

PIONEER

35



The Energy of a Legacy

National Energy

CORPORATION OF TRINIDAD AND TOBAGO

35 Years of Energy



PIONEER 35

Foreword

In the 35 years since it was established, National Energy has played a critical role in the development of Trinidad and Tobago's energy-based industry and, consequently, in creating significant wealth for the country. For the Company, however, the road has been far from smooth. In the beginning, from 1979 to 1988, there were the pioneering days of project development alongside building, managing and operating the country's first methanol and granular urea plants. Then came the divestment of these plants in 1988 to 1990. This caused National Energy's subsequent reduction to a paper company in 1991.

The Company's fortunes were once again on the upswing when, in 1999, it was reoperationalized and, in 2004, given back the mandate for business development. This last decade has been an exciting time for National Energy as well as the energy sector. There has been a renaissance of project development inspired by a new vision for the energy sector with an emphasis on downstream energy projects.

This publication tells the Company's story, from its birth as National Energy Corporation of Trinidad and Tobago Limited to its rebirth as National Energy, as seen through the eyes of its five former chief executives, as experienced by its employees and as recorded in documents. This is followed by a compelling glance into the future envisioned for National Energy as outlined by its current president, Dr. Vernon Paltoo.

National Energy's story is one of dedication and success, disappointment and setbacks, vision and hard work, but above all the enduring belief in ourselves as individuals, as a company and as a country to venture into the global energy business arena and make a name for ourselves.



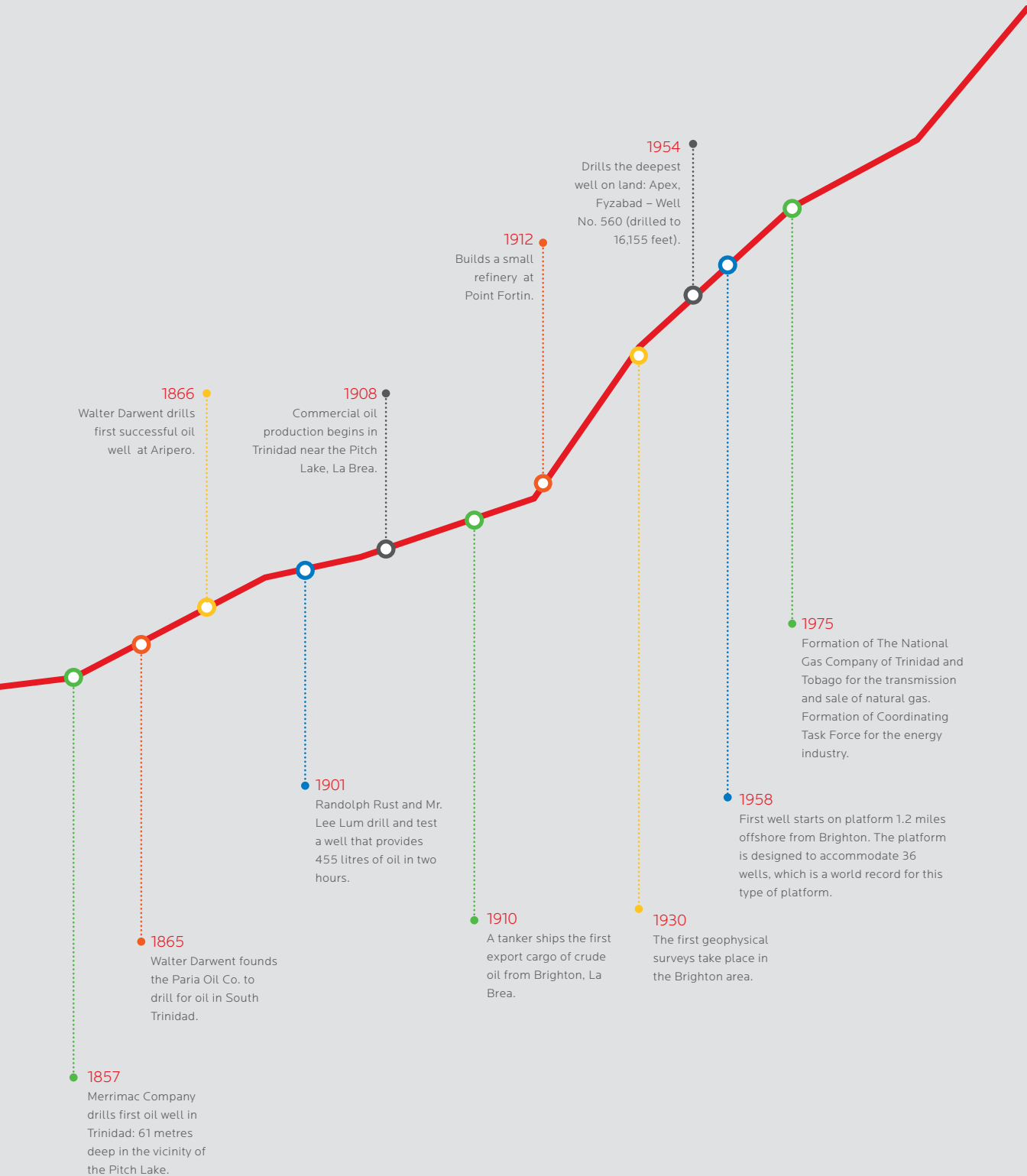
Pioneering energy transformation in T&T



PIONEER

Energizing the past...







1979

National Energy Corporation of Trinidad and Tobago Limited is formed.



**NATIONAL ENERGY CORPORATION
OF TRINIDAD AND TOBAGO LIMITED**
Securing Energy for Tomorrow

The establishment of National Energy Corporation of Trinidad and Tobago Limited (NEC) was a key step in the strengthening of the institutional framework set up by the state for the development of a natural gas industry in Trinidad and Tobago. The early developmental work had previously been the responsibility of the Coordinating Task Force (CTF), formed in 1975 to oversee the development of the Point Lisas Industrial Estate and to examine the feasibility of establishing a number of proposed energy-related industries in Trinidad and Tobago.

The CTF accomplished a lot from 1975 to 1979; however, it lacked the formal structure and access to resources to play an ongoing role. It was, therefore, phased out in early 1979 and superseded by NEC, which was formed as a company under the Companies Ordinance on 7 September 1979. Responsibility for the new corporation fell directly under Mr. Errol E. Mahabir, the then Minister of Energy and Energy-based Industries.

The Government's intention regarding NEC was for it to be assigned all activities connected with the development of energy-based projects and even for it to play a coordinating role in the entire energy sector. This is outlined by Dr. Kenneth Julien, the Company's first Chairman, in its 1980 annual report: "The role of NEC of Trinidad and Tobago

is to guide the development and management of oil, gas and other mineral resources of Trinidad and Tobago; to assist the Government in the formulation of energy and industrial policy and strategy; and to increase public participation in decision-making in key areas of the resources and energy-related industries."

However, this intent never fully materialized, particularly with regard to the proposed industry-coordinating role, which NEC did not assume to the extent envisaged. In any event, the continuation of the project development work of the CTF required NEC's immediate attention. At the point of handover between NEC and the CTF, the Fertilizers of Trinidad and Tobago (Fertrin) ammonia plant and the Iron and Steel Company of Trinidad and Tobago (ISCOTT) iron and steel plant were under construction; advanced planning work had been done on the priority industries methanol and urea; various other projects were being evaluated including LNG and aluminium; and others had been considered and rejected.

NEC's first assignment was to implement the methanol and urea projects. The Government's decision to proceed with the urea plant had been taken in August 1979, with the positive decision on methanol following in October 1979. Both projects were being undertaken without a joint venture

partner. Amoco, joint owner of Fertrin with the Government, had declined participation in the urea plant and the Government had decided to proceed with sole ownership. By 1981 NEC was ready to proceed to the construction phase and the Italian firm Snamprogetti and the Japanese firm Toyo Engineering were awarded the contracts to build the urea and methanol plants respectively.

Notwithstanding the weight of its remit, NEC was a small company. In its first two years, its employee body grew to about 30 and was mainly made up of professionals whose core assignments were project development and project financing. They were supported by a few administrative and secretarial employees. In addition, in late 1981, NEC set up a communications centre staffed by eight persons. The Company's early structure was simple and consisted of divisions that focused on a particular project or sub-sector. These were: LNG and Natural Gas; Refining and Petrochemicals; Energy Intensive Industries; Aluminium; and Iron and Steel. The CTF provided the Company with many of its key people while others came mainly from the public sector or other energy companies. NEC's main office was located on Sackville Street, Port of Spain, while the LNG and Natural Gas unit was located at the TATIL Building on Maraval Road, Port of Spain. In

1982, site offices were set up at the methanol plant to house project personnel, the senior operations and maintenance personnel, and human resource staff to serve the plant-based employees.

NEC's assets included the entire marine infrastructure at Point Lisas, including the channel and turning basin, the tugs and workboats, Savonetta Pier 1 and the ISCOTT dock. Marine

infrastructure was developed jointly by NEC and Plipdeco, while Plipdeco operated the harbour and port on NEC's behalf.



01 Resplendent Float designed by Wayne Berkley highlights the evolution of the energy industry.

02 Errol Mahabir, Minister of Petroleum and Mines officially opens the Trans-Island Pipeline at Galeota on 12 April, 1977. This was the first cross-island pipeline to be constructed to pave the way for natural gas to be received at Point Lisas Industrial Estate.

PERSPECTIVE

“A lot of the work to develop the programme of gas utilizing industries was done in the bowels of the Industrial Development Corporation,” explains Eldon Warner. “We said, ‘Let’s use the gas resources to diversify the industrialization of Trinidad and Tobago,’ and we drew up a list of optimal uses of natural gas, which included anhydrous ammonia, urea, methanol and, what was a bold stroke at the time, steel.”

Between 1979 and 1984, the Coordinating Task Force/NEC was responsible for finding and developing the industries which would use the gas, and establishing the Fertrin ammonia plant, the Trinidad and Tobago urea plant, the Trinidad and Tobago methanol plant and the Iron and Steel Company of Trinidad and Tobago. “As needed, we used foreign expertise, but the project was not foreign-driven.” Mr. Warner notes with pride that, “The conceptualization, development and execution of the plan was a totally indigenous effort in that, while some foreign expertise had to be used, the country had nationals with the required skills coming out of the university, the petroleum industry and the public service. We had a number of nationals who were in very senior management positions in the petroleum industry and they wanted to do something for their nation. One of these was Mr. Basharat Ali. Mr. Ali had the vision, as well as an engineering background. He was very valuable to me as my Technical Advisor.”

“The general environment was dynamic and relatively loosely structured. We were all dedicated to the cause – many long hours of meetings and discussions. All the disparate interests that had to be combined were pulled together by the CTC. The IDC was sort of an executing arm of the CTC. One of the debates that occurred at the time was that all of this was being done outside of the formal structure of the public service. However, the establishment of NEC – a state enterprise – provided a more formal structure.”

Mr. Warner recalls the varied nature of the work at NEC: “We were involved in diverse activities, from preparation of feasibility studies, to contract negotiations and plant construction, and then we were called upon to manage and operate world-scale plants and market their products internationally. In 1983/84 we were projecting and looking forward to successfully taking the plants into operating mode. We had the product capability, but we had to establish and consolidate our position in certain markets.”



Eldon Warner

INNOVATOR

Eldon G. Warner was a key figure in the development of Trinidad and Tobago’s natural gas history. At the time that the Government was deciding the optimum uses of the gas discovered offshore, he was General Manager of the Industrial Development Corporation (IDC). Mr. Warner was a member of the Coordinating Task Force (CTF) from its formation in September 1975.

