



THE PIONEER

THE MAGAZINE OF QATARGAS OPERATING COMPANY LIMITED

CLIMATE CHANGE

Everyone is talking about climate change and global warming.

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SCORECARD 2009				
PRODUCTION STATISTICS				
DECEMBER 2009	BUDGET	ACTUAL	CUM. BUDGET	CUM. ACTUAL
Net LNG Production (TBTU)	44960	45653	491650	493128
Field Condensate Production (KBBls)	1572	1654	17126	17096

QATARGAS MONTHLY SAFETY STATISTICS REPORT				
Monthly data (December 2009)	QATARGAS		CONTRACTORS	
	Current month	"Year to Date"	Current month	"Year to Date"
Number of Lost Time Accidents (LTA)	0	0	0	0
Days lost due to LTA	0	0	0	0
Hours worked this month	376,960		201,792	
Hours worked this year	3,714,352		2,307,120	
Hours worked this year (QG & Contractor combined)	6,021,472			

SUMMARY OVERVIEW		
	QATARGAS	CONTRACTORS
Date of last LTA	01-Jul-02	26-Apr-03
Days worked since last LTA	2,740	2,441
Personnel hours worked since last Lost Time Injury (LTI)	18,565,176	11,573,505
Hours worked since last LTI (04-26-03)	28,135,028	

FAISAL M. AL SUWAIDI

My message to the company is that we need to change and adapt to our new environment and circumstances. We are not 6 or 10 million tonnes per annum (mtpa) producer anymore we are at 25 mtpa and we have a Refinery and by the end of next year we will be at 42 mtpa. We are very close to achieving our target of being the biggest LNG company.



2009 has been a very eventful year for the company, what have been the company's major achievements?

2009 is a significant year for the company, the LNG industry and our shareholders, and more importantly our employees. There are not too many companies that I have come across that have started up two LNG mega trains and a refinery in one year. This is a huge achievement by any standard. But we have not just started up but have managed the challenges of the size, step up in technologies, the number of technologies employed as well bringing the trains to 100% in record time. Train 5 broke the record of Train 4 which set its own record.

This tells us something, that lessons learnt are being effectively shared between the teams which makes me very pleased. Hopefully Trains 6 and 7 will break the record set by Train 5. For the Refinery there have also been lots of lessons learnt from the LNG trains which

helped them focus on specific areas and meant the plant hit 100% in almost no time. This is a huge achievement. Lots of lessons have been learnt by everybody which is a good thing for our organization.

Being the first has given us additional responsibilities. People want to learn from us and we need to assist others and help them to tap into our experience. We find ourselves doing big things for others because of what we have achieved and the Common Sulfur Project is a good example of this. It is very big project which has taken a lot of time and dedication from our team. Despite all the issues that we have encountered the teams have done a very good job starting up those facilities and putting mitigation plans in place if this had not happened in time.

On operations side we had a big hiccup at the start of the year with the transformer. This affected our production because without this we could have achieved last year's production levels or exceeded. This is a small example of what can happen if long lead items are not well maintained and looked after. So

the organization should learn from this. We were very fortunate that we had available the equipment on one of our projects and we were able to bring this across and get the trains back up and running. If not available, we would have been greatly impacted both on cost and operations side. Despite this I am hopeful that we will meet our targets for the year.

On safety there are two sides. We continue to perform well which makes me extremely pleased but with the addition of new hardware and employees I remain worried about the speed at which our new employees adapt to our safety culture. Hopefully those who have arrived will have learnt that we have mandated all employees to stop work if they are instructed to perform unsafe work. The sooner they adapt to the safety culture, the safer they will be and we will be too.

This is a period of transformation for the company. My message to the company is that we need to change and adapt to our new environment and circumstances. We are not 6 or 10 million tonnes per annum (mtpa) producer anymore we are at 25 mtpa and we have a

ceo interview

Refinery and by the end of next year we will be at 42 mtpa. We are very close to achieving our target of being the biggest LNG company.

One of the changes that we need to adapt to and you can see this via the Common Sulfur Project is that we are not alone anymore but connected to others, now we share a lot of important common facilities and any issue with these will have an impact on us and on others. We saved billions of dollars from this integration and it is through these synergies that we create value for the State of Qatar and our shareholders. At the same time we need to keep in mind that by operating the CSP, the berths and the RLTO we have responsibilities to others and our actions impact others. Taking on the role Ras Laffan Terminal Operations is a major undertaking for the company and we will be under pressure to perform.

Trains 4 and 5 started production in 2009, to what extent do you think this has helped Qatargas consolidate its position as a leader in the industry? What responsibilities does this create for us?

Trains 4 and 5 are huge steps towards achieving our target. This has taken our production from 10 mtpa to almost 26 mtpa with refined products as well. The international exposure that this brings is enormous. We are not a small company anymore and I think our movements are noticed. Anyone can pick up the industry trade magazines and Qatargas is always there in one form or another.

If you think about how much attention our first cargo to China received this year, same when we sent the cargo to Canada it shows how much we have grown. I still receive calls and emails about these events. We will be under closer scrutiny and this places greater responsibility on us. We need to meet the expectations of our customers in our new and traditional markets, in different parts of the world.

Anything we do now with regards to production, safety, environment could be in the press the next day – be it good or bad. Everyone needs to understand that we will be more watched than in the past. The fact that we now have offices in the United Kingdom and a terminal, an office in China and two

more to open next year, this will add to our profile and exposure.

Trains 6 and 7 are on track for start up in 2010, what would you like to say to the project team about the work ahead?

Train 6 and 7 have had their fair share of issues but generally speaking they are on target to achieve our company and the State's vision of 42 mtpa and 77 mtpa respectively by the end of the decade despite all the issues that we have encountered. If we look at it from a vision viewpoint we are in good shape to commission and start up Trains 6 and 7.

This is not to suggest it has been an easy ride, but I have been impressed by the project team and Start Up Team efforts to maintain and meet the schedule for the two trains. I am hopeful that I can count on the Project and ESU teams to learn and export the learning from Trains 4 and 5 and RasGas Train 6 to minimise the start up and commissioning times on Trains 6 and 7 at Qatargas. It has been a wonderful effort from the teams and it has not been the easiest of projects. People

say those that come at the end of the line are easy, in theory this is true, but in practice there have been challenges which the team have worked hard to overcome.

