



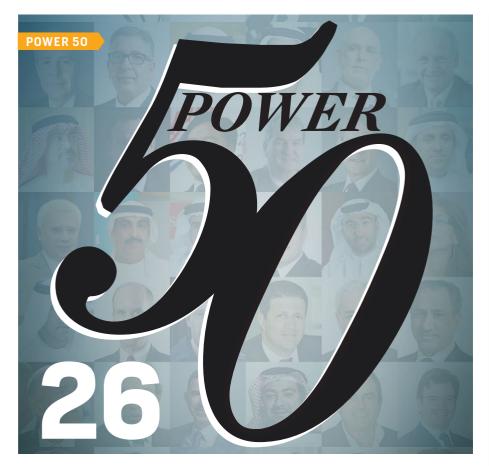
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Power 50

Oil & Gas Middle East
presents its annual
Power 50 list. Find out
who's up, who's down
and who's leading this
year's field.

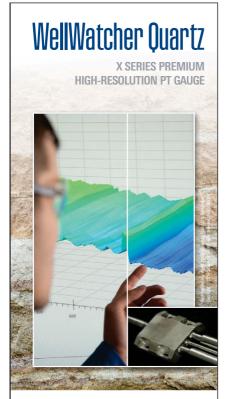
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The United Arab
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to increase production,
with ADNOC leading
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New gauge design runs for 14 years at 180 degC, setting new standard for PT gauges.

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www.arabianoilandgas.com

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- Iraqi export investment
- Saharan Security
- Economical Oil Recovery
- A platform for growth
- Saharan Security

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Oil & Gas presents its annual showcase of the region's most powerful energy professionals



The Power 50 April issue, but we also run down the suppliers your business needs to know.

ello and welcome to the April issue of Oil & Gas Middle East, in which we present our annual Power 50 list.

Now, I will say straight away that I do not expect there to be unanimous agreement across the board about the exact placements of all of our star-studded list. Full disclosure, we had a difference of opinion at times between those of us in the en-

ergy team on a few occasions, too.

I think a subject we can agree on is the collective strength of the individuals in the list, and it is a reflection of the strength and importance of the companies that operate in the GCC and the region's power on the world stage.

What should also catch your attention is the number of new entries in this year's list, which is perhaps a symptom of what has been an uncertain and unsettling year. There are even two new men in the hot seats at Saudi Aramco and ADNOC. Turn to page 26 now to see who heads the list for 2016.

On another note, it has been encouraging to the see the price of oil inching up over the last month, albeit from what is an undeniably low ebb. The reaction from the market has been understandably muted – understandable when you consider the tribulations of the last 18 months and the spectre of Iran ramping up output – but it does seem as if the price has bottomed out. A small mercy, but a mercy all the same.

I've had quite a few emails about the Oil & Gas Middle East Awards 2016 in recent weeks, so let me put a few minds at rest. We will announce the categories for this year's awards in the May issue, which will include all you need to know about how to nominate.

I've been immensely proud of the work we've done with the awards over the last couple of years, and I'm confident that we'll be able to build on the success of last year's event.

I've said this before, but I think it's worth repeating: give yourself some time when putting your nominations together. The winning entries are the ones that have been carefully put together.

If you have any feedback you'd like to contribute, whether it's about the Power List, the Oil & Gas Middle East Awards, or anything else to do with the publication, please do get in touch through the usual channels.

And remember, you can keep up to date with everything going on in the Middle East's oil and gas industry at our website, ArabianOilandGas.com.

I hope you enjoy the issue.

James Henderson

Oil & Gas Middle East, Editor james.henderson@itp.com

Saudi sales gas production expected to rise in 2016



Source: Saudi Aramco and Jadwa Investment



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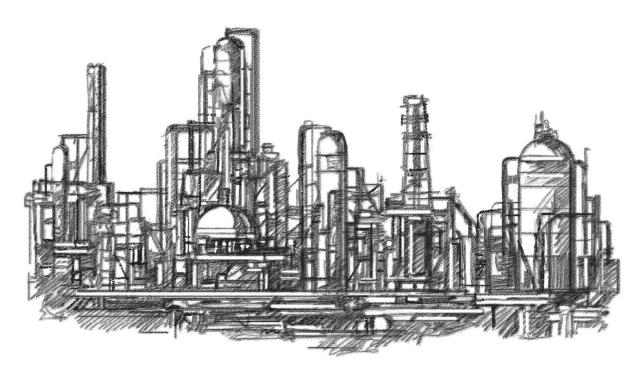
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Low oil revenues are having an effect on stock markets in the GCC

ustained fiscal weakness will damage the long-term growth outlook in the region, but the near-term implications are becoming increasingly visible through tighter domestic liquidity conditions, according to a report from ICAEW and Oxford Economics.

Stock markets in GCC countries fell by between 15% and 25% last year and some fell a further 10% to 15% in January 2016; aggregate growth in broad money (used as a general estimate of the supply of money in an economy) had slowed to just 1% y/y in November and was negative in some countries; market interest rates have started to edge up from previous lows amid higher official rates following the US Fed's decision to hike rates in December; and finally, there has been a draw down in government reserves with funds needed to cover emerging fiscal gaps.

The latter has also had the effect of depriving local banks of funds placed at low cost or even free, putting additional pressure on bank margins at a time when demand for borrowing has also weakened. Meanwhile, to alleviate some of the pressure on domestic liquidity and to provide additional policy space, the Saudi Government has mooted the issue of international bonds in 2016 to accompany the issue of domestic bonds started last July.

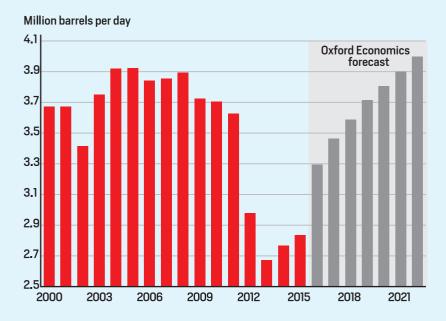
Existing debt levels are extremely low at an estimated 7% of GDP in 2015 and – despite a downgrade by Standard and Poor's in October – its debt rating remains towards the upper end of investment grade.

"We see Saudi government debt levels rising to around 30% of GDP by the end of this decade and, although no firm announcements have yet been made, other countries in the region are likely to follow suit," said the report.

Source: ICAEW and Oxford Economics.



IRANIAN OIL PRODUCTION



Source: OPEC/Oxford Economics

SAR/US\$ 12-MONTH FORWARD RATE

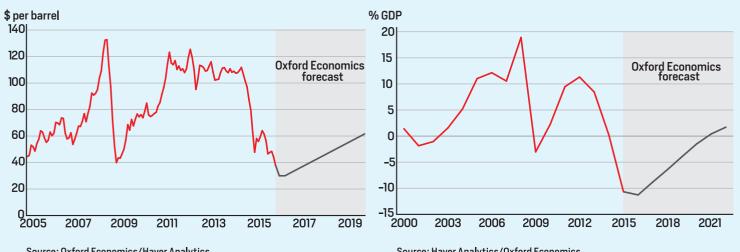


Source: Bloomberg

APRIL 2016

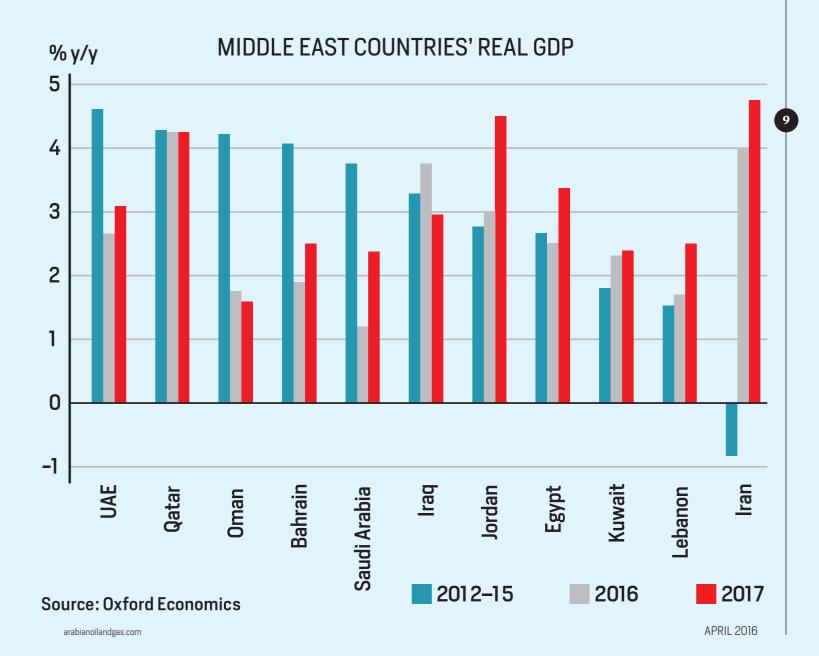
BRENT CRUDE OIL PRICES

GCC FISCAL BALANCE



Source: Oxford Economics/Haver Analytics

Source: Haver Analytics/Oxford Economics



The dying Dinosaur

by Slavka Atanasova

It is the best of times and the worst of times – such is the complexity of the global refining industry set in a state of transition as demand and supply shift from developed to developing economies.

After a year of strong margins, Europe, the traditional refining behemoth, was swept by a wave of plant closures, consolidations and sell-offs of once viciously guarded stakes in lucrative refining ventures.

Europe had a rude awakening in January 2012 when Swiss refiner Petroplus filed for bankruptcy after an 85-year refining sprint. Two years later, shocked politicians and expectant industry professionals saw as many as 15 refineries shut down by December 2015.

Refineries, while necessary, are expensive to run offering little if any return on investment on upgrades. And Europe's elderly refineries had already been squeezed due to rising crude prices combined with high taxation systems and outdated business models. Low crude oil prices have only served to put strain on refining budgets in Europe where the crippled industry can neither upgrade nor sell ailing refining dinosaurs.

"The closure of European refineries is well underway and it is a trend that is unlikely to reverse," said Brij Mohan Bansal, director

of Gulf Petrochem Group.

Bansal believes the two main factors that will continue to drive refinery closures in Europe are growing competition from new refineries in the Middle East, particularly China and India, followed by Europe's near-zero economic growth.

A conscientious European population is choosing to be more environmentally friendly, contributing to declining fuel demand as hybrids and electrical cars enter the market.

At the same time, Europe's more traditional refiners are feeling the disruptive force of a emerging but highly competitive biofuel industry.

The highest number of shutdowns are taking place in France, where since 2008 refining capacity has shrunk by 30% to 1.4mn bpd. At the start of last year, the country's supermajor and Europe's largest refiner, Total, unveiled plans to halve production at its 207,000 barrels-per-day Lindsey refinery in the UK, while its CEO and former refining head, Patrick Pouyanne, said Europe had to let go of 1.5mn bpd of its refining capacity by the end of the year.

Bankers and financial experts gave an even higher estimate of 2mn bpd, which is the equivalent of 10 plants, citing La Mede, another one of Total's plants, as the most vulnerable, along with



\$5BN
The value of assets sold off by BP.

Eni's Taranto and Livorno and Tamoil's 55,000 bpd Collombey refinery in Switzerland. Following a similar trend to its French rival, BP announced it would sell around \$5bn worth of assets, including in downstream, having shut down or sold 14 refineries since 2000.

For international oil companies, low refining margins such as those in Europe will mean weathering low Exploration & Production (E&P) profits and stale downstream deals. The likes of Shell and BP will prefer to rely on independent oil refiners to take the onus of supplying fuel to the market even as private markets risk a heavy debt cycle like Petroplus.

Undoubtedly, global refining trends have changed dramatically and no region is more impacted than Europe.

"Whereas before, brands were competing with other brands, Total was competing with Shell

10



and Shell was competing with Total, now, within the same brand, production facilities are competing with each other," said Alain Hermans, process automation solutions manager for Europe, Middle East and Africa at Rockwell Automation.

"That's because of market economics but also because of globalisation. In France, Total used to have about three or four refineries. Now, it only has two left." According to Hermans, refineries are increasingly being built closer to the source due to advantages such as proximity of feedstock

and availability of resources, but also because of rising transportation costs.

"We are seeing a growing trend, especially in the Middle East, where companies want to build their own refineries because that makes them less vulnerable to oil price fluctuations. The time it takes to set up a refinery is also shrinking enormously," Hermans added.

This growing trend is spurring increased downstream collaboration between European and Middle Eastern players outside the continent, a prime example being

Europe's refining industry is shrinking dramatically, giving way to other, more agile players to claim a portion

of its ample

market share.

the 400,000 bpd refinery managed by the Total-Aramco joint venture — Satorp.

Northwest Europe is suffering from refining overcapacity, with stocks of gasoline and diesel near record high. However, the reality remains that demand for fuel while diminished, is here to stay.

According to some estimates, a combined 667.3mn bpd could go offline between Germany, Belgium, France and Switzerland, putting supply at stake as independent refineries shut down or employ unsustainable business models. In France, for instance, domestic demand is outstripping supply, as current capacity stands at 1.4mn bpd, and to meet the local market's needs it requires an extra million a day.

Against the backdrop of Europe's downstream blues, refineries in the Middle East have been running at full speed. According to the BP's Statistical Review of World Energy, the region's refining capacity expanded by a record 740,000 bpd in 2014, leading many to believe it is best placed to bridge the gap between supply and demand in Europe.

"The rapid growth of the Gulf's refining sector in recent years has largely been in response to Europe's dying downstream industry and the Gulf's rising domestic and Asian oil demand," said Mohan.

"Saudi Arabia's latest 400,000 bpd Jazan refin- Continued on page 12>>

ANALYSIS THREE THINGS YOU NEED TO KNOW... Refineries, while necessary, are expensive to run offering little if any return on investment on upgrades.

And Europe's elderly refineries had already been squeezed due to rising crude prices combined with high taxation systems and outdated business models.

For international oil companies, low refining margins mean weathering low Exploration & Production (E&P) profits and stale downstream deals. The likes of Shell and BP will prefer to rely on independent oil refiners to take the onus of supplying fuel to the market.

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Continued from page 11>> ery is expected to start in 2017, while the UAE's \$10bn Ruwais expansion project has nearly doubled capacity from 400,000 bpd. After a decade of delays, Kuwait is hoping to finish the \$15bn Al Zour refining project by 2019. The 615,000 bpd project will be the region's largest single refining infrastructure project.

"The complexity and integrated nature of the new refineries in the Middle East distinguish their longevity from Europe's dying sector. Many of the new refineries emerging in the Middle East also have petrochemical and liquefied natural gas (LNG) capabilities, tacking on additional revenue streams that were out of reach for Europe's refineries," he added, noting the Middle East's diversified offerings and Europe's outdated produce.

Furthermore, in the east, the Middle East is rallying as the refining hub even while Asia builds its own production centres, closing down export markets for Europe. Savvy refiners have been quick to grasp gaping opportunities by offering new business models to tap into fresh emerging Asian markets. Around 2.5 million barrels of refined product is expected to fill gasoline tanks in India, China and Pakistan from the Middle East's aggressive expansion plans in Oman, Saudi Arabia, Kuwait and the UAE's Fujairah.

Most of these yet to come online projects will have modern infrastructure, and a sustainable joint venture business model. At the start of the year, King Salman announced the Yasref refinery – a partnership between Saudi's Aramco and China's Sinopec holding 62.5% and 37.5% respectively with a capacity to refine 400,000 bpd using state of the art refining



facilities including an impressive distillate hydrocracker and hydro-treater.

Looking east, Asia faces an upward demand for fuel products due to strengthening economies, and an emerging urban population will soon need to satisfy thirst for fast cars with cheap petrol.

Despite widespread panic, China continues to grow at a healthy 6.3% according to the International Monetary Fund (IMF), while Moody's Investors Service places India's economic growth between 6.5% and 7.5% in 2016.

However, as Bansal points out, refining capacity in China has grown exponentially in recent years, with India also aiming to become a refining superpower by 2025.

"While the Gulf looks to lock in the market share that Europe has been forced to abandon, it must also keep an eye on emerging refining giants in Asia," he said.

The great refining transition from traditional Europe to Middle East and Asian region has put Europe's fuel supply, and its pioneer position in jeopardy. As the Middle East ramps up its refining capacity by employing new technologies and innovative business models, the current under

confident investment climate is proving risky for any new outlets in Europe – leaving the region to import not only crude in the future, but also fuel from traditional oil producers as global population becomes youth heavy and global living standards improve around.

However, it is dangerous to envision a future fuel monopoly of such magnitude over Europe as independent players bow out. Should current trends continue, very soon, Europe will be left unrefined and forced to buy petrol, aviation fuel and gasoline at price benchmarks set by determined emerging crude oil producers. While Europe becomes ghost of the Christmas past, a triumphant US is a great beneficiary as the spectacular crude glut continues.

The crude in their possession is priced comparatively lower than what goes in European refineries, while diesel and petrol demand has surged due to low oil prices and an emerging US economy.

According to analysts at Morgan Stanley, 2016 will be another strong year for the United States where consumption will exceed fuel production.

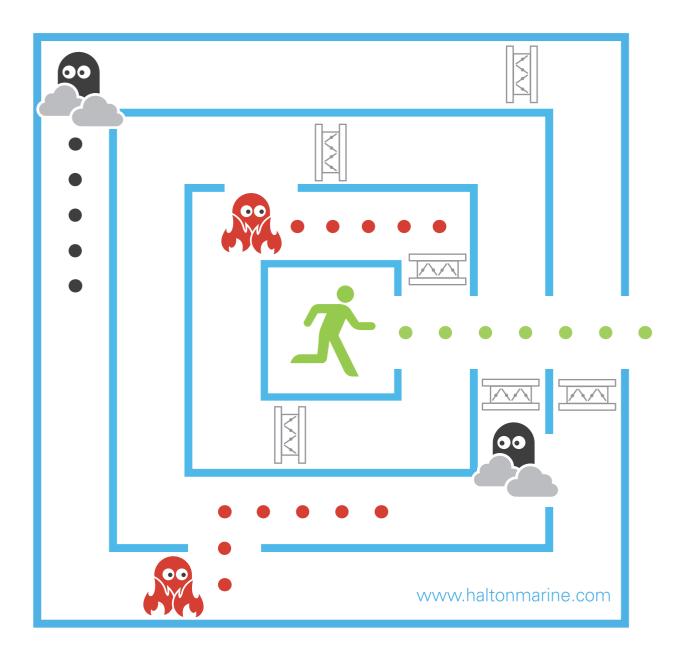
"The US and Middle Eastern suppliers are both eyeing European market share," said Bansal, giving Kuwait Petroleum International's European investments as good example of a 'state-owned' entity from the region that is well placed to corner more market share.

"There are no guarantees in the year ahead, but there is little doubt that the Gulf is well placed to take on a large portion of Europe's market share and support Europe and Asia," Bansal concluded.

Where Europe's own refined crude will come from, remains another story.

The biggest winner of the oil price glut is the crude oil storage

segment.



Good day, good night, we don't let the smoke bite!



Coming up:

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- /17 News in brief
- /18 In Quotes; Play/Pause
- /20 World in Numbers
- /21 Upcoming events

Aramco to double gas output over next decade, says CEO

CEO, Amin Nasser, reveals that the energy superpower plans to increase gas production to 23 billion standard cubic feet per day



WHAT WILL THIS **MEAN FOR SAUDI ARABIA?**

Despite being the biggest producer in the world, the Kingdom needs to to keep up with demand in the country.

audi Aramco plans to nearly double its gas production to 23bn standard cubic feet (scf) per day in the next decade, its chief executive has said.

"The Kingdom has managed to increase gas production from 3.5bn standard cubic feet per day in 1982 to more than 12bn scf now and this figure is expected to double to around 23bn scf during the coming decade," commented Amin Nasser, CEO of Saudi Aramco.

"Work is under way to execute an ambitious plan to implement this during the coming 10 years," he said, without detailing the plan.

Saudi Aramco has embarked on a massive programme to boost gas output for electricity and petrochemical production by developing gas fields not associated with oil production.

For instance, it is exploring and developing unconventional gas in the north of the kingdom.

Nasser also said Aramco was moving ahead with its strategy 'to achieve a better balance between the total exploration and production capacity, which stands at 12mn barrels per day of crude oil, and its refining capacity'.

The state oil giant plans to raise its refining capacity to 8 to 10mn bpd from around 5.4mn bpd now, he added.

As part of its initiative, Saudi Aramco has started producing natural gas at the offshore Hasbah field last month ahead of peak summer demand in the world's largest oil exporting country.

From its seven single-well platforms about 150km northeast of Jubail in the Gulf, Hasbah will provide up to 1.3bn standard cubic feet per day (scfd) of gas, while the adjacent Arabiyah field will provide around 1.2bn scfd.

The gas will be handled by the Wasit processing plant, helping to meet domestic demand for power generation.

The Hasbah field has much higher levels of hydrogen sulphide and carbon dioxide than Arabiyah, making it a technical challenge, although Aramco has invested heavily in technology.

QUOTE: "WORK IS UNDER WAY TO EXECUTE AN AMBITIOUS PLAN TO IMPLEMENT THIS DURING THE COMING TO YEARS"



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Top performers achieved

net margin improvement*

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1. KUWAIT



Kuwait Foreign Petroleum Exploration Company has signed a MoUto develop oil fields and increase co-operation in Pakistan's energy sector. The signing took place during a visit by Pakistan's oil minister Shahid Abbasi. Kufpec has been present in the South Asian country for over 25 years and has invested over £1bn to obtain operating licenses in the Sindh Province in the southeast

4. SAUDI ARABIA



Aramco's Safaniyah Offshore
Producing Department has
launched the world's first jack-up
barge to be equipped with a
real-time personnel location
tracking system. Aramco said the
system "virtually eliminates" any
uncertainty about the number of
crew aboard the vesselallows staff
onshore to provide accurate crew
information to better coordinate a
rapid emergency response.

2. BAHRAIN



Bahrain is considering the launch of a pilot project to recover a huge untapped resource s the country's Energy Minister has said. Dr Abdul Hussain bin Ali Mirza said that efforts are being made to produce the residual oil saturation in the Gas Cap of the Mauddud reservoir. "For this, currently an expanded pilot project is being evaluated to determine the best way to recover this huge resource," Mirza added.

5. UAE



Royal Boskalis Westminster will carry out dredging work to make room for a new offshore gas pipeline in Abu Dhabi. The Dutch company will undertake the marine task for both a new and existing structure for Abu Dhabi National Oil Company. Commissioned by National Petroleum Construction Company of Abu Dhabi, the work will be done in phases with an expected delivery date of Q2 2017.

3. QATAR



Qatargas has reported two safety milestones at its Laffan refinery. The refinery completed two consecutive years of operations without any Total Recordable Injury and more than six years of operations without any Lost Time Incident. "This safety milestone achievement is the result of the continuous commitment to safety by the Qatargas leadership and workforce alike," the company said.

6. OMAN



The Korea Gas Corporation (KOGAS) may play a leading role in the construction of a proposed deep-sea gas pipeline that links Iran and Oman, South Korea's Pulse News reported on Wednesday. South Korean and Iranian authorities are in talks over the possibility that KOGAS may lead the project, and the project owners and KOGAS could sign either a MoUor a framework agreement.



Iraq to pay \$2bn to foreign oil firms

PAMENII I raq will pay foreign oil companies about \$2bn in remaining arrears for 2015 this April and expects to reach an agreement over contracts by half-way through the year, the deputy Oil Minister has said.

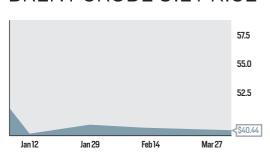
International firms such as BP, Royal Dutch Shell, ExxonMobil, Eni and Lukoil operate in the southern oilfields under service contracts, whereby they are paid a fixed dollar fee for additional volumes produced.

Those agreements have put Baghdad's coffers under immense strain as government revenues plunge due to slumping oil prices and Iraq is in talks with foreign companies to link the fees they receive for developing its fields to crude prices.

"The new amended agreement will help to prevent inflating production costs and getting Iraq in debt," Fayadh al-Nema said.

