

Dolphininsight

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Issue 39



MORE GAS FROM QATAR – DOLPHIN ENERGY SIGNS NEW GAS SALE AND PURCHASE AGREEMENT

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WELCOME TO THIS ISSUE OF DOLPHINSIGHT.

It has been a busy period and one that has seen the proud signing of a new long-term gas sale and purchase agreement with Qatar Petroleum to deliver additional quantities of natural gas to the UAE.

Our cost optimization program, The CORE project, achieved an important milestone and its been a busy, productive time for our Upstream and Downstream Operations and Project teams.

This issue's edition of Captured takes a look back at the EGC Upgrade Project, where we talk to Anwar Zuarub, SVP Projects who was responsible for its implementation.

Last, look out for updates on our community engagement, as well as some highlights of our impressive employees! In this issue, we feature a heroic colleague who helped rescue a person from drowning.

Enjoy the read.

DOLPHIN ENERGY AND QATAR PETROLEUM SIGN NEW LONG TERM GAS SALE AND PURCHASE AGREEMENT

On October 5th, Dolphin Energy and Qatar Petroleum (QP) signed a new long term gas sale and purchase agreement, under which QP will deliver additional quantities of gas for export to the UAE through Dolphin Energy's existing 48-inch subsea pipeline.

A signing ceremony was held under the patronage and in the presence of His Excellency the Prime Minister and Minister of the Interior Sheikh Abdullah Bin Nasser Bin Khalifa Al-Thani and H.E. Dr. Sultan Bin Ahmed Al Jaber Minister of State in the United Arab Emirates, and Chief Executive Officer of Abu Dhabi National Oil Company (ADNOC). The SPA was signed in Doha by Mr. Saad Sherida Al-Kaabi, President and CEO of QP and our Managing Director Mr. Ahmed Ali Al Sayegh.

Mr. Al-Kaabi described the agreement as another important achievement for the first cross-border gas pipeline project in the Middle East demonstrating Qatar's continued commitment to regional energy cooperation. He said: "This agreement reinforces confidence in Qatar as a reliable regional and international supplier of gas as a clean energy source."

Mr. Al-Kaabi also stressed QP's commitment to meeting the UAE's rising demand for gas. He added: "QP's support of the flagship Dolphin Gas Project has been instrumental in meeting the gas requirements of our brothers in the United Arab Emirates, and this new agreement is another strong testament to our commitment in this regard."

Mr. Al Sayegh said: "These developments help support the UAE's development and transition to a low carbon economy and demonstrate our continued commitment to enhance energy security for the UAE by offering a source of reliable, clean energy for power generation. The success of the Dolphin Gas Project is, in part, driven by our ability to meet the needs of our customers. As their requirements have changed, so we have responded accordingly and worked closely with our strategic partner, QP, to make this possible."

This agreement also illustrates the strong bond we share with our brothers in Qatar and I would like to take this opportunity to thank QP whose continuous support has helped create a new chapter in our successful history. This is a proud day for us all."

The supply of the additional gas will be allocated to SEWA and RAKGAS LLC using the existing UAE Eastern Gas Distribution System.



The long term agreement secures additional gas to SEWA and RAKGAS LLC

On 15 October 2016, the Industrial Water Management Project (IWMP) which is being implemented at Ras Laffan achieved 1 million hours without a Lost Time Incident (LTI).

INDUSTRIAL WATER MANAGEMENT PROJECT REACHES SAFETY MILESTONE

The achievement was marked with a special celebration on 13 November, held at the newly created Fire Zone 24F at the company's gas processing plant. The ceremony was attended by the contractor, Qatar Engineering & Construction Company, Dolphin Energy's senior management team and representatives from other divisions.

Our General Manager – Qatar, Hassan Al-Emadi, spoke at the event and emphasized the importance of safety in construction. He, along with Ali Al Rahbi, Chief Operating Officer Upstream and Anwar Zuarub SVP Projects distributed awards and certificates to select contractor workers and

Dolphin Energy employees in appreciation of their outstanding contributions towards maintaining the highest levels of safety.

"This milestone could not have been possible without the dedication and commitment of the Project Management team, contractors, and all stakeholders including HSE&S, Technical Services, Upstream Operations, and P&C. I would like to congratulate them all for their efforts," said Mr Al-Emadi.



The celebration was attended by our senior management team and other Dolphin Energy representatives.

