



SPRING 2015

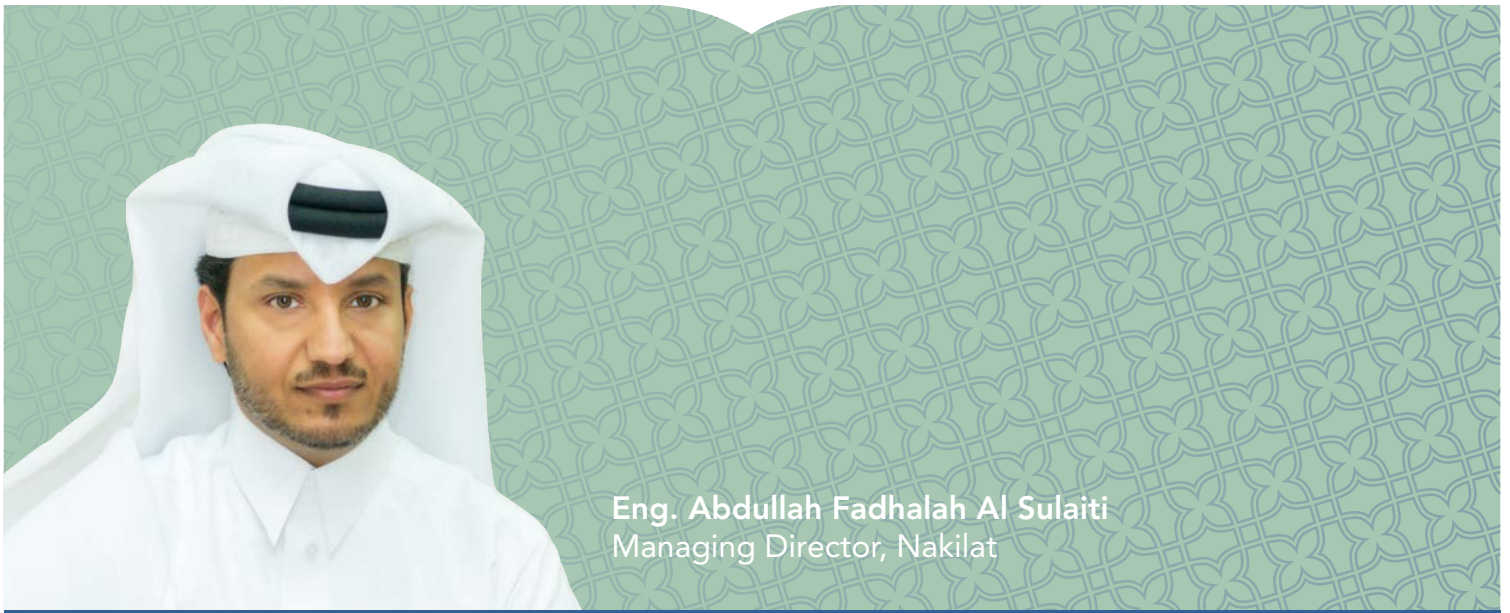
AGM announces our 2014 highlights  
NDSQ are crowned football champions  
NSQL continues journey into fleet management



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Eng. Abdullah Fadhlah Al Sulaiti  
Managing Director, Nakilat

## “ MESSAGE FROM THE MANAGING DIRECTOR ”

 The past three months have seen a number of exciting developments at Nakilat. We celebrated the announcement in December last year that Nakilat will build 11 ships as part of the newly constructed Hamad Port. This was a landmark moment in our company's history, and every employee at Nakilat has a responsibility to contribute to the project's success.

At our Qatarization forum in February, Nakilat reaffirmed its commitment to hiring, developing and promoting talented young Qataris. Developpees had the opportunity to meet and mingle with our senior Qatari management, learning about the many opportunities at Nakilat for committed National employees.

Nakilat continues to engage with the wider community in Qatar, by participating in important events like Sports Day, where we encouraged our employees and their families to stay active and healthy. Nakilat also held a prominent place at the fifth annual Safe Spring Camp at Al Khor, where we educated adults and children alike on important safety issues.

