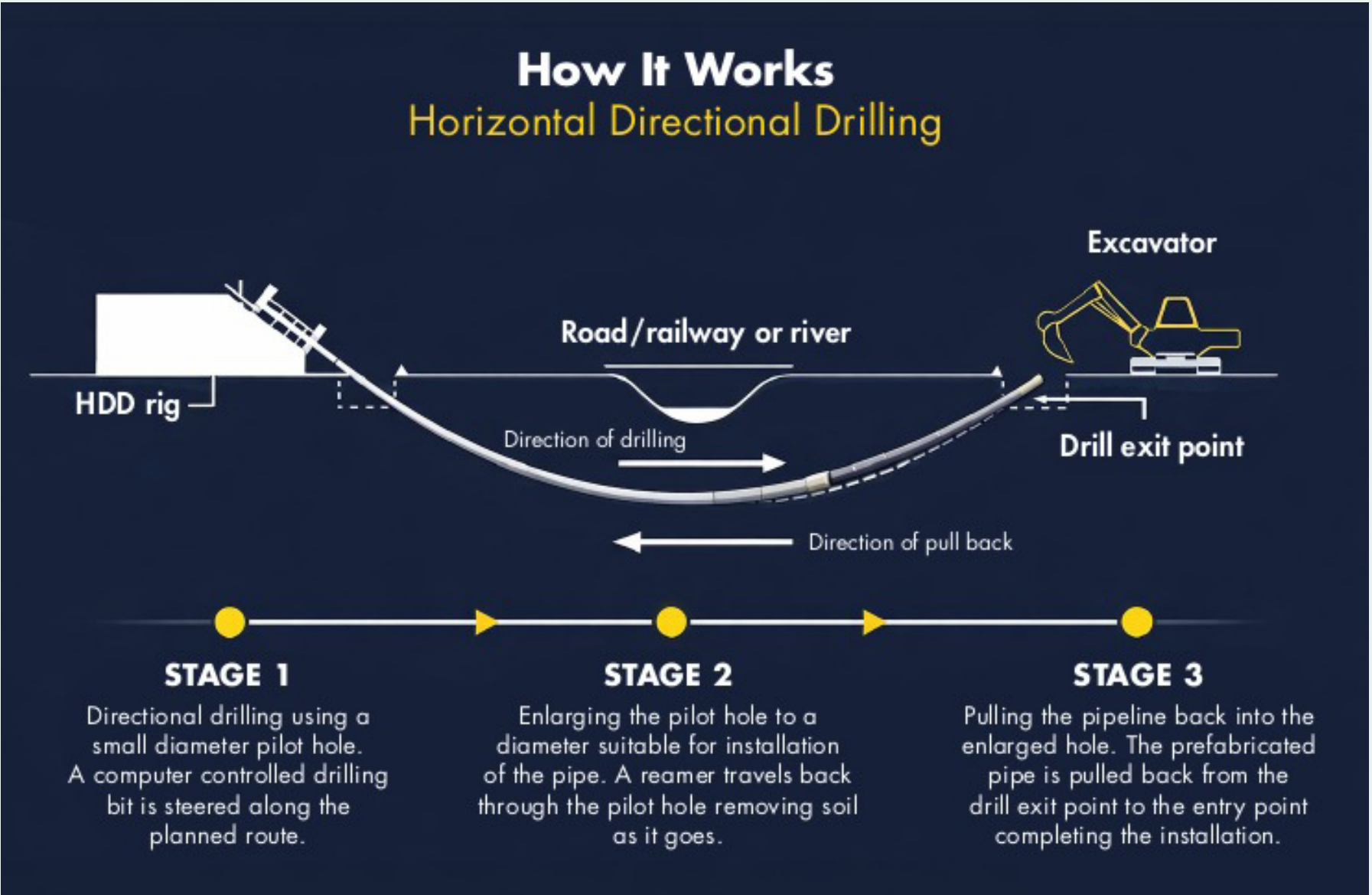
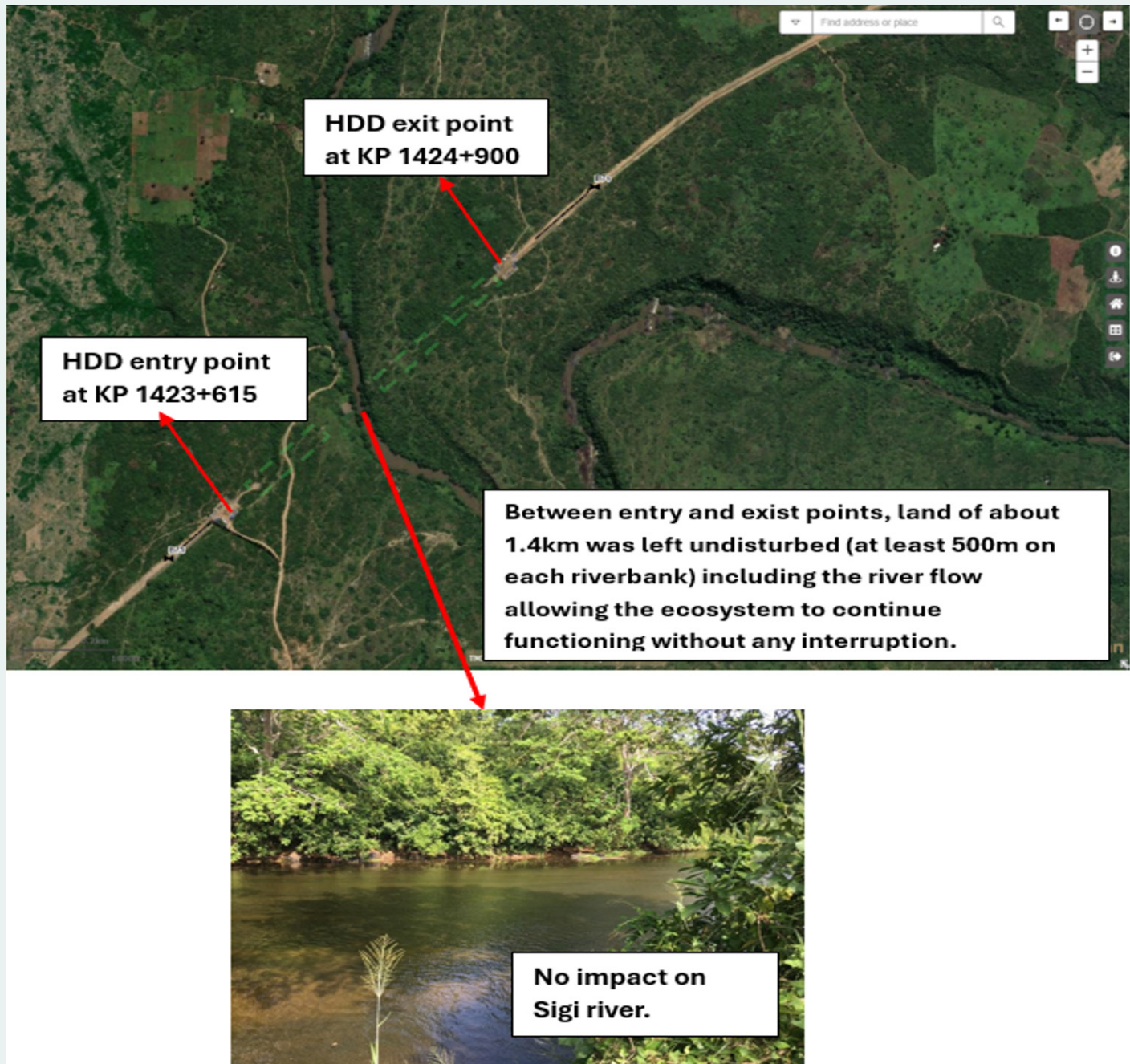
≡ Natural landscape featuring native Baobab trees and vegetation along the route of the East African Crude Oil Pipeline (EACOP) project.

The pipeline's route cuts across a range of landscapes from Uganda's Albertine River basin to Tanzania's Miombo Woodlands, volcanic highlands, and coastal plains, each presenting unique engineering challenges that demanded carefully tailored solutions. At major river crossings such as the Kagera, Sigi, Grumeti, and Malagarasi, which serve as critical wildlife corridors, EACOP employed Horizontal

Directional Drilling to install the pipeline 30 to 50 metres beneath riverbeds without open excavation, ensuring ecosystems remained undisturbed. In shallower rivers and wetlands, concrete weight coating, erosion control mats, and silt fences were used to stabilize the pipeline and protect water quality.

In seismic fault zones along the Eastern Branch of the East African Rift, EACOP adopted specially selected ductile steel capable of bending without breaking. Although fault displacement is extremely rare, estimated at once every 4,700 years, the trench design and material choice enable the pipeline to withstand vertical earth movement of up to 1.6 metres without rupture. For road and railway crossings, auger boring techniques allowed pipe installation beneath

busy transport corridors without disrupting traffic. In environmentally or culturally sensitive areas, deeper burial depths and reinforced concrete slabs were applied to further safeguard pipeline integrity. Together, these solutions reflect a design philosophy grounded in avoidance, minimisation, and mitigation, aligning with international best practices for linear infrastructure development in sensitive and diverse environments.



4

Health, Safety, Environment and Community Stewardship



Site workforce at the 2024 World Day for Safety and Health at Work.



≡ Aerial view of the accommodation campsite at the Marine Storage Terminal (MST) at Chongoleani, near Tanga Port, Tanzania.

● Health, Safety And The Zero Harm Journey

EACOP conducts its operations in line with its Health, Safety, Security, Environment and Social (H3SE) Policy, established with the involvement of all personnel and approved by shareholders and the Managing Director. This sets out the framework in which we operate.

EACOP’s HSE management activities are structured around the continual improvement cycle of PLAN-DO-CHECK-ACT aimed

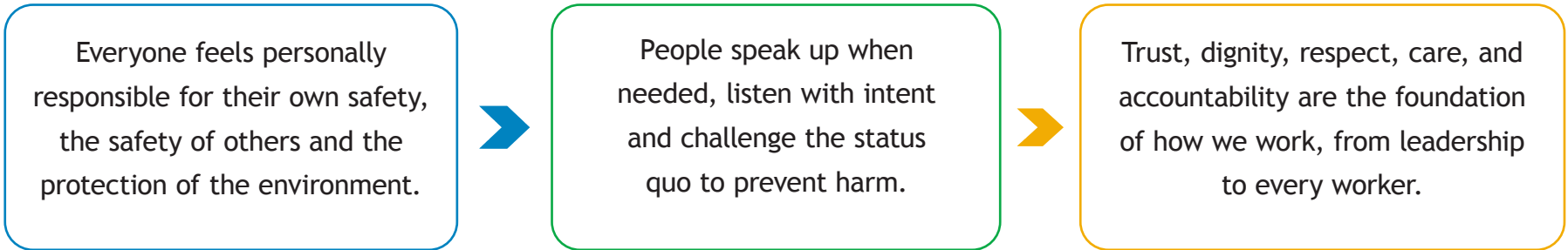
at operational excellence and performance improvement. HSE activities focus on risk identification, application of mitigation measures, and ongoing monitoring to ensure their effectiveness. The HSE Policy is supported by a framework of ten Principles, on which our HSE Management System is built. These principles are aligned with the requirements of the ISO45001:2018:

01	Leadership and Commitment	06	Competence and Training
02	Compliance with laws, regulations and company requirements	07	Emergency Preparedness
03	Risk Management	08	Learning from Events
04	Operational Accountability	09	Monitoring, Audit, and Inspection
05	Contracts and Suppliers	10	Performance Improvement

At EACOP, our core value is Zero Harm. Zero harm to people, Zero harm to the environment and Zero harm to those living and working in the communities in which we operate. It is our belief that everything we do should have a positive impact on those we work and interact with. This core value has been our driver for all we do in ensuring the activities of EACOP are safe for all.

Zero Harm Safety Culture Program

EACOP has invested in the implementation of a Zero Harm Safety Culture program, to build and transform the culture for safety within EACOP. A Zero Harm culture is one where:



To embed and sustain the Zero Harm culture across EACOP, we rely on a structured Zero Harm Programme consisting of proven modules and training that reach every level of the organisation , always beginning with strong leadership commitment. By the end of the project, over 7000 workers would have participated in the Zero Harm orientation, workshop and trainings.



Site workers celebrate the “Zero Harm / Perfect Day” safety award, highlighting outstanding Health, Safety, and Environmental (HSE) performance.

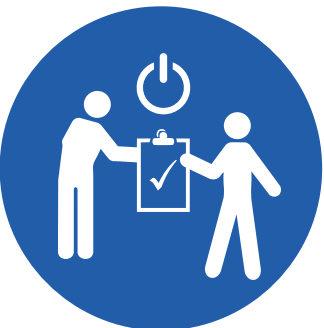
Safety of Everyone is our Priority

People are at the heart of everything we do at EACOP and we want to ensure that everyone who works at EACOP, returns home safely to their family. EACOP has established its HSE management system and implemented tools and processes that will serve beyond the construction phase and for the lifetime of the pipeline operations.

One of these tools are our Life Saving Rules. EACOP has aligned with International Oil and Gas Producers and put in place nine (9) Lifesaving Rules. These rules are there to help everyone to take individual responsibility for safety and to protect themselves and their colleagues. We require all our employees to follow these Life Saving Rules.



LIFE-SAVING RULES



By Passing Safety Controls



Confined Space



Driving



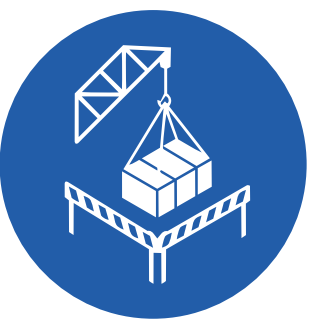
Energy Isolation



Hot Work



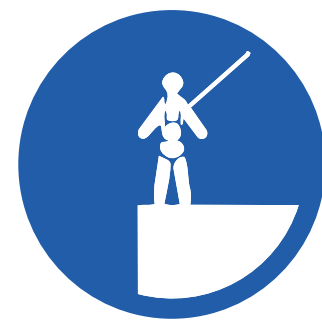
Line of Fire



Safe Mechanical Lifting



Work Authorisation



Working at Height

We recognise that to prevent the big accidents from happening, we need to start with identifying the small things. Safety is everyone’s responsibility, so we encourage all our employees to report on any unsafe act, or unsafe condition. This allows us to understand what needs addressing and eliminate them early before we have an accident. With over 12,000 personnel on the project, that provides us with a lot of ears and eyes to help make each site a safe place to work.

Safety is not just respected but celebrated at EACOP. Every year, the leadership and sites unite to celebrate the World Day for Safety & Health at Work (WSD). Our commitment is to do this at every EACOP Site. With the number of locations exceeding 40 Sites during the construction phase, this has been a huge undertaking, but a hugely rewarding experience shared by everyone at EACOP.



Site workforce at the 2025 World Day for Safety and Health at Work.

Leadership Commitment

At East African Crude Oil Pipeline (EACOP) Limited, leadership commitment is deeply embedded in the organization’s pursuit of its core objective: Zero Harm. This commitment is intentional, measurable, visible, and consistently practiced. EACOP has put in place several initiatives to develop a positive safety culture and demonstrates its commitment through:



Active Engagement

Senior Leadership Team (SLT) members personally conduct HSE Management Site Visits across operational sites throughout the year. This practice ensures that our senior leaders are not detached decision-makers but active participants in safety oversight. This enables direct dialogue between management and workers, fostering mutual respect and encouraging frontline feedback.



Structured Oversight

Leadership commitment is institutionalized through the HSE Management Board, Contractor HSE Forums and HSE Committee Meetings, strengthening accountability and reinforcing safety expectations across the value chain.



Recognition & Motivation

Site-wide award programs such as the Zero Harm Perfect Day (ZHPD) or individual awards such as the HSE Observation Awards and Driver Awards, highlight the importance of proactive intervention, while rewarding employees who exemplify the Zero Harm culture.



EACOP Deputy Managing Director John B. Habumugisha (left), Permanent Secretary of the Ministry of Energy and Mineral Development Ms. Irene Bateebe (second left), Michele Prario, EACOP Above Ground Installation (AGI) Company Representative Uganda (centre), and UNOC Board Chairperson Matthias Katamba (right) during a site visit to Pump Station 1 (PS1) in Kabaale, Hoima Uganda.



≡ School children crossing the road as a traffic control officer holds a logistics convoy to ensure community safety.

