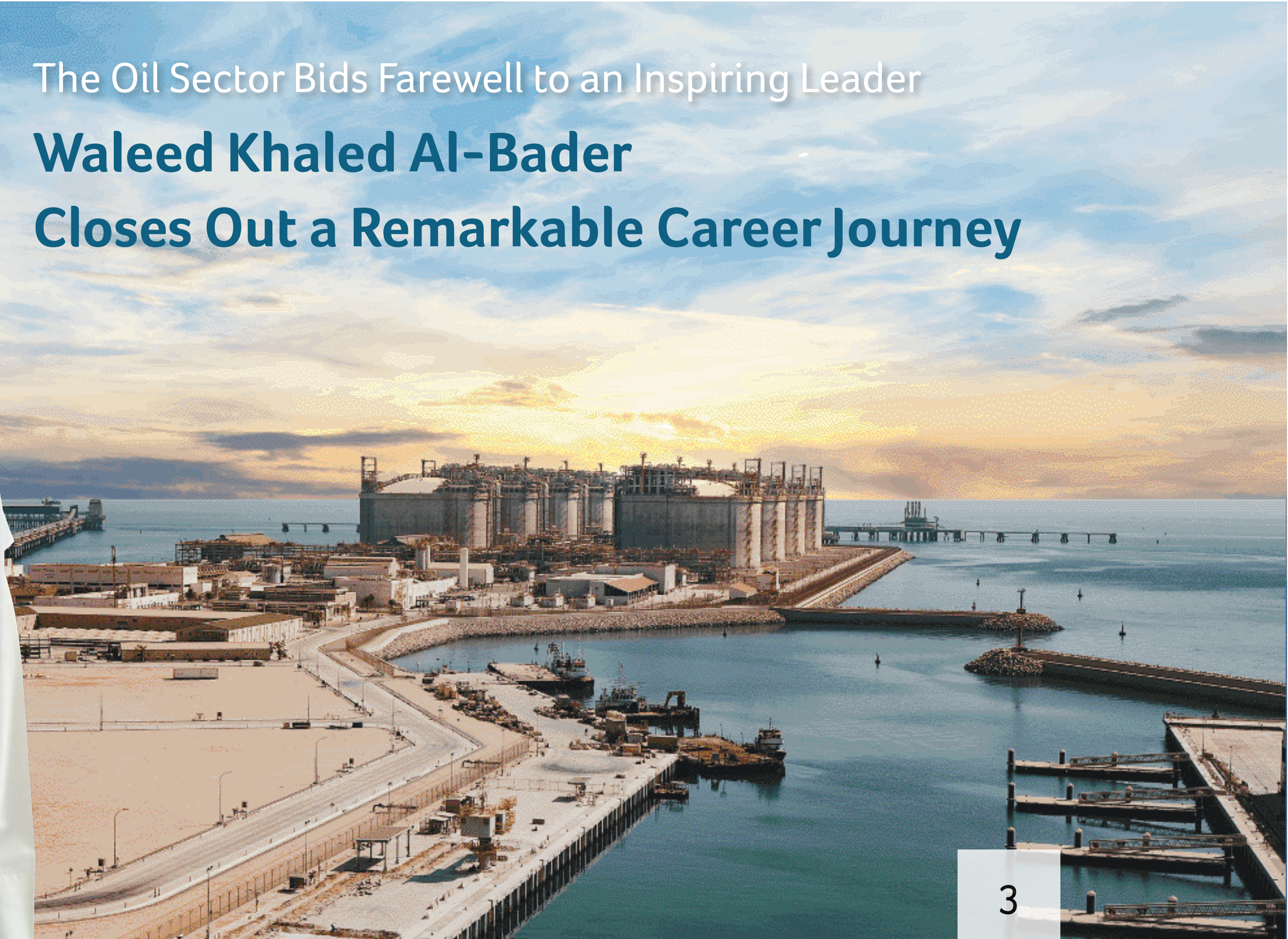


The Oil Sector Bids Farewell to an Inspiring Leader **Waleed Khaled Al-Bader** Closes Out a Remarkable Career Journey



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3

KIPIC Engages in
Global Discussion on

the Future of Energy at the CERAWeek Energy Conference



8

Abdullah Akbar

KIPIC's Remarkable Achievement in the Duqm Refinery Project



10

Charitable Initiatives and Projects
Compete During the Month of Giving...

