

Dolphininsight

May 2017
Issue 40



AWARDS FOR LONG TERM SERVICE

– **RECOGNIZING EMPLOYEE COMMITMENT**

► read more inside

**DOLPHIN ENERGY WINS
BEST SUSTAINABILITY
REPORT AWARD**
► p03 COMPANY

**DOLPHIN ENERGY
SIGNS MOU WITH
NCEMA**
► p04 COMPANY

**DOLPHIN ENERGY MARKS
QATAR NATIONAL SPORT
DAY 2017**
► p14 COMMUNITY

**INTERVIEW WITH
SHAIMA AL MARZOOQI**
► p18 COLLEAGUES

COMPANY

- 02 292 EMPLOYEES RECOGNIZED FOR THEIR LONG TERM SERVICE
- 03 DOLPHIN ENERGY WINS BEST SUSTAINABILITY REPORT AWARD
- 04 DOLPHIN ENERGY SIGNS MOU WITH NCEMA
- 05 DOLPHIN ENERGY HITS LTIR & TRIR TARGETS FOR THE YEAR
- 06 ANNUAL CEO STAFF MEETING
- 07 THE C.O.R.E PROJECT – MAXIMIZING RESOURCES
- 07 THE CORE PROJECT CHAMPIONS HONORED FOR COMMITMENT
- 09 ANNUAL HSE CONTRACTORS' FORUM
- 10 DOLPHIN ENERGY HOSTS MUBADALA AND TOTAL E&P
- 10 JOINT RISK ASSESSMENT EXERCISE
- 11 DOLPHIN ENERGY ADOPTS UNIQUE ON-LINE ROBOTIC INSPECTION
- 12 UPSTREAM PREVENTATIVE MAINTENANCE OPTIMIZATION PROJECT
- 13 DOLPHIN ENERGY RECOGNIZED AT OFFSHORE OPERATIONS FORUM
- 13 MARKETING & COMMERCIAL LAUNCHES 'AL DARWAZAA'

COMMUNITY

- 14 DOLPHIN ENERGY MARKS QATAR NATIONAL SPORT DAY 2017
- 15 DOLPHIN ENERGY ORGANIZES ITS FIRST BEACH CLEAN UP IN QATAR
- 16 THE YEAR OF GIVING

COLLEAGUES

- 17 NATIONALS FORUM HELD IN QATAR
- 18 INTERVIEW WITH SHAIMA AL MARZOOQI
- 19 DOLPHIN ENERGY CELEBRATES ITS FIRST CULTURAL DAY
- 19 FIT TO WIN
- 20 INTERVIEW WITH SAEED AL KAYYOOMI & KHALED AL HASHEMI
- 21 A DAY IN THE LIFE OF... NAEEMUDDIN AHMAD

22 CAPTURED

> THE CORE PROJECT: CASE STUDIES ON COST SAVING

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Corporate Communications
Department

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WELCOME TO THIS ISSUE OF DOLPHINSIGHT.

This year kicked off with a great start and our 2017 CEO Staff Meeting was the perfect platform for employees to come together and address their queries and suggestions to our Senior Management team. It also provided the opportunity to recognize employees for their service to the company and reward others who have gone beyond to support Dolphin Energy.

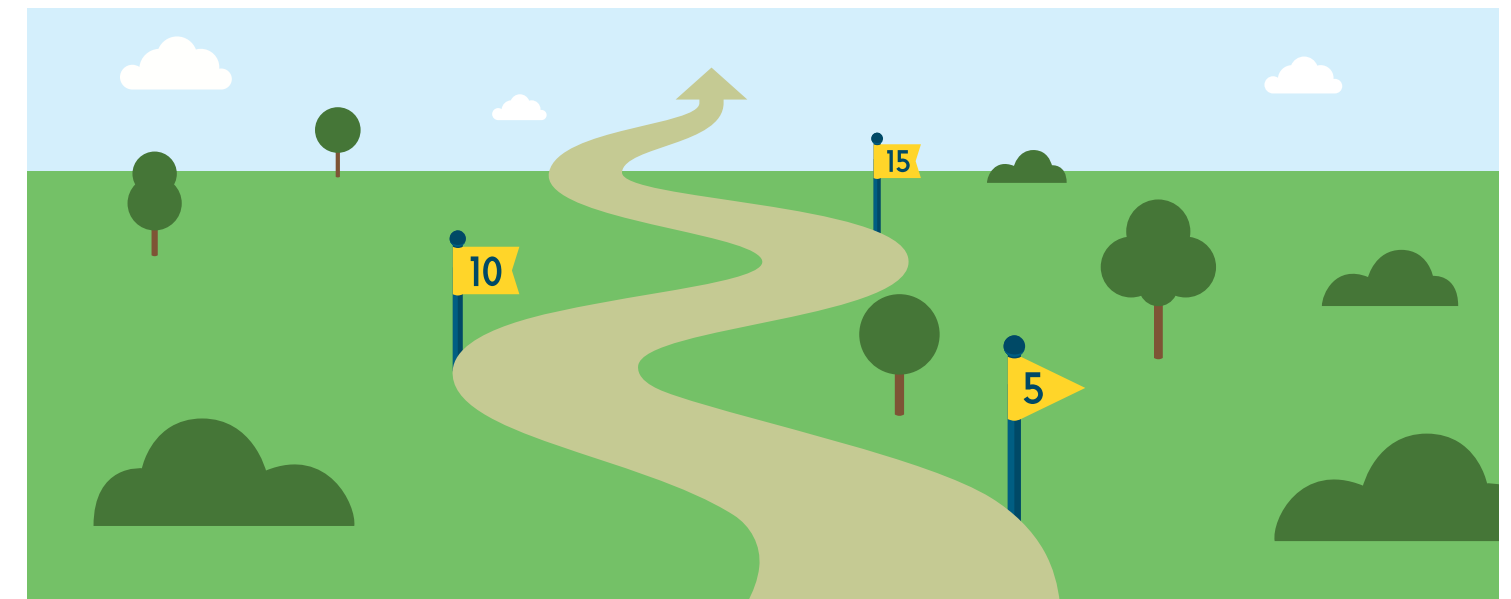
This issue's edition of Captured takes a look at The CORE Project and highlights three initiatives that have helped generate significant savings for the company.