Road Safety

One of the most significant and enduring social investments associated with the EACOP Project has been the Community Road Safety Programme implemented by AMEND and SafeWay RightWay (SWRW). Recognizing the increased road safety risks associated with project-related traffic during pipeline construction, the programme was designed to protect vulnerable road users and strengthen road safety awareness in communities along the EACOP corridor. Through close collaboration with EACOP, government authorities, Traffic Police, schools, community leaders, and local residents, the programme promoted safer road-use practices and fostered a proactive approach to road safety management.

Through sustained road safety education and awareness campaigns, AMEND and SafeWay RightWay (SWRW) reached thousands of schoolchildren and community members across multiple regions of Tanzania. The programme delivered practical, life-saving road safety knowledge focused on safe road-crossing behaviour, pedestrian safety, safe walking practices, responsible motorcycle use, helmet wearing, compliance with traffic regulations, and increased awareness of road hazards. Particular emphasis was placed on protecting children, who are among the most vulnerable road users, as well as communities living near project activities, major transport routes, and areas experiencing increased traffic movements associated with EACOP operations.

Beyond community education, the programme strengthened partnerships and coordination among regional and district authorities, Traffic Police, community representatives, EACOP personnel, and contractors. This collaborative approach enhanced local capacity to address road safety challenges,

encouraged shared responsibility for protecting road users, and embedded road safety considerations into local planning and community engagement activities. By empowering both communities and institutions, the programme helped establish a culture of road safety that extends beyond project requirements.

A particularly important legacy of the programme is the development of a road safety monitoring and crash-tracking system, which provides valuable data and insights to support evidence-based decision-making and targeted interventions. The system enables stakeholders to identify high-risk locations, monitor trends, and prioritize actions that can further reduce road traffic injuries and fatalities. Together with the extensive knowledge transfer provided through education, awareness campaigns, and stakeholder engagement, this has laid the foundation for continued improvements in road safety long after project activities are completed.

Through their contribution, AMEND and SafeWay RightWay (SWRW) have helped leave behind safer and more informed communities, strengthened institutional and community partnerships, improved awareness of road safety risks, and established sustainable systems that will continue supporting road safety management for years to come, representing a meaningful and lasting legacy of the EACOP Project.



Tanzanian Students displaying traffic sign placards during a community road safety awareness campaign implemented by AMEND.



Installation works on the heat exchangers and insulated piping manifolds at the Marine Storage Terminal (MST) in Tanga, Tanzania.

Health Matters

The health and wellbeing of our workers is the foundation for a Zero Harm workplace. Health promotions are a key part of proactive intervention. Monthly health talks are held by the EACOP Medical team on topics related to personal health. Community health awareness programs are also conducted to engage and promote good health in the communities in which we operate.

The 1443 Pipeline Challenge

In celebration of World Health Day, EACOP staff hold an annual 1443 Pipeline Challenge, an eight-week run/walk event aimed at promoting health and wellness among employees.



≡ EACOP staff at the launch ceremony of the 2026 1443 Pipeline Challenge in Dar es Salaam, Tanzania.

The challenge mirrors the length of the EACOP pipeline - 1,443 kilometres from Kilometre Point 0 (KP0) at Pump Station 1 in Kabale, Uganda, to KP1443 at the Marine Tanks and Terminal in Tanga, Tanzania. Over the course of the challenge, teams successfully complete a full virtual journey, proudly receiving medals at the finish. Collectively, over the years, participants have covered over 87,000 kilometers during each challenge - more than 60 times the actual length of the pipeline. Each year, the winning team is awarded USD 1,443 to donate to a charity of their choice.



≡ EACOP staff in kampala Uganda during the closing ceremony of the 1443 Pipeline Challenge.

5

Economic and Regional Impact



≡ EACOP Academy students during a technical training session.

● Committed to the Advancement of National / Local Content

The East African Crude Oil Pipeline is promoting local business opportunities within the different sectors of the economy involved in the pipeline design, construction, operation and decommissioning. We consider local content key to the success of the EACOP project. Business opportunities were given to earthworks, water sourcing, and civil contractors. Other supporting services that were mobilised, included logistics, catering, accomodation, security and transportation. The EACOP project aims at maximising national content through three main pillars including:



Sustained investment in recruiting and developing local talent for project implementation and long-term operations.



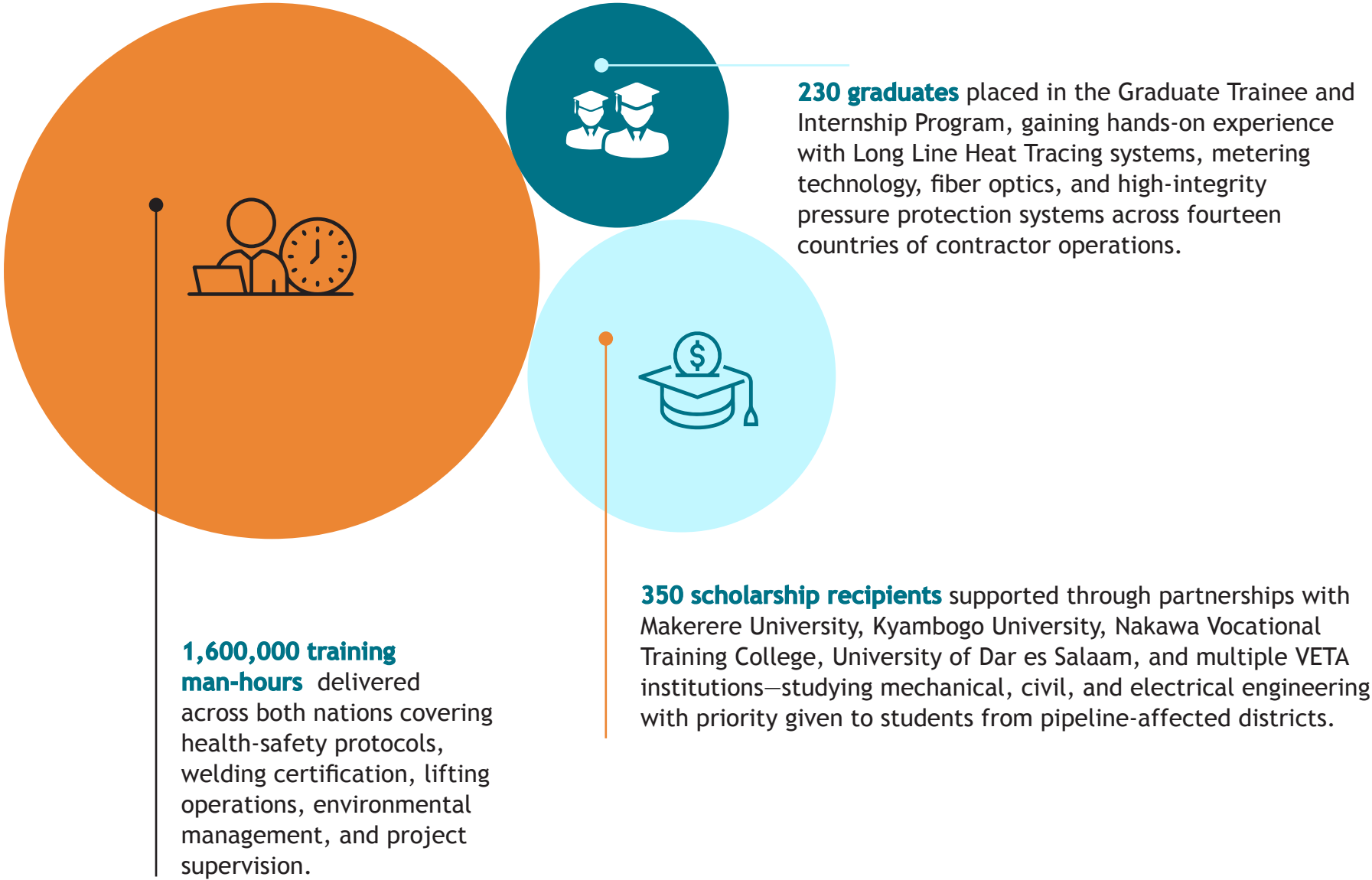
Prioritising local procurement and fostering competitive national supply through building local capacity.



Promoting knowledge exchange through academic collaboration, hands-on experience, and enterprise support.

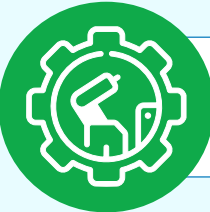
People First: Employment and Skills Development

EACOP’s human impact begins with employment. **The project employed over 5000 Ugandans (90% of the Ugandan workforce) and over 12,000 Tanzanians (80% of the Tanzanian workforce).** These are not merely numbers, they represent Ugandans and Tanzanians supporting families, women gaining financial independence, and youth launching and developing their careers. Beyond headcount, EACOP invests deliberately in capability building:



● A Legacy of Capability

EACOP’s most valuable export is not oil but human capital. Thousands of Ugandans and Tanzanians now possess world-class skills in:



Pipeline engineering and integrity management



Community engagement and grievance resolution



Project finance and cross-border contracting



Environmental monitoring and biodiversity conservation



Health-safety-security environment systems implementation

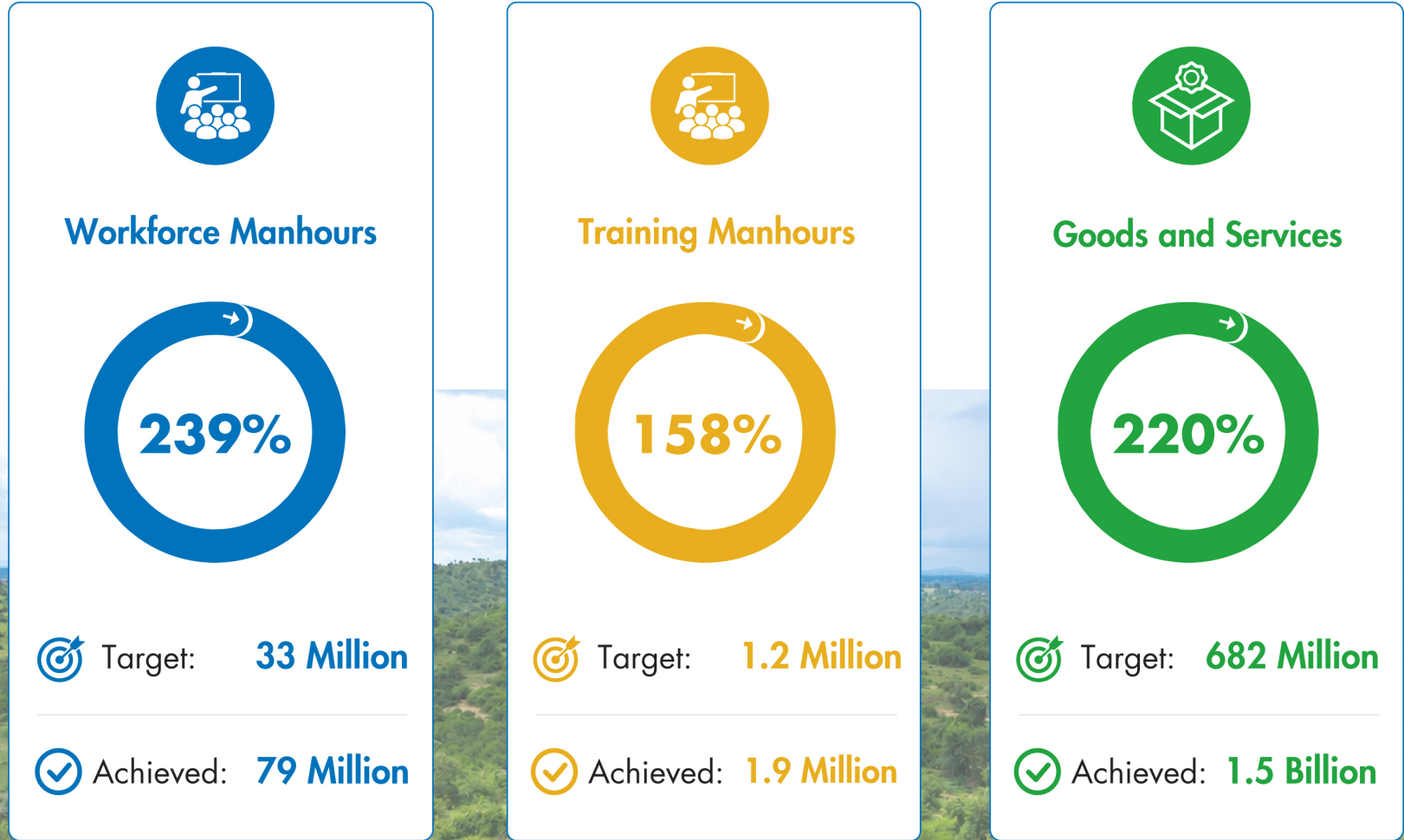
These professionals will carry capabilities into other sectors, renewable energy projects, water infrastructure, transportation corridors, multiplying EACOP’s impact across East Africa’s development landscape. The pipeline becomes a training ground for the region’s next generation of infrastructure leaders.



Olivia Kyalisiima, a beneficiary of EACOP Livelihood Restoration Programme, during welding skills training in Uganda.



OVERALL NATIONAL CONTENT PERFORMANCE SUMMARY



NATIONAL CONTENT PERFORMANCE SUMMARY - UGANDA



NATIONAL CONTENT PERFORMANCE SUMMARY - TANZANIA





≡ Vacuum lifter attachment utilised to carefully offload line pipe from a transport truck.



Advancing National Content Through Orbital Welding Technology Transfer

As part of the National / Local Content commitments, the East African Crude Oil Pipeline (EACOP), in partnership with its Tier One Line Pipe Contractor Chu Kong Petroleum and Natural Gas Steel Pipe Holdings Limited (PCK), successfully delivered specialized orbital welding training in Uganda. The program was implemented through PCK's National Content partner, Avanti Energy Services Limited (Avanti ESL), and hosted at the Uganda Industrial Research Institute (UIRI).

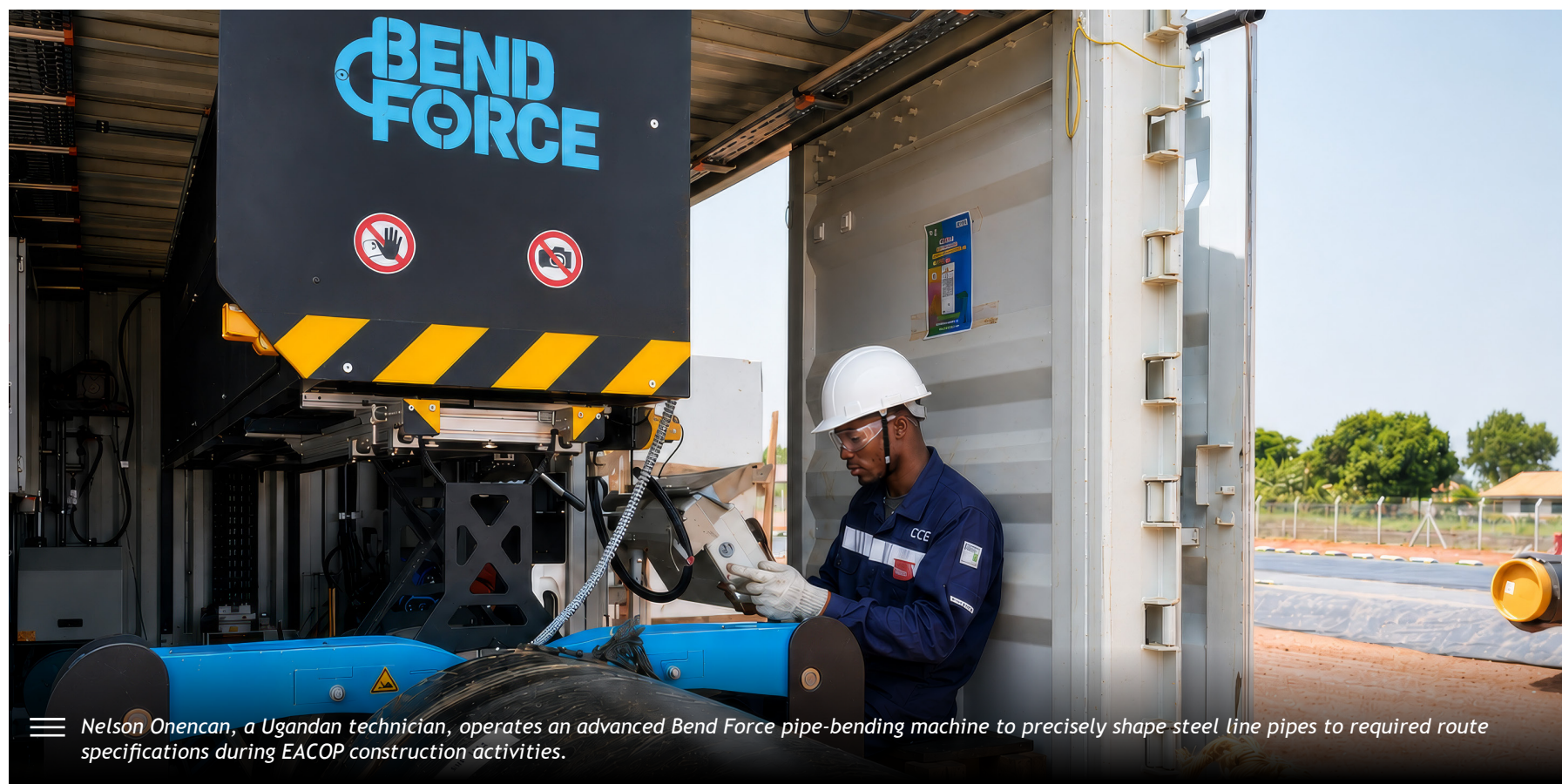
This milestone initiative highlighted PCK's strong commitment to technology transfer and capacity building, equipping Ugandans with advanced, industry-relevant skills aligned with international pipeline standards.

