

Visits to Southeast Asia and the Middle East by Mr. Sase, Executive Director of JCCP

Marking the occasion of his appointment in July 2008 as the new Executive Director of JCCP, Mr. Masataka Sase made visits to oil-producing countries in Southeast Asia in September 2008 following the summer holidays, and to oil-producing countries in the Middle East in October 2008, after the end of Ramadan. In addition to paying calls on counterpart organizations to introduce himself and to thank them for their participation in JCCP training activities and technical cooperation programs, Mr. Sase held frank exchanges of views with the leaders

of those organizations on a wide range of topics, including today's rapidly changing situation in the global oil market, future business prospects in oil-producing countries, and areas for improvement in JCCP activities. As Mr. Sase was not able to visit all JCCP counterpart countries in the two regions during his first trip, he wishes to make additional visits to those countries he has not yet visited at his earliest opportunity and strengthen relationships across the board.

I. Southeast Asia Oil-Producing Countries

1. Indonesia

(1) PERTAMINA

Mr. Sase visited PERTAMINA Headquarters on September 22 (Mon.), and met with Mr. Ari G. Soemarno, President Director & CEO.

In response to increasing demands for oil products accompanying economic growth, PERTAMINA has launched large-scale investment projects for expanding its refineries, creating a pipeline network for oil products, and increasing the capacities of oil depots, with its greatest priority in bringing these projects to a successful completion. Another priority issue is the development of new employees who have been recruited in large numbers to replace the older generation that will soon reach retirement age. To achieve its future goals, Mr. Soemarno stressed that further cooperation from JCCP is essential to PERTAMINA. Mr. Sase promised continued cooperation to the company, stating that Indonesia is an important counterpart country to JCCP, and particularly to JCCP regular courses, which have received more than 1,400 participants from Indonesia over the 27 years since JCCP's founding.



Mr. Ari Soemarno, President Director & CEO (center), Mr. Waluyo, Corporate Senior Vice President (right), Ms. Nina Nurlina Pramono, (then) Vice President of PERTAMINA Learning Center (second from right)

(2) PERTAMINA Learning Center

At the PERTAMINA Learning Center, Mr. Sase received a warm welcome from Ms. Nina Nurlina Pramono, (then) Vice President, and members of the staff.

PERTAMINA is initiating internal reforms, as it strives to achieve "global-level corporate management," as set forth in its corporate principles. In 2006, it formulated a new management plan,

based on the awareness that human resource development is key to realizing these corporate principles. In the meeting held at the Learning Center, Ms. Pramono explained in detail the significance of PERTAMINA's policies, systems, and programs. She also explained that JCCP regular courses rank high among numerous training programs adopted by PERTAMINA, and requested JCCP's continued cooperation in receiving participants from PERTAMINA to its regular courses, as human resource development is poised to become an even more important issue in the future, toward the realization of PERTAMINA's corporate policies. JCCP will strive to meet PERTAMINA's expectations to the greatest extent possible.

(3) Directorate of Oil and Gas (MIGAS), Ministry of Energy and Mineral Resources

In the afternoon of September 22 (Mon.), Mr. Sase visited MIGAS, and met with Dr.-Ing. Evita H. Legowo, Director General, Mr. A. Edy Hermantoro, Director, and Mr. I. Gusti Suarnaya Sidemen, Deputy Director for Program Development.

MIGAS considers the development of alternative automotive fuels to petroleum as a priority management strategy, and is directing its efforts to developing technologies for promoting biofuels and DME and GTL fuels. Acknowledging Japan's abundant experience in alternative fuel technologies, the members on the MIGAS side expressed their hopes of receiving continued cooperation from

Japan in that area. JCCP will examine potential means of cooperation in relation to these new technologies, including cooperation schemes in partnership with other relevant institutions.

2. Thailand

(1) The Bangchak Petroleum Public Company Ltd. (BCP)

On September 24 (Wed.), Mr. Sase visited BCP's Bangchak Refinery, where he was welcomed by Mr. Kiatchai Maitriwong, Senior Vice President, Planning and Logistics, and a large group of senior executives.

