

# THE PIONEER

ISSUE 154 – QUARTER FOUR 2016

**FROM QATAR  
TO JAPAN**  
QATARGAS CELEBRATES  
20 YEARS  
OF SUCCESSFUL  
LNG DELIVERY



## **LAFFAN REFINERY 2 LAUNCHES**

INAUGURATED BY QATAR'S EMIR HH SHEIKH  
TAMIM BIN HAMAD AL-THANI



## DELIVERING REMARKABLE ACHIEVEMENTS THROUGH CONTINUED INNOVATION

**We are committed to being the World's Premier LNG Company providing reliable, clean energy.**

Throughout our history, Qatargas has pursued innovative solutions to make the seemingly impossible a reality. For example, we operate four of the largest LNG mega trains in the world. We know that innovation leads to remarkable achievements, and our commitment to innovation will continue to shape the LNG industry.

**The World's Premier LNG Company**  
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**QATARGAS**

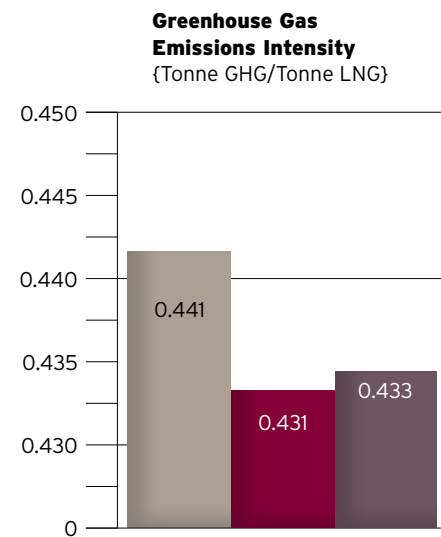
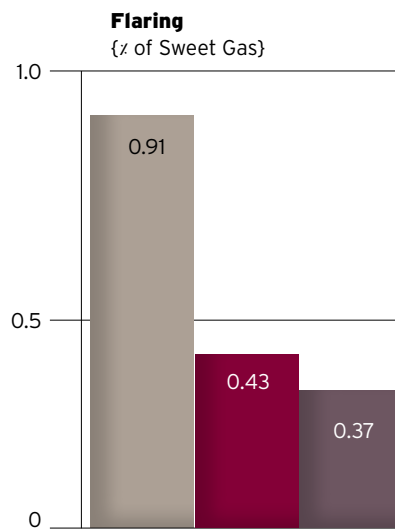
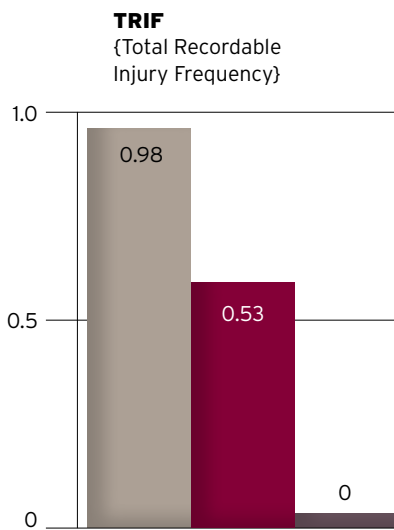
# QATARGAS CORPORATE SCORECARD

YEAR TO DATE DECEMBER 2016



## SAFETY, HEALTH AND ENVIRONMENTAL PERFORMANCE

Qatargas outperforming industry



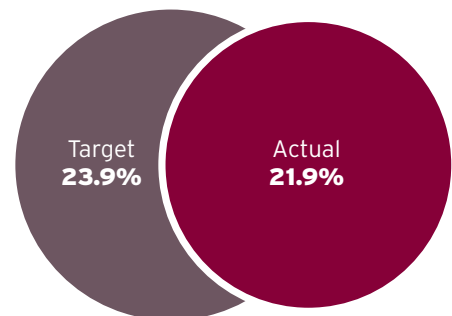
Industry Average  
Actual  
Target

## QATARIZATION

A High Calibre and Diverse Workforce  
{Total Headcount}

## EFFICIENT AND RELIABLE OPERATIONS

	Industry Average	Actual	Target
LNG Reliability	96.5%	96.7%	97.5%
LR Reliability	95%	99.2%	98.5%
Expenditure vs Target	N/A	82%	N/A



## CUSTOMER SATISFACTION

	Actual	Target
Reliable Deliveries	100%	100%
Positive Responses to Customer Change Requests	93%	85%

## FINANCIAL PERFORMANCE

	Actual	Target
Sales Volume (Million Tonnes)	58.9	59.9

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## PIONEER

THE MAGAZINE OF QATARGAS OPERATING COMPANY LIMITED

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## QATARGAS COMMEMORATES 20 YEARS OF LNG DELIVERIES TO JAPAN, AND INAUGURATES LAFFAN REFINERY 2

## LAFFAN REFINERY 2 INAUGURATION UNDERSCORES QATARGAS' REPUTATION FOR OPERATIONAL EXCELLENCE



The recent inauguration of Laffan Refinery 2 is a major achievement for the State of Qatar and the culmination of a strategic long-term vision to diversify Qatar's energy mix. Located at Qatargas' world-class facilities in Ras Laffan Industrial City, Laffan Refinery 2 is also a testament to the Company's capability to administer the resources of Qatar safely, efficiently and reliably.

Laffan Refinery 2 will refine 146,000 barrels per day of condensate from the North Field, the largest non-associated natural gas reserve in the world, doubling Qatar's condensate refining capacity to 292,000 barrels per day. The new refinery will process this condensate to produce five high quality products, including Naphtha, Kerojet (A-1), Ultra Low Sulfur Diesel (ULSD), Propane and Butane, for both local and international markets.

Our state-of-the-art refinery will make a significant contribution to the sustained, economic development of the State of Qatar by optimising Qatar's natural resources for generations to come. Qatargas is both honoured and proud to have played such an instrumental role in

the launch of Laffan Refinery 2. It is a critically important responsibility - the success of which underscores both the Company's reputation for operational excellence and as a major contributor to the prosperity and future of Qatar.

Qatargas also recently commemorated 20 years of successful deliveries to our first and most enduring customer, Japan. Over the past two decades, and ever since the first successful delivery of LNG to Japan, Qatargas has safely and reliably delivered more than 2,600 LNG cargoes to Japan. Qatargas is very proud of our strong relationship with our Japanese customers and partners - a relationship that has formed the foundation for our journey to become the World's Premier LNG Company. During this special occasion, we expressed our gratitude and appreciation to our Japanese customers and partners, and reaffirmed our unwavering commitment to supplying reliable, clean energy to Japan.

Turning to safety, and as reviewed during our annual Town Hall meetings, 2016 was an outstanding year at Qatargas for safety. There were zero lost-time incidents (LTI), a record high of 138 consecutive incident and injury free (IIF) days, only one Process Safety Tier 1 incident, a 14% year-on-year reduction in Total Recordable Incidents Frequency and a 36% reduction in recordable injuries.

Qatargas' Common LNG Storage and Loading Asset (CLNGSL) also completed seven consecutive years of operations without a Lost Time Incident (LTI).

This was the best safety record since the Company was established in 1984 and I commend all of our staff for this great performance. In acknowledgement of the ongoing success of the Qatargas Incident and Injury Free (IIF) culture - which continues to safeguard employees, contractors and facilities - Qatargas was awarded the Shell 'Goal Zero' Award and the British Safety Council Sword and Globe of Honour awards.

Safety forms the cornerstone of our operations - from our LNG deliveries to customers all over the world, to the construction and inauguration of Laffan Refinery 2. I would therefore like to acknowledge the outstanding contribution of Qatargas employees in reaching the above-mentioned milestones, and express my appreciation for their commitment to operate our resources safely, efficiently and reliably.

**KHALID BIN KHALIFA AL-THANI  
CEO, QATARGAS**

# QATAR'S EMIR HH SHEIKH TAMIM BIN HAMAD AL-THANI INAUGURATES LAFFAN REFINERY 2

The start of operations of Laffan Refinery 2 marks the culmination of the strategic expansion of Qatargas' world-class facilities in Ras Laffan Industrial City, a major achievement for Qatar that effectively doubles the State's condensate refining capability.