Orbital welding is a sophisticated automated welding technique in which a welding torch rotates mechanically around a stationary pipe or tube to produce a continuous, high-precision weld. Unlike manual welding, it relies on preset and programmable parameters that can be stored and reused, ensuring consistency, repeatability, and quality assurance. This is the same technology being deployed on the EACOP pipeline, where precision and reliability are essential to project integrity and safety.

Before this intervention, orbital welding machines were not available in Uganda for training, and most welder certifications focused primarily on manual techniques. To bridge this gap, PCK and Avanti ESL imported a Pipeline All-Position Automatic Welding Machine (Model BH-PAW-150) and facilitated the engagement of an expert trainer from Canada to deliver an intensive three-week training program.



≡ Trainees operating an automated orbital welding machine during a specialized technology transfer and skills development training at the Uganda Industrial Research Institute (UIRI) as part of EACOP's National Content commitments.



≡ Nelson Onencan, a Ugandan technician, operates an advanced Bend Force pipe-bending machine to precisely shape steel line pipes to required route specifications during EACOP construction activities.

🇺🇬 Breaking Barriers: Blue-Collar Engineers Bending Steel

EACOP is a training ground for a new generation of Ugandan technicians, turning hands-on skill into high-stakes expertise, with local engineers carrying the country’s industrial potential forward.

Among them, Nelson Onencan and Stephen Mark Arop, blue-collar engineers whose unconventional paths led them to critical roles in shaping the EACOP infrastructure. Onencan, once a farmer with no formal engineering background, learned pipe-bending on the job and now leads a team of skilled technicians. Arop, who left school early, has mastered heavy-duty pipe bending to meet the pipeline’s demanding international standards.

Pipe bending requires millimeter-perfect precision, as pipes must align along a route that crosses rivers, wetlands, hills, and infrastructure. Using advanced German-designed machines, these engineers ensure that each segment is structurally sound, safeguarding the integrity of one of Africa’s largest pipeline projects.

Beyond technical expertise, their work represents Uganda’s commitment to building local capacity. Thousands of Ugandans are being trained in welding, heavy machinery operation, and civil engineering, skills that will extend far beyond EACOP and benefit other industrial sectors.

🇹🇿 A journey to empowerment.

At 33, Flora John Nkumilwa’s life tells a story of resilience and hope. She found work as a waitress in Kahama town, doing what she could to support her family. A turning point came when opportunities opened through the East African Crude Oil Pipeline (EACOP) project. Like many others living near the project area, Flora joined without formal skills, beginning with cleaning services. Through diligence and discipline, she rose to become a cleaning supervisor, a role she held for 6 months.

Her path shifted once again when her expatriate supervisor was reassigned and was entrusted with the role of Camp Manager at the Sojo site - the pipe coating plant. Her journey took on a new meaning where she oversaw daily operations, ensuring that workers were cared for, meals served on time, and that living and working spaces remained supportive and orderly.

Her progress was grounded in learning and commitment. Through the project, Flora received several professional certifications, including workplace safety training (OSHA), which aligns with EACOP’s “Zero Harm” commitment. She came to understand that leadership begins with safeguarding others.

Reflecting on her journey, Flora is keenly aware of how different her life and the lives of many others might have been without such opportunities. Flora’s story is a powerful reminder that no matter where you start, your future is never fixed.

≡ Flora John Nkumilwa, Camp Manager at the Sojo thermal insulation and pipe coating plant site in Tanzania.





≡ Offshore personnel during construction activities at the Marine Storage Terminal (MST) off the coast of Tanga, Tanzania.



The EACOP Academy: Transferring Knowledge, Building Careers

Building on the success of the EACOP Massive Open Online Course (MOOC), which attracted over 23,000 registrations and recorded 12,000 completions, 141 trainees were enrolled into the EACOP Academy launched in August 2024. Of these, 110 are from Tanzania and 31 from Uganda.

The trainees are undertaking intensive, hands-on training at Arusha Technical College, Vocational Education and Training Authority (VETA) Moshi, and Uganda Petroleum Institute Kigumba (UPIK).

The curriculum was tailored to meet international industry standards, ensuring graduates are ready for mid-stream, Oil and Gas operations.

The Academy stood as a flagship vocational training initiative which equipped young people with practical, industry-relevant skills across Mechanical, Electrical, Production, Instrumentation, Leadership, and Health, Safety and Environment (HSE) disciplines, preparing a workforce aligned with both national development priorities and the operational needs of the pipeline.

EACOP's commitment to inclusivity and local development is reflected in the Academy's composition: 25% of graduates were women, and 80% hailed from communities along the pipeline route. Collectively, these trainees represent a growing workforce that will expand through EACOP's programs, contributing directly to national and international energy sectors.

Through the EACOP Academy and these strategic partnerships, the pipeline's legacy is not only measured in infrastructure, but also in the skills, opportunities, and the institutions it leaves behind, laying the foundation for a thriving, locally empowered workforce across Uganda and Tanzania.



≡ EACOP Senior Leadership Team, led by Managing Director Guillaume Dulout, with EACOP Academy trainees and programme instructors during a visit to the Uganda Petroleum Institute Kigumba (UPIK)

● A Journey of Transformation: Jacob Sekela's Story

Not many career paths begin in a classroom and then lead to the oil and gas industry. Yet for one trainee under EACOP's operations and Maintenance programme, that unlikely transition has become a powerful story of transformation, resilience, and opportunity.

With a background in Arts Education, teaching Literature and History, the world once revolved around chalkboards, dusters, lesson plans, and lively classroom discussions. Engineering drawings, pipelines, instrumentation, and control systems belonged to a completely different universe, one seen only in documentaries, newspapers, or social media. The oil and gas industry felt distant, technical, and far removed from the realities of an arts teacher.

So when the opportunity came to train with EACOP and join the operations and maintenance team, disbelief was the first reaction. How could someone without an engineering or technical background be



≡ Jacob Sekela, an EACOP Academy Operations and Maintenance trainee at the graduation ceremony held at Uganda Petroleum Institute Kigumba (UPIK).

The questions were immediate and personal: Why me? Am I capable? Do I belong here?

But EACOP saw beyond academic background and prior profession. The selection was not about where the journey had started - it was about where it could go. The programme identified potential: a willingness to learn, the ability to adapt, and a deep hunger for growth.

The transition was anything but easy. The training proved intense and immersive, pushing boundaries at every step. Learning to interpret Piping and Instrumentation Diagrams (P & IDs), understanding complex mechanical systems, mastering safety protocols, and grasping process control concepts required a complete mental shift.

Capacity Building & Technology Transfer



At EACOP, we’re passionate about creating a meaningful legacy in Uganda and Tanzania and the host communities where we operate. Central to this is our focus on capacity building, implemented through three targeted initiatives.

Internship & Graduate Training Programs

EACOP, in collaboration with its contractors and suppliers, offers internships to students and recent graduates, providing practical, hands-on experience in the oil and gas sector. These internships focus on enhancing skills by exposing participants to industry practices, advanced technologies, and operational standards, thereby improving their employability. Furthermore, the program fosters valuable industry connections, helping participants build professional networks with organizations and experts in the field. Through this initiative, EACOP aims to nurture a skilled and well-prepared workforce.

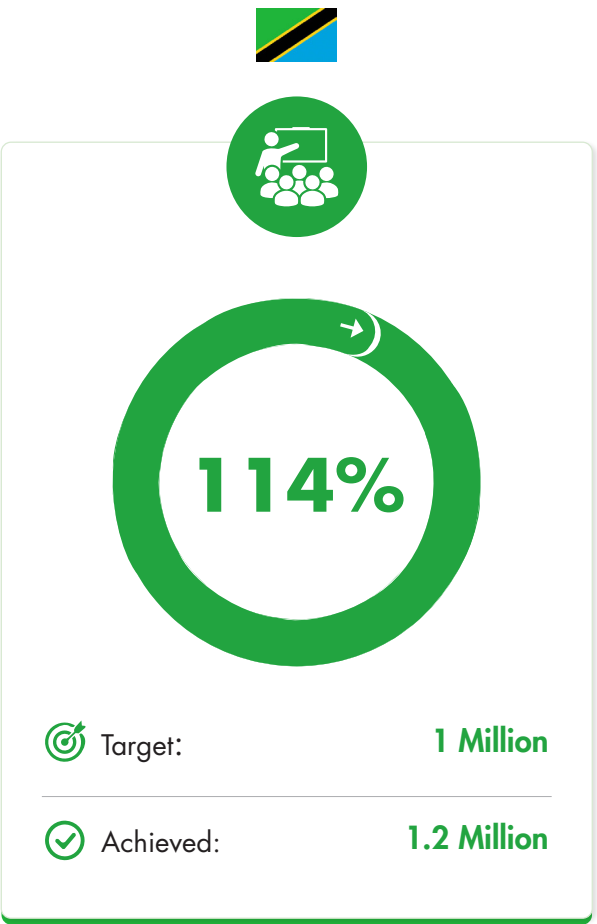
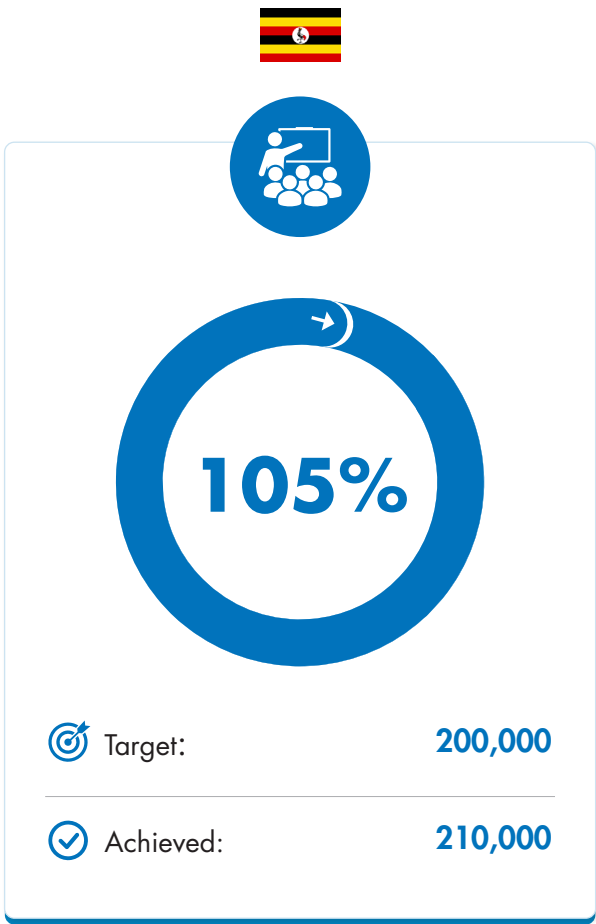
Train The Trainer Programs

EACOP’s “Train the Trainer” programs are designed to create a ripple effect in capacity building by empowering trainers and technicians from local vocational and tertiary institutions with advanced skills and knowledge. The initiative ensures that the benefits of training reach beyond individual participants. This program enables trainers to deliver up-to-date, industry-relevant education, fostering a sustainable learning environment and ensuring alignment with evolving standards.

Industry Enhancement Center Trainings (IEC)

EACOP’s Industry Enhancement Center trainings serve as a vital platform for sharing project-specific knowledge with local Small and Medium Enterprises (SMEs), Engineering practitioners, and consultants. These sessions not only provide insights into the project but also foster collaboration and networking opportunities among local businesses, equipping them to successfully engage in current and future projects beyond the oil and gas sector.

TRAINING MANHOURS



Youth Conferences: Empowering the Next Generation of Energy Leaders



The Youth in the Energy Sector Students Conferences have become a leading platform for engaging young people in East Africa’s evolving energy industry. Convened through a partnership between EACOP and TotalEnergies, the conferences bring together students, industry leaders, government institutions, and academia to inspire, inform, and equip the next generation of professionals who will shape the region’s energy future.

Beyond technical discussions, the conferences recognize that long-term career success requires a broad set of

skills. Financial literacy sessions provided participants with practical knowledge in personal finance, investment, and entrepreneurship, empowering them to make informed decisions and seize opportunities across the energy value chain. These sessions complement the conference’s technical programme, preparing young people for sustainable careers and enterprise development.

Over the years, the conferences have evolved into a sustained investment in East Africa’s human capital. By fostering collaboration between industry, academia, government,

and civil society, EACOP and its partners continue to create meaningful opportunities for young people to build knowledge, expand professional networks, and develop the skills needed to contribute to the region’s energy sector.

As the conference series continue to grow across Uganda and Tanzania, it stands as a testament to the power of partnership in unlocking the potential of young people. Through this initiative, EACOP is helping ensure that the benefits of energy development extend beyond infrastructure and investment to include the development of a skilled, empowered, and future-ready workforce. By investing in today’s youth, the

conferences are helping build the leaders, innovators, and entrepreneurs who will drive East Africa’s energy sector for generations to come.

More than 200 students joined government officials and industry leaders in Arusha for the fourth Youth in the Energy Sector Students Conference. Organized through the partnership of EACOP, TotalEnergies, and Ubuntu Impact Limited, the conference equipped young Tanzanians with knowledge, skills, and connections to pursue opportunities in the country’s growing energy sector.



Magdalena Minja

From Graduate Trainees to “boots on the ground”: The Journey of Magdalena & Mary Minja

Identical twins Magdalena and Mary Minja joined EACOP as graduate trainees under a six month internship program. Fresh from university, they saw this opportunity not just as work experience, but as a chance to bridge the gap between classroom theory and the practical realities of engineering in a large scale project.

The sisters were assigned to the sites for greater exposure. They were deployed to the Marine Tanks and Terminal (MTT), where they were immersed in site activities.

“I’ve been able to develop my social skills more, since this is a multicultural project. I can proudly say that I can speak a little Chinese language now.”
Magdalena Minja.



Mary Minja

At the end of their internship, they competed for permanent roles and were promoted to Junior Project Engineers, Magdalena as a Mechanical Engineer and Mary as a Civil Engineer.

Their journey is a true testament to what passion, commitment, and hard work can achieve. From fresh graduates to full time engineers, Magdalena and Mary represent the next generation of talent driving the success of EACOP.

Their story also highlights the value of creating opportunities for young female professionals to gain real world exposure and grow within the project.

“Being at EACOP has helped me learn and develop practical skills like Design, Engineering, Construction and management skills, contrary to the theories I only learned at school” Mary Minja.

● Strategic Partnerships: Strengthening Institutions

Beyond individual training, EACOP’s legacy lies in institutional strengthening. Strategic partnerships with technical training centers have catalysed curriculum modernisation, infrastructure upgrades, and enhanced teaching capacity, creating lasting benefits for vocational education across the region:



Uganda Petroleum Institute Kigumba (UPIK)

Transformed into East Africa’s premier petroleum training center, now offering internationally recognised certifications in drilling operations, reservoir engineering, and HSE management.