EVAPORATOR SYSTEM PACKAGE DELIVERED

On 31 October an Evaporator Package (EP) which is a major part of the industrial water management project was delivered to Ras Laffan. The EP, which was designed, manufactured and modularized in Spain by Veolia HPD as a direct Purchase Order from Dolphin Energy, will be utilized specifically for the removal of KHI from produced water stream before reinjection.

It consists of a number of modules, the heaviest weighing around 80 tons, several tanks with sizes up to 200 m3 and various other equipment and facilities. The EP is being free-issued by Dolphin Energy to Qatar Engineering & Construction Company who will be responsible for installation and commissioning.

The IWMP Project was initiated in December 2013 and aims to remove KHI agents and oil from produced water flow, reduce the volume of wastewater being injected, maintain the quantity of water reused for irrigation and decrease the volume of water purchased from external sources.

To do so, Dolphin Energy will be the first company worldwide to develop and use evaporation technology to remove the KHI from produced water streams. Start-up is expected in September 2017.



Delivery of Evaporator Package

THE C.O.R.E PROJECT HITS ITS TARGET

By early November, The CORE Project, Dolphin Energy's cost optimization program hit the target of 150 live cost saving initiatives, initially expected only by the end of 2016.

These initiatives which are being implemented across the company in both Qatar and the UAE have led to significant savings which has helped Dolphin Energy take steps as it adjusted to the challenges associated with a low oil price environment.

"Since we launched the program at end of February 2016, we have seen a strong response from employees providing cost saving ideas. Over 160 have been prioritized, checked, road-mapped and developed into initiatives," explained Hassan Al-Emadi, General Manager-Qatar and Chairman of The CORE Project Steering Committee.

"It has been really encouraging to see employees embrace the Project. They fully appreciate the need to implement change. The entire company, from senior and middle management to the more junior members of our team are intent on building a new culture of cost consciousness."



RECOGNITION & REWARDS

To support this, a dedicated Recognition and Rewards Program highlights the efforts of colleagues who provide ideas and implement their initiatives. Since it was launched in June, more than 90 employees have been recognized for their commitment and 23 ideas and initiatives have been chosen.

"Recognizing effort in this way is helping to embed commitment and drive cultural change. It is also producing new ideas which are submitted using a new online tool - the "I-Save" button - that we launched in September to capture new suggestions. This has helped produce more than 100 new ideas of which over 30 have produced new initiatives. In addition, we are revisiting those that were gathered at the start of the Project to roadmap and develop into fresh initiatives," added Mr Al-Emadi.

"We have made a strong start to the Project which has created a strong platform to take us into 2017 and beyond. Our efforts are being recognized by our peers in the industry, our shareholders and other stakeholders and we are taking very positive, proactive steps to ensure we remain one of the leading energy companies across the region," Mr Al-Emadi concluded.



It has been a busy period for our Downstream Operations teams with a number of activities completed recently.

DOWNSTREAM ONSHORE EMERGENCY PIPELINE REPAIR SYSTEM ESTABLISHED

In October 2016, a contract for an onshore Emergency Pipeline Repair System (EPRS) was awarded to a joint venture of contractors: Fanoy Gas LLC and Al Husam General Contracting.

The downstream EPRS will allow the Downstream Operations team to perform emergency repairs of pipeline sections within the UAE Gas Network.

Dolphin Energy operates and maintains approximately 770 km of pipeline network in the UAE to transport natural gas from Taweelah to various customers across the Emirates and Oman. Unlike other operating companies, the UAE Gas Network passes through all possible terrain in the country, i.e. Sabkha, sand dunes, hard soil and mountains.

Dolphin Energy completed procurement of emergency spare parts consisting mainly of line pipes and repair clamps in 2016. These are stored and maintained at its EPRS materials base in Al Ain Station.

To support the company's CORE Project, Dolphin Energy's cost optimization program, the Downstream Operations team is in initial discussions with other operating companies in the UAE to establish an EPRS club aimed at sharing EPRS capabilities and resources.



HEATERS INSPECTION AT Taweelah COMPLETED

As part of its 2016 Asset Integrity Plan, the Downstream Operations team concluded the detailed external and internal inspection of five gas fired heaters in the Taweelah Receiving Facility (TRF) and Taweelah-Fujairah Pipeline (TFP) trains at Taweelah.

All five heaters were found fit for service as there were no major anomalies found except for touch up painting and minor refractory repairs that were done prior to boxing up and putting the heaters back on line.

The inspection took place as part of the Downstream Operations Fixed Equipment Inspection Procedure and conforms to the international standard API RP 573 Inspection of Fired Boilers and Heaters.