► **"We were deeply honoured by the patronage and presence of His Highness the Emir Sheikh Tamim Bin Hamad Al-Thani. This inauguration is the result of the wise leadership and directives of His Highness the Emir."** - Saad Sherida Al-Kaabi, President and CEO of Qatar Petroleum, and Chairman of Qatargas Board of Directors. ◀

His Highness Sheikh Tamim Bin Hamad Al-Thani, the Emir of the State of Qatar, inaugurated the new Laffan Refinery 2 in a special ceremony held at Qatar National Convention Centre in February and attended by top-level dignitaries, including senior ministers and officials, project shareholders, and leading industry executives.

The inauguration of Laffan Refinery 2 marked the official culmination of a strategic expansion of Qatargas' world-class facilities in Ras Laffan Industrial City. The project will refine 146,000 barrels per day of condensate from the North Field, the largest non-associated natural gas reserve in the world, doubling Qatar's condensate refining capacity to 292,000 barrels per day.

Laffan Refinery 2 is a critical milestone in the development of the oil and gas sector in Qatar due to its strategic role in diversifying Qatar's energy mix. As such, Laffan Refinery 2 will make a significant contribution to the sustained economic development of the State of Qatar by optimising the country's natural resources for generations to come.

Saad Sherida Al-Kaabi, President and CEO of Qatar Petroleum, and Chairman of Qatargas Board of Directors said: "We were deeply honoured by the patronage and presence of His Highness the Emir Sheikh Tamim Bin Hamad Al-Thani. This inauguration is the result of the wise leadership and directives of His Highness the Emir, and is another step on the road to a better future as mapped by Qatar



Emir of the State of Qatar, His Highness Sheikh Tamim Bin Hamad Al-Thani, inaugurates Laffan Refinery 2 in the presence of Prime Minister Sheikh Abdullah Bin Nasser Bin Khalifa Al-Thani and other dignitaries.



The exclusive event was attended by His Highness Sheikh Tamim Bin Hamad Al-Thani, the Emir of the State of Qatar, ministers and dignitaries from Qatar's oil and gas and business sectors and government officials.

► **Laffan Refinery 2 not only creates value for the State of Qatar and its shareholders, but also adheres to the highest environmental standards through low gas emissions, zero flaring and zero waste water discharge to the sea.** ◀



QP President and CEO and Qatargas Chairman Saad Sherida Al-Kaabi dedicated the inauguration to HH the Emir and described it as "another step on the road to a better future as mapped by Qatar Vision 2030, which was launched by His Highness the Emir."

National Vision 2030, which was launched by His Highness the Emir. This Vision has laid the foundations to transform Qatar into an advanced country, capable of achieving sustainable development and ensuring the continuation of a dignified life for its people, generation after generation."

Al Kaabi added: "We, in Qatar Petroleum and its subsidiaries and joint ventures, have been working to achieve the pillars of this Vision, and have worked to ensure the wise and prudent management of our hydrocarbon resources, the calculated and diverse investment, the development of the Qatari citizen, and the ability to implement our projects with the highest international environmental standards."

He also noted that by adding this project to Laffan Refinery 1, "the refining capacity will double to 292,000 barrels per day, which is equal to 100 million barrels per year, making Ras Laffan Industrial City one of the biggest condensate refining locations in the world."

Khalid Bin Khalifa Al-Thani, Qatargas Chief Executive Officer, said: "Qatargas has a distinguished track record for constructing and managing innovative facilities such as Laffan Refinery 2. This new refinery is a clear



Laffan Refinery 2 began commercial operations in December 2016.

demonstration of Qatargas' ability to manage and operate our resources safely, efficiently and reliably, and further strengthens our reputation for value creation and operational excellence. At Qatargas, we are proud of the trust bestowed upon us to enhance Qatar's leadership position in the energy sector."

Laffan Refinery 2 not only creates value for the State of Qatar and its shareholders, but also adheres to the highest environmental

5

The number of high quality products Laffan Refinery 2 will produce, including Naphtha, Kerojet (A-1), Ultra Low Sulfur Diesel, Propane and Butane.

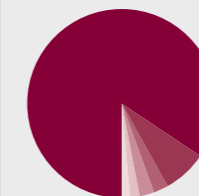
standards through low gas emissions, zero flaring during normal operation, and zero waste water discharge to the sea. In addition, Laffan Refinery 2 includes a waste water recycling facility, which treats industrial water from Laffan Refinery 1 and Laffan Refinery 2. The recycled water is then re-used as boiler feed water and cooling water, reducing water consumption and eliminating the discharge of treated industrial water.

The new refinery processes condensate to produce five high quality products. These will deliver valuable support to the energy and industry sectors by providing energy sources and raw feedstock material, namely low Sulfur, Euro-V specification products such as Naphtha, Kerojet (A-1), Ultra Low Sulfur Diesel (ULSD), Propane and Butane for local and international markets. Alongside Laffan Refinery 1, this new facility is strategically important due to its role in diversifying Qatar's energy mix and creates new economic opportunities by enhancing export capacity and therefore the ability to supply international demand for energy.

Qatargas, the World's Premier LNG Company, operates the refinery on behalf of Laffan Refinery 2's shareholders: Qatar Petroleum (84 percent), Total (10 percent), Cosmo (2 percent), Idemitsu (2 percent), Mitsui (1 percent) and Marubeni (1 percent).

► **"This new refinery is a clear demonstration of Qatargas' ability to manage and operate our resources safely, efficiently and reliably, and further strengthens our reputation for value creation and operational excellence."** - Khalid Bin Khalifa Al-Thani, Qatargas Chief Executive Officer. ◀

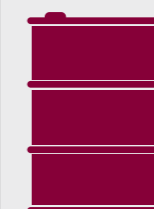
## LAFFAN REFINERY 2 FACTS AND FIGURES



**LR2 Shareholders**  
Qatar Petroleum (QP) [84%], Total [10%], Idemitsu [2%], Cosmo [2%], Marubeni [1%] and Mitsui [1%]



**7200**  
At its peak more than 7200 individuals were involved in the construction (direct and indirect) of Laffan Refinery 2.

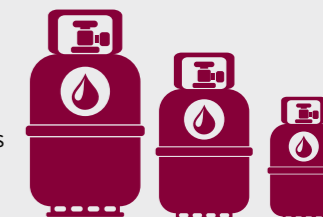


**146,000**  
LR2 is designed to process 146,000 barrels per stream day (BPSD) of condensate feedstock, effectively doubling the refining capacity of the State of Qatar.

### Refined Products

Laffan Refinery 2 will produce the following products:

- Naphtha 61,230 BPSD
- Kerojet (A-1) 51,550 BPSD
- Ultra Low Sulfur Diesel 23,610 BPSD
- Liquefied Petroleum Gas (LPG), 850 tonnes per day including:
  - 7200 BPSD Butane
  - 2400 BPSD Propane



### Environmental Aspects

LR2 is designed to meet State of Qatar environmental standards and operating permit requirements as specified by the Qatar Ministry of Municipality and Environment (MME). These include, but are not limited to:



- Laffan Refinery 2 holding the highest environmental standards through low gas emissions; zero flaring during normal operation; and zero waste water discharge to the sea.
- Ultra-Low NOx burners installed in all fired heaters, meeting stringent NOx emission limits of 55 mg/Nm<sup>3</sup>, thus minimising NOx emissions to the atmosphere.
- Desalinated water will be obtained post wastewater treatment which will be used within the plant while the reject wastewater, meeting irrigation water quality standards, will be reused for on-plot landscaping.
- By locally producing kerojet and diesel, LR1 and LR2 are able to minimise the environmental footprint of both transportation and import of these products.
- Like LR1, all products from LR2 will be hydro-treated to reduce the content of sulphur, meeting the most stringent environmental and fuel quality standards.
- The products from LR1 and LR2, which include diesel and LPG (propane and butane) are globally marketable and highly valued as environmentally friendly fuels due to their low sulphur content. The diesel produced by LR1 and LR2 meets the EURO-V diesel fuel specification and is classified as ultra-low sulphur diesel.