VETA Campuses (Tanzania)

Six vocational centers in Tabora, Moshi, Shinyanga, Chato, Tanga, and Kipawa received upgraded workshops and industry-standard equipment for welding, electrical installation, motor vehicle mechanics, and instrumentation.



Arusha Technical College & Dar es Salaam Institute of Technology

Programs in pipeline engineering, corrosion management, and control systems were enhanced, creating specialised talent pipelines for the energy sector.



Don Bosco Vocational Training Centre (Dar es Salaam)

EACOP supported the rehabilitation of the welding facility, equipping it with modern tools and safety systems, increasing enrollment and improving learning outcomes.



EACOP Senior Leadership Team led by Managing Director Guillaume Dulout (left), H.E. Maj. Gen. Paul Kisesa Simuli, High Commissioner of the United Republic of Tanzania to Uganda (second left), and Ernest Rubondo, Executive Director of the Petroleum Authority of Uganda (PAU), during a supervisory visit to EACOP Academy students undergoing training at Uganda Petroleum Institute Kigumba (UPIK).

● Building Sustainable Supply Chains

EACOP’s procurement strategy actively cultivates national industrial capacity favoring local companies during bidding, reserving sixteen sectors exclusively for Ugandan and Tanzanian firms namely: Transportation, Security, Foods & Beverages, Hotel Accommodation & Catering, Human Resource Management, Office Supplies, Fuel Supply, Land Surveying, Clearing & Forwarding, Crane Hire, Local available construction materials, Civil Works, Environment Studies & Impact Assessments, Communications & Information Technology Services and Waste Management.

To ensure these opportunities reach the grassroots, all scopes of work are advertised in local newspapers and on the company’s website, supplemented by regular engagement forums in the districts along the Right of Way.

≡ A convoy of heavy-duty trucks transporting line pipes along the project corridor.



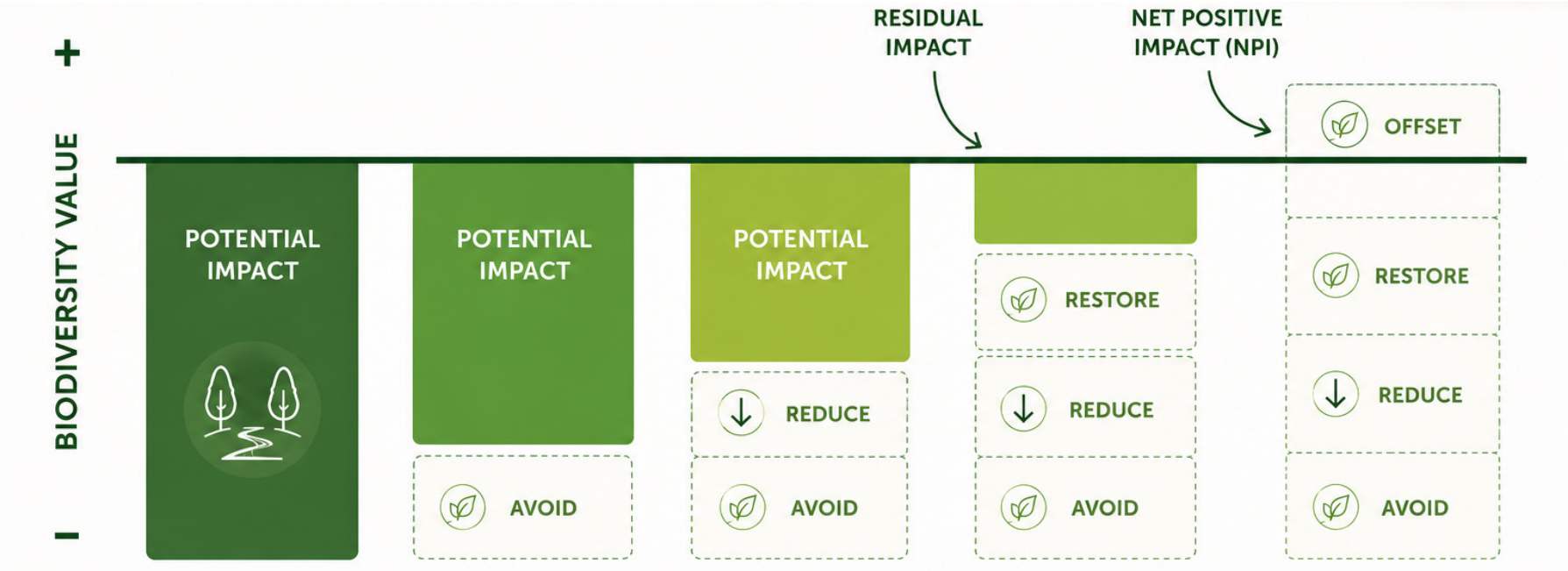
6

Biodiversity Conservation



≡ Pancake tortoises (*Malacochersus tornieri*) resting on a rocky outcrop.

As per International Finance Corporation Performance Standard 6 (IFC PS 6) guidance, residual impacts remaining after the mitigation hierarchy have been implemented to achieve Net Gain (NG) for Critical Habitats (CH) and No Net Loss (NNL) for Natural Habitats.



Natural habitats are areas composed of viable assemblages of plant and/or animal species of largely native origin, and/or where human activity has not essentially modified an area. Critical habitat is a subset of both natural and modified habitat that deserves particular attention. Critical habitats include areas that:

1. Have high biodiversity value, including habitat for endangered species.
2. Are important for endemic or restricted range species.
3. Are critical to the survival of migratory species.
4. Support globally significant concentrations of congregatory species.
5. Contain unique assemblages of species

Following detailed surveys, EACOP assessed the residual impacts on critical and natural habitats distributed over the 1443-kilometer Right of Way which are documented in the Biodiversity Action Plan (BAP). This stage was followed by the development of scenarios for offsets, which were included in Biodiversity Offset Management Plans (BOMP) for Uganda, Tanzania and EACOP's marine component.



≡ A Baobab tree preserved in proximity to the EACOP Right of Way (RoW) at Chongoleani Tanga, Tanzania

Protected Areas

In line with International Finance Corporation Performance Standard 6, requirements of protected areas are treated by EACOP as Critical Habitat (CH) and therefore require Net Gain (NG). This was already considered during route selection which optimized avoidance of protected areas and to, where unavoidable to restrict the Right of Way close to the boundary and in areas already converted to farmland. Nevertheless, all protected areas as well as areas of biodiversity interest have been included in the BAP.

EACOP is therefore implementing offsets to improve conservation goals and efficient management of protected

areas. We are working together and have Memoranda of Understanding with Tanzania National Parks Authority (TANAPA), Tanzania Wildlife Management Authority (TAWA), Tanzania National Parks Authority, The Tanzania Forest Services Agency (TFS) in Tanzania and National Forest Authority (NFA), BAP (Biodiversity Action Plan) in Uganda to design offsets so that the project satisfies both national laws, regulations and the IFC PS6 requirement of Net Gain and No Net Loss. Some examples of such offsets are provided in the sections below.

Achieving No Net Loss and Net Gain in Terrestrial Ecosystems

The biodiversity offset program in Uganda is well underway and consists of several activities that are aiming not only to achieve No Net Loss (NNL) or Net Gain (NG) but are also designed to provide significant contributions to conservation. Some examples are the development of a Northern Albertine Rift Chimpanzee Action Plan (NARCAP) that will support

a landscape wide approach aiming at improving forest block connectivity. The NARCAP will be aligned with the Government of Uganda's National Chimpanzee Conservation Strategy and will require collaboration with all stakeholders in this landscape.



≡ A group of Eastern Chimpanzees in their natural forest habitat.

Another offset target is the Rwizi River’s watershed and associated wetlands that contribute to the Samuka RAMSAR site located to the east of the pipeline ROW. This offset addresses the residual impacts on wetland crossings by the pipeline into one comprehensive offset for the Rwizi wetland ecosystem resulting in the greatest gain, including for the important and large grey crowned crane population in this wetland.

The Right of Way enters only one protected area in Uganda, Taala Forest Reserve (FR). This Forest Reserve has mostly been converted but EACOP in collaboration with the National Forest Authority have identified the remaining section of Natural Habitat for restoration and the enhancement of ecosystem services in collaboration with the surrounding communities.

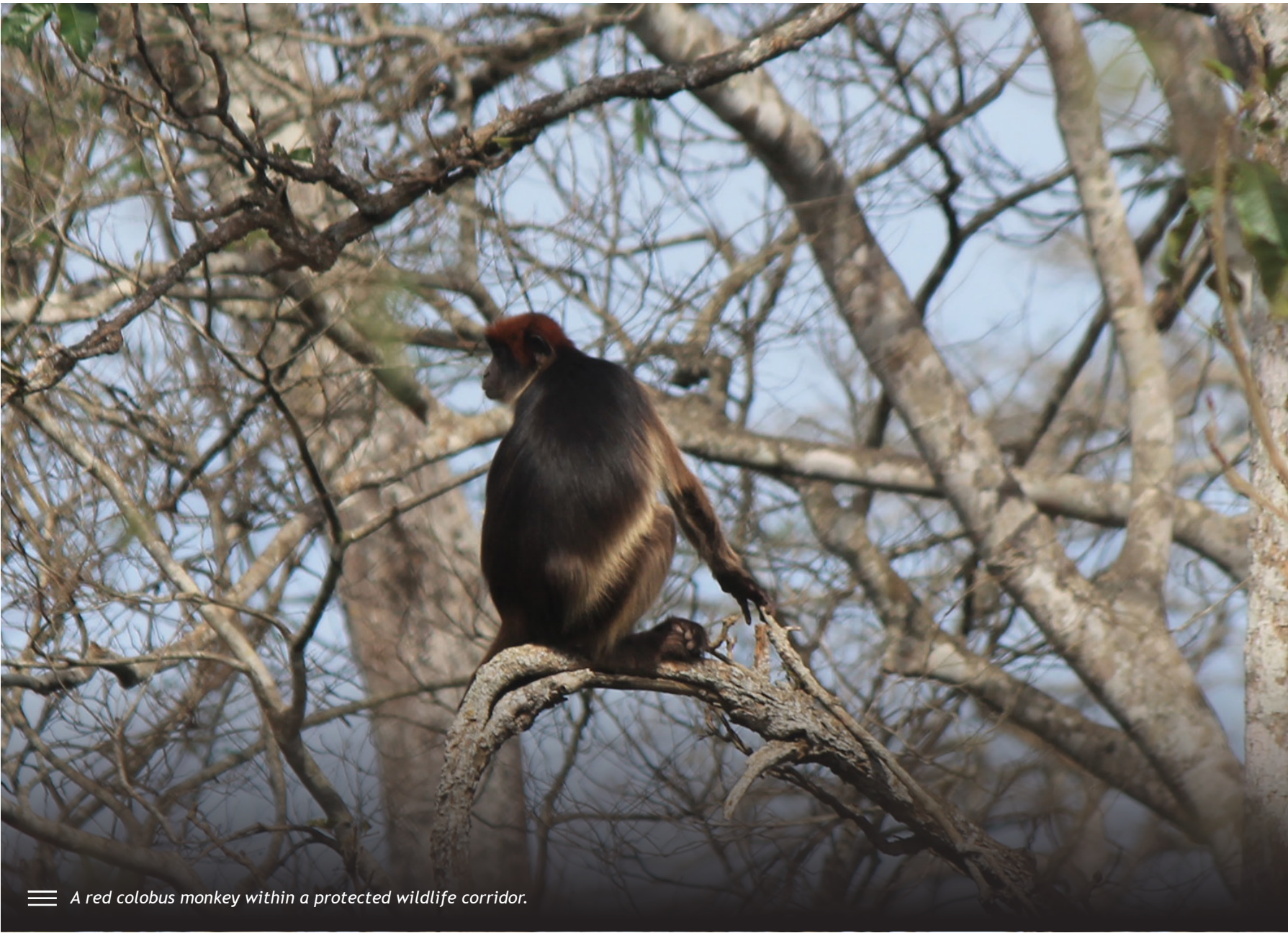


≡ An endangered Ashy red colobus monkey, featured as part of EACOP's biodiversity offset program in Burigi-Chato National Park, Tanzania.

In Tanzania, due to the much greater distance covered by the Right of Way, the number of residual impacts and thus offset is larger than in Uganda.

EACOP and the Tanzania National Park Authority (TANAPA) have signed a Memorandum of Understanding for the development of a General Management Plan (GMP) for Burigi Chato National Park (BCNP) which is traversed by the Right of Way. BCNP is a new park that was gazetted after the pipeline Right of Way had already been defined.

The offset therefore aims at conducting extensive baseline surveys to support the development of the General Management Plan which, in its turn, will provide a vehicle for an offset for the endangered ashy red colobus.



≡ A red colobus monkey within a protected wildlife corridor.

The landscape traversed by the Right of Way provides habitat, at low densities, to large mammals and includes wildlife corridors. EACOP is in the process of supporting a Reducing Emissions from Deforestation and Forest Degradation (REDD+) project for the Kitwai Game Controlled Area (GCA) that incorporates management of wildlife corridors thus benefitting large mammals but also the protection of acacia commiphora woodland. The pipeline Right of Way also passes

through the critically endangered pancake tortoise habitat. EACOP will develop a Species Action Plan in collaboration with local communities that will include education and awareness raising to reduce live animal trade and a survey for pancake tortoise “hotspots”.

Achieving Net Gain In The Tanga Seascape

Three critical habitats were identified in the Tanga seascape, seagrass beds, mangrove forest and coral reef as well as critical habitat qualifying species such as the Indian Ocean humpback dolphin and dugong (which has unfortunately not been seen since the early 1990s). EACOP offsets include seagrass, mangrove and coral reef restoration, a study of the Indian Ocean humpback dolphin to

provide the baseline for a conservation effort for this elusive species, and a humpback whale telemetry study aimed at developing an understanding of their movements. By implementing the offsets with local community participation, we are also raising awareness of the value of these habitats as well as more effective and sustainable management of marine livelihood resources.



Other offset activities that EACOP has initiated include support for a study to better understand local and migratory movements of the shorebirds along the West Asian - East African Flyway. This Flyway is a major migratory pathway between wintering and breeding grounds for shorebirds and there is a lack of information about its use, this will enable monitoring, further studying communication, and advocacy, of the conservation status of these species and enhance the sustainable development of these coastal habitats.



7

Safeguarding Cultural Heritage along the EACOP route



≡ Archaeologists and Heritage Specialists document an artefact during a Chance Finds Procedure.

● Respecting Cultural Heritage & Managing Chance Finds

From the earliest stages of development, EACOP recognised that the pipeline corridor would pass through landscapes rich in history, tradition, and community identity. Protecting this heritage became a core part of project planning and delivery.

During the Environmental and Social Impact Assessment (ESIA), specialists carried out ethno-historical studies, archaeological observations, and field surveys across the project footprint. These assessments helped build a detailed understanding of both tangible and intangible cultural heritage that could be affected by construction activities.

Across Tanzania and Uganda, the findings revealed a remarkable cultural landscape. Archaeological sites containing Middle and Later Stone Age materials, Early Iron Age pottery, ancient iron-smelting remains, beads, and stone tools were identified. Other important places included churches, mosques, isolated graves, graveyards, sacred forests, caves, ritual trees, stones, meeting places, and locations used for storytelling, dance, music, healing, and ancestral ceremonies.

As land acquisition and resettlement activities progressed, additional heritage sites were identified. Where graves required relocation, the process was carried out respectfully and in close consultation with affected families and communities. Sites of spiritual significance were also relocated through traditional rituals led by community elders and spiritual leaders, including within areas occupied by Vulnerable Ethnic Groups who self-identify as Indigenous Peoples (VEG-IPs). All baseline studies and survey findings were consolidated into the EACOP Cultural Heritage Management Plan and Contractor Control Plans.



A ceramic vessel discovered during Right of Way clearing surveys.

These documents guided construction contractors on minimum heritage protection standards and introduced the Chance Find Procedure, an important system used whenever previously unknown cultural materials or human remains are discovered during construction.

Before construction began, cultural heritage inductions were delivered to contractor teams mobilising to priority sites such as the Terminal, Pump Stations, AGI, and MCPY facilities. Workers were trained to recognize cultural heritage materials, stop work when necessary, and follow the required reporting and protection procedures.

Every new area of ground disturbance was monitored by trained Cultural Heritage Monitors. These national specialists from Tanzania and Uganda conducted surface surveys, test pits, and direct observation of excavation works. Their role was to ensure that any chance finds were safely managed and documented.