Providing more than 4,000 Meals at Fasting Iftar Sites!



12

The Oil Sector Bids Farewell to an Inspiring Leader

Waleed Khaled Al-Bader Closes Out a Remarkable Career Journey

Mr. Waleed Khaled Al-Bader brings down the curtain on his last chapter at Kuwait Integrated Petroleum Industries Company (KIPIC) after an extraordinary journey spanning more than four decades, leaving legacy rich in unforgettable achievements. Waleed Khaled Al-Bader was not just an ordinary CEO, but rather an inspiring leader who was respected and admired by everyone who knew him. His career was marked by a number of noteworthy accomplishments, from his role in establishing the long-term strategic directions of the Kuwaiti oil sector to the launch of mega projects such as Environmental Fuels, Al-Zour Refinery and Liquefied Natural Gas Import (LNGI).

A first class, prestige leader—one who combined humility, composure, and kindness with power, might, and goodwill. An accomplished professional with an extensive track record of undoubted achievements who rose to the pinnacle of his field within a matter of years. He has served as an exemplar of diligence, perseverance, and commitment to one's profession.





Childhood Dream

Waleed Al-Bader earned a bachelor's degree in chemical engineering from Kuwait University. He harboured a long-standing aspiration to pursue a career as an engineer at the Kuwait National Petroleum Company (KNPC) since childhood. To realise this ambition, Al-Bader chose to pursue a major in chemical engineering with the intention of securing a position at the company, particularly at Mina Abdullah Refinery.