DATA SNAPSHOT

BRENT CRUDE OIL PRICE



At last some respite for the industry, with the price seemingly bottoming out before pushing \$40+. source: oil-price.net

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APRIL 2016

Galfar wins \$300mn contract

Company to build new central processing facility at the Yibal Khuff oilfield

© ONITADI Oman's Galfar Engineering has been awarded nearly \$300mn contract by Petroleum Development Oman's (PDO) for its Yibal Khuff project south west of Muscat.

The contract duration is 51 months and will see Galfar build a new central processing facility at the field.

"We expect reasonable income from this project," Galfar said in a bourse statement.

Yibal Khuff Sudair integrated development project will come online in 2019.

The project is estimated to produce both oil and gas, with the latter expected to be used for enhanced oil recovery in other



upstream projects across the country.

Oman is ramping up its investment in the oil and gas sector despite a protracted period of low oil prices and sluggish global demand.

HOW LONG WILL THE WORK TAKE?

Initial estimates have pegged the legth of the work at 51 months, with the project to come online in 2019.

• SNC-Lavalin has announced

that it has been awarded a significant oil and gas contract in the Middle East with an approximate value of \$800mn. "The contract further cements SNC-Lavalin's position in the Middle East," it said in a statement. The project will involve developing the infrastructure and processing facilities for a gas field.

• Bahrain has ramped up its year-on-year oil production by over 650,000 barrels in 2015, the annual National Oil and Gas Authority report revealed. A slight improvement in oil and gas production was witnessed in 2015, where Bahrain Field

production was 18.46mn barrels.

Æ





"OPEC tried to hold meetings, but everyone said it wasn't their problem and that it was someone else's problem." H E Suhail Mohamed Al Mazrouei. UAE Minister of Eneray



"If there is an agreement, Kuwait will commit to the freeze. "I'll go full power if there's no agreement. Every barrel I produce I'll sell." Anas al-Saleh, Acting Oil Minister. Kuwait



"I am pleased to be able to report that PDO still managed to surpass expectations right across the business." Raoul Restucci, PDO managing director

Dana Gas begins gas production from Zora field

The field is expected to achieve a flow rate of 40mn cubic feet of gas a day



PRODUCTION Dana Gas, the UAEbased privately-owned natural gas company, has announced that it has begun producing commercial gas from the Zora Gas Field in Sharjah.

The Sharjah-based company said initial project start-up was achieved on January 14, with early gas supplies being intermittent as the gas plant was being fully commissioned.

Subsequently sales gas pro-

produce some 40mn cubic feet of gas a day.

The field is located around 35km off the coast of Sharjah and Ajman.

duction - which started from February 28 - was delayed due to urgent maintenance work on gas supply infrastructure at the customer's receiving facilities.

"Zora is our first development project in the U.A.E, and as such, represents a significant milestone in the company's 10 year history," said Dr. Patrick Allman-Ward, CEO.

"The project represents a considerable investment by Dana Gas and the resulting gas output will support clean, domestic power generation for Sharjah for years to come," Allman-Ward commented.

The Zora offshore gas field is located in the Sharjah Western Offshore Concession, approximately 35km off the coasts of Sharjah and Ajman in the UAE. The Concession covers a total area of over 1000km2 straddling Sharjah and Ajman.

PLAY/PAUSE: Who's moving up in the oil and gas world this month, and who's falling away?



Saudi Arabia's government has reportedly launched an austerity drive, which entails a 5% cut on contract spending. The Kingdom has grappled with low state revenues as global oil prices dwindle.



The expansion of Saudi Arabia's Shaybah oilfield, which will boost production capacity from the south-eastern field by 250.000 barrels per day (bpd), will be completed in a few months, Reuters reports.

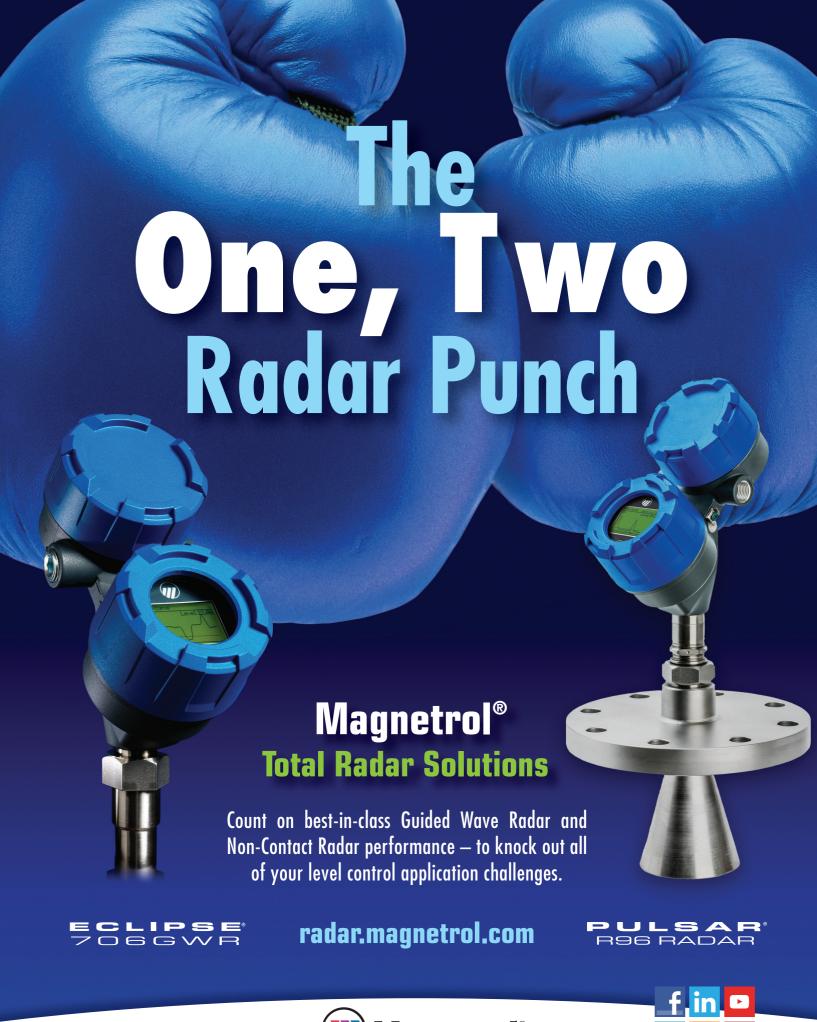


Irag's oil exports have held steady so far in March, according to loading data and industry sources, halting for now the rapid supply growth that has increased downward pressure on prices.



PDO has said that it created 7,200 job, training and re-deployment opportunities for Omanis with PDO contractors and the awarded of contracts worth more than \$3.7bn to nationally registered firms last year.

APRIL 2016







OMV says it had arranged a four-year seismic, drilling and engineering work programme

FIELD OF DREAMS

3D seismic surveys, drilling appraisal wells and engineering studies by 2017 to evaluate the area's prospects.



DONEDEAL OMV has signed a deal to

appraise oil and gas fields in the

North-West Offshore Abu Dhabi area, that includes the Ghasha and Hail blocks.

The company said it had won the contract from ADNOC to work in conjunction with Occidental Petroleum, which this time last vear was awarded an evaluation contract for the same areas. ADNOC said at the time that it and Occidental would spend up to \$500mn to run 3D seismic surveys, drilling appraisal wells and engineering studies by 2017 to evaluate the area's prospects. Saoud Mubarak Al Mehairbi, AD-NOC's exploration manager, had said: "Oxy will provide manpower support in form of 'secondees' ... and will organise a number of training courses to provide human resources development."

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HITS OF THE MONTH

- 1 Iraq starts gas condensates exports to UAE.
- 2 Amec Foster Wheeler awarded Pakistan refinery work
- 3 PDO exceeds 2015 oil & gas production target
- 4 BP Oman says Khazzan gas project 65% completed

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help explore and develop some of Abu Dhabi's prospective offshore oil and gas fields, according media reports

The Vienna-based oil company, said it had arranged a four-year seismic, drilling and engineering work programme to explore and



TRANSCANADA HAS AGREED TO BUY HOUSTON-BASED COLUMBIA PIPELINE GROUP FOR \$13BN THAT WILL GIVE THE CANADIAN FIRM ACCESS TO A **VAST NETWORK OF INTERSTATE** NATURAL GAS PIPELINE.



EXXONMOBIL HAS CONFIRMED THAT IT WILL REDUCE CAPITAL EXPENDI-TURE IN 2016 TO \$23BN, A DECREASE OF 25% ON 2015 FIGURES.

TANZANIA HAS MADE A SIZEABLE GAS DISCOVERY AT ITS RUVU BAISIN, CLOSE TO DAR ES SALAAM, ACCORDING TO LOCAL MEDIA SOURCES. THE 2.17 TRILLION CUBIC FEET (TCF) ONSHORE DISCOVERY **BRINGS TANZANIA'S TOTAL ESTIMATED** RECOVERABLE RESERVES TO 57 TCF.

CHEVRON'S CEO, JOHN WATSON, HAS SAID THAT HE EXPECTS US OIL PRODUCTION LEVELS TO FALL BY AROUND 100,000 BAR-RELS PER MONTH.



CHINA'S CRUDE OIL IMPORTS JUMPED TO A RECORD **BREAKING 8MN BARRELS** PER DAY IN FERRIJARY THE **ELEVATED DEMAND REP-RESENTS A YEAR-ON-YEAR INCREASE OF 20%**



WOODSIDE PETROLEUM AND ITS PARTNERS SHELL, BP HAVE DECID-ED TO PULL THE PLUG ON THE DEVELOPMENT OF THE PROPOSED \$40BN BROWSE FLOAT-ING LIQUEFIED NATURAL GAS PROJECT OFFSHORE WESTERN AUSTRALIA.

NEW ZEALAND HAS PUT FIVE **EXPLORATION BLOCKS UP FOR** TENDER. FOUR OF THE BLOCKS ARE OFFSHORE AND ONE IS ONSHORE AND THE TOTAL ACREAGE IS IN EXCESS OF 525.000KM²

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Khazzan gas project 65% completed

First gas from the Khazzan field is expected in late 2017, BP Oman says



WIAWAN BP Oman has announced that the build phase of its project to deliver gas from the Khazzan field is now 65% completed.

First gas from the Khazzan field is expected in late 2017 and production will eventually result in an increase of around 40% to Oman's natural gas supply, according to a news report

WHAT WILL KHAZZAN OFFER TO OMAN?

First gas from the Khazzan field is expected in late 2017 and production will eventually result in an increase of around 40% to Oman's natural gas supply. carried by Muscat Daily.

Yousuf al Ojaili, president, BP Oman, said, "BP Oman's work at Khazzan will make a huge contribution to Oman's energy supply, improving both energy security and for industrial diversification."

"The passing of 65% completion milestone is a testament to our commitment and ability to achieve this," he said.

Ojaili added that around 11,000 jobs have been created in the development of Khazzan. He said up to Q4 2015, the in-country value contribution was around 43% of BP's third party spend.

The proportion of Omanis working at BP Oman has risen to 72% with a 2020 target of 90%.



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◆ 23 - 24 May, 2016 SPE Global Integrated Workshop Series: Managing Well Integrity in a Low Cost Oil Environment Jumeirah at Etihad Towers, Abu Dhabi – Conference













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Buyer beware: realities of trading with Iran

lain Stewart-Linnhe offers his opinion about the oil and gas sector in the postsanctions era and the lessons companies must learn from the financial sector



n the face of it, the re-introduction of Iran, with over 10% of the global oil and gas market, offering premium grade supply must be a good thing. But the current status of Iran in the global marketplace post the Iran Nuclear Deal (JCPOA) has been largely overlooked, not least in terms of the non-nuclear sanctions on Iran that largely remain in place, which should continue to cause not-inconsiderable anxiety for any potential (re-)entrants into the Iranian market.

Of course, oil and gas is one area where some level of leniency has been afforded Iran in order for it to begin to re-establish itself in the global market, albeit gradually. Clearly, inter-governmental agreements and specific industry deals that avoid the most obvious sanctionable activities and major global sanctions enforcers are the most likely "safe haven" avenues for oil and gas-related investment in Iran.

Given what we have witnessed in the financial services sector, with major fines levied on major European banks for US sanctions breaches of the order of billions of dollars, Iran is hardly a market without latent risk. Particularly as there is no recognised sanctions database in Iran that market (re-)entrants (or their advisors) can refer to when doing fundamental due diligence at the outset of negotiations to any deal. On the positive front, no foreign market entrant will be looking to engage in



About the author:

commercial activity that would be linked to sanctionable, illicit activities.

But this would be to underplay significantly the prevalence of sanctioned Iranian entities such as the IRGC in almost every area of Iranian commercial activity – which threatens to cause major sanctions penalty implications for companies down the line who find themselves inad-

vertently caught up in deals linked to covert front companies representing sanctioned Iranian entities or individuals.

The major difficulty lies in the transactional side of any commercial activity in Iran. Clearly, US dollar transactions cannot be countenanced given the continuing US restrictions on Iran. The Financial Action Task Force (FATF), the global body and standard setter which counters terrorist financing and money laundering, has expressed grave concerns over Iran and North Korea as presenting a major threat where financial transactions are involved. And, let's face it, any deal will involve a financial transaction of some sort.

There has been much coverage of

the opportunity of the gradual reopening of the Iranian market, but far too little of the major non-nuclear sanctions that remain. Proceeds of deals conducted with the Iranian market in whatever industry - in particular, one such as oil and gas, with its exponential returns even in a relatively low-priced market - will be carefully monitored by sanctions enforcers. Which means that two major areas are likely to be tested by global sanctions enforcement for the first time. Namely, non-financial activities such as oil & gas, and deals inadequately signed off by non-experts.

To date, financial services has borne the major brunt of severe sanctions breaches, with billion dollar penalties witnessed in recent years. What is marked is the prevalence of major European and non-US companies to be on the receiving end of major fines, seemingly unwilling to countenance that a non-European, non-national sanctions enforcement body is in a position to apply penalties on a cross-border, extraterritorial basis. The notion that legal parameters and censure should not extend beyond national borders which is highly prevalent in Europe

and the Middle East – is, unfortunately, quite out of touch with the post-9/11, to some extent post-Global Financial Crisis (GFC) stance that the us and its allies have adopted.

Proceeds of oil and gas deals will undoubtedly be an area of scrutiny in the months and years to come, as these will be scrutinised by global sanctions enforcers such as the US, focused on preventing sanctionable, illicit activities. It is therefore highly likely that there will be little "firstmover advantage" for firms who might have engaged prematurely in the Iranian market from July 2015. Particularly if they have taken poor advice from the many firms or advisors now flooding the market, unfamiliar with the global reach of sanctions enforcement. Many will feel that avoidance of US dollar transactions will represent an ultimate workaround to existing US sanctions. Given the fundamental thrust of US sanctions enforcement and reach, changing currencies may not always be a realistic, robust or viable workaround.

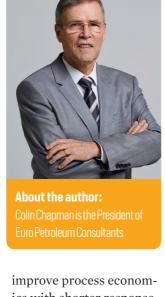
In many ways, the greatest danger lies in an over-reliance on firms and advisors who claim to have been engaged with the Iranian market on an almost continuous basis in defiance of sanctions, as many of the activities conducted during this time have been well outside of recognised legal and ethical parameters. In terms of any workable risk/reward assessment, market entrants must gauge the relative merits versus the potential dangers of doing business in an environment that has still to get up to speed in terms of fundamental business parameters. However, renewed trade relations with in Iran present an undoubted opportunity provided it is approached the right way.

Opportunities for the oil and gas industry ought to abound in a global economy desperately looking for value and growth in new markets. There will no doubt be plenty of openings in this market for commercial entities wishing to engage with the Iranian market, but there is a marked lack of expertise on the long reach of global sanctions enforcement, and a worrying dilemma facing firms dealing with a country that has effectively been isolated from the global economy for the best part of 35 years. So this market is best approached with foresight, guarded optimism and caution.



Advanced technologies show the way forward

Advanced technologies can help companies to achieve a myriad of different targets and ambitions, says Colin Chapman





enerally, offshore and onshore E&P, R&D activities aim for the same goal: cost-efficient profitable process. Thus, some technologies may be applicable to both 'worlds', i.e. advanced developments in automatic control systems could be implemented to almost any kind of drilling and production unit with some alterations. The idea of merging technologies is not particularly new, but it proved its viability in the low oil price environment and the urge to extract HTR reserves.

Companies have become more aware of reliability and safety issues, ecology and effective energy consumption than ever before. Sophisticated tools have been offered to measure and monitor risks and hazards, performance and other key parameters.

Smart wells have evolved into smart oilfields, possibly becoming smart hubs in the nearest future. The whole intelligent valve and well systems (MIT Technologies, Baker Hughes) have emerged that improve process economics with shorter response time, agility and remote controlling of modes.

Key words now are 'efficiency of operations': from drilling to marketing, every part of the supply chain should bring value to the product and be executed at highest possible levels of quality.

Solutions that help offshore business include enhanced rigs, platforms and all other elements, vehicles, etc. that are used for E&P. Deepwater and subsea technologies are now on top of the list for operators and service companies: deepwater

drilling (Frigstag), testing and monitoring (Nexans, Emerson Process Management, Tracerco, FMC Technologies, Halliburton), specialised software (GE O&G, Cameron) and integrated technologies (Schlumberger, Oceaneering) – designs should reduce impact on environment, provide technological and human safety, save down time and expenses.

As has been said, cost cutting is a must for any operating company, therefore this principle should be

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applied not only for fields in early stages of lifecycle, but brownfields, too – as an example, Weatherford claims that aging wells should be treated with a systematic approach, which includes combination of valves, completion tools and wellheads to increase their productivity.

Not all of the technologies should necessarily be entirely fresh to be innovative – sometimes, rethinking the design and capacities is enough to deliver a completely different product.

Air Liquide introduced a modern version of gas cylinder quad for drilling, being same size as previous one, but made of much less corrosive materials, simplified control for operators, an easier tracking web system and a number of safety features.

Horizontal wells have made their way back lately because of the introduction of technology that is able to show the position of a drilling bit under the ground, and the process has become significantly more accurate and precise in getting to the formation. But in some places controlling the process is difficult, that's why the technique was advanced to logging-while-drilling system.

The American Association of Petroleum Geologists says seismic-while-drilling could soon be developed – a level-up technology for collecting data. Companies aim to work with thinner layers of oil collectors, previously the risk of skipping them with a well was too high, but if such revolutionary methods will be approved, the whole horizon of high productivity opens.

ME region also has been active in terms of offshore technologies development: Saudi Aramco sets a goal to expand gas production at its two main offshore fields in the Arabian Gulf to provide supply for electricity production. When they realised that all existing technologies could not fit their requirements, they started

research on wellhead, power cables, gas trunk lines, protection systems and some other equipment suppliers to produce high pressure and temperature resistant pieces. During the three-year-long programme they managed to solve some of the issues, but are still seeking cooperation opportunities to further develop their plan.

Another promising area of future development is utilisation and generation of renewable energy. Though it might seem irrational to use unconventional sources of energy to produce oil and gas, but for offshore units delivery of fuel and electricity from the continent contribute to breakeven point shift to higher levels.

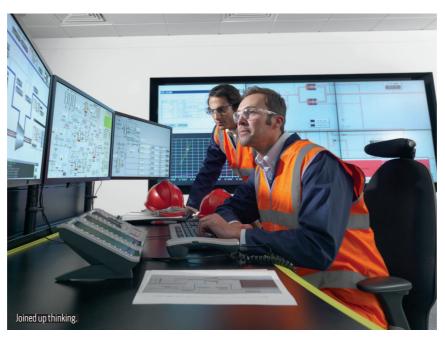
The latest report of the National Renewable Energy Laboratory predicts global offshore wind industry to reach a peak of capacity and annual installations this year, totalling to 11,800 MW and growing additionally by 36,000 MW by 2020. First started in Europe, offshore wind facility construction projects have become popular in North America and Asia. According to the research, wind energy should become competitive to other renew-

able sources of energy.

The challenges that industry players face are mostly connected with viability of these costly technologies and unstable perspectives of the market that undermine sustainability of domestic wind energy production at the offhore sites.

In order to optimise CAPEX, integrated platforms for offshore energy generation have been introduced in the late 2000-s. Synergy is achieved by using common facilities and infrastructure as well as by renewable energy production.

There're two main types of offshore combined (or multi-use platforms) for renewables: offshore hybrids (with converters wind- or wave-into-energy) and energy islands (utilise several sources of energy from environment - wave, tidal/sea or ocean current, biomass, wind and solar in different combinations depending on requirements and conditions; they even can include offshore pump accumulation stations). Developers suggest research and implementation of different forms of synergy like combined energy devices, logistics and other infrastructure, and process engineering activities. O





elcome to the annual *Oil & Gas Middle East Power 50*, where we run the rule over the GCC's most influential upstream energy figures.

This year's top 10 includes a number of familiar faces, most (if not all) of whom were closely involved in the Organisation of Petroleum Exporting Countries' (OPEC) decision in late 2014 to defend market share, shunning

calls to cut output (although that decision might be revised this month when OPEC members meet Russia this month in Doha to make a call on an output freeze deal).

On a wider level, the list includes high-profile figures from public companies, private firms, organisational bodies and government officials, highlighting the importance of the industry, particularly here in the Middle East.

Let's get to the list, starting with a worthy number one....

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Amin H. Nasser

President and CEO, Saudi Aramco "WORK IS UNDER WAY TO EXECUTE AN AMBITIOUS PLAN TO IMPLEMENT THIS (DOUBLING GAS OUTPUT) DURING THE COMING 10 YEARS."

new year and a new man to head *Oil & Gas Middle East*'s Power 50, following Amin H. Nasser's ascension to the hot seat a Saudi Aramco, succeeding last year's number one, Khalid Al-Falih, who is now the chairman at the energy giant.

It has been something of a baptism of fire for the organisation's former senior vice president - Upstream, with the oil price falling significantly since he was confirmed as the new CEO.

But the power of the company has allowed it to renegotiate contracts and rates with its customers, lessening the financial impact of the oil price decline.

At the turn of the year, rumours were also rife that Aramco was considering an Initial Public Offering, although Nasser indicated any sale would come from its downstream operations, rather than its upstream portfolio.

Despite the challenging market, Aramco continues to drive forward with myriad projects and initiatives, including the \$2bn expansion of the Khurais oilfield and the \$5bn Fadhili gas plant in the country's eastern region.

Recently, Nasser made one of his most significant announcement's to date, saying it plans to nearly double its gas production to 23bn standard cubic feet a day in the next 10 years.

"Work is under way to execute an ambitious plan to implement this during the coming 10 years," Nasser was quoted as saying.



Sultan Ahmed Al Jaber CEO, ADNOC

ultan Al Jaber, the UAE
Minister of State, was appointed to lead Abu Dhabi
National Oil (ADNOC)
in February, replacing Abdullah
Nasser Al Suwaidi.

The new man at the helm will oversee the organisation's drive to produce 3.5mn barrels of oil a day by the end of 2017 from 3mn today, with 1.8mn bpd coming from onshore fields and 1.7mn bpd from offshore. To achieve this, the national oil company is slated to spend \$32.67bn this year, \$32.39bn in 2017, \$19.6bn in 2018 and \$17.96bn in 2019.

It is also developing natural gas

assets to meet domestic energy needs.

Al Jaber is also responsible for Mubadala's oil and gas portfolio as CEO of its energy division, and is chairman of Masdar, Abu Dhabi's renewable energy company.

He was appointed Minister of State in the UAE Cabinet in 2013.



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t has been quite the year for Qatar Petroleum (QP), most notably including a significant reorganisation programme, which included the integration of Qatar Petroleum International – a result of a struggling market.

Speaking about the move, Saad Sherida al-Kaabi, explained the reasoning behind the move, saying: "The reorganisation was designed to meet QP's new strategic objectives to become one of the best NOCs in the world, enabling it to be at par with leading international oil and gas companies," adding that the vision is to 'be a world-class oil and gas corporation with its roots in Qatar and a strong international presence'.

"Leading companies frequently re-organise to meet the requirements of the ever-competitive environment and deliver on their strategic objectives, which is exactly what QP did," Al-Kaabi added.

"We are in a period of oversupply in the industry, and we need to be very efficient. Whilst we have no control over market size and prices, we do have control over our cost and expenditure," he said.

