

Dolphinsight

September 2016
Issue 38



RECOGNIZED FOR OUR QATARIZATION COMMITMENTS

– A FIFTH YEAR IN A ROW

► read more inside

**MORE FROM THE
CORE PROJECT**
► p02 **COMPANY**

**SUSTAINABILITY
REPORT**
► p04 **COMPANY**

**DOLPHIN ENERGY
CHAIRS ADESCO
COMMITTEE**
► p12 **COMMUNITY**

ENERGY INSIDER DAY
► p22 **COLLEAGUES**

COMPANY

- 02 THE CORE PROJECT
- 03 DOLPHIN ENERGY RECEIVES PRESTIGIOUS QATARIZATION AWARD
- 04 SUSTAINABILITY REPORT
- 05 NEW BUSINESS CONTINUITY MANAGEMENT SYSTEM LAUNCHED
- 06 HSE&S PROCESS SAFETY CAMPAIGN LAUNCHED
- 07 UPGRADE AND RECONNECTION OF AL MIRFA POWER COMPANY
- 08 DOLPHIN ENERGY SPONSORS CONFERENCE ON EDUCATION
- 09 CUSTOMER FEATURE- RAK GAS
- 11 DOLPHIN ENERGY SPONSORS THE 10TH SPONSORSHIP AND INTERNSHIP CAREER FORUM

COMMUNITY

- 12 DOLPHIN ENERGY CHAIRS ADESCO COMMITTEE
- 13 DOLPHIN ENERGY DONATES TO KHALIFA BIN ZAYED DONATION
- 14 DOLPHIN ENERGY SPONSORS QU ACTIVITIES 2015-2016
- 15 RLC-COP 3RD ANNUAL ROAD SAFETY CAMPAIGN 2016 KICKS OFF

COLLEAGUES

- 16 INTERVIEW WITH MOHSIN JAGANI, CHIEF INTERNAL AUDIT
- 17 QATARI EMPLOYEES RETURN FROM NATIONAL SERVICE
- 18 DOLPHIN ENERGY CELEBRATES ITS FURTHER EDUCATION GRADUATES
- 19 ENERGY INSIDER DAY
- 21 UPSTREAM OPERATIONS CELEBRATES ITS ANNUAL IFTAR DINNER
- 22 OFFICE EMPLOYEE HSE COMMITTEE LAUNCHES 'SAFETY IN THE OFFICE' PROGRAM
- 23 A DAY IN THE LIFE OF... ABDULLA AL HAJRI

24 CAPTURED

> THE ROLE OF NATURAL GAS IN UAE
INDUSTRIAL GROWTH & DEVELOPMENT

EDITED BY:

Corporate Communications
Department

www.dolphinenergy.com



WELCOME TO THIS ISSUE OF DOLPHINSIGHT.

It has been an active period for the company, with lots of new initiatives on the rise. One major highlight is the recognition we received for our continued commitment to Qatarization.

In addition, there is an update on The CORE Project, our long term cost optimization program and news on developments across our business.

In this issue's edition of Captured, we are pleased to share an article on the role of natural gas in the UAE's industrial growth and development, written earlier this year by our CEO, Adel Ahmed Albuainain, for the Dubai Carbon Center of Excellence and its UAE State of Green Economy Report.

Look out also for updates on our community presence, as well as highlights about our employees.

Enjoy the read.

THE CORE PROJECT – TOWN HALL MEETINGS HELD

In June, the second phase of The CORE Project was launched and town hall meetings were held in Doha, Ras Laffan, Al Khor, Abu Dhabi and Taweelah to update staff on the next steps. In addition, specially arranged 'mini town hall meetings' were also held in August for rotator staff.

Attended by our CEO, Adel Ahmed Albuainain and led by the General Manager – Qatar and Chairman of the Project Steering Committee, Hassan Al-Emadi, nine sessions took place so that employees could learn about plans for the Project. It was also an opportunity for staff to ask questions about the Project and the company's approach to cost optimization.

The session started with Program Managers in Qatar and the UAE, Abdulla Al Hajri and Shahla Khan, providing a summary of the first phase of the project. Highlights were:

- Cost baselines, Rules of the game, Roadmapping tool established
 - Robust governance created - Steering Committees, 2 dedicated Project Managers supported by Analysts, 24 Division Champions
 - Training & knowledge transfer activities conducted
 - Cultural change program launched, supported by regular and impactful communication
- Mr Al-Emadi then took to the floor to outline the road ahead for the next two years. This included:
- Continued road mapping of ideas generated and development of new ideas
 - Implementation of initiatives through Initiative Owners
 - Launch of Recognition & Rewards

He commented, "It was an important session to have because it reemphasized the reason why we are conducting a long term cost optimization program and highlighted the efforts that have been undertaken to date. It is vital that we have a clear route ahead and equally critical to the success of the program that those who generate the best ideas and implement them are rewarded for their efforts."



The CEO was asked to deliver closing remarks for each session in which he reiterated the need to stay focused and commitment to this program. Mr Albuainain also thanked everyone for their efforts in helping the Project get off to a strong and impactful start.

In all, more than 700 employees attended the sessions.

Dolphin Energy received the Prestigious Crystal Award in the category of 'Supporting Student Sponsorships 2015' at the 16th Annual Qatarization Review Meeting of the Energy and Industry Sector Five-Year Strategic Qatarization Plan.