In July 1983, he was recruited to the post of Chief Executive Officer of NEC where he stayed until July 1988. Mr. Warner was later engaged as a Consultant to the United Nations Industrial Development Organization in which capacity he carried out assignments in Uganda and Zambia.

Establishing and retaining the markets for our products was a challenge. We had to cover our operating costs and other contractual obligations. There were low margins, but we did not operate at a loss.” He also focused his efforts on creating a unified, high-performing culture at NEC. “We took time to integrate the two cultures. The people operating the plants were used to a certain kind of independence; they had a different type of management structure, which they brought with them. The trick was to incorporate some of the other employees into that structure. It worked well.”

An important role of the CEO is to set standards and, while Mr. Warner’s method was strongly influenced by the colonial “old-school” in which he grew up, it was also infused with his unique Trinidadian style. He demanded high standards from his employees and himself. As a result, he achieved his goals while still earning the respect of the employees. In his own words, “A Chairman can remain aloof, but a CEO must identify with the employee body. I made every effort to do so. I wouldn’t quite say I had an open door policy, but I was accessible – on work-related matters or otherwise. I was not unapproachable and it was appreciated.”

Of the period in 1987, when Boards were appointed to TTMC and TTUC, he believes the relationship between the three Boards worked fairly well. “There was no real conflict. Some of us who were on the Board of NEC were also appointed to the TTMC and TTUC Boards, which provided a certain continuity. Certain Chairmen, particularly the Methanol Chairman, sought to assert their independence and, by 1988, methanol went on its way and urea followed later.” In 1988, Mr. Warner also left, having led NEC through many challenges towards some of its greatest accomplishments.



1983/1984

National Energy Corporation of Trinidad and Tobago Limited’s growing responsibilities include plant operations and management.

The years 1981 to 1984 were dominated by the construction of the methanol and urea plants. In December 1983, the urea plant was commissioned. During the month of January 1984, the performance test run was carried out and the plant, having met its performance guarantees, was accepted from the contractor. The plant was then shut down because of the failure to reach agreement on the operating and ammonia contracts. Commercial operations

began six months later.

The methanol plant was declared mechanically complete in January 1984 and commercial production began shortly after. In August, NEC gave final acceptance to the contractor, the plant having passed its performance tests. The two dedicated methanol carriers – MV Harold Laborde and MV Trinidad and Tobago – were also delivered in 1984 and, in early May, the first export shipment of 12,445 tonnes of methanol to Europe took place on the MV Trinidad and Tobago.

Fertrin operated the urea plant, with NEC retaining responsibility for the supervision of the management contract and the control of financial and commercial functions. On the other hand, NEC was given full responsibility for management and operation of the methanol plant.

By 1984, therefore, NEC changed from a small engineering and project development company



A Fond Farewell To 1984 As We Face Up To The Challenges Of 85



to a large company with a more complex structure, having operating and management responsibility for two petrochemical plants, in addition to its project development role. The number of employees grew rapidly to about 300, the majority of whom were technical, plant-based employees. The greatly changed Company would require a different approach to management and Eldon Warner, Industrial Development Corporation General Manager and former Deputy Chairman of the CTF, was appointed Chief Executive Officer in July 1983 with the responsibility to take NEC into an operating mode. Professor Kenneth Julien remained as Chairman.

Alongside plant construction, management and operations, development work continued on various projects. These included aluminium, LNG, an ethylene-based petrochemical complex, furfural and polyester fibre, as well as project proposals from various sponsors of ammonia and methanol plants to be sited at Point Fortin.

In recognition of NEC's capability to implement large scale projects, the Government assigned the Company various other projects, most of which were needed to support the developing industry. One of the largest was the management of the construction of a 56 kilometre, 30 inch onshore pipeline from Guayaguayare to Phoenix Park via Rio Claro. This line was necessary to enhance the reliability of the natural gas pipeline system and to provide additional capacity for future growth. The line became operational in August 1984, and was handed over to NGC.

Another pioneering project carried out by NEC was the establishment, in 1983, of a Division of Information and Communication Systems within NGC to design and operate a communication network for the energy-based industries.



01 NEC Women's Cricket Team – "The NEC Synthesizers".

02 Cover of NEC magazine in 1984.

NEC also took the lead in solving the issue of liquids in the natural gas supply by establishing a committee in March 1985 comprising representatives of NEC, NGC, the Ministry of Energy and Natural Resources and AMOCO to undertake a comprehensive study of the transmission of gas from well-head to consumers. The final report, entitled "Liquids in Natural Gas," was completed in September 1985, and recommended that a study be undertaken with a view to implementing the economic removal of some of the heavier hydrocarbons from the gas. This was accepted by NGC and was the genesis of the Natural Gas Liquids Recovery Project undertaken by NGC in 1985.

Other projects were less connected to the industry and were more of a socioeconomic nature. The largest of such projects involved the construction, through a subsidiary, National Project Development Services Limited (NPDSL), headed by Mr. Prakash Saith, of 1000 high-density housing units at Embarcadere, San Fernando; Charford Courts on Oxford and Charlotte Streets, Port of Spain; and Powder Magazine, Diego Martin. This \$127M project was completed in 1989 within the original budget, despite the fact that the project was temporarily shut down for two years.

When the methanol plant entered its operational phase, NEC moved its administrative offices from Port-of-Spain to the methanol company's newly built administration building at Point Lisas. Other units occupied part of PLIPDECO House or remained

in Port-of-Spain at a building on Phillip Street, Port-of-Spain. The organization was restructured to better suit the changing nature and roles of the organization and included plant management services and engineering and technical units. As at March 1985, there were 302 employees, 50% of whom were concentrated in the Plant Management Services Division.

However, NEC was facing tough times. The urea and methanol plants could not have entered their production phase at a more difficult time.

From 1983 to 1986, Trinidad and Tobago experienced four years of negative growth. Government revenue from oil decreased resulting in reduced transfers to state enterprises and less funds being available for large-scale public projects.

Up to this point in time, developments on the estate were financed directly by the Government, largely with finances drawn from the Consolidated Fund. Changed economic circumstances necessitated that this approach be revised and Trinidad and Tobago Urea Company Limited (TTUC) and Trinidad and Tobago Methanol Company Limited (TTMC) were incorporated in September 1984 to take over the respective assets and liabilities of the plants, so that funds could be raised from foreign commercial sources. However, the state of the international finance market was also unfavourable and NEC's efforts to source US\$100M to refinance the TTMC and TTUC plants were only partially successful, with only US\$50M

being secured for TTMC. Dealing with cash flow problems and carrying heavy debt burdens, NEC struggled to meet payments for ammonia feedstock, salaries and even utilities. On the brighter side, NEC's marine assets did provide some revenue.

At about the same time that the financial situation became difficult, the commodities market plummeted. When the decision was made in 1979 to construct these plants, commodity prices were favourable: methanol was priced at US\$400-500/tonne, and urea and ammonia at similarly high prices. However, by 1984, methanol was fetching US\$100/tonne and urea US\$80/tonne.

Operationally, the plants were also having technical issues, which resulted initially in shutdowns and failure to meet their production targets. The urea plant, which was challenged by a difficult relationship with Fertrin, fared worse. In 1985, during their first full year of operations, the methanol plant averaged 90% capacity utilization, while the urea plant's average was 60%.

In the court of public opinion, the local energy sector was also facing challenges. The general public, the media and academia were severely critical of the approach to the development of the industry at Point Lisas and the Government was under considerable political pressure.

These negative factors informed the decisions on other projects under consideration and, in 1985, the Government abandoned plans to construct an aluminium smelter

because the market for aluminium was not favourable at the time. The coming of de-regulation in the target US market and the resultant over-supply of natural gas severely affected the economics of the LNG project, which led, in 1985, to a no-go decision. Without LNG, the ethylene project also had to be abandoned, as the liquids for the production of ethylene were to come from the LNG plant. The furfural and polyester fibre projects were also discontinued.

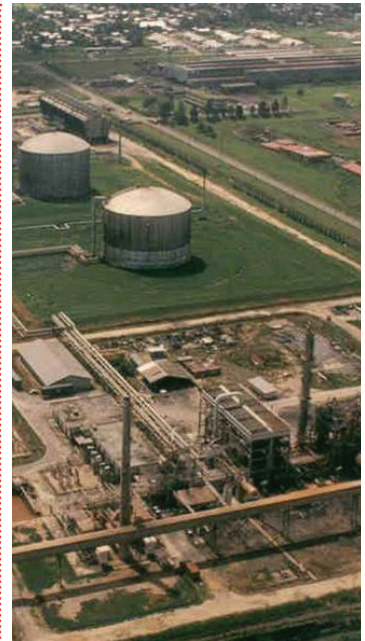
The general elections of 1986 resulted in a change of Government, which did not share the previous administration's vision for the energy sector. It considered most of the industries at Point Lisas to be "spectacular failures" and the state enterprises to be, for the most part, "inefficiently managed and burdens on the public treasury."

However, by 1986, the fortunes of the two petrochemical plants were improving. Conditions on the international markets were more favourable and the plants were successfully addressing their technical issues. TTMC had solved its reliability problems and was producing at upper capacity, attaining a 98.25% on-stream factor in 1987. Its export earnings were vastly improved and, in 1988, TTMC made a profit of TT\$129M and continued to be profitable thereafter.

In 1987, the urea plant's on-stream factor was 94.1% and, subsequently, urea won the export award for two years in succession. From the point of view of operations, 1988 was a hallmark year for urea. The plant output of 538,023 tonnes was just over the nameplate capacity of

535,000 tonnes. In addition, the two millionth tonne of production was achieved on 24 December 1988. Due to attractive urea prices, a net cash income was earned that year. This favourable cash position permitted the settlement of some of the significant payables and, by end of 1988, payment for raw materials supplied by Fertrin had become current.

The new political directorate de facto established NEC as a holding company for the energy sector, and appointed, as its Board, the Chairmen of the respective state-owned energy companies – PETROTRIN, TRINTOPEC, NGC, NEC, and the two paper companies held by NEC, TTMC and TTUC to which the Government had appointed independent boards in 1987. It was envisaged that this "Board of Boards" would act to coordinate and rationalize the disparate activities of the whole energy sector. This approach did not work well and some Chairmen stopped participating in the process. In addition, the Boards of TTUC and TTMC decided that the parent NEC was a "burden" on them and they requested that the Government allow them to operate on their own. This led to the splitting off of TTMC from the NEC Group in 1988, followed by TTUC in 1990.



Aerial View of Methanol and Ammonia plants at Pt. Lisas Industrial Estate.

UREA

(Ownership: 100% GOVT.)

CONTRACT AWARDED	MAY 1981
PRELOADING	SEPT. 1981
SITE PREPARATION	OCT. 1981
PILING	JAN 1982
MAIN CIVIL WORKS	MAR. 1982
MECHANICAL ERECTION	SEPT. 1982
FIRST EQUIPMENT HANDOVER	JUL. 1983
MECHANICAL COMPLETION	NOV. 1983
FIRST PRODUCTION	DEC. 1983
FIRST SHIPMENT	JAN. 1984
COMPLETION OF PERFORMANCE TEST	JAN. 1984
FULL COMMERCIAL PRODUCTION	AUG. 1984

METHANOL

(Ownership: 100% GOVT.)