Away from the restructure, Al-Kaabi has had his hands full with a number of other projects and initiatives, including buying a 30% stake in three deep-water offshore leases in Morocco from Chevron Morocco Exploration, and beginning the evaluation process for the selection of a partner to undertake the future development of the Al Shaheen field, as the current agreement expires in mid-2017.



CEO, National Iranian Oil Company

he face that runs the place at the National Iranian Oil Company (NIOC), Roknoddin Javadi, knows that the eyes of the world will be on the organisation this year, as it presses ahead with plans to increase the Islamic Republic's oil production in the post-sanctions era.

Iran has already had a dramatic effect on the world's oil industry, resisting calls from its OPEC peers to freeze output, insisting that it would consider the move once it had achieved its target of 4mn barrels per day.

Javadi has also revealed that NIOC will be releasing bonds worth \$1.5bn to help fund the country's oil projects. Many of the company's fields are ageing and underdeveloped, meaning billions of dollars are needed to bring facilities up to standard.

In January, a Memorandum of Understanding (MOU) was signed between Total and NIOC, apart from a framework agreement for the purchase of crude oil, in particular for French and European refineries. Following the MOU, NIOC will provide the technical data on some oil and gas projects, so that Total can assess potential developments in Iran.

Following the agreement, Javadi indicated that the agreement with Total is just one of a number of deals the organisation is working on, while reiterating the desire to boost output and exports.

"NIOC has conducted talks with traditional buyers and customers, seeing no limit on resuming oil sales or inking new contracts with foreign oil companies," he said.

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Raoul Restucci

Managing Director, Petroleum Development Oman

he man in the hot seat at Petroleum Development Oman, Raoul Restucci, knows his way round the business, having taken the reins in 2010.

He is a man with immense responsibility; PDO accounts for about 70% of the country's crude-oil production and nearly all of its natural-gas supply. The Company is owned by the Government of Oman (which has a 60% interest), the Shell Group (which has a 34% interest).

Part of the company's remit is to increase production and effectively tap the country's notoriously challenging heavy oil reserves.

Speaking to *Oil & Gas Middle East* in January, Restucci said he is optimistic about the country's oil and gas industry, and marked out the Khulud tight gas development as one to watch this year.

"Since January 2014, six wells have been producing through an Early Production System that was commissioned in 2013 to test the long-term potential of the field. Estimated reserves are in the range of several trillion cubic feet," he told this magazine in an exclusive interview.

"Khulud's 'tight' gas characteristics require the use of unconventional techniques to unlock the gas and make it flow to producing wells. Compounding the challenge of producing this gas is the depth at which the reservoirs in Oman are often located — typically in excess of 5.5km — far deeper than tight gas found elsewhere in the world."

"In addition, PDO is working to a long-term oil production plateau of 600,000 bpd by 2019," he said in the interview.

PART OF PDO'S REMIT IS TO INCREASE OUTPUT AND EFFECTIVELY TAP OMAN'S NOTORIOUSLY CHALLENG-ING HEAVY OIL RESERVES.



CEO, Kuwait Oil Company (KOC)



ith CEO Hashem Sayed
Hashem at the helm of affairs since May 2013, the Kuwait Oil Company (KOC) presently is among the top ten global oil and gas companies in terms of revenue. The KOC – a subsidiary of the state-owned Kuwait Petroleum Corporation – is also the main revenue earner for Kuwait.

Under Hashem's leadership, KOC has emerged to be a major exploration, drilling and production company in the region, accounting for most of the country's 3.5mn barrels per day oil production. Besides producing oil from the Burgan field, the world's second largest oilfield, KOC made a major discovery of four new oilfields in the country in early 2015, and

began production later that year.

KOC has also made strides internationally through its sister company KUFPEC and is now involved in exploring three offshore oil blocks in the South China Sea as part on agreement with the China National Offshore Oil Corporation (CNOOC), the operator. Hashem has moved up the ranks at KOC since joining in 1987, working at various key capacities, and today manages over 7,500 staff.

Hashem also serves as the chairman and managing director of the Kuwait Oil Tankers Company (KOTC) since July 2013. He earned his Bachelor of Science degree in chemical engineering from Kuwait University in 1987, and is an active member of the Society of Petroleum Engineers (SPE).

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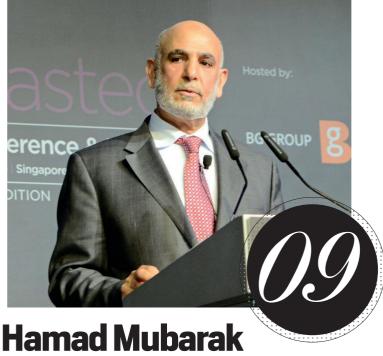
Abdul Munim Saif Al-Kindy

CEO, Abu Dhabi Company for Onshore Oil Operations (ADCO)

ith the growing ties between India and the UAE, Indian oil and gas companies have expressed keen interest in acquiring a stake in the Abu Dhabi Company for Onshore Oil Operations (ADCO) concession. The proposal was discussed between the Indian government and the UAE delegation led by His Highness Sheikh Mohammed bin Zayed Al Nahyan, Crown Prince of Abu Dhabi and Deputy Supreme Commander of the UAE Armed Forces to India in February, during the visit to New Delhi in February. If realised soon, ADCO - led by CEO Abdul Munim Saif Al-Kindy – will enter into a new era of foreign partnership leading to greater investment and development of its oil blocks.



CO) is on-track with its drilling and production projects. Ali Al Jarwan, the chief executive officer of ADMA-OPCO – which is 60% owned by ADNOC, with the remaining 40% stake being distributed among BP, Total, and Japan Oil Development Co. – earlier this year said the company had not changed or slowed down its plans to develop oilfields as a result of lower oil prices. This year, the company is working on developing new fields including Satah Al Razboot, Umm Lulu and Nasr. The three projects will come online in 2017, 2018, and 2019 respectively. In November, the CEO had said the company would increase its oil production levels to 1mn barrels per day by 2020.



Hamad Mubarak Al Muhannadi

CEO, RasGas

ollowing the resolution of the gas pricing dispute between Qatar's RasGas and India's Petronet, the former recently delivered its first LNG cargo under the new sales and purchase agreement which was signed at the end of last year. The new LNG agreement raises the total volume of LNG shipped to Petronet from 7.5 MTA to 8.5 MTA. With Hamad Mubarak Al Muhannadi leading the way as CEO, RasGas has so far delivered nearly 81 MTA of LNG to India. Rasgas is also working on its new Helium 3 plant which is expected to be operational in early 2018 and produce up to 0.4bn standard cubic feet of liquid helium per annum.

Fahim Kazim

CEO, Abu Dhabi Gas Liquefication Company (ADGAS)



ed by chief executive officer Fahim Kazim, the Abu
Dhabi Gas Liquefication Company (ADGAS) – part of the
ADNOC group of companies – is at the forefront of LNG
production from the emirate's offshore gas fields. Last year
ADGAS awarded \$500mn worth of EPC contracts for its main
gas production facility on Das Island, with the IGD Expansion
Project (IGD-E) scheduled for completion in Q2 2018.

The IGD-E is a unified project to further increase ADGAS' offshore gas export capacity by an incremental 400mn standard cubic feet per day (MMSCFD) Offshore HP Gas from Das Island to Habshan. This will be in addition to the current gas processing capacity of 1bn SCFD realised under the OAG and IGD Projects.



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Majid Abu Shaker Senior Vice President Offshore NPCC



Dr. Ali Moosavi Chief Engineer (Corrosion) - Technical Centre (Integrity & Operations) ADCO



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n his role of CEO of the Emirates National Oil Company, Saif Humaid Al Falasi spearheads the group's business strategy, and oversees operational excellence on a local and international level, in alignment with the vision and plans of the Dubai government.

A 34-year veteran of the energy industry, Al Falasi's experience and knowledge spans a range of specialities, including project management and petroleum asset evaluation operations.

Al Falasi was appointed in late March last year, arriving from EMGAS and oversaw recorded sales of over 220mn barrels of crude oil and petroleum products in 2015, an increase of 16% over the previous year.

ENOC has also been boosted by the acquisition of Dragon Oil, of which Al Falasi said: "With Dragon Oil, we are now a vertically integrated oil & gas company that is well positioned to strengthen our nation's energy security."

Pete Bartlett

CEO, Bahrain Petroleum Company



ahrain Petroleum Company – or BAPCO, as it is more commonly known – is the leading contributor to the country's economy, making Dr. Pete Bartlett's job a very important one indeed.

BAPCO is engaged in the oil industry, including refining, distribution of petroleum products and natural gas, sales and exports of crude oil and refined products. The company owns a 264,000 barrels-a-day refinery, storage facilities for more than 14mn barrels, a marketing terminal and a marine terminal for its petroleum products. About 95% of the company's refined products are exports.

BAPCO is primarily engaged with exploration, refining, storage, production, marketing, training and development, and environmental initiatives in the Kingdom.

Isam bin Saud Al Zadjali

CEO, Oman Oil Company





t promises to be quite a year for the Oman Oil Company (OOC) and its CEO Isam bin Saud Al Zadjali.

The organisation is to be restructured into three divisions as part of plans to improve efficiency and support expansion. al-Zadjali revealed in February.

"The size of the company has grown. OOC is now operating in 15 countries. And with more expansion, we needed to revisit the way we run our investments and the need to restructure the company," said Al-Jadjali

The new structure, which has already been approved by the board of directors, will see one unit consolidate OOC's domestic investments and look into selling some of the smaller assets, Zadjali said.

OOC had invested some \$24.4bn in companies within Oman as of 2013, with investments in the Sultanate accounting for 65% of total spending. Investments in Duqm are expected to total around \$15bn, Zadjali said.

Saif Ahmed Alghfeli CEO, Al Hosn Gas

t has been a year of success for Al Hosn Gas, the company that has been charged with successfully developing, constructing, operating and maintaining the Shah Gas Field. The man in charge is Saif Ahmed Alghfeli, who last year announced that the field had become capable of delivering its maximum capacity of 1bn standard cubic feet per day.

The CEO has said of the Shah Gas Field – which won the EPC Project of the Year at the *Oil & Gas Middle East* Awards 2015: "Until quite recently, utilisation of the Shah Gas Field would have been a virtual impossibility. The remoteness of the site, the difficulties of extracting and handling such high levels of sourness, the attendant safety and environmental hazards – all represented huge obstacles to overcome, especially when much sweeter and more easily managed gas fields were available."

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Yousuf al Ojaili President, BP Oman



t has been a difficult year for the multi-national across the globe, but successful work has been carried out in Oman, particularly the Khazzan project – one of the region's largest unconventional reserves.

BP Oman has built phase of its project to deliver gas from the Khazzan field is now 65% completed. First gas from the Khazzan field is expected in late 2017 and production will eventually result in an increase of around 40% to Oman's natural gas supply.

Yousuf al Ojaili, president of BP Oman, said, "BP Oman's work at Khazzan will make a huge contribution to Oman's energy supply, improving both energy security and the country's foundations for industrial diversification."

Ojaili added that around 11,000 jobs were created in the Khazzan project. He said that up to Q4 2015, the in-country value contribution was around 43% of BP's third party spend, adding that Omanis working at BP Oman has risen to 72%, with a target of 90% by 2020.

Stephane Michel



President - MENA, Total

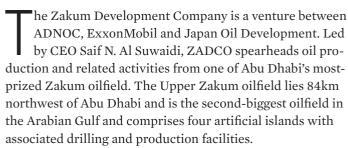


Michel leading
Total in the region,
the French oil and gas giant
has become one of the early
birds to do resume business
with Iran in its post-sanc-

tions era. Total said it has signed a framework agreement to purchase crude oil from Iran during President Hassan Rouhani's trade visit to Paris. Michel has also been devising Total's expansion plans in the UAE and Qatar. In Abu Dhabi, Total is looking to build on its ADCO concession. Total is working with Qatar Petroleum to 'find innovative and cost-efficient solutions to optimise production and ensure that the Al Khalij field is resilient to low crude price environment', the company said in a statement.

Saif N. Al Suwaidi





Last year, ZADCO extended Amec Foster Wheeler project management consultancy contract to oversee the UZ750 project in Upper Zakum. Amec Foster Wheeler said the project was due for completion in December 2017. Once online, it will be capable of generating 1mn barrels of oil per day until at least 2050. In January this year, ZADCO awarded Ramboll Oil & Gas a contract to undertake integrity studies for 15 pipelines in the Zakum field in Abu Dhabi. ZADCO will use the results to determine which pipelines need maintenance work or may need to be replaced in the future.

Andrew Vaughan

Vice President – Abu Dhabi, Kuwait, Syria, Shell Abu Dhabi

arlier this year, Shell announced that it has pulled out of

the \$10bn Bab sour gas project in Abu Dhabi, although its operations in the region remain pretty strong. The Anglo-Dutch international oil company, headed in Abu Dhabi by Andrew Vaughan cited 'technical challenges' and the falling price of oil as key factors in its decision. Shell's pullout is in line with the company's drive to become leaner, after witnessing profits drop due to low oil prices and after having acquired BG Group at the global level recently. Shell won the contract to develop the sour gas field in 2013, with the multi-national holding a 40% stake and ADNOC the remaining 60%.



Wang Yilin

Chairman, China National Petroleum Corporation (CNPC)

the helm of affairs, the China National Petroleum Corporation (CNPC) is aggressively expanding in the region. In December, CNPC signed an agreement with Mubadala Petroleum to foster greater co-operation between the two companies in the oil and gas exploration and production sector. The agreement identifies potential areas for collaboration in the upstream oil and gas sector outside of the UAE and, more specifically, new and existing projects including onshore conventional projects, offshore projects and LNG projects.

Besides, CNPC is also in talks with Saudi Aramco to sell a minority refinery share and some 300 retail outlets. The deal has been valued at \$1bn to \$1.5bn, although final valuations, assets and stakes are subject to change, media reports said.

Earlier in 2014, as part of its global expansion campaign, CNPC had set up a joint venture company with ADNOC - named Al Yassat Company - to produce and export oil from Abu Dhabi. As with a typical join venture with ADNOC, operating in the ADCO concession, CNPC owns 40% of the stake, with the majority 60% being controlled by the owner.

CNPC has expanded over the past decade to over 30 countries around the globe to help secure essential supplies of the oil and gas that China needs to sustain its economic growth.

Stephen Lloyd

Senior Vice President and General Manager – UAE, Oxy Oil and Gas



tephen Lloyd is the senior vice president and general manager of Oxy Oil and Gas - UAE. an affiliate of American oil and gas major Occidental Petroleum Corporation. Lloyd is responsible for all UAE operations, including joint venture oversight of the Abu Dhabi Gas Development Company or Al Hosn Gas. He also has oversight for the UAE Human Resources, Information Technology and Finance departments. With Lloyd leading the way, Oxy is expected to continue funding growth opportunities in both Oman and Qatar, and to develop the Al Hosn gas project in Abu Dhabi.

Oxy's oil production in Oman has tripled over the last ten years, making the company the largest independent oil producer in the Sultanate. Oxy produced a total of 800mn barrels of oil



equivalent (MMboe) over the past thirty years, the executive said. Last year alone production in the Sultanate totalled around 83 MMboe, 27,000 boe per day.

ADNOC too has signed a technical agreement with Occidental Petroleum to develop the al-Hail and Ghasha oilfields. 'ADNOC and Oxy will cooperate in carrying out a number of activities that reach up to \$500mn in investment', ADNOC says.

Paul Theys

Lead Country Manager, UAE, ExxonMobil



aul Theys is the Lead Country Manager for ExxonMobil's operations in the United Arab Emiates. ExxonMobil, Abu Dhabi National Oil Company (ADNOC) and Japan Oil Development Company (JODCO), co-venturers in Zakum Development Company (ZADCO), are working together to expand development of one of the world's largest oil fields. The Upper Zakum field, situated about 50 miles northwest of Abu Dhabi city, is currently producing more than half a million barrels a day. ExxonMobil says it has been working in the UAE for about 75 years now, and says one of its key targets is to indulge in carbon capture operations in Abu Dhabi.

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Emma Marcegaglia

Chairman, Eni



ith Emma Marcegaglia at the top, Italian oil and gas major Eni is making good strides in the region, particularly in Egypt, where it last year made a discovery of a giant offshore gas field off the northern coast of Egypt in the Mediterranean Sea. The Zohr field could hold a potential 30tn cubic feet of lean gas, representing one of the world's largest gas finds. The huge reserves were found at a depth of 4,757 feet in the Shorouk Block in Egyptian waters. Eni has a 100% working interest in the block which it obtained in January 2014 through its subsidiary IEOC Production B.V. The contract was signed with the Egyptian Ministry of Petroleum and the Egyptian Natural Gas Holding Company following a competitive international bid round. Marcegaglia has also led Eni into sanctions-free Iran, where the company has signed an MoU with the National Iranian Drilling Company for drilling and exploration projects. Eni with its subsidiary contractor Saipem S.p.A., are also negotiating with Iranian authorities for favourable deals.

Neri Askland

Vice President Middle East, Statoil

eri Askland is Statoil's representative in the Middle East region where he has been leading business development and market analysis activities on behalf of the company. Developing and maintaining good relations with relevant authorities, stakeholders and potential partners is an important part of his role. Mr Askland works closely with internal departments within Statoil to ensure successful execution of joint projects in the region. Statoil's ambition in the region is to establish and grow a long-term, sustainable energy business in partnership with Abu Dhabi with the objective of becoming one of the leading IOC's in the country in terms of value and equity volumes.

Statoil is an international energy company with operations in 37 countries, building on 44 years of experience from oil and gas production on the Norwegian continental shelf. The company is headquartered in Stavanger, Norway with approximately 21,000 employees worldwide, and is listed on the New York and Oslo stock exchanges.

Askland holds an MBA from BI Norwegian Business School in Norway and National Technological University in Singapore. Prior



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Dr Patrick Allman-Ward

CEO, Dana Gas

r Patrick has certainly made his mark in 2015 and 2016 so far. At a time of exceptionally low oil prices and in an extremely difficult business environment, the company has strengthened its balance sheet, invested in a new phase of development activity in Egypt and brought on-stream the Zora gas field in the UAE. He has addressed and overcome myriad complex regional challenges, and is firmly in control of Dana Gas' position in its payment dispute with the Kurdis-

tan Regional Government.

Musabbeh Al Kaabi

CEO, Mubadala Petroleum



usabbeh Al-Kaabi is the Chief Executive Officer of Mubadala Petroleum, responsible for developing and managing Mubadala's portfolio of oil and gas related businesses at all stages of the upstream value chain.

He joined Mubadala Petroleum in 2013 after spending 16 years working with Abu Dhabi National Oil Company, where he rose to the position of Geoscience Team Leader, responsible for preparing and implementing the company's exploration strategy, and subsequently became Manager of the Exploration Division.

Al-Kaabi has been an active participant in a number of professional bodies and event-related executive committees, and served as a Board Advisory Committee member for the National Drilling Company and is currently an Executive Committee member of various newly established joint ventures in Abu Dhabi.



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Ahmed Ali Al Sayegh

Managing Director, Dolphin Energy



THE DOLPHIN GAS PROJECT ACHIEVED FULL THROUGHPUT IN FEBRUARY 2008 AND SINCE THEN IT HAS BEEN DELIVERING 2BN SCF OF NATURAL GAS PER DAY TO THE UAE AND OMAN.

hmed Ali Al Sayegh is the Managing Director of Dolphin Energy Limited. Spanning a career of more than 30 years, Ahmed Ali Al Sayegh holds a number of prominent positions across various private and public sector institutions in Abu Dhabi and has been behind the launch and development of flagship initiatives.

Under Al Sayegh's leadership, Dolphin Energy recently announced that its production reached 6tn standard cubic feet (scf), a major milestone since the company started operations in 2007. The Dolphin Gas Project achieved full throughput in February 2008 and since then it has been delivering 2bn scf of natural gas per day to the UAE and Oman. The company meets 30% of the UAE's energy needs and delivers significant volumes of natural gas to each of the country's seven emirates.

Dolphin Energy also recently awarded two four-year service contracts to SPIE Oil & Gas Services Middle East. SPIE Oil & Gas Services was awarded a contract to provide routine, predictive, preventive, overhaul maintenance and emergency repair services as well as operation services for Dolphin Energy Limited's onshore facilities located in Ras Laffan Industrial City in Qatar. The work will cover buildings and fence and street lighting systems. Through a second agreement, SPIE Oil & Gas Services will provide the same services for Dolphin Energy Limited's Ras Laffan onshore facilities and for two offshore facilities.

Al Sayegh is currently chairman of the Abu Dhabi Global Market a financial freezone that aims to promote Abu Dhabi as a leading market for financial services across the world and strengthen the international profile and position of the United Arab Emirates. He is also vice chairman of First Gulf Bank, vice chairman of the Emirates Wildlife Society (EWS-WWF), and board member of the Abu Dhabi National Insurance Company (ADNIC).

Al Sayegh holds a bachelor's degree in Economics from Lewis & Clark College, USA.



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Edward LaFehr

Chief Operating Officer, Abu Dhabi National Energy Company (Taqa)

dward LaFehr joined TAQA in 2012 and was appointed Chief Operating Officer in February 2014. LaFehr was previously president of the company's North American business, its largest subsidiary. Late last year, Taga announced its 'first oil' from the new Cladhan field development in the UK's North Sea. The field has been developed as a subsea tie-back to the TAQA-operated Tern Alpha platform. TAQA is the operator of Cladhan, with a 64.5% interest. Its co-venturers, Sterling Resources (UK) and MOL Group, hold a 2% and 33.5% interest respectively. Prior to joining Taga, LaFehr - whose career spans 32 years - was senior vice-president at Talisman Energy Inc, with responsibility for its Canadian business.



ith managing director Bjørn Dale leading the way, Norwegian oil and gas company DNO is making significant strides in the region, particularly in Oman. DNO has recently in March this year spudded its first exploration well in Block 36 in the southwestern part of the Sultanate, marking the start of an energetic

exploratory effort targeting this promising concession in the prolific Rub Al Khali basin.

In June last year, DNO also announced achieving a record of 170,000 barrels of oil per day produced from the Tawke field in the Kurdistan region of Iraq. Of that total, 30,000 barrels would be sold into the local market and the balance will be allocated for export, DNO said.



ajid Jafar is the CEO of Crescent Petroleum and the vice chairman of the board of the Crescent Group, a Sharjahbased, family-run business enterprise.

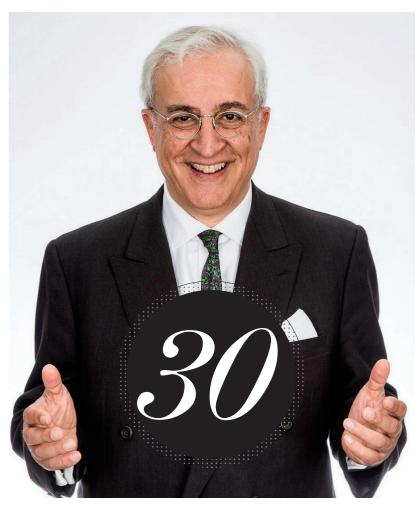
Crescent Petroleum has major operations outside the UAE, in Iraq's Kurdistan region and Egypt.

Jafar also serves as managing director of the board of Dana Gas, with which Crescent Petroleum is working in a consortium (that also includes other companies) in Kurdistan. Crescent Petroleum is also eyeing expansion in Egypt.



Bijan Mossavar-Rahmani

Executive Chairman of the Board of Directors, RAK Petroleum



ijan Mossavar-Rahmani chairs the board of Dubai-headquartered and Oslo-listed RAK Petroleum with indirect interests in 18 exploration and production blocks in the Middle East and North and West Africa. With an impressive number of executive roles under his belt, Mossavar-Rahmani serves concurrently as the executive chairman of Norwegian oil company DNO, 40% owned by RAK Petroleum, and as chairman of Foxtrot International, 33% owned by RAK Petroleum, a private exploration and production firm active in Cote d'Ivoire (Ivory Coast). He is the founder and first chief executive of Houston-based Apache International. Outside of the industry, Mossavar-Rahmani is involved in philanthropy, education and the arts. He is a Trustee of New York's Metropolitan Museum of Art where is also chairman of the Visiting Committee on Islamic Art. He has published more than ten books and numerous articles on global energy markets. His contributions to and support for education are recognised in the naming of the Mossavar-Rahmani Center for Business and Government at Harvard University and the Mossavar-Rahmani Center for Iran and Persian Gulf Studies at Princeton University.