### Sources of Condensate Feed Stock

- Qatargas Ventures
- RasGas Ventures
- Barzan
- Al-Khaleej Gas



# CELEBRATING 20 YEARS OF SAFE AND RELIABLE LNG DELIVERY



Qatargas-chartered LNG vessel 'Al Zubarah' delivered the debut consignment of Qatari LNG, to Chubu Electric Company, in Kawagoe, Japan on February 10, 1997.

The Company recently commemorated two decades of successful deliveries with a special ceremony marking the 20th anniversary of Qatargas' first-ever delivery of LNG to Japan in 1997.

Following the signing of a Sale and Purchase Agreement with Chubu Electric Company several years earlier, the newly commissioned liquefied natural gas (LNG) carrier 'Al Zubarah' delivered the debut consignment of Qatargas LNG to the Japanese energy firm in Kawagoe, Japan on February 10, 1997. The landmark delivery began a strong relationship between the two companies and their respective countries that endures and grows to this day.

Recently, dignitaries and leaders from Qatargas and Japan gathered at a special event in Qatar to officially mark 20 years of reliable deliveries of Qatargas LNG to Japan. Saad Sherida Al Kaabi, Qatar Petroleum President and Chief Executive Officer and Chairman of Qatargas' Board of Directors, noted that the State of Qatar's success in the energy industry is directly attributable to the high confidence it enjoys as a trusted and reliable global energy supplier.

In a statement issued on the occasion of the 20<sup>th</sup> anniversary of Qatar's first LNG cargo to Japan, he said: "The State of Qatar's position as the largest LNG producer in the world is enhanced by our commitment to producing LNG in a sustainable and environmentally-responsible manner. Ever since the first successful delivery of LNG, Qatargas has safely and reliably delivered more than 2,600 LNG cargoes to Japan over the past two decades."

Al Kaabi extolled the valued friendship with Japan, the foundation customers of Qatari LNG and touched on how Qatar demonstrated its unwavering commitment to the people of Japan in the aftermath of the Great East Japan earthquake and Tsunami in March 2011, when Qatar prioritised the delivery of additional LNG cargoes from Qatargas and RasGas to help meet Japan's urgent energy needs. "Qatargas' commitment to serving Japan's energy needs has never been stronger. We are focused on boosting

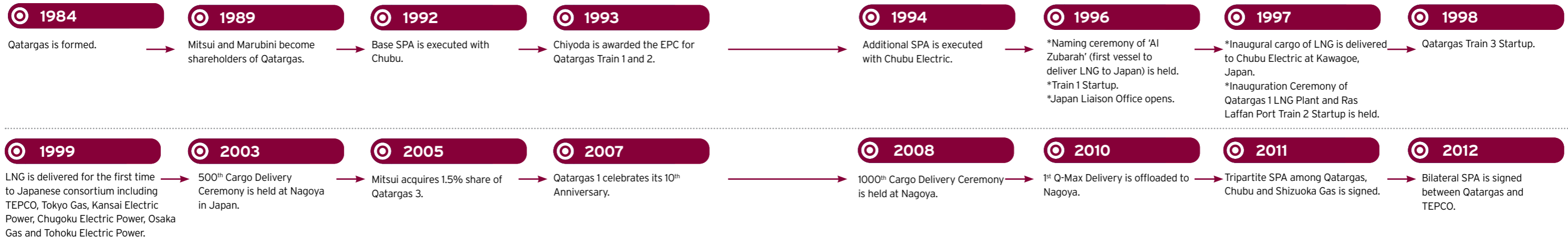
► **"Qatargas' commitment to serving Japan's energy needs has never been stronger. We are focused on boosting future cooperation with Japan, and building even stronger relations with our Japanese customers and friends."** - Saad Sherida Al Kaabi, Qatar Petroleum President and Chief Executive Officer and Chairman of Qatargas' Board of Directors. ◀

future cooperation with Japan, and building even stronger relations with our Japanese customers and friends," he added.

Al Kaabi also noted that the patronage and attendance of His Excellency Sheikh Abdullah bin Nasser Al-Thani, the Prime Minister and Minister of Interior, at the reception hosted by Qatargas, reflects the Qatari government's commitment to developing the oil and gas sector under the royal patronage and wise guidance of His Highness the Emir Sheikh Tamim Bin Hamad Al-Thani.

## FROM QATAR TO JAPAN: 20 YEARS OF RELIABLE LNG

## DELIVERIES





The elite of Qatari and Japanese executives gathered in Doha in February 2017 to celebrate 20 years of safe and reliable LNG deliveries to Japan.



Officials and staff of Qatargas and the Japanese buyers gather at the Ras Laffan Port to commemorate 20 years of safe and reliable LNG deliveries.

Commenting on the 20<sup>th</sup> anniversary of this important milestone, Khalid Bin Khalifa Al-Thani, Chief Executive Officer, Qatargas, said: "Qatargas is very proud of our strong relationship with our Japanese customers and partners - a relationship that has formed the foundation for our journey to become the World's Premier LNG Company. On this special occasion, we express our gratitude and appreciation to our Japanese customers and partners, and reaffirm our unwavering commitment to supplying reliable, clean energy to Japan. At Qatargas, we are committed to being the most reliable and

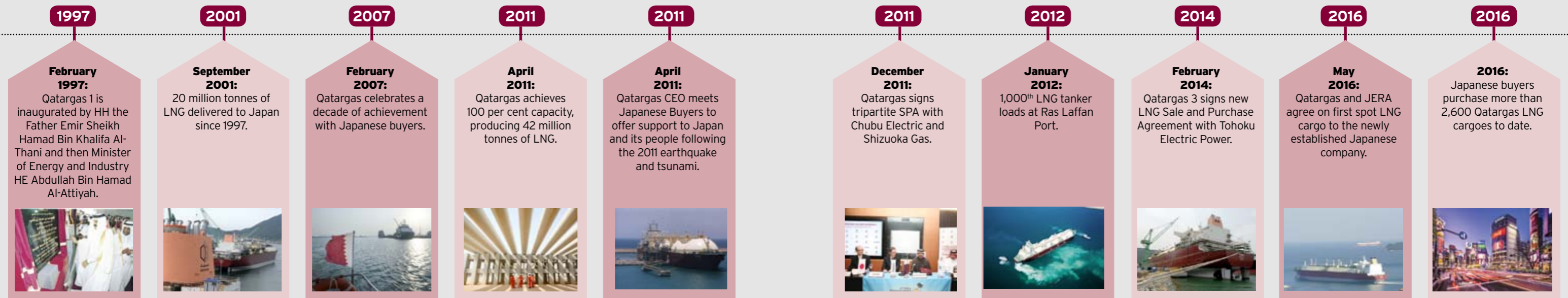
**2,600**  
Qatargas has delivered more than 2,600 LNG consignments to Japan since 1997.

flexible LNG supplier, and we look forward to safely delivering LNG to Japan for many more years."

The energy relations between the State of Qatar and Japan, which is the largest importer and the foundation customer of Qatari LNG, have grown since the first LNG cargo was delivered to the shores of Japan in January 1997. Qatargas' inaugural delivery was made possible by the historic sale and purchase agreement with Japan's Chubu Electric, and seven other Japanese buyers, who jointly imported 6 million tonnes of LNG per annum from Qatargas.

**► "Qatargas is very proud of our strong relationship with our Japanese customers and partners - a relationship that has formed the foundation for our journey to become the World's Premier LNG Company. On this special occasion, we express our gratitude and appreciation to our Japanese customers and partners." - Khalid Bin Khalifa Al-Thani, Chief Executive Officer, Qatargas. ◀**

## 20 YEARS: A VISUAL TIMELINE





# 18<sup>th</sup> TOWN HALL MEETING

30<sup>th</sup> November 2016

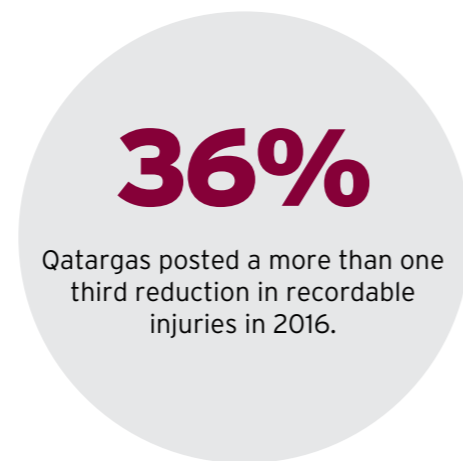
## TO OPENLY COMMUNICATE



The Qatargas Town Hall meetings allow employees to meet with the Qatargas Chief Executive Officer Khalid Bin Khalifa Al-Thani and the Management Leadership Team and openly communicate with them on the Company's performance and future plans.

