

The Kuwaiti Digest

January - March 2010



عاماً على تأسيس
شركة نفط الكويت

75th

Anniversary

Kuwait Oil Company

1934 - 2009

subsidiary of KPC

أحد شركات مؤسسة البترول الكويتية

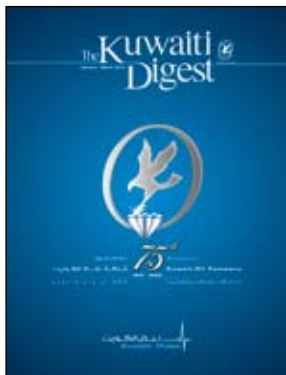
نبض الكويت
Kuwait Pulse

The Kuwaiti Digest

January - March 2010



75th Anniversary Special Issue



Cover:

KOC celebrated its Diamond Jubilee in December, 2009.

The Kuwaiti Digest is a quarterly magazine published by the Kuwait Oil Company (K.S.C.) since 1973.

The Kuwaiti Digest invites newspaper, magazine and trade journal editors to reprint or otherwise make use of articles or illustrations appearing in this issue. Material should be credited and a copy mailed to the Kuwait Oil Company.



Produced by
Al-Nazher Printing Press
Publishing & Distributing Co. w.l.l.
Tel: 24744741 - Fax: 24716993



Jacket:

The first issues of The Kuwaiti, the precursor to The Kuwaiti Digest, appeared in 1948.

Editor-in-Chief

Khaled Madhi Al-Khamees

Deputy Editor-in-Chief

Abdul Khaleq Al-Ali

Correspondence concerning The Kuwaiti Digest should be addressed to:
Editor-in-Chief, Kuwait Oil Company (K.S.C.)
Information Team
P.O. Box 9758
Ahmadi 61008, Kuwait
Telephone: 965-2398-2747
Facsimile: 965-2398-1076
E-mail: kocinfo@kockw.com
or visit the KOC homepage at
<http://www.kockw.com>



16 Kuwait Before the Discovery of Oil



4 Kuwait Pulse



36 My Kuwait
1950-1961



46 Traffic Safety
Through the Ages

Contents

Letter from the Editor	2
The Kuwait Oil Company's Diamond Jubilee	3
Kuwait Pulse	4
The Kuwaiti	11
Kuwait Before the Discovery of Oil	16
A Short History of of the Petroleum Industry	20
The KOC Logo	22
The History of the Kuwait Oil Company	24
A Time Gone By	30
A 'Troublemaker' Triumphs	33
My Kuwait 1950-1961	36
Corporate Social Responsibility	38
Picking Up the Pieces	41
Guiding a Company to Greatness	44
Traffic Safety Through the Ages	46
Significant Dates in KOC History	48

Letter from the Editor



Khaled Madhi Al-Khamees
Deputy Managing Director
Administration and Finance



This edition of The Kuwaiti Digest is a special anniversary edition to mark the Company's Diamond Jubilee. The importance of the oil industry in general and the Kuwait Oil Company (KOC) in particular to the State of Kuwait cannot be overstated. Indeed, it was the formation of KOC in 1934 that was the start of prosperity and modernization for the country. Interestingly, KOC was referred to as KUOCO back in the old days, but the name was shortened for ease.

The Kuwaiti Digest itself can be used as an example of the progress that the Company has made over time. A look at the first issue and the events mentioned therein indicate how far the magazine, the Company, and the town of Ahmadi have changed over time. From simple beginnings, all have transformed into complex and mature entities.

The highlights of the Company, along with some of its trials and tribulations, are documented in this special edition, as is the important role that our employees have played and continue to play. Although only some of the many thousands of employees are highlighted here, the accomplishments of the Company would not have been possible without the concerted effort by all. So, it is with pride in this 75th Anniversary issue that we look back through time at the various accomplishments of the Company and its effect on the nation.

The Kuwait Oil Company's Diamond Jubilee



Sami Al-Rushaid
Chairman & Managing Director



The year 2009 is a landmark in the history of the Kuwait Oil Company (KOC); celebrating its Diamond Jubilee, the Company is truly a diamond in the desert. Without the formation of KOC in 1934 and the subsequent discovery of oil, the State of Kuwait would not be the modern, wealthy nation that it is today.

Given that oil accounts for 95% of all exports and 80% of government revenue, and that KOC is the major player in the national oil industry, one can say that KOC is the heart and pulse of the State of Kuwait. It is, therefore, with great pride that we at KOC look back on our past history and our many accomplishments.