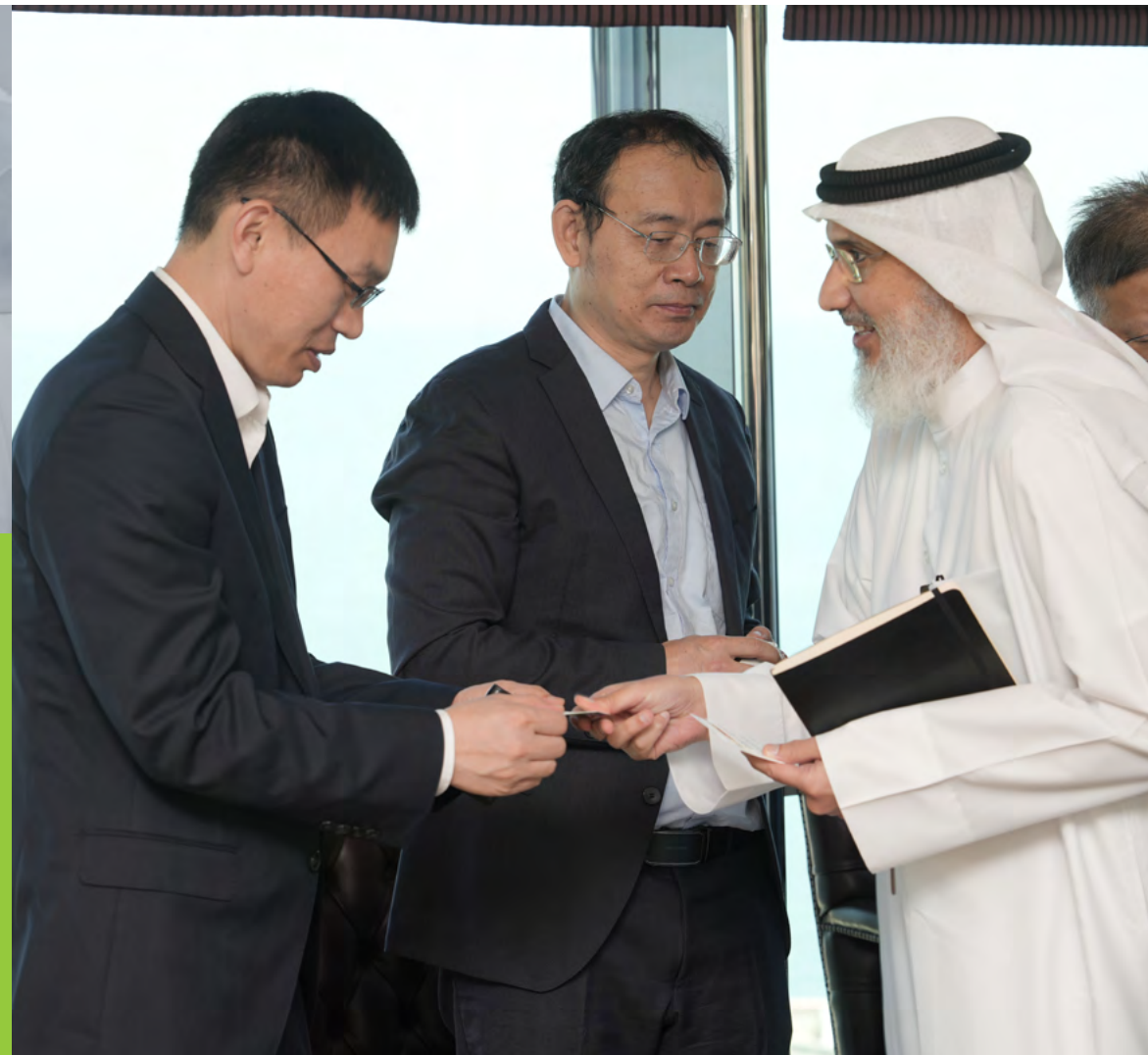


Career Progression

His professional career demonstrated a high level of discipline and commitment to completing all assigned tasks and responsibilities. On account of his exceptional competence, intelligence, and consistent contributions, he successfully progressed through multiple positions and transitioned between the Kuwait Petroleum Corporation (KPC) and the Petrochemical Industries Company (PIC). Eventually, he returned to his initial company, Kuwait National Petroleum, fulfilling his childhood aspiration. Despite taking charge of Kuwait National Petroleum Company's (KNPC) management during one of its most challenging periods, he was able to leave a successful legacy, which led to his appointment as Acting CEO between 2019 and 2022.

From the start, Al Bader drew attention with his one-of-a-kind personality. He possesses a distinct, modest, and composed demeanour, excelling at active listening and valuing the power of actions over mere words. His strong drive and expertise led him to assume significant leadership roles, especially when he joined the Kuwait Petroleum Corporation (KPC), which enabled him to engage in the sectors of operations, planning, and commercial oil marketing, gaining a lot of experience within them, where he held several positions, including: Deputy Managing Director for Marketing Intermediate Derivatives, Fuel Oil, and Special Derivatives; Deputy Managing Director of Crude Oil and Petroleum Derivatives Marketing; and Manager Planning Group, with a rich professional history of nearly 31 years. In October 2017, the Petrochemicals Industry Company (PIC) appointed him as Deputy CEO of Olefins and Aromatics. He assumed the position of Chairman of the Board of Directors of both EQUATE Petrochemical Company and the Kuwait Olefins Company (K.S.C.C.).





A True Role Model

Al-Bader's contributions extended beyond his initial achievements, as he further established his influence in the oil sector. He served as a prominent example of ambition, determination, and accomplishment, assuming various administrative and leadership roles and shouldering numerous responsibilities and challenges. Notably, in 2019, he was appointed as the CEO of Kuwait National Petroleum Company (KNPC) and served as the Acting CEO of Kuwait Integrated Petroleum Industries Company (KIPIC), to later become the CEO on its behalf in 2022. He also contributed to the creation of the 2020 and 2030 strategies, which outlined the long-term trajectory of the oil sector.



