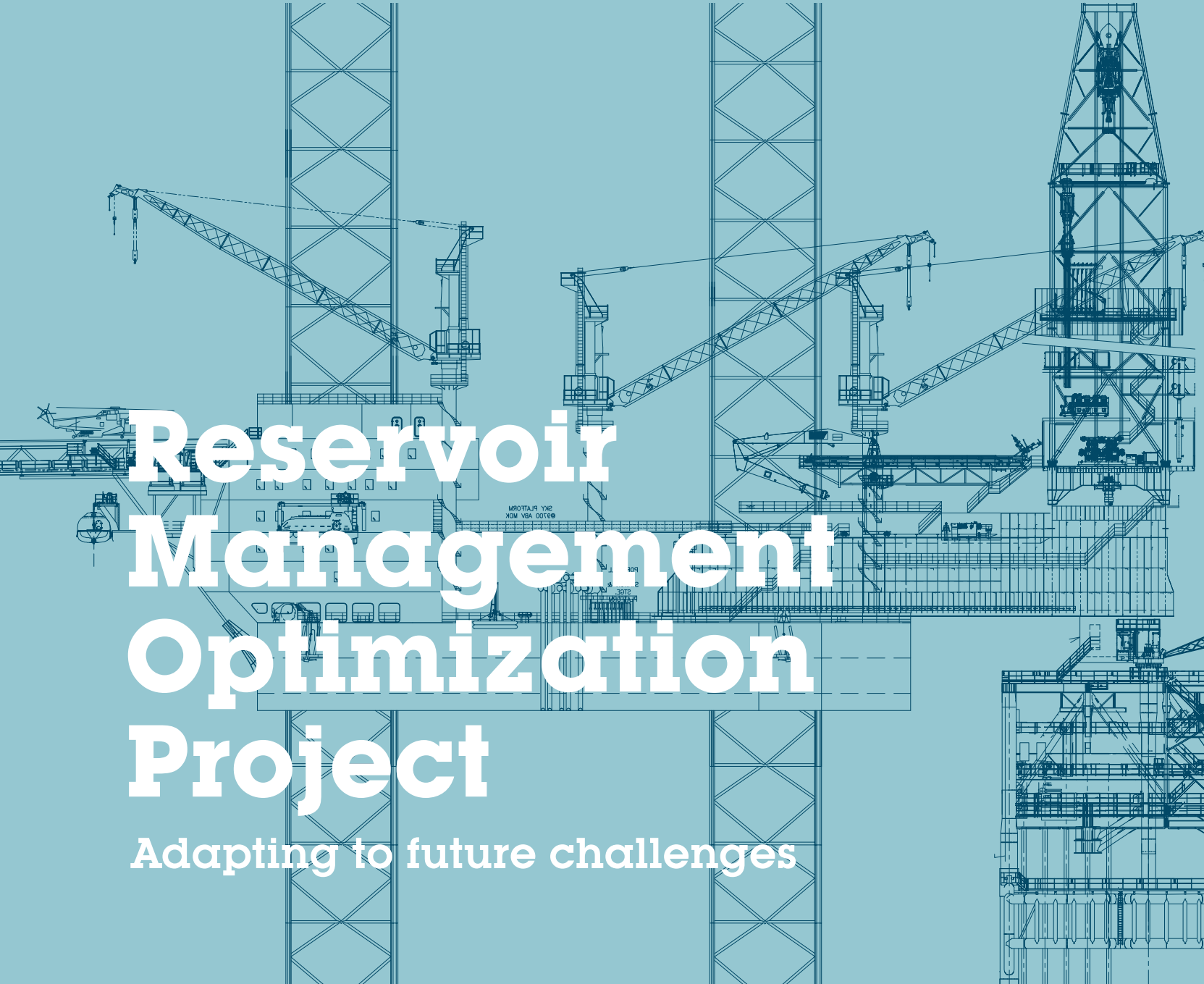


Dolphin Insight

March 2018
Issue 42



Reservoir Management Optimization Project

Adapting to future challenges

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CAPTURED

Welcome to this issue of Dolphinsight.

This year kicked off with a great start and our 2018 Annual CEO Staff Meeting allowed employees to come together and recognize those who had completed 5, 10 and 15 years' service to the company, learn about new company developments, as well as updates and initial findings from the recent Engagement Survey.

is viewed primarily online by our employees, we felt it was time to make a few amendments to the design and layout.

This issue sheds light on lots of new and exciting initiatives taking place across the company. We hope you enjoy the read, and as always, welcome your feedback and suggestions.

As you may notice, the look and feel of our newsletter has been slightly enhanced. Now that the newsletter

Sincerely,
The Dolphinsight Team

Dolphin Energy Marks 10 Year Gas Production Milestone

In November, employees in the UAE and Qatar marked 10 years of natural gas production with ceremonies in the company's HQ in Abu Dhabi, Taweelah and Dolphin Energy Tower, Qatar.

He continued, "Each of these examples – and there will be many others you can recall – has required collaboration, teamwork and trust. These are essential elements in any strong partnership and they have become part of the fabric of Dolphin Energy, helping create one company, one team, working together."

The celebrations complemented an email sent by the CEO, Adel Ahmed Albuainain, to all staff earlier in the month. In that note, Mr. Albuainain cited how the Dolphin Gas Project has grown in stature, prestige and reputation over a decade of operations and played an important part in balancing the demands of diversification and the march towards a low carbon future.

Mr Albuainain went on to pay tribute to the company's employees stating, "You are all important members of our family. You understand what is required to be successful and over the past 10 years you have delivered time and time again.

"During this time we have met our customers' changing requirements by sustaining exceptional levels of plant reliability and availability to deliver vast volumes of natural gas, supported important programs and initiatives that foster societal development and environmental stewardship and created employment opportunities that have helped drive nationalization and long-term prosperity and growth," Mr Albuainain said.