The five heaters are due for next inspection in 2021.



The five heaters that were inspected

INLINE INSPECTION OF DOWNSTREAM PIPELINES

Downstream Operations' Asset Integrity team is currently in the process of a comprehensive inline inspections (ILI) program for pipelines comprising the UAE Gas Network. Over the course of 2016 and this year, a total of 744 kilometers of pipeline ranging from 24 to 48 inches are due for ILI.

In the first half of 2016, the 24 inch Al Ain-Fujairah Pipeline (AFP) and 30 inch Maqta-Al Ain Pipeline (MAP) were inspected. Results for both pipelines showed external corruptions for repair, with the MAP, being a much older pipeline commissioned in 1992, requiring more significant rehabilitation. Repair works for both MAP and AFP have been awarded and will be completed by the end of this quarter.

In the addition, the ILI program for 2016 concluded with the inspection in December of the 40 inch pipeline connecting Dolphin's Qidfa station to ADWEC's F2 power plant in Fujairah.

The program for 2017 will cover inspection of five lines, namely, the 48 inch pipelines Maqta-Jebel Ali, Taweelah-Fujairah, and the Taweelah-Tie in, and the 36 inch pipelines Maqta-Taweelah and Maqta-Umm Al Nar.



The new pigging facility will ensure uninterrupted gas supply to our customers

INSTALLATION OF PERMANENT PIGGING FACILITY IN FUJAIRAH COMPLETED

Downstream Operations completed the installation of a permanent pigging facility serving Dolphin Energy's receiving facility in Qidfa, Fujairah. The facility delivers gas to ADWEC's F2 power plant via a 1km, 40 inch underground interconnecting pipeline.

This buried pipeline, built in 2009, was designed to be piggable using temporary traps and requiring complete gas supply shutdown to F2 power plant. Further developments, however, required inline inspection to be done without interrupting gas supply to F2 power plant.

Front-End Engineering Design was done in-house and the detailed engineering was awarded to Tebodin Middle East Ltd in early 2014.

The engineering, procurement and construction (EPC) contract was awarded to Fanoy Gas LLC in November 2014 for the installation of a permanent pigging facility without requiring gas supply interruption to F2.

Installation of the new pigging facility registered 104,000 man-hours without any Lost Time Incident and inline inspection of the pipeline took place in December 2016.



A number of Dolphin Energy employees participated in ADIPEC's Technical Conference providing insights across a range of areas related to the company's gas production and processing activities.

DOLPHIN ENERGY PROVIDES A STRONG SHOWING AT ADIPEC

With more than 2,700 technical abstracts submitted for this year's conference, Stephen O'Neill, Othman Alyafei, Rola Atiyeh, Abhay Kumar, Dhanaraja Moorthy, Ratnakar Kadikar, Thomas Whately and Arumugam Ravi were selected by ADIPEC's judging committee to share their experiences with representatives of the local, regional and global oil and gas industry.



Lieutenant General His Highness Sheikh Saif bin Zayed Al Nahyan Deputy Prime Minister and Minister of Interior, visiting the Dolphin Energy Stand at ADIPEC

Each presented a technical paper and/or poster complementing the 108 technical sessions that took place during the four day program. The titles of the presentations were:

HEAT STABLE SALTS ACCUMULATION IN AN ACID GAS REMOVAL UNIT

Stephen O'Neill

DELIVERY, ACCEPTANCE & MOBILIZATION OF A NEW BUILT OFFSHORE LIFT BOAT

Othman Alyafei

FUGITIVE EMISSION MONITORING PROGRAM AT DOLPHIN ENERGY LIMITED GAS PROCESSING PLANT RAS LAFFAN, QATAR

Rola Atiyeh, Abhay Kumar and Dhanaraja Moorthy

CATHODIC PROTECTION REHABILITATION FOR BURIED VESSEL

Ratnakar Kadikar

ENERGY EFFICIENCY IMPROVEMENT AND DESIGN REVIEW TO ALLOW FOR USE OF HIGH CORROSION RESISTANT MATERIAL WITH DESIGN TEMPERATURE LOWER THAN OPERATION TEMPERATURE

Thomas Whately

OPERATIONAL AND ASSET INTEGRITY IMPLICATIONS ON SOUR GAS PROCESSING FACILITIES OF HIGHER THAN DESIGN H₂S CARRYOVER IN SWEET GAS LEAVING THE ACID GAS REMOVAL UNIT AMINE ABSORBER

Thomas Whately

SULFUR CONDENSER EFFECTIVE MODIFICATION/REFURBISHMENT

Arumugam Ravi



A group image of Dolphin Energy's employees, including the speakers of technical presentations at ADIPEC

ADIPEC is held every year and is the region's foremost oil and gas conference and exhibition. This year's event attracted 33 leading NOCs and IOCs, more than 2,000 exhibiting companies and over 8,500 delegates from around the world.