A Series of Successes He Gained Through Perseverance

Al-Bader has demonstrated exceptional accomplishments throughout his professional tenure, due to his unwavering dedication and tireless efforts. These achievements serve as evidence of his efficiency for assuming positions that have enhanced his growth and success. Al-Bader's loyalty, sincerity, hard work, and diligent efforts have played a significant role in his accomplishments, all while abstaining from seeking acknowledgment or appreciation.

Upon assuming leadership of Kuwait Integrated Petroleum Industries Company (KIPIC), Al-Bader played a key role in establishing and operating strategic projects, specifically Al-Zour Oil Complex. His contributions included laying the foundation for Al-Zour Refinery Project, also known as the Fourth Refinery, which was initially owned by the Kuwait National Petroleum Company (KNPC) before being transferred to Kuwait Integrated Petroleum Industries Company (KIPIC).



Al-Bader witnessed the successful progression of the project, with the first refinery becoming operational in November 2022, followed by the second refinery in March 2023. The project culminated in the full operation of the third and final Al-Zour refinery in December 2023 reaching the maximum capacity of the refinery during the beginning of 2024.

What many people do not know is that Al-Bader conceived the notion of establishing a permanent liquid natural gas import terminal (LNGI). This endeavour, which was set to be fully operational by January 2022, represents a significant milestone on personal, sectoral, and national levels for the State of Kuwait. Notably, this project is the first of its kind in the local context and holds the distinction of being the largest worldwide.

Al-Bader had the opportunity to witness the inauguration of the laboratories at Al-Zour Oil Complex, which holds the status of being the largest in the Middle East. Under his leadership, all parties involved in the project collaborated to complete the company's main admin headquarters in Al-Ahmadi.

He had the fortunate opportunity to be a witness to the beginnings and endings of these projects, which is one of the rare occurrences that we see in this field. He was able to accompany these projects from the very beginning of their launch, through the stage of establishing the fundamental rules and planning, all the way to the final stages of



implementation and operation.

Additionally, during his management, the Ministry of Electricity, Water, and Renewable Energy was provided with approximately 8.8 million barrels of low-sulphur fuel oil. This was in addition to the Doha Station, which resulted in a significant reduction in the amount of carbon emissions produced by Al-Zour Electric Power Generation Station and contributed to the preservation of the environment. By the end of 2023, environmentally friendly products manufactured at Al-Zour Refinery were shipped to 19 different countries across the world.

With regard to the domain of health, safety, and environment, Al-Bader was keen to prevent any accidents, loss of life, or physical injuries throughout his management. As a result, the company was able to reach a record that surpassed the barrier of 60 million safe working hours among the company's employees and contractors.

In terms of digital accomplishments, his tenure included the implementation of the most advanced network technologies in Kuwait. This led KIPIC to achieve first place among oil sector companies and second place among all ministries and governmental, civil, and private organisations in the country in terms of the cybersecurity index. Additionally, he held responsibility for the adoption of significant initiatives, the most notable of which were the launch of the "Digital Transformation Programme," the "KIPIC Business



Excellence Programme," and the "New Youth Advisory Board."

Al-Bader has also witnessed the exportation of the initial and largest shipment of low-sulphur diesel to European markets. This achievement signifies fundamental progress for the company, enhancing its influence among competing counterparts. Furthermore, the company has successfully exported additional shipments of petroleum products that adhere to the latest specifications and standards for European markets.

By virtue of his diligent and ceaseless efforts, Kuwait Integrated Petroleum Industries Company (KIPIC) was granted the esteemed "Best Refining Project" distinction by "The Energy Year" magazine for Al-Zour Refinery Project in 2023.

Al-Bader was an exceptional intellect who successfully elevated KIPIC to international renown. In his recent address at the London Energy Conference, he provided an overview of the organisation's stance regarding the sustainability of energy sources in light of the oil industry's volatility. Additionally, he elaborated on the company's strategies to strengthen its global energy provider status.

Along with these accomplishments, his leadership witnessed the signing of a memorandum of understanding with Kuwait Oil Company (KOC) aimed at enhancing joint cooperation in the field of maritime services.