As in Indonesia, the development of alternative automotive fuels is also a major issue in Thailand. BCP began researching biodiesel fuel production technologies more than 15 years ago, keeping pace with trends in Japanese technical developments, and has already begun selling ethanol-blended gasoline and biodiesel fuel. It maintains a strong interest in new technologies, and wishes to expand its network of contacts with refineries in other countries and share information through JCCP. JCCP courses are significant and ideal in this respect, as they allow participants from different countries to get to know each other and make new connections with people in the same field. JCCP is proud of the role it plays in bringing people together, and will continue to dedicate its efforts to promoting personal exchanges among participants from different countries.



*Dr.-Ing. Evita H. Legowo,
Director General of MIGAS (left)*



*Mr. Kiatchai Maitriwong, Senior Vice President,
Planning and Logistics, BCP (left)*

(2) PTT Public Company Limited (PTT)

In the afternoon of September 24 (Wed.), Mr. Sase visited PTT, to meet with Mr. Songwut Chinnawat, Senior Executive Vice President, Corporate Support, Mr. Pitipan Tepartimargorn, Executive Vice President, Corporate Human Resources, and executives of the personnel department.



*Mr. Songwut Chinnawat,
Senior Executive Vice President, PTT (right)*

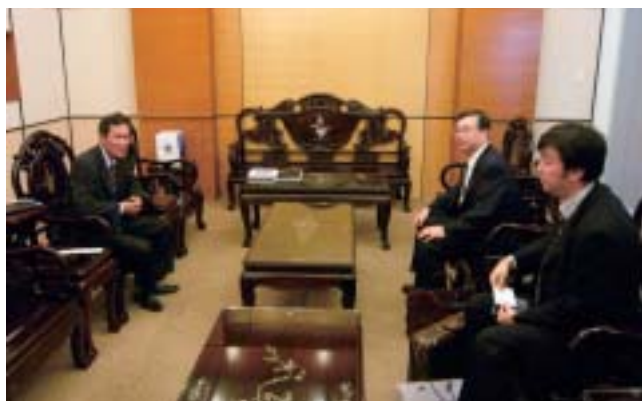
PTT plays a central role in responding to increasing energy demands in Thailand, expanding the country's natural gas operations, and promoting the production of biofuels. Based on the awareness that developing outstanding human resources is critical to addressing these priority issues, it is now directing greater efforts to human resources development, as it strives to become a world-leading company. JCCP has received more than 1,300 participants from PTT since its founding, and is considered a vital institution in the development

of PTT personnel. Mr. Sase promised JCCP's continued cooperation in the future.

3. Vietnam

On September 26 (Fri.), Mr. Sase visited Petrovietnam (PV), and met with Mr. Tran Van Hoa, MSc, General Manager, Training & HRD Division.

Petrovietnam is preparing to commence operations at its Zung Quat Refinery in February 2009, and is currently implementing the final stage of its construction. As there is mounting pressure to bring the country's first large-scale refinery to a proper start, Mr. Sase promised JCCP's utmost cooperation in support of the successful commencement of operations. Mr. Hoa thanked Mr. Sase, recounting that, as of the end of FY2007, JCCP had received a total of 930 Vietnamese participants to its regular courses since 1995, and has been of tremendous support in the development of Vietnam's oil industry.



*Mr. Tran Van Hoa, MSc, General Manager,
Training & HRD Division, PV (far left)*

II. Middle East Oil-Producing Countries

1. UAE

(1) Abu Dhabi National Oil Company (ADNOC)

On October 16 (Thu.), Mr. Sase visited ADNOC, and met with Mr. Mubarak S. Al Ketit, Manager, Crude and Condensate Division.

UAE is Japan's second-largest supplier of crude

oil, following Saudi Arabia, supplying one-fourth of the total amount of oil consumed in Japan, and to UAE, Japan is an important importer of crude oil. The two countries have maintained a cooperative relationship since the formal establishment of UAE in 1971.