"we have met our customers' changing requirements by sustaining exceptional levels of plant reliability and availability to deliver vast volumes of natural gas..."

“This positive mindset will sustain us for the next decade and beyond and I would like to take this opportunity to thank each and every one of you for making the Dolphin Gas Project and Dolphin Energy one of the best companies, not just in the region, but the world. Congratulations to you all.”

Adding his remarks, Hassan Al-Emadi, the GM-Qatar, expressed his appreciation for another remarkable and significant milestone in the history of the company, “This milestone demonstrates Dolphin Energy’s capability to operate efficiently, safely and reliably. Every employee and contractor has made this achievement possible by executing their duties safely and in accordance with the company’s procedures and guidelines. I would like to thank and congratulate all our employees and contractors for their commitment to working safely.”



Industrial Water Management Project (IWMP) Completion

In December, Dolphin Energy became the first company worldwide to develop and use evaporation technology to remove the Kinetic Hydrant Inhibitor (KHI) from produced water streams with the completion of the Industrial Water Management Project (IWMP).

Initiated in December 2013, the project removes KHI agents and oil from produced water flow, reduces the volume of wastewater being injected, maintains the quantity of water reused for irrigation and decreases the volume of water purchased from external sources.

The development of the IWMP saw a multi-phase approach which included early research and development efforts taken up with global partners and research institutes to identify the most suitable technologies for our specific needs, a front end engineering design package for KHI removal, oil removal, and water reuse processes, and the award of two major contracts to Veolia HPD in Spain for the supply of the Evaporator Package and to Qatar Engineering and Construction

Company (QCON) for the detailed Engineering, Procurement and Construction.

With the completion of the IWMP, four more objectives had been achieved:

- **Cost Reduction through the reduction of up to 40 m3/hr of desalinated water purchased from external sources**
- **Environmental protection through a 50% reduction in water re-injection in onshore wells**
- **Compliance with new regulations issued by Qatar Petroleum for removal of KHI from reinjected water streams**
- **Reputation of our company as a pioneer in applying advanced technologies for KHI removal**

Since the start of gas production in July 2007, the completion of the IWMP marks the fifth major expansion project completed by Dolphin Energy’s - Projects Division in Qatar. The previous projects included: Common Low Sulfur Condensate Storage & Export Facilities, Tie-in to the Common Sulfur Plant and Ras Laffan Terminal Operator, Export Gas Compressor Facilities Upgrade Project and Third Party Gas Interconnecting Pipeline and Facilities Project. Congratulations to all the teams involved.

Dolphin Energy Scoops Gold

On December 6th, Dolphin Energy won gold at the annual Middle East Public Relations Association (MEPRA) Awards ceremony. The company picked up top spot in the Internal Communications category for the communication program developed and implemented in support of The CORE Project.

“We are delighted to have been recognized by our peers in the communication industry who understand and appreciate the value of effective communication in helping deliver tangible business results,” explained Stefan Batory, Communications Advisor and communication lead for The CORE Project in the UAE. “We competed against other prominent companies and PR agencies for this award and are extremely satisfied that our efforts have been recognized and rewarded in this way.”

Expanding on the Program, Danna Al Mutawa, Head of Public Relations, who is leading the communication efforts in Qatar added: “From the outset our primary objective was to keep employees informed, encourage participation and reward people for a job well done. Internal communication is about ensuring employees are engaged, they are given sufficient information to execute their responsibilities and are then recognized for their efforts. We think we have done that effectively.”

The MEPRA Awards are the region’s most prestigious for the public relations industry. Dolphin Energy was one of 18 companies to have received a Gold Award at the ceremony. For the 2017 Awards Program, there were more than 220 entries with 182 companies shortlisted for an award. This year’s judging panel comprised 30 prominent PR practitioners who acknowledged winners for being best in class and demonstrating excellence.



From left to right: Mohamed Lari, Mohammed Bakari, Fares Chemouni and Stefan Batory

201 Service Awards given to mark Annual Staff Meeting

In February, more than 200 long term service awards were given to UAE and Qatar based employees to mark five, 10 and 15 years commitment to the company.

The awards were given at this year’s annual staff meeting and comprised one of the largest batch of awards given since operations began in 2007.

In his welcome note, the company’s CEO, Adel Ahmed Albuainain addressed all employees in the UAE and thanked all divisions and departments for their efforts. He acknowledged that 2017 had been particularly challenging but lauded the company’s response to unforeseen challenges that placed unprecedented pressure on the organization.

“When we spoke last year, I said that 2017 would be another challenging year; the industry was undergoing significant change and we would need to adjust. We have done so in many ways from delivering cost savings to implementing new digital and technical initiatives. What we didn’t know then was that other circumstances would challenge us; but it was very pleasing to see that our spirit and our commitment to being one team drove the perfect response,” Mr Albuainain said.

In Qatar, the GM, Hassan Al-Emadi, delivered a welcome note to employees in Qatar and recognized all divisions and departments for their commitment and hard work.

He also spent some time reiterating the need to remain focused in the year ahead. Mr Al-Emadi also highlighted the positive response of all Qatar based employees and took the opportunity to thank everyone for their hard work during 2017.

Both events in the UAE & Qatar also featured a series of presentations which highlighted the latest company developments in HR&A, HSE&S, The CORE Project, as well as the 2018 company strategy.



Changes to The CORE Project Steering Committee:

In November, our CEO Adel Ahmed Albucainain announced changes to The CORE Project Steering Committee.

Effective from 1st December 2017, Chief Financial Officer, Obaid Al Dhaheeri assumed the responsibilities of Chairman with Jassim Al Jasmi, SVP Technical Services Upstream, taking on the role of Vice Chairman.

Writing to colleagues, Mr Albucainain said: "I would like to take this opportunity to thank Hassan Al-Emadi, General Manager-Qatar, and Fares Chemouni, SVP Corporate Affairs, in their capacities as Chairman and Vice Chairman respectively and for the support and direction they gave the Project. Both took on their responsibilities well before we officially launched CORE and provided invaluable support and advice on the direction our cost saving efforts should take."