DOLPHIN ENERGY RECEIVES PRESTIGIOUS QATARIZATION AWARD

Taking place on 16th May at St. Regis Hotel, Doha the award was received by Mr. Hassan Al-Emadi, General Manager – Qatar from HE Dr. Mohamed bin Saleh Al-Sada, Minister of Energy and Industry and Engineer Saad Sherida Al Kaabi, President and CEO of Qatar Petroleum.

This year's award was given in recognition of Dolphin Energy's outstanding performance in the field of Supporting Student Sponsorships in 2015 and reflects the enhancements the company has made in order to engage with young, talented Qataris looking to build long, successful careers in the oil and gas sector. The company's sponsorship program is also providing more opportunities for the company's national employees to develop while helping meet anticipated business needs in the years ahead.

Commenting on this outstanding achievement, Mr. Al-Emadi said: "It is a proud moment for Dolphin Energy. The competition gets harder and the challenge gets stronger each year. Dolphin Energy has taken all the necessary measures to maintain its commitments towards the Qatar National Vision 2030, the community and Qatari Nationals. We have continued to demonstrate a firm and lasting commitment to Qatarization and human development. I would like to extend my congratulations to our Qatarization Committee and to all those involved for making this possible".



Mr. Hassan Al-Emadi receives the Prestigious Qatarization Award from H E Dr. Mohamed bin Saleh Al-Sada and Saad Sherida Al Kaabi.

This is the fifth year running that Dolphin Energy has been recognized for its Qatarization commitments and the fourth year in a row the company has won a crystal award at the annual meeting, having been recognized in another category, 'Support for Training and Development', in 2012, 2013 and 2014. The company has also received an Appreciation Certificate every year to complement its commitment to Qatarization.

“ WE HAVE CONTINUED TO DEMONSTRATE A FIRM AND LASTING COMMITMENT TO QATARIZATION AND HUMAN DEVELOPMENT. ”

QATARIZATION AWARD COMMITTEE CELEBRATION

To mark the occasion, a special celebration was organized for the Qatarization Committee on 18th May at Dolphin Energy Tower, which was attended by senior and middle management and Qatarization Committee members.

In his welcome address, our CEO Adel Ahmed Albua'inain, said: "Given the scale of the competition, and the category which boasted so many strong nominees, winning this fifth award is a testament to the company's continued commitment to Qatarization and our successful efforts to attract and develop leaders that will unlock the potential of Qatar's national resources for generations to come.

"Winning the award will inspire us to continue and develop the right programs that enable our employees to reach their career goals and full potential. I would like to extend my appreciation to the Qatarization Committee and our employees for this excellent achievement."



In August, Dolphin Energy released details of its seventh sustainability report, covering the company's operations and activities for 2015.

DOLPHIN ENERGY ISSUES 2015 SUSTAINABILITY REPORT

The report was developed 'in accordance' with the Global Reporting Initiative (GRI) G4 Guidelines, option core, emphasizing on topics that are material to the business and key stakeholders. As such Dolphin Energy successfully completed the Materiality Disclosure Service provided by the GRI, confirming that the materiality disclosures are aligned with G4 requirements.

Notable achievements include the development of the Emergency Pipeline Repair System (EPRS), the successful operation of three new export gas compressors and the drafting of a comprehensive greenhouse gas policy and strategy framework. In addition, the company registered a 15% increase in procurement spending awarded to local suppliers and has made progress in its industrial water management project.

Strong environmental performance has been reflected in the introduction of infrared cameras on the company's offshore production platforms. This has led to a reduction in offshore flaring by 73% compared to 2014. In addition, the company launched Be'ati Watani – the online environmental education platform – across schools in Qatar.

In 2015, Dolphin Energy recorded a 50% reduction in the annual accident frequency rate and recorded 42 million man hours without reporting a single lost time incident (LTI). The company also rolled out the 'Stop & Think' and 'Golden Safety Rules' campaigns to enhance and strengthen the company's commitment to safety. Furthermore, a safety culture survey was conducted to solicit views and experiences about the safety practices and procedures in place at the company, people's attitudes and behaviors at the workplace, and their level of commitment to safety.

Community investment contributions reached just over the US\$5 million mark as the company continued its support for programs, events and initiatives across culture, the arts, the environment, education and sport.

In the area of nationalization, Dolphin Energy registered 35% across both the UAE and Qatar while the company continued its commitment to the UAE Ministry of Presidential Affairs' (MOPA) Absher Initiative by training a further 100 UAE Nationals in preparation for employment.

In March 2016, Dolphin Energy’s Corporate HSE&S Division’s new Business Continuity Management System (BCMS) Project phase was completed and is in the process of becoming fully operational.

NEW BUSINESS CONTINUITY MANAGEMENT SYSTEM LAUNCHED

The system will ensure strategies and solutions are in place to cater for the loss of core assets - people, reputation, information, equipment, buildings and suppliers – and maintain operational capability.

The new system was designed to comply with the UAE Business Continuity Management Standard from the National Emergency Crisis and Disasters Management Authority (NCEMA) and the new mandate from the Abu Dhabi Executive Council.

The system is also in line with The International BCM standard, ISO: 22301 and the BCM Guidelines issued by the Qatar Ministry of Environment. This has placed Dolphin Energy in a strong position for being among the first companies to be compliant.