## COMPANY'S 2016 ACHIEVEMENTS CELEBRATED AT 18TH QATARGAS TOWN HALL MEETINGS

In November and December 2016 Qatargas held its 18<sup>th</sup> Annual Town Hall meetings in Doha and Al Khor. These yearly assemblies provide an open forum for employees to meet with the Qatargas Chief Executive Officer Khalid Bin Khalifa Al-Thani and the Management Leadership Team to collectively review the Company's performance in the past year, as well as to set out strategic goals for the 12 months ahead.



### Year in review

In opening the Town Hall Meeting, the Corporate Planning Department highlighted an array of achievements from the year under review. Noteworthy accomplishments included a stellar safety performance, as Qatargas posted its best safety record since the Company was established in 1984. With zero lost time injuries and a 36% reduction in recordable injuries, the Qatargas Incident and Injury Free (IIF) culture continues to safeguard employees, contractors and facilities. To acknowledge this remarkable feat, Qatargas was awarded the Shell 'Goal Zero' Award in recognition of its outstanding safety performance.

In addition to its exceptional safety achievements, Qatargas maintained its focus on valued customers and extended the Company's client portfolio, welcoming new customers from the United Kingdom and Pakistan. During 2016, the Company also recorded zero late deliveries and zero off-specification deliveries and signed a Memorandum of Understanding with leading industry participants to explore the development of LNG as a marine fuel. Such initiatives demonstrate Qatargas' commitment and inventive approach to developing new market opportunities through collaboration and strategic partnerships.

Overall, the Company's performance in 2016 exemplifies how Qatargas is committed to being the World's Premier LNG Company and is leading the industry in safety, health and environmental performance, a high calibre workforce, efficient and reliable operations, customer satisfaction and stellar financial performance.

### 2017 outlook

Looking ahead to 2017, the Company remains ambitious and Qatargas aims to continue its excellent safety performance,

### SAFETY IS A CORE VALUE IN 2016, QATARGAS

- ✓ Recorded zero LTI overall and a 36% reduction in Recordable Injuries
- ✓ JBOG achieved 94% flare reduction
- ✓ Security Section achieved ISO 28000
- ✓ Posted 100+ consecutive injury free days
- ✓ Won British Safety Council Sword & Globe of Honour awards

and maintain its cost discipline approach - without jeopardising safety and operational performance - through innovative thinking and new ways of doing business.

Qatargas will continue to deliver on its 2020 Vision, maximising the value for the shareholders. In order to maintain our level of production, the North Field Production Sustainability project (NFPS) will be progressed and new niche markets will be targeted. The Company will maintain continuous development of employees through strategic partnerships with international universities and there will also be increased focus on local business development and partnerships and increased supply to the local energy market.

The stated goal and ambition of Qatargas is to efficiently continue to safely and reliably maintain the Company's contribution to the State of Qatar, both financially and through the development of its people. Maintaining Qatargas' industry leadership position will be supported by efficient resource management and 'Best in Class' performance.

► **In addition to its exceptional safety achievements throughout 2016, Qatargas maintained its focus on customer satisfaction and extended the Company's client portfolio.**

The Company's performance in 2016 exemplifies how Qatargas is committed to being the World's Premier LNG Company, leading the industry in safety, health and environmental performance. ◀

# QATARGAS AND RASGAS HOST 13<sup>TH</sup> ANNUAL ENGINEERING FORUM

Organised jointly by Qatargas and RasGas, this world-class Engineering Forum brought together engineering experts from leading oil and gas companies, academia and the private sector.



More than 350 participants recently attended the 13<sup>th</sup> Annual Qatargas-RasGas Engineering Forum.

## QATARGAS KEY ACHIEVEMENTS IN 2016



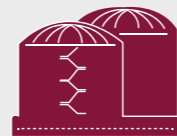
### Business Success in Challenging Times

With a continuous focus on cost discipline, Qatargas successfully delivers on its optimised budget and overall the Company successfully navigates through an uncertain and challenging business environment, winning several new clients in different regions.



### Outstanding Safety Record

Qatargas is awarded the Shell 'Goal Zero' Award in recognition of its outstanding safety performance, with zero lost time injuries and a 36% less recordable injuries; and the Qatargas' Common LNG Storage and Loading Asset (CLNGSL) completes seven consecutive years of operations without a Lost Time Incident (LTI).



### High reliability of facilities

Laffan Refinery 1 completes two consecutive years of operations with no Total Recordable Injury (TRI) and more than six years of operations with no Lost Time Incident (LTI); and Security Section receives ISO 28000 accreditation, an international security standard, for security operations in Ras Laffan Industrial City and Doha Head Office.



### Production delivery on target

Apart from achieving an impeccable record of no off-spec or late deliveries, Qatargas is integral to the 10,000<sup>th</sup> LNG vessel loading at Ras Laffan, the milestone LNG cargo loaded on board the Qatargas Q-Max LNG carrier Mozah, bound for the South Hook LNG Terminal in the UK.



### Secured committed cargoes with traditional and obtained new customers

Emphasising its efficiency in delivering secure cargoes to existing clients, for the third consecutive year, Qatargas' Shipping Department is awarded the Sword and Globe of Honour awards from the British Safety Council. LNG delivery agreements are also signed with several new customers, including Pakistan State Oil Company, Kuwait Petroleum Corporation and RWE and Centrica in Europe.



### Technology and Innovation

In a first for the LNG industry in the region, Qatargas completes the Waste Water Treatment plant in RLIC. Using Membrane Bio-Reactor (MBR) Technology, the facility can treat 1300 cubic meters of waste water per day. Qatargas also signs an MOU with Maersk Group and Shell to explore the development of new markets for LNG to be used as marine propulsion fuel for merchant vessels.

► **The Forum showcases engineering achievements and is an important opportunity to share technical expertise, discuss latest developments and highlight engineering best practices in Qatar.** ◀

The Qatargas-RasGas Engineering Forum provides industry experts with an unrivalled platform for sharing expertise and best practices. Now in its 13<sup>th</sup> year, the Forum showcases engineering achievements and is an important opportunity to share technical expertise, discuss latest developments and highlight engineering best practices in Qatar.

More than 350 participants attended the forum at Qatar National Convention Centre. The event highlighted three themes: Optimisation, Reliability, and Innovation Technologies and Projects. With eight presentations per theme, the link between venture engineering activities and ground-breaking continual improvement initiatives was clearly highlighted.

In addition to Qatargas and RasGas, Qatar Petroleum, ExxonMobil, Shell, Dolphin Energy, Chiyoda Almana Engineering, and Qatar University also made presentations at the event.

**13**

The number of years the Qatargas-RasGas Engineering Forum has been held.

# RESPONSE TEAMS COMPLETE SUCCESSFUL JOINT EMERGENCY DRILL



Involving a simulated fire and a coordinated response at a hydrocarbon storage tank in Ras Laffan Industrial City, the recent joint exercise was deemed a tremendous success.

Qatargas recently conducted a highly successful major emergency response exercise, working with State agencies to test the readiness of the Company's response system.

The exercise was conducted in collaboration with Qatar's Ministry of Interior, Qatar Petroleum, and various shareholders, and involved a simulated fire and a coordinated response at a hydrocarbon storage tank in Ras Laffan Industrial City (RLIC).

Qatargas' Ras Laffan tank farm is a strategic resource and a key link in the supply chain of hydrocarbon producers within RLIC, making it the ideal testing platform. The Ministry of Interior's involvement was crucial, as any large-scale real-life emergency would naturally require involvement of the Civil Defense. Hamad Al-Duhaimi, Civil Defense Operations Director, Ministry of the Interior, said: "We have been deliberate in our planning to include all necessary state-wide resources to ensure readiness to respond to an incident that requires fully integrated, large-scale support to any industrial asset within the State of Qatar."