Taking on Challenges

Despite the fierce competition in the global oil industry, Al-Bader's intelligence and wit helped him overcome huge obstacles. He was determined to stay up to date with industry developments so that Kuwait Integrated Petroleum Industries Company (KIPIC) could continue to be a leading oil exporter via Al-Zour Refinery. This determination, along with his willingness to take on challenges and overcome problems, made his dream a reality for all.

Al-Bader believes that facing challenges and achieving positive change requires adopting constructive mindset and have self-confidence in order to turn setbacks into noteworthy historical triumphs.

KIPIC Newspaper Team would like to express their sincere gratitude and appreciation to Mr. Waleed Khaled Al-Bader on his outstanding contribution towards the goal of "Making More Possible." We ask God to accept all of your efforts and gives you good health and wellness upon you. We greatly appreciate your contribution, as it has been instrumental in the company's success and advancement to its highest ranks.



KIPIC Engages in Global Discussion on the Future of Energy at the CERAWeek Energy Conference

The World's Premier Oil Industry Event!

Kuwait Integrated Petroleum Industries Company (KIPIC) took part in the world's greatest and most significant oil event, the CERAWeek Energy Conference 2024, which brought together executives, decision-makers, and experts in the global field. During a crucial discussion session, Mr. Abdullah Al-Osaimi, Manager Corporate Planning Group, delivered a working paper outlining KIPIC's approach to stabilising the oil markets in the face of fast change by offering a sustainable energy supply. Manager Training and Career Development Group, Mr. Dhari Al-Gharabally was also among the attendees.

CEO Sheikh Nawaf Saud Al-Nasser Al-Sabah led a delegation from the Kuwait Petroleum Corporation (KPC) to attend the conference in Houston, Texas, from March 18th to March 22nd, 2024. The conference centred around the subject of "Energy in a Changing World," with participants engaging in discussions on meeting the increasing energy demand, reducing carbon emissions, and achieving the Sustainable Development Goals.



The annual CERAWeek conference is widely regarded as the premier oil conference worldwide, where experts meet to delve into the economics and policies of the global oil industry. The forum provides an opportunity to discuss substantial energy concerns and investigate its role in boosting the world economy. The CEO of Kuwait Petroleum Corporation (KPC), Sheikh Nawaf Saud Al-Nasser Al-Sabah, highlighted the company's commitment to its role in serving customers during his participation in the conference's dialogue session. This entails making sure that customers have access to secure supplies of crude oil and environmentally friendly petroleum products. Numerous prominent figures from Kuwait's oil industry took part in the off-site discourse sessions at the worldwide conference. During a session, Bader Al-Attar, the Managing Director of Planning and Finance Sector at Kuwait Petroleum Corporation (KPC), spoke about the foundation's initiatives to increase energy efficiency and decrease carbon emissions, as well as the contributions of state oil companies to the energy transition. Nadia Badr Al-Hajji, CEO of Petrochemical Industry Company (PIC), took part in a session that focused on the petrochemical sector and how operations might be modernised to facilitate innovation and recycling. In her address, Al-Hajji emphasised

the critical role that the petrochemical sector must play in the fight against climate change by cutting carbon emissions. Academic specialists, energy ministers, and leaders of major energy companies from across the world were among the prominent speakers at the conference. A number of seminars and discussion groups were also set up to cover different parts of the energy industry, including:

- **Energy Transition:** Energy efficiency and the shift to renewable sources were among the most recent topics covered by participants in the field of energy transformation.
- **Security and Stability:** Climate change and geopolitical conflicts were among the topics covered as threats to global energy security.
- **Innovation and Technology:** Participants emphasised the significance of technological advancement and creativity in creating substitute energy sources.

After discussing all of the challenges plaguing the energy industry throughout the world, the conference delegates came to the consensus that more international collaboration is required. A number of speakers echoed the sentiment that boosting energy efficiency and investing in renewable energy sources are critical to meeting the Sustainable Development Goals.

