

Executive Visits to Four Middle East Countries —Kuwait, Saudi Arabia, UAE, Qatar—

Mr. Tsuyoshi Nakai took the occasion of his appointment as CEO of JCCP on July 1, 2014 to visit countries in the Middle East region and meet with and pay his respects to the CEOs of national oil companies in those countries. He also used the opportunity to do the following, further described in detail below.

- (1) Confirm the reputation of JCCP activities among oil-producing countries and the continuity of personal networks
- (2) Review JCCP training programs and technical cooperation projects with the heads of national oil companies in oil-producing countries, to confirm and establish a consensus regarding the prioritization of future projects
- (3) Confirm the framework of mutual cooperation toward the steady implementation of the “Abe project,” etc.
- (4) Collect information relating to petroleum, etc.

* Abe project:

Project for implementing a personnel exchange program for 500 members from ADNOC, as mentioned in the “Joint Statement on the Strengthening of the Comprehensive Partnership between Japan and the United Arab Emirates towards Stability and Prosperity,” announced during Japanese Prime Minister Shinzo Abe’s visit to UAE in May 2013.

I. Kuwait

1. Meeting with Mr. Nizar M. Al-Adsani, CEO of KPC

- (1) Date & time:
August 31, 2014; 9:00 – 9:45 (KPC Head Office)
- (2) Attendees:
Mr. Nizar M. Al-Adsani, Chief Executive Officer
Mr. Mohammad A. Al-Farhoud, Managing Director, Planning & Finance
Ms. Wafa’a Y. Al-Zaabi, Deputy Managing Director, Planning
- (3) Meeting content:
The JCCP delegation explained the purpose of their visit, and in response, Mr. Al-Adsani expressed his appreciation of JCCP’s contribution and his approval of JCCP’s efforts to further enhance the future quality of its training programs. Additionally, Mr. Al-Adsani



Mr. Nizar M. Al-Adsani, CEO (third from left)

explained that KPC is planning to host an international environment seminar in February 2015, and requested JCCP’s cooperation. It was thus decided that Mr. Nakai would attend the seminar. The two leaders also agreed to verify in writing their intent to engage in comprehensive cooperation between KPC and JCCP, and to conduct regular reviews in top-level conferences. Furthermore, Mr. Al-Adsani noted that as KPC is placing importance on developing Kuwaiti personnel to undertake new projects, he wishes to send employees with leadership potential to JCCP training to acquire efficient work practices, with the aim of developing personnel of international standards. He also expressed high praise of JCCP’s initiatives to introduce the latest technologies and provide hands-on training.

2. Meeting with Dr. Naji M. Al-Mutairi, Director General of KISR

- (1) Date & time:
August 31, 2014; 15:10 – 15:45 (KISR Head Office)
- (2) Attendees:
Dr. Naji M. Al-Mutairi, Director General
Dr. Nadar M. Al Awadhi, Deputy Director General
- (3) Meeting content:
Dr. Al-Mutairi expressed his appreciation for JCCP’s cooperation, and agreed to the proposal to regularly hold top-level conferences for reviewing and promoting JCCP activities. He also spoke about issues relating to the oil environment and marine pollution countermeasures, saying there has been a spate of adverse impacts on marine organisms in Kuwait, and

environmental issues are becoming increasingly serious. As this is not an issue that concerns Kuwait alone, Dr. Al-Mutairi said he is considering organizing an international symposium on marine environment issues. In regard to training in Japan, he noted that participants who travel to Japan always return with something new, and that the Japanese people provide inspiring role models with their strong commitment to work.