In support of The CORE Project's efforts to optimize costs, we will now be distributing Dolphinsight as an online copy to our employees and customers. A small amount will still be printed to use during our events and exhibitions.

Last, as always, we feature the achievements of our talented employees!

Enjoy the read.

292 EMPLOYEES RECOGNIZED FOR THEIR LONG TERM SERVICE



This year, the company recognized a total of 292 employees across the UAE and Qatar, for their long term service to the company. The awards were based on 5, 10, and 15 years service.

These awards are not only a testament to the company's high employee retention, but also demonstrate its commitment to invest its people, whether through training programs, career development modules or recognition initiatives.

The company recognizes that having employees who have been with the company for many years not only develops a strong knowledge base, which results in higher productivity, but also helps maintain the company's culture of positivity.

"We are delighted to honor so many employees who have chosen to develop their careers at the company. It demonstrates that the policies and programs we have in place that are designed to recruit, retain and develop people are working," explained Abdulla Al Hosani, Director Corporate HR&A.

"While we can be very pleased about these developments we need to be mindful of the fact that we must remain committed to maintaining standards so that we continue to benefit from the collective experience and insights offered by our staff. I would like to congratulate all recipients of a service award and express my gratitude to all long term employees who have demonstrated their loyalty and commitment to the company," Al Hosani added.

Dolphin Energy won the 'Best Sustainability Report' Award at the Abu Dhabi Sustainability Group (ADSG) Sustainable Business Leadership Awards Ceremony, which took place on 1st March, 2017.

DOLPHIN ENERGY WINS BEST SUSTAINABILITY REPORT AWARD

The award was presented to the company's Senior Vice President Corporate HSE&S, Mr Ibrahim Al Suwaidi, during a gala dinner and awards ceremony held to mark the start of ADSG's 3rd Sustainable Business Leadership Forum.

It is the second time in three years Dolphin Energy has won the award demonstrating the dedication the company has displayed in deepening its commitment to sustainability and helping endorse and drive the wider sustainability agenda in Abu Dhabi.

Commenting on the award win our CEO, Mr Adel Ahmed Albuainain said: "We are delighted to win this award again because it shows that we continue to focus our efforts on maintaining a strong sustainability performance at all times. We have embedded sustainability principles into our operations and reported our performance on an annual basis to help demonstrate our commitment, to share our successes and publicly disclose where improvements can be made."

Launched in 2015, the Abu Dhabi Sustainability Group (ADSG) Sustainable Business Leadership Forum brings

together sustainability thought leaders and practitioners to share their insights and expertise to help forge the way to a truly sustainable future.

The three day event, which was held under the theme "managing and measuring impact to secure a profitable and sustainable future" encouraged delegates to drive sustainable business leadership and success through the integration of a sustainability ethos and action into corporate decision-making processes towards a sustainable future.

Mr Albuainain added, "As a founding member of the Abu Dhabi Sustainability Group and lead sponsor of the Forum, we have worked hard to support the Group's vision and believe that important platforms such as this event help develop a wider commitment, encourage other companies follow suit and embrace the challenges associated with sustainability. I would like to congratulate the other winners of the awards."



Ibrahim Al Suwaidi, SVP Corporate HSE&S receives the award on behalf of Dolphin Energy from H.H. Sheikh Abdul Aziz bin Ali Al Nuaimi, Vice President and CEO of Ajman-based Al Ihsan Charity Association, Dr. Abdullah Zamzam, Assistant Secretary General, Environment Agency- Abu Dhabi and Huda Al Houqani, Director of Abu Dhabi Sustainability Group, Environment Agency – Abu Dhabi

On 18th January 2017, Dolphin Energy signed a MOU with the National Emergency, Crisis and Disaster Management Authority (NCEMA). The agreement was signed by HE Dr. Jamal Al Hosani, the Director General of NCEMA, and Mr. Adel Ahmed Albuainain, CEO of Dolphin Energy.

DOLPHIN ENERGY SIGNS MOU WITH NCEMA



The agreement was signed by HE Dr. Jamal Al Hosani, the Director General of NCEMA, and our CEO Adel Ahmed Albuainain

The agreement will help enhance cooperation and coordination between the two parties which includes sharing experience, information in relation to emergency, disaster and crisis management. In addition, both parties agreed to share data and resources so that practitioners in the field of emergency, crisis and disaster management can use them as an effective tool to plan, prepare for and respond to emergencies and crises.

Under the agreement, both parties will appoint coordinators to develop the mechanisms necessary to share information and design tailored training programs.

"We are delighted to sign this MOU since it gives us the opportunity to share information and experience, and contributes to enhancing emergency and crisis management standards. We will coordinate with NCEMA to develop our programs and procedures and enhance our capabilities in responding to emergencies and crises. We are looking forward to receiving their support and experience," said Mr. Albuainain.

Dr. Al Hosani reiterated the importance of the MOU. "We seek to enhance and improve our partnership and make use of technical resources, experience and benchmarks available to both parties in technology, spatial information and remote sensing fields; to organize joint activities and programs and to share experience and provide technical advice of mutual interest, in relation to their work fields," he stated.

Dolphin Energy has once again maintained its Lost Time Incident Rate (LTIR) of zero and hit its Total Recordable Incident Rate (TRIR) target of under 1.0 across the company for the third year in a row.

DOLPHIN ENERGY HITS LTIR & TRIR TARGETS FOR THE YEAR

In fact, this year's TRIR has been the best so far in the company's history, registering a best ever of 0.14 – a very significant reduction when compared to 0.68 achieved in 2015. The total number of hours up to January 2017 without an LTI reached was 28.6 million man hours.

In helping contribute to meet the LTI target for the year, the Offshore Operations team celebrated achieving nine years of operations without a lost time incident by holding an internal celebration ceremony.

"Dolphin Energy strives to maintain the highest levels of safety at all times. As such, the Incident & Near Miss Reporting procedure plays a vital role in capturing events that may have an impact on our LTI and TRIR rates. With HSE teams deployed in all three areas of Projects, Operations and our offices, we ensure accurate data is captured at all times," explained Ibrahim Al Suwaidi SVP Corporate HSE&S.

