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HRH Prime Minister Visits Bapco Stand at GIF 2014



HRH Prince Khalifa bin Salman Al Khalifa, the Prime Minister of the Kingdom of Bahrain visited the Bapco stand at the Gulf Industry Fair (GIF) 2014 on Tuesday, 4 February 2014 which was held under HRH's patronage. The event took place from 4 to 6 February 2014 at the Bahrain International Exhibition & Convention Centre (BIEC). Bapco participated in the event as a strategic partner in this global event. Present were HE Shaikh Ahmed bin Mohamed Al Khalifa, the Minister of Finance & Minister in charge of Oil & Gas Affairs in Bahrain, and the Chairman of the National Oil & Gas Authority (NOGA). Also present were Bapco's Chairman and Acting Chief Executive, Mr. Adel Khalil Al Moayyed, in addition to members of the

Board of Directors and Management as well as senior officials from the oil & gas sector in Bahrain. Commenting on the occasion, HE Shaikh Ahmed expressed his appreciation to HRH the Prime Minister for his visit to the Bapco stand, hailing his valued support to Bapco's operations in serving the aspired goals of the kingdom. Bapco is a regular participant at this event as part of its ongoing commitment to enhance its local and global presence as a leader in the oil sector. The Gulf Industry Fair attracts a number of international representatives and high officials in the industry, and focuses on a number of fields like manufacturing, energy, environment, industrial training, marine industries, security, industrial safety and aluminum. (More Photos on Page 3)

Bapco Silver Sponsor for Relay Marathon

Around 300 runners participated in the 42 kilometer race held recently in Awali. The Bapco's Relay Marathon was organized by the Bahrain Road Runners and consisted of four laps, each lap for 10.5 kilometer. The Chairman of the Supreme Council for Youth & Sports (SCYS) & President of the Bahrain Olympic Committee HH Sheikh Nasser bin Hamad Al Khalifa participated in Bapco's Relay Marathon. Concluding the events of the race, the Honorary President of Bahrain Road Runners (BRR) Committee HE Sheikh Ebrahim bin Abdulla Al-Khalifa and Bapco's Chairman and Acting Chief Executive Mr. Adel Al-Moayyed awarded the winners. Commenting on this occasion, Mr. Al-Moayyed stressed that Bapco's Management



has a strong passion for sport activities and its positive influence on the players' morale, as well as efforts in nurturing the health and welfare of athletes." The company's year-round support to sport initiatives is in line with Bapco's dedicated efforts to foster the society and the national economy" he added. Bapco's Relay Marathon witnessed a huge participation from different nationalities in the Kingdom which contributed to the success of the event.

Board Meeting Held at Refinery



A regular meeting of the Bapco Board of Directors was held on Monday, 10th February 2014 at the Bapco Refinery. On behalf of the Board, the Chairman expressed thanks and appreciation for the valued continuous support of the Wise Political Leadership and pledged the dedication of the Board, the Executive Management and the Employees to the continued positive contributions to the national economy. The Chairman thanked His Excellency the Minister of Finance & Minister in Charge of Oil & Gas Affairs for his guidance and support in the ongoing success of the Company. The Board reviewed operating and financial results for the year 2013 and expressed satisfaction with the achievements on key performance indicators within the approved Budget. The Board was updated on progress of compliance with previous National Audit Office reviews as well as actions on

recently completed audits and expressed satisfaction with progress made. The Board Audit & Finance Committee had met on 28th January 2014 and appraised various Financial and Audit aspects and provided their report to the Board. The HR Committee of the Board had met on 2nd February and reviewed HR and organizational issues and its recommendations were presented to the Board. The Board reviewed progress of various activities related to the Modernization Program and gave its directives on further progress. The Board welcomed the newly appointed Chief Executive Dr Peter Bartlett who will assume his responsibilities in March 2014 and wished him every success in his responsibilities. The Board recorded its appreciation to Management and employees for the 2013 achievements and their dedication for the ongoing success of the Company.

Dr. Peter Bartlett Appointed New CE

Dr. Peter Bartlett has been appointed as the new Chief Executive of Bapco. Dr. Bartlett has had extensive and diverse experience in the international oil and gas industry for over 30 years and has held senior management positions successfully in various companies around the world. Dr. Bartlett began his career in the US and later in other parts of the world, including

positions in Europe, Africa and Asia. He joins Bapco after working for 14 years with Chevron where he has held positions of increasing responsibility across the value chain. His experience includes responsibility in upstream, marketing, supply, trading, and other downstream businesses, including refining and petrochemical project development.

Bapco Sponsors Al Basta Market as part of CSR



Bapco's Chairman and Acting Chief Executive, Mr. Adel Khalil Al Moayyed recently visited the Southern Governorate to meet with its Governor, HE Shaikh Abdullah bin Rashid Al Khalifa. During the meeting, Mr. Al Moayyed underlined Bapco's pride in sponsoring the activities of Al Basta Market which will be held by the Southern Governorate with support from Tamkeen and other establishments in the kingdom. Commenting on this occasion, Bapco's General Manager - Human Resources and Administration Mr. Ghassan Al Muhanna hailed the dedicated efforts of the

Southern Governorate in further fostering the community projects of the kingdom, stressing on Bapco's continued commitment to enhance its role as a major supporter of the national initiatives and programmes aimed at enhancing the welfare and progress of Bahrain. "Bapco's sponsorship of the Al Basta Market is in line with its ongoing efforts to enhance its CSR endeavours in serving the goals and aspirations of the kingdom", Mr. Al Muhanna added. Present at the meeting was the Deputy Governor, Mr. Faisal bin Rashid Al Jabber Al Noimi.

Bapco Gold Sponsor for MECC 2014

Bapco has recently participated as a Gold Sponsor at the 15th Middle East Corrosion Conference & Exhibition (MECC), being held from 2-5 February 2014 at the Gulf International Convention Centre in Bahrain under the patronage of the Minister of Finance and Minister in Charge of Oil & Gas Affairs and Chairman of the National Oil & Gas Authority (NOGA)



HE Shaikh Ahmed bin Mohammed Al Khalifa. In recognition of Bapco's valued sponsorship towards the event, HE Shaikh Ahmed presented a trophy to Bapco's Chairman and Acting Chief Executive, Mr. Adel Khalil Al Moayyed. "In addition to its relevance as a stage for the exchange of industrial expertise, the MECC's technical programme is headlined by essentials like comprehensive lectures, discussions on corrosion prevention and mitigation and workshops conducted by key industry figures

on numerous aspects of corrosion, which makes MECC a truly enriching event for professionals," said Bapco's Manager - Public Relations Mr. Naji Ahmed. "The conference also consists of another prime component which is the concurrent exhibition, which sets the stage for the latest developments in products, solutions and methodologies in the corrosion industry", he added. "The bi-yearly conference has been hailed as a key venue for exchange of knowledge among industry professionals, in the field of corrosion mitigation", he concluded.

Port Facility Audit Conducted

A Port Facility Audit was conducted by the Bahrain Port Facilities Designated Authority, as per International Ship and Port Facility Security (ISPS) Code, on 27 January 2014. The Designated Authority Committee was headed by Coast Guard Commander Brigadier General Ala Abdulla Seyadi, who was joined by committee members Mr. Mayas Al Agha from the Port Management Authority and Colonel Khalid Al Naimi from the Interior Ministry. The Bapco team included Mr. Ghassan Al Muhanna, GM -

HR & Admin Division; Mr. Adel Al Gaoud, Manager - Security; Mr. Rick Sadsad, Port Facility Security Officer; and some maritime operations officials. "The audit covered several port security areas and issues including facility drills and exercises, personnel training and qualification, CCTV coverage, Immigration & Customs Procedures, access control, port security plan, ISPS Declaration of Security, and the employment of security patrol boat", said Mr. Al Muhanna. "It went well as the Designated Authority Committee

was satisfied that issues that were raised during the previous audits have been addressed and rectified", he added. "The exercise that was conducted in December 2013 was highlighted and will be the basis for this year's combined exercise. Bapco was also assigned to chair the semi-annual Port Facility Security Officers conferences for 2014". At the conclusion of the meeting, Mr. Al Muhanna thanked the committee for its continued cooperation and support in serving the aspired goals of the kingdom.



Gold Sponsorship for UoB Career Expo

Keeping with its constant efforts towards nurturing the concept of Corporate Social Responsibility (CSR) in the kingdom's educational endeavours, Bapco has recently sponsored the University of Bahrain (UoB) for its Career Expo (Golden Class). Bapco's General Manager - Human Resources and Administration, Mr. Ghassan Al Muhanna recently received Miss Badreya Zaiman, Head of the Career Guidance Division, UoB at his office, where he presented the sponsorship cheque and hailed the remarkable contributions of the University in promoting and contributing to the youth of Bahrain. Mr. Al Muhanna then wished the University continued success and progress in serving the Bahraini community. On her part, Miss Badreya Zaiman thanked Bapco for its support, lauding its tangible achievements in supporting educational endeavours in Bahrain. Commenting on the occasion, Mr. Al Muhanna expressed Bapco's pride in its sponsorship of the various activities of UoB, and added that it is in line with the



company's regular efforts towards supporting the various institutions of the kingdom, as well as enhancing Bapco's CSR activities to achieve the desired goals of Bahrain. The Career Expo is aimed at Bahraini university students, new graduates, jobseekers and the community at large. It offers visitors a better understanding of the professional world and demonstrates the wide array of career opportunities available to them, in addition to providing them with practical information and guidance. The event will be held from 10 to 12 March 2014 at the UoB premises in Sakhir.

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Always ensure safety devices
are in place and functioning



(General examples - Fire fighting equipments)

HRH Prime Minister Visits Bapco Stand at GIF 2014

(From Page 1)



1st GCC Friendship Forum for the Blind Sponsored

Bapco has recently sponsored the 1st GCC Friendship Forum for the Blind held under the patronage of Her Royal Highness Princess Sabeeka bint Ibrahim Al Khalifa, Wife of His Majesty the King and Chairperson of the Supreme Council for Women (SCW). The forum was organised by the Friendship Society for the Blind held during the period of January 22-27, 2014 at the Isa Cultural Center. During the opening ceremony, SCW Deputy Chairperson Shaikha Mariam bint Hassan Al Khalifa presented the sponsorship trophy to Mr. Fahad Shamsan, Bapco's Superintendent Special Assignment, hailing the company's continuous support to people



with special needs in Bahrain. "The forum aims to exchange experiences on tackling issues related to the blind in the Arabian Gulf", Bapco's Manager - Public Relations Mr. Naji Ahmed said. "The forum discussed issues like integrating blind students and teachers in education, a good selection of university specialities and ensuring equal employment opportunities for the blind", he added.

GSMP Meeting Supported by Bapco

Bapco has recently sponsored the Gulf Society of Maintenance Professionals (GSMP) meeting held in Bahrain in the attendance of a number of GCC maintenance officials. The meeting was also attended by Bapco's Chairman of the Board and Acting Chief Executive, Mr. Adel Khalil Al Moayyed, board members of Bapco, Deputy Chief Executive (Refining & Marketing) Mr. Ebrahim Talib, General Manager – Maintenance Division, Mr. Khalid Al Sabbagh, and a number of Maintenance officials from Bapco. During the meeting, Mr. Al Sabbagh made a brief presentation on Bapco's history in maintenance fields as well as the programmes and initiatives taken by the company in this regard to reduce expenses and enhance reliability and productivity. At the conclusion of the meeting, Mr. Nezar Al Shamsi, Chairman of the GSMP, presented a trophy



to Mr. Al Moayyed, in recognition of Bapco's sponsorship of the event. The GSMP is the premier society for maintenance professionals in the GCC, and seeks to provide opportunities for sharing technical and practical expertise regarding industry challenges, in an environment that fosters creativity. It also encourages networking and knowledge transfer among industry professionals, and conducts valuable networking conferences and workshops for their benefit, whilst also offering them the opportunity to acquire internationally recognised qualifications in Maintenance and Reliability.

Refinery Achieves Major Milestones in 2013

96.3 million barrels processed by Refinery, Increase of 9.6% against target

Highest record of refining 271.807 barrels per day set in January 2013

Bapco's Chairman & Acting Chief Executive, Mr. Adel Khalil Al-Moayyed said Bapco's refining activities were once again the focus of performance optimization efforts, with a number of notable results last year.

"The Bapco Refinery has set a record of 96.3 million barrels processed in 2013. In January last year, the refinery processed 271,807 barrels bpd, the highest



record in its history. The Sitra facility processed an average of 263,829 bpd of crude sourced both domestically as well as imported from Saudi Arabia through the dedicated AB pipeline. This compares favourably with the budgeted crude run of 254,407 bpd, an increase of 9.6% or additional 3.4 million barrels of crude processed in 2013" added Mr. Al-Moayyed.

"This excellent performance was a result of high on-stream factor for the crude units and the dedication of the operations, maintenance and support staff in ensuring trouble-free operations. In addition, the record was achieved due to the early start-up of crude units subjected to planned turnaround and inspections (T&I), which is a testament to world class performance in completing the T&I in the shortest possible time", he further added.

"Plant upgrades were initiated during the year, led by the commissioning of two new steam turbo-generators (STG) to replace four unreliable units in a project recognised by the MEED Quality Awards for Projects. The Waste Water Treatment Plant (WWTP) was also successfully commissioned and inaugurated in 2013", he explained.

Al-Moayyed hailed Bapco's success in completing

planned Turnaround & Inspection (T&I) work in 2013 on #5 CDU [Crude Distillation Unit] and the Fluid Catalytic Cracking Unit (FCCU), the latter completed in less than 33 days, a company record time for a full FCCU T&I.

He thanked all employees for their compliance in achieving the aspired goals through excellent RRC records. "In 2013 a maximum number of 142 days was achieved before the RRC was reset, with 90-day targets reached on 24 March and on 28 November for a number of days the Refinery remains on line without any unplanned core unit shutdown for more than 24 hours", he added.

"We take pride in last year's achievements which reflect our commitment in fostering our operational excellence, and we look forward with strength and confidence to surpassing our past achievements and milestones, in our passionate bid to continue being a top recognised oil refinery in the coming years", Mr. Al-Moayyed concluded.