What are the company's major activities for 2010? Following on from 2009 will be a hard act to follow but what is in the pipeline?

Trains 6 and 7 commissioning and start up will be the major things from the project side. But we will also see a number of new major projects such as Plateau Maintenance Project (PMP) which will happen in the early part of the year and also award the Front End Engineering Design (FEED) for Phase 2 of refinery. We also plan to make the award for the Jetty Boil Off Gas (JBOG) project. These are major projects in their own right but if we put them together these are billions of dollars worth of projects that we will be responsible for delivering. Delivery of Trains 6 and 7 will not be the end of our project life but will extend into the new decade. On the Operations side we need to learn from what happened earlier in the year with the transformer and focus on

delivery.

We need to also prepare the ground work for delivery of new Direction Statement. So in 2010 we will kick-off our work on delivering Vision 2015 with a new initiative. The idea of the initiative is to attach numbers to our Direction Statement to make it more meaningful for employees. The Direction Statement will have figures attached to it to make it more meaningful, to quantify our Vision so to speak. The figures will act as signposts for employees on what we are achieving, making it easier to track our progress towards Vision 2015.

We want everyone in the company to buy-in to and do their part. Our success will depend on the commitment of all employees to deliver on the Vision 2015. It is not a replacement of our Direction Statement but an interpretation of how we get there and what success looks like.

We will also need to focus on encouraging our new employees to become part of the company. I know that it takes some time for a person to be fully productive in a new environment but they need to adapt to our culture. I would regard someone as having

adapted to Qatargas when I stop him or her in the corridor and they would be able to tell me about the Direction Statement, what Vision 2015 is and the safety mandate that we have given all employees. Then I will know that a person is productive, we need to make sure that people come and are helped to adapt and work well within Qatargas.

What are Qatargas' success factors?

I talk about these often but they remain the same for Qatargas. It is the size and nature of the reserves of the North Field, the strong vision of His Highness The Emir and Qatar Petroleum to monetize the reserves and the strength of our shareholder partners and their contribution. But one, if not the most important, factor in our success is the contribution and commitment of our employees. We need to look at our founding customers we learnt so much from them about the industry. We also had first class contractors that built the plants and hopefully we will now enjoy the reliability we contracted them for!



What are the company's long term future plans?

Some people think that the signing of the contract is the end of the story but this is the beginning of the story. Delivering a project to the operating company is also not the end of the story. It will take the Operating Company some time to learn to live with the new "animals" given the size, number of technologies and there is lot of getting used to that needs to happen.

For the future I touched upon a few projects. We talked about the FEED for Phase 2 of Laffan Refinery, I am hopeful by 2011 we will award the contract to duplicate the refinery. But the most important thing for the next few years is to receive the projects, adapt to them and learn how to operate them efficiently.

For the whole of Qatargas we need to adapt to our new circumstances if you like, being international, the greater scrutiny. When everyone comes to his or her office or workplace in the morning they need to think 42 mtpa not 10 mtpa anymore. We need to adapt to this size, we need to change – we have terminals in several countries, 46 branded ships and we cannot have the same mentality to run the company as we did with 10 mtpa business.

Our long term plans have to also focus on delivering reliably to our customers. LNG is a long term game and people are relying on us to do our jobs and deliver their energy. Every day people rely on us for their ship to turn up. What makes it even more important is that in the past we were only dealing with our Japanese buyers who are very experienced LNG buyers and we will now be dealing with customers who will be importing LNG for the first time. We need to share what we know and the lessons learnt. We have to do a lot of learning and a lot of teaching with our business associates and customers.



It is the size and nature of the reserves of the North Field, the strong vision of His Highness The Emir and Qatar Petroleum to monetize the reserves and the strength of

What is the moratorium that Qatar Petroleum has and how does this relate to Qatargas' future plans?

The moratorium came about as a result of the large expansion in production from the North Field. We jumped from 4 bcf/day to 24 bcf/day by 2010. So we need to give the reservoir engineers time to study what this means on the availability of the reservoir. So Qatar Petroleum has taken a very cautious approach to this because we want to preserve the reserves for as long as possible. I think HE the Deputy Prime Minister and Minister of Energy and Industry spoke of 100 years! We know the reserves will be there but it a

question of how economically the reserve can be produced. You don't want a situation where it will take twice the money to produce the reserve. We want to be able to produce economically for a very long time.

As well taking the wrong decision could impact our markets and buyers. We are not in a short-term business, we have signed contracts and some of our contracts will not expire until 2035! What happens if we take the wrong decision now and we have to use compression to meet our commitments? The whole economics of those contracts are ruined and we cannot go back to our buyers and say we took a wrong decision so now you need to pay more. That's why it is to our benefit, to our customers'

our shareholder partners and their contribution. But one, if not the most important, factor in our success is the contribution and commitment of our employees.

benefit that the moratorium is in place.

This could be lifted earlier but because of start up of the projects this has been pushed back to 2014 and hopefully all the studies will be finished and Qatar Petroleum will be able to take a decision to lift, or keep or postpone the moratorium. From our side we are beginning to position the company for the news if Qatar Petroleum was to lift the moratorium that Qatargas will be in a strong position to capitalize on any new opportunities that might come from this.

Lastly but not least – we have achieved seven years offshore and six years onshore without a

lost time injury. How do you feel about this achievement and what worries you about it?

I have mentioned this many times that the good record we have on safety is a result of very hard work by everyone. People have began to take safety more seriously than in the past and its has become more integrated in daily practices. This cannot be separated from the way you behave outside the company. If you are speeding when are driving to get to work that will make me worried because you cannot break rules and subject yourself and other people to an unsafe situation on the roads then come to work and say "now I will work safely".

This is a culture and lifestyle that you need to take on and it extends beyond Qatargas. This is not good for you personally – if I act unsafely outside of work do you really understand what it means when you are at work? These are big live plant environments and it takes only a small mistake to create a big incident and if this does happen do you really want to be in the middle of it? It is very important that people realize this, especially the new comers.