The recent joint exercise was a tremendous success, with Hassan Jassim Abu Khamis, Emergency Management Services and Security Manager, Qatargas, describing it as "testament to our readiness to minimise the impact of an event as safely and efficiently as possible." The exercise included the successful deployment of response equipment, and gave the emergency response teams an opportunity to test their logistics and validate their command and control capability. It involved the integration of all response organisations, providing a unique training opportunity to all participants. "Exercising for a multifaceted incident enabled Qatargas to test and validate our response plans and procedures," he said.

"This training was a great opportunity for all responding organisations, and was a good test of our ability to operate under a unified command structure," Al-Duhaimi added. "It gave us the opportunity to enhance our overall ability to succeed in future deployments, particularly with respect to communications and pooling of resources."

12

The number of different command centres activated during the exercise.

► **"This training was a great opportunity for all responding organisations, and was a good test of our ability to operate under a unified command structure."** - Hamad Al-Duhaimi, Civil Defense Operations Director, Ministry of the Interior, State of Qatar. ◀



# LEADERSHIP AND TEAMWORK IN FOCUS AT QATARGAS Q4 2016 PLE REVIEW

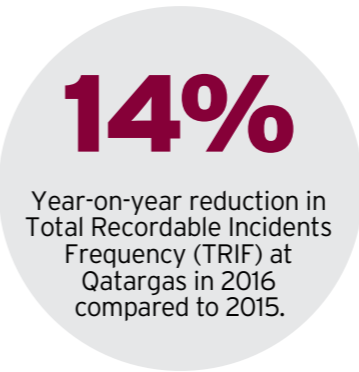
Strong management and the need for collaboration between business units were recurring themes throughout the Q4 2016 Premier Leadership Event.

Positive performances in operations, safety and finance topped the agenda at the Qatargas Quarter 4, 2016 Premier Leadership Event (PLE), hosted by Qatargas' Corporate Planning Department.

Attended by the Company's senior leaders, the event was held at Al Khor Community. The Qatargas leadership team evaluated key performance metrics in safety and environment, operations, commercial and shipping and finance for the fourth quarter of 2016 and 2016 overall. Strong leadership and the need for effective teamwork were recurring themes throughout the meeting. Ahmad Helal Al Mohannadi, COO-Operations, and Alaa Abu Jbara, COO-Commercial and Shipping, shared a mutual sentiment when they stated that it is the common goal of all teams in Qatargas to ensure the safe delivery of cargoes and to maintain solid relationships with its customers. They also emphasised that collaboration between teams is critical to the success of Qatargas.

### Safety first

Safety remains at the heart of Qatargas' day-to-day operations, and the Company's performance here remained outstanding. Highlights included zero lost-time incidents (LTI), a record high of 138 consecutive incident and injury free (IIF) days, only one Process Safety Tier 1 incident, and a 14% year-on-year reduction in



### Key Messages: Qatargas Quarter 4, 2016 Premier Leader Event (PLE)



138 consecutive IIF and zero LTI days were recorded in 2016.



Focus on reliability needs to be maintained at Qatargas, along with production capacity.



All teams share the same goal, to safely deliver our cargoes and maintain a strong relationship with customers.

Total Recordable Incidents Frequency. Khalifa Al Sulaiti, Safety and Risk Manager, said that in order to further improve Qatargas' safety performance, additional attention would be given to contractor's safety, routine activities and tool-related incidents.

### Environment

On the environmental side, Jetty Boil-Off Gas (JBOG) recovery reached 94% for Qatargas assets, significantly above the required target of 90%. Hazim Al-Muraikhi, Environmental Affairs Division Manager, said: "The Greenhouse Gases (GHG) reduction rate beat our 2016 target and the reduction was equivalent to a carbon offset from a 10,000 hectare rainforest."

### Flexibility and Reliability

Martijn van Hardeveld, Engineering Manager, stated that "the Operations Teams quickly and safely recovered operations after the unplanned events, thereby enabling Qatargas to deliver above its production targets." This underpins Qatargas' strategy to slowdown assets at the end of the year so that any reliability events can still be absorbed.

### 2016 on target

Despite lower than planned gas prices, Qatargas ended 2016 with its financial performance on target - thanks to diversions towards Asia, which allowed the company to capture higher prices in that market. By-products also supported these strong financial results, with higher than planned prices. The focus remains on efficiencies and optimisation, with Guillaume Durance, Head of Corporate Planning, highlighting that more than 100 cost-saving opportunities had been received from the organisation since the launch of the Business Transformation initiative in November 2016.

The second part of the meeting focused on Change Management, with Rebecca Grace, Head of Leadership and Succession Planning at Learning and Development, presenting the main characteristics of a VUCA (Volatile, Uncertain, Complex and Ambiguous) world, and the pivotal role leaders play through periods of transition. During a workshop discussion on this topic, speakers emphasised the importance of clear communication, of conveying one message internally and externally, of choosing the best processes, and of having the right employees in the right positions.

# ISO 28000 ACCREDITATION AWARDED TO QATARGAS SECURITY SECTION

Qatargas Security Section recently achieved the ISO 28000 certification - an international security standard specifying the requirements for a Supply Chain Security Management System - for security operations in Ras Laffan Industrial City and at Doha Head Office.



In a ceremony at Qatargas' Doha Head Office, an official of the UK-based Lloyd's Register Quality Assurance Limited handed over the certificate to Qatargas - the first LNG Company in the region to receive such an accreditation.

The United Kingdom Accreditation Services (UKAS) certification was accredited by the UK-based Lloyd's Register Quality Assurance Limited (LRQA), which is one of the most reputable international certification bodies. In a ceremony at Qatargas' Doha Head Office, the accreditation documents were presented to Qatargas - the first LNG Company in the region to receive such an accolade - by an official of LRQA.

As Security Management is one of the main pillars to safeguard operations, Qatargas has established rigorous best practices in its security management system to fulfill the stringent requirements of the ISO 28000. The Security Management System (ISO 28000) complements the Company's established safety, environmental and quality management systems and will support Qatargas in its commitment to being the World's Premier LNG Company.

Commenting on this accomplishment, Randy Stadler, Chief Safety, Environment and Quality (SEQ) Officer, Qatargas, said: "Qatargas is proud to receive this important accreditation. We are committed to protecting all Qatargas assets. This accreditation provides us confidence that our security systems meet the toughest international standards."

► **"This accreditation provides us confidence that our security systems meet the toughest international standards."**

- Randy Stadler, Chief Safety, Environment and Quality (SEQ) Officer, Qatargas. ◀

## QATARGAS' L&D MAINTAINS 'INVESTORS IN PEOPLE' ACCREDITATION

Qatargas' Learning and Development Department (L&D) recently achieved the prestigious Investors in People (IIP) accreditation. IIP is an international business improvement tool administered by the UK Commission for Employment and Skills and supported by the Department for Business, Innovation and Skills (BIS). It encompasses a network across more than 70 countries, consisting of more than 23,000 organisations of all sizes, in all sectors.

The accreditation was initially achieved by the L&D Department in November 2013, but following a revised IIP standard in 2015 and a new challenging framework, the Department repeated the assessment process, making it the only L&D Department in any LNG company in the world to receive and maintain this award.



The IIP award places Qatargas' Learning and Development Department in the top 5% of all IIP accreditations worldwide.

## QATARGAS' EMS DIVISION RETAINS ACCREDITED AGENCY STATUS



Qatargas EMS is the only 'Accredited Agency' Emergency Management Services unit in the Middle East and the only such department within the oil and gas industry worldwide.

The Center for Public Safety Excellence (CPSE) through its Commission on Fire Accreditation International (CFAI) recently confirmed that Qatargas' Emergency Management Services (EMS) demonstrated compliance with all the stated benchmarks, government standards, local standards, core competencies, and performance indicators, to retain its Accredited Agency status.

Established in 1986, CPSE is an American non-profit organisation that serves as the governing body for organisations offering accreditation, education, and credentialing services to agencies and fire service industry professionals. This achievement places Qatargas EMS among a select group of Emergency Services in the world that are accredited as exceeding international standards and industry best practices.

Qatargas was awarded this prestigious international recognition in 2015 after successfully meeting the rigorous criterion set by CFAI. Qatargas EMS is the only accredited Emergency Management Services in the Middle East and the only such department within the oil and gas industry worldwide.