At our AGM on 10th March, we looked back at the successes of 2014 and forward to our ambitious plans for 2015 and beyond. Nakilat, with the contributions of our joint ventures and subsidiaries, is rapidly becoming one of the most well recognised names in LNG shipping globally. Our success was quantified by profits of QR895 million and an increased dividend to our shareholders. We also launched our Annual Report for 2014, which details our progress more closely.

As we move into the second quarter, I encourage each one of you to continue your work in the spirit of innovation, integrity and passion that has marked Nakilat's success to date.

# EVENTS

NATIONAL DAY CELEBRATIONS  
SPORTS DAY  
NDSQ FOOTBALL CHAMPIONS  
QATARIZATION FORUM





### “ NAKILAT EMPLOYEES ARE *HEALTHY EVERY DAY* ”

▶ On February 10, Nakilat employees were joined by colleagues from our joint venture companies to celebrate Qatar’s National Sports Day. The theme of the event was «*Healthy Every Day*», a reminder that it is vital to incorporate health, fitness and well-being into our everyday lives, and that it is not something to be remembered on this day alone.

As well as helping employees meet health goals, the day was a lot of fun. Football and basketball games were among the highlights of the day, while strong winds prevented other planned games like ping pong and badminton.

It was a family-friendly event, and many employees brought their children along. The children played on floating castles and snacked on healthy foods.

Nakilat received a certificate and a painting from the Ministry of Youth and Sports as a recognition for the commitment Nakilat exhibited to achieving the goals set by the National Sport Day Committee during the event.

Mr. Rashid Al Marri, Nakilat’s Administration Director, received the certificate on behalf of Nakilat from H.E. Salah bin Ghanim Al Ali, Minister of the Ministry of Youth and Sports.

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“Sports Day was an excellent opportunity to enhance our fitness, and build on our teamwork skills with our colleagues. The message “*Healthy Every Day*” is really important to everyone. It means to have well balanced lifestyle. This includes proper diet, regular exercise, stress management, having a regular sleeping pattern, healthy relationships with other people and mental growth. If all of these are well, followed on a regular basis, everyone can gain good health benefits.”

**Jonathan Ballesteros**  
Admin Assistant



## “ NAKILAT'S NATIONAL DAY CELEBRATIONS. ”

 Nakilat celebrated Qatar National Day in December with festivities at its office locations and a visit to the Darb El-Saai grounds in Al Sadd.

Abdullah Al Sulaiti, Managing Director, accompanied employees to the Darb El-Saai grounds for a celebration of traditional Qatari culture. Nakilat's employees enjoyed an insight into the old way of life in Qatar, including demonstrations of local cuisine, insights into traditional crafts such as the preparation of leather, explanations of popular hunting methods, a traditional souq, and displays of horses and camels.

The visit to Darb El-Saai allowed Nakilat's international employees to share in local customs and heritage, helping to improve their understanding of Qatar's origins and traditions. Nakilat also celebrated Qatar National Day at its office locations in Doha and Ras Laffan.



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“Qatar National Day is an important occasion for citizens and residents of Qatar alike. Our Qatari employees are proud to share their culture and heritage with their international colleagues and to celebrate the achievements of our great country on this momentous day.”

**Eng. Abdullah Fadhlah Al Sulaiti**  
Managing Director, Nakilat




## “ NDSQ CROWNED CHAMPIONS AT NAKILAT FOOTBALL TOURNAMENT ”

▶ NDSQ took on NKOM-1 in the final of the Nakilat Internal Football Tournament at the Al Sadd Sport Club on 4th March, 2015. NDSQ team were the winners on the night, playing exceptional football to secure a convincing win in the final. Mr Abdullah Al Sulaiti, Managing Director, attended the match, and presented NDSQ with a trophy for their victory. Six teams participated in the tournament, which was organised by the Nakilat Sport Committee.