Once again, Dolphin Energy joined Mubadala Petroleum to offer a joint presence at its exhibition stand which attracted many VIPs, delegates and visitors. It provided the chance to showcase The Dolphin Gas Project and the role the company plays in supporting the UAE's economic growth and development.

PROJECTS DIVISION MARKS WORLD QUALITY DAY 2016

Between 10th and 13th November 2016, the Projects Division marked World Quality Day across the company and in the offices of contractors and consultants in the UAE, Qatar and Italy.

A dedicated event featured a series of workshops, discussions, posters and banners covering various topics related to quality. Presentations were also delivered to highlight quality performance, assess results achieved and share future actions.

Recommendations for improvement were proposed for implementation, following a review and approval from Projects Division's management.

In addition, an In-house Quality Assessment Program was launched that will gauge the quality performance of different function's and processes against set criteria. "The Program will create an atmosphere of positive competition and will help us highlight key areas that require focus to drive continuous improvement. It will also promote a positive quality culture by ensuring consistent standards and actions and the achievement of objectives and goals," explained Anwar Zuarub, SVP Projects Division.

Best quality performance awards and certificates were distributed at the end of ceremony by Dolphin Energy's GM-Qatar, Hassan Al-Emadi, who encouraged the Projects team to continue cultivating a positive culture that delivers quality projects, the highest levels of performance and pursues excellence at all times.



The Projects Team celebrate World Quality Day

Our goal is simply stated, delivering an excellent customer experience

DOLPHIN ENERGY'S BUSINESS RELATIONSHIP FORUM

By Ajlan Al Qubaisi, SVP Marketing & Commercial



Ajlan Al Qubaisi, SVP Marketing & Commercial

The Dolphin Gas Project was made possible because our customers showed a high level of confidence in us by committing to 25 year term agreements, even before we commenced operations. One way to retain that trust is to ensure excellent customer relations at all times.

To help Dolphin Energy develop closer relationships with valued customers and in the interests of continuous improvement, we initiated Business Relationship Forums in 2011. These are conducted by Marketing & Commercial based on the feedback received from our downstream customers who highlighted the importance of communications and sharing best practices.

The Business Relationship meetings are arranged and organized twice a year with each customer - ADWEC, DUSUP, OOCOP/OGC, FEWA, SEWA and RAK. The meetings normally take place at our premises and the customer's.

The objectives of conducting the meetings are to:

- Ensure we maintain the highest level of business relationship
- Understand fully customer issues and concerns and seek solutions
- Share experiences, knowledge and ideas that help to improve the business
- Provide news, updates and highlights on issues and information related to the business
- Share new plans for future projects between parties
- Discuss subjects and terms related to the contracts between both parties

“ WE HAVE INCREASED THE LEVELS OF INTERACTION AND COORDINATION, HELPING ENSURE COMMUNICATION AND ENGAGEMENT HAS BEEN TAKEN TO A NEW LEVEL. ”

Since we launched the annual Forum, the following outcomes have been achieved:

- Highest ever score posted in the Third Customer Satisfaction Survey
- New contracts with customers signed
- Increased focus on customers concerns
- Customer expectations delivered and in cases exceeded
- Increase in knowledge sharing and best practices
- Improved customer loyalty

This year our customers were all invited to Dolphin Energy's stand during ADIPEC where the latest Business Relationship meetings were held to discuss progress.

I am very proud that we have been able to develop excellent relationships with our customers. We have increased the levels of interaction and coordination, helping ensure communication and engagement has been taken to a new level.

This approach has helped to highlight issues, to discuss and resolve them. In addition, we have been able to arrange additional gas supply during the summer months – a period of high demand – which has brought both environmental and commercial benefits. Furthermore, we have been able to sign a comprehensive new gas sales and purchase agreement with two of our customers, SEWA and RAK, and where improvements can be made further, we will be sure to make them.



Our customers were invited to Dolphin Energy's stand at ADIPEC where the latest business relationship meetings were held

In honor of the National Day, Dolphin Energy arranged special celebrations at its office in Abu Dhabi. The historic day was marked by the company's employees with special activities arranged and gifts distributed among staff.