Bapco Gold Sponsor for National Unity Film Festival

As part of its continuous initiatives directed at bolstering the kingdom's cultural affairs, Bapco has recently participated as Gold Sponsor at the International Film Festival for National Unity, organised by the Alumni Club in Bahrain. The three-day event, which was held over 19-21 January 2014 at the Alumni Club in Adliya, showcased a variety of short films and documentaries with the underlying objective of promoting national unity, and included numerous entries from talented young Bahraini filmmakers. In

recognition of its Gold Sponsorship, Bapco was presented with a plaque by Alumni Club Chairman, Mr. Abdul Rahman Saif Jamsheer. The plaque was received by Acting Manager - Public Relations, Mr. Bader Al Dosseri on behalf of Bapco. "Bapco's participation in this key activity is part of its ongoing efforts to enhance the arts movement and reflects its role as a major supporter of the national unity and the aspired development of the kingdom", said Mr. Bader Al Dosseri.



Current Energy Market Trends

Market Highlights:

- In its latest World Economic Outlook (WEO) Update released last week, the IMF raised its forecast for global economic growth in 2014 to 3.7%, up slightly from 3.6% projected last October; while kept the growth forecast for 2015 unchanged at 3.9%. The update highlights that the basic reason behind the stronger recovery is that the financial system is slowly healing.
- Growth in the United States is expected to be 2.8% in 2014, up from 1.9% in 2013.
- The euro area is turning from recession to recovery. Growth is projected to strengthen to 1% in 2014 and 1.4% in 2015.
- Growth in China is expected to moderate slightly to about 7½% in 2014-15 and growth in India is expected to increase to 5.4% in 2014.
- The Middle East and North Africa region growth in 2014 has been revised downward to 3.3%-from 3.6% projected last October. According to IMF this mainly reflect expectations that the rebound in oil output in Libya after outages in 2013 will slow.
- Shell has sold its interests in Chevron's \$29 billion Wheatstone LNG project to state Kuwait Foreign Petroleum Exploration Co. (Kufpec) for \$1.14 billion. The sale covers Shell's 6.4% holding in the 8.9 million tons/yr Wheatstone liquefaction project in northwest Australia and an 8% equity interest in two offshore gas fields that will feed the facility. Kufpec was already a partner in Wheatstone with a 7% stake in the venture.
- Wheatstone, which is expected to achieve first LNG production by 2016, has already agreed deals for almost its entire capacity with buyers in Northeast Asia, with

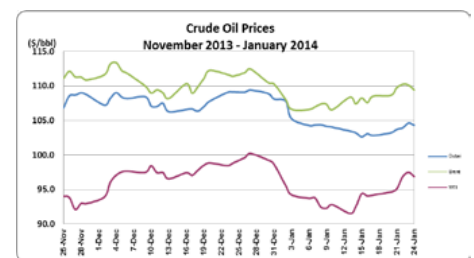
Japan's Tepco and South Korea's Kogas agreeing 20-year offtake deals totaling 8.4 million tons/yr.

- Japan is attempting to establish an LNG futures market by March 2015. To pave the way for the project, Japan plans to introduce a spot LNG benchmark price by May. METI (the Ministry of Economy, Trade and Industry of Japan) will calculate this by taking the average spot price of Japanese LNG imports. Additionally, an over-the-counter (OTC) market for LNG swap deals (i.e. bringing together buyers and sellers with the same product specifications) will be established in the same month. All this should help to attain a more accurate value for the commodity, which is currently mainly linked to oil benchmarks for long-term contracts. LNG pricing is crucial for Japan as the country's intake of LNG accounts for around 40% of global imports. Therefore, the establishment of an LNG futures market can be seen as one attempt to gain more control over the price of LNG. Japan's latest attempt reflects Asia's need for a proper LNG price benchmark, but only the market will show whether this initiative can be successful.
- Renewables and alternative energies:

Abu Dhabi's refiner Takreer, Etihad Airways, France's Total, Boeing and Abu Dhabi's Masdar Institute of Science and Technology announced that they will collaborate on a new initiative to support a sustainable aviation biofuel industry in the United Arab Emirates. The initiative - called BIOjet - will aim to develop a comprehensive framework for a UAE biofuel supply chain, including research and development and expanded investment in feedstock production and refining capability in the UAE and globally. The announcement came during a January

18 demonstration flight in which a 45-minute flight of a Boeing 777 was powered partly; 10%; by the first UAE-produced bio-kerosene made from a new plant biomass-processing technology.

Crude:



Benchmark crude prices averaged last week; from 20th to 24th January 2014; as follows:

Crude oil	Avg. Price 20-24/01/14 \$/bbl	w-o-w change +/-
Brent	109.6	+1.6
WTI	96.2	+2.8
Dubai	103.9	+0.9
Abu Sa'fah	105.3	+0.9

Generally, the increase in the benchmark crude prices was due to the upward revision by the IEA for its world oil demand outlook in 2014 and new concerns over Libyan oil exports. The US crude price received support also from a larger-than-expected draw in distillate stocks caused by sustained cold and Wednesday's start of TransCanada's Gulf Coast pipeline.

GM Interview Mr. Abdul Jabbar

General Manager – Major Engineering Projects (MEP)

By: Dinesh Ramanathan

Please give us an introduction on yourself.

I am Abdul Jabbar Abdul Karim, the General Manager of Bapco's Major Engineering Projects (MEP) Division which has the mandate to manage, develop and execute high-investment strategic projects necessary to modernise Bapco's ageing facilities over a period of time. I am a Mechanical Engineer by profession and I also hold a Master of Science degree in Engineering Project Management from the UK. With over 34 years of experience in Bapco, I am currently heading the development of the Bapco Modernisation Programme (BMP), Bapco's largest and most ambitious investment planned to date, which also includes the installation of a cross-country crude oil pipeline from Saudi Arabia to Bahrain in addition to the modernisation of the Refinery. Starting off my career as a Utilities Engineer in the Plant Engineering Department, I was involved with the Bahrain Refinery Modernisation Project in the 1980s, which was almost identical to the BMP that we are working on now. Unfortunately, due to financial constraints, the project couldn't get off the ground back then. I have been a key member of the Project Management Team that handled Bapco's US\$ 1.2 billion Strategic Investment Programme that was initiated in the last decade to nurture the Refinery into a fully integrated facility.

What does Bapco mean to you and what have you gained from it over the years?

Over the thirty-plus years since my graduation, I have continuously worked for Bapco till date and I am proud to be a part of this company. Bapco is my life, and it has provided me with a lot over the years; the knowledge of good conduct, discipline, behaviour, culture, and a lot more from every angle that I look at it. For a lot of our employees like myself, Bapco is a workplace, a university and a family environment - and on many occasions, I practically live in the Refinery more than I live at home. When you have twelve-hour work days, the rest of your time is divided between family and rest - so if you think about it, Bapco is your home in many ways. The people that you see every day, your friends and your colleagues all become your family and that is the kind relationship we have with this company.

Please share with us in detail, the current status and proceedings of the Bapco Modernisation Project.

Our refinery is being looked at as being the oldest in the region, in the sense that we use units that have been running for more than 80 years - since the discovery of oil. This is where the BMP comes into play. It is currently Bapco's largest and strategically the most important planned investment that we have today. In addition to new processing units at the Refinery, this project also includes the installation of a cross-country crude pipeline from Saudi Arabia to Bahrain, the AB pipeline. Since the 1940s, and a subsequent enhancement in the 1970s, we have approximately 60 kilometres of pipeline. These lines were initially of a lower capacity, but over time, as the refinery has

expanded there have been parallel lines installed to meet the capacity that we need. Our refinery is capable of producing 267,000 barrels of crude per day, of which more than 85% is sourced through the existing pipeline and the remaining from Bahrain Field. We are now expanding the crude pipeline capacity to 350,000 barrels per day.

The BMP will be led by Bapco's Major Engineering Projects (MEP) Division with the support of all the other divisions within the Refinery. It is not a single 'project' but a 'programme' which, in project management terms, is a group of related projects managed in a co-ordinated manner to obtain maximum benefits. It is envisaged that the BMP will be split into individual Work Packages or 'projects' for better manageability, coordination and ease of integration with the existing Refinery. In other words, it is a massive project so we are handling it in parallel with our activities, because obviously we don't want to shut down the refinery. Furthermore, it has been decided that due to the size, complexity and multiple Work Packages involved in the BMP, the resources to manage it will exceed the capacity of Bapco to 'do-it-alone'.

So far in the history of Bapco, particularly in this division, we have set up our own project management team to handle projects, because when the team comprises employees who work in this organisation, they know the exact specifications and requirements that a project demands. But in the case of the BMP, for the first time in the history of Bapco we are going to engage a PMC from 2014 onwards, due to the size and complexity of the project. We are, however, careful while deciding which responsibilities the PMC shall be engaged with, because at the end of the day the involvement of the company itself is paramount. A major part of the responsibilities of the PMC will be to assist Bapco to primarily manage, monitor and appraise the activities of the Engineering Design Package (EDP) Contractors, Front End Engineering Design (FEED) Contractor, Engineering, Procurement and Construction (EPC) Contractors, and other contractors engaged to execute tasks. The PMC shall also assist Bapco in carrying out its internal responsibilities during the various phases of the BMP, including overall management and coordination, utilizing the "Layered Approach - Owner's Representative" concept. The PMC shall thus be responsible for the effective implementation of the BMP taking into consideration all safety, cost, scope, schedule, quality, and interface aspects.

What are the objectives of the BMP?

We are implementing the BMP because we have Bapco's future in mind, and because we want to be one of the top refineries in the region. Our three major objectives are:

To produce high value products that five years from now, will meet the requirements of the market. So we are looking to strategise with a long period of time in mind, probably 20-40 years.

Another objective of the BMP is environmental compliance. Bapco cares a lot about the environment - not only the Refinery and manpower but also our



In conversation with Mr. Abdul Jabbar

neighboring areas and the people that live in it. We are running through very stringent environmental procedures to meet all the necessary obligations, and in some instances, I can illustrate that we do more than what is required by the World Health Organisation (WHO). We care about the environment and as you know, it is does not add financial value, it is the health aspect that we are focusing on. We want to carry out the modernisation keeping the top international environmental standards in mind.

Thirdly, the BMP will focus on the improvement of efficiency. Our refinery today is old, and we have old crude and processing units. These units are not the latest technology units. New technology, for example, in the fire heaters is very efficient and hence we have energy conservation. So we want our Energy Intensity Index to be favourable, and we need to invest a lot to be at the top in this regard.

How many phases are there to the BMP?

Being a \$ 5 billion mega-project, we are using a staged and gated project development and execution process, which is adopted from the Chevron Project Development and Execution Process (CPDEP) approach, under a Technical Services Agreement with Chevron.

There are five phases in this development process, out of which the first phase related to feasibility and concept development has been completed. We are currently going through the second phase of development wherein the 'preferred concept' is taken forward with the objective of scoping and firming up process designs. In this stage, we have looked to generate and analyze several alternatives from a process point-of-view and then select the most optimum way to meet these objectives. We have now frozen our final configuration and will very soon proceed with the development of this selected and approved alternative in the third phase of development.

In addition to all of this, before sending out the FRPs, there are many sub-processes involved like holding discussions with the Tender Board, getting licensors shortlisted and approved of, and signing of confidential agreements.

The next or third phase of development will

be of an overlapping nature to fast-track the BMP, wherein Front End Engineering Design (FEED) Studies will be carried out, in parallel with preparation of Engineering Design Packages (EDPs) to eventually provide a ±10% cost estimate for a 'Financial Investment Decision' at the end of this phase. The 'real' engineering begins in this phase, and we will also tender for EPC work in this phase towards the end. This will take us around 14 to 18 months and our bids for provision of FEED services has already gone out and we expect to award the contract in April 2014.

The fourth phase is the cost-intensive and manpower intensive 'execution' phase or the Engineering, Procurement and Construction (EPC) phase. This will be the longest and most critical of all the phases where we will actually see the skyline of the Refinery transforming. After closing the gates of Phase 4, we go to the final phase which is the 'operate and evaluate' phase where a time frame is put together to thoroughly evaluate all facets of the BMP.

We have a Decision Review Board headed by our Chairman and Acting CE, Mr. Adel Almoayyed, and we have representation from almost all Divisions such as GM - Strategy and Business Development, GM - Refining, GM - Finance and IT, Senior Manager - Engineering Business Unit, GM - Marketing, GM - Maintenance, as well as financial advisors and legal counsel from Noghaholding. I am the Project Director for the project. The DRB meets every week and I provide them with updates. I had a core working team for Phases 1 and 2, which comprised of about 33 multi-disciplinarian specialists. There were specialists from various divisions like OS & E, Refining, Finance, Marketing, Engineering, and from MEP itself. We also had a dedicated CPDEP coordinator for Phases 1 and 2. For Phase 3, we have divided the resources into project teams for different Work Packages of the BMP that will be supported by a Central Program Management office comprising Subject Matter Experts from various divisions. Our total strength for this phase will again be around 30 full-time personnel. I have been fortunate to get tremendous support especially from our Chairman and all of the Executive Committee, plus the Managers. We have an experienced and

skilled team in place now and are confident of executing a very successful project.

What strategy are we following to finance the BMP?

We have worked with market consultants and are evaluating the economics of our project to show us how much money we stand to make as well as our cash flow, savings, rate of returns, and paybacks in terms of what we are selling. The following steps have also been taken:

As part of the feasibility studies and internal reviews on BMP, a lot of internal work has been carried out on project evaluation, economics and so on.

Given the size and complexity of the project, Bapco has appointed two globally leading banks (HSBC and BNP Paribas) as its Joint Financial Advisors (JFA) for the BMP.

The key mandate of the JFA is to define an Optimal Commercial & Financing Structure, and to develop a financing implementation plan and execution strategy.

The JFA were appointed in June 2013 and the anticipated date of completion of their work under the current mandate is expected to be in early 2014.

Based on the work carried out by the JFA under their current directive, Bapco will engage in appropriate discussion(s) and consultations with their stakeholders prior to finalising the next course of action, which will be to approach prospective lenders.

In order to approach prospective lenders, Bapco will seek the advice of specialised external advisors to enable them to achieve completion of financing for the BMP, and to tie this into the overall BMP Project Implementation Schedule.

Please discuss in detail, Bapco's Waste Water Treatment Project (WWTP) & Arabian Pipeline Projects. What is the current status of these projects?

The WWTP Plant handover to Bapco will happen by the end of January 2014. Regarding the new AB Pipeline Project, the FEED Study is complete and the RFP package for the EPC Phase is being prepared for tender release and Contract Award in Quarter 1 of 2014.