Highlights from the 2024 CERAWeek Conference:

- **Promoting the relevance of energy transformation:** The conference played a crucial role in increasing awareness about the importance of transitioning to sustainable energy sources and reducing reliance on fossil fuels.
- **Promoting global collaboration:** The conference played a crucial role in fostering collaboration among nations and businesses in the energy sector.
- **Encouraging innovation and technology:** The conference played a role in promoting innovation and technology in the energy sector.

The CERAWeek conference is anticipated to have a substantial influence on the worldwide energy industry. Through a strong emphasis on energy transformation, global collaboration, and revolutionary concepts, the conference played a vital role in shaping a more sustainable energy future.



The CERAWeek conference primarily addressed the following topics:

- **The importance of investing in renewable energy sources:** Investing in renewable energy sources was emphasised by participants, as they highlighted the need to reduce reliance on fossil fuels and work towards achieving the Sustainable Development Goals by investing in sources like solar and wind energy.
- **Increasing energy efficiency:** Participants confirmed the significance of enhancing energy efficiency across various sectors, including industry, transport, and agriculture, in order to enhance energy consumption and minimise carbon emissions.
- **International cooperation:** Participants assured the significance of global collaboration in tackling the issues confronting the worldwide energy industry, including geopolitical conflicts and climate change.
- **Innovation and technology:** Participants emphasised the significance of innovation and technology in the development of new energy solutions, including energy storage technologies and smart energy grids.



Abdullah Akbar

KIPIC's Remarkable Achievement in the Duqm Refinery Project

- **Tell us more about yourself and when did you join KIPIC?**

In 2003, I graduated from California State University Long Beach studied Computer Engineering. My first job was development on IBM mainframe in Ministry of Electricity and Water for 2 years. Next, I moved to EQUATE Petrochemical Company and I spent 13 magnificent years in IT working on SAP and I was the first Kuwaiti to be certified in SAP. Later, I joined National Bank of Kuwait (NBK) as a Senior Manager in IT Change Management, and finally landed in KIPIC in 2020 as a Senior Corporate Application Analyst.

- **Tell us more about this project and its importance.**

This is a unique Joint Venture Project between Kuwait



An Exclusive Opportunity: Serving the State of Kuwait

Information Technology Group Engineer Abdullah Akbar exemplifies an illuminating success story in the Duqm Refinery project, where he serves as the exclusive representative of the company as the sole ambassador for this enormous undertaking—an alliance between KIPC and the Oman International Integrated Energy Group (OQ).

In the course of the project, Abdullah Akbar was seconded to form a new team and devise an innovative strategy for SAP systems. His highly effective completion of this task led to a substantial increase in productivity and process efficiency.

The historical inauguration of the Duqm Refinery was witnessed by our colleague in the presence of His Highness the Prince Sheikh Mishaal Al-Ahmad Al-Jaber Al-Sabah and His Highness the Sultan of Oman, Haitham bin Tariq.

During this exclusive interview, Abdullah Akbar provides KIPIC Newspaper with comprehensive information regarding his notable involvement in the Duqm Refinery project. Abdullah Akbar expressed his sense of pride and honour in having participated in this momentous endeavour, which represents a noteworthy professional achievement and demonstrates the efficacy of national cadres and their potential to facilitate the triumphant culmination of enormous undertakings, in addition to delving into his forthcoming ambitions and aims.



Petroleum International - KPI and Oman Global Integrated Energy Group (OQ) with equal share/partnership for an investment of approximately \$9bn. The combination of the two logos made (OQ8) for the new organisation of Duqm Refinery.

This is the first joint venture refinery and petrochemical company founded on the cost of Arab Sea. The JV is located strategically in the coast of Arab Sea with easy international access to India, South East Asia as well as Africa. The refinery has a capacity of 230,000 barrel per day producing multiple products including gas oil, Naptha, LPG, HSFO, Sulphur, Petcoke, and Jet A1.

Through this refinery, KPC will be feeding 65% of the crude and Oman Trading International will be feeding 35% of the remaining crude.