"Achieving our company's Key Performance Indicator targets is one of the most important and significant goals and we can't reach these goals without the commitment of our employees and contractors.

"I would like to pay tribute to them as well as our senior management team who provide essential direction and support in ensuring we maintain these standards. This is why we are one of the leading oil and gas companies in the region," Al Suwaidi added.



“ **ACHIEVING OUR COMPANY'S KEY PERFORMANCE INDICATOR TARGETS IS ONE OF THE MOST IMPORTANT AND SIGNIFICANT GOALS** ”



A selection of employees - including some service award recipients - after the meeting

This year's Annual CEO Staff Meeting in Qatar and the UAE took place in February and presented an opportunity for the company's CEO, Adel Ahmed Albuainain, to address all employees.

ANNUAL CEO STAFF MEETING

In his welcome note, he thanked all divisions and departments for their efforts and acknowledged that 2016 had been particularly challenging. Mr Albuainain also spent some time reiterating the need to remain focused in the year ahead and made special mention of the need to maintain the highest levels of vigilance to support cyber security.

The event also featured a series of presentations which highlighted the latest company developments in HR&A, HSE&S, as well as The CORE Project.

Dolphin Energy's five, ten and fifteen year service award winners, each of whom have demonstrated strong levels of commitment, dedication and service to the company, were honored. Certificates Of Appreciation were also awarded to members of The CORE Project Team, for their hard work and commitment.

In all, 61 employees received 5 year service awards in Qatar and the UAE, 229 employees received 10 year service awards, while 2 employees received the 15 year service awards.

THE C.O.R.E PROJECT – MAXIMIZING RESOURCES

As ‘resourcefulness’ is a CORE Project pillar, one of the most effective responses has been to utilize the skills and experience of company employees when the need arises.

One of the best examples of this was seen in the development of a short video about The CORE Project.

The video which was developed by Corporate Communications and Public Relations, featured no less than 68 Dolphin Energy employees who delivered lines and acted in the production.

In addition, the entire film was shot and edited by Ramadhan Al Balushi who dedicated a lot of time away from his day-to-day job as Superintendent Emergency Response to produce the video.

It goes to show that Dolphin Energy employees possess some wonderful skill sets that can be harnessed. It also shows that when combining those skills with the high levels of support and cooperation qualities that underpin every single Dolphin Energy employee fantastic results are produced.

A special thanks to Ramadhan, all employees involved and their respective line managers in ensuring time was spent helping develop something very special – a video that received very positive comments from our shareholders, our Managing Director, CEO and GM Qatar, as well as members of the senior management team and many employees.



On 15th and 23rd February, ceremonies to honor the dedication and commitment of The CORE Project Champions were held in Qatar and the UAE.

CORE PROJECT CHAMPIONS HONORED FOR THEIR COMMITMENT



Those able to attend the event were presented with a certificate by the CEO, Adel Ahmed Albuainain and the General Manager – Qatar, Hassan Al-Emadi, in the presence of representatives of The CORE Project Steering Committee. The full list of recognized champions are:

“ THESE EMPLOYEES WERE SELECTED TO BE CHAMPIONS BECAUSE WE KNEW WE COULD RELY ON THEIR DEDICATION AND COMMITMENT. ”

UAE	
POSITION	NAME
Communication Champion - Abu Dhabi	Wahaj Ahmed Thani
Champion - Downstream Operations & Technical Services	Yasmin Lotfy
Champion - Downstream Operations & Technical Services	Basma Seraidy
Champion - Downstream Operations & Technical Services	Ali Al Shehhi
Champion - Projects	Steve Coward
Champion - Corporate HSE&S	Samah Ahmed Khalid
Champion - IT	Malik Meftahi
Champion - Corporate P&C	Tarek El Kilany
Champion - Downstream HR&A	William Meredith
Champion - Marketing & Commercial	Khalid Al Saadi
Champion - Strategy & Corporate Planning	Rania Al Dhaheri
Champion - Internal Audit	Saleh Al Breiki

QATAR	
POSITION	NAME
Champion - Upstream Operations	Abdulaziz Al Bakri
Communication Lead & Champion - Doha	Danna Al Mutawa
Champion - Upstream Operations	Jean Fechant
Champion - Upstream Technical Services	Ghader Al Eshaq
Champion - Upstream Technical Services	Nimer Ibsais
Champion - Upstream HSE&S	Rola Atiyeh
Champion - Upstream HSE&S	Deena Al Abdulla
Champion - IT	Hamad Yousef
Champion - Upstream P&C	Vincent O'Donnell
Champion - Corporate P&C	Haifa Alhammadi
Champion - Upstream HR&A - HR	Mohammed Abdulla
Champion - Upstream HR&A - HR	Abdulla Almesleh
Champion - Upstream HR&A - Administration	Sh. Najlaa Al Thani
Champion - Upstream HR&A - Administration	Fatima Al Suwaidi
Champion - Risk & Quality	Rasheed Al Rasheed
Champion - Legal	Naeemuddin Ahmad

“These employees were selected to be Champions because we knew we could rely on their dedication and commitment. To date, we have been rewarded by their support which is reflected in the success of the Project so far. We look forward to their continued service as we strive to meet our targets for 2017 and beyond,” commented Program Director, Francois Cupcic.

Each Champion has been tasked with ensuring teams from their respective divisions and departments suggest, develop and implement initiatives that produce savings for the

company. Champions have also helped ensure the Project’s aim to produce a bottom up approach has been realized and have invested time, energy and considerable effort to ensure a culture of cost consciousness has been enhanced across their teams.

“Champions have been instrumental in driving the Project forward and without their input we couldn’t succeed. Congratulations to all those recognized,” concluded Cupcic.

ANNUAL HSE CONTRACTORS FORUM

Every year, Dolphin Energy hosts an annual Contractors' Forum which brings together our contractors for an interactive session to discuss key HSE updates, safety related matters, as well as the opportunity to share international best practices for working safely. The Forum is a great platform to foster dialogue, knowledge sharing and networking opportunities.

This year's forum took place at Abu Dhabi's Beach Rotana Hotel on 5th December 2016, and brought together 16 key contractors under the theme 'Achieving Excellence in HSE Performance Through Teamwork'. The aim of the forum was to emphasize and discuss the importance of teamwork when performing any activity or task.