Mr. Sase was not able to meet directly with H.E. Mr. Yousef Omair Bin Yousef, CEO, for an urgent

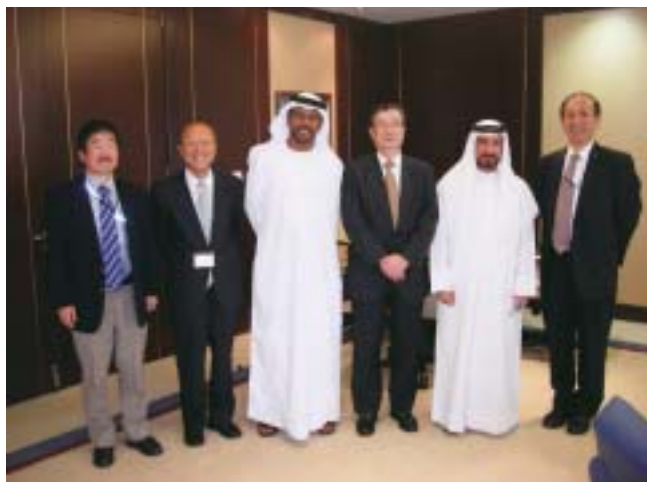
meeting during this visit to ADNOC, but received a message from the CEO through Mr. Al Ketii, stating that Japan is important to ADNOC, as a country playing a central role in the global oil business, and expressing his wish to continue strengthening ADNOC's friendly ties with JCCP and promoting personal exchanges.

(2) Abu Dhabi Oil Refining Company (TAKREER)

In the afternoon of October 16 (Thu.), Mr. Sase visited TAKREER Headquarters, and met with Mr. Ahmed O. Abdulla, Assistant General Manager, Operations, and Mr. Ismail Al Mulla, Human Resources and Administration Manager.

TAKREER was established in 1999, to take over the responsibility of refining operations previously undertaken by ADNOC. Including the period during which it was a refining division under the management of ADNOC, its relationship with JCCP goes back 27 years.

Mr. Sase received warm words of appreciation from Mr. Abdulla, for his role in providing numerous young officer candidates with a meaningful forum for learning about Japanese corporate management through JCCP courses, and for the invaluable opportunity to meet people from many different oil-producing countries not only in the Middle East, but from Asia, Africa, and South America as well, and



Mr. Ahmed O. Abdulla, Assistant General Manager, Operations (third from left), and Mr. Ismail Al Mulla, Human Resources and Administration Manager (second from right)

to establish an extensive network of professionals in the oil industry.

2. Oman

(1) H.E. Dr. Mohammed Hamed Saif Al-Rumhy

On October 18 (Sat.), Mr. Sase paid a courtesy call on H.E. Dr. Mohammed Hamed Saif Al-Rumhy, Minister of Oil and Gas.

This year, state-run Oman Refinery Company (ORC) is celebrating its 23rd anniversary since the commencement of operations in 1985. JCCP has been supporting ORC since the beginning, particularly in the development of staff members. Hereafter, the company must prepare for an inevitable shift of power to the next generation, as seasoned employees reach retirement age, as well as upgrade its refineries by introducing large-scale cracking units and integrating refinery and petrochemical operations. Developing outstanding engineers capable of addressing such major business challenges is a management issue that begs close attention in the near future, and one that Minister Al-Rumhy believes will greatly benefit from further cooperation with JCCP.



H.E. Dr. Mohammed Hamed Saif Al-Rumhy, Minister of Oil and Gas (right)

(2) Oman Refineries and Petrochemicals Company (ORPC)

After paying a call on H.E. Dr. Al-Rumhy, Mr. Sase visited ORPC, and met with Mr. Adel Al

Kindy, CEO, and Mr. Masoud Al Msalmy, GM, Corporate Support.

Oman is currently planning the construction of a new refinery at Duqm, which would be the country's third refinery following the Mina al-Fahal and Sohar Refineries. It is to be a state-of-the-art refinery equipped with a residue cracking unit and an integrated petrochemical complex, in order to increase the value of Oman's oil.

Increasing the value of oil is a priority issue in both oil-producing and oil-consuming countries. "The creation of new oil industries is for the common benefit of oil-producing and oil-consuming countries," stated Mr. Al Kindy, who also expressed his hopes that JCCP will continue to act as a catalyst in promoting mutual exchanges of information while contributing to the development of the oil downstream sector.

3. Iran

(1) National Iranian Oil Refining and Distribution Company (NIORDC), Refinery Affairs Division

On October 20 (Sat.), Mr. Sase visited NIORDC to meet with Mr. A. Eskandari, Director, Refinery Affairs, and Mr. S. Mahjoubi, Technical Studies Manager.