### “NAKILAT VOICES ITS COMMITMENT TO QATARI EMPLOYEES”

 Nakilat held its annual meeting for National staff on Thursday, 19th February. All Qatari employees of Nakilat gathered for a day of workshop and presentations, with an emphasis on providing a professional working environment where national employees can flourish and become key contributors in Qatar marine industry.

This meeting also included recognition for Nakilat’s marine cadets for their hard work and commitment. Senior management listened to their academic experiences and the challenges they have faced during the learning process on board the vessel, which can take up to four months. Nakilat makes significant investments in the development of young Qatari talent through the Marine Cadet Sponsorship program.

This forum is an important part of Nakilat’s commitment to building bridges and strengthening communication between Qatari employees and the company.

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“We are totally committed to recruiting, developing and retaining the best of Qatari talent, and this forum is just one example of our commitment to Qatar’s National Vision 2030. It is also an opportunity for the company to listen to concerns and follow up on progress in learning and development.”

**Mohammed Al Kaabi**  
Human Resources Manager

“The Forum was a unique opportunity for me to get to know my fellow Qatari colleagues. It was great to see everyone from Developpees to senior managers getting together and having important conversations about the future of Nakilat. I can see that today’s Developpees are going to be tomorrow’s leaders in the company, and I’m proud to be a part of that.”  
**Noor Alnaimi**, Developpee



# NEWS

AGM  
FINANCIAL RESULTS  
NDSQ  
NKOM AND WÄRTSILÄ JOIN FORCES





## “ NAKILAT AGM HIGHLIGHTS *STRONG* 2014 PROFITS AND ACHIEVEMENTS ”

▶ Hundreds of Nakilat’s shareholders gathered at the company’s Annual General Meeting (AGM) on 10th March to hear the Board of Director’s report. Attendees voted to support all of the resolutions that the Board of Directors proposed to the AGM.

Eng. Abdullah Fadhalah Al Sulaiti, Managing Director of Nakilat, said: “Nakilat has continued its quest to expand and strengthen the State of Qatar’s position as a world leader in LNG. Nakilat’s LNG fleet continues to be one of the world’s youngest and largest.”

The meeting also highlighted the growth, infrastructural developments, and exemplary safety record of Nakilat and its joint venture partners, ship repairer Nakilat-Keppel Offshore & Marine (N-KOM), and shipbuilder Nakilat Damen Shipyards Qatar (NDSQ).

### “ NAKILAT PROFITS *INCREASE BY 23% IN 2014* ”

▶ Nakilat announced its financial results in February, for the year ended December 31st 2014. As a company, our net profit reached QR 895 million compared to QR 730 million in 2013, an increase of 23%. Our Board of Directors then recommended distributing a cash dividend to the shareholders equal to 12% of the nominal value of its capital, or One Riyal and Twenty Dirhams per share.

The Board stated that Nakilat is in an excellent position to face the current economic conditions, because of the company's long-term charter hire contracts. These long-term contracts will ensure the company's financial performance is not impacted over the coming years by the oil price fluctuations.



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Khaled Aref, Chief Financial Officer, said: “All aspects of the company's operations have achieved increased profits in 2014.


This was demonstrated by the addition of a number of LNG vessels to Nakilat's fleet during 2014 and the remarkable improvement of liquefied petroleum gas (LPG) vessels' performance. The increase in operating activities at the shipyard facilities will continue to underpin the financial results of the company.”

Khaled added: “These results highlight the Company's prudent strategy in exploiting valuable business opportunities and risk assessment, which in turn, will support Nakilat's quest to retain its position as global leader in the field of transporting liquefied natural gas.”

**Khaled Aref**  
Chief Financial Officer



## “ NEW DEVELOPMENTS AT NDSQ ”

 The last quarter has seen a number of exciting developments at NDSQ. In February, the company delivered two new mooring tugs to Nakilat SvitzerWijsmuller (NSW). The delivery of the two ASD 2810 tugs is part of a seven-vessel order that the yard is currently working on for NSW. The first of the new tugs, named Umm Al Shubrum, completed sea trials in Ras Laffan in mid-January 2015. She was followed in February by the second vessel, Al Kharsaah. Both vessels performed exceptionally well during the trials.