NATIONAL DAY CELEBRATIONS HELD



Dolphin Energy's employees gather for the UAE Flag Day Celebrations

To mark UAE Flag Day on 3rd November, Dolphin Energy joined the ceremony with Abu Dhabi Global Market, TAQA, Mubadala Petroleum & the Regulation & Supervision Bureau (RSB) and raised the UAE Flag together in the Promenade area of ADGM Square. Our CEO, Adel Ahmed Albuainain and employees were proud to display their national unity and pride in the nation.

Then on 28th November, the company celebrated the 45th UAE National Day, joining forces with ADGM, Taqa, Mubadala Petroleum and RSB to organize a massive event in the Promenade area of ADGM Square. This consisted of Emirati dancing, a marching band, a traditional souq, live entertainment, kids' activities, as well as traditional food and beverages. All Dolphin Energy employees based in the UAE were invited to celebrate the Spirit of the Union.

On 30th November, Dolphin Energy employees joined in marking Commemoration Day, which recognizes the sacrifices and dedication of Emirati martyrs, who have given their lives in the UAE and abroad in the field of civil, military and humanitarian service. Employees gathered at the Promenade area of ADGM Square for a moment of silence to pay their respects, and witness the flag being lowered and National Anthem being played.



Part of the UAE National Day Celebrations included a Police Band & March

NATIONALIZATION FORUM HELD

In November, the Nationalization Forum brought together Emirati employees from across the company to meet with the company's management team.

The event focused on business and career-related updates and included recognition for nationals who achieved high results during the year whether through completion of their development plans, giving back to the community or successful delivery of a project or initiative. Mentors who helped develop UAE Nationals were celebrated and the senior leadership team held an informative question and answer session.

The event highlighted the company's effort to engage openly and frequently with Emirati employees.

ZAYED HERITAGE FESTIVAL

As part of the UAE's 45th National Day celebrations, Dolphin Energy was a sponsor of the Zayed Heritage Festival, an event held to commemorate the country's national day in Al Wathba.

Now in its seventh year, the public festival showcases a series of events that celebrate the legacy of the founding father, Sheikh Zayed. The event took place from 1st December 2016 until 21st January 2017 and featured an array of activities including an exhibition featuring traditional UAE customs, interactive craftsmen workshops, falconry competitions and Emirati folk arts.

Dolphin Energy's participation included a children's activity tent which featured fun and engaging activities which reflected a national day theme. Activities included face painting, henna, handicrafts, a photo booth, as well as giveaways for the children. The company's participation is vital in marking the Spirit of the Union and gave the company the chance to celebrate this special occasion with residents and citizens of the country.



Children enjoyed the fun and traditional activities at the Dolphin Energy tent

NATIONAL DAY SHOOTING COMPETITION

Dolphin Energy participated in the National Day Shooting Championship, taking place from 14th to 28th November, 2016 at the Caracal Shooting Club.

The vision behind the championship was not only to celebrate the Spirit of the Union, but also to establish a social platform for organizations in UAE to network and have fun in the process.

Dolphin Energy's team consists of both a female and male team, each of whom participated in separate rounds.

Overall, both teams performed quite well. Our male team qualified to the semi-final, while our female team qualified to the finals.

Well done!

Male Team:

1. Adel Ahmed Albuainain
2. Khalid Al Marzouqi
3. Nadeem Al Katheeri
4. Jalal Al Menhali
5. Abdul Rahman Al Obeidli
6. Abdul Rahman Balbahaith
7. Ismael Jaayool
8. Omar Balbaheeth
9. Khalifa Albuainain

Female Team:

1. Ameera Abdulla
2. Shaima Al Marzooqi
3. Basma Al Seraidy
4. Hessa Al Ajami
5. Fadeya Al Rowahi
6. Mariam Mansoor



Dolphin Energy was proud to participate as Presenting Sponsor of the 6th Abu Dhabi Science Festival (ADSF), which took place between 17 to 26 November, 2016.

ABU DHABI SCIENCE FESTIVAL

The company marked its presence with an impressive, purpose-built stand at Abu Dhabi's Umm Al Emarat Park, attracting hundreds of young visitors and families.

The company's pavilion complemented other workshops, shows and exhibitions that were on offer. Furthermore, this year's Festival featured new activities, many of them locally inspired.