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Dr Abdul Jaleel Al Khalifa

CEO, Dragon Oil



r Abdul Jaleel Al Khalifa has certainly earned his stripes at Dragon Oil, having been appointed to its Board in 2008, having garnered management and technical experience gained during his time at Saudi Aramco. He proved to be a steady hand in 2015, when ENOC acquired Dragon Oil for \$2.4bn, ending the battle to purchase the remaining 46% it did not already own. The purchase of Dragon Oil means that ENOC currently has assets capable of producing 100,000 barrels of oil

of producing 100,000 barrels of oil per day. Since then, it has flexed its financial muscle, invested \$5bn in the development of the Cheleken offshore fields in Turkmenistan. It is also working with Kuwait Energy on the Exploration Block 9 located in Basra, Iraq.



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Sheikh Ahmed Bin Saeed Al Maktoum

Chairman, Dubai Petroleum

t was a landmark year for Dubai Petroleum, as it announced that it has identified significant volumes of gas in its T-02 well deep gas exploration well. The high pressure and high temperature T-02 well was drilled to 5,562m into the Pre Khuff formation and is the deepest well in Dubai to date. While drilling in the Pre Khuff, formation gas flowed into the T-02 well bore on a number of occasions.

Chairman Sheikh Ahmed Bin Saeed Al

Maktoum, a passionate advocate of
Emirtisation, says: "It is vital that
we bring on-board Emiratis
who want to make change
happen. We are looking to find
individuals who can grasp
the challenge of creating and executing

exciting plans."



Yosuke Ueda

Director & General Manager, JODCO

osuke Ueda, Director & General Manager, JODCO
Japan Oil Development Co., Ltd. (JODCO), a subsidiary
of Japan's Inpex Corporation.

It has operated in Abu Dhabi for over 40 years, participating in the development and production of the oil fields offshore Abu Dhabi operated by ADMA-OPCO and ZADCO.

In addition, we acquired interest it was awarded an ADCO Onshore Concession last year.

"We are also committed to contribute the growth of Abu Dhabi, and will seek to play a role in further strengthening the relationship between Abu Dhabi and Japan," a spokesperson told *Oil & Gas Middle East.*"

Jón Ferrier CEO, Gulf Keystone Petroleum



on Ferrier has been the CEO of Gulf Keystone Petroleum since June 2015, and has amassed over 35 years' worth of experience in the oil and gas, and mining industries.

Since joining the company, Ferrier has focussed on achieving safe operations, working hand-in-hand with Iraq's

achieving safe operations, working hand-in-hand with Iraq's Ministry of Natural Resources, and continuing to maintain stable production of 40,000 barrels of oil per day Gulf Keystone Petroleum's Shaikan filed, located in the semi-autonomous Kurdistan region of Iraq.

He is also overseeing plans to increase the capacity of the filed to 100,000 barrels as part of the wider Shikhan Field Development Plan.

In October 2014, the company announced that Shaikhan's proven and probable reserves had increased from 299mn barrels to 639 barrels.

CEO. National **Drilling Company**

ational Drilling Company in the UAE has signed \$543mn contracts to buy 14 new rigs in 2015, despite the challenging conditions in the industry. The man in the hot seat, Abdalla Saaed Al Suwaidi, said the new contracts are part of the company's expansion plans and the result of growing demand. One of the contracts was signed with National Oilwell Varco for the construction of one

> onshore rig, while another was awarded to Lamprell to build an offshore one. The two rigs have a combined value of \$203mn and will be built in the UAE.



Ayman Asfari

CEO, Petrofac

vman Asfari in 1991 established Petrofac International, of which he became the Group CEO in 2002.

Under his leadership, Petrofac has emerged as a prominent EPC contractor in the region. Petrofac was recently awarded an EPC contract by Saudi Aramco for its Fadhili gas greenfield development. The asset, which will have a capacity of around 2,500mn standard cubic feet per day (MMSCFD), will process sour gas from the Khursaniyah oil field and the Hasbah non-associated gas field. Petrofac is also going strong in



Oman, where it appointed a new country manager less than a year back, and is currently working on a \$900mn contract for PDO to provide EPC services for its Yibal Khuff project, 350km southwest of Muscat. In Kuwait, Petrofac last year bagged a \$780mn contract from the Kuwait Oil Company.





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arwan Moufarrej was pivotal to Schlumberger
- the world's largest oilfield services company (also ranked 1st in an Oil & Gas Middle East listing of global services companies) - launching a major office in Dubai,



to cater to the rising demand for its products and services. It also became the first freezone company to be established under the Dubai World Trade Centre Authority (DWTC Authority). Schlumberger in March this year also officially opened a new facility to support the oilfield asset reliability and efficiency in Dammam, Saudi Arabia. The Schlumberger Middle East Center for Reliability and Efficiency (CRE is the largest facility in the Schlumberger network at 178,000 sqm. It is aligned with Saudi's IKTVA programme and will employ more than 450 Saudi nationals. Meanwhile, analysts at Susquehanna have rated Schlumberger as 'positive' and lowered its price target from \$88 to \$86. Analysts Charles Minervino and Kai Wang have commented, "We are lowering our 2016-17 EPS estimates for Schlumberger as drilling activity and commentary by E&Ps on North America and international spending continue to come in at levels that are even weaker than previously expected. We revised our 2016 EPS estimate to \$1.47 from \$2.06 and our 2017 EPS estimate to \$1.95 from \$2.65." Analysts noted that while the oil industry may continue to decline, Schlumberger is the one of the oil companies best positioned to weather the drilling down-cycle. This is due to its exposure in the Middle East where spending hold ups better and the company developing strong customer relationships. At the global level, in probably its biggest corporate gain, Schlumberger acquired its American rival Cameron last year, for a reported \$14.8bn. The merger received unconditional approval from the US Department of Justice and the European Commission.



Roberto Penno

Group President – AMEA and Southern Europe, Amec Foster Wheeler

oberto Penno has held the position of group president of Asia, Middle East, Africa and Southern Europe since January 2015, following the combination of Amec and Foster Wheeler. Under Penno's leadership, the business has continued to grow in a challenging commodity market, particularly in the Middle East, where the company has recently been awarded a number of significant contracts and established its engineering hub in the UAE. Non-hydrocarbon market growth has also been a key differentiator for the company and is an ongoing priority. Amec Foster Wheeler recently won a front-end engineering design (FEED) contract from Sonatrach for three new refineries in Algeria. The Biskra site will also include lubrication oil facilities. Amec Foster Wheeler will also support Sonatrach in the selection of technology licensors for all three refineries. The company has also been awarded of a contract in March by the Pakistan Refinery Limited for a detailed feasibility study to upgrade its refinery in Karachi.

Mohammad Al-Mutairi

CEO, KNPC



nder the leadership of Mohammad Al-Mutairi, Kuwait National Petroleum Company (KNPC) posted a revenue of over \$44bn in 2014, an increase of \$2.3bn from the year before. A chemical engineer from Kuwait University, Mutairi joined KNPC in 1987 and has gathered about 27 years of experience in downstream and refining, technologies and management.

He has acquired vast experience in senior roles, having worked as deputy managing director of Kuwait's Mina Abdullah and Mina Al-Ahmadi refineries, and as manager of Operations at the Shuaiba Refinery - Kuwait's the oldest refining plant to date, and also as Manager Operations at Mina Al-Ahmadi the largest Refinery in Kuwait with 466 KBPD Capacity

As CEO of KNPC, Kuwait's national oil refining company, Mutairi's responsibilities are huge and encompass the country's entire downstream industry from refining to gas processing and Local marketing.

Speaking to *Oil & Gas Middle East*'s sister publication, *Refining & Petrochemicals Middle East* in February, Mutairi confirmed the news of a new downstream complex in Kuwait.

The complex will be built next to and integrated with the massive Al Zour refinery in the southeast of the country.

The area will also house a 3bn cubic feet per day import terminal for liquefied natural gas (LNG) to be used mainly for power generation. The project is in tendering phase and is expected to be completed in 2020.

"Because of location and integration and for best practice, the idea is to have one entity in Al Zour. Financially and economically, it makes sense to have our petrochemical operations integrated with a refinery," he adds. Meanwhile, KNPC will continue to operate its two refineries — Mina Abdullah and Mina Al Ahmadi, including work on a massive expansion project better known as the Clean Fuels Project.

"The Clean Fuel Project is aimed at upgrading and expanding KNPC's existing refineries into an integrated merchant refining complex with total capacity of 800,000 bpd meeting the future diversified market requirements," Mutairi explained.

Kuwait's refining capacity is currently one of the largest in the GCC, and with Mutairi in charge, it seems to be in the right hands to grow further.

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POWER 50



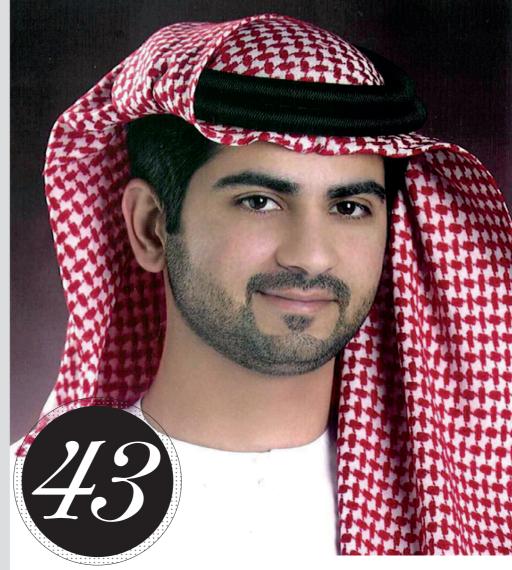
merican solar power firm
GlassPoint last year achieved
the rare distinction of introducing a breakthrough solar EOR project
named Miraah in Oman for Petroleum
Development Oman (PDO), and Rod
MacGregor was instrumental to it.
Once complete, Miraah will save an
estimated 5.6tn British Thermal Units
(BTUs) of natural gas each year.



ichard Doidge has been Managing Director of Maersk Oil Middle East, based in Abu Dhabi, since August 2011. Maersk has a particularly strong reputation in Qatar, and works with Qatar petroleum to develop the Al Shaheen field, which contributes 40% of Qatar's daily oil production. To date over 1.5 billion barrels of oil have been recovered.



t's been a stellar year for GE Oil & Gas MENAT, headed by Rami Qasem. The company has won a number of contracts over the last 12 months, including a deal to supply and maintain advanced centrifugal compressors to PDO, and its downstream business awarded a 15-year contract by Qatar Fertiliser Company. It also completed the first six high-efficiency gas compression trains manufactured in Saudi Arabia.



Shamis Al Dhaheri

Chairman, Ali & Sons Marine Engineering

great year for Ali & Sons Marine Engineering, as Chairman Shamis Al Dhaheri led the company to a number of significant contract wins. The backbone of the business is its 280,000m2 facility that handles diversified business streams including ship repair and new build, rigs and jack ups, and oil & gas projects.

In March, the company was awarded a contract for the design, fabrication and supply of 25 numbers of power supply skids for a project in which ADNOC is the end user, while in February, Ali & Sons Marine's relationship with Petrofac was strengthened further with the award of 350 tons of steel fabrication work.

The contracts follow a successful 2015, when the company was awarded a contract by Bujsaim Group for two crew boats, which Al Dhaheri described as 'an important project for us as it indicates the successful strategy taken by the group to grow Ali & Sons Marine and also proves that the focus on the regional market will help in that growth'.

Speaking to *Oil & Gas Middle East* in September 2015, the Chairman also revealed that he was passionate about helping other companies in the United Arab Emirates.

"One of the initiatives that I'm working on is developing our activities to support a number of local businesses. If you can help local companies, that is a legacy that is very much in line with the vision of the Leaders of the UAE and Abu Dhabi."



Adham AlKady

VP, Hydrocarbons, Infrastructure, MM&C for MENA, WorleyParsons

dham AlKady is Vice President,
Hydrocarbons, Infrastructure,
MM&C for MENA at WorleyParsons and is the Global Customer
Relationship Manager for Saudi Aramco. AlKady's experience spans some
30 years focussed primarily on the
energy sector extending across North
America, the Middle East, North

Africa and Asia Pacific. Prior to joining WorleyParsons, Adham has worked in international management and business settings for various companies.



Nabil Al Alawi

CEO, AlMansoori

ith almost four decades' experience in the sector, AlMansoori Specialized Engineering's CEO, Nabil Al Alawi is a part of the GCC's oil and gas fabric. In an interview with *Oil & Gas Middle East* in February, Al Alawi seemed optimistic, saying: "The downturn for me is a chance to reflect on how I am running my business, and how I can learn to become even more efficient

and to be better - it is an opportunity. We're going to hire 400 people in 2016, not cut staff, and we're going to achieve double digit growth – I've already done my budget."



David T. Seaton

Chairman and CEO, Fluor Corporation

avid T. Seaton serves as the chairman and chief executive officer of Fluor Corporation, the American engineering, procurement, construction and maintenance services companies. Seaton became CEO and joined Fluor's board of directors in February 2011, and was elected to the role of chairman of the board in February 2012. In the Middle East,

a consortium of EPC firms led by Fluor in October last year bagged a \$2.6bn worth contract from the Kuwait National Petroleum Company (KNPC).

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APRIL 2016



Bernard J. Duroc-Danner

CEO, Weatherford International

r. Bernard J. Duroc-Danner has led Weatherford International plc, one of the largest multinational oilfield service companies, for nearly three decades.

Upon first inception of EVI, Inc., a 1987 startup in oil-field service & equipment, Duroc-Danner was appointed the company's president and chief executive officer in 1990. The 1998 merger between EVI and Weatherford Enterra Inc., marked an important stage in the company's development. At that time, Duroc-Danner was also elected as chairman of the board for what was then the new Weatherford reflecting the combined merged entities. From that point thereon he has led the company as a prominent player in the oilfield services arena, while a large segment of new Weatherford, Grant Prideco, was spun off to shareholders in the public markets.

Over the past year, Duroc-Danner has swiftly adjusted Weatherford's operational and financial structure in response to the new reality, while maintaining strength in its core disciplines. Today, Weatherford is steadfast in delivering the product and service portfolio, which is the result of his long-term industrial vision. The company currently operates in over 100 countries and has



a network of approximately 1,100 locations, including manufacturing, service, research and development, and training facilities.

Duroc-Danner's extensive experience affords him an impressive knowledge of the global oilfield service industry. Weatherford stands as a beacon of technology and performance for the industry having built a portfolio of highly engineered and industry-leading technologies. The company has made cutting-edge advances in technology by taking a multi-disciplinary approach to reducing costs, maximising efficiency and optimising performance of its clients' assets. In 2015, Weatherford achieved the highest metric for employee safety in the company's recorded history.

Aside from his leadership at Weatherford, Duroc-Danner has held in the early 80s positions at Mobil Oil and Arthur D. Little, Inc. He also serves on the National Petroleum Council and is a member of the Society of Petroleum Engineers. He is a frequent speaker at leading industry forums, such as the Oil & Money Conference and the Abu Dhabi International Petroleum Conference. He holds a Ph.D. in economics from the Wharton School of the University of Pennsylvania.

APRIL 2016



agit Alekperov has been leading Russia's
Lukoil as president since 1993. The oil and gas
major controls 1% of the world's oil reserves
and produces 2% of the global oil per day. Lukoil
Overseas, which is prominently present in Iraq, last
year reported a record increase in output,
totalling 112mn barrels of oil equivalent.
The increase was due to the start-up
of the West Qurna-2 field in Iraq, the
company said, adding that an additional
6.8bcm of gas was also produced.



Ryan M. Lance

Chairman and CEO, ConocoPhillips

yan M. Lance has served as chairman and chief executive officer of ConocoPhillips, the world's largest independent exploration and production company based on production and reserves, since 2012. He is also chairman of the Executive Committee for ConocoPhillips. He has served the company in Asia, Africa, the Middle East and North America, for technology, major projects, downstream strategy, integration and speciality functions.



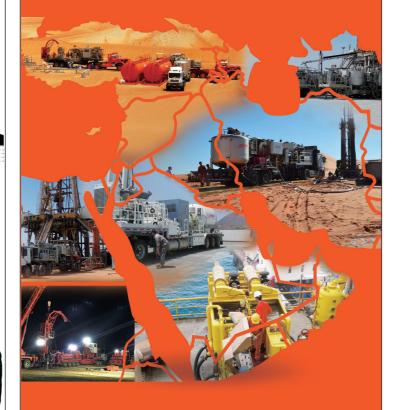
aking it to Oil & Gas Middle East's annual
Power 50 list is the man who is leading an
initiative to tap into the vast oil and gas reserves of Iraq's Basra Governorate. Ali Al Faris, the
chairman of the Oil & Gas Committee at
Basra Council – the political authority for
Iraq's economic capital – has announced
that it is in the process of establishing
Basra Company, to attract foreign direct
investment in key sectors, including oil,
gas and infrastructure.

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INTERVIEWEE: CRAIG DYKE - SALES AND MARKETING DIRECTOR

Gates

What are the main products/services that you supply to the oil and gas industry?

Our product supply into the oil and gas sector includes our premium range of Gates Oilfield hose and couplings, which is made up of high pressure mud hose, blow out prevention systems and BlackGold hydraulic hose; we are one of the few OEMs in the region to have an API-certified 16C hose within our offering. We also offer onsite mobile workshop containers and a mobile van fleet, which allow the assembly of standard hydraulic hose in the field. To complement our product range, we offer hose management, which includes the tagging of hoses and creation of a database to track individual hoses. Ongoing maintenance can then be scheduled in order to minimise downtime and failures.

Could you name some of your company's major clients and the scope of your work with them?

Gates E&S works with the majority of rig operators/ manufacturers and service providers in the region, including Lamprell, Weatherford, Schlumberger, NOV and Nabors. In the building of new rigs, we offer comprehensive hose packages. During refurbishment we offer replacement product and maintenance services.

Could you talk a specific product/service that you think is innovative and stand out from the rest? How has the market response for this been so far?

Our API 16C hose has passed the most stringent fire, flex and exposure tests in the industry. Gates is the first company to offer cut and couple technology; what this means for the customer is that our lead time is weeks, not months, which has been the industry standard.

INTERVIEWEE: SAM NORRIS, VICE PRESIDENT - MIDDLE EAST & NORTH AFRICA, PROSERV

Proserv



What are the main products/services that you supply to the oil and gas industry?

Proserv offers the sale and rental of production equipment systems such as wellhead control systems, chemical injection systems, hydraulic power units, emergency shutdown systems and oil and gas sampling systems. We specialise in the the provision of life-of-field services including, but not limited to, commissioning, maintenance, overhauls, decommissioning, spare parts stocking, flushing, testing and calibration; all provided through our local service bases in the Middle East. We also provide our customers with a wide range of Marine services such as dredging and marine mining, pipeline services, remote intervention tooling, subsea cutting, multi-string cutting and marine growth removal.

Could you name some of your company's major clients and the scope of your work with them?

Having been in the region now for almost 25 years we have an extensive installed base and strong relationship with all the National Oil Companies. In recent years we have also had great success bringing added value to EPC contractors and service companies.

Could you talk a specific product/service that you think is innovative and stand out from the rest? How has the market response for this been so far?

There are two specific innovations we have in the market just now that are really exciting and come at a time when the market needs them the most:

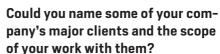
Working with a major end user in the region we have developed a smart solution to minimise production downtime in remote wells which are often noticed only during routine maintenance visits. With a simple communication system that can be retrofit onto existing control system assets are providing the client with immediate notification of production stopping and providing the resource to support getting it back up within hours. We use modern information technology to enhance assets and well information for some of the oldest and remote wells in the region. The pickup and interest from the other national oil companies is now also taking pace.

INTERVIEWEE: MATTHEW KURIAN, DIRECTOR OF SALES AND MARKETING, TANKCO

TANKCO

What are the main products/services that you supply to the oil and gas industry?

As a distributor in the Middle East, TANKCO is basically involved in supply of some very innovative firefighting systems like LUF and IFEX to the oil and gas industry. Apart from that our range of product includes ARGO and Centaur all-terrain vehicles for a wide range of services related to oil and gas sector like seismic survey, exploration support, etc.



Our clients include government institutions like border security departments, local fire departments in Kuwait, oil and gas contracting companies like Schlumberger, etc. We have recently launched LUF and IFEX systems for the Middle East market, with an aim to supply them to the oil and gas industry in region.

Could you talk a specific product/ service that you think is innovative and stand out from the rest? How has the market response for this been so far?

LUF 60 and 120 are two wireless remotely operated firefighting support machines from LUF family and with their unmatched capacity of 3000 litres/minute for LUF 60 and 12000 litres/minute for LUF 120, with a throwing range of 80-100 metres. Both systems operated at a range of 300 metres with all functions in LUFs operated by a remote controlled unit makes them unique in their category. No other machines



↑One of TANKCO's range of LUF machines

match with their features and capability which are offered in such compact but powerful machines.

LUF machines compactness, tremendous power, flexibility, mobility and safety makes them a game changer in big fire scenarios. The idea of controlling and extinguishing a fire from a distance of 300 metres wirelessly with a capacity of discharging 3000 litres/minute and 12000 litres/minute up to a distance of 80-100 metres avoiding the risk and safeguarding the precious lives of firefighters makes them different. Usually features which are available with LUF 120 exist only on 40 tonnetrucks with four axles. So far we have received very positive remarks from all over the region.

How was business for your company in 2015? What do you plan to achieve in 2016?

Our project of introducing the LUF and IFEX range of products for the Middle East market was launched in January 2016 and we hope to have a positive year

What is your general opinion of the services sector catering to the regional oil and gas industry? How

is your company is different?

Service sector for the oil and gas industry in particular is one of the biggest and will always be in demand whether it is related to upstream, downstream, heavy equipment, manpower or supply of unique and innovative products like LUF and IFEX. As a distributor of LUF and IFEX products in the Middle East, we believe TANKCO has taken a leap by bringing these proven technologies to the region which makes us different when compared to some existing conventional firefighting systems and machines.

What was the impact of declining oil prices on your company? With oil prices creeping up slightly do you feel that the oil and gas industry can bounce back soon?

For the oil and gas industry 'safety comes first'. Whether oil prices are up or down we don't feel this will make a big difference when we are taking into consideration high value assets like refineries, petrochemical plants, power stations, seaports, airports and other facilities we definitely believe that LUF and IFEX systems will be an asset to have along with other firefighting apparatus.



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Betec Cad Industries



What are the main products/services that you supply?

Betec Cad has for over 20 years been a leading provider of designing and manufacturing, durable and highperformance fire safety products for industrial, commercial and residential applications. Ventilation openings in any of the fire-rated partitions would permit a fire to spread from the compartment of origin to adjoining compartments or space. Betec Cad's fire/fire smoke dampers are installed in these ducts or ventilations, which closes automatically upon detection of heat by thermal device or by BMS, blocking the openings and preventing the spread of fire to the adjoining compartment.

Betec Cad manufactures specialised stainless steel UL classified motorised fire dampers and fire smoke dampers having a three-hour fire rating as per UL 555/UL 555S standards, meeting NFPA stand-



↑ Sriram C.M.P

ard requirements. Betec Cad also manufactures stainless steel tunnel ventilation damper having three and four-hour fire rating/integrity, as per BS 476 part 20-22 standard, to meet high-end applications of the oil and gas sector.

We have served the regional oil and gas industry for more than a decade, having worked on some of the major projects including the Khazzan Refinery in Oman, the Ras Laffan Refinery in Qatar, ADGAS and the Shah Gas project in Abu Dhabi.

Could you talk about a specific product/service that you think is innovative and stands out from the rest?

Our Fire and Gas Damper (FGD) is one amongst our innovative products. It has undergone rigorous testing and has been classified as class-1 ultra-low leakage damper with a leakage of 0.0005 m³/ sec./ft2 tested at 8 inch water gauge pressure with 4500 fpm air velocity. The damper has a closing time option of 1 second and three seconds depending on the requirement. It is user-friendly to operate and maintenance free. The damper is known for its reliable operations, especially during emergency conditions and it can be used in explosive environments as it has a spark-free design. These are some of the stand out features the fire and gas damper has and the market response for such dampers is increasing day by day.