SITE PREPARATION STARTED	FEB. 1981
CONTRACT AWARDED	MAR. 1981
MAIN CONSTRUCTION STARTED	NOV. 1981
COMMISSIONING BEGAN	AUG. 1983
MECHANICALLY COMPLETED	JAN. 1984
FIRST METHANOL PRODUCED	MAR. 1984
FIRST EXPORT SHIPMENT	MAY 1984
FINAL ACCEPTANCE	AUG. 1984



Basharat Ali

Basharat Ali's career in the energy industry began at Shell Trinidad Ltd. in 1957. Between 1973 and 1979 he worked at the Ministry of Petroleum and Mines, and, in 1976, was appointed Director of the newly formed Energy Planning Division.

He was the Ministry's representative to the Coordinating Task Force where he did development work on the Fertrin, aluminium, methanol, urea, and LNG projects. In 1979, he joined NEC as Head, Refining and Petrochemical Division, with responsibility for project development up to the point of investment decision for the methanol and urea plants. He was also responsible for initial implementation of these projects.

He acted as CEO on more than one occasion, the last being from July 1988 until his retirement in June 1990.

PERSPECTIVE

Basharat Ali feels an immense sense of pride in Trinidad and Tobago's ability to have built a successful natural gas industry. He believes this was, in large part, due to the existence of a national human resource base in the required disciplines, motivated by a strong sense of national interest.

Mr. Ali highlights the quality available from Trinidad and Tobago's workforce and the commitment to hiring nationals who had the required theoretical and practical knowledge. "Nationals had experience in similar type industries, with the exception of methanol and iron and steel, so that there was a national human resource base to draw on. People assume you get the job from whom you know and that was not so at all. People were chosen judiciously for their talent and experience. NEC needed to have hands-on people in the mix." He stresses that NEC "believed in local content with regard to our human resources and we went abroad on head hunting missions to attract nationals living abroad, but that was not very successful and did not provide many persons. However, it established the principle, and so, sourcing was done locally. We stood up for our people who left jobs with multinationals to come to us." He acknowledges the skilled and dedicated team of employees with whom he worked at NEC: individuals such as Malcolm Jones who left the post of President, Tringen to come to NEC; Kerston Coombs; Legal Head Kamala Bhoolai; Kip Thompson; Verne Sharma and Earle Bacchus who led the methanol and urea projects respectively, to mention a few. Mr. Ali himself was an important member of this team: his fondness for development and start-up work and his experience in this area go back to his first appointment at Shell where he wrote the operating manual for the kerosine hydrogenation unit, the only such facility in the world.

The local workforce did not only bring their knowledge and experience to the nascent industry; they brought their motivation. If the national interest was the reason for the entire Point Lisas venture, it was also the driver of individual action. "The people we had did not do the work for the money- in any case, salaries were not high. These were difficult times, and sacrifices were required. The driving force

was 'I am working for my country.' This impulse shaped the way all work was done, especially when what was at stake was the benefit to be either gained or lost for the country as, for example, in negotiations with foreign entities. He cites, as an example, negotiations with Toyo Engineering, the contractor building the methanol plant. "You had to have willpower in negotiating. We met with Toyo in Japan over the matter of mechanical completion of the plant. In anticipation of agreement that this critical milestone had been reached, Toyo had arranged a cocktail party some distance from where the negotiations were taking place. We, on the other hand, had drawn up a long list of items to be addressed before we would accept mechanical completion. The Japanese are very gracious hosts and we did feel some compunction that we did not complete the negotiations until the time for the party had come and gone. We did, however, walk away from the table with all the items on our list being agreed to."

"At the end of it, I did not benefit financially from my work at NEC," Mr. Ali notes. The rewards were less tangible, the main one being an enormous pride in what the country was able to achieve. One of the notable accomplishments was the establishment of Trinidad and Tobago's first granular urea plant. "The urea plant NEC built was not the first in Trinidad and Tobago as Fedchem had one, but ours was larger and produced granular urea, a superior product because it is easier to store and ship." Mr. Ali takes special pride in the establishment of the methanol plant, another first for the country, without the assistance of a foreign joint venture partner. "Methanol was innovative; we took a step in a direction where we had no previous experience, including having the ships built for export of the product and marketing the product ourselves. It was a bold decision to go ahead and this made it the hardest, but the most satisfying project. And we did it; we did it well; and it worked."



1990

**National Energy Corporation of Trinidad and Tobago
Limited's business is, once more, project development.**

The year 1988 saw the achievement of a smooth transition for a "stand-alone" TTMC. The formal cut-off date was 15 April 1988, while the restructured NEC organization became effective 31 May 1988.

In the interest of cost reduction, NEC's Port-of-Spain office was closed and staff relocated to PLIPDECO House, Point Lisas. The combination of these developments resulted in a restructured organization, which had, as its responsibilities, the management of the urea business and marine infrastructure; a planning/research capability for

project identification and development and provision of its electronic data processing services. Since all of the employees were NEC employees, those transferring to TTMC received an offer of employment from TTMC simultaneously with a letter of release from NEC. The remaining staff were offered positions in the restructured NEC, while others accepted voluntary separation packages.

By a letter dated 7 June 1988 from the Minister of Industry, Enterprise and Tourism, new employment and confirmation of promotions were put on hold, pending a

rationalization exercise of the energy sector. This placed a serious constraint on the activities of the Company, particularly in its planning/research function, and, by year end, the Company had a strength of 50 compared with an establishment of 58, with several professional positions remaining vacant. On 15 July 1988, the Chief Executive Officer, Eldon G. Warner resigned to take up an international assignment and the incumbent Head of the Engineering and Research Division, Basharat Ali was appointed to act as CEO. In 1990 the urea plant was divested to TTUC as a going concern.

With the divestment of the two plants, NEC was left with its marine assets, including the tugs, which from the beginning had been operated by PLIPDECO on a cost-plus basis, a disadvantageous arrangement for NEC.

In 1991, the Company successfully re-negotiated this contract with PLIPDECO to obtain a more

beneficial and efficient arrangement for NEC. The Company also successfully renegotiated the rates for the shipping of products from the port. NEC also had a number of cranes that were dispersed throughout the country. Those that could be put to use were repaired and rented and the others were sold by public tender. All three

actions resulted in increased income for the Company.

It was also in 1992 that construction began on a second multi-user pier to meet the needs of a new methanol plant, which could not be facilitated at the existing Savonetta Pier. This new facility was completed in 1994.



01 Celebrating 10 years of achievement.

02 Former Chairman, Doddridge Alleyne.

03 Carl Sinnerine receives 10-year award from former Director, Mary King.

PERSPECTIVE

Arnold de Four captures the dynamic nature of the natural gas industry and NEC in their early days: "Because the sector kept changing all the time, I did not get a sense of working at one company or one job for an extended period; it felt more like a series of challenging assignments. When I joined NEC in 1981, it was essentially a small project development company in which everyone was working on some aspect of gas-sector development, project financing or related activity. It is also important to anchor all of this activity in the context of its 'time and place,' i.e. that of a small developing country, with modest gas reserves, daring to venture into mega projects on its own and frequently without the involvement of multinational corporations or financiers."

In contrast, the period 1983 through to 1988, when NEC morphed into a large operating and manufacturing entity, was particularly challenging. Severe declines in the international commodities and energy markets and the inevitable impact on the domestic economy resulted in cash flow, foreign exchange and financing issues for NEC. However, on the positive side, it was a period of rapid learning and maturing for the local participants in the petrochemical industry, when we learnt much about being a player on the international petrochemical, energy and commodity markets."

Mr. de Four recalls, in graphic detail, the impact of the loss of the urea and methanol assets over the period 1986 to 1991: "In reality NEC got dismembered, it got critically wounded and a huge part of its core was removed. In many respects, it had come full circle, returning to where and what it had started off as: a small, energy sector project development company. However, now it was very much in limbo, with neither adequate financial resources nor a clear mandate on a way forward. NEC, however, had retained much of its core capabilities in these key areas due to the quality of personnel who chose to remain with the Company."

It was a challenging time to lead the Company. In 1990, however, Mr. Basharat Ali retired and Mr. de Four was appointed to act as CEO. He recalls the demands of this role: "It became the prime responsibility of the CEO to hold the organization together through this difficult period of uncertainty, while seeking to retain what was recognized as a valuable national resource – the personnel who had played such a vital role in initiating and building the foundation for the Point Lisas phenomenon: an 'experiment' that would, in a relatively short time, come to be acknowledged



Arnold de Four

Arnold de Four returned to Trinidad in July 1981 to take up a position as a Project Officer in the LNG and Natural Gas Group of NEC.

During the Company's critical formative years, some of his assignments included financing for the 30 inch cross-country pipeline which NEC executed on behalf of NGC; refinancing of the urea and methanol plants; and treasury/cash flow management for the Company in the difficult years following the crash in oil and petrochemical prices in the mid-1980s.

Mr. de Four acted as NEC CEO from early 1990 until August 1992.

as a major accomplishment by world-class standards, soon to be dubbed the 'Trinidad model for gas-based development'."

"By early 1992, the environment was such that, given the economic and commercial realities facing the sector, it became evident that combining the resources of NGC as gas infrastructure owner and NEC as gas industry developer would be a logical next step. This process was very quickly put in place. NEC was retained as a corporate entity but, for the most part, employees were absorbed into the NGC operations in a variety of capacities, while most project development personnel remained physically apart and continued to occupy their space at Plipdeco House."

Mr. de Four was still Acting CEO at the time of the NGC/NEC merger in 1992 and he is open about the difficulties posed by that event. "Corporate mergers are seldom smooth or without their challenges, and this one was no exception as the two disparate cultures sought an accommodation. However, any such differences were ultimately resolved as the employees quickly directed their energies to the common objective of growing the country's gas sector. It's a testament to both companies that, over time, they have now, once again, emerged as stronger, more focused entities."



1992

National Energy Corporation of Trinidad and Tobago Limited becomes a paper company wholly owned by NGC.

In 1992, to rationalize and improve the efficiency of the operations of the two state companies involved in the development of the natural gas sector, the Government took the decision to merge NGC and NEC. The acquisition of NEC by NGC was effected by the transfer of shares and NEC was made a wholly owned subsidiary of NGC and ceased to be an operating company. NGC was given the mandate to "be the prime mover in natural gas-based development."

The employees of NEC, numbering fewer than 40, were all offered continuous employment with NGC. The technical personnel

were mainly assigned to NGC's new Business Development Group which included Infrastructure, Planning and Development (IPD), thereby strengthening NGC's competencies in project identification, development and evaluation needed to manage the new mandate of "prime mover." Other staff were assigned to different areas of the Company. Some of the projects completed by the IPD, on time and within budget during the period of the merger from 1992 to 1999, include a 250 acre expansion of the Point Lisas Estate; construction of the 380 acre Phase 1 of La Brea Industrial Estate; capital and maintenance dredging of the Point Lisas Harbour; and

construction of Savonetta Pier 2 South, Savonetta Pier 2 North and Savonetta Pier 4. In the slate of projects carried out were two special projects: the reconstruction of Rivulet Road and the first phase of the Brian Lara urban renewal project.

Until 1999, NEC remained a paper company on NGC's books. The NEC spirit remained alive, however, with many former NEC employees retaining a distinct cultural identity within the larger NGC body.



1999

National Energy Corporation of Trinidad and Tobago Limited is reoperationalized.

On 1 January 1999, NEC once more became an operating entity, as an NGC subsidiary, entrusted with a distinct mandate: to develop and manage suitable infrastructure in order to facilitate and promote the various activities relevant and appropriate to natural gas-related operations.

The specific components of this mandate included the management and operation of NEC's existing marine and port assets at Point Lisas and at Brighton; the management of NGC's subsidiary, LABIDCO; and the provision of industrial estates and ports for new gas-based projects. NEC's assets included the Point Lisas harbour and channel, two tugs, two workboats, three Piers and the ISCOTT Dock.