Since it began in 2011, ADSF has been helping elevate Abu Dhabi into a world-class center for science, technology engineering and mathematics (STEM) by sparking the curiosity of the Emirate's youth and developing a scientifically literate society and a well-equipped talent base.

Explaining the reason behind the company's support, Adel Ahmed Albuainain, the CEO, said:

"The Festival is integral to our annual community engagement program and we are delighted to sponsor the Festival for the sixth year running. Nurturing the development and knowledge of our country's youth makes perfect sense, especially when it involves enhancing skills in science, technology, engineering and mathematics. We're proud to be part of this wonderful initiative and we were delighted with people's response to our sponsorship and activation program."

“ THE FESTIVAL IS INTEGRAL TO OUR ANNUAL COMMUNITY ENGAGEMENT PROGRAM AND WE WERE DELIGHTED TO SPONSOR THE FESTIVAL FOR THE SIXTH YEAR RUNNING. ”



As part of the Memorandum of Understanding (MOU) Agreement signed between Dolphin Energy and Qatar University (QU), the company continued to sponsor and participate in a number of the university's activities in the last quarter of 2016:

DOLPHIN ENERGY SPONSORS MORE QATAR UNIVERSITY ACTIVITIES IN 2016

QATAR UNIVERSITY ENGINEERING STUDENTS VISIT:

Taking place on 3rd November, Dolphin Energy received a number of Qatar University students from the College of Engineering, Department of Mechanical and Industrial Engineering. The aim of the visit was to support the students as part of their academic program and to respond to their inquiries on operations management. The technical team prepared a special presentation, which highlighted the role of the industrial engineering students can play in the oil and gas sector.

THE 5TH INTERNATIONAL GAS PROCESSING SYMPOSIUM:

as the Silver Sponsor, Dolphin Energy participated in Qatar University's 5th International Gas Processing Symposium held between 28-29th November at the Qatar University Auditorium–Research Complex. The symposium established itself as an international activity in the gas processing area attracting international scholars and key industry leaders. It included plenary sessions presented by key industrial senior management, keynote speakers, technical sessions, and paper presentations. The event was attended by His Excellency Dr. Mohammed Saleh Al Sada, Minister of Energy and Industry in the State of Qatar, Dr. Hassan Rashid Al Derham, President of Qatar University, Mr. Hassan Al Emadi, General Manager – Qatar and a number of Dolphin Energy's top management. On the sideline of the symposium, Dolphin Energy set up a booth for two days 28 and 29th November 2016 at the Exhibition Area.

Commenting on the company's sponsorship of the 5th GPS, Dolphin Energy's General Manager – Qatar, Mr. Hassan Al-Emadi said: "We are proud to be part of this significant event, which addresses the challenges and opportunities facing the energy sector. As a leading natural gas company, Dolphin Energy is keen to contribute in the symposium's workshops and technical sessions. Each year, the company is vigorously involved in a number of initiatives offered by Qatar University and other esteemed educational institutions to further enhance our mutual relationship with the education sector."

Stephen O'Neill, Assistant Manager Process – Plant, presented his paper titled: "Steam and Power Optimization within an Onshore Gas Processing Facility" and Imran Aslam, Senior Process Engineer presented the second paper titled: "Observation and Mitigation of SO₂ Gas Emissions from Atmospheric Liquid Sulphur Storage Tanks".

STEM ON WHEELS SIGNING CEREMONY: Dolphin Energy signed the Science Technology Engineering Mathematics (STEM) on Wheels Agreement with Qatar University (QU) on 20th November at Qatar University, Reception Hall, Higher Administration Building. At the same time, QU signed another agreement with the Ministry of Education and Higher Education (MEHE) and Mowasalat on the same project.

The agreement was signed by Mr. Hassan Al Emadi, Dolphin Energy General Manager – Qatar, and Dr. Hassan Rashid Al Derham, President of Qatar University. The second agreement was signed by President of Qatar University and H.E. Rabea Mohamed Al-Kaabi, MEHE Undersecretary and Mowasalat Chairman, Mr. Nasser bin Mohammed Al Malki.

Commenting on the company's sponsorship of the STEM on Wheels, Mr. Al-Emadi said: "Dolphin Energy is delighted to sponsor this unique initiative. The mobile laboratory is a wonderful way to innovate, engage and provide opportunities to foster young talent right across the country and help develop future leaders for the country. We will always embrace programs that support the Qatar National Vision 2030 and complement our own sustainability strategy."