Thanking his predecessors, Obaid Al Dhaheeri said: "I would like pay tribute to Hassan and Fares for their contribution to the program. Both have been instrumental in delivering strong results, along with members of the CORE team and Champions, and Jassim and I will do all we can to maintain the same focus as we strive for more success in 2018."

"Obaid and Jassim will help re-energize efforts and inject some fresh impetus, momentum while maintaining a strong level of continuity." Mr. Albucainain added.

In addition, Ali Al Mansoori and Ahmed Al Mawlawi have joined the Steering Committee while Firas Al Zubi assumes the role of Program Director to oversee the cost savings element of the project.



Obaid Al Dhaheeri



Jassim Al Jasmi

The CORE Project Registers Strong Savings in 2017

The CORE Project, Dolphin Energy's cost savings program, registered more savings in 2017. US\$43.9 million OPEX was saved last year, more than the US\$40.1 million OPEX saved in 2016*. CAPEX savings totaled US\$19.3 million in 2017 and US\$30.8 million in 2016.

Writing to colleagues in December, Obaid Al Dhaheeri the Project's new Chairman of the Steering Committee, said: "This is a very impressive result and a strong reflection of the fact that employees have fully committed to the Project and adopted a culture of cost consciousness. Our bottom up approach has been extremely effective and we will use this platform to drive more savings in 2018. This year our OPEX budget will be US\$427 million, which is US\$28 million lower than the 2017 budget and US\$15 million lower than the 2017 forecast.

"While we anticipate much lower non-routine OPEX in 2018 due to a reduced shutdown program in 2018, we still need to focus on saving costs elsewhere across the business. In addition, we need to ensure we deliver all committed milestones of the captured 281 roadmaps are delivered. At the time of writing, 28% of all of these committed milestones are still outstanding.

In 2018, the Project will also focus on process improvement, a change in direction and one needed to push the program forward.

To that end, Rasheed Al-Rasheed has been appointed as Program Director to oversee the new strategy, assisted by Nimer Ibsais in Qatar and Tarek El-Kilany and Jacques Seguin as Program Managers.

***OPEX savings in 2016 and 2017 were recorded against the approved 2016 OPEX budget as the baseline - US\$505 million.**

“

...the fact that we reached the target of 250 cost saving initiatives five months early was a great demonstration that despite some difficulties we were able to sustain high levels of commitment.

”



The CORE Project at ADIPEC 2017

Details of The CORE Project were shared with the participants at last year's Abu Dhabi Petroleum Exhibition and Conference (ADIPEC). Two presentations – "Maximizing Cost Efficiency & Enhancing The Culture of Cost Consciousness Through Workforce Engagement" and 'How The CORE Project is Helping Drive a Culture of Continuous Improvement' – were prepared by Shahla Khan and Israa Al Saadi, with the support of Stefan Batory.

They were delivered on November 14 & 15, 2017 by Shahla Khan so that those attending the session could learn more about Dolphin Energy's approach to cost savings and to embedding a culture of cost consciousness across the company. Each contributed to the ADIPEC Technical Program's 'People & Talent' session.

"It was an opportunity to share our insights with conference delegates and trade professionals across the oil and gas sector and the response was extremely encouraging, especially

from the first presentation," explained Khan. "Many wanted to know about our approach and whether it was a one-sized fits all approach to cost savings."

Since the Project started in 2016, the CORE team has been keen to share its experiences with other sector based companies, many of whom have then sought to introduce similar programs. "We have always been happy to ensure others benefit from our experience and by talking openly and engaging with other companies in this way, we have enhanced our reputation and demonstrated what it means to be a leader among our peers," Khan added.



Shareholder Visit and Technical Review of Emergency Pipeline Repairs System (EPRS) Project

On 20 – 23 November, Dolphin Energy conducted a shareholder visit and technical review of the company's Offshore Emergency Pipeline Repair System (EPRS) Project.

Representatives comprising the Shareholder Review Team visited subcontractors 4C Solutions (in Norway) and Subsea7 (in the UK) both of whom are fabricating the main subsea repair tools. This includes the fabrication of 3 Nos. 150 tonne subsea Handling Frames (pictured below) and a hyperbaric welding habitat used to repair the Dolphin pipelines on the seabed. The team also visited Statoil's EPRS base in Norway.

"The Handling Frames are the latest generation of subsea repair technology in the world and are a result of the close relationship we have developed with Statoil which runs the world's center of expertise for subsea pipeline repair. They are exchanging technical information on subsea repair technology with us which has been extremely insightful and beneficial," explained Anwar Zuarub, SVP Projects. The visit was concluded by a two day in-depth Project Technical Review, the third

of its kind since the Project started, to assess the current status of the Project including technical solutions for pipeline repair, project status and upcoming challenges. "The Shareholder Review Team commended the Project Team for the achievements so far and concluded that the technical and commercial status of the Project is well under control while highlighting the challenges and tasks to be completed during the next year until EPRS readiness by late 2018," added Zuarub.

The next year will see the completion of fabrication of all subsea tools, the completion of construction of the Marine Base located at KIZAD as well as the establishment and set up of all Procedures and Contracts needed to complete the EPRS Project.



Interview with Aijlan Khalifa Al Qubaisi

Senior Vice President Marketing & Commercial

1: What is the significance of building and maintaining a strong relationship with our customers?

The Dolphin Gas Project was made possible because our customers showed confidence in us by committing to 25 year term agreements, even before we commenced operations. This was a very strong platform on which we could develop and maintain solid relations with our customers. I always keep in mind that a good relationship takes a long time to build, but can be broken in an instant. As such, it is very important to develop mutual trust and respect to build a long lasting, fruitful business relationship.

2: Tell us more about the Customer Satisfaction Survey.