NEC restarted operations with about 12 employees, most of them seconded from the Infrastructure, Planning and Development Division of NGC, which had carried out these functions during the 1992 to 1998 period on NEC's behalf. Some maintenance and operating functions were sub-contracted and general support services were provided by NGC. Over time, NEC increased its operational independence from NGC and recruited staff as needed. NEC thus began its new life as a small company staffed mainly by professional and technical persons. Mr. Prakash Saith was appointed General Manager.

The management and employees of the newly revitalized NEC were determined to put the Company on a path toward enhanced and sustainable profitability by focusing on cost-effectiveness, the productive marketing of its resources and expanding its role in areas where it had demonstrated competence and experience.

One of the first operations NEC set about improving was the technical and financial performance of its marine assets at Point Lisas. Under a long-standing arrangement, NEC directly managed the operations of the marine terminals, but the tugs and harbour were managed and operated by Plipdeco under a cost-plus contract. Having done an evaluation of its various options, NEC determined that, from both a financial and technical perspective, the best option would be to take over the management of the tugs and workboats. Amid widespread stakeholder skepticism, on 1 October 2000, the transition took place smoothly.

NEC rapidly built its competencies in towage and harbour operations and has since been on a continuous growth path, adding to its fleet of vessels and its share of the towage market. In 2000, the Company had 25% of the towage business in the Gulf of Paria, handled 1400 vessels and earned TT\$18M in revenue. The purchase in 2002/2003 of a launch and two new tugboats capable of handling larger vessels than previously possible, allowed

the Company to accomplish its goal of increasing its "out-of-port" operations and, by 2005, its share of the towage market and revenues earned from these operations had both doubled.

NEC's terminal operations – its multi-user piers and ISCOTT dock – tell a similar story of efficiency, reliability and continuous growth. Throughput at these facilities almost doubled between 1999 and 2005. This achievement was, no doubt, made possible by several factors, including NEC's programme of harbour maintenance under which capital and maintenance dredging was carried out in 1994, 1999 and 2003; ongoing maintenance of the terminals; and the provision of new port and marine infrastructure to meet the growing needs of users.

In 1999, NEC completed the construction of Savonetta Pier IV, a multi-user marine terminal. Then, from 2001 to 2003, Savonetta Pier 3 was acquired and converted from a single user pier for the handling of solid cargo to a multi-user pier for the handling of liquid petrochemicals as well. In 2004, NEC added a second berth to Savonetta Pier 2 to handle the shipping needs of the M5000 plant.

NEC management and staff were resolved to achieve similar success with the La Brea Industrial Estate and Port, which the Company was now mandated to manage on behalf of LABIDCO,

another NGC subsidiary. It is to be recalled that this project was initially developed by NGC through its IPD Division. From the early 1990s, Point Lisas had been nearing full utilization and La Brea had been identified, from among several locations evaluated, as the best option for the development of a new industrial site and port for gas-based industries. When the decision was taken in 1992 to develop LABIDCO, the estate had two interested tenants: the proposed Atlantic LNG plant and the Farmland-Misschem ammonia plant. In 1995, LNG unexpectedly decided to take its plant to Point Fortin and, shortly after, Farmland-Misschem, mere days after turning the sod at LABIDCO, decided to move its ammonia plant to Point Lisas North. This loss of two potential major clients for LABIDCO and the widespread criticism of the entire LABIDCO project was a big blow for all involved. For many of the employees, making a success of LABIDCO was a personal mission.

Once again, the resilience of the companies and employees involved was tested and proved. Development of the Estate proceeded and, by mid-1998, utilities were installed and infrastructure work was completed on the 380-acre Phase 1 of the Estate: the harbour was dredged; the temporary dock was built; the abandoned oil wells were plugged; and old petroleum infrastructure was removed. The estate obtained its first tenant in 1998.

When NEC took over this project in 1999, the Company applied its strategy of cost-effectiveness and productive use of the LABIDCO assets, once again, successfully.

NEC started providing dock and bio-remediation services to third party users in 1999. The Company shifted its focus from tenancy by heavy gas-based industry to light to medium industrial concerns and companies engaged in petroleum support activities, which would be attracted by the estate's proximity to the petroleum industry and the availability of a natural deep-water port.

In 2001, LABIDCO recorded its first profit of \$0.95M. In 2002, the Government mandated NEC to develop a 30-acre fabrication yard and associated support areas for the construction of large offshore platforms at LABIDCO by 2004. NEC and the country made a quantum leap when, in 2004, the Fabrication Yard and associated 150 metre long dock were ready. This facility represented the launch of a new industry in Trinidad and Tobago which would contribute to local content, participation by and development of the local energy services sector, as well as the development of expertise of nationals, especially residents of adjacent communities. The BHP Billiton Kairi 1 and the BP Cannonball became the first to be built at the LABIDCO Fabrication Yard, followed by many others.

Alongside converting its assets and those of LABIDCO into efficient, profit-making entities, NEC set about fulfilling its general mandate to provide site and marine facilities for gas-based operations with vigour. The LABIDCO Estate, having been reoriented away from heavy gas-based industries, had to identify and develop new industrial sites for various gas-based projects under consideration. In the late

1990s, the Company began to look at a new site for an industrial estate and port, and decided on one south and east of the existing Point Lisas Estate as a possible location for an aluminium smelter and ethylene petrochemical complex. In 2002, three potential new industrial sites were identified and evaluated and, the following year, various studies and an Environmental Impact Assessment were carried out on the selected site at Union, La Brea to ensure its integrity and suitability for gas-based industry. This site comprised 800 hectares adjacent to the LABIDCO site with access to the deepwater harbour at the Port of Brighton and was earmarked for aluminium and power. NEC also identified three sites to be land-banked, that is, reserved for industrial use: a 1724 hectare site to the south and east of Point Lisas, a 1400 hectare Oropouche reclamation site and a 900 hectare site at Cap-de-Ville/Chatham.

NEC's pursuit of the productive use of its assets could be said to extend also to its employees. The staff structure from 1999 reflected the various focus areas: Marine Terminal Operations, New Projects, Tug Operations, LABIDCO, Accounting and Finance. Staff were carefully chosen and brought on as and when needed and, in 2003, NEC had 28 permanent full-time employees. In 2004, NEC moved into its new Head Office at the corner of Rivulet and Factory Roads, earned revenues of TT\$96.4M, made an after tax profit of \$35M, and attained its eighth consecutive year of robust performance.



01 Aerial View of Port of Brighton Phase 1 development.

02 Fabrication yard under construction.





Prakash Saith

Prakash Saith had already accumulated 13 years of experience in the construction, project management and contract administration of large and varied projects spanning civil engineering, infrastructure development and housing development before he joined NEC in 1991 as Manager of Infrastructure Planning and Development. From 1992 to 1999, the period when NEC and NGC were merged, he held the post of Manager of NGC's Infrastructure Planning and Development Division within the newly-formed Business Development Group.

In 1999, he was appointed General Manager, and later redesignated President of the reoperationalized NEC. He took early retirement in 2009.

PERSPECTIVE

When Prakash Saith began his career in 1978, he was working as a civil engineer on the development of the Point Lisas Industrial Estate. He explains why the Government's decision to invest in the early plants, especially methanol and urea, was a wise and necessary one: "It is difficult for any country to make a start in the energy industry when there is no track record of construction and operation of world-scale petrochemical plants. In view of the existence of limited petrochemical investments in the 1970s in Trinidad, there was some empirical evidence that this venture could be successful, but not enough to attract investors to invest hundreds of millions of dollars. Consequently, the Government had to bite the bullet to build the first methanol and urea plants which were then vested in NEC. After those plants were built and operated efficiently, and we had demonstrated that it could really be done in Trinidad and by Trinidadians, investors became more amenable to investing in this location."

Another wise decision was the approach the Government took to port and pier development: "Instead of every plant having its own port and pier for its import/export requirements, the Government undertook the construction of one large common port which could be used by the various plants on the estate. This reduced cost tremendously for the investors while increasing utilization and revenue from the marine facilities, which were also owned by NEC. To this end, the Government decided that all the common infrastructure, such as the port, docks, piers, etc., would be owned by NEC."

Mr. Saith joined NEC in 1991, just one year before the Company was merged with NGC. NEC had recently been stripped of its petrochemical assets, TTMC and TTUC, which were divested by the then Government. NEC was left, in his words, as "a shell of a company," with only its marine assets at Point Lisas. These, he felt, were not earning commercial international rates, resulting in a low revenue stream for the Company, and he made it a priority to renegotiate all the marine rates with the international investors who now owned the petrochemical plants at Point Lisas. However, "the Government of the day, realizing that the business development that was required could not happen in the absence of capital, decided in 1992 to

merge NEC with NGC." Mr. Saith was appointed Manager, Infrastructure Planning and Development in NGC, a job similar to his previous one at NEC.

For persons like Mr. Saith, there was continuity in the work they did both at NEC and NGC. "We tended to ensure that NEC's mandate was carried out under the umbrella of NGC. Several major infrastructural projects were carried out during the 1991 to 1999 period, including estate development at Point Lisas and La Brea, harbour dredging and pier construction, as well as critical socioeconomic projects. In addition, the Infrastructure, Planning and Development unit also participated in the investment facilitation process.



01 L to R: Former CEO's Arnold deFour, Basharat Ali & Eldon Warner attend 10th year awards function.

02 Former Head, Human Resources & Administration, Eugene Bertrand and staff of the Department.

Of the projects undertaken during the 1992 to 1999 period, Mr. Saith takes special pride in two socioeconomic projects: "In the 1990s, Rivulet Road could have been aptly described as a large pothole with a little piece of road around it. An investor driving on that road would think twice before investing half a billion US dollars in any petrochemical plant. Further, there were possibly two to three thousand workers on the estate at that time. It was a disgrace to have employees tread their way through the potholes to make their way to and from work. We rebuilt the entire Rivulet Road in 1994 at a cost of TT\$5M. That road has stood up and no major work has been needed for the last 20 years."

As for the second project, the Brian Lara Promenade urban renewal project, "nobody thought it was possible to beautify Independence Square. In the middle of the central business district of the booming capital city, this area was squalid; it was an eyesore. That project has also stood the test of time as today, 20 years later, it is still beautiful, unique and relaxing."

He is equally proud of an earlier socioeconomic project he managed in his position as General Manager of National Project Development Services Limited, an NEC subsidiary. This project consisted of the construction of a 1000 unit high-density housing project, completed in 1989.

"I believe that NEC's track record, before and after the merger, of completing assigned infrastructural projects efficiently and within time and budget, was the impetus for NEC to be reoperationalized in 1999. The year 1999 can be considered the golden era of NEC." It was also an important year for Mr. Saith as he was appointed General Manager of the revitalized NEC, a post he held until his early retirement in 2009.

The Company's continuing strong financial performance following its rebirth was also, "the story behind NEC being given back the mandate in 2004 for the attraction of new energy-based business." The key projects of this period were the identification and development of new sites and ports and, notably, the development of

the Fabrication Yard at LABIDCO. Experts have indicated that this Fabrication Yard was able to raise the local content in exploration and production projects from below 10%, previously, to some 30%.

Mr. Saith attributes NEC's strong performance to various factors: the project review process which was made up of multiple layers with diverse perspectives; the line of gifted, visionary and efficient Chairmen with Boards made up of "tremendously experienced persons, a who's who in energy," and, not least of all, the staff of "young, bright, efficient people who were willing to learn and grow with the organization. Everyone, not just the managers, but each member of staff, embraced the opportunity to be part of building this new company from the ground up."