II. Saudi Arabia

1. Meeting with Mr. Ali Hussain Al-Twairqi, Director General, Office of the Minister, Ministry of Petroleum and Mineral Resources

- (1) Date & time:
September 2, 2014; 9:00 – 9:30 (Ministry of Petroleum and Mineral Resources)
- (2) Attendees:
Mr. Ali Hussain Al-Twairqi, Director General, Office of the Minister
- (3) Meeting content:
Mr. Al-Twairqi has a close relationship with JCCP, as he has been the counterpart for JCCP activities in Saudi Aramco's HRD department, and has participated in the JCCP International Symposium as a panelist. Mentioning the continuous growth of the Saudi-Japan relationship, Mr. Al-Twairqi expressed his appreciation for JCCP's expert dispatch program and training in Japan provided by a team of outstanding instructors, and their contribution to developing the bilateral relationship. He also noted with approval that cooperative business relationships with Japan are also deepening through the PetroRabigh venture with Sumitomo Chemical Co., Ltd. and the solar power generation project with Showa Shell Sekiyu K.K.'s Solar Frontier K.K. Furthermore, referring to Japan as an "old friend," Mr. Al-Twairqi expressed his high regard and said he is planning to visit Japan next year.

2. Meeting with Dr. Mohammed S. A. Al-Madi, OPEC Governor, Ministry of Petroleum and Mineral Resources

- (1) Date & time:
September 2, 2014; 9:30 – 10:15 (Ministry of Petroleum and Mineral Resources)
- (2) Attendees:
Dr. Mohammed S. A. Al-Madi, OPEC Governor
Eng. Sammy F. Al-Mehaid, Senior Oil Market Analyst, OPEC Governor Office

(3) Meeting content:

Dr. Al-Madi spoke in regard to crude oil prices, and said that as prices are dependent on market mechanisms, there are no plans to reduce crude oil production.

He also stated that research and development and project management are what are especially appealing about Japan. When asked what he thinks of Japan, as Mr. Al-Twairqi was also asked above, Dr. Al-Madi said, "Japan is special."

3. Meeting with Ms. Huda M. Al-Ghpson, Executive Director, Human Resources, Saudi Aramco

- (1) Date & time:
September 3, 2014; 8:00 – 8:35 (Saudi Aramco Head Office)
- (2) Attendees:
Ms. Huda M. Al-Ghpson, Executive Director, Human Resources
- (3) Meeting content:
Ms. Al-Ghpson previously was in charge of human resource development, and is an understanding supporter of JCCP activities. She emphasized the importance of the leaders of both organizations becoming involved in regular reviews of JCCP activities and project promotion.

4. Meeting with Mr. Nasser A. Al-Nafisee, Executive Director, Corporate Affairs, Saudi Aramco

- (1) Date & time:
September 3, 2014; 9:30 – 10:15 (Saudi Aramco Head Office)
- (2) Attendees:
Mr. Nasser A. Al-Nafisee, Executive Director, Corporate Affairs
- (3) Meeting content:
Mr. Al-Nafisee greeted Mr. Nakai with words of appreciation for JCCP's cooperation through its activities. He said he holds Japan in high regard, particularly for maintaining high quality in diverse areas and for its advanced society. He also said Saudi Aramco is gradually shifting toward not only Japan, but Asia as a whole. With an emphasis on human resource development in Japan, the company has sent its employees to receive training in Japan from almost 17 years ago, in recognition of JCCP training's catalytic function in developing human resources. After the meeting, the JCCP delegation toured the OSPAS (Oil Supply Planning and Scheduling) facility under the arrangement of Mr. Al-Nafisee.

5. Tour of Saudi Aramco's OSPAS (Oil Supply Planning and Scheduling)

- (1) Date & time:
September 3, 2014; 10:45 – 11:25 (Saudi Aramco Head Office)
- (2) Saudi Aramco attendant:
Mr. Mohammed O. Al-Subaii, General Supervisor, Terminal Division, OSPAS
Another officer
- (3) Overview of OSPAS:
OSPAS is Saudi Aramco's command center that monitors the status of all operations, from the production of crude oil and gas and oil products to the operation of pipelines, the load status of the shipping terminal, tank inventory, the amount of electric power generated by Saudi Aramco, and the external supply of that electric power.