As well as planning for impacts to corporate assets, part of the BCMS plans for ‘key’ scenarios, such as the inability to provide gas to customers or a pipeline rupture, among other anticipated incidents. Whether the impact is from fire, flood, severe weather, power failure, denial of service, data loss, pandemic, equipment failure, the system provides flexibility to adapt to as many situations as possible.

The new BCMS incorporates the following:

- BUSINESS RECOVERY**
- CONTINUITY OF OPERATION**
- CRISIS & EMERGENCY MANAGEMENT**
- INCIDENT MANAGEMENT**
- BUSINESS CONTINUITY RISK ASSESSMENT**

“To achieve project completion, we relied on the strong support from Executive and Senior Management and the involvement and time investment of all business units within the company. We were able to deliver a comprehensive set of business recovery plans and a clear understanding of Dolphin Energy’s critical activities, priorities and interdependencies, as well as a strategy for the supporting recovery infrastructure.

“This infrastructure, when fully implemented as part of the operational transition, will provide a high degree of confidence that we can continue to extract, process and deliver gas and by-products to our customers,” commented Ibrahim Al Suwaidi, Senior Vice President Corporate HSE&S.

The transition from project phase to being fully operational will take place over the remainder of the year. This will involve ensuring all divisions and departments take ownership to ensure the upkeep of the BCMS.



In May 2016, Corporate HSE&S kicked off its Process Safety Management (PSM) Campaign that focused on ‘PSM Key Performance Indicators’. Four sessions held for employees in Ras Laffan, Doha, Abu Dhabi and Taweelah. At the request of our CEO, an additional session was planned and held for the senior management team.

HSE&S KICKS OFF PROCESS SAFETY MANAGEMENT CAMPAIGN



“Our PSM KPIs are in alignment with the API 754 Process Safety Indicator Pyramid meaning that protective barrier weaknesses can be identified and corrected before a higher consequence event occurs,” Abatte continued.

During the PSM Campaign, Corporate HSE&S presented 2015 and 2016 year-to-date performance data for each KPI, including trends and underlying causes. Opportunities identified for continuous improvement were noted for follow-up and action. Campaign presentation materials can be found on Dolphin Direct under HSE&S Risk Management.

Look out for more PSM campaigns before the end of 2016.

“Our PSM KPI program comprises 11 indicators for Upstream and Downstream Operations, each providing useful information for driving PSM improvement. When acted upon, these contribute to reducing the risk of major hazards by identifying the underlying causes helping us take action to prevent reoccurrence. Our campaign focused on capturing effective data, monitoring and acting upon that data to correct a potential situation, identifying lessons learned, and communicating this knowledge,” explained Donna Abatte, Assistant Manager Risk Management.

Dolphin Energy has recognized that process safety incidents are rarely caused by a single catastrophic failure, but rather by multiple events or failures that coincide with each other. This relationship between simultaneous or sequential failures of multiple systems is often illustrated by the ‘Swiss Cheese Model’ where hazards are contained by multiple protective barriers each of which may have weaknesses or ‘holes’. When the holes align, the hazard is released resulting in the potential for harm.





On 31st March 2016, the company's Technical Services Division, completed the upgrade and reconnection of the Al Mirfa Power Company (AMPC). The project was executed on time, within budget and utilized 302,000 man-hours without a lost time incident.

UPGRADE AND RECONNECTION OF AL MIRFA POWER COMPANY

In 2012, Abu Dhabi Water & Electricity Company (ADWEC), which oversees the operation of AMPC, notified Dolphin Energy to resume receiving gas for AMPC. An upgrade was required for the facility in light of the increased network pressure after Dolphin Energy took over the operation of the Eastern Gas Distribution System (EGDS) network from GASCO in 2007.

Dolphin Energy awarded an Engineering, Procurement and Construction (EPC) contract to Alsa Engineering and Construction Co LLC in October 2014 for the upgrade and reconnection and a task order was also awarded to Wood Group Kenny Ltd (WGK) as Project Management Consultant. WGK provided services for residual detailed engineering, construction and commissioning supervision.

As part of the upgrade new filters, a metering system, pressure reduction system, valves, and electrical, instrument, control and telecoms equipment were installed. The control building was also renovated.

A critical milestone involving the sectional shutdown of Maqta-Al Ain Pipeline between SV-08 and the customer receipt station at AMPC to reconnect the new facility was completed within three days against a plan of five days. Shutdown of the control room to upgrade the building and replace existing equipment was also executed as per the schedule.

Congratulations to all the teams involved.

In line with the company's commitment towards education, the company sponsored the Conference on Education 2016 which took place on 7th and 8th May at the Qatar National Convention Centre.

DOLPHIN ENERGY SPONSORS CONFERENCE ON EDUCATION

Organized by the Ministry of Education and Higher Education and held under the patronage of Sheikh Abdullah Bin Nasser Al-Thani, Prime Minister and Minister of Interior, the two-day conference focused on four main educational issues: modern educational leadership and its role in quality management; 21st century competency-based education; public and private education between school and university; and creative solutions for early childhood educational challenges.

Themed 'Learning Leadership: Contemporary Visions', the conference also included nine lectures and 33 training workshops touching on educational and professional teaching leadership.

Commenting on the company's sponsorship, Dolphin Energy's General Manager – Qatar, Mr. Hassan Al-Emadi, said: "Dolphin Energy is proud to sponsor the 'Conference on Education: Leadership of Learning - Contemporary Visions' for the first time. Our commitment to education is reflected in the robust relationship we enjoy with a number of esteemed educational institutions such as Qatar University, Texas A&M, and the College of the North Atlantic – Qatar. This alliance has helped

create a strong link between industry and academia and provided opportunities for Dolphin Energy to support the development of young, talented Qatari Nationals to become successful leaders. It has also allowed the company to contribute to the Qatar Vision 2030, which places education as a driver of future, long-term development."