Mr Saith emphasizes NEC's importance in the development of Trinidad and Tobago through the critical energy industry: "NEC has been pivotal to the growth and success of the natural gas industry. When NEC came on board, there were no energy-based plants here except for Yara (then FEDCHEM). There are now some 30 petrochemical and metal plants at Point Lisas Industrial Estate that export roughly 20 million tonnes of petrochemical and steel products each year. NEC has played a key role in either facilitating the investment decision or providing the infrastructure for the construction of these world scale plants."

He advises, however, that the energy industry is changing internationally. "We had a window of opportunity in the 1980s and early 2000s, which we grabbed with both hands and maximized as we made it our niche market internationally. That window has now closed. We have to create for ourselves a niche market just as we did in the 1980s." Finally, he voices his personal wish: "I hope that NEC takes up its mantle and leads the energy industry in terms of the original mandate that was given to us. I hope that it really lives up to that, in time".



NEC Head Office is opened on 17 August 2004.



2004

National Energy Corporation of Trinidad and Tobago Limited is, once more, given the mandate for business development.

In January 2004, the Government gave NEC an expanded mandate for business development, restoring to the Company its original role of 1979. NEC, in conjunction with the Natural Gas Export Task Force, was now responsible for the conceptualization, promotion, development, and facilitation of Trinidad and Tobago's energy industry. Alongside these functions, the Company would continue to perform its role in developing, managing and operating industrial estate, port and marine infrastructure. The new mandate specified certain responsibilities, namely the planning, design and construction of all the required facilities to transform the Union Industrial Estate (UIE) into a modern industrial park that would attract large scale energy complexes and plants; and the promotion and facilitation of new energy-based industries for UIE and associated downstream industries for the industrial estates throughout the country.

In the 2000 to 2010 period, gas-based projects were being evaluated and prioritized primarily on a "value-added" criterion. There was a shift away from stand-alone petrochemical plants to projects that would use the basic commodities for further processing, thereby creating higher value products, and additional employment. In the mix of projects under consideration or at various stages of development at this time,

there were several of the traditional petrochemical and metal industries, now with a downstream component, including one UAN/Melamine and three UAN projects. There was a revival of ethylene and aluminium, and there were the newcomers: chlor-alkali/calcium chloride, a syngas refinery, gas-to-polypropylene and a diversification into specialty chemicals including maleic anhydride and its derivatives.

By 2010, two projects had reached the implementation stage. The first phase of the Methanol Holdings Trinidad Limited (MHTL) Ammonia to AUM/Melamine Complex, which began production of ammonia in April 2009 and the UAN 1 was commissioned in May 2010. The second was the Alutrint aluminium complex, majority owned by Government, which would use all of the primary product to manufacture finished products. Plans for construction of the Alutrint Plant ceased as a result of a decision by the new government in September 2010.

The other projects had slowed down, been suspended or abandoned. There were several reasons for this situation. First, a Certificate of Environmental Clearance (CEC) was now required and that process required extensive stakeholder engagement. This affected project timelines and, in some instances, even prevented the project from obtaining approval. Some projects fell off because the price of gas being

offered was not considered sufficiently competitive. Yet other projects were unable to obtain financing given the state of the global financial market in 2008/2009.

Substantial work also went into developing the land, marine and related infrastructure for new projects. This activity was carried out in parallel with project development in an integrated, almost seamless manner, with sites being earmarked for specific industries. In addition to the Union Industrial Estate and related Port of Brighton, NEC identified three other sites for possible development out of several evaluated throughout the country: the Point Lisas South and East Industrial Estate (PLS&E) and port, the Oropouche Bank reclamation site and the Cap-de-Ville/Chatham site.

The two sites which progressed to implementation were UIE and PLS&E. The 350 hectare UIE site was earmarked for ammonia, methanol, aluminium, ethylene and their related downstream processing plants, such as UAN, as well as a power plant, aluminium operations being a big user of electricity. The port would provide a dock and storage space for aluminium, and a multi-user pier for petrochemicals.

In 2003 NEC carried out technical studies, preliminary designs and an EIA, which confirmed the suitability of the site for the type

of development envisaged. Work began in April 2004, and was well advanced by the time the Alutrint project was discontinued. The Company was mandated to explore possible alternative uses for the facilities. All works specific to the aluminium project were halted, while other works were continued. The Trinidad Generation Unlimited (TGU) power plant was opened in October 2013. Dredging was carried out to create a deep-water industrial port and the dock and storage yard were modified and completed. The petrochemical pier was put on hold. A Master Plan for development of the estate was developed to govern UIE's future development.

The 1724 hectare Point Lisas South and East project, which was earmarked for, inter alia, iron and steel, ethylene, calcium chloride, and maleic anhydride was initiated

in November 2004 and, by the end of 2008, contracts had been awarded for port development, infrastructure design and EIA studies. Targeted industries had already received CECs. The port would ultimately have nine berths, of which three would be built in Phase 1. Contracts were, therefore, awarded for construction of three berths and dredging of the channel and turning basin.

In addition to these two infrastructural projects, in late 2004, NEC began examining the options for a new port facility in Galeota which would cater primarily for the logistics and transport needs of the energy sector, especially offshore exploration and production operators. Up to that point, the only port in the area was a private facility operated by bpTT. The CEC was obtained in June 2009 and, in May 2012, Phase 1 of

the project began. This entailed the construction of five new berths, one of which is dedicated to the Trinidad and Tobago Coast Guard, and associated infrastructure, including eight hectares of storage space. This phase was completed in September 2014. Phase 2 of the project will provide five additional berths. NEC expects this port to become the logistics hub for the local energy sector and to capture some of the demand from new upstream activity in the region, including the Suriname/Guyana Basin.



Wall of Honour at NEC HO pays tribute to pioneers of Point Lisas Industrial Estate.



2010

The Government mandates an approach to business development focused on promoting linkages with the manufacturing sector.

The new Government elected in 2010, articulated its policy decision to “develop the entire value chain of the energy sector from primary product to finished manufacturing industries,” in order to deepen the linkages between the energy sector and manufacturing industries. The strategy would have three focus areas: downstream processing all the way to manufacturing, the renewable energy sector, and the creation of a sustainable energy services sector. NEC had amply demonstrated its resilience in earlier times, and would do the same in 2010. Integrated downstream opportunities would still be pursued in the petrochemicals and metals sectors but the net would now be widened to include plastics; inorganic chemicals supported by energy efficiency and energy services frameworks; biochemicals and specialty chemicals. Projects using alternative or renewable sources of energy, including solar energy, wind energy, methanol to power, tar sands, and methane hydrates would also be pursued.

This new policy translated into diverse activities for NEC. There were still large-scale projects to facilitate; at this point, these included a vertically integrated iron and steel complex, a petrochemicals complex to produce methanol and dimethyl ether (DME), and a mid-scale LNG Plant. While continuing to facilitate these projects through the normal process of feasibility studies, MOUs, Project Agreements, etc.,

NEC took a proactive approach to promoting the desired linkages with the manufacturing sector and the renewable energy opportunities.

The availability of locally produced melamine in May 2010, from the MHTL ammonia to melamine facility, presented an early opportunity to stimulate linkages with the manufacturing sector. NEC developed business profiles for six derivative melamine products which the Company promoted to manufacturers and other interested parties at various forums including a conference “Downstream Development: Maximizing Melamine.” The document was made available to interested parties at the Company’s offices. This promotional activity was followed by the development of business plans for each of the six profiles.

In addition, MOUs were signed for the conduct of feasibility studies for the development of a formaldehyde/melamine-based resin cluster and a mono-ethylene glycol (MEG) facility.

Various initiatives were carried out to promote biochemicals and inorganic chemicals: a pilot plant for the production of protein for animal feed from natural gas was commissioned in conjunction with the University of Trinidad and Tobago, and an inorganic chemicals market study was carried out and resulted in the selection of key products for further development. NEC has been equally proactive

in raising awareness and promoting the use of alternative and renewable energy and energy efficiency measures. The Company has been involved in the development of policy and programmes in this area and has been delegated to take a lead role in implementing some of the desired initiatives. To this effect, the Company has installed solar induction lighting in 13 community centres and solar stills and photovoltaic systems in 25 schools; carried out a nationwide Wind Assessment Programme; promoted the development of a Renewable Energy Technology cluster at UIE and invited and received proposals for small-scale renewable processing facilities at UIE.

NEC has also been an active participant in the cross-border initiatives to promote Trinidad and Tobago’s energy services. The Company has participated in trade missions to various regional and African countries in pursuit of this goal and, with NGC, has been providing services to the Tanzanian Petroleum Development Corporation.

In the meantime, the operating arm of the Company has continued on its path of growth, continuous improvement and invaluable contribution to the Company’s profitability, with the marine terminals handling more than ten times the amount of product handled in 2014 than was achieved in 1999.

In 2010, NEC took direct responsibility for the commercial, technical and crew management of its towage operations. Today, in 2014, the Company is the dominant operator in the Gulf of Paria, commands 70% of the towage business at the Port of Port-of-Spain, and has extended its operations to all major

ports in Trinidad and Tobago and to regional harbours. The Company has diversified its services to include anchor handling, rig relocation, load-out operations, rig standby operations and offshore bunkering support. This has been facilitated by a programme of continuous upgrade of its fleet, which today numbers nine state-of-the-art vessels. A Planning and Logistics Section was added in 2007 to manage quality assurance and vessel certification.

Today, the LABIDCO estate has become a vibrant services park and port. It boasts developed industrial land for lease; harbour and dock services; bio-remediation services; a logistics base for offshore petroleum and construction companies; and fabrication/ marshalling yard facilities. Like Point Lisas, the La Brea Estate is also at full utilization. The Company has been consistently profitable since 2001 as estate tenancy, port usage and the provision of bio-remediation services have grown steadily. In 2013, LABIDCO achieved a 100% increase in net profit and had 1206 vessel calls.

The expanded scope and importance of NEC's mandate has required a corresponding growth in the Company's human resources, physical location, organizational structure, systems and corporate responsibility. Staff numbers have grown to 133 to perform the functions that have come with the new mandate and office space has been expanded to accommodate this increase. Growth in the scope of activities and the number of employees has required the introduction of more robust management and planning systems and the Company has

introduced the Balanced Scorecard and Individual Performance Contract technologies and developed its first Strategic Plan. In July 2011, an Energy Industry Development department was added and in November 2012, an overall restructuring of the organization was carried out which created three main units headed by Vice-Presidents: Energy Industry Development; Operations; and Finance, Human Resources, Strategic Planning and Administration. In addition, the new position of Manager of New Business was created.

In the area of Corporate Social Responsibility, the Company has taken a progressive approach, which involves engaging and investing in its community stakeholders, particularly in its fenceline communities of La Brea, Point Lisas south and east and Guayaguayare. This approach arises out of the Company's recognition that it would be impossible to deliver on its mandate of expanding and diversifying the country's energy industry without the support and goodwill of the communities affected by its operations. Using this approach, both parties benefit – the residents from the investment in socioeconomic and other projects and the Company from the community licence to operate.

NEC had, therefore, developed an overall strategic plan in collaboration with its community partners which is based on five pillars of focus: youth development, capacity building, culture, environmental sustainability, and sport, which deliver projects which meet the needs of communities and deliver socioeconomic benefits.

NEC had carried out several projects which have the potential to create significant socioeconomic benefit for the recipient communities. An outstanding example of this approach is the Fish Landing Facility, complete with fish storage and amenities, which was developed as part of the Port of Galeota project. Capacity building is carried out through leadership and skills training in areas of relevance to the individual communities.