Some discoveries were of exceptional significance. At sites such as Idala in Nzega, Kalikala in Kiteto, and Kwamagimbi in Segera, valuable archaeological materials were carefully excavated and preserved before works continued.

During early site clearance and enabling civil works alone, close to 2,000 cultural heritage items were recovered and documented. These included pottery, stone tools, animal bones, and other historical materials.



Rescue excavation of a Furnace Observed at Kilometer Point (KP) 114



Utilised Lithic materials recovered at Kilometer Point (KP) 5



Ceramic Vessels recovered at Kilometer Point (KP) 5 during excavations for installation of pipe berms



Grinding Stone encountered at Kilometer Point (KP) 162 during Topsoil stripping



Ceramic Vessels recovered at Kilometer Point (KP) 5 during excavations for installation of pipe berms.

Importantly, no nationally or internationally designated heritage sites, nor any Critical Cultural Heritage sites meeting, International Finance Corporation Performance Standard 8 (IFC 8) non-replicable criteria, were identified within the construction footprint. A defining achievement of the program has been national capacity building.

All Cultural Heritage Monitor teams were staffed entirely by Tanzanian and Ugandan personnel, creating local expertise and long-term professional skills in heritage management. Through careful planning, respectful engagement, and constant field vigilance, EACOP has shown that major infrastructure development and cultural heritage protection can progress together. The discoveries made during construction will not be lost to time, they will become part of the shared historical record of Tanzania and Uganda for generations to come.



Smoking pipe recovered at Kilometer Point (KP) 114 and 435 during topsoil stripping



All recorded items are being prepared for handover to relevant national authorities, contributing to the cultural heritage knowledge base of both countries.

Rescue Excavation of Ceramic Vessel at Kilometer Point (KP) 235 and 100



Iron Implement - Pick axe encountered during trenching at Kilometer Point (KP) 231

8

Indigeneous People: Building Trust Through Respect

≡ EACOP Managing Director Guillaume Dulout with representatives of Vulnerable Ethnic Groups Self-Identifying as Indigenous Peoples (VEG-IP) in Tanzania.



● EACOP's Partnership with Vulnerable Ethnic Groups Self-Identifying as Indigenous Peoples in Tanzania

When major infrastructure projects intersect with communities that have maintained their unique cultures, traditions, and livelihoods for generations, success is measured not only by engineering milestones but also by the relationships built with those communities.

For the East African Crude Oil Pipeline (EACOP) Project in Tanzania, this principle has guided engagement with Indigenous Peoples, referred to by EACOP as Vulnerable Ethnic Groups Self-Identifying as Indigenous Peoples (VEG-IP), including the Akie, Barbaig, Maasai, and Taturu communities.

Since the project's early planning stages in 2017, EACOP has invested in establishing a respectful, inclusive, and culturally appropriate engagement process that recognizes the identity, traditions, and cultural values of these communities while ensuring alignment with Tanzania's legal framework and international standards, including the International Finance Corporation (IFC) Performance Standard 7 on Indigenous Peoples.

Recognizing that meaningful engagement cannot be achieved through conventional consultation alone, EACOP adopted a tailored approach that places traditional leadership, cultural values, and community participation at the centre of decision-making. This commitment culminated in the signing of the EACOP Vulnerable Ethnic Groups Self-Identifying as Indigenous Peoples Plan in 2022 by traditional leaders,

community representatives, civil society organizations, expert advisers, and EACOP. The Plan established six key commitments covering informed participation, capacity building, culturally appropriate grievance management, impact mitigation, community development benefits, and government engagement.

The results have demonstrated that trust is built through consistency, transparency, and respect.

Quarterly meetings with traditional leaders, regular community consultations, dedicated engagement sessions for women and youth, and communication in local languages have ensured that communities remain informed throughout project implementation. Construction schedules and planned activities are communicated well in advance, allowing communities to prepare and participate in decisions that affect their daily lives. By respecting seasonal calendars, cultural practices, and traditional governance structures, EACOP has strengthened relationships while reducing the risk of misunderstanding and conflict.

One of the most significant achievements has been the implementation of the Free, Prior and Informed Consent (FPIC) process.



Representatives from Vulnerable Ethnic Groups Self-Identifying as Indigenous Peoples (VEG-IP) in Tanzania participating in a community engagement session.

The successful signing of FPIC agreements with the Akie, Taturu, and Barbaig communities represents an important milestone, demonstrating that development can proceed while respecting community rights, culture, and decision-making processes. These agreements were developed through extensive dialogue, mutual understanding, and independent support, creating a strong foundation of trust between the project and the affected communities.

Protecting cultural heritage and traditional livelihoods has remained equally important. Before construction activities commenced, contractors received dedicated briefings on cultural protocols and environmentally sensitive areas. Measures such as livestock crossings, pedestrian safety improvements, protection of sacred sites, and support for the issuance of Certificates of Customary Right of Occupancy (CCROs) in the Akie Forest have helped strengthen land tenure security while safeguarding community heritage for future generations.



Community leaders and EACOP representatives during the signing of Free, Prior and Informed Consent (FPIC) agreements with the Akie, Barbaig, and Taturu communities.

The project's commitment extends beyond mitigating impacts to creating lasting development opportunities. Many young people from Vulnerable Ethnic Groups have secured employment through the project, providing income, skills, and valuable work experience.

Education and capacity-building initiatives have also expanded opportunities for the next generation, with youth benefiting from vocational scholarships through VETA and six youth participating in internationally recognized online learning programmes. Skills needs assessments have supported the formation and strengthening of approximately 60 community groups, strengthened in leadership, entrepreneurship, and governance training. 70% of the registered groups have successfully accessed Local Government development loans, enabling members to invest in agriculture, livestock, beekeeping, and other sustainable livelihood enterprises.

Access to public services has also been significantly improved through targeted initiatives that address community needs. Mobile registration services have enabled VEG-IP community members to obtain essential legal documents, including National Identification (NIDA) cards and birth certificates, strengthening their ability to access education, healthcare, financial services, and other government programmes. Rather than implementing externally designed initiatives, EACOP has adopted a participatory and community-driven approach to identify and validate priorities. This ensures that socio-economic investments are aligned with local needs, respect cultural values, and contribute to the long-term aspirations and wellbeing of VEG-IP communities.

Through its Socio-Economic Investment (SEI) Programme for Vulnerable Ethnic Groups Self-Identifying as Indigenous Peoples (VEG-IP), EACOP is working collaboratively with communities and Local Government Authorities to deliver long-term social investments that create sustainable community benefits. These initiatives include the construction and improvement of schools and health facilities, as well as enhancing access to safe and reliable water through the development of boreholes and water supply systems. The investments are designed and implemented through a participatory planning approach, ensuring that they reflect community priorities,

address identified needs, and deliver meaningful, long-lasting improvements to the wellbeing and resilience of VEG-IP communities. The Project’s culturally appropriate grievance mechanism has further strengthened trust and confidence among VEG-IP community members by ensuring that concerns are addressed in a transparent, respectful, and timely manner. The mechanism integrates formal EACOP grievance management procedures with traditional conflict resolution approaches, involving traditional leaders, partner NGOs, and the Indigenous Peoples Rights Advisor to ensure solutions are culturally sensitive and accepted by the communities.



Members of Indigenous communities in Tanzania during a Socio-Economic Investment (SEI) Programme community engagement session.



Vulnerable Ethnic Groups Self-Identifying as Indigenous Peoples (VEG-IP) in Tanzania

The effective implementation of this grievance process has demonstrated that it is accessible, inclusive, and trusted by community members, enabling concerns to be resolved constructively while respecting traditional governance structures and cultural values.

The experience has shown that responsible infrastructure development is not solely about reducing impacts but about creating genuine partnerships that respect human rights, cultural identity, and community aspirations. Today, the EACOP approach to engaging Vulnerable Ethnic Groups Self-Identifying as Indigenous Peoples is recognized as an example

of how international good practice can be successfully implemented within Tanzania’s national context.

As implementation continues, the relationships built through dialogue, mutual respect, and shared responsibility will remain one of the project’s most enduring achievements. By listening first, respecting culture, and investing in people, EACOP is demonstrating that development and the preservation of cultural identity can progress together, delivering benefits that extend well beyond the life of the pipeline.



☰ Consultation and stakeholder engagement session with Vulnerable Ethnic Groups Self-Identifying as Indigenous Peoples (VEG-IP) in Tanzania.

9

Social Economic Investment (SEI): Building Economic Value



≡ Schoolgirls at Kabaale Public School receive support through the “Keep a Girl in School” initiative, part of EACOP’s Socio-Economic Investments (SEI) programme.

Committed to Sustainability

EACOP is dedicated to advancing sustainable development by creating shared value through initiatives that improve the socio-economic and environmental well-being of host communities, ensuring a lasting positive impact.

EACOP is implementing its Sustainability Policy through deliberate Social Economic Investment (SEI) initiatives delivered through five strategic pillars - Future Generations, Water Solutions, Community Health and Safety, Sustainable Energy, and Environment.



Each pillar reflects a deliberate commitment to address the real needs of host communities and leave behind benefits that endure long after construction is complete.



The Future Generations pillar is founded on a simple and powerful belief - that investing in young people is the most transformative step any organisation can take toward a better future.

By equipping youth with skills, knowledge, and opportunity, EACOP recognizes that the benefits of the pipeline extend further to communities, and economies for generations to come. Under this pillar, EACOP has invested in vocational training, education infrastructure, sports facilities, and school support programmes, ensuring that young people along the pipeline corridor have the tools they need to build productive, self-reliant futures.

The Youth Economic Empowerment Project (YEE) is the cornerstone of this pillar, targeting 12,000 young people across four regions in Tanzania. The project delivers

vocational skills training, market linkages, and financial literacy, equipping youth with the tools for finding and creating work.

The renovation of the welding facility at Don Bosco Oysterbay Vocational Training Centre in Dar es Salaam, Tanzania, represents a strategic investment in youth empowerment and workforce development. By providing more than 1,200 young people with access to a modern, fully equipped, and functional training environment, the project has strengthened technical and vocational education while enhancing the employability of the youth. Beyond improving learning conditions, the upgraded facility is equipping young people with industry-relevant skills that increase their access to sustainable employment, entrepreneurship opportunities, and long-term economic independence, thereby contributing to broader socio-economic development.

In Tabora Region, Tanzania, the Schools Support Initiative has improved the learning environment for children and communities alike. Through EACOP’s support, six new classrooms and modern sanitation facilities have been constructed in the villages of Sojo, Mwanzilo, Ngogoto, and Buduba in Nzega District, while 108 school desks have been provided for learners. Altogether, these investments have directly improved the educational experience of 3,717 students, creating safer, dignified, and more conducive spaces for learning.

Shaping The Future For Generations To Come



The 'Keep a Girl in School' initiative at Igauli Secondary School in Singida District, Singida Region, Tanzania, promoting menstrual hygiene management and girls' retention in school.

Under the Future Generations pillar, particular attention has been given to ensuring that girls along the pipeline route are supported to remain in school, learn and thrive with confidence. The “Keep a Girl in School” initiative has been established in recognition of the everyday barriers that prevent many adolescent girls from fully participating in education, especially the lack of access to essential sanitary materials. This initiative is being implemented in both Uganda and Tanzania. In responding to this need, the initiative has become an important expression of care, dignity, and opportunity.

Across 76 schools, dignity hampers were distributed to more than 7,596 school-going girls, addressing one of the most common yet least acknowledged barriers to education: menstrual hygiene. Beyond the immediate support provided, this intervention affirmed the principle that education must be inclusive, equitable, and accessible to all. In this way, the initiative contributed meaningfully to UN Sustainable Development Goal number 04, thereby advancing the shared commitment to quality education and lifelong learning opportunities for every child.



Water Solutions

Water is life. This pillar is built on the understanding that without reliable access to clean, safe water, no community can truly thrive. For many of the communities along the EACOP corridor, water scarcity is a daily challenge - it is a reality that affects health, time, livelihoods, and dignity. The Water Solutions pillar addresses this challenge directly, through investment in borehole construction, rehabilitation, rainwater harvesting facilities, irrigation infrastructure, and water scheme improvements.

By tackling both domestic water needs and agricultural water access, EACOP's investments under this pillar contribute to healthier families, more productive farms, and more resilient communities.

In a significant step towards alleviating water scarcity, EACOP has constructed and rehabilitated forty-six boreholes, installed twenty-four water harvesting tanks, cattle troughs, and irrigation facilities- addressing both domestic water needs and the livelihoods of farming communities dependent on livestock. This initiative has provided clean and safe water to approximately 40,000 people marking a major milestone in rural water access and creating more conducive learning environments in schools. This access spans the ten districts (Hoima, Kikuube, Kakumiro, Mubende, Kyankwanzi, Kyotera, Lwengo, Rakai, Gomba, Sembabule) of EACOP in Uganda, as well regions in Tanzania (Dodoma, Singida, Manyara & Mkalama).

Beyond addressing immediate water needs, the project also contributes to achieving the United Nations Sustainable Development Goal 6 (SDG 6), specifically SDG 6.1, which aims for universal and equitable access to safe and affordable drinking water by 2030.

Children wash their hands with clean and safe water from a community borehole installed by EACOP.



Community Health & Safety

Healthy and safe communities are the foundation upon which all other developments are built. The Community Health and Safety pillar reflects EACOP's commitment to protecting lives and improving wellbeing along the entire pipeline corridor. This encompasses a wide spectrum of investments, from road construction and rehabilitation that improves physical connectivity and reduces accident risk, to the construction of health centers that bring essential medical services closer to the people who need them. EACOP has also invested in life-saving cardiac surgery for children, sanitation facilities in schools, and programmes that keep girls in education by removing the barriers that too often force them out. Every investment under this pillar is guided by one principle: that the communities where EACOP operates deserve to be safer and healthier.

In Tanzania, the construction and rehabilitation of eighteen kilometres of the Kagongwa Road in Tabora has improved connectivity and safety for over 35,000 people.

In Tanga's Kilindi District, the road upgrade of 17.7 kilometres has benefited more than 25,000 people. In Dodoma's Kondoa area, the road upgrade of 8.6 kilometres has provided improved access for more than 12,000 people.

In Tanga's Chongoleani, Putini, and Ndaoya communities, the rehabilitation and maintenance of community roads have benefitted close to 9,480 people.

In Uganda, the rehabilitation of the 7.8-kilometre Nyamasoga - Katooke Road in Buseruka Subcounty, Hoima District, has significantly improved transportation and accessibility in the area. The road connects the villages of Kayera and Katooke, with populations of approximately 3,800 people (213 households) and 2,700 people (398 households), respectively. This has enhanced connectivity to the Kaiso-Tonya Highway, facilitating easier movement of people and goods while improving access to key trading centres, including Nyamasoga and Buseruka.

In total, road investments have directly improved the safety and accessibility of life for over 80,000 people across the corridor in both Uganda and Tanzania.

Beyond road infrastructure, investments in community facilities have delivered substantial improvements in the well-being of local populations. Interventions such as the fencing of schools, including Busanga Primary School in Kakumiro District (Uganda), the upgrading of sanitation



EACOP Corporate Affairs Director Geoffrey Mponda presents a donation to representatives of the Jakaya Kikwete Cardiac Institute (JKCI) to fund life-saving cardiac surgeries for children as part of EACOP's Community Health and Safety initiative.

facilities at Mummy's institute in Masaka District in Uganda, and the implementation of waste management programmes have created safer, healthier, and more conducive learning environments. Collectively, these initiatives have enhanced the health, safety, and overall welfare of more than 1,500 learners, supporting improved educational outcomes.

Through the Cardiac Surgery Support Initiative at Jakaya Kikwete Cardiac Institute (JKCI) in Dar es Salaam, EACOP funded life-saving heart surgeries for 25 children from all eight EACOP regions - Kagera, Dodoma, Tanga, Singida,

Geita, Manyara, Tabora, and Dar es Salaam. For these children, intervention meant a second chance in life, restoring hope, health, and the promise of a brighter future. Beyond transforming lives of the children, the initiative brought immeasurable relief to their families, underpinning EACOP's commitment to creating lasting and meaningful social impact in the communities along the project corridor.



Sustainable Energy

Energy access is both a development outcome and a development enabler. Without reliable electricity, schools cannot fully function; health facilities cannot operate effectively, and households remain trapped in energy poverty. The Sustainable Energy pillar reflects EACOP's commitment to ensuring that communities along the pipeline corridor which itself carries one of Africa's most significant energy resources, also benefit from energy access.