The meeting was led by Dolphin Energy's COO-UAE, Mr. Khalid Al Marzouqi and SVP Corporate HSE&S, Mr. Ibrahim Al Suwaidi along with members of Dolphin Energy's HSE&S Division.

Contractors also exhibited a series of presentations and posters on the topic of 'Environmental Sustainability', where the best presentations and posters were selected and awarded by Dolphin Energy.

"We consider our contractors to be integral to Dolphin Energy's operations. I would like to congratulate those who were recognized and look forward to their continued commitment," said Mr Al Marzouqi.

Mr Al Suwaidi added: "The strength of our commitment

to HSE is enhanced by the relationships we enjoy with our contractors. Recognizing them helps to enhance our standards and serves as an incentive to other contractors to work harder."



The Best Poster Award was given to Sait Specialized Engineering & Contracting



Group photo of our contractors and representatives from Dolphin Energy

DOLPHIN ENERGY HOSTS MUBADALA AND TOTAL E&P

Dolphin Energy received senior representatives from Mubadala Petroleum, Total E&P Qatar and Total E&P UAE on 7th and 8th December 2016.

On 7th December, Mr. Musabbeh Al Kaabi, CEO of Mubadala Petroleum and Naser Ali Al Hajri, Head of UAE Gas & MECA

Operations visited Dolphin Energy's onshore plant at Ras Laffan Industrial City. They were welcomed by our CEO Mr. Adel Ahmed Albuainain, our General Manager-Qatar Hassan Al-Emadi and Ali Alrahbi, Chief Operating Officer – Upstream in addition to a number of senior managers.

On 8th December, Mr. Musabbeh Al Kaabi and Naser Al Hajri along with Guillaume Chalmin, Managing Director and Group Representative - Total E&P Qatar; Jean Baptiste Faget, Dolphin Energy's Asset Manager - Total E&P UAE; and Hugues Asselin, Drilling & Completion Manager - Total E&P Qatar visited the Al Jassra rig at the DOL-1 offshore production platform.

The visitors were briefed by Othman Al Yafei, Senior Manager Offshore Operations on the rig and on ongoing operations. The visitors thanked Dolphin Energy for its excellent HSE performance, risk awareness and hospitality.



The delegation pictured inside the Ras Laffan Control Room

JOINT RISK ASSESSMENT EXERCISE

In the second half of 2016, Dolphin Energy's Internal Audit and Corporate Enterprise Risk Management (ERM) teams came together to perform a risk assessment program across the entire company.

The project, which by taking a joint approach to support The CORE Project led to cost savings of US\$100,000 in 2016, involved the development of departmental risk registers, risk based internal audit plans, strategic/top risks and fraud risk scenarios across all divisions and departments in the UAE and Qatar. The exercise was conducted in line with the standards from the Abu Dhabi Accountability Authority (ADAA) and ISO 31000:2009.

This was a milestone which Internal Audit and the ERM team achieved in their continuous efforts to enhance the process of risk management within Dolphin Energy. Both received

unprecedented support from the Audit, Risk & Compliance Committee, the Executive Management, the Senior Leadership learn and each division/department to make this exercise a success.

Now with the fundamental blocks developed, the IA Department will continue to perform its role in providing assurance while Corporate ERM will maintain its focus on facilitating the ERM Program and promoting effective ERM at all levels across the company.

“ A DETAILED ROADMAP FOR 2017 WILL BE ROLLED OUT AS THE NEXT STEP IN THIS JOURNEY OF RISK ASSESSMENT AND RISK MANAGEMENT. ”

Ensuring asset integrity and implementing best industry practices has led Dolphin Energy's Asset Integrity Section to implement the first of its kind technology in the State of Qatar.

DOLPHIN ENERGY ADOPTS UNIQUE ON-LINE ROBOTIC INSPECTION FOR AMINE TANKS

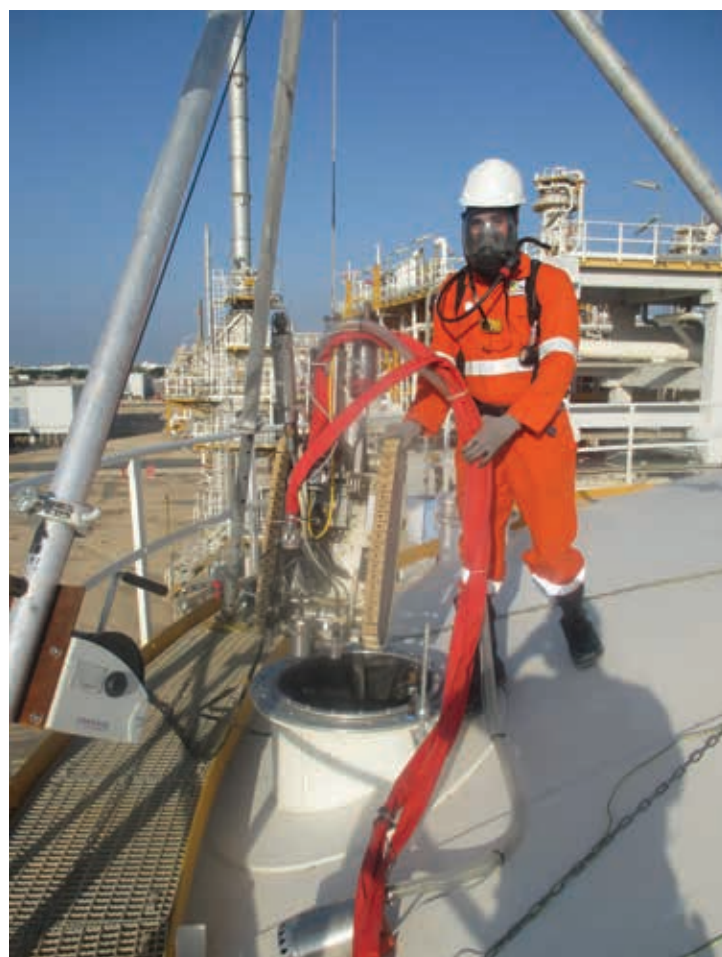
An innovative robotic inspection tool has been used for the first time in Upstream Operations helping resolve two significant challenges for the amine tank: safely conducting inspection and performing cleaning, if required, while the vessel remained in operation.