To help develop closer relationships with our customers and in the interest of continuous improvement, we launched the fourth satisfaction survey in 2017. It is a prime example of the importance we place in receiving and acting on customer feedback.

The survey's areas of focus were: commercial relations, maintenance programs, operational relations, safety and environmental protection, and the overall perception of Dolphin Energy.



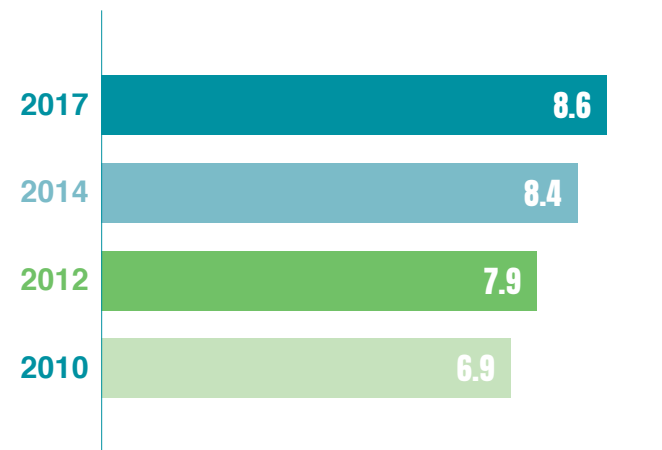
The CEO and members of Senior Management pictured with our customers at ADIPEC 2017.

3: What were some of the highlights of the survey findings?

We are very proud of the results because they show improvements continue to be made. We achieved a new, high score (8.6 out of 10), which according to industry benchmarking is excellent. The findings reflect the significant efforts undertaken to address areas for improvement that were highlighted previously. They also illustrate we have reached a high level of maturity and sophistication in our relationships with major customers in the region.

Once we received the results, we discussed all issues highlighted with our customers and ensured regular follow ups and resolutions to the raised actions were implemented.

Customer Satisfaction Survey Scores:



Members of the Marketing & Commercial team meeting with customers, as part of the Multaqa initiative.

4: What are some of the major initiatives undertaken by the division over the last two years that have helped drive your business relationships?

In line with The CORE Project, the 2017 Survey was conducted online instead of face to face interviews by third party suppliers. This not only helped utilize internal resources, but ensured zero costs for the company without impacting the survey structure, confidentiality and targets.

We also increased the extent of interaction and coordination with our customers by introducing Al Multaqa, an event which takes place twice a year and brings together our customers under one roof for discussions, an ideas exchange and developing ways to improve matters where required.

We also launched an exclusive email platform called 'Al Darwazaa' which is dedicated to sharing information with our customers. It also serves as an invitation to engage with them in the interests of maintaining open and transparent communication.

We have introduced ShareFile, an IT application for data communication, which allows for safe, secure and encrypted transmission of confidential and sensitive information among our customers.

5: Based on your experience, what are the some of the best principles to achieve and maintain an excellent customer experience?

Professionalism, respect, teamwork and a "can-do" positive attitude.



Aijlan Al Qubaisi, SVP Marketing & Commercial



Senior Management Visits DOL-1

On 14th November, our General Manager - Qatar, together with Ali Alrahbi, COO Upstream and other members of the upstream senior management team travelled to the DOL-1 production platform to thank employees for their part in achieving 10 years without a lost time incident (LTI).

Mr Al-Emadi congratulated the offshore employees for their hard work and dedication and delivered an encouraging message that stressed the need to continue safe operations and maintain safety principles, procedures and practices.

Certificates of Achievement were presented to all.

First Place in National Day Shooting Championship:

Dolphin Energy's female shooting team were proud to win first place in the National Day Shooting Championship, which took place at the Caracal Shooting Club on 13-27 November 2017. Participating in the event for the second time, Dolphin Energy's ladies were joined by their male counterparts, each of whom participated in separate rounds. Overall, both male and female teams performed very well, with the male team reaching the semi-finals, while the female team scooped first place!

demonstration of both teams hard work, and a celebration was held at the company's offices to commemorate their efforts.

Commenting on the victory, Ameera Ahmed, Captain of the female team stated: "We are so proud to have won. It took months of practice and hard work. On behalf of the entire team, I would like to thank Dolphin Energy's management for being so supportive from the very start. This wouldn't have been possible without their support and care."

This win and overall performance was a clear

Congratulations!

Ameera Ahmed, Captain of the female team stated: "We are so proud to have won. It took months of practice and hard work."

Female Team:

Roudha Al Hosani
Ameera Ahmed
Sakina Al Aidarous
Basma Al Seraidy
Hessa Al Ajami
Ayesha Al Hammadi
Shaima Al Awadhi

Male Team:

Adel Albuainain
Khalid Al Marzouqi
Obaid Al Dhaheiri
Mohamed Al Mazrouei
Ahmed Al Shamsi
Khalifa Al Buainain
Nadeem Al Katheeri
Khaled Al Seyabi
Abdul Aziz Al Badi
Saif Al Zaabi
Khaled Al Naqbi



Dolphin Energy's female shooting team receiving the award for winning first place

Interview with Tarek El-Kilany

Senior Advisor, Corporate Procurement & Contracts

Dolphinsight sat down with Tarek El-Kilany, VAT Implementation Project Manager, to understand more about the new VAT (Value Added Tax), which was implemented across the UAE starting 1st January, 2018.

1. How would you describe VAT in simple terms?

VAT is a consumption tax that applies to goods and services. VAT is collected in each transaction of a supply chain process to account for the value added at each stage of the supply chain. As such, VAT is borne by the end consumer, while suppliers act as collecting agents.

2. How much is the VAT and when will it become effective?

The VAT approved by the GCC governments is currently agreed at 5% (Standard Rate). However, certain goods or services shall be either 'Zero Rated' such as oil and gas, education, healthcare or 'Exempted' such as domestic transport, financial services and residential rent.

The UAE and Saudi Arabia were the first GCC countries to apply VAT at the beginning of 2018. The rest of GCC countries are expected to follow suit shortly.