All this hard work, all the big achievements with respect to safety came as a result of a tragic accident. So we don't want to repeat this in order for someone to learn that safety is important. Accidents will happen for silly reasons and we always have to have this at the front of our minds. I remind people again of the mandate that I give you to stop unsafe work – you will have my support.

If you jump in the car and do 160km per hour to get to work, if you act this way you cannot suddenly become concerned about safety when you arrive at work. It needs to start when you wake up in the morning and be with you until you go to bed again in the evening. It doesn't cost you much in time or money. The difference between 160 or 120 or 100 is just a couple of minutes only. I come to work and I drive 80 kph and everyone passes me but I catch him at the next traffic light! I sometimes tell my wife, children or whoever is with me don't worry we will catch them at the next traffic light. Same thing with going to Ras Laffan. If someone passes you, you will catch them in Al Khor or at the gate to Ras Laffan. If you look at the risk of speeding you just increase the danger by two, three or four times is it worth it?

The same thing happens in the plant. Taking a few seconds to think things over could make a huge difference. You should not believe that safety is just the management or supervisors' responsibility. Safety is everyone's responsibility because you will be the closest to the incident and subject yourself to huge risk. Safety is very important and it needs to go beyond Qatargas. ■



SAFETY, QUALITY, SCHEDULE: THREE KEYS TO SUCCESS FOR QATARGAS 3&4

The Qatar gas 3 and Qatar gas 4 Projects will take the company to its target of being able to produce 42 million tonnes of liquefied natural gas (LNG) per year. The physical assets for both projects, wells platforms, pipelines and the two 7.8 million tonne per annum mega trains, are being developed together by a Joint Asset Development Team (JADT), to take advantage of synergies and economies of scale. With both trains due to come into operation by the end of 2010, the Upstream and Offshore work – geological analysis, well construction, fabrication and installation of three platforms and two 68 kilometre pipelines – is nearing completion. Overall, the Project is 94% complete and 2010 will see the focus squarely on the completion of remaining construction, pre-Mechanical Completion activities and Post-Mechanical Acceptance commissioning works for the two mega-trains. ‘The Pioneer’ talked to JADT Chief Operating Officer, Robert Flesher, Onshore Project Manager, Paolo Merlo and Expansion Start-up Manager, Abdelkader Haouari to find out what it takes to deliver two of the world’s biggest LNG trains.

For QG3&4 Chief Operating Officer, Robert Flesher, ensuring that the QG3&4 Project starts up and successfully produces LNG is about three things: delivering all elements of the Project safely, to agreed quality standards and on schedule.

“Safety is of the greatest importance,” says Robert. “With our main contractor, CTJV, and all of our sub-contractors, we are putting in a tremendous amount of work on site to make sure that all of our people stay safe, even with the tremendous amount of work that is under way. Every day at site, before any job starts, we have a Task Instruction for each piece of work, to make sure everyone knows what they will be doing, and how to do it safely. These are crucial meetings for safety, and representatives of our Project Management Team are out on site with the workforce at 5.30 am, making sure that everything is understood, and there is nothing getting in the way of safe working.”

A further contribution to safety is being made by new on-site canteens that have been set up for QG3&4’s contractors. As construction activity intensifies, these facilities

eliminate the need to bus workers on and off the construction site for meals, so reducing vehicle movements, hence risk and boosting productivity into the bargain. With workers gathered together at meal times, QG3&4 is also getting the safety message across with a new large-screen TV system. These show purpose-made, half-hour videos in a range of languages.

In addition, the Onshore team, working closely with contractors, is holding a second HSE Day on 14 January 2010, where all 30,000 workers on site will take part in activities and awareness sessions, building on the success of a highly successful HSE day held in June 2009.

This type of front-line, site communication is key to achieving safety throughout the Project, and QG3&4 is taking the same direct approach to maintaining high quality standards in construction.

“To achieve a smooth, uninterrupted start up (UISU), we need to make sure we have the basic elements in place, like having clean systems, no leaking flanges and fully operational, well- tested plant

instrumentation,” says Onshore Project Manager, Paolo Merlo.

“Meeting all of the necessary goals is a serious challenge,” he adds. “To achieve success, we need to make sure that we all - Qatar gas and contractors - continue to work even more closely with each other. We need to ensure that we keep learning every single day, and always keep looking for how we can be more efficient and more effective.”

In support of this, The Onshore team is running a UISU programme, with the message, “keep it tight, keep it clean, keep it preserved”. This involves all workers, with monthly incentives for achieving high standards. Part of this is a regular programme of walk throughs to check on site conditions and preservation of installed equipment against set parameters and reporting scores that are reviewed weekly. QG3&4 Project Management Team representatives and contractors take part in these walk throughs, and everyone on site is encouraged to get involved.

“We have 30,000 workers on site, and every one of them can play a part in making sure that we maintain our high quality standards

to achieve an uninterrupted start up,” says Paolo. “Every extra pair of eyes gives us an opportunity to confirm that everything is going as it should, or pick up and correct any problems at the earliest stage. Everyone is part of the quality team, just as everyone is part of the safety team.”

Maintaining high quality will enable QG3&4 to move safely, smoothly and quickly from start up, with the Qatar gas Expansion Start Up Unit, through to stable production. To help achieve this, another essential ingredient is Knowledge Management which in QG3&4 Onshore takes the shape of “Lessons Learned” from the two QG2 trains (trains 4 and 5) which came on stream in 2009. The Lessons Learned programme is helping greatly, increasing, the reliability of the first LNG and sustainable production targets by eliminating technical risks that are known and have already been addressed.

Paolo says: “Until now, we have measured our progress in the Onshore Project mainly in terms of overall percentages of work achieved. We are performing well on this, but now, as we enter 2010, we need to accelerate the

structured completion of systems. Some of these systems, once completed, represent key milestones as they unlock critical work that otherwise could not start. For example, we have carried out our first high pressure steam blowing in the Utilities and Offsite Area and have just started degreasing on Train 6.