Normally, conducting internal inspection requires shutdown and personnel entry. However, to optimize the shutdown scope of work and save costs, robotic inspection technologies were explored and selected as the solution in order to inspect the tanks while in-service.

The campaign was successfully completed in December 2016 with no interruption to operations.

Cost savings totalled USD \$261,000 helping support The CORE Project, Dolphin Energy's cost optimization program.

The Asset Integrity team is now assessing utilization of this technology for other tanks, whenever technically feasible.



Robotic Insertion inside Amine Tank from top Manway

“ COST SAVINGS TOTALLED \$261,000 HELPING SUPPORT THE CORE PROJECT. ”



A Preventive Maintenance Program is the cornerstone of any successful reliability program and a world-class organization ensures plant availability and reliability by implementing an effective program that meets production requirements at optimum cost.

UPSTREAM PREVENTIVE MAINTENANCE OPTIMIZATION PROJECT NEARS COMPLETION

In support of this, a Preventive Maintenance Optimization review exercise was carried out, adopting a Reliability Centered Maintenance methodology for Vital and Critical Assets in line with SAE JA1012 standards as well as a generic task list methodology per technical object type for non-critical assets.

The project kicked-off on 7th September 2015. Phase 1, a complete review of preventive maintenance, was completed on 13th November 2016 and resulted in an overall annualized preventive maintenance man-hour reduction of approximately

16,000 man-hours. Phase 2, which will see the project results implemented in SAP was completed in April 2017.

The Preventive Maintenance Optimization Project demonstrated cooperation and commitment from a variety of Dolphin Energy Upstream teams, including: Technical Services, Upstream Operations, IT and HSE&S. Each collaborated to ensure the project objectives were accomplished successfully.

DOLPHIN ENERGY RECOGNIZED AT OFFSHORE OPERATIONS FORUM

The Offshore Operators Forum was held on 20th February 2017, which brought together various representatives from the oil & gas industry in Qatar.

Dolphin Energy has been an active member of the Forum for over a year, and includes representatives from Ras Gas, Qatar Gas, Oxy, Total, QPD and Maersk Oil. The Forum serves as a platform where different offshore operators can raise and address common concerns facing the industry, and develop efficient and sustainable solutions. The company's role has been to discuss and share knowledge and best practices with other leading offshore operators in Qatar.

Dolphin Energy was awarded with a certificate of appreciation for playing an active role in the Forum's activities in 2016, specifically in the field of maintenance operations.



Dolphin Energy was awarded a certificate of appreciation for its role in the Forum. Othman Al Yafei (left) receives the gesture on the company's behalf

MARKETING & COMMERCIAL LAUNCHES 'AL DARWAZAA'



In response to customer feedback that highlighted a desire to share best practice and insights, the Marketing & Commercial division launched 'Al Darwazaa', a new online newsletter that aims to keep customers informed on the latest developments at Dolphin Energy.

Circulated on a monthly basis, Al Darwazaa will focus on the latest news and updates from the company's divisions and departments and in the process strengthen the partnership established between company and customer.

Al Darwazaa is so named because it describes the main gate to a house. As such, the logo depicts the doors open to help reflect Dolphin Energy's culture; it also serves as an invitation to the company's customers to engage at all times so that communication lines remain open.

"While Marketing is the focal point for enhancing customer relationships, everyone has a role to play to help meet their expectations," explained SVP Marketing & Commercial, Ajlan Al Qubaisi. "We look forward to everyone's support in making Al Darwazaa a success and hope we continue to share knowledge to ensure an excellent customer experience. Our 'Darwazaa' is always open for all to contribute and give feedback to enhance the publication," Al Qubaisi added.

If you have information you would like to share with Marketing & Commercial that you think would be of interest to Dolphin Energy's customers, please contact Noura Al Mashjari on: noura.almashjari@dolphinenergy.com

On 14th February 2017 and in support of the annual Qatar National Sport Day, Dolphin Energy organized its own event under the slogan "Get Active: Mind, Body & Soul". The family focused fun day was held at the Fire Station Plaza.

DOLPHIN ENERGY MARKS QATAR NATIONAL SPORT DAY 2017

The concept of mind, body & soul was communicated in all activities to encourage employees and their families to discover all aspects of wellness. At the registration area, visitors received bags and cards to register their sporting achievements and collect raffle tickets.

Mr. Hassan Al Emadi, General Manager – Qatar launched the event with a welcome note, which was followed by the Morning Warm Up and Mind, Body and Soul activities.

The main activities on offer during the day included Dolphin Energy Volleyball Tournament, Maui Thai Class, Urban Warrior Class, Assault Course Challenge, Rugby Challenge, Women Fitness Classes, In-Trinity Classes, Meditation & Mindfulness Workshop, Forrest Yoga Workshop, Kids' games and Sport Entertainment Performances. Music was played throughout the day to motivate visitors, while healthy snacks and drinks were also on offer.

During the closing ceremony, awards and medals were distributed to all the winners by Dolphin Energy's CEO, Mr. Adel Ahmed Albuainain, and Mr. Al-Emadi.

Prizes were also given to those lucky enough to win in the raffle.



Senior management, employees and their families came together for a fun filled event

DOLPHIN ENERGY ORGANIZES ITS FIRST BEACH CLEAN UP IN QATAR

In line with Dolphin Energy's strong commitment to the environment and the local community, the HSE&S and G&PR departments, together with the CSR & Community Relations Team at Qatar Petroleum, teamed up to organize their first 'Beach Clean-up Campaign' on Thursday, 22nd December 2016.

Taking place at the Ras Laffan Industrial City Beach, the campaign provided an opportunity to help spread knowledge and awareness about eco-efficient waste management. It also aimed to highlight the impacts of pollution and the consequences of irresponsible waste disposal, which can cause health problems. In addition, the campaign also sought to raise awareness about the threat to the marine environment and promote best practices related to proper waste disposal.

At the heart of this environmental initiative were Dolphin Energy employees, who expressed their eagerness to volunteer and demonstrate their strong commitment to preserve the environment

Transportation was arranged, a light breakfast and snacks were provided and appreciation certificates were distributed to all participants.