3. Does the VAT Implementation Project cover Dolphin Energy's Upstream business?

Yes it does. Dolphin Energy's upstream departments were involved during the downstream implementation of VAT. Using their input and applying assumptions based on our consultant expectations, the work performed downstream covered our upstream operation as much as possible. Work continues upstream and minor adjustments may be necessary once the law is passed in Qatar.



4. How has Dolphin Energy prepared for the new VAT system?

A Project Management Team from various impacted departments was formed to manage the implementation of VAT across Dolphin Energy's business with the assistance of PriceWaterhouseCoopers (PwC).

The Project commenced in October 2017 and we registered with the Federal Tax Authority (FTA) in November, prepared all necessary VAT templates and processes, modified our automated systems and trained employees involved with the execution of VAT, which continued in early January.

5. Does this mean that our customers will be paying more for our gas?

The answer is no. Gas is Zero Rated, which means applicable VAT is equal to zero.

6. If Gas is Zero Rated then why did Dolphin Register with FTA?

We registered in order to be able to file for Tax returns and as such, retrieve from the FTA any VAT we paid on goods and services acquired for our normal operation.

7. How will VAT impact Dolphin Energy?

The company will be paying VAT (Input Tax) for Standard Rated goods and services that we procure from VAT Registered suppliers.

In addition, Dolphin Energy will be paying VAT on certain imported goods and services acquired from suppliers located outside the UAE.

Since Gas is Zero Rated, the company will not be collecting VAT (Output Tax) from our Customers but will file for VAT Tax Returns monthly, where the FTA will refund us any VAT paid.

8. What adjustments need to be made to our day-to-day operations as a result of the VAT process?

For the procurement of goods and services, prices received from suppliers excludes VAT. VAT is paid from funds outside the contract prices upon receipt of a Tax Invoice from a FTA Registered supplier.

Upon processing invoices for goods and services, each department will have to state the Place of Delivery (UAE, GCC or other) on each Goods Receipt or Service Entry Sheets. Finance will then calculate the VAT using the applicable Tax Code at the invoice posting stage.

For marketing and commercial, our invoices to customers have been reformatted to a Tax Invoice format upon which VAT is charged at zero percent. IT shall continue to provide support to the automated systems. The responsibility for managing VAT within Dolphin Energy, including filing Tax returns and reporting obligations, is currently being evaluated. Both options of outsourcing and in-house administration are being considered.

9. Do employees need to relay a certain message to suppliers, etc.?

Whenever we are asked by a supplier, we need to provide our VAT Registration Number (100012226500003) which has also been posted on our website since December.

10. In your perspective, how will the UAE benefit from implementing VAT?

VAT is a means to increase national revenue. It is applied in many parts of the world and has been recently implemented in the Bahamas, Malaysia and Egypt.

A Week with TOTAL:

Three members from Upstream Operations' Technical Services Department (TSD) visited TOTAL headquarters and laboratories from 20th to 24th November 2017 to learn more about the French oil and gas giant's methods and experience regarding the use of Kinetic Hydrate Inhibitor (KHI).



Located at the Centre Scientifique et Technique Jean Feger (CSTJF) in Pau, France the visit was led by Katherin Garcia, Senior TS Upstream Advisor along with the two Associate Process Engineers Aeman Al Jumaily and Noora

Al Jaber and was part of the tendering strategy to supply Dolphin Energy with KHI.

Qualifying any new KHI chemicals is not an easy task and to ensure the KHI proposed by any vendor is suitable for use in the Dolphin Energy facilities and compatible with the company's Corrosion Inhibitor (CI), different static and dynamic laboratory tests are performed. TOTAL was requested to perform the qualification tests for the proposed KHIs. The trio met with TOTAL's

Head of Laboratory, Ms. Annie Commarieu and TOTAL's KHI Specialist Mr. Philippe Glenat who then led the Dolphin Energy team to see different laboratories and test benches where KHI qualification tests are performed. The TSD Process team was fortunate to have the opportunity to witness the thermal stability test using a "Hydrates Loop" test bench.

This equipment is used to dynamically test the KHI at sea line flowing conditions in the presence of Dolphin Energy's condensates

and water. The team was also introduced to the tests bench used to test compatibility of CI with the proposed vendors' KHIs.

This visit helped the team to expand their knowledge and get inspired by TOTAL's focus and commitment to the highest safety standards.

HR&A Launches Maktabatna ('Our Library'):

To provide employees continuous learning opportunities and promote a fun, open working environment, the HR&A Division launched *Maktabatna*, a dedicated library on the 21st floor offering business related and children's books.

Meaning 'Our Library', *Maktabatna* is run by the Division and sources books through employee donations. Since the launch, employees have donated over 100 books and have also been quick to borrow books for their enjoyment.

The concept of an in-house library was the brainchild of Michael Drummond, our ex HR&A Advisor, who

commented, "I believe that books offer more value when read rather than left on a shelf to gather dust. Many colleagues share this view and are enthusiastic about sharing the love of reading. This explains the success of *Maktabatna* which has become very popular in a short amount of time."

"By offering children's books we are encouraging our

colleagues to take books home to share with their little ones and we also hope this initiative encourages more synergy and engagement between departments," Drummond added.

If you would like to donate or borrow a book, you can visit *Maktabatna* anytime during office hours.



Abu Dhabi Science Festival 2017

"Education is not the learning of facts, but the training of the mind to think."

-Albert Einstein

Dolphin Energy believes in the importance of investing in our youth, who are in essence, the leaders of tomorrow. The company has a strong commitment to support initiatives that instill awareness and engage with the younger generation.

One of the company's most significant initiatives is the sponsorship of the Abu Dhabi Science Festival. Now in its 7th edition, ADSF is one of the biggest annual science festivals in the region registering more than 700,000 visitors since its inception. Taking place in November at the event's new location of Khalifa Park, the festival attracted children of all ages to attend scientific workshops, experience innovative activities and

games that triggered their minds to contemplate about the world around them.