What are the success stories we have seen during the construction of these projects?

Looking at the WWTP, there has been absolute minimum interference with our Refinery during Construction. There has not been a single Lost Time Accident reported and the project has reached 3,500,000 man-hours on 30 September 2013. Work was successfully carried out in the harshest environment (in an area laden with H₂S, Sulphur Dust, Flare fumes and noise and fumes from other refinery stacks) within the Refinery and the whole process has fulfilled all EHS requirements while utilising very limited Bapco resources. Moving to the New AB Pipeline Project, although construction activities have not commenced yet, one of the main success factors established so far is the close and successful coordination between Bapco and the various project stakeholders which has led to securing an approved route for the new Pipeline. Another major achievement is the mutual agreement and signing of an MoU between Saudi Aramco and Bapco for the supply of crude oil.

Please discuss the benefits that these projects bring to Bapco.

WWTP: Bapco's EHS policy reiterates its commitment to the protection of the environment and to the health and safety of its employees, contractors, customers, the surrounding community and the general public. The new WWTP, which is part of the Environmental Compliance Plan approved by EWP shall ensure full compliance with the laws and regulations of the Kingdom of Bahrain and improve Bapco's image with all stakeholders. The treated effluent quality is meeting or surpasses the requirements set by Bahrain's environmental regulations. Spent caustic, which is a toxic and highly odorous waste stream generated in various units of the Refinery is treated in the biological section of the WWTP, fully meeting EWP regulations. Alternatively, a separate treating unit for Spent Caustic would need to be provided, which can only be installed at a cost of \$ 15 million. In the past, there have been numerous reports published in the media declaring Bapco's operations as a primary reason for pollution and health issues in the Ma'ameer area, which is not true. In addition to the WWTP, new industrial facilities such as a CO₂ Recovery Plant have been constructed in this area. To avoid unnecessary visual exposure of Bapco's facilities and to improve the



The \$25 million Solar Project

image of the company, a screening green belt close to the Ma'ameer area covering a span of approximately 1.7km up to the shore line has also been provided.

New AB Pipeline Project:

Currently, Aramco supplies approximately 235,000 BPD of Arabian Light Crude Oil to Bapco via its Dhahran Pump Station. The oil is pumped through the Abqaiq-Dhahran Pipelines System approximately 61.5 kilometers long, of which 27 kilometers is sub-sea and the rest run on-shore at close to equal lengths in both Saudi Arabia and Bahrain.

The existing A/B Pipeline system is of the 1940s, and has recently proved to have shortcomings in terms of reliability of continuous crude transfer within operational safeguards. To mitigate the shortcomings and further simplify the system, a new single crude oil pipeline with supporting facilities has been proposed to be constructed from Aramco's Abqaiq Plant to the Bapco Refinery through Qurayyah, then offshore to Bahrain and finally on a newly defined and approved route to Bapco Refinery. This new crude oil pipeline shall be of a 30-inch diameter; approximately 115 kilometres long, and is capable of supplying 350,000 barrels per day (BPD) of Arabian Light Crude to Bapco Refinery. This is a substantial increase from the current capacity of 235,000 barrels per day and is a strategic fit with the BMP, and will hence cater to Bapco's forecasted demand of crude oil that is expected to increase as a result of the BMP.

What was the background and total cost behind implementing the Solar Project in Bapco?

Power generation is the largest consumer of natural gas accounting for 33% of the total demand. The use of natural gas for electricity generation represents a significant opportunity cost to Bahrain, which generated 266.3 billion cu. ft. in first half of 2010, a 3.5% year-over-year increase. Gas used for domestic electricity generation presents an inefficient utilisation of a valuable resource. Factoring in government subsidies for electricity, the opportunity cost of using natural gas for domestic energy production is glaringly evident. In response to the energy challenges currently facing the kingdom, there is an opportunity for Bahrain to enhance its energy supply portfolio by the deployment of solar technologies. At the same time, this initiative will provide opportunities for establishing a clean energy industry as a significant part of the economy. Strong, thoughtful actions that help Bahrain use energy more efficiently, to reduce the peak demand for energy, and to locally produce more clean energy will strategically position the country within the region. Together, these efforts will result in the creation of Bahrain-based employment, create a new industry, and reduce national energy expenditures.

Based on the above, Bapco has sponsored a

\$ 25 million investment in solar photovoltaic (PV) and has gained actual hands-on experience in distributed generation and PV performance in Bahrain's environment. These goals can be achieved on a small scale of 5 MW as recommended by the energy consulting company Nexant, in their report dated July 2011.



How would you comment on the future of renewable energy, and what role do you feel it has to play in the oil and gas industry?

Using already-available technology, solar power could provide almost four times of the world's current energy use. Yet 80% of our energy still comes from fossil fuels that increase CO₂ emissions, trigger climatic chaos, disrupt nature, and further concentrate wealth. In the future, civilisation will be forced to research and develop alternative energy sources. Our current rate of fossil fuel usage will lead to an energy crisis in this century. In order to survive the energy crisis, many key players in the energy industry are coming up with new ways to extract energy from renewable sources. While the rate of development is slow, mainstream awareness and government pressures are growing.

How would you assess the current performance of the Refinery Gas Desulphurisation Project (RGDP), and the Steam Turbine Generator (STG) Project? How well do you feel these projects have met expectations since the time of their commissioning?

With regard to the replacement of Steam Turbine Generators (STG), the installation of 2X14 Megawatt Steam Turbine Generators (STG) has been carried out to replace 5 small STGs in Power Plant No.2, which were installed in the 1940s and 50s, and have now been retired. Since their commissioning in March 2013, the STGs were subjected to an intensive test run to validate their performance under the manufacturer's supervision. They have passed all guarantees for power generation in relation to steam demand, and the machines were well within the guaranteed vibration limit. As such we were able to comfortably predict that the machines as installed will meet what was required of them and the STGs have, in fact, met expectations under a wide variety of operating conditions. Additionally, the STGs have improved power supply reliability to the refinery and introduced a level of flexibility on the 110 LB steam distribution system to the refinery that we have not experienced



Bapco's Waste Water Treatment Plant



Interior shot of the STG plant

before.

Due to our careful evaluation and selection of the Turbine types, they are the extraction type with the flexibility to convert the 550/110 and condensing as and when required to help refinery utility balance. We are expecting that the installation of the STGs and their superior thermal efficiency in converting energy into electricity, as compared to the low efficiency gas turbines, will have a significant economic benefit to the company and we await the results of studies to confirm this expectation. Also, an unexpected benefit from the STG project and its set of 4 model salt water strainers which filter the salt water to 5 microns is that feed from the STG condensers to the desalination units contains significantly lower concentration of particles which has and should continue to improve desalination performance and reliability.

The STG project was the second project that we had to execute under an EPCM contract form due to 100% Brownfield involvements. The cost of this project was \$106 million, and the demolition amounted to \$ 2.2 million.

Coming to the Refinery Gas Desulphurisation Project (RGDP), we have had the installation of a 225-tons-per-day Sulphur Plant, a Tail Gas Treating Plant, and 2 Sour Water Strippers. The RGDP was carried out at a cost of \$ 151 million on an EPC basis by FW Italiana and was approved as an environmental project to improve the air in the Bapco Refinery, as well as water emissions. This project has certainly met all expectations since its initial operations in 2009. Pollutants from the refinery have been reduced to the absolute minimum, in fact to levels lower than those directed by the WHO, whose standards are supported by Bahrain. Thus, Bapco is in full compliance with the law and in some respects, exceeds expectations. The benefits from improved air and water emissions are immediate and have a long term impact upon the health of the nation through an improved environment. Bapco can operate 24 hours a day, 365 days a year in this manner with fully redundant spare sulphur and a sour water stripping capability.

As a dedicated supporter of environmental cleanliness that has been demonstrated by large environmental capital investments projects like the RGDP, Bapco's image in the community has significantly improved and is an area of opportunity for the company to endeavor in, for the further bolstering of its image.

Another small but positive impact from the RGDP is an increase in revenue from the sales of incrementally recovered sulphur and LPG. Although justified and approved as an environmental project, every opportunity to add revenue is welcomed. Without RGDP operations at the Refinery, the company would have been subjected to severe Lost Profit Opportunities (LPOs) and environmental excursions which would not have been tolerated by Bapco, the Government of Bahrain or the community in which we operate.

Thus, as a summary, since its commissioning the RGDP has not only been essential to Bapco's operations but has also been a significant success for the Bahraini community.



STG plant

Please give us a technical insight into the vision behind the CO2 project. Has a date been set for its inauguration?

Bapco and Yateem Oxygen, a long-established and reputable local company involved in the industrial gases business, have signed a renewable fifteen-year technical and commercial agreement for a Carbon Dioxide (CO2) Recovery Plant near the Bapco Refinery in May 2011. The CO2 Recovery Plant will be built, owned and operated by Yateem Oxygen while Bapco



CO2 plant in Bapco

will provide a carbon dioxide-rich feed stream from the Refinery's No.1 Hydrogen Plant, which is currently expelled to the atmosphere. It is for the first time in Bahrain that carbon dioxide, that has many uses especially in the medical and food industry, will be extracted in an environmentally safe manner in contrast to conventional methods that entail the burning of fossil fuels. The plant will initially have a capacity to capture and recover 200 metric tons.

The CO2 Recovery Plant is an ambitious environment conservation project that Bapco and Yateem Oxygen are embarking on in close cooperation and partnership for a cleaner and greener Bahrain. The joint objective is to convert a waste stream into a valuable product and reduce the consumption of fossil fuels, thereby delivering economic and environmental benefits.

The construction work for the Carbon Dioxide Recovery Plant is complete and is in the commissioning phase which is scheduled for completion by the end of 2013. The Inauguration Date of the new facility is yet to be set and agreed.



CO2 plant

What are the major financial advantages that Bapco stands to gain from the CO2 project?

Once the CO2 Plant is commissioned and operational, Bapco will gain 25% royalties from Yateem Oxygen's sales of CO2 products which are currently being wasted by virtue of their expulsion into the atmosphere. Furthermore; Bapco will receive regular income for leasing non-essential land for the Off-Plot facility.

What are the main challenges faced by the Major Engineering Projects (MEP) Division during their day-to-day operations?

Managing projects is not a core business activity of operating companies in the oil and gas industry and hence, like any project organisation set-up within an operating company formed to handle capital-intensive projects over a specific period of time, our biggest challenges are related to the management of contractors and the effective use of our own limited resources. Issues related to cost, scope, schedule and quality dominate our day-to-day functioning and are critical for the success of every project that we undertake.

From an engineering perspective, what are the key technical conferences that you feel Bapco should ideally participate in?

As a Division exclusively formed to manage projects for the company, our main areas of interest would be related to project management and incorporating lessons learnt from other operators or major contractors into our own projects. Although obtaining information on latest technologies and engineering developments are also a priority, we would like to be able to benchmark our projects with respect to the factors most relevant to a 'successful project' classification on a global basis but

within the refining industry. Furthermore, we would like to gain maximum possible insight into the latest developments in the global oil and gas contracting business to frame our contracting strategies accordingly.

Are there any plans in place for Technology Transfer during the commencement of the above projects?

For the second phase of development of BMP, Bapco has a Technology Selection Plan in place and has established processes to select the most suitable technologies for the several process units that form part of the BMP. The BMP will entail some of the most advanced technologies currently available such as those related to Bottom-of-the-Barrel upgrades i.e. Resid Hydrocracking in our case, as well as Vacuum Gas Oil Hydrocracking, Diesel Hydrotreating, Sulphur Recovery, Delayed Coking and Crude Distillation.

What do you feel are the necessary skills and qualifications for manpower in the MEP division? Please comment on the strength of personnel in MEP.

At present, the total strength of the MEP Division is around 48 employees, and most of our staff are multi-disciplinary project professionals with expertise in engineering and construction.

While technical skills are as relevant in projects as in other functional areas of the Refinery, the main attribute desired of project personnel is the ability to work efficiently under pressure in a calm and focussed manner. Project personnel are required to be able to demonstrate leadership qualities to handle contractor staff with not just multi-cultural backgrounds overcoming linguistic barriers, but with different work cultures as well. Indirectly, they also are responsible for the safety and welfare of a huge labour force and hence must be able to communicate effectively with empathy. Bapco's culture is driven by a desire to end up with 'win-win' situations and project personnel behaviours are vital to such an outcome.

What are the major achievements of the MEP division in 2013?

As far as the BMP is concerned, our major achievements in 2013 have been the finalisation of the modernised refinery configuration by completing a Unit Definition Study, tendering for PMC, FEED and EDP Contracts and the appointment of financial advisors to prepare a Bankability Report. With regard to the A/B Pipeline Project, we have completed the FEED Study this year and have signed a Memorandum of Understanding (MoU) for Crude Oil Supply with Aramco for the increased throughput capacity that will arise as a result of implementing this project. Also, we are very close to signing MoUs with Aramco relating to the contracting and execution of the final phase of the project and the O&M of the new pipeline. We expect to tender for the EPC by the end 2013. Further, the WWTP Project was mechanically completed in 2013 and the STG Project was also completed and inaugurated this year.

Please tell us a little about your family.

I am happily married and have five children; four daughters and a son. My two oldest daughters are doctors at the BDF and King Hamad hospitals. Another daughter is studying Interior Design in University and the youngest is in school, while my son is a banker.

Bapco Continues PSP Family Gathering in February

Bapco continued its weekly family gatherings at the Princess Sabeeka Park (PSP) in Awali throughout the month of February. The gatherings, which are generally held over the winter season every year, feature a family seating and dining area, a play area for children's games, food

stalls and various other recreational activities for visiting families. This month, the gatherings garnered a healthy attendance despite the weather which turned out to be harsh at times. The PSP family gathering will continue to take place every weekend until mid-March 2014.



MR. SKINNER DIES IN NEW YORK

Loss to Bapco and Bahrain

The death in New York last week of Mr. E. A. Skinner breaks one of the few remaining links with the original formation of Bapco, from which grew the whole of the Caltex Group of Companies.

Mr. Skinner had left Bahrain on September 5 and was taken ill in New York. He underwent a course of treatment in hospital and had recovered sufficiently to welcome Mrs. Skinner at the Dorset Hotel when she arrived there to join him three weeks ago.

His death on Friday was an unexpected shock for all who

They had little previous knowledge of what conditions they would find here, and had to contend with the hot summers and cold winters without the present-day comfort of A. C.