The campaign was very successful and received positive feedback. Thank you to all the volunteers who played a crucial role in protecting our natural environment.



AED 50,000

In support of the Year of Giving, announced this year by UAE President His Highness Sheikh Khalifa Bin Zayed Al Nahayan, Dolphin Energy will be donating an amount of AED 50,000 to The Rahma Cancer Patient Care Society.

THE YEAR OF GIVING

The Society helps patients receive treatment and information about cancer and also provides financial and psychological support during and after treatment. Its remit also sees it build a comprehensive database of the best hospitals and medical centers around the world that specialize in cancer treatment.

Dolphin Energy will be looking at other initiatives to give back to the community, and bring hope to those in need. These are planned to roll out throughout the year.

“ SHOULD YOU HAVE ANY IDEAS OR SUGGESTIONS, PLEASE CONTACT THE CORPORATE COMMUNICATIONS DEPARTMENT. ”



Two separate Nationals Forum meetings were held in Qatar and brought together the Qatari and Emirati employees in Ras Laffan and Doha to meet with the company's management team.

NATIONALS FORUM HELD IN QATAR

Sessions were organized in Ras Laffan on 25th January 2017 at the Pearl VIP Meeting Room. On 26th January, two more sessions were held at Dolphin Energy Tower - 9th Floor.

The event focused on corporate, HR and financial updates, with recognition awards and appreciation certificates for the successful completion of Development Plans, CEPs, Further Education, ODP, Sponsorship and National Service.

Earlier in December 2016, representatives from HR and PR departments held several preliminary meetings with the company's national employees to discuss their suggestions, concerns and inquiries. These ideas were sent to the management team and notes were taken for further consideration.

INTERVIEW WITH: SHAIMA AL MARZOOQI

Dolphinsight had the pleasure of interviewing Shaima Al Marzooqi, Electrical Engineer-Associate, to discuss her involvement with the Mohamed Bin Rashed Space Center, during her days as an engineering student at the American University of Sharjah.

Q1. AS AN ENGINEERING STUDENT AT THE TIME, HOW DID IT FEEL TO BE NOMINATED TO JOIN THE NAYIF-1 TEAM?

I felt extremely honored and privileged to be selected by my professors at the American University of Sharjah to join the Nayif-1 team and work alongside the Mohamed Bin Rashed Space Center. It's not every day that you get to send something into space, so I knew I had to take full advantage of this opportunity.

Q2. CAN YOU TELL US A BIT MORE ABOUT THE MOHAMED BIN RASHED SPACE CENTER?

The Mohamed Bin Rashed Space Center (MBRSC) has pioneered the UAE's involvement in the space sector. It has successfully launched both DubaiSat-1 and DubaiSat-2 and is currently behind the Emirates Mars Mission. In late 2014, MBRSC partnered with the American University of Sharjah and Innovative Solutions in Space to launch the CubeSat development project.

Q3. TELL US ABOUT THE TECHNICAL PROJECT THAT YOU WORKED ON.

The project we worked on was "Nayif-1", which is the first Emirati CubeSat.

Nayif-1 is a 1U amateur radio nanosatellite that can emit short text messages and broadcast them across a specific footprint. Nayif-1's missions are to provide hands-on experience and training to Emirati engineering students in the space systems development field, as well as provide scientific data for analysis and experimentation.

Q4. WHAT WAS MOST EXCITING ABOUT BEING PART OF THIS HISTORICAL INITIATIVE?

The most exciting part was the integration of the satellite in the clean room, because it was the moment of truth when the design came to life and its functionality was validated.



Q5. AS A STUDENT, HOW DID IT FEEL TO BE WORKING WITH SOME OF THE TOP PROFESSIONAL AERONAUTICAL ENGINEERS AT THE SPACE CENTER?

I felt responsible to learn as much as I could from their expertise and knowledge.

Q6. DESCRIBE SOME OF THE CHALLENGES (IF ANY) DURING THE TECHNICAL PROGRAM WITH THE MOHAMED BIN RASHED CENTER SPACE CENTER?

I think the biggest challenge was that we were in uncharted territory. It was ground zero for us, since there was no attempt to develop an Emirati CubeSat before this.

Q7. LOOKING BACK AT THIS EXPERIENCE, DO YOU HAVE ANY SPECIFIC MEMORIES OR HIGHLIGHTS THAT YOU'D LIKE TO SHARE?

I feel extremely proud to have been a part of this endeavor. It was the culmination of two years hard work and I really hope it sparked some interest in scientific research in the UAE. I'm also glad to say that Nayif-1 was successfully launched into orbit on the 15th of February, 2017 and is operating as planned.

DOLPHIN ENERGY CELEBRATES ITS FIRST CULTURAL DAY

On 12th January 2017, the Public Relations Department organized its first Cultural Day at Dolphin Energy Tower.

Taking place on the 9th Floor event area, employees were invited to present examples of their folklore, culture, fashion and food.

Three national areas were set up – Qatar, India and The Philippines and those attending the three hour session learnt much about each country's history, customs and traditions.

Thank you to all the participants who kept everyone interested and engaged.



FIT TO WIN

Fit to Win, a company-wide fitness program for employees in the UAE, was rolled out by the Abu Dhabi Office Employee HSE Committee in 2016. The program aimed to promote HSE&S awareness to all employees, help reduce health issues, as well as improve employee productivity, self-esteem and stress management.

The three month program ran from October to December 2016 and monitored body fat and muscle development of every participant, using the in-body analysis machine. An impressive 69 employees participated, comprising 54 males and 15 females.

The winning criteria was measured based on the muscle control, fat control and the overall fitness score where every 1% increase in overall fitness levels, equaled to one point.

During the challenge, a boot camp style competition was launched to engage the participants in group activity. It was a fun, energetic way for employees to challenge themselves and was also a great networking opportunity. The camp was scheduled for males at Abu Dhabi Corniche and females at Al Bateen Ladies Beach.

"The program helped me track my fitness level and motivated me to improve my eating habits and follow a routine exercise program. It shows that Dolphin Energy takes care of its employees and encourages them to maintain their fitness," said Mr. Muhammad Awais, Sr. Manager Projects Quality.