Both vessels will operate as part of Nakilat NSW's growing fleet. NSW currently operates over 30 vessels and performs 12,500 tug jobs per year. These vessels will join NSW's existing vessels in the Port of Ras Laffan. They will be put to use assisting ships entering and departing the port. The Damen ASD 2810, 28 metres long with a beam of 10 metres, has a bollard pull of 45 tonnes and can travel at a speed of 12.6 knots.

The first two Stan Tug 1606 mooring boats, Ras Al Allaj Qatar and Al Esaiwed, were delivered in August 2014.

### LAYING THE KEEL

March saw NDSQ lay the keel for an Amiri Yachts Service Boat, a Stan Tender 2606. A ceremony was held at NDSQ's facilities at Erhama Bin Jaber Al Jalahma Shipyard in Qatar's Port of Ras Laffan to mark the occasion.

The service boat is 26 metres in length and has a beam of six metres. The official keel laying ceremony was followed by the placing of the superstructure. The fast-diving vessel will be used to transport tools, equipment, food and other goods from the shore to larger vessels, amongst other duties.

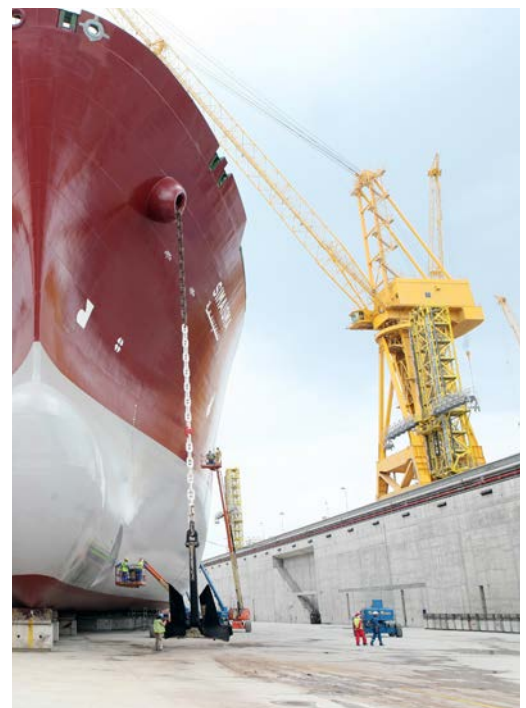


## “ NKOM AND WÄRTSILÄ JOIN FORCES ”

▶ NKOM has signed a Memorandum of Understanding with Wärtsilä to work together to improve business opportunities in repair and maintenance services, for both onshore and offshore vessels in Qatar. Wärtsilä is a global leader in complete lifecycle power solutions for the marine and energy markets.