The conference was attended by high-ranking officials including H E Ahmed Abdullah bin Zaid Al Mahmoud, Deputy Prime Minister and Minister of State for the Council of Minister's Affairs; HE Dr. Mohamed bin Saleh Al-Sada, Minister of Energy and Industry, HE Dr Mohammed Abdul Wahed Al Hammadi, Qatari Minister of Education and Higher Education and HE Rabia Mohammed Al Kaabi, Deputy Minister of Education in Qatar.

Dolphin Energy also exhibited at the conference and its dedicated pavilion received many visitors who expressed their admiration for the company's commitment to education. Mr. Ali Al Mohammadi, our Deputy General Manager, led the company's delegation at the event.



Dolphin Energy received a number of official visitors and distinguished guests at its stand during the conference.

Our customers are a key part of Dolphin Energy's success and reputation. To highlight their importance, we are providing an insight into one of them in each of our forthcoming issues.

For this issue, Dolphinsight took time to interview Mr. Nishant Dighe, Chief Executive Officer of RAK Gas LLC.

CUSTOMER FEATURE: RAK GAS LLC



Mr. Nishant Dighe, Chief Executive Officer of RAK Gas LLC.

“ RAK GAS LOOKS FORWARD TO MEETING ALL OF RAS AL KHAIMAH'S GAS REQUIREMENTS THROUGH A DIVERSITY OF SUPPLY SOURCES WHICH INCLUDE DOLPHIN ENERGY AS AN IMPORTANT CONTRIBUTOR. ”

Q1. WHEN AND WHY WAS RAK GAS ESTABLISHED?

The Ras Al Khaimah Gas Commission was established in 1984 by Emiri Decree number 14/84 issued by the Ruler of Ras Al Khaimah and its dependencies. In 2007, the commission was changed into an LLC company and named RAK Gas LLC.

Q2. WHAT ARE THE VISION, MISSION AND MAIN VALUES OF RAK GAS LLC?

VISION:

To be a first class oil and gas company, owned by the Ras Al Khaimah Government, which provides excellent service to our domestic customers whilst balancing the short and long-term goals of the Emirate, and with an international portfolio of oil and gas assets that generate enduring value.

MISSION:

RAK Gas' mission is to provide the Emirate of Ras Al Khaimah with a consistent and secure supply of energy; to meet the energy requirements of customers through reliable, environmentally-friendly and sustainable supplies of natural gas; to conduct our business professionally, efficiently, ethically and with responsibility to all our stakeholders and community.

MAIN VALUES:

Safety: Maintaining the highest standards of safety in all our operations.

Integrity: Practicing and promoting ethical business at all times.

Teamwork: Building strong relationships across functional areas.

Excellence: Making positive contributions towards the achievement of RAK Gas' vision. Striving for continuous improvement.

Respect: Promoting diversity, equality, fairness and humility within our company.

Sustainability: Understanding the future implications of our actions by focusing on the economic, social and environmental impacts of our business.

Transparency: Displaying openness and consistency in our policies and procedures and following regulations in all aspects of our operations.

Creativity: Generating new ideas and encouraging innovation. Promoting modified approaches and converting ideas into action.

Q3. WHAT EFFORTS HAVE BEEN UNDERTAKEN BY RAK GAS TO SUPPORT THE ECONOMY OF RAS AL KHAIMAH?

Natural gas in Ras Al Khaimah has been an important stimulus for industrial growth in Ras Al Khaimah, enabling the three industrial areas (Khor Khwair, Al Hamra, Al Ghail) to be transformed from scrub desert into highly desirable industrial estates.

RAK Gas supports this through the following:

Providing a continuous and environmentally friendly gas supply to consumers at competitive rates.

Expanding the RAK Gas Network to meet customer requirements.

Attracting additional investors to the Emirate, which in turn creates economic growth.

Q4. WHAT ARE YOUR AREAS OF STRENGTHS? HOW DO YOU STAND APART IN A COMPETITIVE ENVIRONMENT?

RAK Gas has core engineering and operating proficiency coupled with diversified business capabilities and strategies that centre on solid expertise in natural gas processing and distribution. RAK Gas owns a significant gas processing plant at Khor Khwair in the north of the Emirate and can reach its customers both locally and through a pipeline network which extends throughout the three industrial areas. As well as its domestic gas processing and marketing expertise, RAK Gas' international exploration portfolio includes interests in a number of exploration-stage blocks. This includes offshore blocks in Ras Al Khaimah as well as a number of exploration blocks in Africa.

Q5. HOW DO YOU EVALUATE THE CONTRIBUTION OF DOLPHIN ENERGY GAS TO YOUR ENERGY REQUIREMENTS? HOW DO YOU ASSESS YOUR RELATIONSHIP WITH DOLPHIN ENERGY?

Dolphin Energy has for many years provided support to the natural gas security of Ras Al Khaimah. RAK Gas has satisfied its customers' gas requirements by utilizing domestic gas resources as well as those of Dolphin Energy. We maintain an excellent relationship with Dolphin Energy.

Q6. HOW ARE YOU STRIVING TO BE BEST-IN-CLASS?