By 2013, NEC had changed to such an extent that a rebranding was required to properly represent the Company's identity as a key player in Trinidad and Tobago's energy industry. Modifying its name to "NEC," coupled with a bold new look, the Company now has the brand identity that reflects its role and stature.

The brand also encompasses the vigour and energy of the people – both of Trinidad and Tobago and of the Company. This review of NEC's history reveals, more than anything else, the constant energy of NEC's people, their ability to cast off constraints and disappointments and approach every new opportunity, even the smallest, with the drive to make it succeed. To them goes much of the credit for what NEC is today: a diversified energy Company with a big mandate, a revenue-earning and profit-making Company, and one which has stood the test of time.

PERSPECTIVE

Andrew Jupiter's employment at the Ministry of Energy gave him a familiarity with NEC and an insight into its history. He reflects that, "NEC was formed because the Government perceived the need for a state entity to hold Government's investments in those projects identified as desirable for the development of a natural gas-based industry, using gas as feedstock for petrochemical production and as fuel for power and heavy industry." While this responsibility initially fell to a Government Task Force, NEC was eventually established to take on the role.

He captures the mood of the industry and the country in general in the late 1970s to early 1980s, a period marked by the construction and start-up of numerous plants on the Point Lisas Industrial Estate. "This was a period of high levels of energy and nationalism in Trinidad and Tobago. The year 1979 was ten years after the Petroleum Act was proclaimed and still early days since Independence in 1962."

"By 1987, there was a changed energy industry environment. Government's revenue stream had been adversely affected by the international downturn, and the commercial viability of the Government owned plants was being questioned. This led the government of the day to decide to allow the plants operated and managed by NEC to go on their own. As a result, NEC lost most of its revenue stream and no longer had the wherewithal to fulfill its original mandate of gas-based industrial development. Up to this point," Mr. Jupiter stresses, "NEC had successfully discharged its mandate. However, it was not renewed. What followed was NEC's absorption by NGC."

When, in 2004, NEC, once more, received its mandate for business development, the initial thrust was to create new business, but the Company faced a changed business environment. Mr. Jupiter recalls that several projects were under consideration during that period. Although NEC could provide the land and utilities required, project implementation was limited by a change in the approval process and by the price of gas. "While earlier generation plants only required the approval of the Ministry of Energy, a CEC from the EMA was now needed. As part of that process, extensive stakeholder engagement was necessary. This impacted timeliness and even prevented projects from obtaining approval. The price of gas was also a constraining factor as gas, particularly when needed as feedstock, was no longer as competitive as it had been in the 1980s. This prevented the implementation of many projects, for which the cost of gas was critical."



Andrew Jupiter

In 1979, the year of NEC's incorporation, Andrew Jupiter began an illustrious career in the state energy sector. Starting as a Petroleum Engineer 1 in the Ministry of Energy and Energy Industries, he rose to the top post of Permanent Secretary in 2004.

In 2007, he was seconded to NEC where he held the position of Vice President, Business Development from 2007 to 2009, and President from 2009 to 2012.

He was appointed a Distinguished Fellow of the Faculty of Engineering, University of the West Indies in 2013. He is currently working as an Energy Consultant and is a Fellow of the Energy Institute (EI).

When Andrew Jupiter joined NEC in 2004, the focus shifted towards what he calls, “the 4th generation of gas-based development.” He defines this as the use of gas for going further downstream, from primary to tertiary processing; for example, moving from ammonia to urea to melamine and then to products from melamine. “This thrust was aimed at encouraging local entrepreneurs to become involved. Because financing could be raised locally for the smaller downstream plants, local banks could, therefore, also be involved.”

What does Mr. Jupiter see for the future of NEC? “I support the current thrust to take the business beyond gas and beyond our borders, without neglecting the local energy sector. At home, I am in favour of the continuing shift in focus to downstream industries, as well as the move to base new projects in new areas of the country. From an organizational perspective, NEC needs to be autonomous, but not a standalone company. It needs to be part of a large group to be financially strong. Further, NEC needs to develop a long term strategic plan to influence the political directorate in terms of energy policy because energy policy needs to transcend all political barriers.” He believes there should be a focus on employment and a stronger linkage between the university and the industry.

Mr. Jupiter has great faith that these changes can be achieved. “One of NEC and Trinidad and Tobago’s assets is human resources. We have a cadre of technical, well-trained persons. We have excellent professionals with a good work ethic and with youth on their side. In fact, most of NEC’s employees are under 35. They have the capability to channel the Company in a strategic direction. They can grow with the Company.”



Savonetta Piers 1 & 2 and ISCOOT Dock (2006).

Employee Perspectives



NEC employees share their memories and perspectives on various aspects of life at NEC in the early years before the merger with NGC in 1992, and in the years after NEC was reoperationalized in 1999.

1979 TO 1987 – THE EARLY YEARS: IT WAS THE BEST OF TIMES...

THE WORKING ENVIRONMENT

"It was only nine years (from 1979 to 1988), but it seemed so much longer because of the number of projects, the number of changes and the pace at which we worked."

"In the Manufacturing Division, the early and late hours were challenging, but rewarding because of the end result. There was no end to the engineers' reports, pounding on the typewriters, error-free, and meeting tight deadlines. I also remember an accident-free environment."

"The early NGC, which consisted of a small number of office-based employees, was served by a very small HR/General Administration Unit. The need for industrial relations policies only arose when NEC became responsible for operating the methanol plant. An industrial relations unit was, therefore, set up to cater for an industrial environment. Different policies applied to plant-based and office-based personnel; for example, overtime was payable only to plant-based employees."

"One of my tasks was preparing the overtime meal packages provided to the plant workers. This was before the days when vouchers and allowances were introduced. The package consisted of a brown bag, filled with a can of corned beef or sardines, a bag of Crix biscuits, an Orchard drink and, for dessert, a pack of sweet biscuits. Employees often allowed their entitlement to accumulate, so they would collect a

stack of these bags at a time. Many of them gave the bags to needy persons."

"In the construction period, when the senior technical and essential support personnel were being recruited for the methanol and urea plants, office accommodation was basic: there was the Toyo building, occupied by the contractor, Toyo Engineering and the NEC Project Manager and the container-based offices at the compound's entrance, where the senior technical plant people and the HR people were housed. Even the muddy, gravel roads to get to the Toyo Building leave fun memories. Luxuries such as coffee and tea were not provided. The emphasis was on cost-containment."

"In 1984 NEC opened its Methanol Administration Building. These accommodations were vastly superior, yet still modest. They included a library, such was the importance given to employee knowledge. The computer system occupied a large section of a floor at Plipdeco House. It provided services, not only to NEC, but also to the plants on the estate like Fertrin."

"One night at the methanol plant a caiman came up the drain from the Couva River. We tried to chase it with a fire extinguisher, but eventually had to call the zoo. Sighting of caimans on the bank of the river was not uncommon in those early days."

"What stands out is the difference between corporate NEC and NEC at Point Lisas. There were differences in the physical environment, the working terms and conditions, the type of human resource, the nature of the work itself. "

SOCIAL LIFE

“Social life was simple, but good: Friday evening limes and Christmas carolling and Parang on the plant at Christmas time. Parties were held in the tearoom at Plipdeco House or in the gym (the former construction offices). Once, a Family Day was held on the lawn in front of Plipdeco House.”

“There were few formal events; I recall a Christmas function at Farrell House in 1983 (just before the Methanol Plant was commissioned) to acknowledge employees for a job well done, and a 10 year anniversary function at Cascadia Hotel in 1990.”

“There were joint celebrations on the Estate involving the various companies and the community. I recall serving on the committee for one of the Divali functions.”

CORPORATE RESPONSIBILITY FOR PUBLIC INFORMATION

“The NEC Board and Management had determined that it was essential to keep all publics, especially the national public, informed about the natural gas industry that was taking shape at Point Lisas. NEC, therefore, established a well-equipped and well-staffed Communication Centre at Point Lisas in 1981 which, at its height, provided as many as 40 tours a month to groups of all sorts.”

“Even before the Centre was opened, the Company hired me in 1979, and sent me to work at Point Lisas because visitors were coming. One of the engineers from Port of Spain would come to provide the tour and I provided the hospitality. No matter that this was done in a 10 x10 booth located at the entrance to the Estate (where KFC now stands) and shared with Plipdeco Security, we greeted the world: from the man on the street to local and foreign investors, captains of industry, Prime Ministers and Presidents.”

“NEC’s Courant and Nexus magazines provided information, not only on NEC, but also on the Point Lisas Industrial Estate generally.”

LEADERSHIP

“Eldon Warner was a good administrator and a stickler for decorum. However, he enjoyed the parties, and would take part in the carolling and dancing.”

IMPACT ON EMPLOYEES

“All in all, my experiences at NEC did, indeed, pave the way for my future opportunities.”

“I met the person who would become my life partner at NEC.”

1988 TO 1991 – THE SEPARATION OF TTMC AND TTUC: THINGS FALL APART...

“With the separation of TTUC and TTMC, a direct impact was felt in the volume of work: legal work for three Boards was now reduced to work for one Board. In HR, whereas we previously administered benefits (Medical Plan, NIS, and Leave) for hundreds of employees, we now served just over fifty.”

“Even the reporting changed: shift rosters and daily plant production reports were no more.”

“Suffice it to say that the volume of work was significantly less. Previously, there was a constant busyness.”

“It was not until the POS-based staff relocated to Point Lisas, that they fully appreciated the extent to which the Company had changed during the operations phase and the fact that the plants were the Company’s main source of revenue.”

“The 1988 to 1992 period were terrible years, during which little business development took place and activity consisted mainly of ‘port monitoring’.”

1992 – THE MERGER WITH NGC: INTO THE DARKNESS...

“In a span of 13 years, the Company had changed from a small office-based company to a relatively large plant-based one and back again into a small office-based company, and was finally reduced to a paper company in NGC’s portfolio. Staff needed to have a change of thinking to cope with these changes and

this was achieved to varying degrees by individual members of NEC staff.”

“The merger was a difficult time, but we overcame the challenge with style.”

1999 – THE PERIOD OF REBIRTH: A BRAVE NEW WORLD...

Employees refer to this period, which began in 1999 following the seven-year dormancy within NGC, as the period of “revitalization.” Three themes dominated their discussions: the success story of marine services, the poignant and resilient case of the La Brea Industrial Estate and NEC’s leadership in those critical years immediately after 1999.

THE MARINE SERVICES STORY: AT THE MIDNIGHT HOUR...

“From the beginning, PLIPDECO provided marine and port services to the estate, including NEC, even though the harbour, port infrastructure and vessels were NEC assets and NEC was the company which built or acquired any infrastructure that was required, including vessels. The NEC-owned tugs were actually referred to as Plipdeco tugs.”

“Following the de-merger in 1999, then President Prakash Saith saw the marine services as a viable business and proposed taking back the business from Plipdeco, even though NEC had no previous experience or expertise in the area. “A lot of money was being made, but NEC was only getting ‘small change’,” to quote Mr. Saith.”

“When Mr. Saith raised the idea of taking over the marine operations from Plipdeco with employees, we said yes. There was skepticism from our stakeholders: no one thought it was possible; we would just make a mess of it. We held some very heated stakeholder meetings, at which the feedback was mainly negative.”

“Staff were engaged, including a Marine Services Coordinator. When Prakash Saith saw John Jones exiting the interview room, he asked him if they had got a man for the job. With a big smile, John answered ‘Yes, we did; but, there’s one problem- she’s a woman’.”