Happy recollection

Bahrain was, in those days, a tough assignment for a Westerner, but Bapco's first group tackled the job cheerfully. In his many years here Mr. Skinner would often recall the happiness of those early months in the old Jebel Camp.

He saw the flow of the first oil to come from the Persian Gulf (in 1932) and shortly after that time had established himself in "Bait Skinner" in Manama.

In 1937 he returned to Standard Oil of California and before returning to Bahrain in 1949 had seen service with Tapline.

In July this year, Mr. J. R. Keith, General Manager of Bapco, presented a 40-year service pin to Mr. Skinner at a ceremony in Awali Hall.

Host of friends

During his many years in Bahrain, Mr. Skinner had made a host of friends both with the people of Bahrain and with the British and American communities.

As Vice President in charge of Government and Public Relations, he was a personal friend of both the Ruler and the Adviser. His second home in Bahrain, "Al Bustan,"

(Continued on Page 2)



BAPCO HEALTH SERVICE. Said bin Haji Mohammed, Senior Dresser in the Refinery Dispensary, vaccinates a fellow employee against smallpox.

VACCINATIONS FOLLOW SMALLPOX OUTBREAK

Following reports of smallpox cases in Manama, the Bahrain Government on Monday issued an office Order that all Government employees should be vaccinated if they had not been vaccinated during the preceding 12 months.

A Bapco Medical Department spokesman told the *Islander*, "This is a mild outbreak and there is absolutely no cause for alarm among ex-patriate employees. Our annual immunization provides ample protection against this type of outbreak and is, in fact, a safeguard against the conditions which have now arisen."

Within 24 hours of the first notification of the outbreak, 300 Bapco employees from the villages involved had all been vaccinated by the Company Medical Department.

Over 300 daily

Following the Government announcement that four cases had been reported in Manama the Company Medical Department began vaccinating employees from Manama at the rate of 300-400 a day.

A Government spokesman said that up to that time there had been 25 confirmed cases, four of them in

Manama, the remainder in west coast villages.

Some of the patients are detained in the quarantine station, off Muharraq, which was opened as an isolation hospital, and the condition of all the people infected was reported to be "satisfactory."

Weather

TEMPERATURES
MAXIMUM MINIMUM

November 19	80	63
November 20	78	63
November 21	80	62
November 22	78	61
November 23	79	60
November 24	78	61
November 25	79	59

Humidity: Maximum 96%
Minimum 40%
Highest Minimum humidity 64%
at 78 degrees on Nov. 20.

Mr. Keith goes on leave

As announced in a bulletin on Saturday last, General Manager J. R. Keith has flown to New York for a few weeks' much-needed rest.

Mr. Keith had originally planned to begin his vacation in early December, but he decided to bring forward the date of his departure.

A Company notice states that during the absence of Mr. Keith, and acting on authorization from



New York, Mr. W. A. Schmidt will function as Acting General Manager.

Mr. L. V. Dorsch becomes Acting Assistant General Manager (Operations) and Mr. F. P. Walston assumes the position of Acting Manager—Refining, R. & D. and Marine.

Mr. J. B. Lovick will function as Acting Refinery Superintendent.

New dates for A.R.T.S. panto

Preparations are once more in full swing for the A.R.T.S. pantomime *Babes in the Wood* which, owing to the recent emergency, has been postponed until January.

Opening night will be January 15, and there will be repeat performances on the 16th and 17th.

With Producer Mike Jones going on leave next month his duties have now been taken over by Ray Weaver.

Help needed

Scenery and props for the pantomime are in course of preparation and Business Manager Bob Ford tells the *Islander* that additional help in this direction will still be welcome, particularly with regard to the wardrobe.

The panto has a marked local flavour, the script having been written by Dr. W. Moody and the music by Gordon McGhee.



knew him, and especially for his many old friends in Bahrain.

When "Ed" Skinner first came to Bahrain in May, 1931, he headed up a group of pioneers with a wide experience in oil prospecting.

WHAT'S NEW IN CALTEX

Big boost for tanker fleet

The combined transport capacity of Caltex Group tanker fleets was increased by well over 700,000 barrels this summer when three new tankers were delivered from their builders within a few weeks of each other.

The three new ships are the *Caltex Rotterdam*, 32,000 deadweight tons and 280,000 barrels capacity, the *Nikko Maru*, also a 32,000-tonner, with a capacity of 275,000 barrels built for Japanese partners of Caltex, and the *Caltex Edinburgh*, 18,000 tons and 159,000 barrels.

Built in such widely separated areas of the world as Holland, Japan and Scotland, respectively, the three tankers represent the nineteenth, twentieth and twenty-first vessels of the Caltex Group's post-war marine building programme.

Two of them, the *Rotterdam* and the *Nikko Maru*, are the first of 10 supertankers under construction or contracted for by Caltex companies to go into service.



NEW SUPERTANKER. One of the new supertankers, *Caltex Rotterdam*, photographed from the air shortly after going into service. She has a capacity of 280,000 barrels.



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Ivor Swan, Ted Verrill, John
Whitfield, Des Younger,
Greg Zakrzewski.

Mr. Skinner's 40 years of service

(Continued from Page 1)

became one of the most beautiful on the island with a garden which, throughout the year, paid tribute to the patience which both he and Mrs. Skinner devoted to its care and attention.

The patience which Mr. Skinner applied in his favourite hobby was a quality which he displayed in his business associations. He was always ready to offer to newcomers to this part of the world something of the experience he had gained in Bahrain and elsewhere, and many are the friends who have benefited from a few quiet words with him.

A pioneer

A man of quiet voice, he was nevertheless possessed of a forceful personality well able to express itself, whether it be at an important meeting of management or during a friendly chat in the garden of "Al Bustan."

Ed Skinner will long be remembered in Bahrain as a pioneer, a technician, an executive and a friend.

Surviving Mr. Skinner, in addition to Mrs. Skinner, is one son Alan,

who was educated at an English Public School and at a University in America.

Colleague's tribute

In a personal tribute to Mr. Skinner, Mr. C. E. Davis, Manager—Producing and Development, writes:

The death of Edward A. Skinner will be deeply regretted by the many friends he has made in his 40-year career devoted primarily to the foreign oil business of the Standard Oil Company of California and associated companies.

The passing will be a particular personal loss to many of us who have been fortunate enough to have been associated with Ed in various parts of the world.

When Ed was enrolled at the University of California he was an outstanding member of the Rugby team. He was small, but he was fast, and he had the ability to throw every ounce of his 150-odd pounds into a smashing tackle.

Played All-Blacks

The team was good enough to play against the New Zealand All-Blacks, and while the All-Blacks were never defeated they knew when the game was finished that they had been hit by a real man. This ability to drive hard in co-operation with his team mates was characteristic of Ed throughout his career.

Ed went to work for Socal in the oilfields, in the San Joaquin valley of California, in the summer of 1916. He progressed rapidly from Tool-dresser to Driller and was a Tool-pusher (Drilling Foreman) in 1921 to 1922 when Socal was ready to embark on a programme of foreign exploration.

Ed led the group into the Argentine while other groups went to Colombia and Ecuador. These ventures were not successful, but by 1925-26 Socal had developed interests and concessions in Venezuela.

Ed went to Venezuela to work with Carl (Cap) Newcomb, taking

his Argentine team with him, and picking up recruits from Ecuador and Colombia.

The 1929 economic crash, and the start of the depression which followed, brought to a temporary close the Venezuelan venture. As we left the area we all said to Ed "Now don't forget us. When you get work just send for us, and we'll be along."

He did not forget

When, in 1931, Socal decided to undertake exploratory work in Bahrain, and selected Ed to head up the organization, he did not forget his team mates.

When he needed his first drillers he sent out the call for Jack Schloesslin, Ernie Smith and Guy Williams. He filled out the group with Bill Eltiste, expert mechanic, and Roy Lowenfels, field clerk.

When he needed geologists he called on Max Steinike, Bert Miller

and Krug Henry. As the organization expanded after the successful discovery of oil, he called on more and more of us, and all of us came.

Respected as leader

When the word came through that Ed Skinner wanted us in Bahrain there was never any doubt as to whether or not we would go. We were not all quite sure exactly where Bahrain was, but we knew that if Ed was there, and if he had work for us, it would be good work with good friends.

We knew that working and living conditions would be as good as Ed could make them. We knew that insofar as possible all policies would be shaped to give us the benefits. We knew that we could depend on Ed as a man; that we could love him as a friend, and that we could respect him as a leader.

We mourn his passing.

MEMORIAL SERVICE IS HELD IN MANAMA

At a memorial service at St. Christopher's Parish Church, Manama, on Monday, the Vicar, the Reverend Alun Morris, said that Caltex and Bapco owed much to the technical skill, imagination, courage and integrity of Mr. Skinner.

"For me, for one non-American at least, when I think of a typical American I much prefer to think not of Uncle Sam or the cartoons, but of someone like Edward Skinner," said Mr. Morris.

Courteous and kind

"I think it is wonderful for American relations with the rest of the world to send out men like him."

Many of us, he said, had been privileged to share the hospitality of the Skinners at "Al Bustan."

"They were a delightful host and hostess, welcoming all alike, utterly dignified yet essentially simple, with an old-world courtesy, perfect taste, thoughtful and sweet and kind."

Life well lived

The Vicar went on to pay tribute to the work of Mr. and Mrs. Skinner for St. Christopher's, of their opening of "Al Bustan" each year for the garden fete, and of Mr. Skinner's personal efforts in laying the garden in the compound of the Church.

"Many of you knew him much better than I did," continued Mr. Morris, "but I valued his friendship, his advice and his great kindness, and though our hearts may be heavy at his loss, we must rather thank God for a life well lived."

Organization Changes

Marine Department

Effective October 29, Commander S. D. Mason resumed his duties as Marine Superintendent and Captain M. Terjesen resumed his position as Assistant Superintendent-Marine Department.

Stores Department

Having completed the Company introduction and indoctrination programme, and effective November 19, Mr. R. G. Dodworth will assume the responsibilities of Assistant Stores Superintendent, which position has been vacant for the past few months and during which time the relative duties have been additionally discharged by the Stores Superintendent.

Mr. Dodworth can be contacted on business telephone 4423 and house telephone 4791.

Personnel Department

Effective November 19, Mr. S. A. Schoff will assume the duties of Supervisor, Training Division, during the absence of Mr. D. F. Moloney on Foreign Service Vacation.

Inspection Department

In the absence of Mr. B. J. Ruddick on special duties in Stores Department, Mr. E. K. Dean will act as Head Inspector with effect from November 1.

Refinery Operating Department Planning, Blending and Shipping Division

Effective immediately, Mr. W. T. Barrett resumes his duties as Assistant Superintendent—Planning, Blending & Shipping Division.

Mr. J. B. Lovick will be on special assignment until further notice.

Accounting Department

Effective immediately, Mr. C. B. Hardy will relieve Mr. S. Barr as Cash Section Head during the latter's absence on Foreign Service Vacation.

Mr. Hardy will be located in Room 159, Awali Main Office (Telephone 4304).

Medical Department

Effective immediately, Miss W.

Totham is appointed Assistant Matron, Jabal Wing, Awali Hospital.

Maintenance Department

Effective November 24, and until further notice, Mr. A. H. Chapman is appointed Acting Supervisor, Planning Division (Phone 2323).

Mr. Chapman will be relieved by Mr. B. Turnbull as acting Senior Shutdown Planner (Phone 2384).

Mr. W. Hoult will be on special assignment pending his departure on F. S. V.

Refinery Operating Department Planning, Blending & Shipping Division Sitra Terminal Section

Effective immediately, Mr. J. R. Wilkinson assumes the duties of Foreman, Sitra Terminal Section.

Mr. J. S. McKerracher resumes duties as Assistant Foreman, Transfer Pumphouse Section.

Fire & Safety Division

Effective December 1, Mr. D. H. Rose will assume the duties and responsibilities of Fire & Safety Engineer (Acting) relieving Mr. W. E. Carroll, who will be on special assignment pending his departure for Visakhapatnam Refinery.

Mr. Rose will be located in Bunkhouse 70 B and can be contacted on telephone 4381.

Church Services

Interdenominational

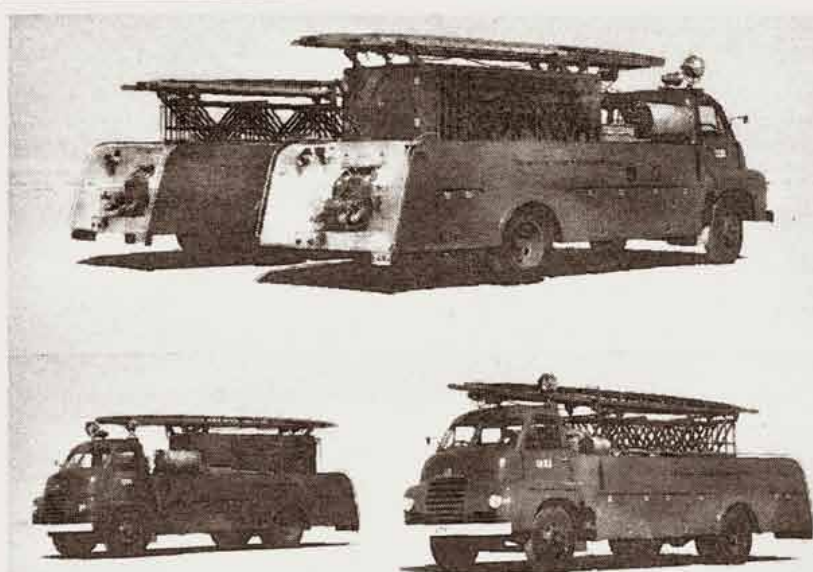
The Rev. J. Dunham of the American Mission will be conducting the service on Sunday, December 2 in Awali Church at 8.30 p.m.

Catholic Mass

Mass is offered at Awali Church every Sunday at 6.30 a.m. and at Awali Hall at 6.00 p.m.

American Mission, Manama

Evangelical Church service every Sunday evening at 6.30 p.m.



TWO NEW FIRE ENGINES. Bapco's fire-fighting equipment has just been supplemented by the addition of two new fire engines, one of which is equipped with its own water tank. These pictures were taken soon after the fire engines had been unloaded.