Achieving best-in-class performance requires detailed planning and the implementation of lessons learned. Effective communications, quality control and the application of great teamwork all contribute to the goal of being best-in-class.

Q7. WHAT ARE THE 3 OR 4 MOST CRITICAL STRATEGIC CHALLENGES FACING RAK GAS OVER THE NEXT 5 YEARS?

GAS PRICE COMPETITIVENESS:

In the current environment where oil prices have declined rapidly, gas finds it very hard to compete. Industries with options have switched to alternates. However, gas is the cleanest fuel and has other effective benefits for customers so our challenge is to find cheaper sources of gas.

OFFSHORE FIELDS DEPLETION:

Saleh Field has been producing since 1984 and is almost depleted. The Atlantis Field is also depleting fast. Bhuka Offshore Field's production has switched to Oman's own processing plant in Musandam. We will continue to explore for more domestic gas but in the short term there is increased emphasis on cost effective third party imports - including gas from Dolphin Energy.

Q8. WHAT DOES SUSTAINABILITY MEAN TO RAK GAS' BUSINESS?

Sustainability means having sufficient long-term and well-managed natural gas supplies at prices competitive enough to support and stimulate the growth of the Emirate.

Q9. WHAT ROLE WILL DOLPHIN ENERGY PLAY IN YOUR PLANS FOR GROWTH?

RAK Gas looks forward to meeting all of Ras Al Khaimah's gas requirements through a diversity of supply sources which include Dolphin Energy as an important contributor.





Dolphin Energy participated in the 10th Annual Sponsorship and Internship Career Forum organized by Qatar University Career Services Center from 14th-17th March 2016.

DOLPHIN ENERGY SPONSORS THE 10TH ANNUAL SPONSORSHIP AND INTERNSHIP CAREER FORUM

Held under the theme "Here I Start", the four-day forum aimed at providing students with a platform to meet and communicate with potential employers on employment and training opportunities.

The forum was attended by HE Dr Mohammed Abdul Wahed Al Hammadi, Minister of Education and Higher Education, Qatar University President Dr Hassan Rashid

Al Derham, Mr. Ajlan Eid Al Enazi, Director Government and Public Relations Dolphin Energy and a number of senior officials from sponsoring companies.

Sixty leading government and private organizations participated in the forum to provide high school and university students with information on a wide range of professional opportunities.

In 2016, Dolphin Energy is chairing the Abu Dhabi Emergency Support Committee for Offshore Operators (ADESCO) Committee, coordinating arrangements so that all members are kept updated on the procedures and capabilities of participating companies in case of any major emergency.

DOLPHIN ENERGY CHAIRS ADESCO COMMITTEE

Since the beginning of the year, Dolphin Energy has been extremely active by conducting the following:

- 3 subcommittee meetings
- 1 Board Meeting
- Updated and Uploaded resources and meeting focal point lists
- International Maritime Organization (IMO) Emergency Response Tier 2 training
- Helicopter Emergency Medical Service center visit
- Monthly Emergency communication exercises as per the yearly schedule

ADESCO was formed in 1988 by Abu Dhabi oil companies operating offshore who were keen to establish a committee to coordinate arrangements in the event of major emergency.

As a member, Dolphin Energy is committed to knowledge sharing by providing a regular exchange of information among member companies on emergency preparedness.



ADESCO members attend the board meeting held on 26 May, 2016



DOLPHIN ENERGY DONATES TO KHALIFA BIN ZAYED DONATION

As part of its ongoing CSR commitments, Dolphin Energy is proud to have donated to Khalifa Bin Zayed Al Nahyan Foundation's Ramadan Iftar Project.

A total of AED 63,000 was donated to the Foundation, which was used to prepare 100 Iftar dishes every day for the entire month of Ramadan. In total, 3,000 meals were prepared during the Holy Month, which were distributed across the UAE to families in need, and labour camps.

The meals were prepared by UAE National women, recruited by Khalifa Bin Zayed Foundation, with the aim to support disadvantaged Emirati families who have the skills and abilities to become productive families in society, but lack the funds to set up their own business.

During the Iftar project, the families are motivated to engage in charitable and humanitarian activities in providing the best quality food for the benefit of others.

In Ramadan 2015, the Khalifa Bin Zayed Al Nahyan Foundation provided 1,800,000 Ramadan meals which were distributed throughout 110 locations in the UAE, including labour camps. The program hired around 600 Emirati families to prepare the food, allowing them to benefit financially as well as enabling them to contribute positively to society during the Holy Month.

In April and May, two activities from Dolphin Energy's sponsorship program with Qatar University (QU) concluded – the 7th Life is Engineering Project (LIEP) and the Annual Senior Design Contest.

DOLPHIN ENERGY SPONSORS QATAR UNIVERSITY ACTIVITIES 2015-2016

Finishing on 25th April, LIEP brought to a close a six month project in which 11 Qatar based high schools participated. The award ceremony took place at Lusail International Circuit in the presence of the College of Engineering (CENG) Dean, Dr. Khalifa Al Khalifa, Eng. Khaled Al Bader, Sr. Manager Field Maintenance (Designate) from Dolphin Energy and other representatives from sponsoring companies.

On 28th May, 2016 the Department of Computer Science and Engineering in the College of Engineering concluded the Annual Senior Design Contest in which eight teams and more than 150 students presented 60 projects to 30 judges. The projects, which focused on designing, building and programming a robot, were evaluated on innovation, commercial potential, sustainability and presentation quality.