“So we are in an exciting phase of the Project, where system completion must be carefully tracked, or Pre-Mechanical Completion (PMC) work will not be left sufficient time before Mechanical Acceptance (MA). At the same time, volume work must be fully completed before MA. We have the challenge of managing the system completion and volume work in tandem.”

The need to complete these key tasks safely, on schedule and with integral quality, is fully understood and supported by CTJV and the sub-contractors.

“I am a great believer in discussing things face-to-face,” explains Paolo. “On site, here in Ras Laffan our Project Management Team Office is literally ‘just across the street’ from CTJV, so I’d much rather go across and talk to people than send emails - we can solve issues



Mr. Khalid Al-Hitmi, Manager, Gas Development, Qatar Petroleum presenting the certificate to one of the Qatargas engineers at the end of the PTA training.

QATARGAS RESERVOIR AND PRODUCTION STAFF ATTEND TRAINING AT TOTAL RESEARCH CENTER

Engineers from Qatargas Reservoir and Production (R&P) Department attended a one week training on Pressure Transient Analysis (PTA) in early November 2009. The course was organized by Total E&P Qatar at their new Total Research Center in Qatar (TRC-Q).

Located in the Qatar Science and Technology Park, the centre opened its doors in April 2009. It covers 1500 m² of laboratories, offices and training rooms and focuses on three main activities: Research &

Development (R&D), Training and Technical assistance. It is the only multi-branch Total R&D centre outside of France.

Reservoir Engineers from Qatar Petroleum and Total E&P Qatar also participated in the training. The objective of the course was to train the participants in making basic interpretation of reservoir pressure data, review reports and be able to design well test programs to suit the required competency for performing the job. In May 2009, Qatargas R&P Engineers had attended another training conducted

by Total as part of the ongoing cooperation between the two companies.

According to Hani Hussain, Qatargas Reservoir & Production Manager, "Total E&P Qatar's support in areas of training and development has proved very fruitful to our young National Engineers. The technical knowledge they have gained from the training has been applied immediately in their job with support from their more experienced colleagues." ■

far faster in person. Whether I'm on site, in our PMT office or in CTJV's offices, I'm very pleased when I see everyone working together - half orange QG coveralls, and half yellow ones from CTJV!"

This close cooperation and teamwork runs right through the QG3&4 Project, from Subsurface and Offshore through to the Qatargas Expansion Start-up (ESU) team, whose Operations personnel will ultimately operate both the onshore and offshore facilities.

With the Onshore project entering its final phases, ESU Manager, Abdelkader Haouari from Qatargas OPCO is very much an integral member of the QG3&4 team.

"Although everyone has clearly identified roles, we work very closely with the contractor and project team as single team," says Abdelkader. "We are all focused on safety, quality and schedule, and giving support during construction and

Pre-Commissioning activities. We are also developing competency and ownership with our ESU Team. As we believe that communication is a key factor of success, we hold different workshops and meetings to share lessons learned and define roles and responsibilities for our deliverables through the various phases of work, from construction and pre-commissioning to commissioning and

everybody supports the ESU team, moving from commissioning and start up to full operation."

Robert Flesher sums it up. "We're in an excellent position with the expertise we have in the Onshore team, with the massive resource of skills and talent we have in our contractors and with the constant support we are receiving from our ESU colleagues Using the abilities of

everyone, as one united team, we have got to the point where the Project is 94% built.

"The completion of the final Onshore phases will enable our company to reach our target of 42 million tonnes per annum of LNG production. This will be a massive achievement for

Qatargas, and something of which all of us, contractors and the QG team, can be immensely proud. Together, we will achieve this goal." ■



ROBERT FLESHER



PAOLO MERLO



ABDELKADER HAOUARI

start up.

"The big transition comes with Mechanical Completion. Before Mechanical Completion, the Expansion Start Up team supports the Construction and Pre-commissioning teams. From Mechanical Completion onwards,

LADIES TRIP TO RAS LAFFAN



In October and November, two groups of ladies from Al Khor Community visited the Qatargas facilities in Ras Laffan Industrial City.



“EXCELLENCE IN PROJECT INTEGRATION” AWARD – RECOGNITION FOR QATARGAS AT IPTC 2009

Qatargas was well represented at the International Petroleum Technology Conference (IPTC) held in Doha from 7 – 9 December 2009. The highlight of Qatargas' participation was Qatargas 2 winning the “Excellence in Project Integration” award.

Faisal Al-Suwaidi, Qatargas Chairman and Chief Executive Officer received the award for Qatargas. The award highlights projects that have demonstrated distinction throughout the entire value chain. Only projects that involve expenditure of over USD 500 million are considered for the award. Eligibility is based on four main criteria: excellence at each stage from inception to completion; the local, regional, and international impact of the project; new technology applied to any stage of the project; and execution of the project on schedule, on budget, and in compliance with health, safety, security, and environmental

regulations.

Mr. Al-Suwaidi said; “We are very pleased to receive this award. The Qatargas 2 project is a unique and historic project. It is the first project to encompass the entire LNG value chain, efficiently tapping Qatar’s North Field reserves with its two mega trains. The project has set new standards in technological innovation, economies of scale, safety and environmental performance, and market reach.”

Qatargas 2 Train 4 is the world’s first 7.8 mtpa LNG train. Both trains 4 and 5 are now in full production. The project involved teams in eight countries. At the peak of construction, 36,000 workers from more than 40 countries were involved.

About 50 Qatargas personnel were registered as delegates at the conference. The Company also marked a strong presence at the exhibition as part of the combined



Qatar Petroleum stand, which attracted hundreds of visitors.

Qatargas was one of the sponsors of the IPTC Education Week, held as part of the

conference. A total of 74 top students in Engineering, Geoscience and Science degree programs at leading institutions across the globe were selected to participate in this

special event that aims to give the students a clear insight into the industry. The students also had the opportunity to interact with major industry employers who are constantly looking to recruit the best talent from institutions across the region.

Abdulla Al-Hussaini, Head of Marketing (East of Suez) represented Qatargas at the opening session of the Education Week and delivered a speech during which he gave the students a general overview of Qatargas and his experience working as a marketing professional with the Company.