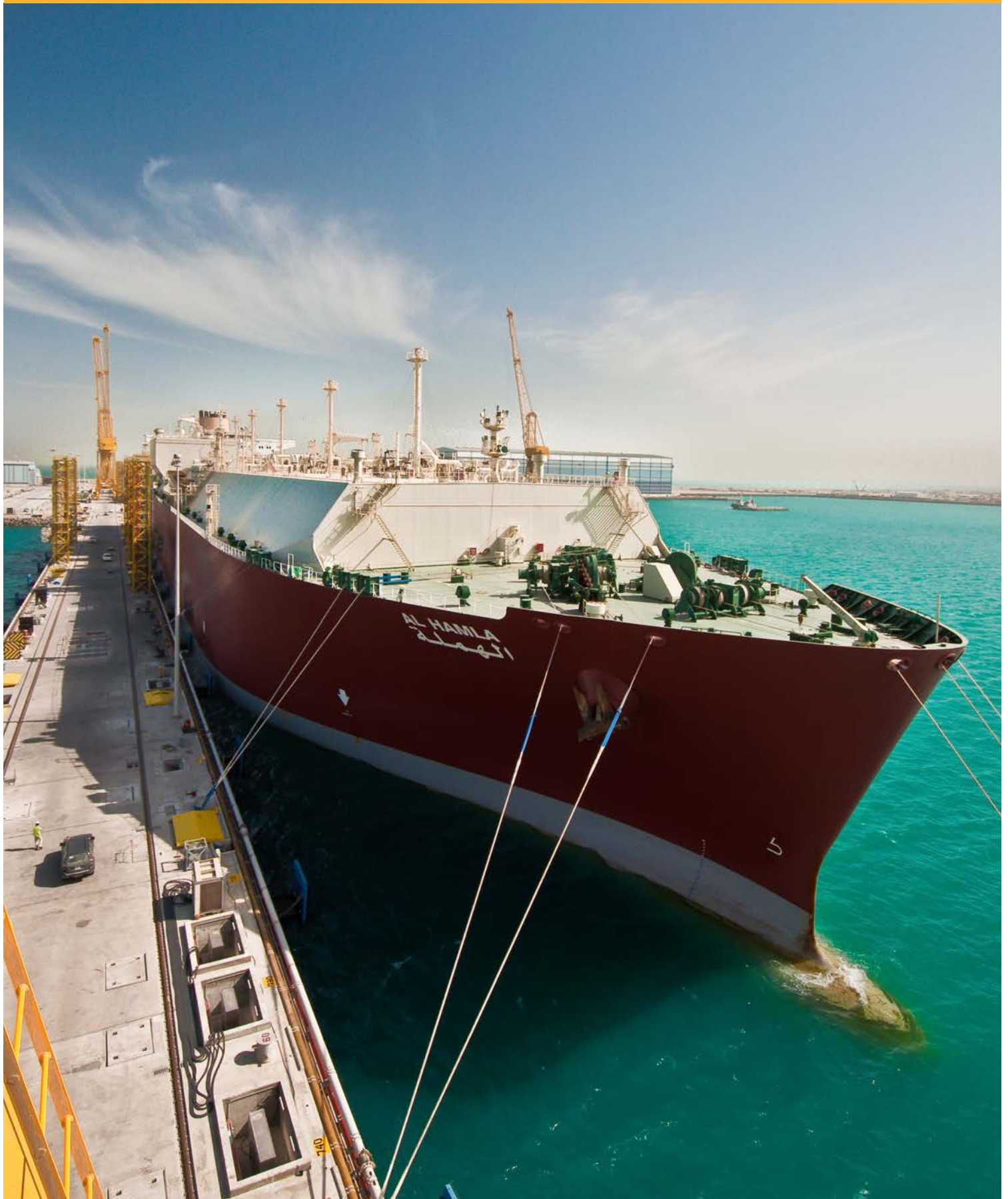
By combining the joint expertise of Wärtsilä and N-KOM, the companies strengthen their commitment to the continued growth and expansion of the State of Qatar's maritime industry.

The MoU was signed by Mr. Chandru Rajwani, Chief Executive Officer of Nakilat-Keppel Offshore & Marine Limited (N-KOM) and Mr. Seppo Hautajoki, Managing Director of Wärtsilä Doha LLC and Wärtsilä Gulf FZE (Dubai).




**SHEQ**

NAKILAT PROMOTES COMMUNITY SAFETY AT AL KHOR  
NSQL SUCCESSFULLY TAKES ON OSG LNG VESSEL MANAGEMENT  
STERLING SAFETY STANDARDS  
GETTING A HANDLE ON THE SHEQ MANUAL  
ELECTRONIC HANDBOOKS ENCOURAGE ENGAGEMENT





### “ NAKILAT PROMOTES *COMMUNITY SAFETY* AT AL KHOR ”

 Nakilat played an active role in the Safe Spring Camp 2015 at Al Khor. The four-day event, which took place from 23-26 February, saw Nakilat participate in a wide variety of safety events and activities organized by the Ministry of Interior (Mol).

At the Nakilat stall, employees spent the week running educational campaigns on important day-to-day issues including fire prevention and safety, safe cycling and walking, and how to avoid danger when crossing roads.