In Uganda, the Sustainable Energy pillar has taken a schools-first approach. Solar installations have been delivered to 10 Schools along the pipeline corridor in Uganda, bringing reliable, clean electricity to 10,000 pupils. Beyond the immediate benefits to learning, lighting classrooms, powering computers, and enabling evening study, these installations model the possibilities of renewable energy for communities that have had little exposure to it.

In Tanzania, the Hamlet Electrification Project - to be implemented through the Rural Energy Agency (REA) - will connect hamlets (small rural settlements) across Kagera and Geita regions to the national grid. Targeting seventeen hamlets and an estimated 4,000 households, the project is expected to bring reliable electricity access to approximately 32,000 people. For families who have relied on kerosene lamps and expensive solar options, this connection to the grid represents change in quality of life, economic opportunity, and access to services.



Environment

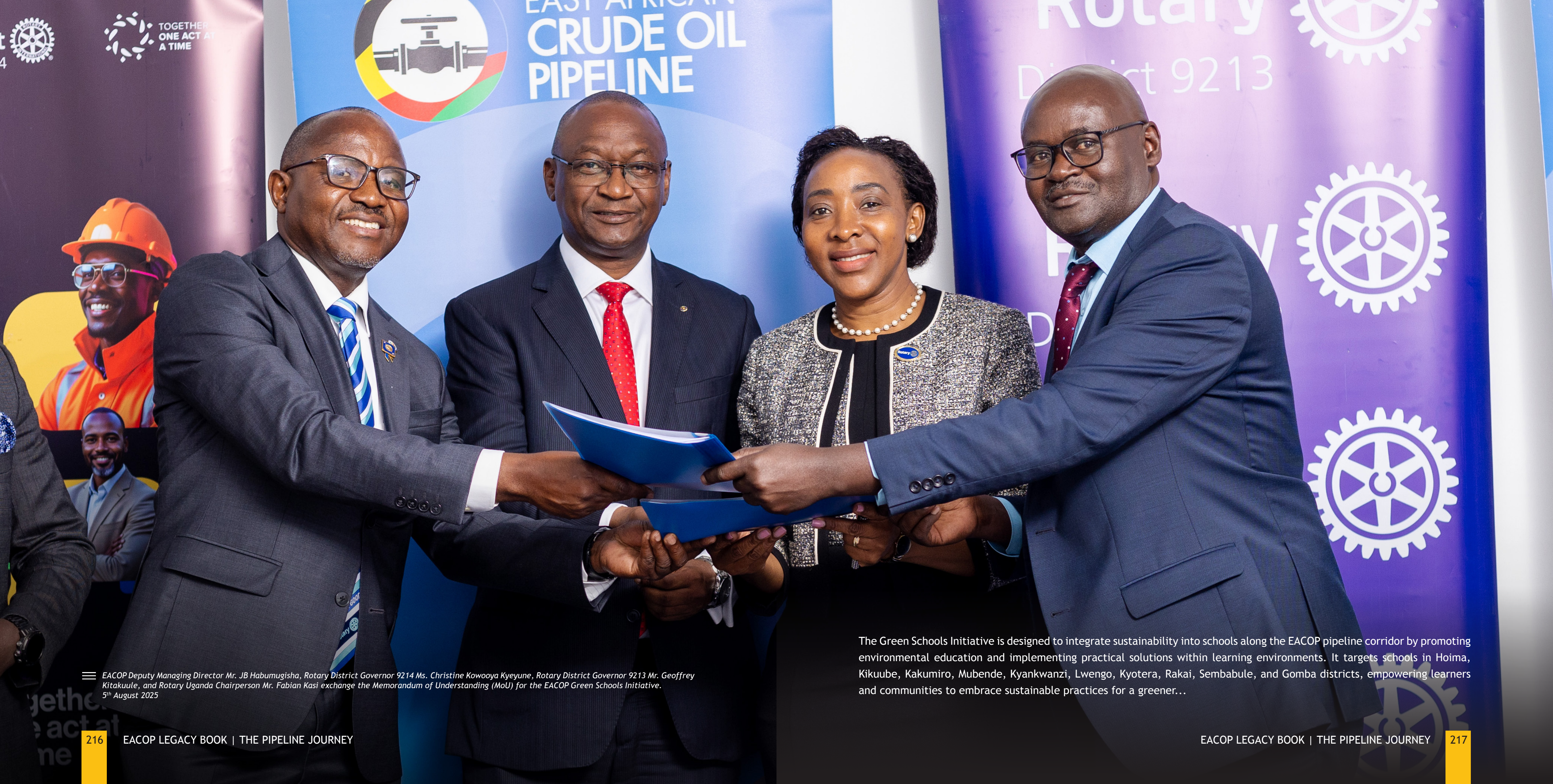
EACOP traverses some of East Africa's most ecologically significant landscapes. The Environment pillar is EACOP's commitment to ensuring that its footprint in these landscapes is one of restoration. Tree planting programmes, school greening initiatives, and conservation partnerships represent a recognition that long-term community wellbeing is inseparable from the health of the natural environment. Clean air, fertile land, functioning watersheds, and thriving ecosystems are not background conditions; they are the inheritance that EACOP is committed to protecting and passing on.

Tree growing, EACOP's flagship environmental initiative is targeting the planting of 500,000 trees across all the EACOP regions. So far, 138,660 trees have been planted benefiting an estimated 50,000 people in surrounding communities. EACOP has invested in deliberate monitoring activities for a period of 3 years to ensure our target of 500,000 trees is met. Complementing these efforts, the Green Schools Project, implemented in partnership with Rotary Uganda, has promoted school greening, clean energy solutions, water access, proper waste management, and improved school infrastructure, including toilets/latrines, handwashing facilities, and private spaces that support a safe and healthy learning environment.

A total of ten schools have so far benefited from this project and a projected thirty schools in the pipeline.



≡ Rt. Rev. Vincent Kirabo Amooti, Bishop of the Catholic Diocese of Hoima, waters a newly planted tree seedling as part of EACOP's environmental restoration and tree-growing initiative.



≡ EACOP Deputy Managing Director Mr. JB Habumugisha, Rotary District Governor 9214 Ms. Christine Kowooya Kyeyune, Rotary District Governor 9213 Mr. Geoffrey Kitakuule, and Rotary Uganda Chairperson Mr. Fabian Kasi exchange the Memorandum of Understanding (MoU) for the EACOP Green Schools Initiative. 5th August 2025

The Green Schools Initiative is designed to integrate sustainability into schools along the EACOP pipeline corridor by promoting environmental education and implementing practical solutions within learning environments. It targets schools in Hoima, Kikuube, Kakumiro, Mubende, Kyankwanzi, Lwengo, Kyotera, Rakai, Sembabule, and Gomba districts, empowering learners and communities to embrace sustainable practices for a greener...

Creating Lasting Impact - EACOP Flagship Projects

Addressing Maternal and Neo Natal Child Health Care Issues at Mbaraara Health Centre II, Hoima district.

Maternal and child health remains a major public health challenge in Uganda, with neonatal mortality continuing to account for a significant proportion of children under-five. According to the World Health Organization, Uganda's neonatal mortality rate remains high, reflecting persistent gaps in access to quality maternal and newborn healthcare services. These challenges are aggravated by inadequate health infrastructure and shortages of essential maternal and newborn care equipment, including adequately equipped maternity wards, and other lifesaving medical supplies. Strengthening health facility capacity is therefore critical to improving the quality of care, reducing preventable maternal and newborn deaths, and accelerating progress toward national and global health targets.

In Uganda, Mbaraara Health Centre II situated along Hoima-Nyantanzi Road, approximately 25km from the district headquarters is one of those identified for support. The facility has a catchment population of over 10,753 people and serves sixteen villages in Hoima and the surrounding

villages. The health center has an average Outpatient Department attendance of sixty patients per day with an average of seventeen facility deliveries per month, without a maternity wing.

The construction and retooling of a general maternity ward will enable the facility to provide more comprehensive healthcare, including delivery services. The rehabilitation centre will enable the facility to conduct between 60-80 deliveries monthly, benefiting approximately 960 women annually.

This intervention improves the capacity of the health facilities in delivering quality Maternal and Neo Natal Child Health Care services on time, better hygiene and facilities for young ones to reduce occurrences of death and malnutrition, to empower local communities including women and children for improved services at the health facility, improve the capacity of health care personnel in care and treatment of MNCH related incidents.



Construction of Youth Sports Facilities

EACOP recognises sports as a powerful catalyst for youth development, talent nurturing, and community transformation. There is a pressing need for structured opportunities that promote growth, engagement, and well-being.

In Tanzania, the construction of a Multipurpose Football Stadium in Tanga for the Coastal Union Football Club will provide a world-class sporting and community facility for an estimated 500,000 people - a transformative infrastructure investment that speaks to EACOP’s long-term commitment to the communities along the corridor.

In Uganda, in partnership with Buganda Kingdom, EACOP is committed to establishing state-of-the-art community sports complex in Buddu, located in the Southern Region. Built on 10 acres of land provided by the Kingdom, the sports field will feature a 10,000-seat stadium, an 8-lane athletics track, outdoor hard courts, a 2,000-seat multi-purpose indoor arena, a 50-meter swimming pool, and various community halls. These facilities will serve as hubs for community engagement, youth empowerment, recreational and competitive sports.

It will provide programs that promote discipline, teamwork, leadership, and personal growth while creating opportunities for young people to develop and display their talents in football, basketball, athletics, and other sporting disciplines. The facility will also encourage active and healthy lifestyles, helping to improve physical fitness, mental well-being, and prevention of non-communicable diseases.

In addition, the facility will preserve and celebrate Buganda’s rich cultural heritage through traditional sports, cultural education, and storytelling sessions. The facility will also contribute to local economic growth by creating employment opportunities in coaching, facility management, sports event organisation, and related business enterprises.

≡ EACOP Uganda and EACOP Tanzania teams compete in a football match promoting team spirit, collaboration, and well-being.

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10

Respect for Human Rights



Members of the Vulnerable Ethnic Groups Self-Identifying as Indigenous Peoples (VEG-IP) in Tanzania, at a community dialogue session.

● Respect for Human Rights

Respect for human rights is a fundamental value promoted by EACOP as a core commitment to its stakeholders. This commitment guides the Project’s approach to identifying, preventing, mitigating, and accounting for human rights risks and impacts across its activities, in line with national laws and international standards, including the United Nations Guiding Principles on Business and Human Rights.

From the outset, human rights considerations were embedded into Project design. In 2018, EACOP commissioned an independent Human Rights Impact Assessment (HRIA) study, conducted alongside the Environmental and Social Impact Assessments in Uganda and Tanzania, which enabled the project to identify human rights priority focus areas for the project. In 2022, a Human Rights Due Diligence (HRDD) process was undertaken to validate the HRIA and ensure effectiveness of mitigation measures, further strengthening the integration of human rights requirements into project systems, contractor oversight, and operational decision-making.

To support implementation, EACOP established a comprehensive governance framework, supported by a Human Rights Policy, a Human Rights Action Plan, and a Human Rights Steering Committee spearheaded by senior leadership. A dedicated Human Rights team coordinates implementation, monitoring and evaluation, along with integration across all Project functions. Human rights requirements were embedded across contractor management systems and contractual frameworks, stakeholder engagement processes, resettlement actions, and operational procedures throughout the project lifecycle.

EACOP’s Salient Human Rights Issues



Contractors' and Suppliers' Workers' Rights

Workers' rights have been a central focus for EACOP, reflected in mobilisation of over 12,000 workers across a wide geographical footprint and multiple contractors and subcontractors operating simultaneously across the project.

To consistently manage labour and working conditions, EACOP implemented a Project Industrial Relations Management System (IRMS), with defined policies, standards, roles, training, monitoring, and reporting requirements for industrial relations

through the construction phase. Implementing the IRMS enabled the Project to drive a consistent labour management approach while strengthening contractor accountability.

EACOP maintains regular oversight through site engagements, audits, and contractor performance reviews while ensuring access to remedy.



Hon. Deogratius John Ndejembu, Minister for Energy of the United Republic of Tanzania, and EACOP Managing Director, Guillaume Dulout, addressing project workers during a site visit.

Women's Rights

Women's rights are prioritised as one of EACOP's priority human rights action areas, recognising the unique challenges faced by women in project areas.

Following the recommendations of the Human Rights Due Diligence (HRDD) Report, EACOP completed the Gender & Inclusion Impact Assessments (GIAs) and developed a Gender Equality & Inclusion Strategy.

The Gender Equality and Social Inclusion Policy which was developed in November 2023 commits to driving gender

balance, participation, and women's leadership at all levels of the company. The policy also extends to EACOP's enterprise development activities, supply chain, procurement, and to advocating gender equality in the broader community outreach activities.

Targeted programmes addressing Gender-Based Violence and Harassment (GBVH) and Sexual and Reproductive Health Rights (SRHR) were rolled out across both workforce and community settings, focusing on awareness, prevention, and strengthening referral pathways. In parallel, Gender Champions were introduced across worksites and community-facing teams to reinforce respectful behaviours, promote inclusion, and support the day-to-day implementation of safeguarding principles.



Personnel during a site visit to the Marine Tanks and Terminal (MTT), at Chongoleani, near Tanga Port in Tanzania.

Redefining Welding for Young Women

Hawa, a young woman from Nakaseke District, is redefining what it means to be a welder and inspiring more women to pursue technical careers. Her journey began in metal workshops in Luwero District, where she spent two years fabricating doors, windows, and household fixtures. Despite being told that welding was “men’s work,” she remained committed to mastering her craft. To strengthen her skills, Kudala trained at Nakaseke Technical Institute before earning a 6G coded welding certification at the Uganda Petroleum Institute Kigumba, one of the highest professional standards in welding. She later joined China Petroleum Pipeline Engineering Company on the EACOP project, becoming one of two female welders and the only woman trained in automatic welding for the Tilenga feeder pipeline. Although working in a male-dominated environment initially challenged her confidence, her technical competence earned her respect and proved that skill and determination transcend gender. For Kudala, welding is more than a profession. It is a platform to inspire girls in her community to pursue technical education and challenge traditional career expectations.



≡ Hawa Kudala, a 6G certified welder from Nakaseke District.

Redefining Women’s Roles on East Africa’s Crude Oil Pipeline Project

At the Marine Tanks and Terminal (MTT) site in Chongoleani, Tanga Region, Elizabeth is redefining what women can do in large-scale construction. In an environment where heavy machinery is typically associated with men, she confidently operates an excavator. Growing up, Elizabeth only saw men operating heavy machines, but she came to believe that ability is not determined by gender. This inspired her to train in heavy machinery operation at the Vocational Education and Training Authority.

Today, she operates excavators and rollers, supporting early site development, including land clearing, leveling, and excavation for four crude oil storage tanks, each with a capacity of two million litres. Elizabeth takes pride in contributing to a major regional development project and says working alongside professionals from different countries has strengthened her confidence. She believes no work is reserved for men alone, and hopes her journey demonstrates that skill, courage, and determination can break barriers and inspire others.



≡ Elizabeth operating an excavator at the Marine Storage Terminal (MST) site in Chongoleani, Tanga.



Marine Livelihoods in Tanzania

Marine livelihoods at the Chongoleani Peninsula were identified as a priority action area. The establishment of a Marine Exclusion Zone (MEZ) around the export jetty, required EACOP to work on integrating human rights considerations for fishing communities.

Livelihood restoration efforts in Chongoleani and Putini included transitional support and targeted livelihood programmes, marine, terrestrial, and enterprise-based livelihood initiatives. To address cumulative impacts, EACOP supported the establishment of a Chongoleani Peninsula working group, bringing together stakeholders to coordinate

development and impact management. In collaboration with the Tanzania Petroleum Development Corporation (TPDC), agricultural land was acquired and allocated to households affected by land acquisition, while a dedicated livelihoods programme provided additional support for food security and income generation over an 18-month period.

EACOP has also developed a roadmap for controlled access to fishing areas under the jetty during operational periods outside loading activities. The company continues to work with government agencies and stakeholders to prevent and mitigate impacts, while promoting a rights-based approach to managing marine and coastal livelihoods.

≡ Mangrove ecosystems along the Chongoleani Peninsula in Tanzania.