The project also includes the petrochemical plants which will be later commissioned in the coming years. It is expected that the Duqm refinery will achieve its greatest revenue once the petrochemical part is completed.



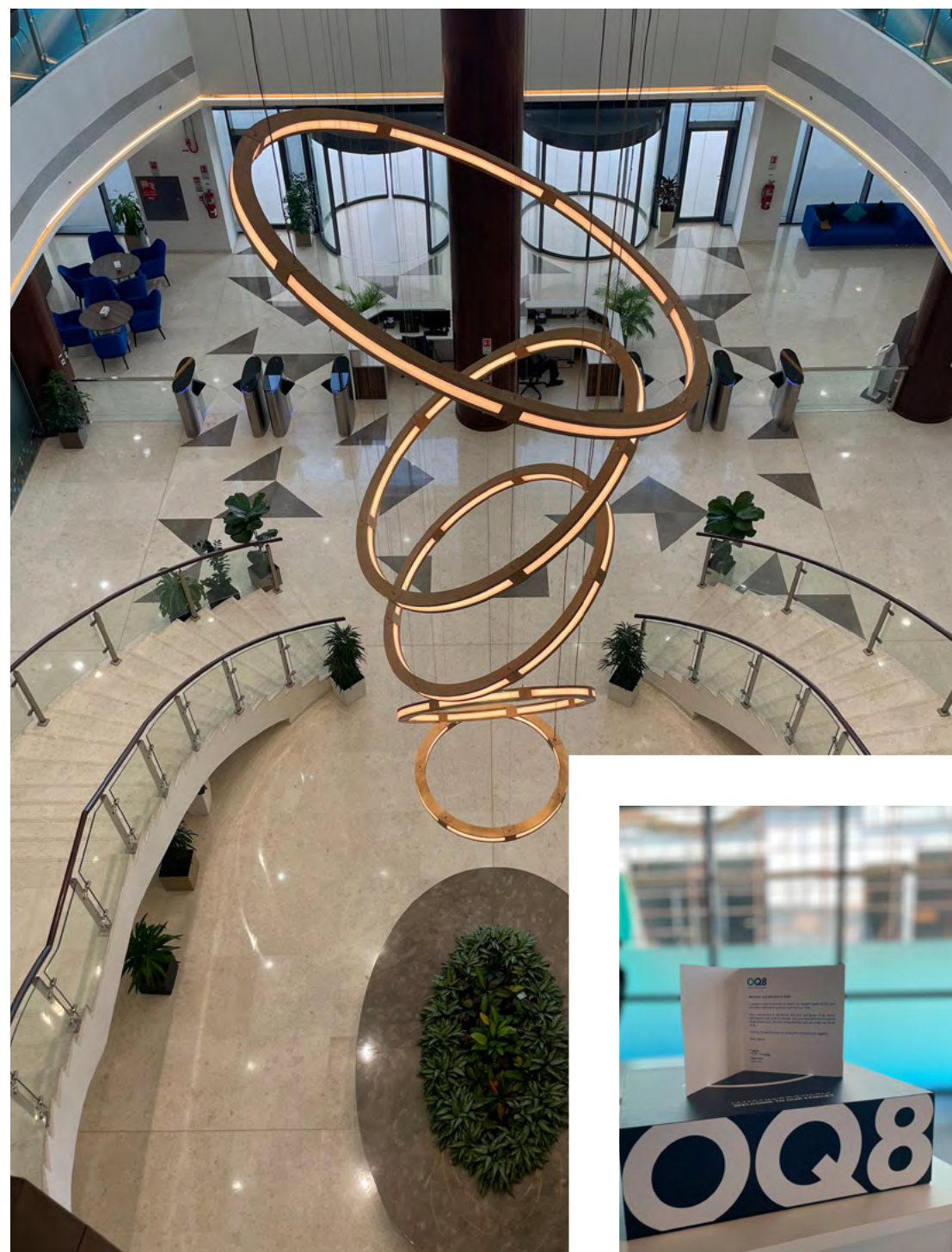
- **You have been given the responsibility of taking on the role of SAP System Manager to set up the Information Management System for the massively innovative project. What specifics are there about that? What comes next?**

I was seconded to KPI to work in OQ8 in Oman Sultanate to establish the whole team from scratch along with setting up a new strategy for our SAP ERP system in OQ8. The strategy was achieved with a roadmap to position the company as the most advanced refinery in the sultanate.