As such, we owe our thanks and gratitude to the employees of the Anglo-Persian Oil Company (now British Petroleum) and Gulf Oil (now Chevron) for the crucial role they played in the creation of this great company. Our thanks extend even further to the many Kuwaiti nationals who trained and worked for KOC in the early years, thereby enabling the Company to become completely Kuwaiti owned in 1975. Today, our workforce comprises almost 78% Kuwaiti nationals and is a role model for the success of the nationally implemented Kuwaitization policy. Indeed, it is our employees who are our greatest asset, as they are our past, our present, and our future.

A retrospective of the past 75 years would not be complete without also acknowledging the important role that the leaders of this great country of ours have played in the development of the oil industry and the nation, for it is their foresight and wisdom that guided the fledgling industry to the strong, mature, and multi-faceted industry that it is today. The esteemed patronage of H.H. the Emir, Sheikh Sabah Al-Ahmad Al-Jaber Al-Sabah, of the anniversary celebrations is a great honor for all of us and a symbol of the close relationship between KOC and the State of Kuwait.

Although the road to prosperity for the Company and the country has not been without its setbacks, the speed of transformation has been remarkable; in just a few decades the country has developed from a poor, small, fishing-based economy to a wealthy, large, industrialized nation. Looking to the future, it is our hope and dream that this prosperity will continue and that KOC will continue to shine and to remain a vital part of the Kuwait economy.

I would, therefore, like to sincerely thank all of you who have contributed to making this Company, and in particular the 75th Anniversary celebrations, a success.

Kuwait Pulse

The Kuwait Oil Company's 75th Anniversary Celebrations

Preparations

Celebrating a milestone such as a 75th anniversary normally entails an incredible amount of planning and preparation before the big event. This was definitely the case with the Kuwait Oil Company's (KOC's) Diamond Jubilee, and preparations were started months in advance. According to the Chairman of the Special 75th Anniversary Steering Committee, Khaled Al-Khamees, "The celebrations were planned months in advance and involved thousands of people working on several sub-committees under the direction of the Steering Committee. The actual events and activities are a tribute to the Company and its employees and it is our hope that all guests and visitors will leave with a clear vision of the importance of KOC and an appreciation of its achievements".

In addition to a mobile photo exhibition in two of the local

malls, other build-up to the event included advertisements and interviews by KOC management on local radio and television, and special billboards and flags around the city. Also, a special website (www.75koc.com) was created with detailed information on the Company and its celebrations and a group was formed on the social network site, Facebook. Finally, a unique song, written and sung by Abdullah Ruweished and Nawal, well-known local artists, was performed and is available on CD and as a ring-tone for mobile phones (downloadable from the website).

The Mobile Photo Exhibition

Starting in the Avenues Mall on Wednesday, December 9th, and moving to Marina Mall on the 17th, the mobile exhibition brought KOC and the oil industry to the general public through a visual of photos through the ages. Displayed



on 30 high-tech plasma screens, the photos represented the Company and its Chairmen, the country and its leaders, KOC operations, the Town of Ahmadi, and the City of Kuwait. Indeed, the effect of the discovery of oil and its impact on the country were well documented and gave viewers an idea of the importance of both to the current affluent state of the country. One of the highlights of the booth was a display of the bound original of The Kuwaiti from its first year in existence, 1948. This copy is believed to be the only copy remaining in existence and is one of the treasures of KOC.

Arranged in an open white 'booth', the mobile display attracted mall shoppers who were very enthusiastic about the idea, with many suggesting that the mobile booth be semi-permanent with new exhibits and information being updated every quarter or half year. In addition to receiving a CD with the KOC 75th Anniversary Celebrations' song, visitors were also given goodie-bags with hats, t-shirts, and information brochures on the Company.

Commemoration at BG-001

Reflecting on the past 75 years of the Company would not be complete without a visit to where it all began. Consequently, on a windy morning on December 17th, the top management of KOC gathered in the field at the site of the BG-1 well. History was present as was modern ideas such as the recycling efforts in the preparation of the site, such as the use of old water pipes as flag poles and the use of old concrete slippers for the surrounding area.