As Presenting Sponsor of the event, which included sponsoring the 'Secret Life of Coral' workshop at the Park site as well as the (Kids' Dig) workshop which took place at Al Ain Zoo, Dolphin Energy marked its presence with an impressive, unique, purpose-built stand using shipping containers.

The stand's activation area was created to inspire and engage and featured seven dedicated laboratories – Air Lab, Dry Ice Lab, Junior Detective Lab, 'Che-mystery' Lab, Jr Engineer Lab, Space Lab and H2O Lab – to offer a blend of fun, excitement and education for all.

Young visitors learned about the principles of air and pressure, water's many facets and chemistry's mysterious mixtures, surprising solutions and radical reactions. Others stepped into the shoes of an astronaut, an engineer and a detective to learn about how they use the principles of STEM (science, technology, engineering and mathematics) in their day-to-day work.

Many of the children who visited our stand and participated in the activities were fascinated by how science could actually be 'cool' and a fun experience to learn from. The event was very successful, sparking the curiosity of youth and inspiring them to love and learn more about science,

technology, engineering and mathematics.

Commenting on the success of the event, Adel Ahmed Albuainain, our CEO, said: "Once again, ADSF attracted thousands of young citizens and residents, who together with their teachers or parents, were inspired by the many activities, workshops and demonstrations on offer. The value of the Festival is that it caters for everyone; we were delighted with the overall response to the event and pleased that our own dedicated activation area was as popular as ever."



Zayed Heritage Festival:

“A country is not measured by the size of its area on the map. A country is truly measured by its heritage and culture.”

-Sheikh Zayed Bin Sultan Al Nahayan

As part of the UAE National Day celebrations, the Zayed Heritage Festival (1 December 2017 - 27 January 2018) offered a glimpse into the UAE’s past and celebrated the legacy of the country’s Founding Father, Sheikh Zayed.

Dolphin Energy was proud to sponsor the Festival and hosted its own children’s activity tent, which featured fun and engaging activities reflecting the UAE’s heritage in a modern setting. The company believes it is crucial to celebrate the UAE’s heritage in a way that is both relatable and enjoyable by today’s generation, especially children. Some of the activities featured at the tent included a selfie photo booth with the company’s mascot, Khaled, a camel racing game, as well as other racing games.

Offering additional insight, Mariam Al Badr, the company’s Director Corporate Communications, said: “The festival celebrated the heritage of the UAE by demonstrating how the country’s ancestors once lived. It is important that today’s generation understand how their predecessors lived, their way of life, and what it meant to be Emirati. Understanding the obstacles that the UAE’s ancestors faced is a testament to where the nation stands today. As the UAE’s Founding Father, Sheikh Zayed, once stated,

“He who does not know his past cannot make the best of his present and future, for it is from the past that we learn.”

The festival celebrated arts, crafts and cuisine and featured an array of traditional activities, live performances, and interactive workshops. Some of this year’s highlights included the March of Union, the Water Fountain show, the Firework Display, as well as an expanded retail and crafts district.

Dolphin Energy was proud to join both citizens and residences to celebrate the country’s heritage.



The camel racing game was very popular with our young visitors.



Young visitors pose for a picture inside Dolphin Energy’s activity tent.



Dolphin Energy Sponsors Gulf Green Turtle

In 2017, Dolphin Energy, along with the Marine Research Foundation, were involved in advancing research on endangered turtles in the Arabian Gulf.

The research investigates turtle habitats and hotspots and will help raise awareness of the important role turtles play in the wider marine environment.

The initiative is designed to foment regional collaboration that will help identify key conservation challenges for the turtles and

set priorities using on-the ground-research, satellite tracking and mapping, scientific and technical reports and stakeholder engagement. This will help conserve an endangered species and help, design, designate and manage conservation areas beyond the current marine protected areas.

Outlining the importance of this partnership, Ibrahim Al Suwaidi, SVP Corporate HSE&S, Dolphin Energy Limited, said: “Being part of this project is a thrilling and exciting addition to our environmental commitments and compliments our social responsibility commitments towards the community. We are delighted to be involved.”

Integral to the awareness campaign, a Marine Conservation Forum was organized for Dolphin Energy employees. This interactive session comprised fun activities and a quiz conducted by marine research professionals. The event also provided a platform to educate employees about Green Turtles and the role they play in preserving the UAE’s diverse marine life ecosystem.

Donation to ‘Dubai Cares’: Kenya Educational Program

As part of the company’s annual donation program, Dolphin Energy donated US\$10,000 to the Kenya Educational Program, managed by Dubai Cares. The program aims to train teachers with essential skills to deliver a better quality education. Using our donations, the program will help strengthen teachers’ knowledge and academic skills through the use of technology and their ability to use it in classrooms.

The program will also focus on testing methods that are cost-effective and efficient, which will pave way for a plan to integrate these solutions nationwide, and ensure schools are equipped with efficient ICT hardware and software. By empowering teachers to advance their knowledge and skills in technology, as many as 100,000 primary school children are set to benefit.

A Recipe for Success!

What do you get when you mix a little creativity, passion and healthy living? A Dolphin Energy Cookbook!

Yes, you heard us right.

The Abu Dhabi Office HSE&S Employee Committee really outdid it this year by making healthy eating both fun and achievable! It was very clear that you didn't have to be a bodybuilder or detox guru either.

The Committee called on employees to submit their favorite recipes ranging from appetizers, main courses, and desserts. Employees were excited to share their favorite food and the passion was definitely contagious, as the recipes came pouring in!

To celebrate the launch of the cookbook, a tasting competition was organized in the cafeteria. The judging panel comprised members from the Committee, who selected the top dishes in each category based on presentation, taste and overall healthiness.

On the competition day, employees flocked to the cafeteria to sample the delicious and guilt-free treats.