The challenge was to meet our high management expectations in alignment with our CEO vision and OQ8 board, along with the business demands across the organisation while establishing a new team who can support and execute the SAP projects.

Currently, we have built a great lean team along with support of various outsourcing manpower contractors to support this massive system and the demands. The system has gone through multiple projects and interfaces with the refinery legacy systems during 2023.

The biggest project in 2024 that we are planning to



execute in the coming days is the S/4HANA migration and transformation for the whole business processes in OQ8. It is expected that we will go live by end of year 2025.

- **How do you describe your feeling regarding this achievement?**

It is basically a new mixed feelings of success, pride, and happiness especially when you leave a fingerprint in establishing a new team and new system for the entire organisation.

I truly recognised my contribution in commissioning



the refinery, knowing that I was working for my country Kuwait, and being responsible of its investments outside the borders in an international assignment.

Another event that I am proud of during my assignment was attending the historical inauguration of the Duqm refinery. It was also another fantastic opportunity to meet his highness Kuwait Amir Shaikh Meshal Al Ahmed Al Jaber Al Sabah and his highness Sultan Haitham Bin Tariq while attending the event.

- **Is there anything else you would like to add?**

First of all, I would like to appreciate our CEO Mr. Waleed Khaled Al Bader, our former DCEO Mr. Abdullah Fahhad Al Ajmi, our IT Manager Mr. Ahmed Al Mulaifi, and my Team Leader Mr. Asem Abdulrahman for giving me this invaluable opportunity, to be part of this historical project, which will be proudly added to my portfolio.

In addition, I would like to extend my appreciation to KPI CEO Mr. Shafi Alajmi, its VPs Mr. Waleed Al-bin Ali, Mr. Emad Al-Hadlag, KPI management, and their teams, for their remarkable support throughout my stay in Oman. I am also very glad to work with all Kuwaiti personnel who were very cooperative and professional.



Charitable Initiatives and Projects Compete During the Month of Giving...

Providing more than 4,000 Meals at Fasting Iftar Sites!

In line with prevailing practices in recent years and with the aim of enhancing interpersonal connections during the holy month, the Customer Service Team within the General Services Group has executed the KIPIC project. This initiative entails the provision of iftar meals to fasting individuals as a component of the annual campaign for the holy month of Ramadan.

As part of the programme, approximately 4,000 meals were provided, along with the delivery of 300 Ramadan food baskets to the Kuwaiti Association for Needy Families. This assistance aims to aid struggling families and the underprivileged inside Kuwait in managing the challenges associated with their daily lives, in cooperation with the Charity Makers Committee, which falls under the umbrella of the International Islamic Charitable Organisation (IICO).

KIPIC employees from various departments demonstrated proactive engagement in humanitarian endeavours by allocating their time, actively participating in the distribution of iftar meals, and assisting in the provision of food baskets across multiple locations in Kuwait. These locations include the Khaitan Sports Club headquarters and the Subhan area next to expatriate labour city Sabhan, where the distribution occurs on a weekly basis, specifically on Fridays and Saturdays.

The work team was keen to invite the employees' children to participate in distributing meals in order to foster compassion and sharing in their hearts and in a step that would strengthen the child's Islamic culture.

In parallel, the Gergean was distributed with the participation of the employees and their children in a fun and joyful family atmosphere, bringing joy and happiness to everyone involved.

This wide range of Ramadan activities and initiatives is part of KIPIC Social Responsibility Programme, which aims to provide assistance and social support to needy families across Kuwait, foster the spirit of compassion and giving, and bring joy and happiness to the hearts of those in need during the blessed month of Ramadan.