The students were divided into several groups and asked to give presentations on various topics related to the industry. The Qatargas Learning and Development Department mentored one of the groups and assisted them with a presentation on “Human Capital in the Oil & Gas Industry”. The students also visited the Qatargas stand at

the exhibition.

Qatargas also presented a number of papers at the conference including: “Qatargas 2 Project Integration by Ching Thye Khoo, Chief Operating Officer – Qatargas 2, “Qatargas – Leading the way in cleaner LNG trains” by Dr. Ali Onder, Senior Environmental Engineer and “Qatar Common Facilities - Leveraging a Common Infrastructure to Support Qatar’s Rapid LNG Expansion” by Keith Felton, Commercial Advisor, Qatargas 2 (jointly with Ahmed Al-Amoodi - Qatar Petroleum and Kamal Kasim – RasGas).

The theme of IPTC 2009 was “World Energy Challenges: Endurance and Commitment”. The conference addresses technology and relevant industry issues that challenge industry specialists and management around the world, particularly in the gas business. ■

QATARGAS FIREWALL UPDATE

The Pioneer” will feature regular articles by Legal’s Compliance Department regarding the company’s Firewall regime. This is a very important initiative, which supports our Direction Statement and ensures that we operate in full compliance with international anti-trust and competition laws.

The purpose is to provide the latest news and updates on the Qatargas Firewall to help those departments, which handle Commercially and Competitively Sensitive Information (CCSI) to comply with the policies and rules.

Firewall Assurance Reviews

The Compliance Department has recently finished its 2009 assurance reviews in specific departments to assess how well they are implementing the Firewall policies and procedures, and to provide insights for improvements in controls and procedures.

Key Messages

- In general we are pleased to report that departments are largely aware of the key requirements of the Firewall and understand and apply the principles necessary to prevent unauthorized access to CCSI.

- There are some consistent themes which need to be developed further to strengthen compliance across the company. These are: to make better use of Share Point as an efficient means of centralizing the storage of electronic data; to avoid the “hoarding” of CCSI in paper format or in emails, (where it is not necessary for day-to-day work purposes); and to ensure that departments label and register their CCSI so that uncontrolled duplication of CCSI is avoided.

Those departments, which have had an assurance review, have received a short report summarizing the findings in their area, and outlining in detail what needs to be done to make progress. The recommended actions, deadlines and responsibilities have been agreed with the relevant department managers.

Rights Management Service (RMS)

This was rolled out in May 2009 and should be used to protect CCSI and other confidential documents during their transmission and storage, across all departments.

How to Use RMS

- For Microsoft Office generated files

(e.g. Word, Excel, PowerPoint), access the “Prepare” and “**Restrict permission**” options, which can be found by clicking on the “Office” menu button on the top left of your toolbar. This enables you to apply a variety of usage rights to your document: how the recipient can use the information and for how long – in terms of opening, modifying, or saving the data and the file itself.

- When sending an Outlook email, access the “Permission” button, which again can be found by clicking on the “Office” menu button on your toolbar. This will enable you to apply similar usage rights to the email text, and any email attachments.
- RMS helps to safeguard electronic CCSI and any confidential data from unauthorized access, both online and offline, inside and outside of Qatargas’s network – and removes the need to password-protect individual files or encrypt emails.

Users can choose from a variety of usage rights to define the period that recipients can use the information you send to them, and to define who can open, modify, print, copy or forward the content.

Legislative Update

We will provide you on a regular basis, with details of emerging and current issues and news from the major geographical markets where Qatargas operates, relating to the operation of competition and anti-trust laws in those markets.

European Union (EU) Competition Rules Become Stricter.

- In a recent judgment (C-89/08, T-Mobile et al), the European Court of Justice determined that even a single meeting, or interaction, between competitors can be sufficient to apply the concept of “concerted practice” as laid down in Article 81(1) of the EC Treaty, and thus be considered to be anti-competitive and illegal.
- This now means that, to be considered a violation of the EU competition rules, it is not necessary for competitors to have concerted together on a regular basis over a long period of time. Rather, the court emphasized in this case that one single exchange of information, which is capable of removing uncertainties between

competitors regarding their business conduct, must be regarded as pursuing an anti-competitive object – irrespective of whether there is actual prevention, restriction or distortion of competition.

The implication for Qatargas is that compliance with the EU competition rules has become more challenging and our Firewall regime will need to remain robust. Under the evidence shown in this case, even a single breach of the Firewall may be found to constitute anti-competitive behavior by the EU Competition Regulator.

IT Update

The Compliance Department, with valuable assistance and advice from the IT Department, is seeking to develop tools and enhancements to assist you in protecting your electronic CCSI. Here are details of a forthcoming initiative.

FollowMe Secure Printing

- This is a solution being launched shortly in certain departments, which handle CCSI. It will help to prevent the uncontrolled printing of CCSI (or any document for

that matter) to network printers. With the functionality enabled, the person wishing to print a document will hit “Print” as normal, but their print job will be “stored” securely on the printer network server. The document will then only print when the person identifies himself or herself at the printer itself, using their existing Qatargas swipe cards.

- This will provide secure and private printing facilities for departments and avoid the risk of CCSI being left unattended and uncollected in printer out-trays.

FollowMe will also prevent you from having to wait at a printer for prior print jobs in the network queue to be completed, because your print job will come to the head of the print queue as soon as you use your swipe card at the printer.

Firewall Awareness

The Compliance Department recently launched a poster campaign to raise awareness of how to keep sensitive data secure. The poster is replicated below for information.

(see Firewall Compliance on next page)

FIREWALL COMPLIANCE

Follow these simple guidelines to help keep your data secure.

PASSING ON INFORMATION



You know what is “commercially and competitively sensitive information” (CCSI)*, and who is entitled to access it.

CCSI is data that is not publicly available; and, is relevant to a company’s behavior in the market.



CCSI has four defined categories: the marketing of LNG; new shareholders or purchasers; royalties; and pricing.

Secondees may only see CCSI where their employer has a shareholding in the JV to which it relates.

* refer to the Firewall Compliance Policy (00.04.00.01)



AVOID giving people access to data for which they do not have a “need to know,” including at meetings.