“The handover of the towage services took place at midnight at the shift change. All the staff turned out, many not leaving until morning. The transition went smoothly. Overnight, NEC was now operating 24/7. Initially, we had to be available around the clock through our mobiles.”

THE LABIDCO STORY: DOWN BUT NOT OUT...

“The decision to relocate the LNG and Farmland-Misschem plants to Point Fortin and Point Lisas respectively dealt a terrible psychological blow to employees. LABIDCO was to be the second Point Lisas, but all that was left was the land, the construction dock which had been readied for the importation of parts and material for the plants and the bioremediation facility. Yet, the potential was still there and the employees had the faith, resiliency and guts to hold on.”

“LABIDCO management and staff were keen to monetize these assets, which we did: the construction dock became a viable facility, serving the lumber import needs of southern hardware stores and outliving its intended five year lifespan by an additional five years; the Company switched its focus to small and medium tenants; and the Fabrication Yard earned the Estate recognition as an important component of the country’s industrial infrastructure.”

“In spite of the disappointment, LABIDCO was a ‘great and fun’ place to work.”

“Everyone was passionate about what they did. They took responsibility and ownership of the work. Take, for example, Sircliffe Thompson who did not drive and would happily walk the two kilometres from the Roundabout to the port.”

“Most of the LABIDCO employees were new to the organization and to each other, but they soon became a family with a distinct culture. They represented many corners of Trinidad - Natalie came from Deep South; Erica, La Brea; Marva, San Fernando; Sircliffe, Gasparillo; Haydn Jones, Couva; Hayden Blaize, Diego Martin; and Danford, Arima.”

“The office, which was formerly bungalow #14, lent itself to the establishment of a family atmosphere and it is no wonder that good food (cow heel soup, pone, etc.), and the occasional punch, were a feature of the environment.”

A TRIBUTE TO LEADERSHIP IN THE REOPERATIONALIZATION PHASE

Employees acknowledge the President, Prakash Saith, for seeing and seizing the potential in NEC’s assets to make the Company profitable and engaging employees in pursuing that goal.

“Prakash Saith was about making money. A cheque received was to be deposited with the minimum of delay as a cheque left in a draw represented money lost.”

“He expected a strong work ethic; we knew that we had to work, but people never, one day, complained.”

“One Christmas, an employee told Mr Saith that he was not attending the Christmas Dinner as he did not have anything to wear. Mr. Saith went to a drawer in his office, withdrew a tie and gave it the young man; this became an annual tradition and he kept a drawer full of ties which he distributed to all the young men at Christmastime.”

“There was ‘Jankalaray’ (a variation of jaankare, derived from a Bhojpuri word meaning ‘to skylark’) which represented the opposite of the work ethic he espoused. ‘Close the door before man know they have a door there; meant you should cover all your bases, anticipate all questions or arguments and have your responses ready when doing a Board Note or engaging in contract negotiations.”

“He had faith in his employees, mentored them and pushed them to develop themselves and, by extension, the Company.”

Contributing Employees

Danford Mapp	Natalie Lopez-Joseph
Marva Bellamy-Bostic	Haydn Jones
Michelle Scipio-Hosang	Alison Sanbury
Sheila Mc Intosh	June Batson
Margaret Harriott-Williams	Carol Taylor
Sonia Dasent-Redhead	Jessica Mitchell
Hyacinth Guerra-Headley	



01 NEC Vision.

02 NEC Industry.

PIONEER

Energizing the future...

VISION

To be a global leader in the development of sustainable energy-based industries.

MISSION

We leverage our expertise through:

- Ownership and operation of assets
 - Innovation
 - Strategic Alliances
 - Market Intelligence
- for the benefit of all citizens.

CORE VALUES

Teamwork

We encourage camaraderie and honest communication.

Flexibility

We must maintain an adaptable and proactive approach in the timely execution of our duties.

Integrity

We demonstrate technical competence, efficiency and professionalism in the execution of our duties.

Respect

We value and appreciate each other's views and contributions.

Transparency

We govern our operations through transparent practices and adherence to all policies and procedures.

Discipline

We operate as trustees for national energy development to ensure delivery of the shareholder's expectations.

Safety and Environment

We are committed to conducting our operations in a safe and environmentally sustainable manner.

Corporate Social Responsibility

We create opportunities for developing better communities in which we operate, by working in harmony with all stakeholders.

Customer Focus

We are committed to seeking the customers' interest by consistently delivering excellent service within the shortest possible time.

PERSPECTIVE

“Since its formation in 1979, National Energy has played a critical role in ensuring that Trinidad and Tobago gets value from its energy resources. We were then, and we are now, the main agency responsible for developing new energy-based industries in the natural gas sector. So, a lot of what is seen today has its foundation in National Energy. Today, we continue to be a key player in executing Government’s policy and ensuring that the country gets the highest revenue, the best results, and the greatest benefits from its natural resources.”

“I joined National Energy in 2004, following its reconfiguration as an autonomous entity to be involved in both the business development and the infrastructure development aspects of the energy sector. Consequently, that role included the conceptualization, promotion, facilitation, and development of new projects. These functions were essential to ensure a sustainable focus for the energy sector and the overall growth and development of the country. There was a lot of project development activity, but this time the focus was on downstream projects. Previously, most of the projects were focused on standalone plants, whereas the new ones were geared towards added value where there would be greater revenue gain for the country, more employment generation and generally a better fit between the energy sector and other sectors. It has been quite a journey since then; there have been successes in this new thrust, some of them significant.”

“I became President of National Energy on January 1, 2013 after close to a decade of professional development under the guidance of two of the best in the energy business – Mr. Prakash Saith and Mr. Andrew Jupiter. I saw my appointment, therefore, as a natural step in terms of the continuity of the business and I wanted to ensure that I built on the foundation the previous Presidents had laid for the Company. In the past ten years, I have also witnessed the maturing of National Energy and am confident of our readiness to lead the development of a sustainable energy industry that will continue to create value and maintain Trinidad and Tobago’s competitive advantage in the future.”

“What will this future look like for National Energy? It will have three main features: a new range of energy based industries; continuing development of infrastructure to support the industry’s growth; and export of our services and expertise beyond our borders.”



Dr. Vernon Paltoo

Dr. Vernon Paltoo joined National Energy in December 2004 as Team Leader, Business Development. This Division was a new entity created within the reconfigured NEC to take projects from the conceptualization stage to a stage where they could become a reality. He progressed through various positions including Manager, Energy Industry Development and Vice President, Operations and, on 1 January 2013, he was appointed President. With a Ph. D. & BSc in Chemical Engineering from the University of the West Indies, his areas of expertise include Industrial Development, Engineering Design, Energy Economics and Project Economics. He serves on the Boards of PETROTRIN, InvestTT and the Energy Chamber of Trinidad and Tobago.

Dr. Paltoo explains: “We are pursuing three types of industries for the future; first, while we will continue to develop primary petrochemical industries like ammonia and methanol, in all such initiatives in the future, we will be looking to add value to the primary products by producing derivative products from them. One example is integrated petrochemical industries; if we are building a methanol plant, we will want to also have derivatives of methanol, such as acetic acid, or dimethyl ether. Similarly, if we are building an ammonia plant, we will want to ensure that there is development of value added products, for example, urea and urea ammonium nitrate. These derivative products, while based on petrochemicals, are not large users of natural gas, but require an input material which we already have here.



01 Finalists of National Energy's Reading Competition 2014 proudly display their certificates.

02 A-Team win La Brea's Got Talent 2014.

“The second type of desirable industry includes new, emerging, highly specific energy-based industries which do not require a significant quantity of gas: specialized chemicals such as inorganic chemicals, high value plastics, biochemicals and metal processing. We have the expertise and the resources to develop these niche industries. We believe this is the future of the energy industry and we, as a company and country, are promoting these projects and looking for investment partners.”

“Renewable energy projects are the third type of new industry that we have identified. We recognize that our gas resources are finite and we need to embrace renewables to ensure a sustainable energy future for our country. We have partnered with the Ministry of Energy and Energy Affairs in the introduction of solar lighting in several community centres as well as the use of photovoltaic cells in the laboratories of various schools. We also consider Trinidad and Tobago an ideal location for the development of manufacturing facilities for renewable energy components. So, we are partnering with other state agencies and ministries of government to evaluate and assess the potential for establishing a facility to manufacture components of solar panels and cells locally.”

“These industries will require the development of appropriate infrastructure which will be the second focus of National Energy. We are looking towards Union Industrial Estate as a natural choice for establishing a replica of Point Lisas in the south-western part of the country. What we wish to see at Union is an economic zone which is ripe with opportunities and which will serve as a catalyst to develop other areas and communities in the south-western region. In addition, we are looking to make LABIDCO a modern, user friendly facility to serve also as a hub and a central location for energy services in the south-western part of the country. Point Lisas North is likely to be another favourable option for the development of appropriate infrastructure for heavy industrial activity.”

“Our third focus will be the exportation of energy services. Our thrust is to facilitate foreign countries in accessing Trinidad and Tobago’s expertise in energy services. Guyana and Suriname, which are now emerging as energy provinces, are key targets because they currently do not have the depth of expertise or the facilities required to develop their industry. While they lack deepwater ports to transport heavy equipment, we have several: LABIDCO is in operation and Phase 2 Galeota is already under development. At this point, it will be more practical and economical for these countries to use and access our port facilities. We see the Port of Galeota facility becoming a logistics hub for exploration and production activities in the region.”

“We anticipate a lot of opportunities for collaboration and cooperation with other Caribbean countries, especially Haiti, in developing their infrastructure and in particular port infrastructure. We, at National Energy, are willing and eager to partner with the government of Haiti and other countries in the Caribbean to develop, and even manage, their port infrastructure in a way that will not only benefit the people of the respective countries, but also benefit us by providing an opportunity to export our expertise.”

“There is another important aspect of the future envisioned for National Energy and that is our corporate social responsibility. We will continue our current approach in this area which has been beneficial to us, the communities and the country as a whole. While we carry out our CSR with little fanfare, we have always involved the people in the areas where we work as part of the project development process. We invite their input and views; we seek to promote their wellbeing in terms of development and opportunity; and we source resources from within the community whenever we can. Not only does the community benefit, but we also obtain value from the resulting efficiency of our operations and the legacy that is built in the process of partnering with the community. Once someone works for us, it serves as a platform for that person to understand what we do and to be an ambassador for us and the country as a whole. By doing so, entire families understand the benefits we bring to their communities and the country.”



National Energy was well represented at the State Energy Cricket Competition held in April 2014.

WE ARE NATIONAL ENERGY!

On June 25 2013, National Energy launched its new brand identity at the Hyatt Regency Trinidad to the media and the Company's energy partners. The following is an excerpt from the welcome speech given by National Energy President, Dr. Vernon Paltoo to commemorate the occasion.

"From its historic birth, this Company (National Energy) was entrusted with a great responsibility; one that has impacted heavily on our nation's GDP, and the daily lives of the people of this country. From day one, we took that responsibility seriously; staying committed; and realizing the vision. Over the years, as the agency responsible for new energy-related and downstream development, we broadened the scope and grew from strength to strength; expanding and developing into the brand you see before you today... National Energy.

(Ladies and Gentlemen) In 1979, who would have believed that the energy industry would have taken the shape it has today? It took flexibility and resilience to shape the history of this organization. And as we move into the future, it will take courage and creativity, innovation and inventiveness, new technology and visionary leadership, to ensure the National Energy brand is imprinted on our national consciousness...