How was business for your company in 2015? What do you plan to achieve in 2016?

2015 was primarily a very encouraging year, which has boosted us in terms of expanding into manufacturing various other products like fire doors as per UL 10C, oil and gas products such as fire and gas dampers, zero leakage isolation dampers, etc. These new products are targeted to serve markets such as oil and gas, nuclear plants, etc. We plan to venture and expand ourselves in South East Asia, Africa and European markets

What is your general opinion of the services sector catering to the regional oil and gas industry? How do you think your company is different?

The oil and gas industry requires high premium and precision products as one can't dare enough to take chances. Innovative product development is a must; therefore Betec Cad stands No. 1 amongst the regional competitors in terms of investing in product development and R&D to meet international high safety regulations.

Betec Cad's products are manufactured with the highest quality an organisation can have. Our products have been rigorously tested as per various international standards and have been certified. The importance of a certified product is increasing and only a few companies are able to fulfill this criteria.

APRIL 2016





INTERVIEWEE: LI WEIBIN, SENIOR VICE PRESIDENT. JEREH

Jereh

What are the main products/services that you supply to the oil and gas industry?

We are focussed on the oil and gas industry for 17 years now. We manufacture the complete oilfield equipment and API accessories – drilling rig, cementing unit, nitrogen pumper, fracturing unit, wellhead, downhole tools, etc. In midstream and downstream, we offer equipment as well as engineering services, including compressor packaging, LNG, Gas-to Liquids, pipeline engineering, fuelling station, containers, etc. We also offer full integrated services management, including pumps, valves, tube, manifold etc., a one-stop shop for all maintenance and repairs.

Could you name some of your company's major clients and the scope of your work with them?

We deal with the major oil and gas producers and service companies in the region. To name a few, in Saudi Arabia we work with Saudi Aramco for the crude oil tank cleaning services, in Oman with PDO and in Abu Dhabi with the ADNOC group of companies. We offer customised well completion and stimulation equipment for onshore and offshore operations.

Could you talk a specific product/service that you think is innovative and stand out from the rest? How has the market response for this been so far?

Many mature wells require periodic acidising operations to improve productivity efficiency. Jereh can offer a one-stop service for it from demand generation to formula analysis and equipment design. Based on our track record in the Middle East and robust business plan, we can continue to deliver a competitive proposal.

INTERVIEWEE: PAT FALLON, CHIEF OPERATING OFFICER. BYRNE RENTAL

Byrne Rental

What are the main products/services that you supply to the oil and gas industry?

Byrne's product range for the oil and gas includes spans across categories such as power, steam, air compressors, lifting, earth-moving and welding.

Besides, we also make products specific to the oil and gas industry such as complete outdoor camps with kitchens, tool-room containers, DNV certified baskets and frames and blast resistant modular units.

Could you name some of your company's major clients and the scope of your work with them?

Byrne Equipment Rental deals with most major companies in the oil and gas industry across the GCC that utilise our full range of equipment and services.

Our clients include Halliburton (power generation and compressors), NPCC (compressors), BAM International (camps), Shell Qatar (anti-blast buildings) and Schlumberger (steam boilers and camps).

Could you talk a specific product/service that you think is innovative and stand out from the rest? How has the market response for this been so far?

Almost all our products are innovative as we keep upgrading all our equipment to suit the customers' ever changing requirements to ensure that this creates a win-win situation for both the parties and also saves unnecessary cost.

Market response has been very good for this so far and keeps us close to the customer.



↑ Pat Fallon.

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INTERVIEWEE: DAVID KRAFT, VICE PRESIDENT - PLANTWEB SOLUTIONS GROUP, EMERSON PROCESS MANAGEMENT - MIDDLE EAST & AFRICA

Emerson



What are the main products and services that you supply to the oil and gas industry?

Emerson's PlantWeb Solutions Group provides control and safety systems, remote terminal units (RTUs) and SCADA systems that control the processes and unlock operational insight into oil and gas fields, pipelines, plants, terminals and other facilities. We also provide the systems that monitor the health of mechanical equipment to protect them from damage and optimise their performance. We help customers implement holistic reliability programmes through our consultancy, remote monitoring support and associated services.

Could you name some of your company's major clients and the scope of your work with them?

We can say that we have worked, and are working with, major international and national oil companies in the Middle East. In Saudi Arabia, we automated the largest oilfields, offshore platforms, and gas-oil separation plants with our control systems, RTU, SCADA, and wireless technologies, and help our customers implement reliability programmes and energy audits. In Iraq, we provide the automation systems to develop massive oilfields and rehabilitate existing facilities. In Qatar, we constructed and are maintaining the world's largest NGL processing trains. In Kuwait, oil gathering centres and refineries are monitored and controlled using Emerson's control systems and RTUs. We've also executed several mega projects across Africa: Nigeria, Kenya and Angola to name

a few. We also have invested in local manufacturing and service capabilities within Africa.

Could you talk a specific product/ service that you think is innovative and stand out from the rest? How has the market response for this been so far?

Emerson's latest initiative, called 'Project Certainty', is a technology and engineering approach that reduces project costs, accommodates inevitable changes and reduces complexity of projects.

Technologies like electronic marshalling with CHARMs allow oil and gas operators to add I/O on-demand, without increasing the control room and wiring footprint. Emerson's Smart Wireless devices, which can be installed in a matter of hours, make last-minute design changes possible without delaying the project schedule.

Because of the low-oil price market, the industry is keener in ensuring reliability of operations. Our reliability technologies and



↑ David Kraft

services help customers to improve the health of their assets so they can boost returns on these assets, reduce the risks of critical failures, and mitigate data risks. New service approaches like 'Pay for Data' allow us to work closer with customers to ensure peak performance. Under a 'Pay for Data' agreement, Emerson personnel manage and maintain the technologies at the customers' site to guarantee continuous reliable data and better assessment of site performance and conditions.

How was business for your company in 2015? What do you plan to achieve in 2016?

Emerson in the Middle East and Africa accounted for \$1.4bn, or 6% of global Emerson sales in fiscal 2015 with continued growth initiatives to secure profitable sustainable growth. We are seeing a better year in 2016 as we continue win to projects focussed on modernising control and safety systems and implementing reliability programmes.

What is your general opinion of the services sector catering to the regional oil and gas industry?

The Middle East region continues to improve its oil and gas services sector and I can say that it is becoming a hub for innovation and world-class lifecycle services.

Emerson supports this development by expanding its presence and localising more manufacturing, and service capabilities closer to where industrial facilities are located.







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Containerized housing units (CHU) I Rapid deployment units (flat pack) Drilling camps I Skid camps I Pioneer camps I Trailer mounted units Sewage treatment plants and water treatment plants | Modular warehouse | Blast resistant buildings

"BUILT TO LAST"

SPACEMA

Spacemaker Emirates LLC

Rockwell Automation

What are the main products/services that you supply to the oil and gas industry?

Easy oil is all but gone. To optimise operations and maximise profitability, one needs cutting-edge automation and control technology that will keep pace with uptime demands and inhospitable production environments - from offshore to the digital oilfield to refining. Our experienced oil and gas team leverages in-depth industry knowledge to design, implement, deploy and support your business needs no matter where your operations take you around the world.

In such a dynamic industry, oil and gas companies today are looking for ways to maximise production while minimising control system complexity and costs. The PlantPAx process automation system offers open, standards-based multi-discipline control for the continuous production, processing, transportation and refining of oil and gas products.

Could you talk a specific product/service that you think is innovative and stand out from the rest?

Today, smart devices – elements of the Internet of Things (IoT) embedded in wellheads, on compressors and pump stations, and within refineries – are yielding a new wealth of operational information. But making sense of that data is another matter. That's why leading oil and gas companies are taking advantage of advanced analytical software and the industrialisation of Ethernet to create The Connected Enterprise. By smoothly integrating

information technology with operations technology, oil and gas companies can better leverage the full value of their asset information, and accelerate high-performance petroleum production. Visualise and control production from the wellhead to the point of custody transfer, either on site or from miles away, with our ConnectedProduction system. Fully integrated, scalable control that puts the power of information at your fingertips, it helps maximise the recovery of existing reserves, optimising production and reducing downtime.

How was business for your company in 2015?

Sales were recorded at \$6bn in fiscal 2015, down 4.8% compared to \$6.62bn in fiscal 2014. Organic sales increased 1.1%, and currency translation reduced sales by 6%. For the full year, we overcame significant headwinds from heavy industry end markets and delivered organic growth of 1.1%. Strong productivity, particularly in the Control Products & Solutions segment, was a key contributor. We are experiencing weak market conditions as we move through fiscal 2016. Heavy



↑ Rockwell Automation products.



↑ Neil Enright.

industry end-markets, including oil and gas have not yet stabilised, and we see continued softness in key emerging markets. In our largest market, the US, the strong dollar is adversely affecting producers and OEMs. As a result, our customers are being more cautious with capital expenditures and operating spending. We therefore expect a weak start to the fiscal year and don't believe we will see year-over-year growth until later in fiscal 2016. We are projecting fiscal 2016 organic sales to be flat to down 4% year over year.



APRIL 2016

INTERVIEWEE: FERGUS COLLIE, MANAGING DIRECTOR, RSK - MIDDLE EAST REGION

RSK

What are the main products and services that you supply to the oil and gas industry?

RSK is an international engineering, science and technical support services business with established environmental, social and health impact assessment (ESHIA), site investigation, contaminated land remediation, waste management, geoenvironmental assessment and an ISO IEC/17025 accredited soil and chemical laboratory in Iraq.

Could you name some of your company's major clients and the scope of your work with them?

The three longest relationships we have in Iraq are with BP (Rumaila Operating Organisation - ROO) – contracts to manage and operate their waste facility, provide environmental consultancy and soil treatment, including bioremediation and environmental laboratory testing; Shell Iraq Petroleum Development (SIPD) – ground investigation geotechnical laboratory testing, environmental land assessments and topographical surveying services, and Basrah Gas Company (BGC) – soil and ground water investigations

Could you talk a specific product/service that you think is innovative and stand out from the rest? How has the market response for this been so far?

Use of an unmanned aerial system (UAS) to support survey work, inspections such as live flare stacks and emergency response visualisation.

The realisation that a UAS provides a

safe and cost effective method of data capture has been picked up by government, IOCs and contractors, who continue to identify additional tasks for the equipment.

How was business for your company in 2015? What do you plan to achieve in 2016?

2015 was a tough year. However, we remain committed to Iraq and continue to invest to develop our portfolio of services in Iraq. In addition to maintaining our inventory of drilling and monitoring equipment and our laboratory, we are establishing a training academy, endorsed by the University of Basrah, to offer Health and Safety, technical and skills training to local contractors working in the oilfields. Our expectation is that this academy together with waste management, surveying (including 3D laser scanning)



↑ An RSK unmanned aerial system in action.



↑ Fergus Collie.

and UAS services will be at the core of our work in the region this year, while work related to oilfield infrastructure and clean-up projects are affected by budget cuts.

What is your general opinion of the services sector catering to the regional oil and gas industry? How do you think your company is different?

Iraq boasts a broad spectrum of capable oilfield service providers. At RSK we seek to standout by combining our engineering and scientific expertise with our proven strength in providing turnkey contracting services to deliver projects from conception to completion.

Since 2012, when we started working in Iraq, our focus has been to train and develop our local workforce. We now employ more local staff than expatriates in Iraq and are proud to have trained local drilling crews, engineers, survey teams and laboratory technicians to international health, safety, environmental and operational standards.

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NAFFCO

In your opinion, how equipped is the GCC oil and gas industry in terms of fire protection?

There is definitely room for improvement, although I wouldn't say that the industry is not equipped. The latest technology on earth is available in the Middle East. The most intelligent fire engineering happens in the oil and gas and power sectors. You see the standards being followed, and very ethically, here in the Middle East's energy industry. unlike the commercial sector where there is room for dilution. You see real engineering happening in the oil and gas industry, both in terms of safety and security as well as from the management side. There is general awareness among companies here. The IOCs anyway follow global standards wherever they invest. This category (oil and gas) needs special fire management because



↑ Rajendran Ekambaram.



↑ Naffco's fire safety products on show. .

the existing oilfields, storage tanks, refineries, etc. are not less than 10 years old. Whatever the latest technology and standards were at the time when these were being built, had been implemented. But today's realities are different and are far ahead and they need refurbishment.

Can you talk about a product or service by your company (being developed or in use), which you think is pathbreaking and is helping (or will help) your customers in securing their operations?

We have already come out with a strategy which is unique to all aspects of a project, which involves HSE and execution; it is a turn case solution. None of the oil and gas service providers have everything under one roof. Given our interdepartmental coordination and the regional hubs that we have, we are able to execute any project from anywhere. So I can execute a project in Oman by just sitting here in Dubai, I can get the fire engineering done in Dubai and execute the project in Angola, I can handle a refinery project in Nigeria.

There is a series of inergen gas cylinders that we are selling pres-

ently. Now how do you design an inergen gas cylinder for an application in a project?

The standard thumb rule goes in accordance to the volume and weight (in kilogrammes) of gas required. But we don't do that; we insist on central banking. When you have a central banking system, you distribute the gas through pipelines to various rooms that need to be protected. This becomes cost-effective, yet the standards are maintained. This system can surely be installed at oil rigs.

What is your opinion about safety of workers operating in hazardous conditions with chances of fire outbreaks? Is there enough awareness about labour safety in the Middle East energy sector?

HSE standards depend on the specific country and company. All along what we have experienced is there is a lot of improvement that is required, when it comes to HSE in the region. We help companies improve that. We have our own HSE unit that gives training and support to the companies. When we execute projects, we offer training for free. The working conditions for workers in the regional oil and gas sector is hazardous, unlike the commercial sector.



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PROFILE

- OCEAN OILFIELD DRILLING RIGS & MARINE ENGG. SERVICES FZC (A Division of AMWAJ GROUP of Companies) serving Oil & Gas industries since 1985.
- Fully equipped state-of-the-art Fabrication yard facility at Hamriya Free Zone, Sharjah, UAE with 50,000 Sq.m. Open plot for heavy steel fabrication and 2,500 Sq.m. of Covered area for Workshop.
- Successfully completed several Refurbishments Projects including major satisfied customers like NOBLE DRILLING, NABORS, ROWAN, HALLIBURTON, SCHLUMBERGER, MAERSK DRILLING etc
- AMWAJ GROUP OF COMPANIES offer TOTAL OILFIELD SOLUTIONS Offshore Installation management Oilfield Trading procurement and supply services Offshore vessel charter, Support and logistics Services, Storage and warehouse Services Offshore Catering and life support services











WORDS: INDRAJIT SEN

UAE FORTIFYING ENERGY FUTURE

After implementing a pioneering decision to remove pointless fuel subsidies last year and embarking on a prudent plan of economic diversification, the United Arab Emirates is now strengthening its oil and gas industry by not just pooling in money on projects, but also securing reliable customers, such as India

One of Abu Dhabi's many gas fields.

he United Arab Emirates (UAE)
has always been perceived to
lead the way when it comes to
forward-thinking governance and
formulating/implementing progressive economic policies within
the GCC. The leadership in Abu
Dhabi, having realised that an oil and gas-reliant
economy would not be sustainable in the long run,
especially with prices of crude oil (and demand for
it) plummeting, last year did what is proverbially
known as 'a stitch in time saves nine': Removed a
luxurious system of fuel subsidies.

The UAE in August 2015 lifted subsidies on fuel prices, by making them 'market-linked'. While announcing the decision at the time, the UAE Minister of Energy H E Suhail Mohamed Al Mazrouei had said, "The decision related to gasoline and diesel is aimed at supporting the national economy, lowering fuel consumption, protecting the environment and preserving national resources."

Experts believe that the UAE authorities carefully chose 2015 to introduce the landmark decision of lifting subsidies, which was costing the state exchequer an eye-watering \$29bn annually, anticipating the free fall of oil prices. Despite the deregulation, fuel prices are expected to remain low throughout this year, as global crude oil prices are expected to stay subdued, with the measure trading at around \$40 a barrel.

It is estimated that the decline in oil prices has



eroded \$360bn off GCC revenues in 2015 alone. The UAE's GCC peers having left with no option have followed suit in removing fuel price subsidies, with Kuwait being the only state not to do so thus far (although the government is already mulling raising fuel prices).

The UAE is also making giant strides towards achieving its ambitious goal of economic diversification. Revenues from the oil and gas sector currently accounts for just 34% of the GDP, and the government wants to further reduce that to a meagre 20% in the future, in order to solidify other key industries and reduce dependence on oil revenues to strike an economic balance.

"The UAE is looking to diversify its economy and move away from being reliant on energy for revenue. As compared to its neighbours, the UAE is one of the most diversified countries in the

"THE DEEPENING UAE-INDIA RELATION-SHIP IS A MUTUALLY BENEFICIAL ONE AND CAN ONLY STRENGTHEN WITH DEALS SUCH AS THE \$75BN INFRA-STRUCTURE AGREEMENT SIGNED IN AUGUST 2015."

DYALA SABBAGH, COO & PARTNER AT GULF INTELLIGENCE

The sun sets on a hydrocarbon field in the UAE.

region. Dubai is a major trading, shipping, tourist and aviation hub. The UAE is also set to implement value added tax (VAT) in the coming years, as part of efforts to diversify revenue sources," Muhamad Fadhil, regional manager for ICIS MENA. told *Oil & Gas Middle East*.

On the other hand, Abu Dhabi is also investing in securing the future of its oil and gas industry and has been off late using its diplomatic clout to forge solid business relationships with buyer countries; India for instance.

A trusted partner

Relations between the UAE and India started gathering steam when Indian Prime Minister Narendra Modi visited the UAE in August last year; a tour during which massive business deals were signed, most notable of which was the two parties deciding to set up a \$75bn investment fund.





Agreements made during Modi's visit further gained traction when His Highness Sheikh Mohammed bin Zayed Al Nahyan, Crown Prince of Abu Dhabi and Deputy Supreme Commander of the UAE Armed Forces paid a return visit to New Delhi in February.

"India is a substantial and growing economy. With the slowdown of China it will be one of the major growth engines of the global economy. Besides the close regional ties (a large Indian population in the UAE; the economic footprint is also complimentary) I hope the alignment goes beyond the energy sector," Dr. Bernhard Hartmann, Oliver Wyman's Partner and Head of Energy Practice in the Middle East and Africa, told this publication.

Indian Oil Minister Dharmendra Pradhan mentioned that his country, which imports about 80% of its oil, was also on track to increase its oil imports from the UAE. "The UAE makes up for 8% of India's oil imports. The total imports from UAE amount to 16.11mn metric tonnes for the current fiscal (year), of which the Indian public sector companies imported 10.2mn metric tonnes. In the next financial year, India will increase its imports from the UAE by another 2.5mn metric tonnes," Pradhan told reporters after a meeting with Energy Minister Al Mazrouei, who was also a delegate at the industry event

India is building underground storage facilities at Visakhapatnam in Andhra Pradesh state, and Mangalore and Padur in Karnataka state, with a capacity to store about 5.33mn tonnes of crude oil to guard against global price shocks and supply disruptions. The UAE has also offered two-thirds of the stored oil to India for free, which the Asian nation would be privy to use as a strategic reserve. Moreover, Indian oil and gas companies have also expressed significant interest in acquiring a stake in the Abu Dhabi Company for Onshore Oil Operations (ADCO) concession.

"India is on the verge of replacing Japan as Asia's second largest consumer of oil and is one

arabianoilandgas.com APRIL 2016

One of the

refineries.

country's many

An offshore field in Abu Dhabi.

of the UAE's many key trade partners – the third largest in February 2016. The country's burgeoning demand could help crude prices recover over the long-term, benefitting producers like the UAE, which is also the largest single importer of Indian goods," Dyala Sabbagh, COO & Partner at Gulf Intelligence, told this publication "The deepening UAE-India relationship is a mutually beneficial one and can only strengthen with deals such as the \$75bn infrastructure agreement signed in August 2015."

Buoyant oil and gas producer

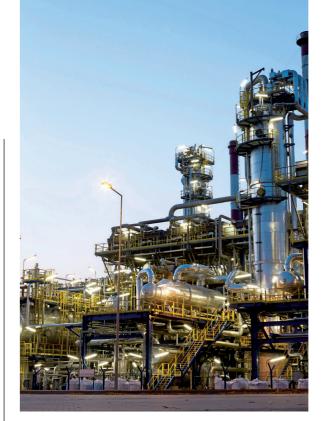
The UAE – which according to consultancy firm Oliver Wyman sits on a huge reserve of 98.63bn barrels, of which 92bn barrels are in Abu Dhabi alone - has however not compromised on its oil production capabilities, and continues to be a dominant oil producer within the OPEC. The UAE currently produces around 2.9mn barrels per day (bpd), with the state-owned Abu Dhabi National Oil Company (ADNOC) accounting for most of it – 2.7mn bpd, which it plans to raise to 3.6mn bpd by 2018.

Through its 15 subsidiary companies, ADNOC produces oil from major fields in Abu Dhabi including the Upper Zakum, with the gas production led by Al Hosn Gas.

"Abu Dhabi is blessed with a highly-attractive geology and has large-scale oil and gas reservoirs that can be produced at a relatively low cost. Such attractive reserves paired with the high degree of political stability in the UAE allow ADNOC to sustain – and even further grow – its oil and gas output in the years to come," Bjoern Ewers, partner and managing director at the Boston Consulting Group – Middle East, says.

"We are seeing strong signs of ADNOC's ability to push production further: recent examples offshore include the ongoing efforts by ZADCO to

"WE ARE SEEING STRONG SIGNS OF ADNOC'S ABILITY TO PUSH PRODUC-TION FURTHER: RECENT EXAMPLES OFFSHORE INCLUDE THE ONGOING EFFORTS BY ZADCO TO INCREASE THE PRODUCTION RATE FROM UPPER ZAKUM FROM 550,000 BPD TO 750,000 BPD."





increase the production rate from Upper Zakum from 550,000 bpd to 750,000 bpd. In parallel, ADMA-OPCO is also developing new fields like Umm Lulu, Nasr, and SARB – which, together, are expected to deliver more than 250,000 bpd over the coming years," Ewers added.

"Also, onshore, ADCO – which is part of ADNOC and is the UAE's largest oil producing operating company – plans to increase its production from 1.6mn bpd to 1.8mn bpd. In addition to having attractive, large-scale reserves, ADNOC also already partners with world-leading international oil companies, ensuring direct access to global best practices and technologies when required. Thanks to all these factors put together, ADNOC is very strongly positioned to further sustain and grow its oil and gas production in the future."

Fadhil of ICIS MENA agrees saying, "The UAE will continue to work hand in hand with its international partners not just in a low crude price environment but also in the long run. This will help ensure best practices are in place and both sides

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UAE Minister of Energy H E Suhail Mohamed Al Mazrouei

Dyala Sabbagh, COO & Partner at Gulf Intelligence. can leverage on any potential for synergy."

When it comes to natural gas, the UAE imports most of it from Qatar, and is reportedly also in talks with Iran to import some in future. The country is reliant on the Dolphin Gas project (the cross-border refined gas transmission project between Qatar, the UAE and Oman) to meet its domestic consumption needs, although ADNOC's Bab and Shah gas fields remain key assets for gas production. If experts are to be believed, the nation's dependence on gas imports might soon reduce thanks to some of the measures being taken.

"The UAE is taking significant steps to further increase its domestic gas production. ADNOC's gas-focussed exploration efforts, the expansion of the Integrated Gas Development programme, Dubai's recent drilling efforts in the Pre-Khuff as well as other similar activities – including the development of gas production in Sharjah's Zora field – are strong indications that the country is very seriously working to increase its domestic gas production," Ewers says.

"Looking ahead, however, the country's rapid economic development and robust population growth will most likely further enhance and influence the demand for gas. Thus, the UAE will continue to consider other gas import options that extend beyond pipeline gas from Qatar. Other potential alternatives include importing Liquefied Natural Gas (LNG) via a floating vessel. Dubai's DUSUP has had a floating LNG regasification facility for years and now ADNOC in Abu Dhabi is planning to do the same later this year," he mentions.