Commenting on the company's sponsorship of each competition, Dolphin Energy's General Manager – Qatar, Mr. Hassan Al-Emadi, said: "Dolphin Energy is proud to sponsor programs that support the Qatar National Vision

2030 and foster the next generation of leaders. Life is Engineering brings together industry and academia and we hope our participation helps to inspire and provide opportunities for young, talented Qataris to pursue their dreams.

"The Annual Senior Design Contest not only provides students with the opportunity to interact with each other and demonstrate their creativity and teamwork skills but highlights the growing market demand for computing engineers, developers, designers, consultants and teachers. I would like to extend my congratulations to the winners of each competition and to all those who participated."

Two further activities that comprise Dolphin Energy's sponsorship program – QU CENG Engineering Week and the Fifth International Gas Processing Symposium – will take place later in the year.



Building on its great success in previous years, the Ras Laffan Community Outreach Program (RLC-COP) kicked off the third edition of the 'Darb Al Salama' (Road Safety) initiative for schoolchildren

RLC-COP 3RD ANNUAL ROAD SAFETY CAMPAIGN 2016 KICKS OFF



Targeting residents of Umm Slal and the northern communities, particularly those aged between 6 and 21 years old, the campaign took place on 4th and 5th May at the Barzan Youth Centre.

'Darb Al Salama' is a long-term sustainable initiative to help change behavior in order to reduce fatalities and serious injuries resulting from road accidents and a mixture of practical and computer-based education tools to help change driving behaviors, with the vision of improving traffic safety.

To date, the initiative has attracted participation from more than 12,000 young people from youth centers and schools across Doha and the Northern Communities. This year 738 students from 26 schools participated helping support the Human Development pillar of the 2030 Qatar National Vision in the process.

RLC-COP is a consortium of operators in Ras Laffan Industrial City comprising Qatar Petroleum, Qatargas, RasGas, Dolphin Energy Limited, Pearl GTL, Al Khaleej Gas and Oryx GTL.

Students from Umm Slal and the Northern Communities participate in RLC-COP's 3rd Road Safety initiative.

INTERVIEW WITH: MOHSIN JAGANI, CHIEF INTERNAL AUDIT

Dolphinsight took time to interview Dolphin Energy's new Chief Internal Audit Mohsin Jagani on his plans for the department.

Q1. CAN YOU PROVIDE SOME BACKGROUND DETAILS ABOUT YOU AND YOUR EXPERIENCE?

Prior to joining Dolphin Energy, I worked at the Abu Dhabi Pension Fund for over 6 years as the Head of Internal Audit & Risk Management. My career spans more than 20 years, starting in Canada and USA at various organizations including Citibank, Bank of Montreal and Deloitte. I focused on investments, internal audit and risk management. I also managed the internal audit function at Direct Energy, who are owned by Centrica Plc, conducting various audits across upstream, midstream, storage, downstream and trading.

Q2. HOW WILL YOU BRING YOUR EXPERIENCE TO BEAR IN YOUR ROLE?

I believe my exposure to various industries including Oil and Gas within the field of internal audit and risk management will help me transition to this role effectively. I am very much looking forward to the new phase in my career.

Q3. WHAT ARE YOUR PLANS FOR THE AUDITING DEPARTMENT?

My predecessor and his team have done a tremendous job already. My plan is to use their work as a foundation to build and enhance the function so that we take a more strategic footing within the company.

4. WHAT ARE YOUR IMMEDIATE PRIORITIES?

With support from the Audit, Risk & Compliance Committee (ARC), the CEO and the senior leadership team my immediate priorities are to:

- Better align our function with the expectations of key stakeholders
- Add value by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes

- Assume a key role in coordinating the 'second and third lines of defense'. By that I mean focusing on risk management and internal auditing – for dealing with risk
- Develop and implement knowledge and talent-acquisition strategies within the department through training and development
- Become a trusted advisor to the ARC and senior leadership team

Q5. HOW WILL YOU COMPLEMENT EXISTING EFFORTS TO ENSURE DOLPHIN ENERGY OPERATES IN THE MOST APPROPRIATE MANNER?

I think by encouraging everyone to view internal audit as a partner that can add value and change perceptions that we are nothing more than corporate policemen.



Mohsin Jagani, Chief Internal Audit

In line with the Qatari military service law, which requires all men between the ages of 18 and 35 years old to serve in the State of Qatar's armed forces, thirty-one of our employees have successfully completed their services.

QATARI EMPLOYEES RETURN FROM NATIONAL SERVICE

They are:

- | | | | |
|----------------------------|--------------------------|---------------------------|----------------------------|
| NAIF IBRAHIM | FAHAD AL ENAZI | MOHAMED AL-AMMARI | JASSIM AL SHAMMARI |
| ABDULAZIZ AL HAJI | OMER AL EMADI | FAHAD AL-KUWARI | SALAH AL SHAMARI |
| ALI AL REDOUA | ABDULAZIZ BILAL | ABDULLA MOHD | OSAMA AL-EJJI |
| MOHAMMED AL-SAAD | SALEH AL-DOSSARI | OMAER AL NUAIMI | MOHAMMED AL-KHAWAJA |
| MOHAMMED ALI | ABDULLA AL-ASHQAR | ALI AL-KUWARI | AHMED AL-HAYDER |
| HAMAD AL NAIMI | FAHAD AL-MARRI | SALEM AL MARRI | MOHAMMED EL-QUTAMI |
| MOHAMAD AL MUHANADI | YOUSIF WARSAMA | HAMAD AL-KUBAISI | AHMED JESAIMAN |
| SALEM AL GOZ | MOHSIN AL-KURBI | ABDULAZIZ AL-MALKI | |

Dolphin Energy would like to congratulate them for their noble service to their country.