### QATARGAS: INTERNATIONAL STANDARD BEARER

Qatargas boasts a number of ISO Certifications and similar international accreditations, including:

- ISO 17025 - Qatargas Laboratory
- ISO 9001/14001 - Quality Management System
- OSHAS 18001 - Occupational Health and Safety Management System
- ISO 14001 - Environmental Management System
- OSHAS 28000 - Supply Chain Security Management System
- Joint Commission International Accreditation - Qatargas Doha Medical Centre

# RLTO AND RLIC PORT COMPLETE SAFE LOADING TRIALS OF DFC ONTO AFRAMAX VESSELS

Qatargas' Ras Laffan Terminal Operations (RLTO) and Ras Laffan Industrial City (RLIC) Port recently completed safe and successful loading trials of Deodorised Field Condensate (DFC) onto Aframax size vessels at the Single Point Mooring (SPM) offshore facilities.

Following these trials, RLTO is now able to schedule liftings on Aframax vessels at the request of QPSPP (Qatar Petroleum for the Sale of Petroleum Products) Company Limited QJSC, formerly known as Tasweeq. As a result of being able to use Aframax vessels, QPSPP expects improved revenue for the Company Owners and the State of Qatar and improved efficiency, as opposed to using only Very Large Crude Carriers (VLCCs) for such operations.

Using Aframax size ships allows the buyer to avoid dead freight, or co-loading and discharge port draft restrictions. Initially, QPSPP had received interest from customers to load Aframax vessels (LOA ~ 240m) at the SPM, and requested a review of dimension criteria to allow such loadings.

Before this enhancement was approved, loading Aframax could only be done at the inner berth. However, berth congestion frequently meant that opportunities to load this type of vessel were not possible. This new capability provides RLTO with increased flexibility over the entire facility, including optimal usage of the SPM, and

enables Aframax options to be exercised with confidence resulting in increased revenue for the condensate producers. RLTO and RLIC Port Operations jointly reviewed the request and carried out several trial ship loadings under tightly controlled conditions.

The exercise was highly successful and undertaken without incident. The commitment to the safety of operational staff and the protection of the environment by Qatargas and all concerned parties was once again evident in the rigorous planning and the formal Risk Assessment performed for this operation.

An abbreviation of Average Freight Assessment, Aframax is a shipping freight system devised in 1954 to standardise contract terms.

► **This new capability provides RLTO with increased flexibility over the entire facility, including optimal usage of the SPM, and enables Aframax options to be exercised with confidence resulting in increased revenue for the condensate producers.** ◀

**120,000**

An abbreviation of Maximum Dead Weight Tonnage (DWT) of Aframax vessels.



Following the successful loading trial, Qatargas' Ras Laffan Terminal Operations is now able to schedule liftings on Aframax vessels.

# PLE RECOGNISES LEADERS FOR STRONG LEADERSHIP

During the Quarter 4 Premier Leadership Event (PLE), three Qatargas leaders were rewarded for their outstanding performance and significant contribution to the Company.



The three Qatargas leaders recognised at the Q4 PLE by CEO Khalid bin Khalifa Al Thani were Alae Sadic Al Hassan, Engineering Advisor, Ali Al Emadi, Marketing Director, and Claudio Oliveira, Commercial Planning and Allocation Manager.

The three leaders recognised by Khalid Bin Khalifa Al-Thani, Qatargas Chief Executive Officer, for their outstanding performance, were Alae Sadic Al Hassan, Engineering Advisor (Engineering and Ventures Group), Ali Al Emadi, Marketing Director (Commercial and Shipping Group), and Claudio Oliveira, Commercial Planning and Allocation Manager (Commercial and Shipping Group).

Commenting on the accolades won by Alae Sadic Al Hassan, Sheikh Khalid Bin Abdulla Al-Thani, Chief Operating Officer - Engineering and Ventures, said: "Alae always encourages a sense of ownership and commitment across the organisation, constantly supporting Qatargas' interest. Furthermore, he encouraged all levels of professionals to develop to their full potential by giving constructive performance feedback and coaching. He showed his passion in promoting positive and productive impact across all business units and promoted effective working relationships in multiple organisational settings, whether that be within a function, across functions, with Centers of Expertise, in multicultural environments, in matrix or in virtual organisations. He is well-versed and highly experienced in all E&V business and practices."

On the second winner, Alaa Abu Jbara, Chief Operating Officer -

Commercial and Shipping, said: "Ali successfully managed the development and signing of major contracts to Europe. These deals are especially valuable because they not only ensure a home for Qatargas' LNG volumes, but also provide the flexibility that allows the Company to maintain its reputation as a reliable global LNG supplier. Ali successfully managed the completion of two long-term deals for significant volumes delivered into Pakistan - a 15-year deal with Pakistan State Oil (PSO), and a 20-year deal with Global Energy Infrastructure Limited (GEIL) with options for additional volumes. From a leadership perspective, Ali coached the team in developing many new sales opportunities, and delivered Optimisation Uplift results that were over four times the annual target."

On the third award winner, Alaa Abu Jbara, said: "In 2016, Claudio's subject matter expertise allowed him to successfully manage HIMS Project related deliverables as dictated by Qatargas' functional requirements and quality standards. In addition, Claudio managed customer delivery changes and supported RasGas in meeting their commitments."

"Under Claudio, the CP&A Team managed to deliver their commitments with optimum fleet configuration and utilisation, and in a masterstroke of innovation, managing Lean LNG to Rich LNG transfer for the first time which created the option to mitigate shortfalls in Rich LNG production. He also led a Joint Scheduling Initiative and regular Operational Scheduling between Qatargas and RasGas."

► **In the current context of cost optimisation and a competitive global market, ensuring safe and reliable operations and a flexible marketing strategy is as critical as ever for Qatargas.** ◀

# NATIONAL GRADUATES EMPOWERED AT ANNUAL QATARIZATION FORUM

The annual Qatargas Qatarization Forum provides an opportunity for Coaches and Nationals to share their experiences, opportunities and challenges.



The Qatargas Coaches are key to the National Graduate Development Programme and invest much time and effort in training and mentoring National Graduates.

In line with the Qatar National Vision 2030 (QNV 2030) goal to develop the nation's human capital, Qatargas has a clear focus on recruiting Qataris and has well-established strategies and programmes to attract and retain talented Nationals. The Company invests heavily in the education and training of young Qataris and has set a target of 50% of its total workforce to be comprised of Nationals by 2030.

The relationship between Nationals and their Coaches is key to the success of the Company's Qatarization strategies, and Coaches are encouraged to invest time and effort in developing their National Graduates to perform at their best. To help drive this initiative, Qatargas hosts an annual National Graduates Qatarization Forum, where Nationals and Coaches are given a platform to interact and share their inspiring success stories. This Forum provides one of many opportunities for preparing the Nationals for leadership roles and is considered a motivational platform for all participants in the National Graduate Development

Programme (NGDP).

This year's Qatarization Forum focused on empowering the National Graduates, Trainees and their Coaches, who - as members of the Learning and Development Focus Group - assumed the responsibility of organising the event's main activity: an interactive session. Both Coaches and National Graduates were encouraged to participate, with the overall aim of enhancing their mutual trust and facilitating communication between them.

At the Forum, members of the Learning and Development Focus Group who completed the 2015/16 term were recognised for their outstanding efforts and contributions to the National Graduate community. Other highlights included inspiring speeches by Saad Abdulla Al-Subaey, Fleet Finance Lead in the Ship Contracts division; and Talal Fuad Al-Siddiqi, Senior Financial Analyst, Budget and Reporting division in Finance.

Al-Siddiqi spoke about his experiences as a National Graduate in

Qatargas, and encouraged the current generation to use the resources provided by Qatargas and to take ownership of their own development.



# QATARI NATIONALS RECEIVE AWARDS AND REAP BENEFITS OF QATARGAS' SUCCESSFUL CAREER DEVELOPMENT PROGRAMME

More than 100 Qatari nationals recently completed their training and development plans to progress into established positions at Qatargas.



60 National Graduates and 41 National Trainees were acknowledged at a special 'Establishment Day' ceremony, held to mark the completion of their training and development.