Congratulations to the following winners! 1st Place: Basma Seraidy Sr. Asset Integrity Engineer; 2nd Place: Inaam Makki, Executive Assistant and 3rd Place: Muhammad Awais, Sr. Manager Projects Quality. In addition, one winner of honor was awarded for being very committed to the program, Duaa Al Hasni, HR Officer.



INTERVIEW WITH: KHALED AL HASHEMI & SAEED AL KAYYOOMI

Dolphinsight sat down with two of our UAE National employees, Khaled Al Hashemi, Gas Network Superintendent, and Saeed Al Kayyoomi, Control and Systems Engineer, both of whom were nominated by the CEO to be members of the UAE Youth Petroleum Council, a newly launched initiative which was announced at ADIPEC 2016.

Q1. WHAT IS THE AIM OF THE UAE YOUTH PETROLEUM COUNCIL?

The Council offers a unique platform to interact both locally and globally with young professionals in the oil & gas industry. It also helps promote Emirati youth participation in international conferences for the transfer of knowledge and access to the latest technologies.

The Council provides an opportunity for UAE youths to interact with professional leaders in the industry, as well as promote the exchange of international best practices and learning experiences. In addition, the council intends to promote a realistic image of the oil & gas industry among the youth, to address the challenges of today, as well as the many opportunities that arise from working in the industry.

Q2. WHAT OTHER COMPANIES ARE REPRESENTED BY THE COUNCIL?

Saeed & Khaled: ADNOC, UAE Ministry Of Energy, GASCO, Fertil, ADCO, Shell, Mubadala Investment Company, Mubadala Petroleum, Takreer, Borouge, ZADCO and Dolphin Energy.

Q3. HOW WILL YOUR INVOLVEMENT SUPPORT YOUR POSITION AT DOLPHIN ENERGY?

Saeed: I believe being part of this council will help me to interact with young professionals. Attending conferences will increase my knowledge of the industry and help me in my future career.

Also, being involved will help me give back to the Community by sharing knowledge and interacting with youths and students across the UAE.

Khaled: In my opinion, my experiences as a member of the council will help provide more insight about Dolphin Energy's involvement and importance in the industry. Further, it is a great honor to represent Dolphin Energy during my interaction with senior professionals in the industry and future energy leaders.

Q4. HOW LONG WILL YOU BE ON THE COUNCIL?

Saeed & Khaled: Five years.

Q4. WHAT DO YOU HOPE TO ACHIEVE FROM PARTICIPATING IN THE COMMITTEE?

Saeed: I am very excited to be a part of this prestigious Council, which aims to help drive awareness about the oil & gas industry and the importance of preserving energy resources for future generations. I hope to not only be a brand ambassador for Dolphin Energy, but also be able to share the experience I gain through this membership and pass it on to future generations.

Khaled: It is an honor to have been nominated by the CEO to be a member of this Council. I am very proud to represent Dolphin Energy and be at the forefront in engaging industrial issues while helping provide solutions to these pressing challenges. I look forward to working with other key members of the industry, meeting with future energy leaders, and expanding my horizons to take on different experiences and knowledge.



A DAY IN THE LIFE OF NAEEMUDDIN AHMAD

I DO:

I joined Dolphin Energy in 2012 as part of the Business Support Department. I immersed myself quickly in the culture and enjoyed the work. A large task given to me at the time was to handle the interactions with Qatargas OpCo and all of the agreements that flowed from that.

In 2014, I moved to the Legal Department and as a qualified solicitor in England, this was a natural calling for me. This challenging role led me to widen my interactions within Dolphin Energy. The fact that I get to spend quality time with so many departments is one of the most enjoyable aspects of my job.

Whenever I visit the plant and see the size of our operation and the dimensions of the equipment we use, I always feel quite fortunate that I can learn so much more than just the law and it simply doesn't compare to my previous days spent laboriously poring over hundreds of pages of evidence in a dimly lit police station custody suite!

I AM:

I graduated from university having studied International Relations. I then studied for a postgraduate diploma in law and then the Bar exams in England. I was called to the Bar and following that I completed further training and was admitted to the roll of solicitors as well.

Although I took the longest possible route to qualification, the experiences I picked up along the way working in various roles, really helped shape what I have become today.

Prior to working in corporate law, I worked for a number of years as a criminal lawyer, mainly in the realm of defence work and would regularly attend the police station in the middle of the night to represent suspects. This work was very demanding but also quite rewarding.



(Un)usual court dress!

In my free time, I enjoy hiking and have had sensational experiences walking and trekking in the mountainous regions of Pakistan. Amongst other things, I enjoy cooking and nothing is more satisfying and therapeutic than spending a few hours seasoning a cast-iron skillet, I highly recommend it!

I'm happily married and have a beautiful son, who is learning new things every day and makes me a very proud father.

I ASPIRE:

I am always keen to learn something new. Since I started here, I have developed a new found interest in engineering. I have realized that the huge operation we have really operates on basic principles of chemistry and we see this on a small scale every day.

I want to leave a legacy that my family can be proud of and I don't want to be just another lawyer. I strive to present a positive image of the profession, because it may not always be as glamorous as the movies but most lawyers are in it to achieve a just and fair result, and this is what I aim for every day.

I like to try new experiences and never say no to a challenge and am a firm believer in the notion that we never stop learning.



The Isle of Skye, Scotland



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:

THE CORE PROJECT: CASE STUDIES ON COST SAVING



Following the launch of The CORE Project in February 2016, more than 200 initiatives have been developed to support Dolphin Energy's cost optimization program. Each has either helped deliver significant cost savings to the company or enhanced the culture of cost consciousness.

Many initiatives have been highlighted as part of the Project's Recognition & Rewards Program while three others were the first to be shortlisted and submitted to Dolphin Energy's Recognition & Award Committee for special consideration. These are showcased inside.