DOLPHIN ENERGY CELEBRATES ITS FURTHER EDUCATION GRADUATES

Dolphin Energy Limited arranged a special celebration ceremony for six of its employees who completed their further education:

<i>Employee Name</i>	<i>Topic</i>	<i>Educational Institution</i>
ALI ALRAHBI	QLC Executive Leaders Program	Qatar Leadership Centre
OTHMAN AL YAFEI	QLC Executive Leaders Program	Qatar Leadership Centre
ABDULAZIZ AL-BAKRI	Executive Master in Energy & Resources	Hamad Bin Khalifa University
MOHAMED AL ATHBA	Executive Master in Energy & Resources	Hamad Bin Khalifa University
SALEH AL-DOSSARI	Executive Master in Energy & Resources	Hamad Bin Khalifa University
SARA AL-MARRI	Executive Master in Energy & Resources	Hamad Bin Khalifa University

Mr. Hassan Al-Emadi, General Manager – Qatar and Mr. Ali Ahmed Al-Mohannadi, Deputy General Manager - Qatar distributed Certificates of Appreciation to all six graduates.

The event was attended by members of the senior management team.

Congratulations to all the graduates.



Dolphin Energy employees receive Certificates of Appreciation for completing their further education from Hassan Al-Emadi and Ali Al Mohannadi



ENERGY INSIDER DAY

The Marketing & Commercial division organized an 'Energy Insider Day', which included a lecture from an industry expert. Dr. Fereidun Fesharaki, the Founder and Chairman of Facts Global Energy, a leading consulting group, took time to visit Dolphin Energy to share his insights into the current developments affecting global oil and gas markets.

This included:

- The different oil and gas chains
- The major drivers behind current the oil market values (movements, benchmarks and future market value)
- Gas and LNG major developments (supply/demand)
- The emerging Asia and Middle East Markets

Members of Dolphin Energy's management teams in Abu Dhabi and Doha attended the lecture and helped create a lively, interactive session.

"The lecture was very well received and everyone's participation and input helped create great energy in the room. We plan to hold future sessions like this so that we can continue to share knowledge. Indeed, we intend to make the next internal Energy Insider lecture available for everyone at Dolphin Energy," commented Ajlan Al Qubaisi, SVP Marketing & Commercial.

Employees who would like to have a video copy of the lecture can contact Noura Al Mashjari from the Marketing and Commercial Division.

April 26

2016

Energy Insider Day

It is all about Oil and Gas Markets

Organized by: Marketing and Commercial Division

Presenter: Facts Global Energy Chairman and Senior FGE staff.

#Energy Insider Day- April 26

Agenda

Welcome Notes by
Marketing and Commercial
SVP

Oil and Gas Presentation by
FGE Chairman

Question and Answer

As part of the management's initiatives to share the spirit of Ramadan, Upstream Operations organized Iftar on 24th June for employees working in the plant's control room.

UPSTREAM OPERATIONS CELEBRATES ITS ANNUAL IFTAR DINNER

The dinner was attended by Mr. Hassan Al Emadi, General Manager – Qatar; Ali Alrahbi, COO –Upstream; Hamad Al Sheebani, Director Operations-Upstream and Aylan Al Enazi, Director Government & Public Relations as well as line managers from Upstream Operations and Administration.

Commenting on this special occasion, Mr. Al-Emadi expressed his gratitude to all attendees for their excellent performance over the past years.



OFFICE EMPLOYEE HSE COMMITTEE LAUNCHES 'SAFETY IN THE OFFICE' PROGRAM

In May, the UAE Office Employee HSE Committee launched its 'Safety In The Office' Program encouraging employees to participate in a specially developed competition and demonstrate their understanding of the subject. A total of 24 employees from 12 departments took part with TSD taking first place, Corporate HSE&S second and Corporate IT third.

The Safety in the Office Program is one in a series of campaigns designed to engage employees. Two more – relating to health and the environment – are planned to take place before the end of the year. To date, the Committee has been promoting HSE&S awareness among employees by focusing on aspects of health, safety, the environment and security in the workplace, at home and across the community.

Recently, a blood donation campaign was held to support World Thalassemia Day in the UAE in addition to a "Weqaya", a program which aimed to screen UAE Nationals for cardiovascular disease.

In Qatar, an interesting workshop was delivered by Aster Medical Centre to make employees aware about diabetes and workplace stress. This complemented a session on asthma and occupational asthma that was delivered by our Senior Health/Industrial Hygiene Specialist Dr. Muhammad Chauhdry.

"The HSE Employee Committee was formed to support the company's strategic goals and support the pursuit of excellence. The campaigns, awareness and training sessions provide the perfect platform for employees to engage in our programs, learn about different aspects of HSE&S and be strong corporate citizens in the process," commented Shareefa Al Adawi, Chairman of the Committee.



The Blood Donation Campaign was a great success



Participants of the "Safety In The Office" program

A DAY IN THE LIFE OF ABDULLA AL HAJRI

I DO:

I joined Dolphin Energy in August 2005 as an Associate Process Engineer.