The JCCP delegation toured the central control room of this facility, where a number of 220-inch digital screens covered one entire wall of the room, with an operator monitoring each area. When the delegation asked what would happen to crude oil shipment if the Strait of Hormuz were to be closed, OSPAS staff replied that proper response would be taken automatically.

III. UAE

1. Meeting with Mr. Mohammed S. K. Al Qubaisi, Director, Human Resources, ADNOC

- (1) Date & time:
September 4, 2014; 9:00 – 9:45 (4th floor conference room of the Human Resources Directorate at ADNOC)
- (2) Attendees:
Mr. Mohammed S. K. Al Qubaisi (Director, Human Resources)
Mr. Mohamed Sanad Al Qubaisi (Deputy Director, Human Resources)
Mr. Jumaa Rashed Al Ali (Manager, Training & Development Division HR)
- (3) Meeting content:

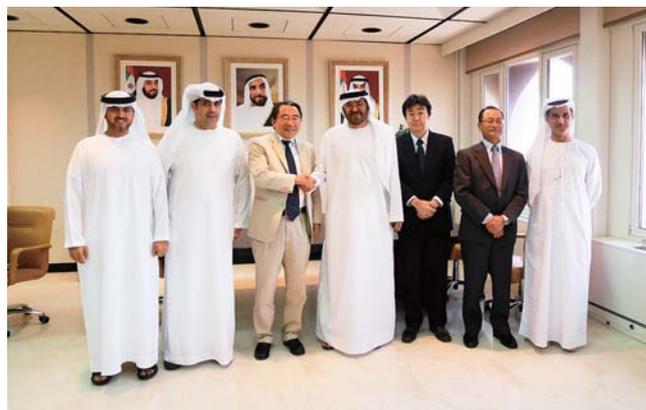
On the occasion of Japanese Prime Minister Shinzo Abe's visit to UAE last year, a number of joint statements were issued, including an agreement regarding special cooperation in human resource development. As part of this agreement, JCCP visited ADNOC this past May and June to make a proposal for ADNOC's participation in JCCP training programs, and in this meeting received word that ADNOC will make an effort to contribute to the smooth implementation of the programs. When

asked about the differences between HRD training in Western countries and Japan, and about the advantages of training in Japan, the ADNOC members said that unlike Western training based on case studies, Japanese training is interesting, as it provides best practices in reference to situations that differ from those in Western countries.

2. Meeting with Mr. Abdulla Nasser Al Suwaidi, Director General, ADNOC

- (1) Date & time:
September 4, 2014; 10:00 – 10:40 (conference room of the Director General at ADNOC)
- (2) Attendees:
Mr. Abdulla Nasser Al Suwaidi (Director General)
Mr. Ali Khalifa Al Shamsi (Director, Strategy & Coordination)
Dr. Saif Sultan Al Nasserri (Director, Gas Processing)
Mr. Mohammed S. K. Al Qubaisi (Director, Human Resources)
- (3) Meeting content:

Under the joint statement issued during Prime Minister Abe's visit to UAE last year proposing to accept 500 students from the UAE over the next five years to study in Japan, JCCP agreed to receive 50 participants from ADNOC every year over the five-year period. The JCCP delegation requested ADNOC's cooperation in the smooth implementation of this plan, and received a positive reply from Mr. Al Suwaidi, saying he will do his best, as education and human resource development is a symbol of UAE's relationship with Japan. However, although UAE is strongly interested in Japan, the interest level is slightly weaker compared to that of Western countries, due to the language problem and others. Yet in terms of governmental relationships, UAE enjoys a close relationship with Japan, as demonstrated by visits made by Prime Minister Abe and METI Minister



Meeting with Mr. Abdulla Nasser Al Suwaidi, Director General, ADNOC (fourth from right)

Toshimitsu Motegi. Mr. Al Suwaidi noted that human resource development is an issue requiring urgent attention, particularly given the capacity increase of the Ruwais Refinery (+400,000 b/d; additional construction of an RFCC).