Land Acquisition, Resettlement and Livelihood Restoration

EACOP implemented Resettlement Action Plans and Livelihood Restoration Plans to ensure that affected households were compensated and supported to restore their living conditions and livelihoods in a fair and structured manner. As implementation progressed, attention shifted toward the sustainability of these outcomes, including monitoring and targeted support for vulnerable households.

Beneficiaries Richard Katushabe and his wife, Imenda Nyakonye, in front of their newly constructed replacement house.



Vulnerable Ethnic Groups Self-Identifying as Indigenous Peoples (Tanzania)

To ensure effective engagement with vulnerable ethnic groups, a dedicated plan was developed for the realization of Free, Prior and Informed Consent agreements. This included culturally appropriate grievance mechanisms and targeted support initiatives. Over time, these efforts contributed to strengthening inclusion, participation, and respect for cultural practices.

Women from Vulnerable Ethnic Groups Self-Identifying as Indigenous Peoples (VEG-IP) in Tanzania.



Community Health and Safety (Road Safety)

Community safety, particularly road safety, emerged early as a salient issue across the project, with main focus on pedestrians, roadside communities, schoolchildren, and other road users along the pipeline corridor.

A structured road safety management approach continues to be implemented, supported by operational controls such as driver training, vehicle standards, and journey management planning. Community awareness initiatives, including road safety campaigns and school programmes, are also undertaken. Altogether, these efforts have contributed to improved awareness and safer road use practices along the pipeline corridor.



≡ A traffic control officer directing vehicle movement on a public highway along the pipeline route in Tanzania.



Committed to the Application of Voluntary Principles on Security And Human Rights (VPSHR)

Implementation of Voluntary Principles on Security and Human Rights (VPSHR) informed engagement with public and private security providers, including their integration into agreements with host governments. Training programmes

are delivered to strengthen understanding and application of these principles, thereby contributing to promotion of responsible conduct and improved coordination with security organisations.

Members of the Uganda Host Government Security Committee and security stakeholders. Joel Tumwebaze (second left), Manager, Health, Safety and Environment, Petroleum Authority of Uganda; Joshua Akanyihayo (back row, second left), Deputy Director, External Security Organisation; David Francis Muramuzi (centre), EACOP Deputy Security Manager, Uganda; Assistant Commissioner of Police - Edgar Nyabongo (second right), Commander, Oil and Gas Police; Stephen Sherua (first right), Ministry of Energy and Mineral Development; and Assistant Commissioner of Police - David Owinjo (back row, second right).



Grievance Mechanisms and Access to Remedy

Grievance mechanisms were and remain a central part of EACOP's human rights approach, providing accessible channels for workers, communities, and stakeholders to raise concerns and seek remedy. Multiple mechanisms have been established, including community, contractor, employee, and anonymous reporting channels, designed to ensure inclusivity and responsiveness to different stakeholder groups.

Over time, these mechanisms have evolved beyond case handling to support risk management and continuous improvement, with grievance data informing corrective actions and strengthening project responses.

As the project progresses, grievance mechanisms remain essential for maintaining accountability and trust, while supporting early identification of risks and a more transparent approach to human rights management.

Grievance mechanisms for workers and communities are fully established, providing accessible channels for raising and addressing concerns. These are supported by systems such as the NAVEX whistleblowing platform.

≡ A community member interacting with an EACOP Community Liaison Officer.





Monitoring, Engagement & Continuous Improvement

Across all human rights focus areas, EACOP has adopted a risk-based and iterative approach to human rights Due Diligence, including monitoring of mitigation measures, regular review and resolution of grievances, underpinned by continuous engagement with stakeholders.

A Continuing Commitment

For EACOP, the management of human rights remains an ongoing priority. As the Project transitions into the operations phase, EACOP is committed to strengthening its systems, supporting communities and workers, while ensuring that all individuals that interface with its activities are treated with dignity and respect. EACOP has built systems which continuously enhance human rights awareness and foster a culture of accountability.

≡ Liaison Officer speaking to community members.

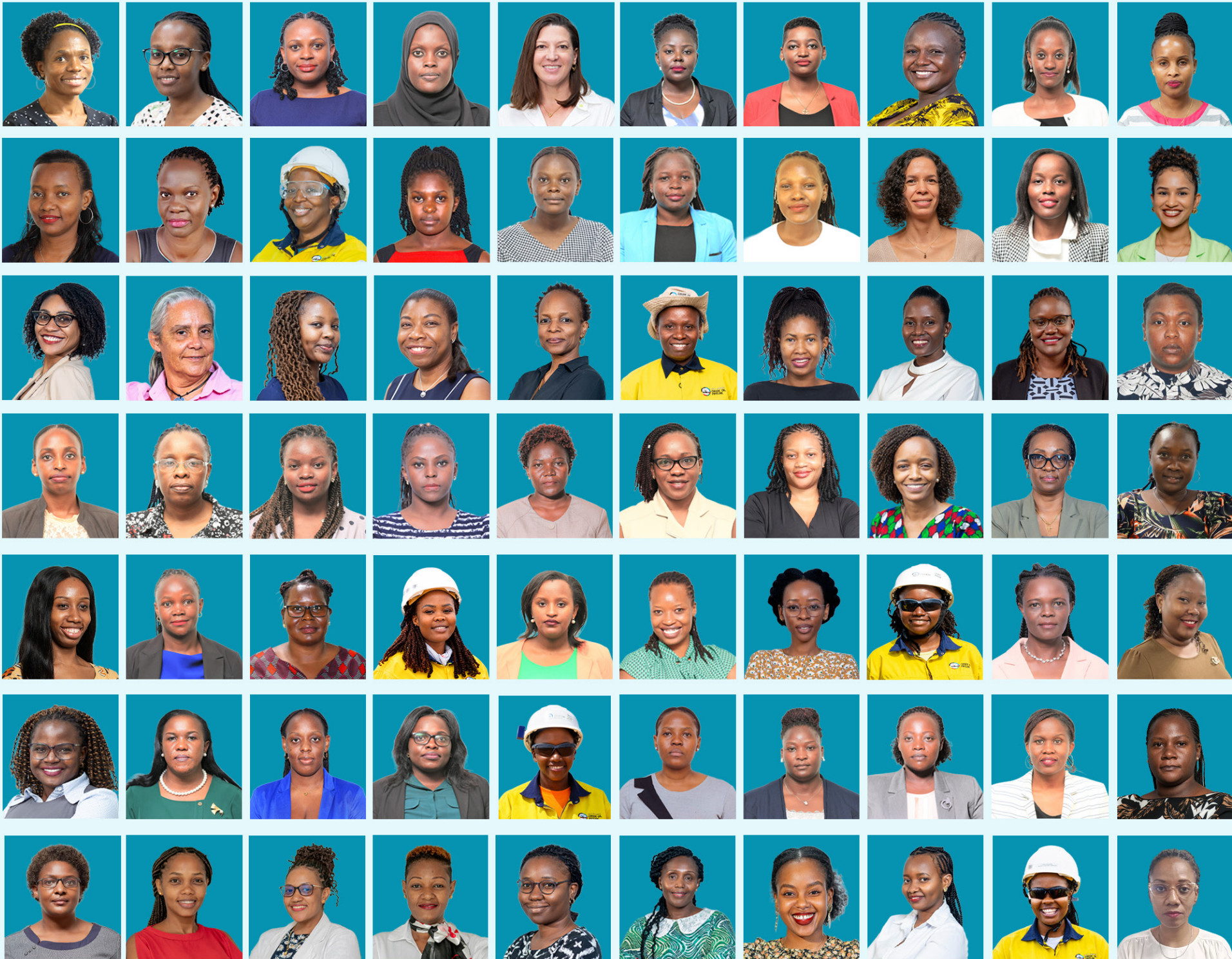
11

EACOP Women's Initiative (EWI)



≡ Programme, EWI in Uganda.

A LEGACY OF GENDER INCLUSIVITY



● Empowering Women, Transforming Communities

The EACOP's Women Initiative Program (EWI) was established in 2023 with a clear purpose: to support, equip, and inspire women within EACOP to realize their full potential. Through mentorship, professional development, and networking opportunities, the initiative has promoted an inclusive environment where women are empowered to lead and contribute meaningfully.

EWI has since evolved into one of EACOP's most impactful platforms for gender inclusivity and women empowerment, extending its influence beyond the organization to touch the lives of women and girls across communities along the pipeline corridor. The initiative not only created opportunities to empower the women within EACOP but also transformed the lives of women across Uganda and Tanzania.



Members of the EACOP Women's Initiative (EWI) in Tanzania celebrating International Women's Day 2025

● Advancing Dignity and Opportunity for the Girl Child



≡ A school's Menstrual Health Hygiene session in Tanzania.

One of EWI's most significant contributions was its commitment to addressing barriers that prevent girls from reaching their full potential. In many communities along the pipeline route, adolescent girls face challenges associated with menstrual health management, often resulting in school absenteeism, reduced confidence, and interrupted learning. In recognition of International Women's Month in 2023, EWI partnered with local leaders to reach girls at Kisiita and Busanga Primary Schools in Kakumiro District, Uganda, and Oysterbay Secondary School in Kinondoni District, Dar es Salaam, Tanzania. More than 800 girls received comprehensive education on menstrual health and hygiene, reproductive health, and

personal well-being. Through open and interactive discussions, creating safe spaces for young women to ask questions, gain knowledge, and build confidence. To support sustainable menstrual hygiene management, each participant received reusable sanitary products designed for long-term use, together with washing buckets and soap to ensure proper maintenance. Beyond providing essential materials, the initiative restored dignity and helped create an environment where girls could pursue their education without interruption. These interventions represent a lasting investment in the future of young women, ensuring that menstrual health challenges never become barriers to achievement.

● Developing the Next Generation of Leaders

Recognising that sustainable progress requires deliberate investment in future leaders, EWI launched the Girls for Girls (G4G) Mentorship Programme in March 2025. The six-month leadership development programme brought together women from across EACOP Uganda, providing a structured platform for learning, mentorship, and professional growth. Participants strengthened their leadership, communication, negotiation, governance, ethical decision-making, and public service skills. Through mentorship and peer-to-peer learning, the programme cultivated confidence, executive presence, and the capabilities needed to navigate increasingly complex professional environments. The G4G programme stands as a testament to EWI's commitment to ensuring that women are not only represented but are prepared to lead.



≡ A Girls for Girls (G4G) Mentorship session in Uganda.

Opening Doors to Regional Leadership



The EACOP Women Initiative (EWI) Mentorship Programme empowers women to grow as leaders and seize opportunities beyond the workplace. Mectrida Rweyemamu, is one such success story. Holding both a Bachelor of Laws (LL.B.) and a Master of Laws (LL.M.) in Oil and Gas Law from Robert Gordon University in Aberdeen, Scotland, Mectrida built on her strong leadership foundation through the EWI Mentorship Programme. She has developed greater confidence, strengthened her public speaking skills, learned to embrace new opportunities, expanded her professional network, and gained the confidence and exposure to pursue leadership opportunities beyond EACOP.

Inspired and encouraged through the mentorship, Mectrida was appointed as Member and Secretary of the Energy Law Committee and Member of the Oil and Gas Law Committee of the East African Law Society, a regional body representing more than 42,000 legal professionals across East Africa.

These appointments have enabled her to contribute to regional legal and policy discussions, support professional development, and collaborate with industry leaders across the region. Mectrida’s journey highlights how the EWI Mentorship Program is developing women leaders by equipping them with the confidence, skills, connections, and opportunities to thrive both within EACOP and beyond.

Investing in Women and Inspiring Leaders



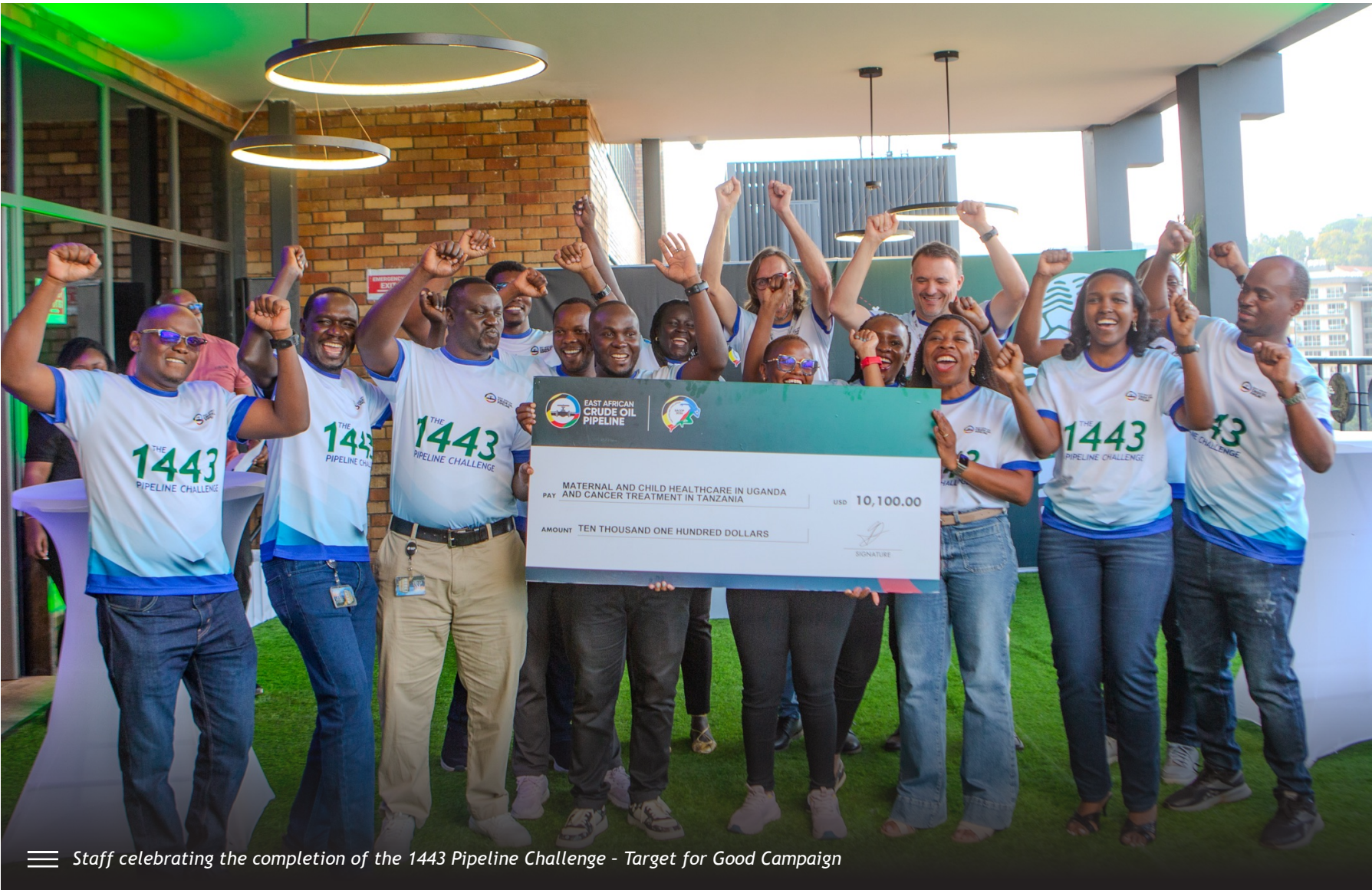
At EACOP, developing people is as important as delivering infrastructure. Through its partnership with the Girls for Girls (G4G) mentorship programme, EACOP continues to invest in the growth of women by creating opportunities that strengthen leadership, build confidence, and inspire the next generation of changemakers.

For Charity Bhatia, the six-month mentorship journey became a transformative experience that strengthened her leadership potential and reshaped her perspective on personal growth. “The programme reinforced the importance of self-awareness as the foundation of effective leadership. Understanding who you are, what you value, and what drives you enables you to make intentional decisions, seek the right support, and pursue a clear sense of purpose. This has become one of the most valuable lessons I will carry forward.” Beyond the structured mentorship sessions, Charity credits the programme’s collaborative environment for creating a unique

space where women could learn from one another, share experiences, and build lasting networks of support. “Being surrounded by accomplished mentors, fellow mentees, and inspiring women created an environment filled with feminine energy that encouraged continuous learning and growth. The openness, and genuine commitment to seeing one another succeed made the experience truly exceptional.” Reflecting on her journey, Charity describes the Girls for Girls initiative as a defining milestone in her professional development and commends EACOP for prioritising the advancement of women through meaningful investment in mentorship and leadership development. “EACOP has demonstrated that investing in women is an investment in stronger teams, stronger leaders, and stronger communities.