"Looking at the supply-demand balance of gas in the UAE in the coming years, the country will continue to rely on a mix of gas-supply options even in the mid-term. This is despite the fact that





2.9WN

THE UNITED ARAB EMIRATES CURRENTLY PRODUCES AROUND 2.9 MILLION BARRELS OF OIL EACH DAY.

ENEC's (Emirates Nuclear Energy Corporation) nuclear power supply – planned to become operational starting 2017 – will provide some relief to the growing gas demand, which is required to fuel domestic electricity production," he opines.

Despite not being a party to the preliminary production freeze deal reached between OPEC members Saudi Arabia, Qatar, Venezuela and the largest non-OPEC member Russia, the UAE has shown immense maturity in declaring it will support the deal, provided all OPEC members and Russia comply. It remains to be seen what gets decided at the planned meeting between OPEC and non-OPEC oil producers, which Qatar is hosting in April.

It is widely believed that the UAE, being a responsible OPEC member, will agree to respect the pact (if at all reached) to hold output at an agreed level. However, before committing to any such deal, analysts feel that the parties involved in it must themselves be convinced that their agreement will help in boosting global crude oil prices.

Mazrouei in the past has himself indicated that the UAE has a similar approach, saying, "OPEC tried to hold meetings, but everyone said it wasn't their problem and that it was someone else's problem. And that left the supply-demand balance to the market, which was a wise thing to do. If people artificially do something to the market, it's not going to last. And then the market will expect them to come again if something happens and do it again."



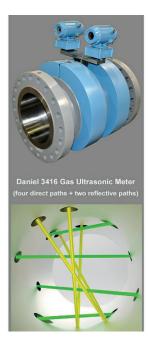


INDUSTRY INNOVATIONS

Ultrasonic flowmeters

has launched a new Daniel gas ultrasonic flowmeter platform by providing two meters and transmitters in a single body to help gas operators and pipelines improve efficiency. The new 3415 (four-path + one-path) and 3416 (four-path + two-path) gas ultrasonic flow meters combine a four-path fiscal meter with an additional check meter, while the new 3417 (four-path + four-path) meter provides two fiscal meters for full redundancy and equal accuracy within one meter body.







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NEW LAUNCHES

A round-up of some of the best releases this month



COMMISSIONING AND CONFIGURATION

Emerson Process Management's line of Rosemount 8800 Vortex flowmeters now offers HART Protocol Revision 7, which allows for easier identification in the field, commissioning, and configuration. The Locate Device feature of HART 7 displays a visible code on the device's LCD screen which allows for quick field identification. Once connected to the device, or while viewing from the control room, Long Tag allows for a detailed device name to be viewed or loaded into the flowmeter. Long Tag support increases the character limit from the current eight character tag to 32 characters, allowing the user to create more accurate descriptions necessary to track down each unique device.



SUBSEA AND DATA LOGGING SENSORS

Pulse Structural Monitoring, an Acteon company, has launched a third generation INTEGRIpod platform as a new addition to its INTEGRI range of structural monitoring sensor systems. The INTEGRIpod NXT platform has been specifically developed to meet the needs of the offshore oil and gas industry in the current market; offering industry-leading features in a standard, modular format. Along with a range of new features, the new INTEGRIpod platform will support INTEGRIpod's impressive track record of reliability and robust performance, proved in millions of hours of successful ultra-deepwater subsea operations since the product range launched in 1998.



BRIGHT, OXIDE FREE WELDS

Manufactured by Huntingdon Fusion Techniques HFT, Trailing Shields are suitable for any diameter of tube, pipe, tank or vessel from 1 inches. These lightweight devices simply attach to all standard manual or automatic TIG/GTAW and Plasma/PAW welding torches. For manual welding, the welder finds that with this lightweight and low cost tool, there is no difficulty in dragging it along the surface being welded. One further benefit is that it carries the welding torch at 90° to the weld. With automatic welding machines it is possible to raise the welding speed dramatically and enjoy the major benefits of automatic welding. Trailing Shields are also manufactured in flat format for sheet metal welding.

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SSG tests mounted lattice boom crane

Safety Services Group successfully conducts examination and load test



CRANE The UAE-based Safety Services Group (SSG) recently conducted a verification and load test of pedestal mounted lattice boom crane for a UAE maritime project. The crane came with twin hoists of 125 tonnes each on board barge. The group company Safety Marine Services certified the crane at 220 tonnes. The test was completed mid-February, with all safety precautions using water weights. Calibration of crane load moment indicator (LMI) was also conducted. The boom hoist offshore crane, also called the lattice boom crane, is a pedestal mounted crane with a rope luffing lightweight lattice boom. Boom hoist cranes are typically used where large boom lengths are required. Boom hoist offshore cranes can be used on fixed or floating platforms, jack-ups and multipurpose vessels. The \$210mn-worth Safety Services Group says it has expansion projects coming up across the Middle East and Asia in the next two years.

THREE REASONS TO BUY

Jotun Paints launches Jotachar 1709 mesh-free epoxy passive fire proof coating



MESH-FREE PRODUCT

Jotachar 1709 has been developed using the technology platform behind Jotun's Jotachar JF750. Jotachar JF750 continues to be used by the offshore and onshore industries as an alternative to traditional mesh containing solutions for hydrocarbon pool and jet fire scenarios.

2 FIRE PROTECTION

Jotachar 1709 has been designed to protect steel against hydrocarbon pool fire scenarios for up to four hours. Operators also benefit from long-term corrosion protection, reduced life cycle costs and the elimination of any risk associated with mesh installation errors.

3 DURABILITY

"Jotachar 1709)
does not require
additional welded pins,
metal or fabric reinforcement, removing the need
for mesh depth or overlap
rules, reducing both cost
and installation time," John
Warner, Jotun Category
Manager (Intumescent
Coatings), says.



Andrea Bowen, technical product manager, Casella on the launch of the Intrinsically Safe dBadge2



WHAT DOES CASELLA WISH TO ACHIEVE WITH THIS PRODUCT?

We are absolutely delighted to launch the dBadge2 with Intrinsically Safe accreditation. Casella aims to enhance the long-term health and quality of life for workers in high risk occupational sectors, so IS accreditation is a significant achievement for the whole team.

KINDLY TALK ABOUT THE PRODUCT.

The dBadge2 takes full advantage of the full colour OLED display by colour coding screens, status and alarms, allowing strong visual indication, data interpretation in the field. The in-built motion sensor expresses a worker's movement so that users can be confident that the dBadge2 has been worn throughout the shift and

the data is therefore valid.

HOW WILL CUSTOMERS BENEFIT?

The monitoring of personal noise exposure levels in the oil and gas, chemical, and pharmaceutical sectors will be more effective with the use of Casella's IS accredited dBadge2. Customers in these industries can now enjoy all the advanced features and benefits of the new IS dBadge2.

Honeywell offering Palo Alto Networks security platform to industrial clients



NETWORKSECURITY Honeywell Process Solutions (HPS) has collaborated with Palo Alto Networks to offer cyber security services for control systems used by industrial facilities and critical infrastructure. Honeywell's Industrial Cyber Security business is now offering the Palo Alto Networks Next-Generation Security Platform to industrial customers. HPS claims that the product enables customers to better prevent cyberattacks against their Process Control Networks and Operational Technology environments. It also helps customers maximise production uptime and safety. "The collaboration with Palo Alto Networks expands our ability to provide proactive intrusion prevention resulting in more robust protection for our customers," Jeff Zindel, vice president and general manager - cyber security, HPS, said. The joint offering helps process network traffic monitoring and key threat prevention across the automation environment.

REASONS TO HAVE:

- HPS claims that the product enables customers to better prevent cyberattacks against their Process Control Networks (PCN) and Operational Technology (OT) environments.
- It also helps customers protect their assets and maximise production uptime and safety.
- The joint offering helps process network traffic monitoring and advanced threat prevention across the automation environment.
- It combines Palo Alto Networks' natively integrated security platform with Honeywell's process control domain expertise to provide a cyber security service tailored for industrial customers.
- The offering boosts Honeywell's portfolio of cyber security products, including its Industrial Cyber Security Risk Manager platform.

ALSO IN STOCK



NEW CONTROLLER FROM ROCKWELL AUTOMATION

GuardLogix 5370 controller provides integrated safety and motion

With the new Allen-Bradley Compact GuardLogix 5370 controller from Rockwell Automation, users no longer need separate networks and controllers for safety and motion in applications with up to 16 axes. This makes it easier to design safety into a wide range of standard and custom machines, and results in simpler system architectures. The Compact GuardLogix 5370 controller also helps users meet global safety standards.



SEATRONICS SDM SYSTEM

Intertek offers cost savings through sample cylinder service

Seatronics and Norwegian associates RTS have achieved 100 successful global installations with the Subsea Deflection Monitoring system (SDM). The SDM is a time-saving monitoring system used for the deployment and installation of subsea structures. Time-stamped data from pressure and attitude sensors are transmitted through an ROV hot stab connection or an acoustic modem. When installing the structure, the operator has full online feedback of its heading and deflection.

PRODUCT FOCUS

Honeywell announces Miller Duraseal self-retracting lifeline for harsh environments

The DuraSeal SRL introduces patentpending sealed technology that prevents contaminants from entering the mechanism — earning the design an IP69K certification.

SRL ensures that the self-retracting lifeline's brake system, power spring and bearings are never exposed to debris, water or chemicals.



The braking system is designed to withstand multiple falls. The unit installs and transports easier — and quick, low-cost lifeline replacements in the field are possible.

Engineered to be up to 30% lighter in weight than competitive sealed SRLs, the DuraSeal reduces user fastigue and increases productivity.

WHERE CAN I BUY IT?

For more information visit: http://hwll.co/duraseal.

Conidia addresses fuel impurity

Firm says FUELSTAT Resinae Plus will deliver accurate results in ten minutes



WHY IS FUEL TESTING NEEDED?

Testing will detect problems early and minimise the need for any expense on biocides and tank cleaning.

WHAT CAN MICROBODIES DO?

Microorganisms can enter the fuel chain at any stage; living and feeding off the fuel. Contamination is an expensive issue.

HOW DOES FUELSTAT HELP?

FUELSTAT is the most 'simple to use' test available. No special skills or investments are needed to translate the results.

fuel testine Conidia Bioscience Ltd has developed FUELSTAT Resinae Plus, a simple, fast and effective onsite test to determine whether your fuel stocks are contaminated. The introduction of biodiesels has significantly increased the occurrence of microbial contamination. If the issue is not addressed the resulting growth can form a 'sludge' which blocks filters, fuel lines and in worst case scenarios, causes tank corrosion. Fuel quality management is, therefore, becoming a major consideration, particularly in the fuel distribution business. Most fuel and oil distributors and operators conclude that detecting and dealing with the problem by early testing is an efficient, cost effective answer to managing this risk. There are a number of tests on the market to determine the presence of microbial contamination but most require a lengthy analysis period or significant investment in equipment and training. Conidia's FUELSTAT Resinae Plus will deliver accurate results in 10 minutes. FUELSTAT is claimed to be the most 'simple to use' test available on the market. No special skills are required, and no investment is needed in readers to translate the results.

ENGINEERING CRITICAL ASSESSMENT (ECA) SOFTWARE

$2H\,Off shore\,launches\,new\,fracture\,mechanics\,software, Flaw IQ$

2H Offshore, an Acteon company, has designed and launched a new Engineering Critical Assessment (ECA) software: FlawIQ. It is a software that automates both BS7910 and API 579 procedures, making it faster and simpler to perform accurate fatigue assessments for

offshore components. FlawlQ is the only commercially available tool that incorporates both BS7910 and API 579 standards; removing the need for multiple software tools; saving operators both time and money. Key benefits of FlawlQ include the ability for the user to automate

flaw ranges, and to run multiple cases without manual intervention. The program is highly customisable, making it simple to incorporate new solutions and to increase the accuracy for special situations such as HPHT applications. The tool is web-based and features an easy to use online help facility, and access to 2H Offshore's team of ECA engineers for technical



support and training. The software has many applications within the oil and gas industry, with various types of structures including pipelines, pressure vessels and piping, tanks and buildings, in both design and in-service phases.

Exprosigns agreement with StatOil

Expro has secured a new framework agreement with Statoil Petroleum AS in the Norwegian Continental Shelf

DEAL Expro, has secured a new framework agreement with Statoil Petroleum AS in the Norwegian Continental Shelf (NCS). The agreement, for three years with options to extend for three, two-year periods, will see Expro provide subsea services and well control systems. It will deliver its large bore landing string assemblies for completion, workover and intervention projects from both semi-submersibles and jack-up rigs. "We are proud to now be providing subsea landing strings and supporting services for Statoil's key projects in the NCS. Expro are well positioned to support Statoil in Norway with recent investments in a new base and technology – including our \$10m facility in Tananger," Neil Sims, vice president - Europe CIS, said. Last year, Expro secured key contracts with Statoil in Canada and Norway for the provision of surface well testing, subsea safety systems, drill stem testing tools, tubing conveyed perforation, downhole sampling and on-site chemistry services.



Atlas Copco completes first major project in KSA

Atlas Copco Energy Group successfully completes service project using the Tentec bolting equipment



Raudi Arabia, was awarded to Atlas Copco in two parts. The first involved the opening and tightening of manways and the inlet and outlet flanges of critical reactors. In the second, engineers were responsible for the loosening and tightening of bolted joints of heat exchangers, pressure vessels and piping joints. This was a major project for the team and involved good resource planning.

PRODUCT FOCUS

South Africa's Eskom extends the use of Intergraph SmartPlant Solutions for Improved Engineering Design

SmartPlant's rapid, low-risk implementation of pre-configured systems supports key work processes.

Auditable traceability meets regulatory authority demands for demonstrable compliance.

Data handover and validation from projects are managed in a secure and controlled manner.

Collaboration is supported both within the O/O and with contractors and suppliers.

WHERE CAN I BUY IT?

For more information visit http://ppm.intergraph.com/products/enterprise-solutions/smartplant-enterprise-oo.

SELL IT TO ME

Mobile Station extends access to key process information

WHAT IS IT?

Honeywell's Mobile Station extends access to critical process information, historical data, graphics and other key functions to the field. Mobile Station comprises a powerful family of an Experion Process Knowledge System (PKS) application suite and off-the-shelf rugged laptop or tablet computers used for relaying control system information to remote users where and when needed. Whether using Honeywell's eServer or Experion Station connection, these mobile workforce productivity solutions are optimised for specific customer applications, ranging from read-only access over the Intranet by multiple casual users to secure system access for mobile operators. Using a wireless Station tablet or other handheld device, Mobile Station solutions simplify security and minimise performance impact on the control system. This uses existing mobile station displays and HMIWeb technology to eliminate costly and error-prone display reengineering.

HOW DOES IT WORK?

Users connect the process control network via the secured OneWireless Network, Honeywell's industrial wireless local area network. From the tablet PC or laptop, using Microsoft Terminal Services or a web browser, the mobile workforce remotely accesses a server operating one of the Mobile Access applications. The Mobile Access Suite is a comprehensive suite of mobile access applications that meet the many different requirements for delivering information to the field. Mobile Access for eServer Standard provides read-only access to Experion graphics with static data via a web browser. Mobile Access for eServer Premium provides read-only access to Experion graphics with

dynamic data. This is accomplished via a Terminal Client connection to a Remote Engineering and Station Server (RESS) loaded with eServer Premium client and Terminal Services. Mobile Access for Station provides read-only and write access to Experion graphics with dynamic data. This is accomplished via a Terminal Client connection to a Remote Engineering and Station Server (RESS) loaded with Station and Terminal Services.

WHAT PROBLEMS DOES IT SOLVE?

Mobile Station improves operations and maintenance by providing staff with access to process information that they can capture and distribute across the operation. A collaborative decision support environment between the field and the control room can help improve daily operations, emergency response during incidents and improves production uptime. Mobile station also unifies the workspace between the board operator and the field operator. For maintenance staff, mobile workforce productivity solution can capture and distribute data on Honeywell's Asset Manager application or other third party plant asset management applications.

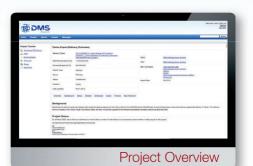


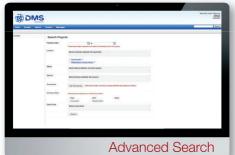
Over 10,000 major projects tracked



The DNA for Success

in over 60 countries across 14 major sectors













KEY FEATURES

- Project Scope and Background
- Track Project Schedules
- Key Personnel Details
- Track Entire Project Lifecycle
- Access Linked Projects
- Access Project Locations
- Advanced Search Features
- Favourites, Notes, Reminders
- Track Updates
- Customized Email Alerts
- Statistics, Analysis & Forecasting
- Data Download
- Project Values and Financing
- Global Network of Researchers
- Customized Research Modules
- · Business Profile of Colleagues

NEW FEATURES

- Customizable Dashboard
- Messaging/Sharing Projects Amongst Your Members Group
- Stream Current Industry News Through Your Dashboard
- Forecast Models by Feasibility & EPC Award Dates
- Compare Contractor Workloads Against Each Other
- 65 Levels of Key Personnel
- Deeper Project Financing Data



Matthew ShowlerPartner – Dubai office
Dentons

Matthew Showler has joined Dentons' Dubai office as a partner in its dispute resolution practice. Having previously worked with King and Wood Mallesons, Showler is a specialist in arbitration and litigation and has acted for financial institutions, multi-national corporations, government bodies, NGOs, heads of states, HNIs and FTSE 100 (or equivalent) companies.



Antoine Rostand Senior Advisor and Board Member, A. T. Kearney

Management consulting firm A. T. Kearney has an-

nounced the appointment of Antoine Rostand as senior advisor and member of the board of the global Energy Practice. Rostand will mainly support clients in the oil and gas sector. He holds an MBA from INSEAD. He began his career in 1986 as an engineer at Schlumberger where he gained extensive knowledge of the oil and gas industry.



David CraneBoard of Directors member
Acwa Power

ACWA Power has appointed David Crane as a director representing ACWA Holding. He has also been appointed as a director of ACWA Guc Işletme Ve Yönetim Sanayi Ve Ticaret Anonimşirketi, ACWA Power's subsidiary in Turkey, which owns its first merchant plant, Kirikkale CCGT IPP. Commenting on the appointment,

Mohammed Abunayyan, Chairman of ACWA Power said: "We're confident that he (Crane) will add valuable new perspectives to ACWA Power's Board."



Karim Abdellaoui

Regional business development manager, Worldwide Recruitment Solutions (WRS)

Global staffing provider Worldwide Recruitment Solutions (WRS) have appointed Karim Abdellaoui to head business development in the Middle East. Abdellaoui, who will be based at WRS' regional headquarters in Abu Dhabi, has over ten years of experience within recruitment, in particular within oil and gas, having previously worked as a regional manager for a major competitor. Abdellaoui, a UK national, joins WRS' regional director Shabana Jawaid, who will be working closely with him to develop WRS' presence in the region.

Majid Hedayatzadeh

Deputy Managing Director National Iranian Oil Co. (NIOC)



anaging director of National Iranian Oil Co. (NIOC) Roknoddin Javadi has appointed Majid Hedayatzadeh as deputy managing director of international affairs at NIOC. According NIOC's website, considering the shifts made in the organisational structure of NIOC, the post of deputy for international affairs has been created. This deputy is expected to coordinate, supervise and guide the companies and directorates active in international affairs, including the National Iranian Gas Exports Co., Naftiran Intertrade Company Sàrl, and directorate of international affairs and the representative office of NIOC in Iraq. Additionally, NIOC has also announced that it might create positions for deputy for exploration and production affairs and deputy for administration and organisational affairs.



IORS

NOTICE BOARD

The latest jobs available in the oil and gas industry

TATWEER PETROLEUM, MANAMA, BAHRAIN

Geological Advisor - Geo Modelling

The advisor is expected to provide geological expertise to validate and incorporate structural, stratigraphic, rock properties, and petrophysics into 3D geocellular modelling projects.

HALLIBURTON, KUWAIT

Associate Technical Professional

An entry level position, where the candidate will provide job design and post job analysis to clients and perform assignments requiring knowledge and application of basic engineering skills and adherence to company policies.

AMEC FOSTER WHEELER, UAE

SP-3D Administrator

The candidate will have the ability to install SP3D software and related softwares and configure for project use, and must also create new project/raise project from client seed files. Relevant experience of 8 to 10 years desirable.

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Kuwait's PIC chairman Al-Farhoud assumes CEO role



NEWROLE Mohammad Al-Farhoud, chairman of Kuwait's Petrochemical Industries Company (PIC), has assumed the role of CEO, succeeding Asaad Al-Saad, who has held the position since 2013. In 2008, Al-Farhoud became deputy managing director of Finance Affairs at Kuwait Petroleum Corporation (KPC), PIC's parent and Kuwait's national energy company overseeing all upstream and downstream operations. Al-Farhoud has been chairman of the board since March 2013, when he was also appointed managing director for finance and planning at KPC. Prior to joining PIC, Al-Farhoud served in a number of roles at KPC since 1986. He has a degree in economics and accounting from Kuwait University. Al-Farhoud retains his responsibilities as PIC chairman and replaces Al-Saad on the Gulf Petrochemicals and Chemicals Association (GPCA) board of directors. "This is an exciting time for PIC," Al-Farhoud says in a message as the new CEO.



MOHAMMAD AL-FARHOUD HAS ALSO BEEN MANAGING DIRECTOR FOR FINANCE AND PLANNING AT KPC, PIC'S PARENT COMPANY, SINCE 2013



Mirko Rubeis joins BCG Middle East's energy practice

NEWMD The Boston Consulting Group has appointed Mirko Rubeis as Partner & Managing Director of BCG Middle East's energy practice, effective immediately. As part of his new role, Rubeis will be working on areas such as refining, petrochemicals, and fuel marketing. Since he first joined BCG in 2007, Rubeis, who is currently based in Dubai, has held several positions within the firm – both in Europe and the Middle East – ranging from consultant to project leader and principal. Rubeis graduated with a degree in Mechanical Engineering from Italy's Roma Tre University. He also holds an MBA from SDA Bocconi.



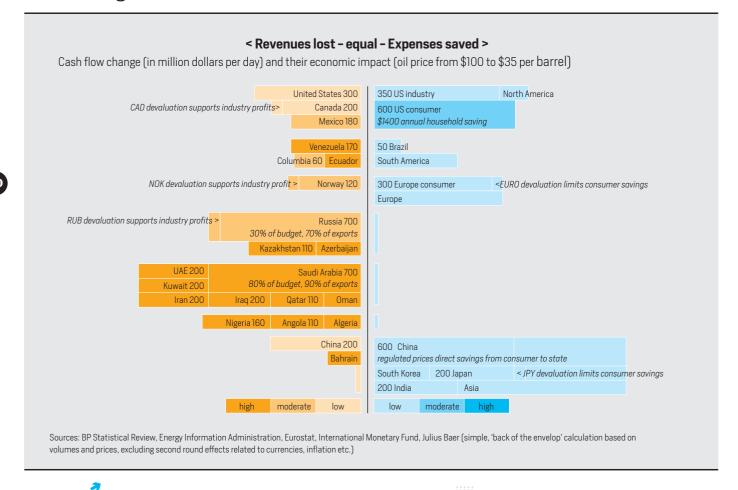
Seatronics announces Janelle Pence as new vice president for USA

POWER WOMAN Seatronics Ltd, an Acteon company, has announced the recruitment of Janelle Pence as vice president for the USA. Pence will be managing and developing Seatronics' business with a particular focus on developing long-term partnerships with the remotely operated vehicle (ROV) and survey community in the Gulf of Mexico. Pence has more than 14 years of experience in the offshore oil and gas industry, with a substantial focus on subsea development. She has held leadership positions in business development, commercial management, strategic planning and general administration, and holds an MBA from Rice University, USA.

Another lost decade in the making Hopes for a successful global oil cut deal brokered for the first time in 15 years are fading, believes Julius Baer's Norbert Ruecker

OIL'S ROUT

The givers and takers of the oil market's massive wealth transfer



About the author
Norbert Ruecker is
the head of
commodities
research at Swiss
private banking firm
Julius Baer.

n the second half of 2014, all possible drivers of the oil market started to point southwards. The shale boom as well as the Iraqi oil boom culminated in massive supply surge. Added to this, the temporary Libyan oil export surge in mid-2014 provided the tipping point for the market balance to shift from under to oversupply.