The winning dishes for each category were:
Winning appetizer: Eggplant Fatteh by Lona Rabah
Winning main course: Alleppey Coconut Chicken Curry by Jaiman George
Winning dessert: Chia Seed Pudding by Josefina Battung

Congratulations to the proud winners and a big thank you to all those involved in this fun initiative!



Show Your Creativity:

The instructions were simple – “paint a beautiful canvas that carries a theme of the environment”. Sounds easy and fun?

That's just what the Abu Dhabi Office Employee HSE&S Committee wanted our colleagues to do. For the third year in a row, the Committee launched one of their most popular and atypical initiatives: 'Show Your Creativity'.

The event brought together representatives from all departments for a fun, interactive and educational competition. Every department had to paint one letter from the word 'Environment', using canvas and paint.

“The event was fun, interactive and reminded us that Dolphin Energy truly cares about protecting the environment. I think that bringing an element of fun into a serious topic always allows for better engagement and understanding,” commented Noura Al Mashjari, Committee Member, who was in charge of managing the event.



Ladies Sports Day:



I salute the Emirati woman with reverence for the progress she made in serving herself, her family and her nation. I urge her to take up the challenge and seize the opportunities provided to her by the leadership to advance her cause and unlock her innovative energies.

- Sheikha Fatima Bint Mubarak (Mother of the Nation)



In line with the UAE's vision of female empowerment and breaking down gender barriers, Dolphin Energy partnered with the Fatima Bint Mubarak Sports Academy (FBMA) to sponsor the International Conference for Women In Sports, which took place in November 2017.

As part of the sponsorship agreement, FBMA aligned with Dolphin Energy to share its services, resources and expertise. The aim of this partnership was to empower our female employees, encourage them to embrace their fullest potential and find their passion for sports.

One of the first steps was introducing FMBA to the female members of the Abu Dhabi Office HSE Employee Committee. Following a brainstorm session, it was agreed that organizing a Ladies Sports Day would help raise awareness and instill a deepened commitment to health and fitness among our colleagues.

The FMBA invited professional trainers specializing in soccer, basketball and volleyball to manage the entire event and train our female colleagues. The event was hosted at The Dome at Al Forsan Club, where ladies played against one another in a fun championship. A fantastic highlight of the event was a surprise visit from the UAE National Female Football team, who conducted a soccer training session.

Commenting on the event, Shareefa Al Adawi, Chairman of the Committee, stated: "I think it's wonderful that Dolphin Energy is so supportive. This event clearly demonstrated the support that we have from our senior management, and it was amazing to meet our colleagues outside the office for a change. We hope to see more fun events that raise awareness about health and fitness in the near future."

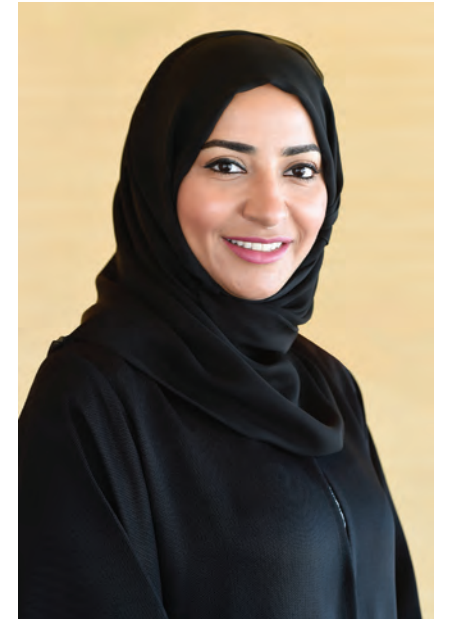
Welcoming Mouza Al Hameli:

Employee morale and engagement are paramount to the success of Dolphin Energy. It is important that employees feel appreciated, and are given opportunities to engage and interact with one another. With this in mind, several initiatives were launched across the company to create a more open and engaging culture.

By way of support, the HR&A department recently introduced a 'Guest Speaker Program' which aims to invite influential members of society to deliver inspiring talks to our employees. The rationale behind this was: "With access to talented, inspirational role models why not invite some of these rising stars to our offices"?

The company's first Guest Speaker was Mouza Al Hameli, a leading and popular Emirati with qualifications in leadership and self-development, who spoke about 'Mindfulness: For a Happier Life' to a number of our employees. The session took place in December 2017, and was a great success. Employees learned about how to take control of their lives, and the importance of happiness. After all, living a stress-free life is possible, when the right attitude and work ethic fall hand in hand. Mouza was welcomed by members of our senior management, and was given a certificate and gift for her inspiring lecture.

Commenting on this initiative, Abdulla Al Hosani, Director HR&A stated: "It is important to connect with those who inspire change, self-improvement and encourage us to reflect on our lives. Today, many of our colleagues learned about the key to living a stress-free life, the significance of choosing to be happy and how it affects productivity in both work and life! I hope to see more of these inspiring sessions in the near future."



Mouza Al Hameli



It is important to connect with those who inspire change...



A Day In The Life Of... Budoor Helal:

I do:

I joined Dolphin Energy in 2015 as a General Services Officer under the Human Resources & Administration Department. What I love most about HR&A is that we are a support function; we cater to all employee needs and services involving corporate rates, facilities, transportation, canteen services, and much more. Being a member of this team has given me the chance to develop my experience in this field, in addition to establishing fantastic relationships with colleagues across the organization. Overall, I think working at Dolphin Energy is a very rewarding experience. The atmosphere is very friendly, open and positive. I feel fortunate to be surrounded by great people.

I am:

I was born and raised in Dubai, and graduated from Zayed University with a degree in Management Information System in 2010.