I am grateful for the opportunity to have been part of this journey and look forward to paying it forward.”

● A Target for Good



Through EWI, EACOP also nurtures collective responsibility among employees. What began as an International Women’s Day initiative under the theme “Give to Gain” grew into a company-wide movement dedicated to supporting vulnerable communities.

Through the 2026 1443 Pipeline challenge campaign - “A Target for Good”, employees committed themselves to walking or running a minimum of 100 kilometers, transforming personal achievement into social impact. Together, participants raised

USD 10,100 in support of maternal and child healthcare initiatives in Uganda and cancer treatment services in Tanzania.

The accompanying GiveToGain campaign further strengthened employee engagement, demonstrating how collective action can create meaningful change beyond the workplace. This culture of generosity remains an enduring part of EACOP’s legacy.

● Celebrating Women and Supporting Entrepreneurship



Within EACOP, EWI plays a pivotal role in creating opportunities for women to connect, support one another, and showcase their talents.

During the 2026 International Women’s Day celebrations, the workplace was transformed into a vibrant marketplace where women employees displayed and promoted their entrepreneurial ventures. Colleagues rallied behind these businesses, celebrating innovation, resilience, and the

determination required to balance professional careers with entrepreneurial aspirations.

The celebrations also provided a platform for thought leadership and inspiration, with distinguished speakers challenging participants to continue advancing women’s representation in leadership and decision-making spaces, reinforcing the belief that inclusive leadership strengthens organisations and communities alike.

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Looking Ahead: Operations Phase and Future Vision



Industrial pipeline infrastructure and valve assemblies.



Industrial piping networks and storage infrastructure at the Marine Storage Facility (MST), Chongoleani, near Tanga Port, Tanzania.

● First Oil: 2026

Following completion of construction, EACOP transitions from building to operations, a shift demanding new capabilities:



- **Control Center Commissioning:** Dual 24/7 operations centers in Hoima and Tanga undergoing integrated systems testing, simulating pipeline startups, shutdowns, and emergency scenarios.
- **Pre-Commissioning Activities:** Hydrotesting completion, communication systems validation.
- **Operator Training:** 120+ Ugandan and Tanzanian operators completing simulator-based training on pump sequencing, pressure management, and emergency response.
- **Spill Response Preparedness:** Tiered response plans validated through drills with national agencies; equipment stockpiled at strategic locations; community first responder training completed.

Initial flow rates verify thermal management systems before ramping to design capacity of 210,000 barrels per day (with capability to reach 246,000 bbl/d). This measured approach prioritizes safety over speed, a philosophy consistent with EACOP's entire journey.

Beyond Transportation: Regional Energy Integration, Unlocking greater possibilities.

Domestic Refining: Uganda's planned 60,000 bbl/d refinery at Kabaale Industrial Park will receive priority supply, reducing petroleum product imports and creating downstream industries.

Regional Supply: Tanzania may access crude for its own refining needs under agreed terms, enhancing East Africa's collective energy security.

Gas Monetisation: Associated gas from Tilenga and Kingfisher fields, currently reinjected—could eventually supply power generation or LNG export, maximising resource value.

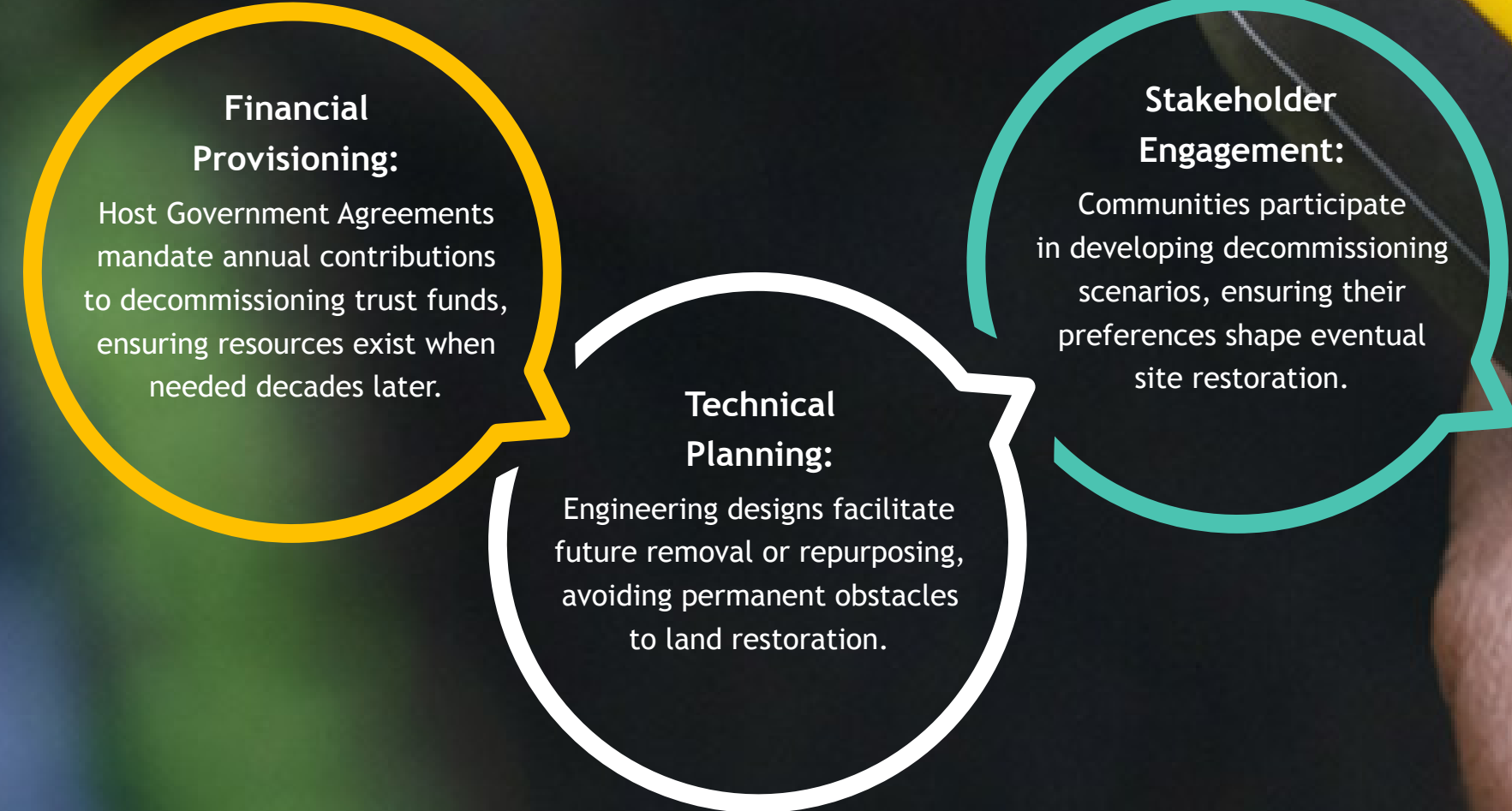
Hydrogen Potential: Pipeline infrastructure could eventually transport green hydrogen produced from East Africa's abundant renewable resources, positioning the corridor for energy transition. These possibilities remain contingent on market conditions and policy decisions. EACOP's physical infrastructure creates opportunities, enabling East Africa to adapt as global energy systems evolve - Unlocking East Africa's Potential.



Large scale storage tanks and pipeline infrastructure at the Marine Storage Facility (MST), Chongoleani, near Tanga Port, Tanzania.

● Responsible Decommissioning: Planning from Day One

Unlike projects treating decommissioning as distant concern, EACOP embedded end-of-life planning from inception:



This forward-looking approach reflects EACOP’s core ethic: temporary infrastructure must leave permanent benefits. When operations conclude decades from now, communities should retain improved water access, enhanced skills, stronger institutions, and restored landscapes, while the pipeline corridor itself reverts to productive use.

Building Maritime Capability for Export Operations at Tanga.

The successful completion of a specialised training programme for marine pilots and tug masters in Hamburg, Germany, marked a significant milestone in preparation for future export operations at the Port of Tanga.

Delivered ahead of the commencement of lifting activities, the programme equipped Tanzanian maritime professionals with the advanced knowledge and practical skills required to safely manage large crude oil tankers. These vessels, among the largest ever expected to berth along the Tanzanian coastline, demand exceptional manoeuvring expertise and a thorough understanding of complex marine operations.

This achievement was made possible through the close collaboration between the Tanzania Ports Authority (TPA) and EACOP, reflecting a shared commitment to operational excellence, safety, and the development of local capacity. The training focused on enhancing competencies in vessel handling, tug operations, and marine safety, ensuring readiness for the challenges associated with deep-draft tankers and high-volume export activities.

Beyond supporting the project’s operational requirements, the initiative contributed to the long-term strengthening of Tanzania’s maritime sector. By investing in specialised skills development, the programme enhanced local expertise and reinforced the country’s ability to manage world-class marine logistics operations.



≡ A Tugboat at the Marine Storage Terminal (MST) during specialised training for marine pilots and Tug Masters.

As preparations continued toward first export, the completion of this training programme stood as a testament to the project’s emphasis on safety,

knowledge transfer, and sustainable capacity building. It also represented an important step in positioning Tanga as a strategic export gateway capable of supporting internationally recognised maritime operations.

● Regional Integration: Beyond the Pipeline Corridor

EACOP's physical presence catalyses broader connectivity with the deployment of fiber-optic cable along the entire route with spare capacity leased to local telecom operators, expanding high-speed internet access to previously unconnected villages.

Over 300 kilometers of upgraded rural access roads now serving communities long after construction concludes.

Establishment of new banks, guesthouses, and retail businesses in towns along the pipeline route.

Creation of informal trade corridors as workers and suppliers move between Uganda and Tanzania normalising cross-border economic activity.



Appendices & Acknowledgments



Credits and Partner Acknowledgments

The East African Crude Oil Pipeline stands as testament to partnership. Its realisation required alignment across governments, communities, investors and technical experts a symphony of coordination spanning continents and cultures.



Governments of Uganda and Tanzania

Provided visionary leadership choosing regional cooperation over competition, patience over haste, and inclusive development over extraction alone.



Energy Ministries and Regulatory Authorities

Petroleum Authority of Uganda, National Environment Management Authority, Energy and Water Utilities Regulatory Authority, National Environment Management Council, established frameworks ensuring environmental protection, social safeguards, and technical integrity.



Shareholders

- Committed capital and expertise:
- **TotalEnergies EP Uganda (62%):** technical leadership and global standards
 - **Uganda National Oil Company (15%):** ensuring national participation and benefit
 - **Tanzania Petroleum Development Corporation (15%):** advancing regional integration
 - **CNOOC Uganda Limited (8%):** engineering excellence and operational discipline



Contractors and Suppliers

Executed complex works across challenging terrain often pioneering techniques never before deployed in East Africa.



Civil Society Organizations

Provided essential scrutiny strengthening accountability and ensuring community voices shaped project evolution.



Communities and Project Affected Persons

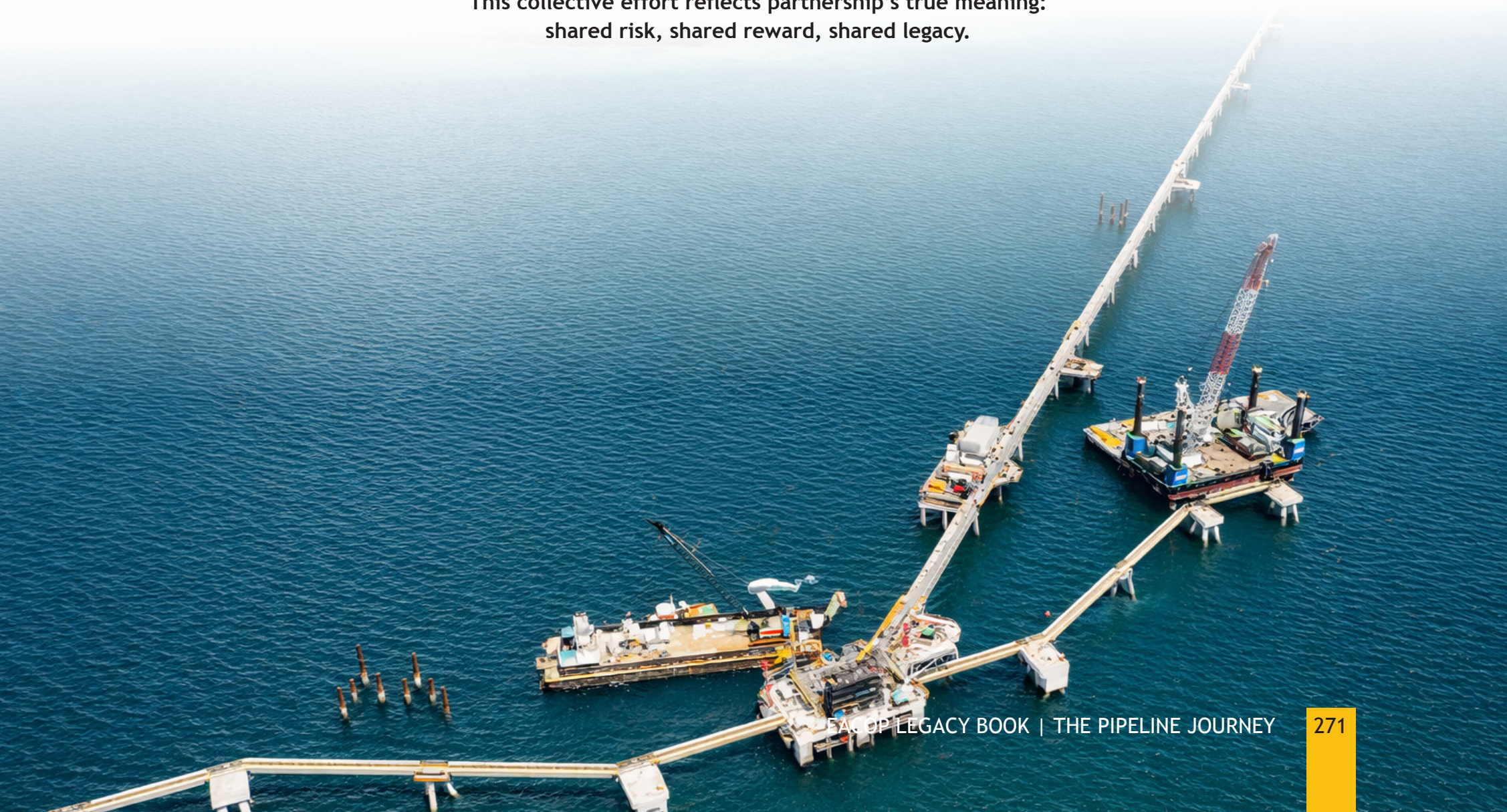
Demonstrated remarkable patience and partnership hosting this landmark project while rebuilding livelihoods with resilience and dignity.



Employees of EACOP and Partner Institutions

Brought daily professionalism translating vision into reality through thousands of decisions made with integrity.

This collective effort reflects partnership's true meaning:
shared risk, shared reward, shared legacy.



Reinstatement activities along the EACOP Right of Way have restored the landscape following pipeline burial. The area was rehabilitated to return it to its natural state, with vegetation and land use restored in line with environmental commitments.

Acknowledgments: A Forward Look

As EACOP approaches first oil, we acknowledge this milestone not as culmination but commencement. The pipeline’s true test begins not when steel meets soil, but when operations sustain communities, protect environments, and deliver benefits across generations. We honor:

- » The geoscientists who believed in Uganda’s potential when others dismissed it
- » The community elders who welcomed strangers with wisdom and grace
- » The young women and men who chose technical careers inspired by this project
- » The regulators who demanded excellence rather than accepting compromise
- » The civil society voices that challenged us to do better

EACOP embraces responsibility beyond operations to contribute meaningfully to East Africa’s sustainable development, support just energy transition, and demonstrate that major infrastructure can advance both economic progress and human dignity. This pipeline carries more than crude oil. It carries hope. It carries capability. It carries a promise that Africa’s resources can build Africa’s future. That is the legacy we commit to delivering.

GRAPHIC DESIGN
TBWA UGANDA
AMICI DESIGN, TANZANIA

PUBLISHER
EAST AFRICAN CRUDE OIL PIPELINE (EACOP) LTD.
YEAR: 2026
MANAGING DIRECTOR: GUILLAUME DULOUT

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