CASE STUDY 1

RENEGOTIATION OF THE OFFSHORE MARINE FLEET RATES

SCOPE

The remit for the renegotiations was to realign and secure revised rates and prices for each vessel in the offshore marine fleet to better reflect the prevailing market conditions. The fleet comprises:

- Al Safliya jack-up accommodation barge from GDI
- Firebird-1 Fast Crew Vessel (FCV) from Stanford Marine
- Halul-29 Anchor Handler and Tug Ship (AHTS) – from Halul Marine

METHOD

The offshore marine fleet contractors attended a commercial meeting in Dolphin Energy Tower to explore where and how the contract rates and prices could be optimized and reduced without any other impact upon the contract. This resulted in reduced contract rates and prices offered by each marine fleet contractor which were then captured in contract amendments. These were signed by Dolphin Energy and the relevant marine fleet contractor.

RESULTS

While details of the actual cost savings are confidential, significant savings were secured as the result of the renegotiations.

“ **... REDUCED CONTRACT RATES AND PRICES OFFERED BY EACH MARINE FLEET CONTRACTOR WHICH WERE THEN CAPTURED IN CONTRACT AMENDMENTS.** ”



The Al Safliya jack up accommodation barge

CASE STUDY 2

IMPROVING EFFICIENCY IN POWER GENERATION BY RUNNING 2 OUT OF 3 STEAM TURBO GENERATORS RELIABLY

SCOPE

Electric power at Dolphin Energy's onshore gas plant is largely generated by three steam turbine generators (STG). This is done using High High Pressure (HHP) steam primarily from four steam boilers as well as other heat recovery sources. The low pressure (LP) steam from the outlet of the STGs is used by other steam consumers in the plant. As steam and power generation at the plant is driven by the LP steam demand, the STGs do not run at their rated capacity (35 MW each). As a result, electric power has to be imported from Kahramaa to meet the overall plant power demand of ~62 MW.

The normal operating mode is to run two STGs out of three, keeping one spare. However, any unplanned trip of one of the two STGs running could result in a total plant shut-down if the control system of the STGs, HHP steam boilers and steam let-down station is inefficient.

Unfortunately, the control systems were inefficient, meaning all three STGs had to run in parallel. This resulted in a reduced steam load per STG and reduced power generation efficiency. With a steam load of ~660 Tons/hr, ~44 MW were generated by the three STGs meaning that ~18 MW had to be imported from Kahramaa, at a yearly cost of US\$4.1 million.

METHOD

To address this a new Process Control System was engineered using a model of the plant steam balance along with some advanced regulatory control techniques. This resulted in the following improvements, which were implemented after exhaustive and successful testing of various trip scenarios:

- Under the 'two out of three' STGs operating mode, any trip of one STG will automatically trigger a 'quick opening' of the let-down valve connecting the HHP & LP steam headers to compensate the steam demand and avoid any upset
- A 'base load' can be applied by the panel operators to the controllers of the let-down valves, steam condenser and vent valves without having to switch these controllers from 'auto mode' to 'manual mode', in order to allow a quick stabilization of the steam headers pressure at any time
- Proper 'feed forward' controls were implemented to maintain the steam temperature
- All control loops were tuned, including the 'master pressure control' of the HHP steam boilers

RESULTS

Via FMP-784, the control systems of the STG, HP steam boilers and steam let-down station improved to allow managing an unplanned STG trip scenario. Since April 2016, the STGs reverted to their normal operating mode (two out of three). As their energy efficiency is increasing with the steam load, the same amount of HHP steam processed by two STGs instead of three generates ~50 MW.

As such, the power imported from Kahramaa has been reduced accordingly from 18 to 12 MW, below the Take Or Pay level. This has resulted in annual OPEX savings of ~US\$1.4million based on the Kahramaa tariff structure implemented on January 1, 2016, and even ~US\$2.8million based on the new Kahramaa tariff structure implemented on October 1, 2016.

“ **... THE CONTROL SYSTEMS WERE INEFFICIENT, MEANING ALL THREE STGS HAD TO RUN IN PARALLEL. THIS RESULTED IN A REDUCED STEAM LOAD PER STG AND REDUCED POWER GENERATION EFFICIENCY.** ”

CASE STUDY 3

REDUCING KHI INJECTION

SCOPE

Reservoir fluid is routed to the onshore gas plant from two offshore platforms via a 36" sealine from each platform. The sealines contain free condensation water, with potential for hydrate formation within the sea-lines during winter. Accordingly, a Kinetic Hydrate Inhibitor (KHI) is injected into the fluid entering each sealine on the offshore platforms.

Dolphin Energy initiated a study to determine whether the quantity of KHI injected into the sealines each winter could be reduced, either by reducing the injection rates, the duration of injection, or both.

METHOD

Modifications were implemented to measure the sea water temperature in the vicinity of the platforms. These measurements permitted a reduction in the margins applied to the threshold temperatures being used as criteria for KHI injection use or not, and resulted into a first reduction of the KHI injection period.

To reduce the KHI injection period even further, the slug catcher's two halves were segregated to be able to measure the fluid temperatures of each platform separately, and to establish distinct offshore KHI injection start-up dates for each platform. In the past the two halves were operated in commingled mode, meaning that fluid temperatures couldn't be measured selectively for one platform, and resulting in a unjustified common KHI injection start-up date

on both platforms(KHI injection on DOL-2 can start later and terminate earlier than on DOL-1 due to the shorter distance between DOL-2 and the onshore facilities).

This segregated offshore KHI injection on DOL-1 and DOL-2 also required to stop the usual dilution of the CI (Corrosion Inhibitor) into cold condensates, with the blessing of corrosion experts, allowing a segregated KHI transfer to each platform using the umbilical transfer line used so far to transfer a mix of KHI & cold condensates. As a result, during the 2015/2016 winter season, KHI was injected on DOL-1 during ~4 months while on DOL-2 it was injected during ~2 months only.

Laboratory tests were also conducted to determine the concentration of KHI required to obtain various incremental sub-cooling levels at the maximum hold time expected during turndown operation of the sea-lines. This led to a proposal to change the target concentration of KHI in water arriving onshore from the sealines as a function of the sea water / gas arrival temperature rather than maintaining a fixed concentration of KHI in water arriving onshore during winter.

RESULTS

During the 2015-2016 winter season, Dolphin Energy reduced the KHI consumption significantly thanks to a combination of reduced injection rates and reduced injection periods.. This lead to US\$ 2.5 million saved during winter 2015/2016, compared to winter 2014/2015.

KHI RECEIPT AND CONSUMPTION MONITORING