The main driving force of the slide in oil prices, however, was cost deflation. The initial slide in oil price pushed the industry from scarcity in workers, drilling rigs among others into abundance. And as such, costs deflated, which

was augmented by weakening commodity currencies such as the rouble, the Norwegian Krone or the Canadian Dollar and impressive technology-related productivity gains within the shale industry.

Low oil prices have spurred demand but it was not enough to absorb all crude produced. As a result, unwanted oil went into storage, leading to record stockpiles of over 3bn barrels. Now, the main issue

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we are looking at is the supplies that have been building up for longer than expected. Today's oversupply, and the oil slide, result from structural rather than cyclical reasons. In other words, the decline in oil prices was supply-driven, namely by the US shale boom, rather than driven by weak demand.

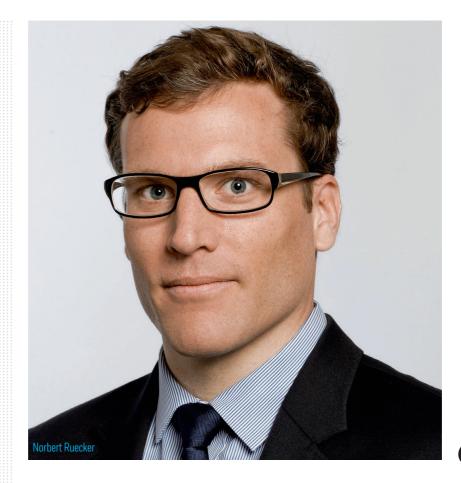
Earlier this year, concerns about global growth and the panic on financial markets were the main forces behind pushing market sentiment in the oil market to very depressed levels. Fear has indeed been a big element in keeping oil prices at the lows we have witnessed. Swings in market sentiment from bearish to bullish, pessimistic to optimistic and vice-versa have always been a driving force of commodity prices.

That said, the past weeks' oil price rally was from our perspective less related to a shift in fundamentals but a recovery of sentiment. The market crowd lost its interest in the supply glut, although oil inventories continued to build in recent weeks and instead focussed on the early signs of declining US oil production. The latest futures market positioning data also shows that many hedge funds closed their bets on further falling prices indicating that the past day's up-move was augmented by short-covering activity.

The stalemate – different players, different interests

Hopes were building up for a global agreement to cut oil production and positively impact the prices. In our perspective, an agreement between the KSA, Qatar, Venezuela and Russia to freeze production at January levels is tenuous as it would freeze - not cut - production, and vague as it is conditional to other producers joining.

The agreement leaves a sour taste, as the outlook for at least Russian and Venezuelan production was in any case flat at best for the year and also as KSA's allies in the GCC, especially Kuwait and the UA,E are not co-brokering the deal. In terms of OPEC, there are too many opposing interests and views to come up with a credible deal. In fact, any petro-nation that will accept to cut supply will lose market share



because either other petro-nations would not join, or should prices increase towards and above \$50 per barrel, the shale producers should ramp up investments, and the shale boom would instantly resume.

Overall, we still believe that the prospects of orchestrated supply cuts remain dim, especially as Iran returns to the market claiming its historic share of the export pie after the lifting of sanctions in January. This return adds supplies at the wrong time; Iran's production and export uptick compensates for the decline in US oil production, leaving the oil market balanced, and in other words still oversupplied.

However, even if there would be a credible supply cut agreement involving the Middle East and Russia, it could only partially offset the running dry of petro dollar cash flows, which increases the incentive to shirk any agreed supply cut. Shale operators would likely respond swiftly by increasing supplies to any significant uptick in oil prices towards and beyond \$50 per barrel. This puts the supply cut rumours into perspective and reveals how the oil market has changed with the currently fading super cycle.

Another important country that continues to shape the oil market is China, which consumes more than 10mn barrels per day in a market of 95mn bpd. So China matters, less from an absolute perspective, but more from a growth perspective. Significant parts of future oil demand growth come from China and Southeast Asia more broadly, which is very much dependent on China's economic well-being. This growth dependence explains why the oil market's sentiment is closely related to China's growth outlook and the concerns surrounding it. Global oil demand growth is pivotal to rebalance the oil market and erase the supply glut. Therefore, China matters although the US and Europe still are far bigger oil consumers. \bigcirc

PROJECT SCOPE

The Barzan gas project will produce some 1.5bn cubic feet per day of sales gas dedicated for Qatar's growing domestic gas consumption.

The scope of work for the offshore package includes:

- three unmanned offshore wellhead platforms
- riser tower platforms
- power supply to existing offshore platforms
- subsea intrafield pipelines
- two 34-inch, 72-kilometre-long wet gas pipelines running to the shore
- two 28-inch intrafield pipelines of six kilometres and nine kilometres
- two 34-inch onshore gas export pipelines to the inlet gas reception facilities

Contractors expect Barzan to develop the 6.2bn cubic feet per day (cf/d) structure in three phases.

- The winning bidder for the first phase will build two onshore gas processing trains by the end of 2013, with a combined capacity of 1.7bn cf/d
- The second phase will deliver a further 2bn cf/d
- The third phase another 2.5bn cf/d of gas

The Barzan project aims to meet the natural gas requirements of Qatar's power and water generating companies.

FAST FACTS

Name of Client

Qatar Petroleum (QP) ExxonMobil

Estimated Budget (\$ US)

10,300,000,000

Facility Type

Gas Field Development

Status

Construction

Location

North Field

Project Start

Q4-2007

End Date

Q4-2021

Last Updated

24-12-2015

FEED

Chiyoda Corp.

McDermott International

Main Contractor

JGC Corp.

Hyundai Heavy Industries

Award Date 04-2010

PROJECT FINANCE

The shareholding structure is as follows:

- QP, 90%
- ExxonMobil, 10%

In mid-October 2009, Qatar Petroleum (QP) and ExxonMobil sought to appoint a financial adviser for the \$8bn Barzan project.

The two project sponsors held meetings in mid-September 2009 with the following banks about the financial adviser mandate:

- HSBC (UK)
- Royal Bank of Scotland (UK)
- BNP Paribas (France)

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Date	Status
Mar 2016	Train 1 and Train 2 are nearing completion and is expected to be fully operational by Q2 of 2016. The combined supply of around 2bn standard cubic feet per day of sales gas will be directed to the power and water sector.
Dec 2015	According to the the Ministry of Development Planning and Statistics, the Barzan Gas project slightly stretches its timeline. The project is nearing completion and is to become operational early 2016 with full output the following year.
Oct 2015	Barzan's first production is expected on time by year end, meeting Qatar's domestic gas consumption which grew by 80 percent in the last five years, from 24.9bn cubic metres (bcm) in 2009 up to 44.8bcm in 2014.
Jul 2015	Full controlling stake acquired for LNG vessels Milaha Ras Laffan and Milaha Qatar, which have both been chartered to Rasgas for 25 years since 2004 and 2006 respectively.
Jun 2015	With the country's hydrocarbon sector expanding by 1.3 percent in Q4 2014, the Ministry of Development Planning and Statistics states that Barzan gas project will boost the country's upstream hydrocarbon output, rebounding Qatar's crude oil production.
Feb 2015	Train 1 is due for first production of clean-burning natural gas in the second quarter of 2015. Train 2 scheduled for completion by end of 2015. Once completed, the two trains will produce around 1.4bn standard cubic feet a day (bcfd) of sales gas.
Sep 2014	The pipe measurement survey and pipe fit-up have been completed by Optical Metrology Services (OMS).
Apr 2014	Four offshore platform topside modules, with total weight of 9,500 tones have been installed.
Apr 2014	More than 80% of the work on onshore and offshore packages are completed.
Jan 2014	80 percent of the construction works for the first phase of the offshore facilities has been completed. Completion of the scheme is expected in third quarter of 2014.
Sep 2013	Four topside modules for the offshore facility weighing a total of 9,500 tonnes, which include three wellhead platforms and an additional living quarters module expected to be installed within 2 months after arriving from South Korea to Qatar North Field.
Aug 2013	RasGas announces the completion of offshore drilling for 30 development wells.
Jul 2013	Work on onshore and offshore packages are 40% completed.
May 2013	Onshore and offshore phase 3 still under the study stage.
Jul 2012	The project progressed to the construction phase with fabrication in Ulsan, South Korea and installation in Qatar late 2012.
Apr 2012	Project commenced the engineering phase in Malaysia and Singapore.
Dec 2011	Qatar Petroleum has completed a \$10.4bn financing on the project.
Nov 2011	Engineering works and site preparations have commenced.
Jan 2011	The EPC contract for the onshore package is awarded to JGC Corp at \$170 million.
Dec 2010	EPC bids for the onshore package are under evaluation.
Nov 2010	The EPC contract for the offshore package is awarded to South Korea's Hyundai Heavy Industries (\$45 million).
Nov 2010	Commercial proposals are submitted for the onshore EPC package.
Jul 2010	The submission date for the onshore technical bids has been pushed back to August 20, 2010. Commercial proposals are due in by the fourth quarter of 2010.
Jul 2010	Technical proposals for the offshore package were submitted by: Hyundai Heavy Industries (South Korea) J.Ray McDermott (Jebel Ali-based) National Petroleum Construction Company UAE- Saipem (Italy)
Jul 2010	The cut-off date to submit technical bids for the onshore package is August 13, 2010.

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Project	Country	City	Facility	Budget	Status	Completion Date
ADCO – Nitrogen Gas Injection (NGI)	U.A.E.	Abu Dhabi	Gas Production	50,000,000	Construction	2015-Q3
ADCO- Bab TH-F Peripheral Development	U.A.E.	Abu Dhabi	Nitrogen	400,000,000	FEEDITB	2017-Q4
ADCO – Bu Hasa Shuaiba South – Gas Lift Network	U.A.E.	Abu Dhabi	Gas Network	800,000,000	Engineering & Procurement	2018-Q1
ADGAS – Das Island – Fuel Distribution Sulphur Recovery (Phase 4)	U.A.E.	Abu Dhabi	Oil & Gas Field	491,000,000	FEED	2018-Q1
ADGAS – Das Island Flaring & Emission Reduction (Package 2 & 3)	U.A.E.	Das Island	Gas Production	100,000,000	Construction	2018-Q1
ADGAS – Das Island Pentane Storage Facility	U.A.E.	Das Island	Gas Storage Tanks	65,000,000	Construction	2015-Q2
ADGAS- Integrated Facilities Project (IGD-S) Expansion Phase 4	U.A.E.	Abu Dhabi	Gas Field Development	1,057,000,000	EPC ITB	2017-Q3
ADGAS- Integrated Gas Development (IGD) - Expansion (Overview)	U.A.E.	Abu Dhabi	Gas Field Development	1,057,000,000	Engineering & Procurement	2019-Q1
ADGAS- Integrated Gas Development (IGD) – Expansion (Phase 1)	U.A.E.	Abu Dhabi	Gas Field Development	1,057,000,000	Construction	2017-Q3
ADGAS- Integrated Gas Development (IGD) – Expansion (Phase 2)	U.A.E.	Abu Dhabi	Gas Field Development	1,057,000,000	EPC ITB	2019-Q1
ADMA OPCO-Nitrogen Plant Upgrade	U.A.E.	Abu Dhabi	Nitrogen	55,000,000	Design	2017-Q1
ADMA-OPCO - Das Island Flares Modifications - Revamp Project	U.A.E.	Das Island	Gas Processing	50,000,000	Construction	2015-Q2
ADMA-OPCO - Nasr Full Field Development - (Overview)	U.A.E.	Nasr Field	Oil Field Development	3,500,000,000	Construction	2018-Q4
ADMA-OPCO - SARB Offshore Oil Field Development - Package 2	U.A.E.	Abu Dhabi	Oil & Gas Field	500,000,000	Construction	2016-Q4
ADMA-OPCO - SARB Offshore Oil Field Development - Package 3	U.A.E.	Abu Dhabi	Gas Pipeline	300,000,000	Construction	2015-Q3
ADMA-OPCO - SARB Offshore Oil Field Development - Package 4	U.A.E.	Abu Dhabi	Gas Processing	500,000,000	Construction	2017-Q3
ADMA-OPCO - Zakum Facilities for 4 Gas Injectors	U.A.E.	Abu Dhabi	Gas Production	100,000,000	Construction	2016-Q1
Bahrain LNG WLL - Liquefied Natural Gas Receiving and Regasification Terminal	Bahrain	Hidd	Liquefied Natural Gas (LNG)	660,000,000	Engineering & Procurement	2018-Q3
Banagas – Central Gas plant 3	Bahrain	Sitra	Gas Treatment Plant	600,000,000	Engineering & Procurement	2018-Q2
Banagas - Fuel Pipelines and Storage Facilities Expansion	Bahrain	Sitra	Gas Storage Tanks	80,000,000	EPC ITB	2017-Q4
Borouge - Borouge III - Flare Gas Recovery	U.A.E.	Abu Dhabi	Gas Processing	150,000,000	Construction	2015-Q3
BP – Block 61 – Khazzan and Makarem Gas Fields Development	Oman	Oman	Gas Field Development	24,000,000,000	Construction	2022-Q1
BP – Block 61 – Khazzan Gas Fields Development – Phase 1 – Central Processing Facility	Oman	Al Dahirah	Gas Processing	1,200,000,000	Construction	2017-Q2
BP – Block 61 – Khazzan Gas Fields Development – Phase 1 – Overview	Oman	Al Dahirah	Gas Field Development	15,000,000,000	Construction	2017-Q4
BP – Block 61 – Khazzan Gas Fields Development – Phase 1 – Package 1	Oman	Al Dahirah	Gas Field Development	1,500,000,000	Construction	2018-Q4
BP – Block 61 – Khazzan Gas Fields Development – Phase 1 – Package 2	Oman	Al Dahirah	Gas Field Development	130,000,000	Construction	2017-Q3
Dana Gas - Zora Gas Field	U.A.E.	Sharjah	Gas Exploration	100,000,000	Construction	2016-Q4
DNO - Block 8 Oil & Gas Field Development	Oman	West Bukha	Gas Field	45,000,000	Construction	2018-Q4
Emirates LNG – Fujairah LNG	U.A.E.	Fujairah	Liquefied Natural Gas (LNG)	3,000,000,000	EPC ITB	2016-Q3
GASCO – Abu Dhabi Sales Gas Network– Compression Station	U.A.E.	Abu Dhabi	Gas Pipeline	900,000,000	EPC ITB	2018-Q2
GASCO - Black Powder Management	U.A.E.	Abu Dhabi	Gas Pipeline	44,000,000	Construction	2017-Q4
GASCO – Habshan to Ruwais – 16 inch Condensate Replacement Pipeline	U.A.E.	Abu Dhabi	Gas Pipeline	90,000,000	Construction	2015-Q4
GASCO – Integrated Gas Development (IGD) – Expansion (Onshore Pipeline)	U.A.E.	Abu Dhabi	Gas Production	12,000,000,000	Engineering & Procurement	2016-Q4
GASCO - Yas - Mina Zayed Gas Pipeline	U.A.E.	Abu Dhabi	Gas Processing	45,000,000	Construction	2015-Q1
GASCO- Gas Turbine Replacement (Phase 1 - Asab & Buhasa)	U.A.E.	Abu Dhabi	Gas Processing	130,000,000	FEED	2017-Q4
GASCO- Habshan 5 - New Compression Train	U.A.E.	Abu Dhabi	Gas Processing	800,000,000	EPCITB	2018-Q1

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Project	Country	City	Facility	Budget	Status	Completion Date
GASCO- Taweelah Compression Station	U.A.E.	Abu Dhabi	Gas Processing	700,000,000	FEED	2018-Q4
Kuwait Gulf Oil Company (KGOC) - Central Gas Utilization Project	Kuwait	Wafra	Gas Processing	1,000,000,000	FEED	2018-Q1
Kuwait National Petroleum Company (KNPC) – Acid Gas Removal Plant	Kuwait	Ahmadi	Acid Gas	522,176,000	Construction	2016-Q1
Kuwait National Petroleum Company (KNPC) – Fifth Gas Train in Mina Al Ahmadi Refinery	Kuwait	Mina Al Ahmadi	Gas Production	2,000,000,000	Engineering & Procurement	2017-Q4
Kuwait National Petroleum Company (KNPC) – LNG Import and Regasification Terminal	Kuwait	Al Zour	Liquefied Natural Gas (LNG)	333,000,000	Engineering & Procurement	2018-Q4
Kuwait National Petroleum Company (KNPC) – LNG Storage & Re-gasification Services	Kuwait	Mina Al Ahmadi	Liquefied Natural Gas (LNG)	250,000,000	Construction	2016-Q2
Kuwait National Petroleum Company (KNPC) – Mutla Ridge Project	Kuwait	Mutla Ridge	Oil Storage Tanks	1,000,000,000	Feasibility Study	2019-Q4
Kuwait National Petroleum Company (KNPC) – Sulphur Recovery Units – Mina Abdulla Refinery	Kuwait	Mina Abdullah	Sulphur Recovery	1,000,000,000	EPC ITB	2018-Q2
Kuwait National Petroleum Company (KNPC) – Sulphur Recovery Units – Mina Al Ahmadi Refinery	Kuwait	Mina Al Ahmadi	Sulphur Recovery	50,000,000	EPC ITB	2018-Q2
Kuwait Oil Company (KOC) – Booster Station 171 (BS-171)	Kuwait	West Kuwait	Gas Gathering Centre	950,000,000	Construction	2015-Q4
Kuwait Oil Company (KOC) – Manifold Gathering System – Gathering Centers (GC) 29, 30, 31	Kuwait	Northern Kuwait	Gas Gathering Centre	2,500,000,000	Construction	2017-Q4
Kuwait Oil Company (KOC) – Replacement of HIC Affected Equipment in Gathering Centres 3,4,7,8 & 21	Kuwait	Ahmadi	Gas Gathering Centre	50,000,000	Construction	2015-Q2
MASDAR - Carbon Dioxide Capture and Storage - Phase I (Mussafah Steel Rolling Mill)	U.A.E.	Abu Dhabi	Carbon Dioxide	280,000,000	Construction	2016-Q1
MASDAR – Carbon Dioxide Capture and Storage – Phase I (Overview)	U.A.E.	Abu Dhabi	Carbon Dioxide	2,500,000,000	Construction	2016-Q1
NOGA – Gazprom – Liquefied Natural Gas (LNG) distribution centre	Bahrain	Various	Liquefied Natural Gas (LNG)	600,000,000	Feasibility Study	2018-Q2
NOGA - Onshore Deep Gas Exploration	Bahrain	Various	Gas Exploration	200,000,000	Engineering & Procurement	2015-Q4
Oman Gas Company – Murayrat PLS Upgrade	Oman	Adam Ad Dakhliya	Gas Processing	100,000,000	Engineering & Procurement	2017-Q4
Oman Gas Company – Muscat Gas Network	Oman	Muscat	Gas Network	100,000,000	FEEDITB	2020-Q1
Oman Gas Company – Salalah Loopline	Oman	Salalah	Gas Pipeline	70,000,000	Engineering & Procurement	2017-Q2
Oman Gas Company – Salalah LPG Extraction	Oman	Salalah	Liquefied Petroleum Gas (LPG)	100,000,000	FEED	2019-Q2
Orpic - Liwa Plastics Industries Complex (LPIC) - NGL Extraction Units	Oman	Sohar	Natural Gas Liquefaction (NGL)	400,000,000	Engineering & Procurement	2019-Q1
Oryx GTL – Expansion of Gas To Liquids Plant	Qatar	Ras Laffan	Gas to Liquids (GTL)	1,500,000,000	Feasibility Study	2019-Q4
PDO - Amal Steam Phase 1C Surface Facilities	Oman	Amal Oilfield	Gas Field Development	80,000,000	EPC ITB	2018-Q1
PDO - Ghaba North Gas Field Re-Development	Oman	Northern Oman	Gas Field Development	250,000,000	Engineering & Procurement	2016-Q1
PDO - Khulud Tight Gas Development Project (KLD)	Oman	Kauther Field	Gas Field Development	100,000,000	Feasibility Study	2021-Q4
PDO - Rabab-Harweel Integrated Plant (RHIP)	Oman	Harweel	Gas Processing	3,000,000,000	Construction	2018-Q4
PDO - Saih Nihayda Condensate Stabilization Plant	Oman	Saih Nihayda	Gas Treatment Plant	100,000,000	Construction	2016-Q3
PDO - SRCPP & SNGP Condensate Recovery Maximisation	Oman	Saih Nihayda	Gas Processing	300,000,000	Construction	2017-Q1
PDO - Yibal Depletion Compression - Phase 3 (Y3DC)	Oman	Yibal	Gas Processing	300,000,000	Construction	2016-Q4
PDO - Zauliah Gas Plant Project	Oman	Al Wusta	Gas Processing	110,000,000	Construction	2016-Q1
Qatar Petroleum (QP) - Air Compressor Replacement at Mesaieed Refinery	Qatar	Mesaieed	Gas Processing	50,000,000	Construction	2016-Q4
Qatar Petroleum (QP) – Bi-directional Pipeline Between KM and KS	Qatar	Doha	Gas Pipeline	80,000,000	Construction	2015-Q3
Qatar Petroleum (QP) – Vapour Recovery System at Multi Product Berth	Qatar	Mesaieed	Gas Processing	50,000,000	FEED	2017-Q2
RasGas - Qatar Barzan Gas Field Development Project (Overview)	Qatar	North Field	Gas Field Development	10,300,000,000	Construction	2021-Q4
RasGas - Qatar Barzan Gas Field Development Project - Offshore - Phase 2	Qatar	North Field	Gas Field Development	700,000,000	Engineering & Procurement	2019-Q4
RasGas – Qatar Barzan Gas Field Development Project – Offshore – Phase 3	Qatar	North Field	Gas Field Development	300,000,000	Engineering & Procurement	2023-Q4
RasGas – Qatar Barzan Gas Field Development Project – Onshore – Phase 1	Qatar	North Field	Gas Field Development	1,700,000,000	Construction	2016-Q1
RasGas - Qatar Barzan Gas Field Development Project - Onshore - Phase 2	Qatar	North Field	Gas Field Development	2,000,000,000	Feasibility Study	2019-Q4
Saudi Aramco – Arabiyah and Hasbah Gas Field Development	0 1:4 1:	A I I	C++ F:+IJ	0.000.000.000	Construction	2019-Q1
Sadul Alanico Alabiyan and Hassan Gas Held Development	Saudi Arabia	Arabiyah	Gas Field	3,000,000,000	Construction	2019-Q1

ADCO- Qusahwira Field Development - Phase 2

ADGAS - Das Island - Fuel Distribution Sulphur Recovery (Phase 4)

ADMA OPCO - Nasr Full Field Development - Phase 2 (Package 3)

 ${\tt ADMA\,OPCO-Nasr\,Full\,Field\,Development-Phase\,2} \ ({\tt Package\,2-Platforms})$