The “need to know” means that an individual has a legitimate need to receive the information because of their role in the company.



FILING RECORDS AND DATA



KEEP CCSI and other confidential data in access-restricted Share Point folders as far as possible.



Share Point provides a library or register of electronic CCSI. It enables personnel to search for a specific document. It helps avoid the unnecessary duplication of documents and data.



DO NOT make multiple copies of CCSI, or keep printed versions if the files can be electronically filed on Share Point.



Create venture-specific “CCSI” labeled folders on Share Point to file CCSI.

GENERAL SECURITY



ALWAYS make sure you transmit CCSI securely.



Use the Rights Management Service (RMS) to set permissions over who can open and read your messages/ documents; and restrict what the recipients can do - copy, edit, print or forward – with the files.

RMS can be used when sending emails to protect CCSI files sent as attachments.



NEVER leave CCSI on open display or in insecure locations when not in use.



Adopt a “clear desk” policy. Keep CCSI in locked cabinets or desks, particularly in open-plan offices.

Ensure that physical access to office premises, where CCSI is stored or handled, is restricted to authorized employees or personnel.

CONTACT US

If you have any questions relating to the Qatargas Firewall or the operation of applicable anti-trust laws, please contact **Lawrence Wright**, Compliance Manager (Lwright@qatargas.com.qa) or **David Smale**, Compliance Advisor (dsmale@qatargas.com.qa).

DISCLAIMER

Nothing in this publication should be construed as legal advice from any lawyer of the Qatargas Legal Department. The Firewall articles published in this newsletter are general summaries of developments or matters of information, and may not apply directly to any specific circumstances. Professional advice should, therefore, be sought before action based on this article is taken.

WAREHOUSE – A CRUCIAL ELEMENT IN EFFICIENT AND RELIABLE OPERATIONS

The Qatargas Warehouse Division plays a crucial role in supporting the smooth and reliable operation of all of Qatargas' assets which include the LNG trains, Laffan Refinery, Common Sulfur facilities and the various ventures under Ras Laffan Terminal Operations.

The warehouse comprises five buildings with approximately 18,000 m² of covered storage area in addition to an open material yard. All general spare parts, capitals spares, consumables, safety personal protective equipment (PPE), chemicals, lubricants, gases and other items are stored and distributed at these facilities. A total of 73,000 line items are stored in the warehouse with a gross estimated value of USD 279 million.

According to the Head of Warehouse, Mohammed Yousuf, "The warehouse is the life line of plant operation. The warehouse serves internal customers and adds value to the organization. We have played a crucial role in the smooth commissioning and start up of all of Qatargas' projects by ensuring timely receipt and delivery of essential materials."

The warehouse is divided into three main

sections – Material Control, Goods Receiving and Bin & Issue. The functions of these sections are outlined below:

MATERIAL CONTROL

- Create material database for all new materials coming into the warehouse inventory.
- Replenish all materials as required.
- Update stock description as and when requested by user department.
- Cycle count inventory of all warehouse stock.
- Load all projects stock data to SAP system and create HPO (Historical Purchase Order) for receiving project material into warehouse inventory.
- Generate various SAP reports.
- File all warehouse related documentation.

GOODS RECEIVING

- Receipt of all material from local or overseas suppliers or EPC contractors as per given specifications on the purchase order.
- Carry out article check and get quality inspection of materials done through QA/QC Inspector.

- Responsible for receiving all chemicals, lubricants and gases.
- After all verification, enter all goods into SAP system and do vendor evaluation.
- Despatch/receive material to/from North Field Bravo.

BIN & ISSUE

- Issue material from warehouse inventory to user department as required.
- Ensure stock availability at all times in the warehouse.
- Provide call-out services after working hours.
- Bin all material as per bin management system.
- Preserve materials as per given procedure.
- Ensure 24 hours operation during shutdown or commissioning & start up of new trains/refinery etc.

All of the above jobs are currently carried out by about 32 staff (18 Qatargas employees and 14 contractors).

"To receive and accommodate spares before the commissioning & start up of Qatargas 2 Train 4 & 5, Laffan Refinery and Common Sulfur

Facilities with the available resources was a major challenge. We successfully managed to receive and store more than 36,000 line items in our existing facilities. We also manage Qatargas 1 operations and shutdown activities with high levels of customer satisfaction without compromising on project material process. **However, our most significant achievement throughout this operation is that we have had no incidents in the warehouse premises where hundreds of trucks, forklifts and cranes operate round the clock. We have received materials from as heavy as 100 tonnes to as light as 5 grams," says Yousuf.**

"Variances in inventory is a good indication of how efficient a warehouse is. A variance in warehouse terms is when the actual availability (and bin location qty) of a particular item does not match the database record. Today, our variances in inventory are less than 0.033% which means one variance out of 3000 line items – which is exceptional in any warehouse industry. This would not have been possible without the dedication and hard work of the

highly qualified Warehouse team." says Yousuf.

Yousuf lists the following elements as the key strategic elements that have contributed to the success of the warehouse:

- A unified team working together to achieve a common vision – efficient and reliable operations and customer satisfaction.
- The early involvement at the project stage of key materials management professionals.
- Strict adherence to the Qatargas Warehouse procedures and material description protocols.

A material database guide was prepared with standards for stock item descriptions. All spare parts were entered into the database using this guide to ensure consistency of descriptions for all the 73,000 line items. Descriptions were reviewed after entry to ensure that database standards were adhered to and that errors were corrected.

The result is a user-friendly inventory, with consistency for users conducting part number or descriptions searches, and easy reorder of stock items with suppliers based on accurate manufacturer information. A further bonus

is the easy identification of duplicate stock items, enabling the consolidation of duplicate items and the lowering of overall stock levels.

- Controlled access into Warehouse
- Recruitment of qualified staff and employee motivation.

The major challenges he sees for next year are:

- In 2010, the warehouse inventory will receive about 26,000 line items including 16,000 for Qatargas 3 & 4 onshore, 2,000 for Qatargas 3 & 4 offshore, and 2000 for Common Off Plot.
- To provide 24 hours warehouse operation during Train 6 and 7 commissioning and start up.
- Obtain Permanent Warehouse building to accommodate high cost and large items, like rotors, motors, transformers, VFD etc.
- 2010 Shutdown for Train 3 and Train 4.