ENCHANTED ISLE WON HIS HEART

Bapco man's holiday in Capri

A week in Capri that stretched into five weeks ... swimming, sailing and water-skiing ... soft lights and sweet music in the same hotels and cafes as famous film stars like Linda Christian ... long talks with Gracie Fields ... lazy evenings under warm Italian skies...

These are some of the memories brought back to Bahrain by Head Wharf Operator L. H. (Les) Parkes, who recently returned from his third European holiday.

After leaving Bahrain on September 14 he flew first to Rome and then went down to spend a day in Naples



before sailing out to Capri, famed playground of the rich and famous.

It was while staying at the Florianna Hotel that he saw lovely Linda Christian and visited Gracie Fields at her well-known lido, the Marino Piccola. Gracie told him that the receipts from the lido help maintain an orphanage in the South of England.

"What I wanted," Les told the *Islander*, "was a quiet holiday. That's what I got, and I can strongly recommend it to anyone who likes the same kind of thing."

Les joined Bapco in the summer of 1949. As a swimmer he is a familiar figure at Zellaq. He is also a keen golfer, and he enjoys travelling in Europe. His two previous long vacations have been spent on the Continent.

Cine record

His latest trip is recorded on cine film. He has always been interested in photography and about three years ago he began to concentrate on movie-making.

"I was one of the last people to take local leave in Cyprus," he said, "and I have a complete cine record of the visit."

Les did not mean to spend so much of his latest leave in Capri. "I planned to stay there for a week," he commented, "but I enjoyed myself so much that I remained there for an extra month."

BIRTHS

To Mr. and Mrs. K. Edwards, on November 6, a daughter, Julia Elizabeth.

To Mr. and Mrs. John Stowell, at Kirkcudbright, Scotland, a son.

Furniture with a soft finish

Employee Services Department have issued the following comment for the benefit of arriving families on the condition of some of the older furniture in Awali houses.

"Complaints have been received about the 'soft' finish of the polish, which is often such that it marks readily, even after a considerable period has elapsed since the carrying out of the polishing work.

"It is regretted that this is the case, but unfortunately present equipment and methods do not, in a fair number of cases, permit a better finish.

Action taken

"Action has been taken to obtain more appropriate equipment and institute improved methods, but it will be a considerable time before results become apparent.

"In the meantime the forbearance and understanding of those householders affected by current shortcomings will be greatly appreciated."

SERVICE PINS

Twenty Years

November 25: Rashid bin A. Rehan.

Five Years

November 22: Ibrahim bin Ahmed
November 25: Essa bin Mohamed.
November 27: J. F. B. D. Marcedo,
M. Oliver, C. Robinson, R. H. Walker, D. A. Kerfoot.



BUS MISHAP No damage, no casualties, but an unusual picture. That was the result of a mishap which put a corner of this bus off the Sitra Causeway on Sunday morning.

Around AND About *By Nomad*

Arts Ball coming up

Members of the A.R.T.S. should soon be putting on their thinking caps for the Arts Ball, which is due to be held at Awali Hall on Boxing Day, December 26.

It will be a costume ball with "Roman Holiday" as its theme. No other details of the event are available, apart from the fact that no one will be admitted without fancy dress.

The theme is certainly a challenging one, but if the recent Halloween fancy dress party for the children is anything to go by, there should be no dearth of originality in meeting it.

Sunday School parties

As announced in last week's *Islander* the Awali Sunday School plans to hold Christmas parties this year in Awali Hall for all children who attend Sunday School.

Parents are asked to make parti-

cular note of the dates, which were given incorrectly in last week's issue. Children from 3 to 6 years of age will have their party on Saturday, December 22, from 2 to 5 p.m., while those of 7 years and over will be given theirs on Tuesday, December 18, from 4.30 to 7.30.

Offers of sandwiches and cakes would be gratefully accepted, and it would help if offers from mothers of the little ones could be made by telephone to Mrs. G. Beardwood on 4864.

It is regretted that, owing to shortage of space, parents cannot be invited to either party.

Church Women's Guild

Many women who, before coming to Bahrain, enjoyed taking part in Women's Institute and other local activities, may feel that they would like some similar social and working meeting ground here in Awali.

The Awali Church Women's Guild

tries to fill this need and provide a pleasant atmosphere for its members who meet twice a month, alternately in the morning and afternoon.

Mrs. Florence Whittle, Honorary Secretary of the Guild, told me this week that new arrivals to Awali are always most welcome and that membership of the Guild is not confined to Church membership.

"We will always arrange transport" she added, "if people will contact me at home."

Mrs. Whittle's address is House 729, telephone 4964, Box 306. Notices of all meetings are placed in members' mail boxes.

Christmas golf contest

Members of the Golf Section will be interested to hear that there is to be a Christmas Hamper Competition on December 13.

There will be a number of contests for which the individual entrance fee will be Rs. 3. Entry for all the competitions will cost Rs. 10.

There will be several valuable prizes in addition to the first prize of a large Christmas hamper.

Full details will be circulated to members and there will be a further announcement in next week's *Islander*.

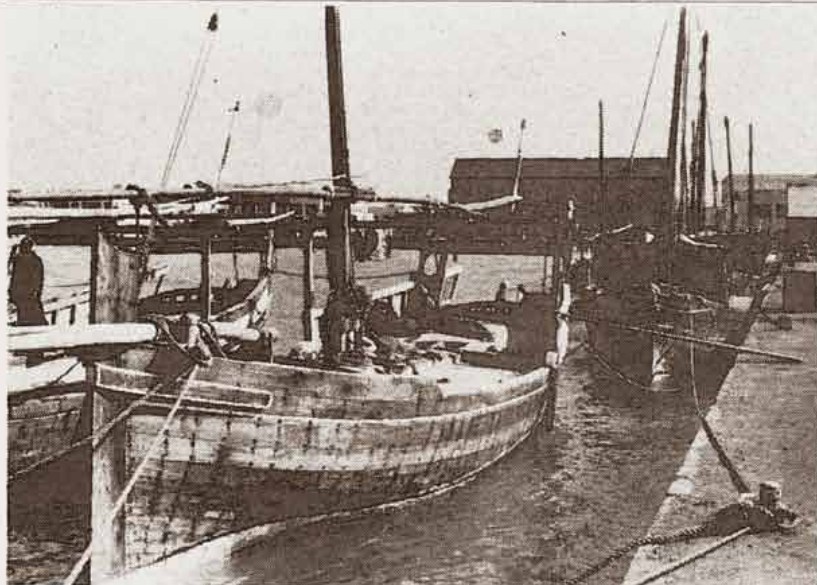
Badminton success

Now that the Badminton Club has been successfully launched, the holding committee which originally formed the Club have organized their last tournament before the Club's first General Meeting.

The three Manama clubs have been invited to send their four best players to take part in a Round Robin tournament.

Anyone interested in badminton should see some very fine play in Awali Hall to-morrow (Friday), afternoon. Play commences at 1.00 p.m.

FOR SALE: As new, 17" Pye "Continental" Television set, complete with fringe area "Jetenna" aerial. Owner has purchased 21" Television Set. Inquiries Box 471 or Tel. 4735 after 6.00 p.m.



RIDING GENTLY AT THEIR MOORINGS, these boats make a picture typical of the Bahrain scene

STORAGE—a chore that really pays

NOW that summer is on the way out it is wise to think carefully about storing away warm-weather gear, like bathing suits and rubber water equipment.

To outwit the woolly bear and other hungry cloth-eating creatures who seem to haunt the cupboards at all times, a thorough going over and careful storage is the only way to preserve clothes.

Swim suits should be rinsed through in luke-warm water, any marks removed, and then stored in those polythene bags which can be bought in the bazaar. I always put in a few mothballs as well.

Canvas shoes will do another year's service after they have been gently scrubbed with a nail-brush and a little detergent and thoroughly dried off in the open air.

Straw hats, too, respond well to a

joys, don't forget to be ruthless with the things that have seen their best days.

Throw away oddments like sun "specs" with cracked glass, or rubber water wings that have perished or have unmendable punctures. They take up valuable space and attract dust.

Did you know that . . .

You can keep white nylon whiter if you wash it in very hot water?

Ode by our hungry girl friend

Lettuce, lettuce, all the way,
(As some dieticians say)
Munched with unabated vigour,
Can in time reduce your figure
What a boring price to pay!

(Recently there has been talk in the press about the good effects of eating fats in slimming diets, but we would add the following warning to our hungry-friend:)

Fat does not make fat—
Just think my dears, of that!
A big cream bun a day
Need not invite unwanted curves
to stay.

Alas, there's breakfast lunch AND
dinner—

How CAN a hungry girl keep thin?
(With apologies to a well-known firm
of cooking-fat manufacturers).

WEDDING OF ASSISTANT MATRON

In our report last week of the wedding of Mr. Brendan Beckett and Miss Kathleen Fitzgerald, Assistant Matron at Awali Hospital, it was incorrectly stated that the bridesmaid was Miss Betty Fallon. The name of the bridesmaid should have been given as Miss Maeve O'Connor, sister of Mrs. Betty Fallon.

Women Talking

By

ANNE YOUNGMAN

scrubbing with nail-brush and "dry" detergent lather. This treatment, very lightly applied, also works wonders on those fine canvas handbags.

What to throw away

Although rubber does tend to perish more quickly in this climate, it should be given a good clean before storing in as air-tight a place as possible.

Rubber rings, water wings, flippers and swim caps need rinsing well under a running tap to remove any particles of salt and should then be thoroughly dried. Grease any metal parts with vaseline and dust the rubber with talcum or Fuller's earth.

And while you are in the mood to attack and pack away these summer



DELIGHTFUL cardigan-cum-jumper for the smart teenager. Fashion notes: new scoop neckline, short sleeves and deep welt.



THE FINAL PREPARATIONS have now been completed by the Awali Church Women's Guild for their Annual Christmas Sale on December 7. At Awali Hall last week members of the Guild met to price the large variety of embroidery, knitting and other articles which will be on sale on the day.

RECOMMENDED READING

By Marjorie Hussey

A Charmed Life, by Mary McCarthy—This is a highly-recommended novel by a leading American writer; it is a penetrating, lively, adult commentary on contemporary American life, and is outstanding for its excellent characterization.

The Dead, the Dying and the Damned, by D. J. Hollands. A novel of the Korean war, based on fact, about the men who fought in it, hated it and tried to avoid it; and of the few who enjoyed it and exploited it.

The City and the Stars, by Arthur C. Clark—a science fiction story of the very remote future, when even the present-day sagas of space-flight are dim legends of antiquity.

Grapes and Granite, by Nina Epton, describes her journey by bus and on foot through Galicia in the north-western corner of Spain. A useful appendix gives hints to travellers, notes on the climate, and a list of hotels.

Swiss Venture, by Paul Townend, is a light-hearted account of six months as a travel courier giving an unusual view of central Switzerland and the Bernese Oberland.

One Marine Tale, by General Sir Leslie Hollis. This is not a war book in the accepted sense of the term though it is concerned mostly with Service and political personalities. The author was Staff Officer to Sir Winston Churchill during the war and he gives amusing and intimate glimpses of the great man.

I Presume—Stanley's Triumph and Disaster, by Ian Anstruther. The story of the famous explorer's life up to his dramatic, romantic meeting with Livingstone, his return to Europe and America and the disillusionment that followed.

Poppy appeal tops last year's total

This year's appeal and collection in aid of Earl Haig's Poppy Fund has already topped last year's total of Rs. 7,957.

When all the receipts have been counted, including the result of the Poppy Tea which was being held on Tuesday at Bapco Club, the amount raised will come to over Rs. 8,500

operative effort was Mrs. C. J. Southwell who, in the absence on leave of Mrs. W. A. Schmidt, was mainly responsible for the arrangements.

Much of the success of this year's appeal in Awali has been due to a willing band of helpers—about 80 ladies in all—who undertook the organizing and collecting.

Chief architect of a grand co-

The collection was held on November 20 and, in addition to buying poppies, many Awali residents also bought tickets for a competition, the results of which were to be announced at the Gymkhana Club, Manama, on Tuesday evening.

HAPPY GAZELLE AT GOVERNMENT FARM



GAZELLE in the picture has been in captivity nearly three years. He is well looked after at the Government Experimental Farm at Buddayia by Mr. Aubrey Van Ollenbach, Agricultural Officer, and lives a contented life.

Marketing Division Achieves Major Milestones in 2013

The Bahrain Petroleum Company's Marketing Division has produced remarkable results in 2013, with major milestones being achieved over the business year in its various spheres such as sales, distribution, retail operations and so on.

"The petroleum products exports during 2013 totalled 85.5 million barrels compared to 83.6 million barrels in 2012, an increase of 1%. Middle Distillates accounted for 57% followed by fuel oil 19% sold primarily to the Middle East bunker market and naphtha 19% sold mostly to the Asian petrochemical manufacturers." Bapco's General Manager Marketing, Mr. Khalid Ebrahim Buhazza stated.

"Abu Sa'afah crude exports totaled 52.1 million barrels in 2013 compared to 48.2 million barrels in 2012. Crude exports during this year were higher as the technical issues were encountered in 2012 were resolved and production from Abu Sa'afah field was back to normal rates in second half of 2013," he further added.

The average price realized for Abu Sa'afah crude was

US\$ 106.2 per barrel compared to US\$ 110.1 per barrel in 2012. Demand on medium and heavier grade crudes throughout the year remained relatively challenging. The Marketing team managed to achieve higher premiums for the contractual volumes of Abu Sa'afah crude which directionally contributed positively to the Kingdom's national budget", he explained.

"All our Sulphur; approximately 458,000 barrels-equivalent; was exported to Asia, with the Indian Subcontinent being the main market (49%) followed by Far East (23%) and the balance exported almost equally between South East Asia and Middle East," he added.

He further explained that "to meet our objectives to maximize the company's profitability, we continued to capture market opportunities throughout the year by importing a mix of finished products and blending stocks which contributed to total benefits of about \$5.5 million."

"A total of 8,693 barrels per day (bpd) of Jet A-I fuel was supplied to Bahrain Aviation Fuelling Company (Bafco)

at Bahrain International Airport, of which Bapco's share announced to approximately 5,116 bpd. The total volume of local refined product sales amounted to 9.7 million barrels (a y-o-y increase of 1%), led by high octane (Mumtaz) gasoline (39% of sales), diesel (23%), low octane (Jayyid) Gasoline (22%), LPG (7%), Kero/Jet (6%) and Asphalt (3%)."