The JCCP delegation discussed JCCP training programs, mentioning that large numbers of participants from the ADNOC Group and closely related institutions such as the Petroleum Institute (PI) and the Higher Colleges of Technology (HCT) have participated in the programs to date. A management-level course will be launched in October, and in the area of technical cooperation, the TAKREER Research Center (TRC) project has been implemented, and a kick-off meeting has been held on a marine environment study to commence in response to a request from ADNOC. In response, Mr. Al Suwaidi said that marine environment issues are extremely important. As many oil development companies are addressing such issues, he hopes they will use Abu Dhabi Oil Co., Ltd.'s mangrove plantation project on Mubarras Island as a reference.

3. Meeting with Mr. Ahmed O. Abdulla, COO, and Mr. Ismail M. Al-Mulla, Senior Vice President, TAKREER

(1) Date & time:

September 4, 2014; 12:00 – 12:30 (conference room of the COO on the 25th floor of the TAKREER Head Office)

(2) Attendees:

Mr. Ahmed O. Abdulla (Chief Operating Officer)
Mr. Ismail M. Al-Mulla (SVP: Senior Vice President (Administration))

(3) Meeting content:

Mr. Abdulla explained that TAKREER will have high needs hereafter in such areas as alkylation (high-octane gasoline base synthesizing plant), RFCC (residue fluid catalytic cracking unit), lube oil base material production, and cokes production. In the environment area, TAKREER is planning further initiatives for wastewater treatment, hazardous waste treatment, solar power generation and zero flaring.

4. Meeting with Dr. Maitha Salem Al Shamsi, UAE Minister of State

(1) Date & time:

September 4, 2014; 14:00 – 14:30 (Minister Maitha's office in Al Ain (shared office with the Marriage Fund))



*Meeting with Dr. Maitha Salem Al Shamsi,
UAE Minister of State*

(2) Attendees:

Dr. Maitha Salem Al Shamsi (UAE Minister of State)

(3) Meeting content:

At the beginning of the meeting, Dr. Al Shamsi thanked JCCP for inviting her to Japan in 2008 in relation to a technical cooperation project. She then said she feels she is like a sister to JCCP activities, and expressed her intention to provide further cooperation.

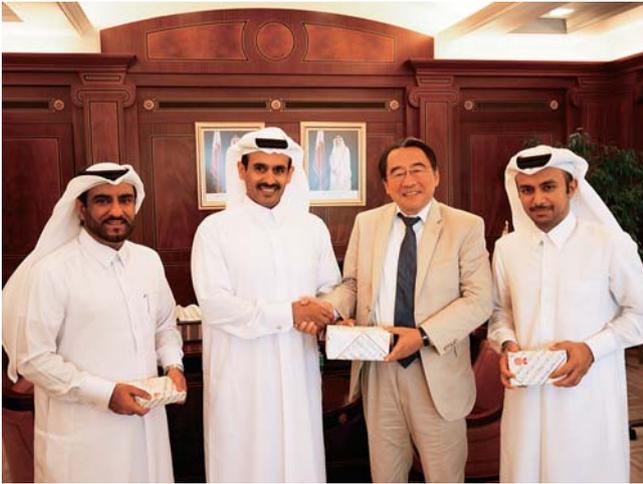
The JCCP delegation asked Dr. Al Shamsi for her views on the possibility of cooperation between JCCP and ADNOC, including universities in which she has an interest, and of overseas study in Japan, as measures for further enhancing JCCP training programs. Dr. Al Shamsi said she strongly recommends collaboration between JCCP and universities such as Khalifa University of Science, Technology and Research, Petroleum Institute, UAE University, Abu Dhabi University and Zayed University. She especially recommends collaboration with Khalifa University, as its College of Engineering provides an exhaustive program, and said it would be best if students could include JCCP training in their resume or acquire college credits by participating in a JCCP training program. Dr. Al Shamsi stressed that JCCP collaboration with universities would be effective, and reiterated her view that it would be ideal if Khalifa University would offer credits for JCCP training. Dr. Al Shamsi also explained that she has strong interest in women's development.