The expansive stall also featured scale models of Nakilat ships, so that attendees could find out more about the marine industry and Nakilat.


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“The core message Nakilat and our Joint Venture partners wanted to give during this campaign is that safety is in everyone’s hands. No one person can keep an entire community safe, so each individual must contribute by being mindful of personal safety, and by being aware of safety risks. We aimed a lot of our activities at children, because it’s important to reinforce this message from an early age.”

**Mohamed Ismail**  
SHEQ Superintendent

### “ NSQL SUCCESSFULLY TAKES ON OSG LNG VESSEL MANAGEMENT ”

 Nakilat has successfully completed the transition of management from the OSG LNG vessels to NSQL. The company developed a systematic and realistic transition plan for OSG LNG Transition and stewarded the process to ensure a seamless transition.

To qualify for managing the LNG vessels Nakilat had to undergo an audit by Qatargas. This was completed successfully permitting the transition of the management to NSQL. OSG LNG Vessels successfully underwent external audits to verify compliance of IMO International Safety Management and Ship Security, ILO Maritime Labor Convention certification for the Fleet and full term certifications.



“



Nakilat's continuous attention to safety, health and environment elements, as well as our quality systems was demonstrated by the seamless transfer of four LNG vessels into NSQL ship management. This was the result of a detailed and in-depth management of change plan that was executed flawlessly.”

**Jonathan Shea**  
SHEQ Director

**Did you know?** Nakilat has been awarded an Integrated Management System certificate, an achievement very few Qatari companies can boast of. Nakilat successfully achieved the ISO 14001 certification for Environmental Management System from Lloyds Register Quality Assurance (LRQA) in November 2013. Our existing certificates of ISO 9001 and OHSAS 18001 were renewed in March 2013 for another 3 years. The above certificates have been merged, and Nakilat has been issued a common “Integrated Management System (IMS)” certificate.



## “STERLING SAFETY STANDARDS”

▶ NSQL's LPG vessels continue to operate at the highest safety, health and environmental standards. The quality of the vessel operations has attracted the attention of industry leading corporations such as Shell and ExxonMobil.

Nakilat LNG fleet has achieved Lost Time Injury Frequency (LTIF) of 0.41 and Total Recordable Case Frequency (TRCF) of 0.54, while Nakilat managed LNG (NSQL) fleet has achieved Lost Time Injury Frequency (LTIF) of 0.00 and Total Recordable Case Frequency (TRCF) of 0.00 - both below the industry average LTIF of 1.11 and TRCF of 2.25.



“



“ExxonMobil conducted a review of NSQL in October 2014 which has made NSQL vessels eligible for ExxonMobil service. This is a significant milestone in Nakilat's journey to become a high quality owner and ship manager. Nakilat's fleet is beating industry averages in terms of safety results.”

**Scott Moffat**  
SHEQ Fleet Manager

## “GETTING A HANDLE ON THE SHEQ MANUAL”

▶ Around 125 employees have now attended a SHEQ workshop that aimed to introduce attendees to the SHEQ manual and the information in it. These workshops took place in December and January. Separately, regular SHEQ inductions take place for new joiners.

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“Feedback for the program, which covers all our ISO 9001, ISO 14001 and OHSAS 18001 standards, was hugely positive. We are considering running these programs periodically to keep the information fresh in people's minds.”

**Jafar Pathan**  
SHEQ Superintendent



### “ **ELECTRONIC HANDBOOKS ENCOURAGE ENGAGEMENT** ”

▶ SHEQ have launched electronic versions of Nakilat’s Emergency Response handbook and the SHEQ Essentials handbook. The Emergency Response handbook contains all the necessary information to enable Nakilat’s Emergency Response Team members to manage any incident that might come up smoothly and efficiently. The SHEQ Essentials handbook outlines all of the fundamental principles of safety, health, environment and quality at Nakilat. Both handbooks have been circulated to employees, and are also available on SharePoint.