Qatargas Chief Executive Officer (CEO), Khalid Bin Khalifa Al-Thani, recently presented awards to 60 National Graduates and 41 National Trainees who had successfully completed their individual development and training plans and have moved into established positions at the company.

The awards are a reflection of the dedication that the CEO, Qatargas' Management Leadership Team (MLT) and the company's Learning and Development Department have shown toward the continuous development and support of the Company's National workforce.

Speaking at a special ceremony to mark the occasion, the CEO praised the National Graduates and Trainees for their outstanding performance, and for their commitment to continuous improvement. He noted that Qatargas would spare no effort in supporting the professional development of Qatari Nationals, and urged them to make the best use of the many career development opportunities made available to them.

Qatargas was the first Qatari company to

develop an automated Individual Development Plan (IDP) system to support Nationals entering the Company's workforce. The IDP assists National employees in their career and personal development, supports their training and progress, and ensures they become fully qualified professionals. In addition, each National Graduate is assigned a Coach, who provides them guidance on their journey toward becoming a fully qualified professional at the completion of their IDPs.

Qatargas also provides support for training and rotational assignments within the Company. The Company has several accreditations with globally recognised Engineering, including the Institute for Engineering and Technology (IET), and is a Gold Corporate Partner with the Institute of Chemical Engineering (ICHEME).

Such accreditations guarantee that the Company's National employees are trained and developed within internationally recognised training and development schemes, allowing them to become chartered members of these societies.

► **Qatargas CEO Khalid Bin Khalifa Al-Thani noted that Qatargas would spare no effort in supporting the professional development of Qatari youth.** ◀

# SENIOR QATARGAS ACCOUNTANT HONOURED FOR EXCELLENT PERFORMANCE AT ACCA GRADUATION CEREMONY

Yousef Khalid Al-Naama, Senior Accountant at Qatargas' Finance Department, was honoured by the Association for Chartered Certified Accountants (ACCA) Middle East, for being one of the top performers at its annual ACCA graduation ceremony.



Advising his fellow Nationals to do the qualification, Yousef (left) said: "I encourage you to go for ACCA because it contains a very balanced combination of business related knowledge and skills without losing focus on accounting."

Held recently in Doha, the ACCA graduation ceremony was attended by senior ACCA officials and more than 100 students pursuing the ACCA qualification. A Qatar University Business Administration graduate majoring in Accounting, Yousef Al-Naama joined Qatargas in 2011 and completed his Individual Development Programme (IDP) in two years. In his present capacity as Senior Accountant, Yousef says he finds the ACCA qualification beneficial in carrying out his day-to-day work responsibilities, comprising mainly accounting, financial reporting and analysis, budgeting and planning.

Qatargas Finance is supportive of the ACCA qualification

► **"We are very pleased to support talented individuals like Yousef develop business-relevant skills, which position them for exciting careers within the Company."** - Mani Atwal, Ventures Controller, Qatargas. ◀

as a professional accounting certification for its Qatari National employees. Commenting on Yousef's noteworthy achievement, Mani Atwal, Ventures Controller, Qatargas, said: "Qatargas is delighted to see that Yousef's hard work and commitment has won him well-earned recognition by ACCA. We are very pleased to support talented individuals like Yousef develop business-relevant skills, which position them for exciting careers within the Company. At Qatargas, we are committed to developing National talent in line with our values of retaining and developing our expertise through a high calibre, motivated workforce."

Lindsay Degouve de Nuncques, Head of ACCA Middle East said: "At ACCA, we are delighted to recognise our students in Qatar who have shown real drive, resulting in achieving some extremely high marks. The achievement by Yousef Al-Naama proves to be an inspiring example for our students in Qatar. ACCA builds lifelong relationships through programmes designed to suit the varying needs of our students - supporting them at all stages of their careers."

Speaking to fellow accounts graduates, Yousef said: "I encourage you to go for ACCA because it contains a very balanced combination of business related knowledge and skills without losing focus on accounting. Additionally, ACCA focuses on International Financial Reporting Standards (IFRS) followed by Qatargas for financial reporting. All these aspects help us excel in our profession."

# CNA-Q REWARDS TOP ACADEMIC ACHIEVERS FROM QATARGAS

Several scholarship students from Qatargas studying at the College of the North Atlantic, Qatar (CNA-Q) were acknowledged recently for their outstanding performance and commitment to attaining their educational goals.



Qatargas scholarship students were recognised for their scholastic achievements at the CNA-Q's 14<sup>th</sup> Annual Academic Excellence Award Ceremony.

► **Ahmad Ibrahim Abdulrahim Al Heidous and Tareq Mohammed Al-Remaihi were presented with the Dean Award,** which is given to students who achieve the highest weighted average throughout the year. ◀

Ten Qatargas scholarship students were recognised in three categories at the CNA-Q's 14<sup>th</sup> Annual Academic Excellence Award Ceremony. Ahmad Ibrahim Abdulrahim Al Heidous (Advanced Diploma in Chemical Process Technology) and Tareq Mohammed Al-Remaihi (Technical Certificate Programme) were presented with the Dean Award, which is given to students who achieve the highest weighted average throughout the year. Abdulla Yousef Al-Showaiter (Clerical Preparation Programme) and Jafaer Hassan Al Khayyat (Technical Certificate Programme) won the Merit Award, which is presented to students who demonstrate outstanding commitment in achieving their educational goals.

Abdul Ghani Ali Al Hajaj, Abdulrahman Hamad Al Maadeed, Ahmad Hussain Alabuhaddoud, Ahmad Ibrahim Abdulrahim Al Heidous, Ahmed

Saleh Al Baker and Mohammed Ahmad Al-Enazi (all studying Chemical Process Technology) were presented with the Honour Society Award. This award is presented to students enrolled in diploma programmes who have achieved a grade point average of 4.0 (the highest possible), for three consecutive semesters, while taking a full course load during the academic year.

A grand total of 108 CNA-Q students were entered into the Honour Society for the year, with the university noting that the cumulative averages of this year's award winners were higher than 2015. Representatives of Qatargas' Learning and Development Department, including Ali Al-Sulaiti, Head of Qatarization; Nasser Abdurraqeab Al-Hilali, Senior Development Supervisor; and Sukhdeep Kaur, Education Specialist, also attended the awards ceremony.

10

The number of Qatargas scholarship students recognised at the CNA-Q's 14<sup>th</sup> Annual Academic Excellence Award Ceremony.



# QATARGAS' SHIPPING DEPARTMENT WINS PRESTIGIOUS BRITISH SAFETY COUNCIL ACCOLADES FOR THIRD CONSECUTIVE YEAR

The Sword and Globe of Honour awards represent the pinnacle of achievement in health, safety and environmental management, and demonstrate Qatargas' dedication to safe working practices and environmental stewardship.

For the third successive year, Qatargas' Shipping Department has been awarded the Sword and Globe of Honour awards by the world renowned British Safety Council. The Sword of Honour recognises excellence in health and safety management and the Globe of Honour is awarded to businesses that demonstrate excellence in environmental management. The awards were presented to Khalid Bin Khalifa Al-Thani, Chief Executive Officer, Qatargas, at a ceremony held in London.

Khalid Bin Khalifa Al-Thani said: "We are deeply honoured to receive both the Sword of Honour and the Globe of Honour for the third consecutive year. These prestigious awards are testament to the world-class standards we maintain at Qatargas, and our commitment to operating safely, efficiently and reliably.

Our dedication to safe operations and environmental protection are two of the reasons why Qatargas is the World's Premier LNG Company."

**40%**

The result of the Five Star Occupational Health and Safety Audit is directly linked to the Sword of Honour application process, with a maximum of 40% of the marks awarded to each application.

Lynda Armstrong OBE, Chair of the British Safety Council, said: "On behalf of the trustees and staff of the British Safety Council, I sincerely congratulate Qatargas' Shipping Department on winning the Sword and Globe of Honour for 2016. The Sword of Honour and Globe of Honour represent the most prestigious awards for the management of health and safety and environmental risks."

In order to compete for the Sword of Honour and Globe of Honour, Qatargas' Shipping Department was first required

to achieve the maximum five stars in both the British Safety Council's occupational health and safety and environmental management audit schemes from August 2015 to July 2016. The company also had to demonstrate to an independent panel of experts that they have proven credentials and a robust culture of best practice for excellence in health, safety and environmental management.