The project aims at establishing a mobile laboratory that will provide schools in Qatar with STEM technology. The mobile laboratory will bring real-life and daily STEM experiences to students and educators. As per the agreement, Mowasalat will provide a specialized bus, while Dolphin Energy will sponsor its equipment. MEHE will establish a comprehensive plan for the bus trips to schools, including those in rural areas. QU will prepare the bus and provide it with technological applications and equipment so schools students make use of them and enrich their STEM knowledge.

Dolphin Energy sponsored and participated in a number of key educational initiatives in the last quarter of 2016 such as the Al Bayan Educational Complex for Girls Career Fair and the Student Engineers' Council by Texas A&M.

DOLPHIN ENERGY IS COMMITTED TO EDUCATION

AL BAYAN EDUCATIONAL COMPLEX FOR GIRLS: In coordination with the Government and Public Relations Department, the Human Resources Department participated in the school's Career Fair Day on 4th October 2016. Members from our HR team met with the schoolgirls and responded to inquiries about the company.

STUDENT ENGINEERS' COUNCIL BY TEXAS A&M: As per the agreement with the university (TAMUQ), Dolphin Energy sponsored and participated in a number of activities including:

- **Career Networking Event on 26th October 2016:** This was a semi-formal event attended by 60 organizations focused on creating a medium for communication between the engineering industry in Qatar and leading engineering students. While this is an opportunity for students to interact, communicate and network, it also acted as an opportunity for Dolphin Energy to discover young talent.
- **Engineering Week on 20th November 2016:** This initiative encourages communication between TAMUQ students and the faculty through various activities such as a laser tag, E-Olympics, Dinner with Professors and Zorb Football.



DOLPHIN ENERGY CONTINUES ITS COMMITMENTS TO LOCAL PROGRAMS

Dolphin Energy in Qatar continued to sponsor a number of activities and programs in line with its annual sponsorship and commitment to corporate social responsibility. These included Al Tamakon School, the UAE National Day Celebration at the UAE Embassy, Qatar Red Crescent, Gold Class Membership of the Al Attiyah Foundation and The 4th Abdullah bin Hamad Al Attiyah International Energy Awards.



INTERVIEW WITH: KHALID MOHSIN ALI

Dolphinsight sat down with Khalid Mohsin Ali, one of our colleagues from Taweelah who helped rescue a person from drowning.



Q1. WHERE AND WHEN DID THE INCIDENT HAPPEN?

On 19th September at around 5pm, I was enjoying my time Jet Skiing in Al Mamzar Beach, Sharjah, when I saw two jet skis collide. One of the young men on the jet skis fell into the water and wasn't moving. That's when I realized he was unconscious and drowning.

Q2. HOW DID YOU RESCUE THE PERSON DROWNING?

I jumped into the water and swam as fast as I could towards the drowning man. I pulled him back onto the shore and called for an ambulance. As soon as I knew the ambulance was on the way, I gave him First Aid until the ambulance and Police arrived.

Q3. HOW DID YOU FEEL AFTER RESCUING THEM?

At first, I didn't really comprehend that I had just saved the young man's life. It was only afterwards that I realized if I hadn't acted fast and followed my instincts, he probably would have died.

Q4. WERE YOU RECOGNIZED BY THE POLICE FOR YOUR HEROIC EFFORTS?

Yes - I was given a Certificate of Appreciation by Sharjah Police, where they posted it on their social media accounts.

Q5. HOW DID YOUR FAMILY REACT TO YOUR EXPERIENCE?

I received a lot of calls from family and friends congratulating me, once they heard about what happened. I felt very humbled and proud to have been involved in helping save someone's life. It is definitely an experience I will always remember.

Congratulations, Khalid. We hope your bravery is an inspiration to others.

A DAY IN THE LIFE OF MOHAMED LARI

I DO:

I graduated from the University of Miami with a Bachelors in Accounting and a minor in Finance. I joined Dolphin Energy in May 2016 as an Associate Compensation & Policy Specialist and was immediately assigned to The CORE Project as a Program Analyst. It's an amazing project that aims to change our company's culture, optimize its productivity, be more resourceful, and have efficient expenditure. Our role in this project is to listen to ideas from employees that support the CORE's objectives, draw a plan for them to implement it, and offer our support along their journey.

On a personal level, I try to learn from everyone; to learn things inside and outside of my area. I seek to understand people and their circumstances, and provide help and support if I can. I aim to improve myself every day. Above all, I look for ways to make a difference, to put my mark on this company.