This was during Dolphin Energy's construction phase, which gave me a unique experience in terms of plant commissioning and start-up activities. I continued to work in the process engineering section for ten years, where I gradually developed from being an associate engineer to a designated process engineering senior manager. The time I spent there helped me gain rich technical experience in gas treatment facilities.

Having spent more than ten years in process engineering, I was assigned as Program Manager for The CORE Project, Dolphin Energy's cost efficiency program. The aim of The CORE Project is to introduce long term cost optimization initiatives and also change the cost culture of the company. This opportunity is providing me with a new learning experience that involves all divisions and departments in Dolphin Energy. I am learning a lot of new skills which will give me a well-rounded experience as I progress my career.

I AM:

I graduated from Qatar University in 2005 as a Chemical Engineer. In 2010, I completed my Master's Degree in petrochemical industries as part of Dolphin Energy's TOTAL scholarship program. Not only did this program deepen my understanding of process engineering fundamentals, but it also gave me a greater insight into how products from Dolphin Energy are marketed and used within other industries.

On a personal level, I like participating in sports and running events, especially in the Dolphin Energy Doha Dash, where I had the chance to compete with my colleagues.

I am happily married with two beautiful children.



Abdulla at the Dolphin Energy Doha Dash



Abdulla receiving the 10 years' service award from senior management

I ASPIRE:

I aim to develop my career further and expand my knowledge in different fields to gain a better understanding of the global energy market.

Moreover, I dream of traveling around the world to discover new countries and cultures which I hope will help me widen my perspective.



Abdulla on vacation Switzerland with his two sons, Hadi and Taleb.



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 ROLE OF NATURAL GAS IN UAE INDUSTRIAL GROWTH & DEVELOPMENT



In this edition of Captured, we would like to share an article written by our CEO, Adel Ahmed Albuainain, on the role of natural gas in UAE industrial growth and development. This article was written exclusively for the UAE State of Green Economy Report which was issued by the Dubai Carbon Center of Excellence.

THE ROLE OF NATURAL GAS IN UAE INDUSTRIAL GROWTH & DEVELOPMENT



BY ADEL AHMED ALBUAINAIN

While the role and profile of the UAE's oil strength has given the country prestige and power, it is natural gas that has fuelled rapid industrial growth and with it economic development and diversification.

Natural gas accounts for more than 90 percent of all electricity generation in the UAE and the country reached more than 27 gigawatts (GW) of installed fossil fuel generating capacity across the seven emirates in 2013, according to the UAE National Bureau of Statistics.

The UAE's power and desalination plants require gas as their energy source, helping to support the growth of the country's industrial zones and with them major manufacturing sectors like aluminum, steel and petrochemicals.

Around 50% of that electricity demand is being met through domestic production of gas while the rest is currently imported. This is happening in the form of Liquefied Natural Gas (LNG) under contract while our own Dolphin Gas Project delivers volumes of natural gas from Qatar to help meet 30% of the UAE's energy requirements every single day.

The last 10 years has seen rapid industrial, economic and demographic growth which has strained the country's electricity capacity. The UAE Ministry of Energy puts demand for energy at 9% per annum and to address this, new energy sources are being introduced into the country's energy mix. By 2017 we will see nuclear energy help meet as much as 20% demand as well as a steady growth in renewable, in particular solar.

However, natural gas will still play the dominant role in driving industrial growth - estimates suggest more than 70% - because its utilization sits at the heart the country's sustainable development agenda and the fuel plays a key role in the country's efforts to reduce its environmental impact.

A number of projects have been designed to maximize the gas value chain while others have been or are in the process of being completed that are technically challenging. Each will play a role in helping meet the rapidly increasing demand for natural gas.

Specifically, Al Hosn Gas, the joint venture between ADNOC and Occidental Petroleum came on line in January 2015 and another technically challenging sour gas project in the Bab gasfield, which is being overseen by an ADNOC-Shell joint venture is in advanced development.

Media reports outlined that both projects have been slated to help drive industrial and economic development in Al Gharbia that will see industries boosted, the creation of a flourishing SME sector and thousands of jobs created across the local economy.

However, the value given to gas and its role in shaping future development goes beyond comprehensive investment in new gas fields. Processing facilities are being built or expanded to enhance availability. Emirates LNG, will be capable of importing 1.2 billion cubic feet per day of gas when operational.

And at our own gas plant in Ras Laffan, the installation of three new export gas compressors has increased our compression facilities. While this has not resulted in new volumes of natural gas, it does mean that we have increased our levels of reliability of natural gas exports to the UAE.

Finally, a major education and awareness drive about the need for energy efficiency is encouraging less consumption while the country's eventual use and adoption of Carbon Capture Utilization and Storage (CCUS) as an alternative means of gas injection in the oil recovery process will free up natural gas as well as help reduce carbon emissions.

It is clear that to date natural gas acted as the catalyst for the UAE's industrial growth and economic development. And as a new approach to energy use emerges, driven by policy changes in the sector, natural gas will remain at the heart of the country's future.

“ **ITS UTILIZATION SITS AT THE HEART THE COUNTRY'S SUSTAINABLE DEVELOPMENT AGENDA AND THE FUEL PLAYS A KEY ROLE IN THE COUNTRY'S EFFORTS TO REDUCE ITS ENVIRONMENTAL IMPACT.** ”