Since then, the sky has been our limit. Today we are well positioned, as the force that will drive the expansion of the energy sector into the future. The company is taking a proactive approach to promoting Trinidad and Tobago's energy brand, regionally and internationally, as well as continuing to execute the development of energy projects and infrastructure, under the dedicated leadership of the Hon. Minister of Energy and Energy Affairs, Senator Kevin Ramnarine...

In this context, we have embarked on this re-branding exercise, transitioning from National Energy Corporation to National Energy. At this point, I must state for clarity that the official legal name of the organization remains National Energy Corporation of Trinidad and Tobago Limited. However, we believe that the new logo, as well as the new identity as National Energy, encompasses the infinite movement

and power of energy... from the vigour and vitality of the people of Trinidad and Tobago, to the evolution and redefinition of the energy sector... We are National Energy.

This fresh and modern brand image is aimed at further positioning the company to achieve the following goals in the medium to long-term time frame:

- To engage in a diverse range of activities associated with the energy sector in line with Government's mandate.
- To develop an international brand image.
- To become a more integrated energy company with the ownership of assets in energy-related entities.
- To become an international provider of energy services and logistics planning, especially for emerging energy provinces.

We are certain that this new image, together with these focused objectives, will ensure that National Energy is ready and able to take Trinidad and Tobago along a path of sustainable development and growth."

WELCOME TO THE FUTURE OF ENERGY

Revealing the new brand identity
of National Energy Corporation of Trinidad and Tobago







02



01 Capacity building training.

02 Staff unites to commemorate the company's 35th Anniversary on 'National Energy Day', 12th September 2014.

03 National Energy employee, Reeann Roopnarine, lights the first deya at NGC Group Divali Celebrations 2014.

04 National Energy T(H)UGS Win Haywood Cup 2014.

05 Youngsters give their all at National Energy Mayaro Guayaguayare Football Clinic 2014.



03



04



05

2014: Greetings and Aspirations



STACEY RAMSAMOOJ

"I joined the Company during a very exciting time, just as NEC was rebranded to National Energy and re-establishing itself as a dynamic, performance-driven, national contributor. As a 'newcomer', I found myself becoming more attuned with the Company's vision and mandate and eager to do my part in contributing towards the success of National Energy. What impacted me the most was the wealth of valuable experience, knowledge and passion residing within these walls and the willingness of employees to teach, share and mentor others. On celebrating its 35th Anniversary, I take great pleasure in extending warm and hearty congratulations to National Energy, the future of energy!"

SHEILA MC INTOSH

"I joined the Company in 1997 as Secretary 1 (before Administrative Assistant was the title). One of my most memorable moments was the thanksgiving service held for our 30th anniversary in 2009. There was a real sense of camaraderie among the staff who gave willingly of their talent to create a memorable programme. I remember being amazed at the amount of professional quality talent we had in one Company: singers, dancers, musicians, poets, MCs. It was truly remarkable. My wish for the Company is that we can go back to the spirit of that day and know that things would not always be perfect, but we still have many reasons to celebrate and a lot to be thankful for."

TERRENCE BOODOOSINGH

"In 2003 I celebrated my five year wedding anniversary, had a two year old daughter, was building a home and, to provide a measure of stability in my family life, was looking for an alternative to a career spanning 13 years as a merchant mariner. National Energy provided that alternative. The then NEC, comprised of approximately

30 employees and was housed in a cozy portion of an old warehouse building. I am not sure if it's attributed to the confined office space, but back then there was a strong communal bond amongst the employees. Unfortunately, with progress comes compromises – relocation to a beautiful office building, increases in the employee body and changes in organizational structure has somehow diluted the 'bonds of success'. I am now happy to see effort being directed in two critical areas which would go a long way in ensuring the viability of my Company, namely rekindling the employee spirit and strategies for developing a new and relevant direction."

SHIVA BACHOON

"I have been a Health and Safety Officer at National Energy for almost 5 years now, and I still remember my very first day on the job... I arrived at 7:30 am and sat down in the lobby to await the HR Officer. Whilst waiting on her, approximately four or five different employees saw me in the lobby and asked if I was "getting through." I responded (to all of them) that it was my first day here and I was awaiting the HR Officer to take me to my office. I was pleasantly surprised at the level of concern shown to a "random person in the lobby" by employees, and I knew that I made a good decision coming here to further my career. Almost 5 years later, I still view our employee body as being genuinely concerned for others. Even though there are ups and downs in National Energy (like any other organization), our vision must prevail. We must continue to move forward... we must not dwell on things beyond our control... we must put aside our fears of disappointment... we must always strive to achieve happiness and success... we must create the change that we want to see in National Energy! In the words of Albert Einstein, 'Life is like riding a bicycle. To keep your balance, you must keep moving!'"

Directors of National Energy



Date of Incorporation 12 September 1979

BOARD OF DIRECTORS - 17 SEPTEMBER 1979	POSITION	APPOINTED	RESIGNED
Dr. Kenneth S. Julien	Chairman	17/09/1979	20/03/1987
Mr. Bernard V. Primus	Vice C'man	17/09/1979	30/10/1980
Mr. Richard A. Toby	Director	17/09/1979	20/03/1987
Mr. Wilfred Andrew-Rose	Director	17/09/1979	20/03/1987
Mr. Roderick A. Thomas	Director	17/09/1979	
Mr. Ganace Ramdial	Director	17/09/1979	20/03/1987
Mr. Thomas Alexander Gatcliffe	Director	17/09/1979	30/10/1980
Mr. Jack De Lima	Director	07/11/1979	20/03/1987
Mr. George H. Legall	Director	13/11/1980	20/03/1987

BOARD AS AT 20 MARCH 1987

Mr. Doddridge Alleyne	Chairman	20/03/1987	
Dr. Trevor Farrell	Director	20/03/1987	01/03/1988
Mr. Ramlal Seepaul	Director	20/03/1987	01/07/1988
Mr. Kenneth Birchwood	Director	20/03/1987	01/02/1989
Mr. Leonard Lewis	Director	20/03/1987	31/01/1988
Mr. Ronald Huggins	Director	20/03/1987	
Mr. Dominic Mahabir	Director	20/03/1987	08/07/1988
Mr. Kenneth Dalip	Director	20/03/1987	
Mr. Unanan Persad	Director	20/01/1987	
Mrs. Mary King	Director	20/03/1987	

BOARD AS AT 2 JANUARY 1992

			REVOKED
Mr. Doddridge Alleyne	Chairman	2/01/1992	26/03/1992
Mr. Ronald Huggins	Director	2/01/1992	26/03/1992
Mr. Kenneth Dalip	Director	2/01/1992	26/03/1992
Mr. Unanan Persad	Director	2/01/1992	26/03/1992
Mrs. Mary King	Director	2/01/1992	26/03/1992

BOARD AS AT 26 MARCH 1992

			RESIGNED
Mr. Malcolm Jones	Chairman	26/03/1992	20/03/1996
Mr. Frank Look Kin	Director	26/03/1992	
Mr. Kenrick Haynes	Director	26/03/1992	20/03/1996
Ms. Sharon Christopher	Director	26/03/1992	2/02/1996
Mr. Ramnarine Ramdass	Director	26/03/1992	

BOARD AS AT 20 MARCH 1996

	POSITION	APPOINTED	RESIGNED
Mr. Kenneth Birchwood	Director	20/03/1996	23/10/2001
Mr. Ansar Ali	Director	20/03/1996	27/08/1997
Ms. Indera Sagewan	Director	20/03/1996	23/10/2001
Mr. Errol Mcleod	Director	27/08/1996	23/10/2001
Ms. Myrnelle Akan	Director	23/10/2001	04/02/2002
Mr. Vishnu Ramlogan	Director	23/10/2001	04/01/2002
Mr. Franco Siu Chong	Director	23/10/2001	31/01/2002
Mr. Wilfred Espinet	Director	23/10/2001	04/01/2002
Mr. Frank Look Kin	Director	26/03/1992	

BOARD AS AT 1 FEBRUARY 2002

Mr. Keith Awong	Chairman	01/02/2002	
Mr. David Small	Director	27/02/2002	03/05/2004
Mr. Prakash Saith	Director	20/02/2002	09/08/2004
Mr. Errol Mcleod	Director	11/07/2002	
Mr. Wilson Lalla	Director	03/05/2002	03/05/2004
Mr. Lisle Ramyad	Director	03/02/2002	03/05/2004
Mr. Frank Look Kin	Director	03/05/2004	03/05/2004

BOARD AS AT 3 MAY 2002

Mr. Keith Awong	Chairman	03/05/2004	20/07/2004
Mr. Barry Barnes	Director	03/05/2004	
Mr. Malcolm Jones	Director	03/05/2004	
Prof. Kenneth Julien	Director	03/05/2004	
Mr. Andrew Jupiter	Director	03/05/2004	
Mr. Leroy Mayers	Director	03/04/2004	
Mr. Errol Mcleod	Director	03/05/2004	
Mr. Prakash Saith	Director	03/05/2004	09/08/2004

BOARD AS AT 1 JULY 2009

Mr. Malcolm Jones	Chairman	01/07/2009	
Prof. Kenneth Julien	Director	01/07/2009	
Mr. Barry Barnes	Director	01/07/2009	
Mr. Leroy Mayers	Director	01/07/2009	
Mr. Errol Mcleod	Director	01/07/2009	

BOARD AS AT 1 JANUARY 2010

	POSITION	APPOINTED	RESIGNED
Mr. Malcolm Jones	Chairman	01/01/2010	30/09/2010
Prof. K. Julien	Director	01/01/2010	30/09/2010
Mr. Barry Barnes	Director	01/01/2010	30/09/2010
Mr. Leroy Mayers	Director	01/01/2010	30/09/2010
Mr. Errol Mcleod	Director	01/01/2010	30/09/2010

BOARD AS AT 1 OCTOBER 2010

Mr. Larry Howai	Chairman	01/10/2010	25/06/2012
Mrs. Haseena Ali	Director	01/10/2010	
Mr. Carlton Gibson	Director	01/20/2010	25/05/2012
Mr. Cathal Healy-Singh	Director	01/10/2010	22/05/2012
Mr. Rabindra Jaggernaut	Director	01/10/2010	22/05/2012
Mr. Clyde Ramkhalawan	Director	01/10/2010	
Mr. Premchand Beharry	Director	25/06/2012	19/12/2013
Mr. Roop Chan Chadeesingh	Chairman	25/06/2012	
Dr. Utam Maharaj	Director	25/06/2012	
Mr. Indar Maharaj	Director	24/07/2012	
Mr. Gordon Ramjattan	Director	08/01/2013	

BOARD AS AT 1 JANUARY 2014

Mr. Roop Chan Chadeesingh	Chairman	25/06/2012	
Mrs. Haseena Ali	Director	01/10/2010	
Mr. Clyde Ramkhalawan	Director	08/01/2013	
Mr. Indar Maharaj	Director	24/07/2012	
Dr. Utam Maharaj	Director	25/06/2013*	
Mr. Gordon Ramjattan	Director	08/02/2013	

* With effect from 7 January 2013 Dr. Utam Maharaj ceased to be a Director on National Energy's Board.

Acknowledgements



National energy acknowledges the following sources of information for this publication:

- The National Gas Company (NGC's) and National Energy's archives on the natural gas industry
- Oral interviews
- NGC publications including annual reports, Gasco magazine and NGC website
- National Energy publications including annual reports, the Pioneer magazine and National Energy website



National Energy's newest vessel, "National Energy Explorer" was commissioned on 3rd December 2014. The fast crew vessel will transport materials and equipment from the Port of Galeota.



NATIONAL ENERGY EXPLORER

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National Energy

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