When asked whether the safety culture at Nakilat was “Good”, “Fair”, or “Poor”, an incredible 75% of Nakilat employees answered “Good”.



# FLEET

NSQL CONTINUES JOURNEY INTO FLEET MANAGEMENT  
QGTC MI NOW EMPLOYS 51% OF OUR OFFICERS  
GOING GLOBAL  
KNOW THE NAKILAT FLEET



## “ NSQL CONTINUES JOURNEY INTO *FLEET MANAGEMENT* ”

▶ Since its inception, Nakilat’s aim was to develop its 100% subsidiary company, Nakilat Shipping Qatar Limited (NSQL), to be a fully-fledged shipping company for the operation and technical management of gas carriers that Nakilat owns in full or in part.

An opportunity to develop as technical managers came up to take over four of the QFlex LNG vessels we co-owned with OSG.

The first opportunity to meet this challenge came up in early 2011, with the VLGCs, and within a year NSQL took over the complete ship management of the four VLGCs smoothly and seamlessly through a well-articulated and well-structured management of change process and detailed road map.

NSQL continues to consolidate its capacity in shipping management to prepare for further ship management of additional vessels and to continually improve.



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“NSQL stepped in and assumed the full responsibility for operation and technical ship management of the vessels in a record transition time of less than six months in 2014. The four QFlex LNG vessels have since been operated safely, efficiently and successfully that demonstrate the capabilities and quality of NSQL in ship management.”

“The four vessels have been operated since by NSQL to the highest attainable standards as audited by oil majors, SIRE and TMSA, it wasn’t surprising that two oil major are now the charterers of these vessels on a mid-term contract. In particular the safety standards and records achieved are impeccable and matches favorably with the international leading companies in this field.”

**Samir Bailouni**  
Director, Fleet

### “ 51% OF OFFICERS ONBOARD EMPLOYED THROUGH QGTC MI ”



Back in 2011, all officers onboard our wholly owned ships were employed through Shell International Shipping Services (SISS). For the last four years, Nakilat has been progressively growing in the employment of officers through QGTC Marshall Islands instead, and recently reached the landmark figure of 51% of total officers.

Since 2011, all new recruits have been employed through QGTC MI, and officers currently working through SISS and employed to work on Nakilat vessels have been encouraged by STASCO and NSQL to switch to QGTC MI.



### “ GOING GLOBAL ”

The Fleet department now ships cargoes for the charterers Qatargas and RasGas to an astounding 25 countries and 69 LNG receiving terminals around the world. Countries served include Japan, Korea, Spain, United Kingdom, France, USA, Canada, Mexico, United Arab Emirates (UAE), India, China, Greece, Italy, Netherlands, Thailand and many more.

“

“Natural gas is a critical part of the global energy mix due to its clean-burning and lower emission qualities.”

**Captain Ashwini Chopra**  
Operations Manager

▶ Nakilat owns 59 LNG vessels (2 additional vessels will be delivered in 2015), making it one of the largest LNG ship owners in the world. Nakilat Inc., a wholly owned subsidiary of Nakilat, holds 100% equity interest in 25 LNG vessels. The remaining 34 vessels are held in joint ventures, with Nakilat owning between 20% and 60% of each ship's equity.

**59 LNG  
VESSELS**

**25 LNG  
VESSELS**

**34 LNG  
VESSELS**

a wholly owned subsidiary of Nakilat, holds 100% equity interest in

held in joint ventures, with Nakilat owning between 20% and 60% of each ship's equity.

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“The fleet consists of Q-Flex, Q-Max and conventional LNG carriers. LNG vessel joint ventures were formed with a number of leading international shipping companies such as Maran Gas Inc., Teekay Marine Services, OSG, Pronav, Mitsui OSK Lines, NYK, K-Line, Mitsui LLC, Iino, SCI and Petronet.”

**Samir Bailouni**  
Director, Fleet

THANK YOU

## { Your news in Nakilat Voyages

Do you have a story that you would like to see in Nakilat Voyages? We would love to have your input. Please contact Nakilat's Public Relations department with your ideas.

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