Summing up the success of the warehouse, Yousuf says, "In the end, the success of the warehouse is because everyone works as part of a single team and look out for each other's safety." ■



CLIMATE CHANGE

It seems like everyone is talking about climate change and global warming at the moment, from politicians and TV news programmes, to celebrities and pop stars as well as large energy and oil and

gas companies. But are you confused about what the issues actually are, what's causing them and, most importantly, what we can all do to be a part of the solution to this critical issue?

Read on to find more details about the issues surrounding climate change.

What is Climate Change?

The Earth's climate is forever changing. Temperatures across the planet have naturally risen and fallen for millions of years causing many changes in the Earth's landscape during that time, resulting in shifts from planet-wide tropical conditions to frozen ice ages.

The last ice age on Earth ended around 10,000 years ago and the planet's climate has been relatively stable since that time. However, over the past 100 years or so the Earth's climate has warmed considerably more than expected.

Scientific research shows that the 20th century was most likely to have been the warmest century for more than 1000 years, with the ten warmest years on record all being noted since 1990.

The majority of scientists agree that, if

things carry on as they are, this warming of the Earth will continue and, most likely, accelerate over the coming 100 years, causing potentially dramatic changes to our day-to-day climate.

So why the sudden rise?

The general consensus attributes the acceleration of temperatures in the last century to an increase in Greenhouse Gases in the Earth's atmosphere. These gases form a natural layer around the planet, trapping heat from the sun in our atmosphere and keeping the planet warmed to its current temperatures.

However, this layer of gases has increased dramatically in the past 200 years and is currently at its thickest for over 800,000 years. As it thickens, it traps increasing amounts of heat within our atmosphere,

causing the planet to warm up quicker than before. This is the effect commonly referred to as Global Warming.

The sharp increase in these greenhouse gases over the past century is put down to human activity. One of the main greenhouse gases is carbon dioxide - CO2 - and we are generating vast amounts of additional carbon dioxide over and above what would otherwise be created naturally through human activity.

There are two key factors in our activities which are contributing to increased levels of greenhouse gases in the atmosphere. The first is the burning of fossil fuels to provide power for our day-to-day lives. Burning these fuels releases huge volumes of carbon dioxide into the atmosphere and, as large parts of the world develop, so the demand for energy and fuel grows to power our homes, factories, cars, planes, ships and more.

Secondly, we are chopping down more trees than ever before to clear land for development and agriculture, and to produce paper and timber. Trees naturally absorb carbon dioxide so, with fewer trees on the planet, the carbon dioxide in the atmosphere continues to build and contribute to the greenhouse gas layer.

What's likely to happen?

Although it's difficult to precisely predict the climate over the coming century, most scientists are in agreement that we should expect to see average temperature increases of between 1 and 4°C in the coming 70-80 years unless something is done to curb the increase in greenhouse gases.

Although this may not sound like much, the impact on the Earth's climate is likely to be substantial as a result of this change.

Scientists predict more extreme weather conditions with hotter, dryer summers and warmer but much wetter winters in most places. An increase in erratic and severe weather activity is also leading to increased flooding and storm damage to property in winter months, and more drought conditions in the summer, affecting crop production and biodiversity.

The warming and melting of polar ice sheets is predicted to lead to a rise in sea levels, resulting in severe flooding in many heavily populated areas of the world.

Around the globe, higher temperatures are likely to lead to an increase in disease. Carriers of disease, such as mosquitoes, may move further around the world due to the increasingly warm climates of different countries.

Agriculture is likely to be affected with

dryer summers impacting on the quantity and quality of crop production, while wildlife is also expected to suffer as the natural habitat changes.

So what do we do to stop it?

The truth is that the damage has already been done for the next 30-40 years and any change we make now will not be enough to reverse the expected climate changes for the next 3 to 4 decades. However, what we CAN do is to take action now to make sure things are re-established by the middle of the century rather than continuing to get worse.

The key to reducing global warming and bringing the increase in climate temperatures back to a steady growth level lies in reducing the volume of greenhouse gases being pumped into the atmosphere as a result of human activity.





Making simple changes in our lifestyles can have a dramatic impact on reducing overall emission levels.

Surely my own individual actions can't make any difference to this huge global problem?

It's true that climate change is a large-scale, worldwide problem with many different individuals, businesses and governments all needing to do their bit to provide a complete solution. However, do not under-estimate the impact that you and your individual actions can have. Every single action makes a difference! The following list of actions you can easily undertake for little or no cost and significantly reduce your greenhouse gas emissions:

- Cars are the highest source of greenhouse gases from households and account for 34% of the total emissions. To reduce your greenhouse gas emissions, aim to leave your car at home once a week if you can and consider purchasing a lower emission vehicle. This will save you money too!
- Wash your clothes with cold water. Cut your energy use by using only the cold cycle on your washing machine. Compared to a hot wash, this will save 4 kilograms of greenhouse gas per wash.
- Take shorter showers. Keep your showers to four minutes; you will save up to half a kilogram of greenhouse gas for every minute.
- Lower hot water thermostat. Most systems come with a thermostat and you can get an electrician or plumber to vary the set temperature. It is recommended that you don't set the thermostat lower than 60°C. Remember to switch the water heater off if you are going away for more than a few days.
- Turn electrical appliances off at the wall. Many appliances use electricity even when they are not in use. When appliances are switched off at the appliance, but left on at the wall, they may use some energy called 'standby' power. Typically this is between 1 and 20 watts, with most appliances using less than 5 watts – that's around 45 kilograms of greenhouse gas each year for each item.
- Don't over-cool your home. A difference of one degree can reduce energy consumption and greenhouse pollution by up to 10%. Set the A/C temperature as high as you can for comfortable cooling.
- The fridge uses a lot of energy and the older your fridge is, the higher the probability that it will be a big polluter. Set the thermostat correctly. Fresh food compartments should be set at around 3 °C to 5°C and freezers should be set between -15°C and -18°C.