"Card Business Unit (CBU) has recently achieved the sales of 40,000 Sadeem smart fuel cards in Bahrain. Bapco's next target is to achieve 80,000 cards and extend Sadeem service to 35 service stations by the end 2014." Buhazza concluded.



Strategic Plan - Marketing Division

The Marketing division achieved 60% of their 2013 strategic plan.

The initiative "Increase Terminal Capacity" has been completed. The remaining formality of the DRB signing off CPDEP phase 1 is outstanding. The project has been transferred to Major Engineering Projects and incorporated into the Bapco Modernization Program (BMP) project in 2014.

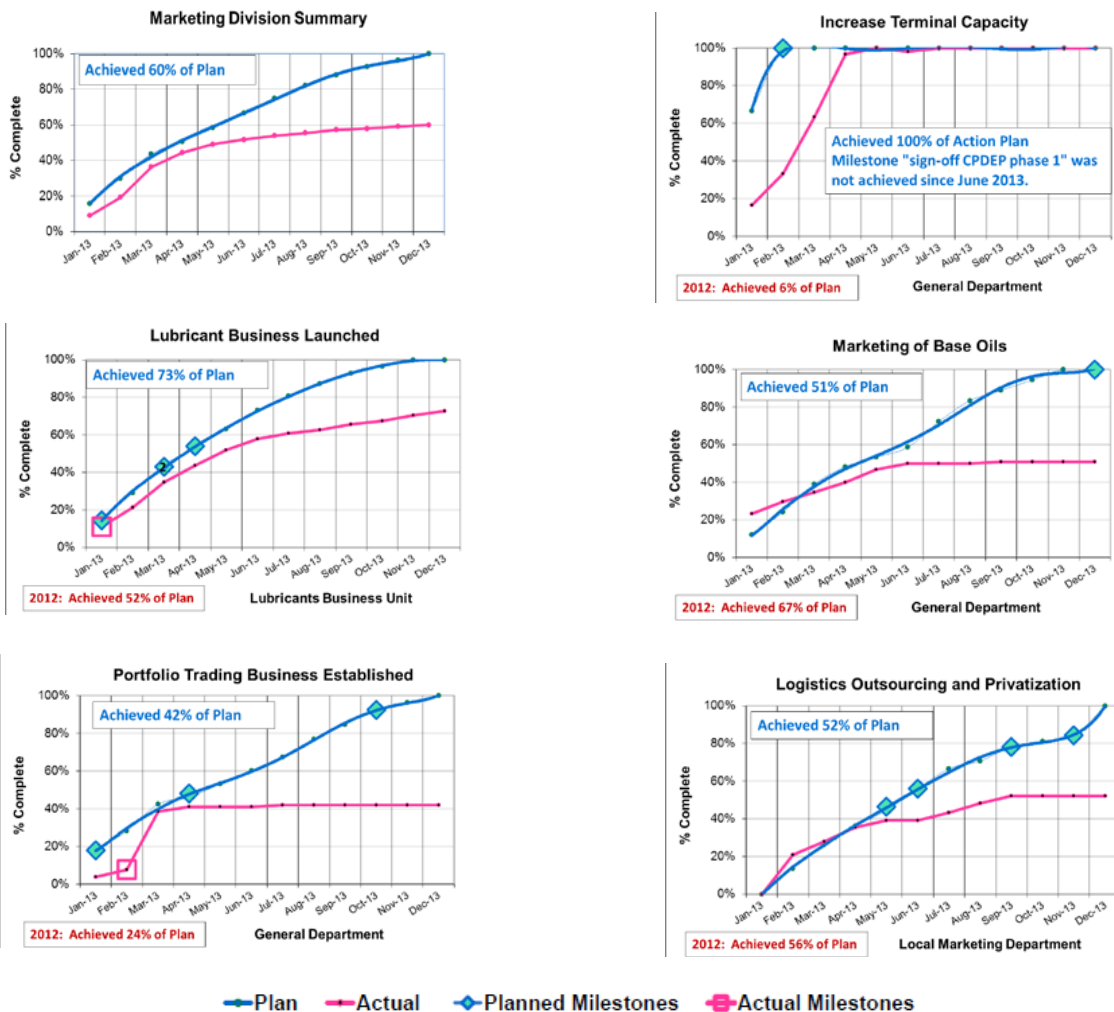
Although the initiative "Portfolio Trading Business Established" was significantly behind plan, phase 1 of CPDEP was officially signed off by the Board on 9 January 2014, and remaining actions will be expedited in 2014.

The "Marketing of Base Oils" initiative required a specialist to proceed further. A suitable candidate was hired and onboarding formalities are in progress.

The "Lubricants Business Launched" initiative is behind plan, but progressing well.

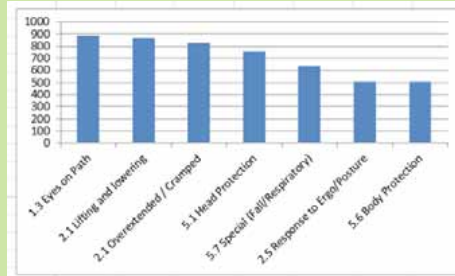
The "Logistics Outsourcing and Privatization" initiative suffered some setbacks with the Tender Board requiring a re-tender. Most of the outsourcing related actions are expected to be completed in 2014.

The following Graphs show the Division's Progress for the year 2013.



How much did we score in BOOST by the end of 2013?

A lot of departments have improved their boost observations numbers, were they increased their boost observations by 10 to 20% comparison to 2012 however, is this enough? Did boost achieve its goal by this increase? The answer is NO; we need to really achieve the ultimate goal of boost which is reducing the “at risk behaviors” and making the “at safe behavior” as a habit that we follow in our day to day work. So whatever data was collected in 2013 it is not useful if not looked at closely. So we urge departments to take a closer look at the wealthy data that was collected in 2013. A total of 41086 observations were conducted in 2013. The highest 5 at risk behaviors for the year 2013 were:



	# of at risk Behaviors reported
1- Eyes on Path	888
2- Lifting and Lowering	871
3- Overextended/cramped	826
4- Head protection	761
5- Special (fall/respiratory)	637

So we need to focus on these in order to reduce the risk level of these becoming first aids or lost times. Another concern that should be looked at is the vehicle accidents that occurred in 2013 were 87 in total which is higher than 2012, although in

2013 a new Inventory of Critical Behaviors (ICB) of driving was introduced and if it was used effectively it should reduce the level of these accidents. But this is not the case which means that we are still not using the information we capture as intended.

So how can we improve and score better? To do that we need to focus our efforts in eliminating these at risk behavior from repeating and try to find what are the barriers that disables the employee from following at safe behavior. So I urge each department to have more focus on the 2013 observation results and come up with a plan on how to remove these barriers to enable employees to follow best work practices.

Written by:
Samah Al-Hamad
Member of the BOOST Steering Committee

Are we reliving past incidents?

The short answer to this question is YES! In 1993, Dr. Trevor Kletz, who passed away on October 31, 2013 at the age of 91, wrote a book titled “Lessons from Disaster: How Organizations Have No Memory and Accidents Recur.” Twenty years later, this still happens.

A recent article described an incident at a gasoline processing plant in Norway. A carbon adsorber used for emission control ignited a flammable atmosphere in the attached tank. Sadly, a very similar incident occurred at a bulk chemical storage terminal in Savannah,

Georgia, USA in 1995. A thorough literature search would undoubtedly find more similar incidents.

What happened?

In both incidents, a carbon adsorber was used to reduce emission of pollutants from the storage tank. Both facilities failed to realise that adsorbing hydrocarbon vapours generated heat in the carbon bed. This heat provided the ignition source for the flammable vapor in the tank vapour space.

Why did it occur?

Two design problems were present in both systems, even though they happened 12 years apart and in different parts of the world! The systems did not account for the heat generation from adsorption and did not provide a flame arrester between the tank and carbon adsorber.

What can you do?

Be aware that equipment installed to protect the environment can

create new hazards that must be evaluated by process hazard analysis and management of change.

Keep the stories of past incidents in your plant alive by discussing them at safety meetings.

When incidents occur outside your area or company, review them and ask “Could something like this happen here?” Don’t discount incident reports because you don’t handle that specific material or because the incident happened in a different technology.

Younger and less experienced employees should ask about past incidents to understand them. If it has happened before, it could happen again!

Share incidents from your plant with others so they do not have to relive them.



Safety Alert

Small Cut with Razor



GENERAL INFORMATION

Location: Awali Hospital, Physiotherapy Dept.
Nature of Incident: First Aid
Date of Incident: 23 January 2014

INCIDENT DESCRIPTION

Physiotherapist shaved the patient’s arm and tried to remove the hair from the blades using her fingers, and sustained a small cut.

EARLY LEARNING POINTS

Shaving of patients must be done using electrical clippers only.
Safe standards and practices was not observed in this case.
Osool #2: Always work in a safe and controlled condition.

IMMEDIATE ACTIONS

The cut was cleaned; blood samples were taken from the employee and the patient

CORRECTIVE / PREVENTIVE ACTIONS

Under NO circumstances must sharp objects be touched. Once used, they must be disposed of immediately.
Discussion and reinforcement of standards with employees
Electrical clipper to be purchased for the physiotherapy department



Safety Fact



For every 1km/h reduction in average speed, there is a 2% reduction in the number of crashes



Dr. Spyridon Trous

Consultant Physician - Internal Medicine and Manager – Medical Services



Dr. Spyridon Trous, Bapco's Manager – Medical Services Department, is an alumnus of Rome University's Medical School and has specialised in Internal Medicine at the University of Athens with much of his clinical training being based in the United Kingdom. Filling various positions throughout the course of his career, Trous has worked in Europe and in the Middle East and has gained extensive management experience working as a Hospital Director in the private care sector.

Trous describes himself as a "second generation Bapco employee" as his father-in-law worked for the company for many years, with his wife Rachel Fenton growing up in Awali. Upon the passing of Rachel's father two years ago,

the former Bapco veteran was laid to rest in Salmabad as it was his wish to remain in Bahrain, which he considered his home. However, having grown up in Bahrain it was always a dream for Rachel to return to Bahrain with her own family, a dream which was realised three years ago when the couple returned to work for Bapco, a company which "has always upheld long working relationships with its employees." Trous and Rachel have an eighteen-year-old son, Pavlos.

"I have found Bahrain to be a most welcoming place for the expatriate community, very unique in the lifestyle it offers but also very cultural" says Trous, in appreciation of the kingdom. Discussing his professional endeavours in Bahrain, he shares "I have worked at Awali Hospital for three years and in 2013, the Bapco Management honoured me with the position of Manager - Medical Services Department which requires me to be responsible

for Awali Hospital, the Refinery Clinic and the company's Health Promotion Unit. Trous explains the department's vision. "Our philosophy is to ensure that all employees receive a high standard of safety-driven, quality healthcare, which in turn enables us to protect the employees and the company. Bapco employees work rigorously in various environments and this requires them to be exposed to potentially hazardous conditions due to the harsh climate we face in this part of the world. Their health is of prime concern, and is entrusted to our team at Medical Services. As a leader, I strive to lead the team to achieve our vision through hard work, a vision which has gained the emphatic support of our Chairman and Acting Chief Executive, Mr. Adel Al Moayyed and of course Bapco's General Manager – Human Resources & Administration, Mr. Ghassan Al Muhanna.

The Awali Hospital has also undergone various changes in recent times. Dr. Trous says "We have seen several improvements at the Awali Hospital in recent times, like greater bed capacity across patient wards, CT/MRI, ultrasound and physiotherapy facilities, as well as the inclusion and upgrade of the dental, paediatric, obstetric and cosmetic clinics."

"Awali Hospital will be the flagship for internationally recognised, safety-driven, quality medical practice in Bahrain. We are investing in quality at all levels, for everyone seeking medical services at the Refinery Clinic and at the Awali Hospital. In 2014, we hope to see improvements in line with our vision" says Dr. Trous, echoing the establishment's dedicated philosophy. He further explains that Awali Hospital is a welcoming, friendly and safe healthcare provider, where diversity means happiness. "It is a place which represents quality healthcare for every kind of patient in Bahrain who requires its service" he adds.

"I would like to thank Bapco for taking care of my family for over 40 years" Trous concludes, with high regard for the company.

Safety Alert Car Accident at Alba Roundabout



GENERAL INFORMATION

Location: ALBA Roundabout
Nature of Incident: Vehicle Accident
Date of Incident: 21 January 2014

INCIDENT DESCRIPTION

At around 7:35am, a Plant Maintenance employee was leaving the Refinery through the Alba roundabout using a company car and while he was waiting in his lane to enter the roundabout, a non-Bapco car hit the Bapco car used by the employee from the rear side, causing damage.

EARLY LEARNING POINTS

While waiting at an intersection, continue to use mirrors to observe vehicles behind. If possible, stop in a position where you can move your vehicle forward (or out of the way) to avoid being struck from behind.

IMMEDIATE ACTIONS

Checked for injuries
Called Traffic Police
Notified Supervisor
Moved Vehicles off road to avoid traffic congestion

CORRECTIVE / PREVENTIVE ACTIONS

Be extra vigilant while driving through roundabouts, especially during the rush hours. Ensure that the car headrest is adjusted to the correct height every time you use the car so as to avoid whiplash injury in case of a car accident.

Bapco Receives Delegates of Civil Defence Firefighting Trainees



In line with the Bahrain Petroleum Company's (BAPCO) framework to enhance safety standards, the company has recently received a number of 25 firefighting men and firefighting Officers from the Civil Defence School. During the visit, the delegates were briefed on the various duties and responsibilities during major emergency cases and quick response incidents, and Bapco's activities and latest achievements in this field. Delegates were later taken to a tour around the units including the Fire Station where they were briefed on the latest fire protection

equipment and devices used by the company. The delegates praised the programme and expressed their gratitude to Bapco Management for giving them an opportunity to expand their safety knowledge and techniques. Commenting on this occasion, Bapco's Manager Public Relations Department, Mr. Naji Ahmed said: "Environment, Health and Safety (EHS) values are among the top priorities of Bapco". "The company complies with international safety standards to enhance safety at worksites and the entire community", he further added.



Upstream, Downstream

A Quick Glimpse of Global Energy Trends

Baker Hughes: US drilling rig count declines to 1,764

The US drilling rig count dropped 7 units to 1,764 rigs working during the week ended Feb. 14, Baker Hughes Inc. reported.