I AM:

I am married to the most beautiful woman in the world. I am a man of priorities, and my family always comes first. My strategy in life is to work hard today, so that I can rest tomorrow. I always like to go beyond the surface, and seek what is deeper. For example, whether a decision is right or wrong is not so important to me, what's important are the reasons behind it. I believe that a wrong decision made for the right reasons is better than a right decision made for the wrong reasons. I believe in making mistakes, and learning from them. To me, failure is not making a mistake, it is being too scared to stand up and try once again.

I believe that everything is possible, and that we are the only ones standing in our own way. One of my favorite quotes is "The people who are crazy enough to think they can change the world, are the ones who do".



I ASPIRE:

I have a dream; to create an environment where people can break their barriers, exceed their limits, and reach their potential.

I want to start a family business, one that would make them proud and give them the opportunity to work together for a company they're proud of.

I want to create a legacy, to become a role model that my kids and future generations could look up to. I always want to see the people around me succeed.

My goal/mission in Dolphin Energy is to improve and develop this company, and in the process, develop myself to get the skills necessary to take a step closer towards my dream.



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 EXPORT GAS COMPRESSOR (EGC) UPGRADE PROJECT



The recent agreement signed between Qatar Petroleum and Dolphin Energy for additional volumes of gas to the UAE could not, in part, have been possible without the upgrade to the company's compression facilities which were completed in early 2015.

This issue of Captured looks back at the Export Gas Compressor (EGC) Upgrade Project and talks to Anwar Zuarub, SVP Projects who was responsible for its implementation.

ANWAR ZUARUB, SVP PROJECTS



1. What did the project involve?

The upgrade project saw the installation of three new Rolls Royce export gas compressors (EGCs) plus two spare turbines, adding to the six EGCs that were already in operation. The project also involved a comprehensive procurement strategy, strict HSE compliance and a robust technical and operational program if we were going to be successful.

2. What was the motivation behind the project?

There were two main reasons. The first was to enhance our levels of availability and reliability of natural gas supply to the UAE and Oman. The second reason was to ensure that in the event we secured additional volumes of gas we would be ready. I think we have achieved that.

3. When did the project start?

Discussions on the project date back to 2010 when the decision was taken to enhance the availability and reliability of natural gas supply. The procurement, planning and strategy was launched in 2011. Construction started in 2012 and the EGCs were commissioned in the first quarter of 2015.

4. How did you assemble the teams/expertise required to carry this Project out?

Of course we started from a position of strength in that we had highly qualified colleagues from P&C, HSE, Technical Services and Upstream Operations all of whom were deeply committed to the Project. We had already been through other challenging assignments like the Taweelah-Fujairah Pipeline Project so we knew how each department worked and were confident that we'd be focused on ensuring this project would be as successful. Combined with the backing and support of our senior management team and a brilliant project management team we were already in a strong position from where to start. We needed a like-minded EPC contractor and in Larsen & Toubro we got that – we were able to embed our working philosophy with theirs which is why we were able to achieve such a successful outcome.

5. What were the challenges?

There were many, that's for sure. The sheer complexity of this project meant that there were challenges even before construction started, for example with the procurement of long lead items and scheduling. Then of course there was the timeframe we had to work with to ensure we minimized disruptions to our customers and the fact that we were constructing in a live plant, with all the technical and safety challenges that involved.

This required a collective effort of all the departments involved, without whom we could not have achieved what we did. This meant that we had to ensure everyone was committed to maintaining the highest levels of HSE and security.

6. How do you assess the Project's success?

There are a number of ways to assess this. First, in the exemplary levels of collaboration, cooperation and teamwork among the PMT, contractor and across each department. Second in that the project was completed on time, within budget, meeting all quality requirements and without a lost time injury recorded in the seven million man hours that were accrued on the project. Third in that we have enhanced the prospect of improved energy security for the UAE and Oman.

7. What would be a particular highlight for you?

For me, the level of teamwork was astonishing. Every single colleague went beyond what was expected and displayed an extraordinary work ethic. Teams from across the company came together to complete this project.

8. What does the completion of the Project say about Dolphin Energy?

People say that hindsight is a wonderful thing – I believe the opposite is true. We anticipated that we'd need to enhance our reliability and availability of gas volumes and this has happened. The Project also illustrates our ability to utilize the skills we have at our disposal and execute extremely challenging assignments that would seem daunting and maybe impossible to others.

If you could sum up the Project in three words what would they be?

'Collaboration, Expertise, Delivery' or 'Never Give Up'.