IV. Qatar

1. Meeting with Mr. Saad Shrida Al-Kaabi, Managing Director, Qatar Petroleum (QP)

(1) Date & time:

October 27, 2014; 11:00 – 11:30 (office of the Managing Director in the QP Head Office)



Mr. Saad Shrida Al-Kaabi, Managing Director, QP

(2) Attendees:

- Mr. Saad Shrida Al-Kaabi, Managing Director
- Mr. Abdulaziz Mohammed Al-Mannai, Director Administration
- Mr. Abdulla Ahmed Al-Tamimi, Corporate Training Manager

(3) Meeting content:

As Mr. Al-Kaabi had just assumed the position of Managing Director this past September (Dr. Mohamed bin Saleh Al Sada, his predecessor, has assumed the full-time duties of the Minister of Energy and Industry), the JCCP delegation gave an introduction of the JCCP organization. After hearing that Qatar is among the top three Middle East countries that have sent the largest numbers of participants to JCCP training, and receiving a rundown of JCCP's past records and present and future plans for human resource development and technical cooperation for QP, Mr. Al-Kaabi thanked JCCP for its extensive cooperation.

During the meeting, the two leaders agreed to continue holding top-level meetings for a comprehensive evaluation and prioritization of JCCP activities, and to consider and implement individual JCCP projects by assigning a JCCP counterpart representing QP as a whole and holding consultations with relevant JCCP officers.

Mr. Al-Kaabi, who has cultivated a strong interest in Japan through judo and aikido, is of the opinion that Japan's strengths lie in the automobile and oil downstream sectors.

The course that JCCP recently implemented, intended specifically for female employees from the Middle East, and the new course to be offered to management candidates seemed to capture Mr. Al-Kaabi's particular interest.

In regard to the environment, Mr. Al-Kaabi expressed keen interest in JCCP's environment-related cooperation schemes in UAE and Kuwait, and instructed his subordinates to examine how QP should approach the issue.

2. Meeting with Mr. Saad A. Al Kuwari, CEO, Qatar International Petroleum Marketing Company

(1) Date & time:

October 27, 2014; 12:30 – 13:00 (executive reception room in the TASWEEQ Head Office)

(2) Attendees:

- Mr. Saad A. Al Kuwari, Chief Executive Officer (CEO)
- Mr. Abdulla Al-Abdulmalek, Executive Director-Administration (participated in the FY2013 JCCP International Symposium)
- Mr. Abdulaziz Al-Meer, Planning and Performance Director (participated in the FY2014 JCCP International Symposium)

(3) Meeting content:

Mr. Al Kuwari is a JCCP alumni (participated in two regular courses) who signed an MOU for a technical cooperation project between TASWEEQ and JCCP in the past, and is deeply familiar with JCCP's organization and activities. He thanked JCCP for its cooperation in human resource development and technical cooperation, and expressed strong approval of JCCP's future activity plans.

The two leaders also agreed to engage in a comprehensive evaluation and prioritization of JCCP activities at the top level on an ongoing basis.

Lastly, Mr. Al Kuwari strongly endorsed the



Mr. Saad A. Al Kuwari, CEO (center), and Mr. Abdulla Al-Abdulmalek, Executive Director-Administration (right)

young personnel exchange program and the Middle East women's course that are slated to be implemented this fiscal year, also expressing his strong expectations for seeing them implemented on a greater scope in the future.

3. Tour of the Laffan Refinery

On October 27, 2014, the JCCP delegation toured

the Laffan Refinery, a joint venture undertaken by a consortium that includes Idemitsu Kosan Co., Ltd. and Cosmo Oil Co., Ltd. By observing conditions in the refinery, the JCCP delegation gained first-hand understanding of the urgent need to develop Qatari employees under the country's Qatarization initiative. I wish to extend my deep appreciation for the local Japanese staff's hard work.

*<by Akio Yamanaka, Planning & Public Relationship Group,
Administration Dept.>*