In Iran today, demand for oil products, and particularly gasoline, is increasing at a rapid rate, and



Mr. A. Eskandari, Director, Refinery Affairs, NIORDC (center)

oil companies are hard-pressed to expand refinery capacities and increase gasoline production. Given this situation, NIORDC is considering expanding the capacities of its nine existing refineries and building seven new refineries, thereby doubling its current refining capacity. It is also working to increase the value of its refineries by introducing a residue cracking unit and other facilities.

Mr. Eskandari noted that the development of outstanding personnel is key to bringing these large projects to successful fruition, and expressed his expectations of receiving continued cooperation from JCCP through regular courses and technical cooperation projects.

(2) NIORDC Human Resources Division

In the afternoon of October 20 (Sat.), Mr. Sase visited NIORDC's Human Resource Division, and met with Mr. H. Ghorbani, Director of Human Resources.

NIORDC is planning to sequentially separate its refineries and cede them to the private sector. In preparation for this move, the Human Resource Division is busy promoting the development of human resources and improving employee productivity. Having himself participated in a tailor-made program on human resource development held in Japan last February, Mr. Ghorbani is keen to have many more staff members study Japanese-style human resource development through JCCP, and requested JCCP to continue providing such pertinent training programs for Iran in the future.

(3) Iranian Ministry of Oil

After visiting NIORDC's Human Resource Division, Mr. Sase visited the Iranian Ministry of Oil to pay a call on Mr. Y. Javadinia, GM, Petroleum Ministry Office.

Mr. Javadinia has participated in a JCCP regular course twice in the past. Based on what he has learned, he has created a textbook on Japanese-style human resource development, and personally gives lectures on the topic to young executive candidates. He emphasized that it is important that Japan and Iran share learning experiences through JCCP

courses, and expressed his gratitude to JCCP for its cooperation.

4. Qatar

(1) Qatar Petroleum (QP), Refining Directorate

In the morning of October 22 (Wed.), Mr. Sase visited QP, and met with Mr. Hussain M. Al-Ishaq, Director Refining, Refining Directorate, who assumes leadership on the Qatar side in the JCCP technical cooperation project on “Efficiency Improvement in the Mesaieed Refinery in Qatar.”

Thirty years ago in 1978, Japan and Qatar established a joint venture company called Qatar Steel Corporation (QACSO) through which, Mr. Al-Ishaq noted, Qatar has learned many things from Japan. Even today, large-scale projects are underway in Qatar, for the construction of oil, LNG, and petrochemical plants that utilize the country’s abundant reserves of oil and natural gas. Because Qatar has a small population, the success of these large-scale projects hinges on enhancing



Mr. Hussain M. Al-Ishaq, Director Refining, QP (right)

the capacity of each and every individual involved. Based on this awareness, Mr. Al-Ishaq expressed his strong wish that JCCP continue to extend its cooperation to Qatar, as a central player in the transfer of Japan’s refinery management expertise and refinery technologies to Qatar.

(2) QP Qatarization Steering Committee

In the morning of October 23 (Thu.), Mr. Sase visited with Mr. Essa Rashed Al Kaabi, Chairman of QP’s Qatarization Steering Committee.

Qatar is moving forward with the development of its oil and natural gas resources on a large scale, and is launching a number of major projects, including the export of LNG overseas via pipeline from its refineries. The Qatarization Committee has a large responsibility in this grand design, to foster Qatari personnel.

Mr. Al Kaabi, acknowledging that JCCP regular courses are unique programs that offer the opportunity to learn about various aspects of the oil industry directly from Japanese oil companies, asked JCCP to continue providing regular courses through which Qatari citizens may acquire hands-on experience in Japanese-style corporate management.

Mr. Sase’s recent visits to oil-producing countries in Southeast Asia and the Middle East have allowed him to personally meet key figures in those countries, reconfirm friendly relations between JCCP and its counterpart organizations, and obtain invaluable views on future JCCP activities. Based on the relationships of trust JCCP has cultivated with oil-producing countries around the world over the 27 years since its founding, we shall make continuous efforts to further enhance our training and technical cooperation programs.

<Southeast Asia: Katsuo Kirita, Training Dept.>

<Middle East: Hisayoshi Tanda, Administration Dept.>