Four of those units were land-based, bringing that total to 1,692. Rigs drilling in inland waters lost 3 units to 18. Rigs drilling offshore were unchanged from last week at 54.

A 7-unit gain in oil rigs to 1,423 was trumped by a 14-unit loss in gas rigs to 337. Rigs considered unclassified were unchanged at 4.

Horizontal drilling rigs were up 7 units to 1,183 while directional drilling rigs declined 5 units to 201.

Canada's rig count edged up 3 units to 624, 27 fewer than last year's total for this week. A 6-unit gain in oil rigs to 415 was cut in half by a 3-unit loss in gas rigs to 209.



Major states, basins

California boasted the largest increase of the major oil- and gas-producing states, claiming 5 more units to reach a total of 36. New Mexico gained 3 units to 83. Ohio, Kansas, and West Virginia were each

up 1 unit to respective totals of 40, 33, and 30.

Unchanged from a week ago were North Dakota at 168, Utah at 26, Arkansas at 12, and Alaska at 11.

Pennsylvania and Wyoming were each down 1 unit to respective counts of 53 and 51. Colorado fell 2 units to 60. Oklahoma relinquished 3 units to 182. Louisiana gave up 4 units to 107. Texas reported the largest loss, dropping 5 units to 840.

Movement in the major US basins included a 3-unit gain in the Permian to 486 and a 3-unit loss in the Cana Woodford to 34.

Repairs to halt production at Hellenic refinery

Hellenic Petroleum PA plans to temporarily shut down the flexicoker at its 100,000-b/d Elefsina refinery in Elefsis, Greece, for repairs following the discovery of damage to equipment associated with the unit's gasifier.

The company is in the advanced stages of organizing the flexicoker's shutdown to make the necessary repairs "for strictly precautionary reasons," Hellenic said.

The maintenance work will focus on repairing distortions in the shell of the gasifier's internal refractory lining, which protects the steel shell of the container from exposure to high temperatures, according to Hellenic.

The impacted equipment has been under surveillance and testing since the discovery

of the distortions on Jan. 21, at which time the gasifier began to undergo immediate shutdowns as necessary to monitor its operations, the company said.

But no timeframe was disclosed as to when repairs to the 20,000-b/d flexicoker would begin or be completed.

Hellenic completed a £1.4 billion upgrade of the Elefsina refinery (OGJ Online, Oct. 4, 2010; Oct. 10, 2006) during second-half 2012, making it the largest private industrial investment in Greece, according to Hellenic's web site.

In addition to the flexicoker, the project included the installation of a 45,000-b/d vacuum unit, a 39,000-b/d high-pressure hydrocracking unit, a 120,000-normal cu m/hr hydrogen production plant, and additional supporting units.



Oxy to spinoff California business

Occidental Petroleum Corp.'s board has authorized the separation of its California assets into an independent and separately traded company.

The news comes just a day after Oxy reported plans to sell its Hugoton field assets to an undisclosed buyer for \$1.4 billion as part of the company's strategic review

The newly formed company will hold 2.3 million net acres in California, including major operations in Los Angeles, San Joaquin, Ventura, and Sacramento.

The California business in 2013 earned \$1.5 billion on a pretax basis. Earnings before income, taxes, depreciation, and amortization were \$2.6 billion with capital



expenditures of \$1.7 billion. Capital expenditures planned for this year were increased to \$2.1 billion.

Oxy said it will determine management and governance of the California business by the third quarter and complete the separation by yearend or early 2015.

Oxy, previously based in Los Angeles, will move its headquarters to Houston, maintaining exploration and production operations in the Permian basin and other parts of Texas, the Middle East region, and Colombia. The company will continue to operate its midstream and marketing segment along with chemical subsidiary OxyChem.

Crude oil futures remain above benchmark



The New York Mercantile Exchange March crude contract edged down 2¢ on Feb. 13, closing at \$100.35/bbl. The April contract gained 13¢ to settle at \$100.05/bbl.

Heating oil for March delivery was up 1.82¢ to a rounded \$3.03/gal. Reformulated gasoline stock for oxygenate blending for March delivery increased 1.41¢ to a rounded \$2.78/gal.

The March natural gas contract on NYMEX jumped 40.1¢ to a rounded \$5.22/MMBtu. On the US spot market, the gas price at

Henry Hub, La. was a rounded \$5.34/MMBtu, declining 94¢.

In London, the March ICE contract for Brent crude delivery was down 6¢, closing at \$108.73/bbl, while the April contract was up 17¢ to 108.52/bbl. The ICE gas oil contract for March fell \$1 to \$918.50/tonne.

The Organizational of Petroleum Exporting Countries reported its basket of 12 benchmark crudes was \$105.27/bbl on Feb. 13, down 19¢.

Phillips 66 Partners to acquire assets from Phillips 66

Phillips 66 Partners LP has acquired Phillips 66's Gold Product Pipeline System and Medford Spheres, two newly constructed refinery-grade propylene storage spheres, for \$700 million. It's the partnerships' first acquisition since its initial public offering last July.

The Gold Line System consists of a 681-mile products pipeline system that extends from the Phillips 66-operated refinery in Borger, Tex., to Cahokia, Ill., with access to the Phillips 66 refinery in Ponca City, Okla., as well as two parallel 54-mile lateral lines from Paola, Kan., to Kansas City, Kan.

The system has a maximum throughput capacity of 132,000 b/d and includes four terminals respectively at Wichita, Kan., Kansas City, Kan., Jefferson City,

Mo., and Cahokia, Ill., with 172,000 b/d of aggregate throughput capacity and 4.3 million bbl of storage capacity.

The Medford Spheres in Medford, Okla., have a total working capacity of 70,000 bbl and are scheduled to start operation Mar. 1. It will serve as an outlet for delivery of refinery-grade propylene from the Phillips 66 refinery in Ponca City, Okla., through interconnections with third-party pipelines, to Mont Belvieu, Tex.

Phillips 66 and the partnership will enter into transportation, storage, and terminaling agreements that include minimum throughput volume commitments, with terms ranging from 5-10 years. The minimum volume commitments account for more than 80% of expected throughput volumes.

Sustainability Training Course Organised for Employees

In line with its continuous development towards internationally recognised corporate trends, Bapco recently organised an intensive three-day training course for its employees on Sustainability Reporting using the Global Reporting Initiative (GRI) framework, from 4-6 February 2014. The course was attended by 12 delegates and aimed to help them learn how the company can measure, report and improve its environmental, social and corporate governance

performance using the widely acclaimed reporting framework by GRI. The course was attended by Bapco's Chairman & Acting Chief Executive, Mr. Adel Khalil Al Moayyed, Deputy Chief Executive (Refining & Marketing), Mr. Ebrahim Talib and a number of General Managers as well as other company officials. "Participating delegates came from a diverse cross-section across the company representing departments such as Occupational Health, Environment,

Finance, Information Technology, Security, Human Resources, and Public Relations including others", said Bapco's General Manager - HR & Administration, Mr. Ghassan Ali Al Muhanna. "Systematic sustainability reporting will help organisations to accurately measure the impacts it causes or experiences, set goals and manage change" he added. "It is the key platform for communicating sustainability performance and impacts". Mr. Al Muhanna concluded.



Toastmasters Club Holds Meeting # 158



Bapco's Toastmasters Club has recently held its meeting #158 at the Bapco Club, headed by Club President, Toastmaster Abdul Hadi Al Attar. Event MCs, Toastmasters Rawa Al Alawi and Hussain Abdul Karim, introduced the audience to the theme, "Best Couple", and shared their own

ideas on how to form the perfect couple. An educational segment was also held on Bapco's Health & Safety aspect, and participants were also introduced to the "Table Topics" speech, where the speaker has to present an on-the-spot idea at the meeting. Commenting on this occasion, Mr.

Al Attar stressed the importance of teamwork and good presentation skills in fostering the Club's role, which helps develop members' capabilities and communication and leadership skills. Moreover, he encouraged employees to attend Club meetings and benefit from the experience in order to

develop their communication skills. Toastmaster Arfan Nateq received the best impromptu speech trophy, Toastmaster Ali Shaker won Best Evaluator, and Toastmaster Abdulla Hijazi won Best Prepared Speech. Graduation certificates from the International Toastmasters in the USA were

also distributed to Toastmaster Majeed Daif and Toastmaster Waleed Othman for completing the Advanced Communications Manual, and Toastmasters Hussain Abdul Karim, Mohammed Juma, Rashid Showaiter and P K Parashar for completing Communications and Leadership Manual.

4th GCC Spring Forum Delegates Received at PSP

Continuing its ongoing efforts to enhance relations with the various organisations, and within its constant efforts to support the concept of social partnership with societies towards fostering aspired social development in the kingdom, Bapco has recently hosted the closing ceremony of the 4th GCC Spring Forum at the Princess Sabeeka Park (PSP) in Awali. The forum was organised by the Good Word

Society from 5-7 February 2014 and was held under the patronage of HH Sheikh Isa bin Ali Al Khalifa, the Society's Honorary President. A number of GCC countries participated in the forum under the supervision of the Arab Federation for Voluntary Activities. "The forum is a programme that provides its participants with the opportunity to enjoy their chances of positive competition" said Bapco's Manager

- Public Relations Mr. Naji Ahmed. "It educates delegates with various skills aimed at promoting voluntary activities as well as a number of educational, entertainment, and service activities and programmes", he added. Upon the conclusion of the event, the organisers expressed delight at the arrangements and thanked the Bapco Management for the good organisation and excellent preparation of the event.



Meet Moh'd. Muzammil Siddiqui (Power & Utilities)

Mohammad Muzammil Siddiqui, 29, works in Bapco's Power & Utilities Department as part of the Utilities Plant. A multiple diploma holder, Mohammad has graduated with a Diploma in Mechanical Engineering, an Advanced Diploma in Food Technology, and an Advanced Diploma in Environmental Engineering from one of India's most prestigious institutions, the Aligarh Muslim University. Mohammed brings diverse experience to the table; in the past, he has worked in different capacities ranging from Operator to Plant-in-Charge to Assistant Manager of Waste Water Management in the food industry. However in Bapco, his prime responsibility is to supply utilities to the Refinery for its smooth and optimal functioning. He has also attended training programmes in various domains, like STG operation and fire and safety training. Looking to the future, Mohammed says, "I plan to build

and expand my expertise in the oil and gas industry, and acquire and apply new technologies to help develop my department, division and company while aiding the growth of my own career as well." He is also highly impressed with Bapco's continuous emphasis on safety measures. "Bapco is following some of the best safety practices and I would like express my appreciation for the Management with regard to their concern for employees. At this point, I would like to thank them for successfully developing a "Safety First" attitude among us." But Mohammed is far from the "all work, no play" type. He says, "Bapco organises numerous initiatives which I have found fruitful and enjoyable, and I never miss a chance to attend popular events like the Environment, Health & Safety Week, Princess Sabeeka Park Family

Gathering and other health campaigns. I also played tennis in Bapco last year and have submitted Good Ideas, as I feel that this is a truly wonderful scheme launched by the company." "I have evolved over my time with Bapco since the time I first got here" Mohammed reminisces. "Being here has developed my personality and I am now better aware of various aspects of Utilities. I would like to thank the Management once again, for shaping the careers and personalities of young Bapco employees like myself." In conclusion, Mohammed says, "Every moment is a treasure for me, albeit demanding at times. But I love my role in this organisation and the rapport that I share with my colleagues continues to teach me a lot." Mohammed also enjoys playing badminton, travelling, reading and listening to Sufi music.

Interview with Mr. Redha Mahdi

Acting Senior Officer, Bapco Club

Please introduce yourself to us.

My name is Redha Mahdi Hassan, and I am the Acting Senior Officer at the Bapco Club. I have been passionately serving the company for almost a decade, since joining in 2003 as Duty Officer. Later, I worked as Restaurant Supervisor, and then Catering Officer before assuming my current role.

What are some of the Club's notable achievements over the past year?

I am pleased to mention our achievements from 2013, which have come as a result of our excellent teamwork and of course the support of the Management which we are very grateful for. Some of our most notable achievements have been the introduction of the Salad Bar, Business Lunch, BBQ Night, Ramadan Buffet during the Holy Month, and Diwali celebrations. Although it was a challenging year for us, we have successfully achieved all of these.

What strategies have you adopted in order to better the Bapco Club experience for guests?

One of our major focus areas has been events, and that has helped us bring in people on a regular basis. Most of our members are regular visitors and conducting events is one of the best ways to continue that. The Club has flourished as a result of its weekly, monthly and other periodic events as opposed to the past, when for instance, the focus lay only on the month of December with regard to conducting events. I think they are very important because the last thing we want to see is a deserted restaurant or empty seats. Additionally, we give a hundred percent during each of these events; the



décor, and at times even the staff uniforms are all in line with the event or festival that we are celebrating. All of this has proven to be very attractive with our customers and guests. For our employees, I conduct regular briefings with them to help boost their morale and productivity.

What do you attribute the success of the Club to?

Positive thinking, setting clear targets and regularly visualising them have been crucial to fulfilling my duties, and of course good health is always a factor. The ability to increase staff morale and build their self-esteem to enhance productivity also counts. And although I am happy with our progress, I would like to see it continue in 2014. Once again, proper planning and teamwork are crucial to this.

What message do you have for our readers? All our achievements have been accomplished with the support of our employees, colleagues and of course the Management so I need to thank all of them. I also want to specially thank my manager, Mr. Saeed Abdulrahma for his constant support.

Identity Card – Mohammed Al Doseri

Mohammed Adel Al Doseri is a Strategic Electrical Engineering Trainee, working in Bapco's Plant Engineering Department in the Power & Utilities (P&U) section.

An alumnus of Australia's prestigious Royal Melbourne Institute of Technology (RMIT), Mohammed graduated with a degree in Electrical and Electronic Engineering. His first



year, Mohammed feels that various challenges face him in the corporate environment, but being in a helpful, hardworking, family environment like the one that he is surrounded by in Bapco will help him overcome his challenges.

For Mohammed, the most treasured moments are when he is entrusted with

a responsibility by a senior colleague, as it shows that they can put their trust, belief and confidence in him. From a personal standpoint, he also feels that such instances are fundamental to helping an employee climb the ladder to success.

To his colleagues and all readers, Mohammed says, "My message to all of you is that, life is greatly influenced by how much you learn and reflect. To generate our maximum productivity in Bapco, we all need to work hard and help each other attain this common goal."