Armstrong added: "Leading organisations are increasingly adopting an integrated approach, placing environmental protection on an equal footing with health and safety, making their operations more sustainable. The winners of the Sword and Globe of Honour awards are beacons of excellence in their sector and they should be extremely proud of their achievement."

► **"These prestigious awards are testament to the world-class standards we maintain at Qatargas, and our commitment to operating safely, efficiently and reliably."** - Khalid Bin Khalifa Al-Thani, Qatargas Chief Executive Officer. ◀



Handcrafted for each recipient, the British Safety Council's Globe and Sword of Honour awards were won by the Qatargas Shipping Department for the third successive year in 2016.

# PAPER-BASED INTERNAL WASTE TRANSFER PROCESS ELIMINATED THROUGH IMPLEMENTATION OF QATARGAS E-IWTF SYSTEM

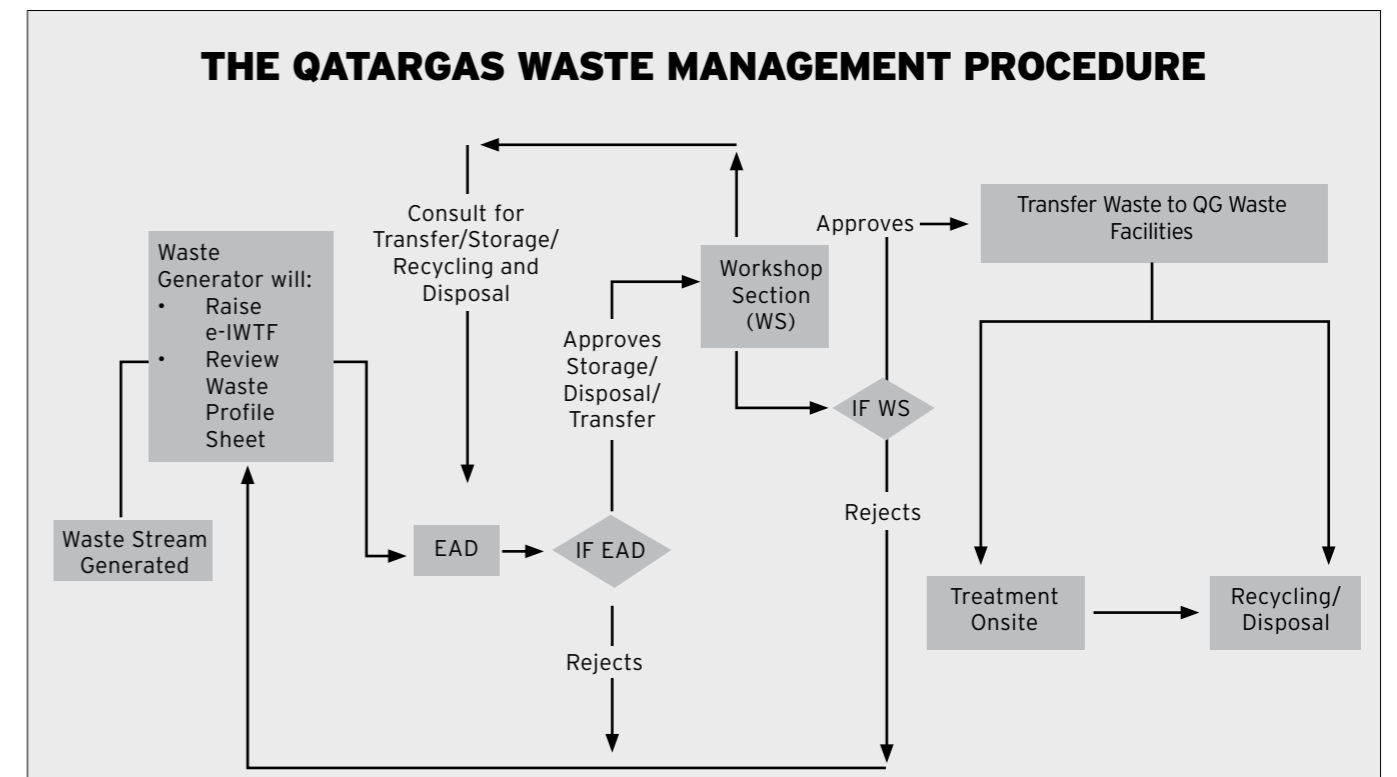


The recent successful upgrade to the Qatargas e-IWTF system allows staff to generate waste reports at any time, track progress and has improved overall system usability.

**99%**

The percentage of all waste transfer requests raised using the new system at Qatargas by the end of 2016, effectively replacing the previous paper-based system.

In accordance with the Qatargas Waste Management Procedure, an Internal Waste Transfer Form (IWTF) is required to authorise all industrial waste movements within Qatargas premises, with the exception of household and canteen waste streams, and waste routinely disposed of at designated collection stations onsite. Hazardous waste streams managed at Qatargas can range from toxic materials to pyrophoric waste, which is flammable under



► **The e-IWTF system facilitates efficient and safe management of waste handling and transportation activities within Qatargas, with properly identified roles, responsibilities and approval controls.** ◀

ambient air exposure. Each type of waste has specific handling requirements to mitigate associated SHE and operational risks, including the amount of time the waste remains onsite before collection.

The e-IWTF Project was an in-house initiative with the goal to streamline the waste transfer process and provide an intuitive and user-friendly experience for our internal end users. The e-IWTF system allows for the efficient management of waste handling and transportation activities in a safe and sound manner, with properly identified roles and responsibilities. All of this information is captured in the e-IWTF workflow, providing clear guidance on management of each waste stream. The e-IWTF system is also the main driver for waste data reporting and disposal cost allocations to assets.

In 2013, a joint Project Team comprising members from Environmental Affairs Division (EAD), Maintenance and IT was formed to develop a project scope and system structure for implementation by IT. The interdisciplinary team started with a focus on sharing experiences and mutual learning. EAD and MS were required to understand the capabilities and requirements of the IT systems at Qatargas, while their partners from IT had to learn more about waste management and the key system requirements essential for the successful implementation of the project.

These initial learning sessions set a strong foundation for the team to move forward and following extensive testing, the e-IWTF system went live in October 2014. A Company-wide system rollout was initiated comprising of more than 20 training sessions conducted for Qatargas Operations and Maintenance personnel. As training sessions continued, e-IWTF usage increased and by the end of 2014, just three months after the system launch, it was used for more than 90% of all waste transfer requests raised at Qatargas. The previous paper-based system required printing, signing, scanning and circulating (via e-mail) each and every paper IWTF through all parties involved before the waste stream could be transferred to the Qatargas Waste Management facilities.

To date, approximately 6000 e-IWTF requests have been raised and administered by Qatargas EAD and Maintenance, and in 2016 the paper-based system was effectively replaced, with only 10 paper-based IWTFs raised. This illustrates the level at which the e-IWTF system has become an essential part of Qatargas waste management operations. Its features were further enhanced in 2016, following a successful system upgrade, which now allows to users generate waste reports at any time, create and individual PDF reports and has resulted in a general overall improvement of system usability.

## ADVANTAGES OF THE E-IWTF SYSTEM

Overall, the e-IWTF system has enabled Qatargas to significantly improve coordination between the various internal teams involved in waste management from generators to waste handling and disposal teams as well as the efficiency of the Company's waste operations and waste data accuracy.



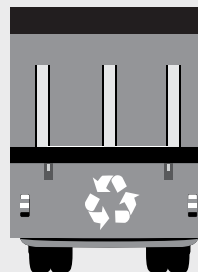
### What are the advantages for waste generators?

- Less effort spent to prepare and submit waste transfer requests.
- Submitted requests reach several recipients at EAD and Maintenance who are triggered to respond.
- Detailed feedback provided to waste generator once waste has been successfully removed from site.
- Any new waste stream can be effectively profiled and added to the system within one day.



### And for actioning parties EAD and Maintenance?

- Streamlined internal waste management process.
- Effective waste data management.
- Ability to create individual waste reports.



### e-IWTF Facts

- Project initiated in 2013 by Maintenance, IT and Environmental Affairs.
- e-IWTF system launched in October 2014. Major upgrade in late 2016.
- Approximately 6000 requests have been processed since inception.