ADCO- South East Asset- Tie-in Project

Project	Country	City	Facility	Budget	Status	Completion Date
Saudi Aramco - Duba-1 Gas field	Saudi Arabia	Red Sea	Gas Field	25,000,000,000	Feasibility Study	2016-Q3
Saudi Aramco – Fadhili Gas Plant – Main Processing Facilities (Package 1)	Saudi Arabia	Eastern Region	Gas Treatment Plant	2,500,000,000	Engineering & Procurement	2021-Q1
Saudi Aramco - Fadhili Gas Plant - Offsites & Utilities (Package 3)	Saudi Arabia	Eastern Region	Gas Field	2,000,000,000	Engineering & Procurement	2021-Q1
Saudi Aramco - Fadhili Gas Plant - Sulphur Recovery Unit SRU (Package 2)	Saudi Arabia	Eastern Region	Gas Treatment Plant	2,500,000,000	Engineering & Procurement	2021-Q2
Saudi Aramco - Fadhili Plant (Overview)	Saudi Arabia	Eastern Region	Gas Field	5,000,000,000	Construction	2021-Q1
Saudi Aramco – Liquefied Gas Station For Shadqam & Al Othmania Gas Plants	Saudi Arabia	Abqaiq	Natural Gas Liquefaction (NGL)	74,000,000	Engineering & Procurement	2018-Q3
Saudi Aramco - Liquefied Natural Gas (LNG) Receiving Terminal	Saudi Arabia	Jeddah	Liquefied Natural Gas (LNG)	1,000,000,000	Feasibility Study	2017-Q3
Saudi Aramco - Master Gas System Expansion (MGSE) (Overview)	Saudi Arabia	Various	Natural Gas Liquefaction (NGL)	4,050,000,000	Construction	2020-Q1
Saudi Aramco – Master Gas System Expansion (MGSE) – Phase I	Saudi Arabia	Various	Gas Pipeline	1,650,000,000	Construction	2020-Q1
Saudi Aramco - Midyan Gas Processing Plant	Saudi Arabia	Tabuk	Gas Processing	800,000,000	Construction	2016-Q2
SaudiAramco-UnconventionalGasProgram-TightGasProductionSystemsA	Saudi Arabia	Turaif	Gas Field Development	200,000,000	Construction	2020-Q4
SaudiAramco-UnconventionalGasProgram-TightGasProductionSystemsAandB(Overview)	Saudi Arabia	Turaif	Gas Field Development	3,500,000,000	Construction	2020-Q4
SaudiAramco-UnconventionalGasProgram-TightGasProductionSystemsB	Saudi Arabia	Turaif	Gas Field Development	800,000,000	Engineering & Procurement	2020-Q4
Shell - Pearl GTL Scheme - Onshore & Offshore Facilities	Qatar	Qatar	Natural Gas Liquefaction (NGL)	20,000,000,000	Construction	2019-Q3
Takreer- Hamriya Jetty and Pipeline Network Project - Marine Works 2	U.A.E.	Hamriyah	Oil Storage Tanks	250,000,000	Construction	2014-Q4
Tatweer Petroleum – Central Gas Dehydration Facilities	Bahrain	Awali	Gas Processing	100,000,000	Engineering & Procurement	2018-Q3
VOPAK HORIZON – Fujairah Oil Terminal Expansion (Phase 7)	U.A.E.	Fujairah	Gas Storage Tanks	200,000,000	Engineering & Procurement	2015-Q2
ZADCO - Upper Zakum Full Field Development - 750 Project - Surface Facilities - EPC1	U.A.E.	Zakum	Oil Field Development	1,300,000,000	Construction	2017-Q4
${\tt ZADCO-UpperZakumFullFieldDevelopment-750Project-SurfaceFacilities-EPC2}$	U.A.E.	Zakum	Oil Production	4,200,000,000	Construction	2017-Q4
${\tt ZADCO-750~West~Region-Capacity~Expansion~\&~Sulphate~Reduction~Plant-EPC~3}$	U.A.E.	Zirku	Oil & Gas Field	300,000,000	EPC ITB	2019-Q1
Tatweer Petroleum – Central Gas Dehydration Facilities	Bahrain	Awali	Gas Processing	100,000,000	Engineering & Procurement	2018-Q3
VOPAK HORIZON – Fujairah Oil Terminal Expansion (Phase 7)	U.A.E.	Fujairah	Gas Storage Tanks	200,000,000	Engineering & Procurement	2015-Q2
$ZADCO-Upper\ Zakum\ Full\ Field\ Development-750\ Project-Surface\ Facilities-EPC1$	U.A.E.	Zakum	Oil Field Development	1,300,000,000	Construction	2017-Q4
ZADCO – Upper Zakum Full Field Development – 750 Project – Surface Facilities – EPC 2	U.A.E.	Zakum	Oil Production	4,200,000,000	Construction	2017-Q4
ZADCO-750 West Region-Capacity Expansion & Sulphate Reduction Plant-EPC 3	U.A.E.	Zirku	Oil & Gas Field	300,000,000	EPCITB	2019-Q1
GCC OIL - MARCH 2016						
Project	Country	City	Facility	Budget	Status	Completion Date
ADCO - Bab Far North CO2 Injection Pilot Project	U.A.E.	Bab Habshan	Oil Field Development	305,000,000	Construction	2016-Q4
ADCO - Mender Field Development	U.A.E.	Abu Dhabi	Oil Field Development	200,000,000	Construction	2018-Q3
ADCO - Nitrogen Gas Injection (NGI)	U.A.E.	Abu Dhabi	Gas Production	50,000,000	Construction	2015-Q3
ADCO - North East Bab (NEB) - (Al Dabbiya) ASR	U.A.E.	Abu Dhabi	Oil Production	2,500,000,000	FEED	2020-Q1
ADCO - North East Bab (NEB) - Phase 3 (Al Dabbiya)	U.A.E.	Abu Dhabi	Oil Production	2,500,000,000	Construction	2017-Q4
ADCO - North East Bab (NEB) - Phase 3 (Rumaitha-Shanayel)	U.A.E.	Abu Dhabi	Oil Production	2,500,000,000	Construction	2017-Q4
ADCO – Rumaitha North CO2 Injection Project	U.A.E.	Rumaitha	Oil Field Development	500,000,000	Construction	2016-Q4
ADCO - South East Asset-Sahil Field Development - Phase 2	U.A.E.	Abu Dhabi	Oil Field Development	800,000,000	Construction	2016-Q3
ADCO- Bab Integrated Facilities Project- Expansion	U.A.E.	Bab	Oil Field Development	3,000,000,000	EPCITB	2020-Q1
ADCO- Bab TH-F Peripheral Development	U.A.E.	Abu Dhabi	Nitrogen	400,000,000	FEEDITB	2017-Q4
ADCO – Fujairah MOT – Hydraulic Pressure Recovery System Turbine	U.A.E.	Fujairah	Oil Field Development	800,000,000	FEED	2017-Q1

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Abu Dhabi

Abu Dhabi

Abu Dhabi

Abu Dhabi

Abu Dhabi

Oil Field Development

Oil Field Development

Oil Field Development

Oil Field Development

Oil & Gas Field

900,000,000

650,000,000

491,000,000

200,000,000

20,000,000,000

EPC ITB

Engineering & Procurement

Engineering & Procurement

Engineering & Procurement

2018-Q3

2018-Q1

2018-Q1

2018-Q4

2018-Q4

U.A.E.

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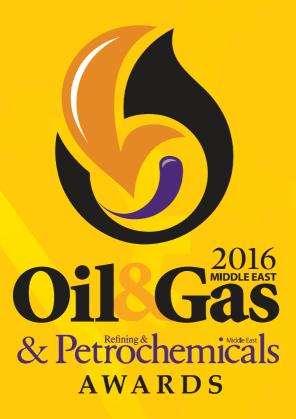
U.A.E.

Project	Country	City	Facility	Budget	Status	Completion Date
ADMA OPCO- Nasr Full Field Development - Phase 2 (Package 1 - Wellheads and Pipeline)	U.A.E.	Abu Dhabi	Oil Field Development	900,000,000	Construction	2018-Q4
ADMA OPCO-Umm Shaif Oil Network Expansion	U.A.E.	Abu Dhabi	Oil Field Development	300,000,000	EPCITB	2019-Q4
ADMA-OPCO - 100 MBD DAS Facilities Upgrade Project	U.A.E.	Abu Dhabi	Oil Field Development	48,000,000	Construction	2014-Q3
ADMA-OPCO - Das Island Flares Modifications - Revamp Project	U.A.E.	Das Island	Gas Processing	50,000,000	Construction	2015-Q2
ADMA-OPCO - Nasr Full Field Development - (Overview)	U.A.E.	Nasr Field	Oil Field Development	3,500,000,000	Construction	2018-Q4
ADMA-OPCO - SARB Offshore Oil Field Development - Package 2	U.A.E.	Abu Dhabi	Oil & Gas Field	500,000,000	Construction	2016-Q4
ADMA-OPCO - SARB Offshore Oil Field Development - Package 3	U.A.E.	Abu Dhabi	Gas Pipeline	300,000,000	Construction	2015-Q3
ADMA-OPCO - SARB Offshore Oil Field Development - Package 4	U.A.E.	Abu Dhabi	Gas Processing	500,000,000	Construction	2017-Q3
ADMA-OPCO - Umm Al Lulu Field Development - (Overview)	U.A.E.	Umm Al Lulu	Oil Field Development	2,500,000,000	Construction	2018-Q1
ADMA-OPCO - Umm Al Lulu Field Development - Package 1	U.A.E.	Abu Dhabi	Oil Field Development	2,500,000,000	Construction	2018-Q1
ADMA-OPCO - Umm Al Lulu Field Development - Package 2	U.A.E.	Abu Dhabi	Oil Field Development	2,500,000,000	Construction	2015-Q4
ADMA-OPCO - Umm Shaif Infield Pipelines Replacement	U.A.E.	Umm Shaif	Oil Field Development	500,000,000	EPC ITB	2015-Q4
ADMA-OPCO - Zakum Facilities for 4 Gas Injectors	U.A.E.	Abu Dhabi	Gas Production	100,000,000	Construction	2016-Q1
ADMA-OPCO-Lower Zakum - Oil Lines Replacement (Phase 1) ADMOC & EMAPAT - Evisirah Terminal Expansion Phase 3	U.A.E.	Zakum	Pipeline Oil Storage Tanks	950,000,000 40,000,000	Construction Feacibility Study	2016-Q4 2018-Q4
ADNOC & EMARAT – Fujairah Terminal Expansion Phase 3 ADNOC – Dalma Field	U.A.E.	Fujairah Abu Dhabi	Oil Field Development	800,000,000	Feasibility Study FEED ITB	2020-04
ADOC - Hail Offshore Oilfield	U.A.E.	Abu Dhabi	Oil Field Development	500.000.000	Engineering & Procurement	2020-Q4 2018-Q3
ADOC - Mubaraz Field Expansion	U.A.E.	Abu Dhabi	Oil Field Development	500,000,000	FEED ITB	2017-Q4
BAC – Bahrain International Airport Modernization Program – New Aviation Fuel Farm & Fuel Hydrant	Bahrain	Muharraq	Oil Storage Tanks	200,000,000	EPCITB	2017-Q4
Bapco - Offshore Blocks	Bahrain	Various	Exploration	80,000,000	EPCITB	2020-Q2
BPGIC - Fujairah Oil Terminal (Phase 1 & 2)	U.A.E.	Fujairah	Oil Storage Tanks	200,000,000	Construction	2017-Q1
Duqm Petroleum Terminal Company - Duqm Liquid Jetty	Oman	Duqm	Oil Storage Terminal	1,000,000,000	EPCITB	2018-Q4
${\tt DuqmPetroleumTerminalCompany-DuqmLiquidJetty-TopsideFacilities}$	Oman	Duqm	Oil Storage Terminal	250,000,000	EPCITB	2018-Q4
Fujairah Port - Port Facilities Expansion	U.A.E.	Fujairah	Oil Storage Tanks	100,000,000	Construction	2015-Q4
GASCO – Integrated Gas Development (IGD) – Expansion (Onshore Pipeline)	U.A.E.	Abu Dhabi	Gas Production	12,000,000,000	Engineering & Procurement	2016-Q4
GASCO - Yas - Mina Zayed Gas Pipeline	U.A.E.	Abu Dhabi	Gas Processing	45,000,000	Construction	2015-Q1
GASCO-Integrated Gas Development - Expansion (42 Inch Pipeline)	U.A.E.	Abu Dhabi	Oil Field Development	12,000,000,000	Construction	2018-Q4
Gulf Petrochem – Oil Storage Terminal Facility at Fujairah – Phase 2	U.A.E.	Fujairah	Oil Storage Tanks	300,000,000	Feasibility Study	2016-Q4
Hydrocarbon Finder – Block 7 Onshore Exploration and Production	Oman	Al Wusta	Exploration	50,000,000	Engineering & Procurement	2019-Q1
IPIC - Fujairah Refinery (EPC1&2)	U.A.E.	Fujairah	Refinery	3,500,000,000	EPCITB	2018-Q4
Kuwait National Petroleum Company (KNPC) – Discharge of Treated Effluent	Kuwait	Various	Pipeline	100,000,000	Feasibility Study	2018-Q4
Kuwait National Petroleum Company (KNPC) – Mutla Ridge Project	Kuwait	Mutla Ridge	Oil Storage Tanks	1,000,000,000	Feasibility Study	2019-Q4
Kuwait National Petroleum Company (KNPC) – New Depot At Matlaa	Kuwait	Northern Kuwait	Oil Storage Tanks	500,000,000	EPCITB	2019-Q4
Kuwait Oil Company (KOC) – Jurassic Early Production Facility (EPF) – Phase 2	Kuwait	Northern Kuwait	Oil Production	100,000,000	EPCITB	2017-Q3
Kuwait Oil Company (KOC) – Jurassic Oil and Gas Field Development	Kuwait	Northern Kuwait	Oil & Gas Field	1,300,000,000	EPCITB	2018-Q2
Kuwait Oil Company (KOC) – Kuwait Environmental Remediation Program (KERP) – North Package	Kuwait	Northern Kuwait	Oil & Gas Field	100,000,000	Construction	2021-Q4
Kuwait Oil Company (KOC) – Kuwait Environmental Remediation Program (KERP) – Overview	Kuwait	Kuwait	Oil & Gas Field	3,000,000,000	Construction	2021-Q4
Kuwait Oil Company (KOC) - Maintenance of Northern Crude Oil Production Facilities	Kuwait	Northern Kuwait	Oil Production	200,000,000	Construction	2015-Q3
Kuwait Oil Company (KOC) - Maintenance of Southern Oil Production Facilities	Kuwait	Kuwait South	Oil Production	150,000,000	EPCITB	2017-Q3
Kuwait Oil Company (KOC) - Maintenance of Western Crude Oil Production Facilities	Kuwait	West Kuwait	Oil Production	200,000,000	Construction	2015-Q2
Kuwait Oil Company (KOC) - Offshore Exploration of Kuwait Bay and Divided Zone	Kuwait	Various	Oil Field Development	900,000,000	Engineering & Procurement	2017-Q2
Kuwait Oil Company (KOC) - Operation and Maintenance of Wara Pressure Facilities	Kuwait	Southeast Kuwait	Oil Field Development	500,000,000	EPC ITB	2017-Q3
Kuwait Oil Company (KOC) – Operation and Maintenance of Wala Fressore Facilities Kuwait Oil Company (KOC) – Ratga Lower Fars Heavy Oil Development – Phase 1	Kuwait	Northern Kuwait	Steam Injection	4,500,000,000	Construction	2017-Q3 2019-Q2
Kuwait Oil Company (KOC) – Soil Remediation Services – Lot A	Kuwait	Kuwait	Oil & Gas Field	100,000,000	Construction	2017-Q3

Project	Country	City	Facility	Budget	Status	Completion Date
Kuwait Oil Company (KOC) / Exxon Mobil Corporation – Ratqa Lower Fars Heavy Oil Handling Facilities – Drilling Package	Kuwait	Jahra	Oil Field Development	500,000,000	Construction	2018-Q2
Kuwait Petroleum Corporation (KPC) – Northern Oil Field Development	Kuwait	Northern Kuwait	Oil Field Development	900,000,000	EPC ITB	2017-Q1
Masirah Oil Ltd – Block 50 (Masirah Bay Offshore) – Exploration	Oman	Masirah Basin	Exploration	25,000,000	Construction	2020-Q1
Medco Arabia – Block 56 Onshore Exploration and Production	Oman	Adam Ad Dakhliya	Exploration	20,000,000	Engineering & Procurement	2020-Q4
10G – Block 54 Onshore Exploration and Production	Oman	Al Wusta	Exploration	50,000,000	Engineering & Procurement	2020-Q3
MOG – Block 55 Onshore Exploration and Production	Oman	Al Wusta	Exploration	45,000,000	Engineering & Procurement	2019-Q1
lational Shipping Company of Saudi Arabia (Bahri) - VLCC Construction	Saudi Arabia	Various	Very Large Crude Carriers (VLCCs)	1,000,000,000	Construction	2017-Q4
OCEP - Block 60 Concession - Onshore	Oman	Oman	Oil & Gas Field	1,100,000,000	Engineering & Procurement	2020-Q4
Orpic – Long Residue (LR) Line at Mina Al Fahal Refinery	Oman	Batinah	Pipeline	100,000,000	FEEDITB	2017-Q2
OTTCO – Ras Markaz Crude Oil Park – Crude Storage Facility	Oman	Duqm	Oil Storage Tanks	80,000,000	EPCITB	2019-Q4
TTCO – Ras Markaz Crude Oil Park – Export Terminal	Oman	Duqm	Oil Storage Terminal	400,000,000	EPCITB	2019-Q4
PDO - Amal Steam Phase 1C-2	Oman	Amal Oilfield	Oil Field Development	300,000,000	EPCITB	2019-Q1
DO - Yibal Khuff Sudair Field Development	Oman	Northern Oman	Oil Field Development	3,000,000,000	Engineering & Procurement	2019-Q1
Primestar Energy - Prime Tank Terminal & Jetty Pipeline	U.A.E.	Fujairah	Oil Storage Tanks	165,000,000	Construction	2014-Q3
latar Petroleum (QP) – Bul Hanine Redevelopment (Offshore)	Qatar	Bul Hanine	Oil Field Development	11,000,000,000	EPCITB	2028-Q1
latar Petroleum (QP) – Wellhead Scada & Cathodic Protection (Dukhan Field)	Qatar	Dukhan	Oil Production	200,000,000	Construction	2016-Q4
atar Petroleum – Al Shaheen Offshore Field Development Plan	Qatar	Qatar	Oil & Gas Field	500,000,000	Construction	2016-Q4
abic – Oil-to-Chemicals Plant	Saudi Arabia	Yanbu	Oil Production	30,000,000,000	Feasibility Study	2020-Q4
adara Chemical Company – Jubail Petrochemicals Complex – Refinery Tank Farm Package	Saudi Arabia	Jubail	Oil Storage Tanks	500,000,000	Construction	2016-Q4
audi Aramco - Al Muajjiz Crude Oil Terminal Rehabilitation (Tank Farm)	Saudi Arabia	Yanbu	Oil Storage Terminal	200,000,000	Construction	2016-Q4
audi Aramco – Annual Onshore Maintain Potential Program (MPP)	Saudi Arabia	Red Sea	Maintenance	5,000,000,000	Construction	2021-Q2
iaudi Aramco – Expansion of Khurais Oilfield	Saudi Arabia	Eastern Region	Oil & Gas Field	3,000,000,000	Construction	2020-Q2
iaudi Aramco – Safaniyah Oil Field (Phase 2)	Saudi Arabia	Safaniyah	Oil & Gas Field	500,000,000	Feasibility Study	2016-Q3
Gaudi Aramco – Shaybah Arabian Light Crude Increment Program	Saudi Arabia	Shaybah	Oil Field Development	50,000,000,000	Construction	2016-Q1
audi Aramco – Southern Area Oil Operations (SAOO)	Saudi Arabia	Southern Region	Oil Field Development	55,000,000	Engineering & Procurement	2017-Q1
Sharafco - Hamriyah Free Zone - Storage Terminal	U.A.E.	Sharjah	Oil Storage Tanks	100,000,000	EPCITB	2016-Q1
akreer – Abu Dhabi International Airport Expansion – Aviation Fuel Depot	U.A.E.	Abu Dhabi	Oil Storage Tanks	200,000,000	Construction	2016-Q3
akreer – Ruwais Refinery Expansion (Overview)	U.A.E.	Ruwais	Refinery	10,000,000,000	Construction	2015-Q3
akreer- Hamriya Jetty and Pipeline Network Project – Marine Works 2	U.A.E.	Hamriyah	Oil Storage Tanks	250,000,000	Construction	2014-Q4
akreer-Ruwais-LPG Recovery	U.A.E.	Ruwais	Refinery	40,000,000	FEEDITB	2019-Q3
OPAK HORIZON – Fujairah Oil Terminal Expansion (Phase 7)	U.A.E.	Fujairah	Gas Storage Tanks	200,000,000	Engineering & Procurement	2015-Q2
/TTI – Fujairah Terminal	U.A.E.	Fujairah	Oil Storage Tanks	120,000,000	Construction	2016-Q2
ADCO – Umm Al Dalkh ESP Installation – Package 2 (Phases 3, 4 and 5)	U.A.E.	Umm al Dalkh	Sub Sea Cable	650,000,000	Construction	2016-Q4
'ADCO – Umm Al Dalkh Full Field Development (Overview)	U.A.E.	Umm al Dalkh	Oil Field Development	650,000,000	Construction	2017-Q2
ADCO – Upper Zakum Full Field Development – 750 Project (Overview)	U.A.E.	Zakum	Oil Field Development	15,600,000,000	Construction	2017-Q4
ADCO – Upper Zakum Full Field Development – 750 Project – Surface Facilities – EPC 1	U.A.E.	Zakum	Oil Field Development	1,300,000,000	Construction	2017-Q4
ADCO - Upper Zakum Full Field Development - 750 Project - Surface Facilities - EPC 2	U.A.E.	Zakum	Oil Production	4,200,000,000	Construction	2017-Q4
ADCO – Zirku 7th Crude Oil Storage Tanks	U.A.E.	Abu Dhabi	Oil Storage Tanks	30,000,000	Construction	2016-Q1
ADCO – Zirku Facilities Capacity Enhancement	U.A.E.	Zirku	Oil Field Development	400,000,000	EPC ITB	2017-Q3
ADCO-750 West Region-Capacity Expansion & Sulphate Reduction Plant-EPC 3	U.A.E.	Zirku	Oil & Gas Field	300,000,000	EPCITB	2019-Q1

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ABOUT THE INTERVIEWEE: Narish Nathan is the CEO of Eversendai Offshore, part of the Eversendai Corporation Berhad. He spearheads the company's oil and gas business in the Middle East and India.

Narish Nathan, Chief Executive Officer, Eversendai Offshore



Oil & Gas Middle East delves below the corporate strategy to understand what really makes the industry's leaders tick

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How was business for Eversendai Offshore last year?

2015 was a very good year for us. For Eversendai as a group from Malaysia to India to the Middle East and including the oil and gas operations among other verticals, 2015 was a record year for us in terms of contract wins. We secured almost AED 2bn (\$544.52mn) worth of projects. The previous record year we had was in 2010 when we won AED 1.6bn (\$435.61mn) of contracts. I think we have the advantage of being a multi-disciplinary business, and gain from our geographical diversity. Our oil and gas vertical is an important one.

Tell me a bit about your ongoing projects.

There are two jackups that we are building, with completion due in Q4 2016. We also secured three projects in December. We are working on the Dubai Eye Ferris wheel project. We are also working on two projects in Abu Dhabi, one of them being a process module project for ADGAS. Of course we are still bidding for new projects. But our ADGAS project win was really a great breakthrough. We have quite a good workload for this year. Yes we would still like to win and secure more projects for this year. But my focus is also to secure projects for 2017.

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Kindly talk about Eversendai's year-old fabrication facility in Ras Al Khaimah.

The yard has come up very well. We now have about 1,500 people working there, compared to just 50 people in January last year. We are continuing to recruit people. Our yard completed a full year of operations last year, although the company Eversendai Offshore was formed about two years back. Besides, a brand new yard building two jackups is not easy and is unheard of. We have done a lot of the work, including the engineering inhouse and have not subcontracted it. I am pretty impressed and proud of what the team is doing at the yard.

What is your approach to secure more projects?

Within the oil and gas business, we have two units: One is Eversendai Offshore. The other unit called Eversendai Oil & Gas, which we have in Malaysia, is very focussed on downstream operations. That unit is working on three downstream construction projects for Petronas. We are trying to bring that unit/brand into the Middle East as well, so that plan too is on the cards. We should see something in that direction by Q3 2016.



"WE ARE LOOKING AT IRAN NOW. I WOULDN'T SAY WE ARE PLANNING TO ENTER IRAN BUT WE ARE LOOKING AT WAYS TO GET INVOLVED. THERE ARE SOME PROJECTS AVAILABLE THAT WE HAVE TO EXPLORE."

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How do you plan to grow in the region?

Our focus is pretty much on the Middle East. In these two and a half years we have been here, we have done a lot of groundwork. Most of the regional EPC contractors know us well now. We are also looking at Iran now. I wouldn't say we are planning to enter Iran but we are looking at ways to get involved. There are some projects available that we have to explore. I won't expect anything to happen this year, but we are planting the seeds for the future. We have to do the groundwork for Iran now.

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