I started my career that same year and joined the Dubai Electricity and Water Authority (DEWA) as a Procurement Officer. Three years later, after I got married, I moved to Abu Dhabi and joined the National Bank of Abu Dhabi (now known as First Abu Dhabi Bank) as an Accounts Payable Officer. I believe the shift in both industry and designation gave me an insight into many possibilities for my future career. I was lucky enough to be offered a position at Dolphin Energy with the Administration Department. Having eight years' experience within different environments has helped develop my personality and knowledge. It has also

shaped me into the person that I am today. On a more personal note, I enjoy collecting souvenirs from the places I travel and I consider myself a sentimental person. These symbolic treasures that I collect and cherish allow me to reminisce significant moments and memories within my life. I love traveling and hope to have the chance to visit many different countries within the world such as Austria, Italy and the USA.

I aspire:

I have a small family that means the world to me. My hopes are mainly channeled towards my two young daughters, Sara and Maryam. I hope to be able to raise them well and help them achieve the best in their lives. I also hope to continue developing my journey and hopefully make a difference in a way that has a positive effect on the people around me.



CAPTURED

WELCOME TO CAPTURED, A SECTION IN DOLPHINSIGHT DEDICATED TO SHINING THE SPOTLIGHT ON ISSUES AFFECTING THE INDUSTRY AND GATHERING INSIGHTS ON DOLPHIN ENERGY'S APPROACH TO MANAGING ITS DAY-TO-DAY BUSINESS ACTIVITIES.



CAPTURED TOPIC:

RMOP

RMOP stands for Reservoir Management Optimization Project. It started in 2013 when Dolphin Energy, its shareholders and Qatar Petroleum (QP) initiated the project to address various issues identified during the production phase.

Dolphinsight sat down with Juan Sierra, Senior Manager RMOP, to understand more about the project.

1. Can you summarize RMOP for the readers?

RMOP stands for **R**eservoir **M**anagement **O**ptimization **P**roject. It started in 2013 when Dolphin Energy, its shareholders and Qatar Petroleum (QP) initiated the project to address various issues identified during the production phase:

- **The equal depletion of the DOL-1 and DOL-2 production blocks.**
- **Ensure delivery of gas at peak summer time demand, as required by Abu Dhabi**
- **Further optimize condensate recovery based on preliminary reservoir modelling results**
- **Extend the plateau past the end of operational license in 2032**

Following a request by QP in 2013 to drill additional wells on the remaining slots on both platforms, Total, through its subsidiary in Qatar Total EP Golfe (TEPG) offered to study and execute them.

This work is being performed under a Technical Service Agreement between Dolphin Energy and (TEPG). The scope of the drilling campaign includes:

- DOL-1: Drilling of 2 new subhorizontal wells and 1 deviated well
- DOL-2: Drilling of 2 new subhorizontal wells and 1 deviated well
- Commingling and improvement of underperforming wells in DOL-1 and DOL-2 wells

The drilling campaign in DOL-1 was executed from February 2015 to March 2016. The drilling campaign in DOL-2, started at the beginning of February, and will extend to Q1 2019. Work on the underperforming wells in DOL-1 and DOL-2 is expected to start in 2019.

2. What have been the challenging aspects of the Project?

RMOP has been a technical and organizational challenge. From the technical side, the safety aspect was paramount, as it entailed drilling from live facilities while simultaneously producing and operating the platform and carrying construction activities.

Also, all the subsurface and well design work that went into it to define the optimum well placement and architecture, setting the completion and stimulation strategy to guarantee the desired well potentials, the adaptation of facilities for the new well tie-ins and hookups and for the well cleaning operations, were just some additional challenges.

From an organizational perspective, the project required the effective management of the technical and administrative interfaces between TEPG, Dolphin Energy and our shareholders.

A steering committee with shareholder representatives, a core technical and support group comprising from Dolphin Energy, Total and focal points from each entity coordinated all the work. The contractual and procurement process alone entailed the execution of close to 60 individual call for tender processes, plus 61 fast-tracked contracts and purchase orders.

3. What learnings have you taken from the DOL-1 drilling campaign and will apply to the DOL-2 drilling campaign?

Several technical lessons learned have been captured from DOL-1 and already incorporated in the drilling program of the new DOL-2 wells. Additionally, there are many improvements in the way we have organized and interfaced between the entities, which allowed us to complete all preparatory work in a much more efficient way.

4. How long will the DOL-2 drilling campaign last, how many people are involved, and how many man-hours do you expect to register?

The DOL-2 drilling campaign started on February 1st 2018, and it is expected to last until Q1 2019. Using DOL-1 as a reference, we recorded slightly over 1.1 million man hours, so DOL-2 will be close to that, and when fully operational we will have between 400-500 people involved at different stages, not counting the many colleagues working behind the scenes to support the operation.

5. How does a Project as extensive as RMOP align itself to The CORE Project – has it been a challenge to be cost efficient?

We were fortunate that The CORE Project started at the planning stage of RMOP, so we have had very good alignment almost from the beginning. Just to give a little bit of perspective, when RMOP was sanctioned by shareholders, the combined AFE was estimated above US\$500M; today, the latest revision is close to USD\$380M, and we are optimistic we will be able to deliver even better results.

RMOP stands for:

**RESERVOIR
MANAGEMENT
OPTIMIZATION
PROJECT**

6. When you reflect on the Project, what gives you the greatest sense of pride?

What gives me the most pride is how we joined forces with our shareholders to tackle a project that is outside its routine operational envelope; how we acted as one team, and in the process set a precedent for other operators in Qatar to further develop the prolific North Field. In many ways RMOP is a first: for us, our shareholders and for Qatar.

tap the technical support from the shareholders to tackle projects that are not within its in-house technical capability. RMOP was also the blueprint for Water Wells Injection Workover (WIWO), another project recently completed in which a Technical Service Agreement was signed with another shareholder OXY.

It shows Dolphin Energy can adapt to future challenges, which will come as our operation and facilities mature and require higher levels of intervention.

7. What does the company's ability to manage RMOP successfully say about Dolphin Energy?

It highlights the brilliance of Dolphin Energy's organizational structure. From inception, it has kept only the functions that are pertinent to meeting its core objectives, with the ability to