The more people carry out these simple measures, the lower our total emissions will be. So, before you know it, your individual effort to make a difference can snowball into a worldwide solution - but only if we all act now and act together.

What is Qatargas doing to manage the issue?

Qatargas, via our Environmental Affairs Section, is continuing with the development and implementation of our greenhouse gas (GHG) management plan and strategy which is Phase II of a project to prepare the company to efficiently manage, and where possible reduce, GHG and other emissions from our operations.

Phase I of this project focused on identifying and describing the trends and developments of GHG policies, projects and markets domestically, regionally and internationally and how this will affect business decisions and environmental performance requirements at Qatargas. Phase I also analysed the impact of climate change on Qatargas operations, and the opportunities available for the company to

reduce their GHG emissions and participate in the global carbon market.

During Phase II of the project, Qatargas will consult with one of the world's leading GHG management advisory companies who will deliver expert technical assistance in partnership with the Environmental Affairs Section as well as knowledge transfer to access, utilise and implement the latest GHG tools, technologies and methodologies. By doing so, we aim to identify how we can better manage our GHG footprint (in line with our Direction Statement) and the associated risks (and opportunities), achieve cost savings, and realise the many advantages of participation in the global carbon market.

For further information on any of the above please contact the Environmental Affairs Section. ■





QATARGAS OPEN GOLF ENTERS SECOND DECADE

The eleventh edition of the annual Qatargas Golf Open golf tournament was held on 4th and 5th December at the Doha Golf Club. Saleh Ali Misbah was declared the overall winner after two days of exciting competition. Ken Marnoch secured the first position among Qatargas employees. A special ceremony was held to celebrate the successful conclusion of the event and award prizes to the winners. Ghanim Al-Kuwari, Qatargas Chief Operating Officer - Administration, gave away the prizes.

Addressing the players and guests, Mr. Al-Kuwari said; "We are very pleased to host and organize such a successful tournament. Qatargas Open golf, which is now into its second decade, is one of the most popular events on Doha's golfing calendar. Congratulations to the winners and thank you all for the wonderful participation."

Following the awards ceremony the players and invitees enjoyed the evening with a buffet dinner and live entertainment. ■



11TH QATARGAS GOLF OPEN RESULTS:

OVERALL WINNER	LADIES DIVISION	JUNIORS ACADEMY SCRAMBLE
4TH & 5TH OF DECEMBER 2009	5TH OF DECEMBER 2009	RESULT:
Saleh Ali Misbah.....78 Pts.	1 st Uzma Mir 79 Pts. 2 nd Rose Quilacio 71 Pts.	1 st Faisal Mir 31 Grs. Yoseph Dance Maha Al Mohanadi Abdulla Waheed
BEST QATARGAS EMPLOYEE	SPECIAL PRIZES:	2 nd Husam Al Hashimi 32 Grs. Mikkel Mathiesen Abdul Rahman Thani Al Kuwari Yasmin Gholoma
Kenneth Marnoch.....73 Pts.	Day 1 (Morning)	3 rd Scott Rose 34 Grs. Countback Rayan Delboux Mohd Saad Al Mohanadi Abdul Aziz Alkaabi
MENS DIVISION	Longest Drive: Hole # 9 (Men)..... Bill Jordan Nearest to The Pin: Hole # 17 (Men)..... Steve Mullins	SPECIAL PRIZES:
FLIGHT A = HANDICAP 0 TO 13	Longest Drive: Hole # 6 (Ladies)..... Annette Hansen Nearest to The Pin: Hole # (Ladies) . Matsuyo Etherington	Nearest to The Pin: Hole # 2 Christine Mathiesen Longest Drive: Hole # 8 Faisal Mir Longest Putt Holed: Hole # 5 . Husam Al Hashimi
1 st Abdul Aziz Al Boainin76 Pts. 2 nd Dan Callens72 Pts.	Day 1 (Afternoon)	
FLIGHT B = HANDICAP 14 TO 20	Longest Drive: Hole # 9 (Men)..... Salman Al Khanji Nearest to The Pin: Hole # 17 (Men) Hashim Jaya	
1 st Ricardo Francis 68 Pts. 2 nd Mark Laudick67 Pts.	Longest Drive: Hole # 6 (Ladies)..... Taddy Dance Nearest to The Pin: Hole # 13 (Ladies) ... Philippa Clancey	
FLIGHT C = HANDICAP 21 TO 28	Day 2 (Morning)	
1 st Zhou Hongbo69 Pts. Countback 2 nd Abdul Aziz Al Muhannadi 69 Pts.	Longest Drive: Hole # 6 (Men)..... Dan Callens Nearest to The Pin: Hole # 8 (Men)..... Allan Macinnes	
	Longest Drive: Hole # 10 (Ladies) Anne Marie Mathiesen Nearest to The Pin: Hole # 17 (Ladies)MatsuyoEtherington	
	Day 2 (Afternoon)	
	Longest Drive: Hole # 6 (Men)..... Chang See Jeong Nearest to The Pin: Hole # 8 (Men) Ricardo Francis	
	Longest Drive: Hole # 10 (Ladies)..... Philippa Clancey Nearest to The Pin: Hole # 17 (Ladies).... Philippa Clancey	



The participants with Mr. Faisal Al-Suwaidi (seated, fourth from left) and the winner Mr. Mitsuhiro Kodama (second row, fourth from left).

THE 8TH QATAR CUP INVITATIONAL GOLF

The 8th Qatar Cup Invitational Golf was held on 21st November at Ryouzen Golf Club, near Nagoya City, hosted by Mr. Faisal Al-Suwaidi, Chairman and Chief Executive Officer of Qatargas.

A total of 31 players enjoyed the social golf day, attended by Japanese LNG buyers, shareholders, shipping companies, engineering companies, and Qatargas.

Mr. Mitsuhiro Kodama, General Manager of Gas Resources Department, Toho Gas, secured the top position and received the winner's trophy from Mr. Alaa Abujbara, Marketing Director of Qatargas.

The best gross prize was received by Mr. Yutaka Kimura, General Manager, LNG Project Division I, Mitsui & Co. with a gross score of 84. ■