Employee Interview Hani Al A'ali

Tell us a little about yourself. I am Hani Al A'ali, 32 years old and I have been working with Bapco since March 2005. Prior to joining, I completed my Diploma Studies in 2004, and am currently on the verge of graduating with my Higher Diploma from the Bahrain Training Institute. I live in Hamad Town with my wife and one-year-old son.



As a control operator, how important do you feel safety is in an organisation like ours?

Safety is a massive priority in this organisation, and I have always considered Bapco as one of the best examples of companies which exert a big effort in implementing, improving and maintaining a safe environment throughout

the company.

How has your career progressed in Bapco? What projects do you currently handle?

I began my career with Bapco as an Outside Operator in the LSFO complex (Hydrogen Plant) and #6 Vacuum Distillation Unit, after which I began training as a Control Operator. I've been holding this position for the past year-and-a-half, ever since I completed my training. My typical job responsibilities in Bapco include controlling the operation of process units, and continuously monitoring and regulating the condition of the plant using the DCS, analyzers and alarm systems to ensure the safe and efficient operation of the units and equipment in compliance of Bapco's safety rules, Bapco Osool & 4 Keys to Safety to prevent accidents or near misses from happening. Working in Bapco, I have imbibed various attributes such as safety, punctuality and responsibility over the years. Have you attended any of Bapco's training sessions?

I have attended various training sessions on Control Operator training, presentation skills, and BOOST training which have helped develop my career. Ultimately, my career plan is about self-development and improvement, to be able to develop my working environment's quality and behavior. I have also submitted many Good Ideas in Bapco, and was a part of the Energy Blitz team during the "100 Successful Days of Energy Blitz" celebration.

Do you attend events held by Bapco? What do you have to say about their CSR activities?

Bapco is widely known for the notable events that it organises throughout the year and I particularly like attending the biennial EHS Family Day and the Princess Sabeeka Park Family Gathering with my family. In reference to CSR, Bapco's continuous activities reflect its profile and mission towards the society very well.

Tell us about your best, most challenging and treasured memories in Bapco.

I can recall rather vividly, that once during a fire at the LSFO complex in 6VDU, I was fighting the fire with my colleagues and we were joined by the firefighters rather late. The fire began to spread rather rapidly and I took the decision to climb the distillation column to isolate the source of the fire.

What are your hobbies?

I enjoy travelling, shopping and horse-riding. I also play badminton and have participated in Bapco's badminton tournaments in the past.

What would you like to say to our readers?

I would like to take this opportunity to emphasise the importance of safety wherever regardless of whether we are at work, home or on the road, and we should all share safety ideas and behaviour with our near and dear ones to expand our safety knowledge and ensure that we live in a safe environment free of hazards.

Bapco Bids Farewell to Ebrahim



A farewell luncheon was held for Mr. Ebrahim from Bapco's Plant Maintenance Department, who retired from the company effective 1 January 2014. The farewell was held on Tuesday, 31 December 2013 at the Bapco Club Restaurant, and was hosted by Mr. Mahmood Mirza, Manager – Plant Maintenance Department. The farewell was also attended by Ebrahim's friends and other colleagues.

Ebrahim had served in Bapco for a long career of over 40 years prior to his retirement,

joining the company as a trainee Auto Electrician in 1972. Two years later, he was promoted to the position of Mechanical Auto Electrician in the Transport Department's Awali Garage. Ebrahim was then transferred in 1996 to the Diesel & Auto Shop in the Refinery, before being promoted to Senior Technical Auto Electrician a year later.

Bapco thanks Ebrahim on his long and dedicated career with the company and wishes him the very best in his future endeavours.

Recipe Italian Style Chicken Soup

Ingredients

- 1 tablespoon olive oil
- 1 onion (chopped)
- Red pepper flakes
- 6 whole sprigs, plus 1 tablespoon chopped flat-leaf parsley
- 6 (3-inch) strips lemon zest, cut from 1 lemon
- 1 small head fennel, thinly sliced (2 cups), fennel tops reserved
- 1 1/2 pounds bone-in chicken breasts, skin removed
- 8 cups low-sodium chicken broth
- 2-3 inch piece Parmesan rind
- 1 cup sliced carrots
- 1 cup celery
- Kosher salt
- 2 cups, whole-wheat extra-wide noodle style pasta, 2 3/4 ounces
- 3 cups baby spinach
- 2 tablespoons grated Parmesan



Heat the oil in a Dutch oven set over medium heat. Add onion and red pepper flakes, and cook until the onions begin to soften for a few minutes. Tie the parsley sprigs, lemon zest, and fennel tops together. Add the herb bundle, broth, two cups of water, and cheese rind. Bring to a very gentle simmer, and simmer until the chicken is just cooked through, for about eight to ten minutes. Transfer the chicken to a cutting board and set aside until cool enough to handle. Remove the meat from the bones in large strips. Meanwhile, add the sliced fennel, carrots, and celery to the broth and season with salt to taste. Continue to simmer until the vegetables are just tender. Stir in the noodles and cook for a few minutes longer. Stir in the reserved chicken, baby spinach, and Parmesan until the chicken is heated through and the spinach is wilted. Discard the herb bundle and cheese rind. Stir in lemon juice to taste. Serve the soup in serving bowls and add additional Parmesan for passing.

Foodnetwork.com

Number Block

				23
			8	28
		5		28
8	8		2	27
	9			16
26	34	23	16	26

Solution

26	16	23	34	26
16	0	5	9	8
27	2	6	8	8
28	9	5	6	8
28	8	4	8	8
23				

List of New Books at Awali Library

FICTION

TITLE	AUTHOR	NO.
HOW TO FALL IN LOVE	Cecelia AHERN	7282
ONE BY ONE	Chris CARTER	7284
THE PURE GOLD BABY	Margaret DRABBLE	7285
BRIGID JONES: MAD ABOUT THE BOY	Helen FIELDING	7287
THE SIGNATURE OF ALL THINGS	Elizabeth GILBERT	7288
SYCAMORE ROW	John GRISHAM	7289
THE WILDFLOWER PATH	Sarah HARRISON	7290
THE SILENT TIDE	Rachel HORE	7292
ALL CHANGE - THE FIFTH VOLUME IN THE CAZALET CHRONICLES	Elizabeth Jane HOWARD	7293
THE FLAVOURS OF LOVE	Dorothy KOOMSON	7300
THE MINOR ADJUSTMENT BEAUTY SALON	Alexander McCALL SMITH	7306
CROSS AND BURN	Val McDERMID	7313
SOMEONE	Alice McDERMOTT	7314
RED NOTICE	Andy McNAB	7315
CONFESSIONS - THE PRIVATE SCHOOL MURDERS	James PATTERSON	7318
THE PROPOSAL	Tasmina PERRY	7320
MARRIAGE MATERIAL	Sathnam SANGHERA	7321
VICIOUS CIRCLE	Wilbur SMITH	7323
THE VALLEY OF AMAZEMENT	Amy TAN	7325
POSTCARDS FROM THE PAST	Marcia WILLETT	7326

NON-FICTION

TITLE	AUTHOR	NO.
THE NOVEL CURE - An A-Z of Literary Remedies	BERTHOUD & ELDERKIN	7327
MAEVE'S TIMES	Maeve BINCHY	7283
EGYPTOMANIA	Bob BRIER	7328
HER BRILLIANT CAREER - TEN EXTRAORDINARY WOMEN OF THE FIFTIES	Rachel COOKE	7329
UNDERCOVER - The True Story of Britain's Secret Police	Rob EVANS & Paul LEWIS	7331
SALT, SUGAR, FAT	Michael MOSS	7332
WE ARE ANONYMOUS	Parmy OLSON	7335
LOVE, NINA - Despatches from Family Life	Nina STIBBE	7336

Bapco Ladies' Day Out



A group of female employees from Bapco recently treated Mona Abdul Rahman, the TSD secretary to an outing in appreciation of her longstanding helpfulness, valuable efforts and continuous goodwill at the workplace and with her colleagues. Describing her as a kind, polite, and enthusiastic person who is ever ready to assist those around with a smile, her colleagues say that they never had an opportunity to thank her for her contributions, hence they decided to take her out as a token of appreciation. At the end of the outing, Mona thanked her colleagues for their wonderful initiative and appreciated the gesture as something that will always remain close to her heart. She acknowledged their efforts by saying that she has always enjoyed working with them and that she looks forward to continuing this cordial relationship with her colleagues in the future.



Maintenance Division Wins Second Basketball Tournament Shield

Bapco's basketball tournament for the 2013-2014 season has recently come to a close at the Batelco Club in Al Hamala. The first match played between the Engineering and Refining teams saw Engineering winning 41-30 and emerging as the third-placed team of the tournament, winning the bronze medal in the process. In the final, defending champions Maintenance outclassed newcomers Tatweer 70-45, to capture the tournament shield for the second time. Gold and silver medals were also awarded to the winners and runners-up respectively at the presentation ceremony. The final was held in a highly encouraging atmosphere with remarkable spectator support for both teams. Commenting on the occasion, Bapco's General Manager - Human Resources & Administration, Mr. Ghassan Al Muhanna, congratulated the teams and wished them further success. He further stressed that the Management has a strong passion for company sporting activities and its positive influence on the players' morale, as well as efforts in nurturing the health and welfare of Bapco employees. Furthermore, he added that the company's year-round support to sporting initiatives

is in line with Bapco's dedicated efforts to foster the society and acknowledge employees' efforts towards the success of the company, and the national economy of the kingdom.



At the conclusion of the event, the players expressed their sincere thanks to Bapco's Management for its continued support and its efforts exerted in relation to sporting activities, as well as tournament organisers Mr. Mahmood Dashti (Maintenance), Mr. Nabeel Memari (Oil Storage & Export) and Mr. Abdul Redha Haqiqi, Chairman of the Sports Committee for their efforts in organising the tournament. The closing ceremony was attended by Bapco's General - Manager Refining, Mr. Hafedh Al Qassab, General Manager - Maintenance, Mr. Khalid Al Sabbagh, Manager - Shutdown & Major Maintenance, Mr. Mahmood Mirza and number of Bapco officials and employees.

"All Stars" Game Held for Basketball Champions



Bapco has recently held an "All Stars" basketball game for past champions at the Batelco Club in Hamala. The match was organised by Bapco's Sports Committee and was headed by the Chairman, Mr. Abdul Redha Haqiqi. During the opening ceremony, Mr. Haqiqi delivered a speech welcoming the attendees, hailing Bapco's role in supporting and nurturing the company's sporting activities. The event was held in the presence of company officials, players, attendees and guests and was also attended by Mr. Khalid Al Sabbagh, General Manager - Maintenance and Mr. Naji Ahmed, Bapco's Manager - Public Relations. Commenting on the occasion, Mr. Ahmed said that the "All Stars" game was being held in an ideal setting with the participation of players, judges, organisers and guests and various basketball personalities from the local scene in an atmosphere filled with fun, music, attractive lighting and a great deal of encouragement for the participants.

He further stated that the event reflects Bapco's commitment towards encouraging sporting activities which are in line with its role in developing the youths' abilities and creating a healthy, social atmosphere. Aside from the "All Stars" game, a match was also held between the organisers of the tournament and match referees, followed by a three-shot contest which was won by Mr. Dashti. Leading performers were also awarded at the conclusion of the event, and a raffle draw was later held for attendees with many of them winning exciting prizes.

At the close of the ceremony, players expressed their sincere thanks and appreciation to tournament organisers Mr. Mahmood Dashti (Maintenance) and Mr. Nabeel Memari (Oil Storage & Export) for their efforts in organising a highly successful tournament, and also thanked Bapco's Management for its continuous support towards the company's sporting activities.

Aqeel & Fared Star in Industrial Bowling League



The second week of the Industrial Bowling League was played on Tuesday, 28 January 2014 at the Ozone centre producing the following results:

Retirees bt. Tatweer 8-0: Mahmood Omeran of the Retirees team scored 246 for High Game and 678 for High Series. From Tatwerm Ahmed Aqeel Faqih scored 244 for High Game, while colleague Felix Grefaldia bagged 599 for High Series.

Batelco bt. Bapco 7-1: Batelco Team Captain Ali Aqeel scored 273 for the week's High Game, and 690 for High Series. Ali Maroof, guest of the Bapco team managed 245 for High Game and 708 for High Series.

ASRY bt. BDF 6-2: This match saw ASRY's



Ahmed Freed scoring 269 for High Game and 754 for High Series for the week. From BDF, the guest player, Yousif Al Awadhi managed to score 234 for High Game, while Mohammed Al Mannaie scored 634 for High Series.

Banagas bt. MOIC 7-1: Atif Yousif from MOIC scored 241 for High Game and 291 for High Series. From the Banagas team, Ousama Khalifa Khalifan scored 217 for High Game and 609 for High Series.

In the following week, Banagas was scheduled to play GPIC, BDF to play MOIC, Tatweer to play ASRY, Batelco to play Pioneers. The Bapco team received a bye.

Ladies beat Marketing in Week 14 of Bowling League

Week 14 of the Bapco Interdepartmental Bowling League was played on 27 January 2014, producing the following results: ITD bt. Production: Bapco's bowling champion, Yaqoob Yousif from ITD scored 241 for High Game, while Mohammed Al Jahromi scored 644 for High Series. From Production, Khaled Al Shalan scored 206 for High Game, while Ahmed Janahi scored 590 for High Series.

Retirees bt. Refining 8-0: Saud Al Wazeer from Retirees scored 259 for High Game and 709 for High Series. Hussain Ali of Refining topped with 223 for High Game, while Yousif Al Wazeer scored 609 for High Series. Tatweer bt. Projects: Ahmed Akeel Faqih of Tatweer scored 222 for High Game in this contest, while Abdul Hameed Maraghi scored 633 for High Series. From Projects, Leto Francisco scored 210 for high game while Cesar



Huerfano scored 578 for High Series. Security bt. Engineering 8-0: Nabeel Yousif of Security scored 218 for High Game and 607 for High Series. Emad Al Basri from Engineering managed 213 for High Game, while Sheldon Custer scored 595 for High Series. Ladies bt. Marketing 8-0: In an upset, Yousif Mezeal of Marketing scored 212 for High Game. From the winning Ladies team, Connie Custer managed to score 196 for High Game and 541 for High Series. Matches for the following week were scheduled as follows: Ladies vs. Production, Retirees vs. Tatweer, Engineering vs. Projects, Marketing vs. Refining, ITD vs. Security.