Located near GC-6 in the Burgan field, BG-001 is a remarkable well; it started commercial production in 1953 and to date it has produced over 13 million barrels and still produces over 1,000 barrels/day. As part of the ceremony, speeches were given by the KOC C&MD, Sami Al-Rushaid, and the DMD (South &



Members of the 75th Anniversary Steering Committee

East Kuwait), Hashim Hashim, and a memorial sign from the site from the 1950s was unveiled.



KOC C&MD, Sami Al-Rushaid

The Dome and the Town of Ahmadi

The main site of the opening celebrations was a specially-built dome within the Ahmadi Stadium. Futuristic in appearance, the Dome had

a diameter of 35 meters and stood 18 meters tall. Able to accommodate over 500 people, the modular system was equipped with a grand entrance as well as numerous emergency exits. Perhaps the most interesting aspect of the dome was the ability to project images on the walls, giving a 360° viewing angle from inside the tent, while allowing those outside to see a mirror image. From the inside and depending what was being projected, the effect was similar to being underwater or in a planetarium.

According to Faisal Amir, Managing Director of Gemini Worldwide LLC, the company who provided and managed the turnkey project, the specially-designed material used for the dome is a 'trade secret' that took years to develop. Manufactured in the United Kingdom, the fabric is a combination of structural membrane similar to that used on stadiums and a cinema projection screen, combining



Visitors at the KOC Mobile Exhibition Booth at the Avenues Mall

both strength and translucency. The company debuted its dome platform at the Beijing Olympics in 2000, and has since had other projects around the world including Abu Dhabi's Media City.

Chris Sifton, Design Director of Gemini, explained how it all works; the Dome is inflated and kept taut through a computerized pressure-monitoring system. Interestingly, the continual blowing of air once fully inflated is only about 1500 watts, similar to just one hairdryer! Built according to international building codes for a permanent building, the Dome could potentially last for 15 years. Similar to a hot-air balloon, if there were not enough ballast, the Dome could potentially 'blow away'. In this case, over 50 tons of ballast were used to counteract about 4500 psi of lift, thereby ensuring that there were no unexpected flights.

The Town of Ahmadi also underwent extensive decorating, particularly along the route that H.H. the Emir of the State of Kuwait, Sheikh Sabah Al-Ahmed Al-Jaber Al-Sabah, followed on his way to the opening ceremony. In addition to thousands of specially-installed lights that lined the route, extra parking was built to accommodate the thousands of invitees to the three day event. Mustafa Megdad, Manager of Ahmadi Services Group, explained that the preparations involved months of planning and execution by hundreds of extra contractors. The impressive array of



The Minister of Oil and Minister of Information, Sheikh Ahmed A-Abdullah Al-Sabah presents gift to the Amir of the State of Kuwait, Sheikh Sabah Al-Ahmad Al-Jaber Al-Sabah, President of Turkey, H.E. Abdullah Gul while the looks on.

lights will be set-up until the Liberation and National Day celebrations in February are completed before they are taken down.

VIP Guests

VIP guests from around the world were welcomed to Kuwait and to

the Town of Ahmadi, starting with a special dinner followed by a day of activities and sightseeing, and ending with participation in the opening ceremony. As part of the celebrations, the guests received gifts including a photo memorial book on the oil industry in Kuwait. Special



Shell CEO, Peter Voser greets KPC CEO, Saad Al-Shuwaib, and Saudi Aramco CEO, Khalid Al-Falih, at VIP dinner



guests included the President of the Republic of Turkey, H.E. Abdullah Gul, representatives from customer countries such as India and China, Oil Ministers from the Gulf Cooperation Council (GCC) countries, former KOC Chairmen, and oil company executives from around the world.

At the special dinner by the Minister of Oil and Minister of Information, Sheikh Ahmed Al-Abdullah Al-Sabah, represented by Khalid Al-Khamees, DMD for Administration and Finance at KOC, guests were addressed by Al-Khamees who stated, "Starting with Sheikh Mubarak the Great and continuing to the present Amir of Kuwait, H.H. Sheikh Sabah Al-Ahmad Al-Jaber Al-Sabah, the management of our hydrocarbon resources has been visionary and effective. The founding of KOC in 1934, which predates the independence of Kuwait by almost 30 years, was just the beginning of what has become a complex and comprehensive oil and gas industry, whose revenues enabled the transformation of the country from a simple trading and fishing based economy to a modern industrial based economy. The discovery of oil and its continued importance as the main source of energy worldwide has allowed for the development of the country in terms of infrastructure as well as social services. Indeed, today Kuwait ranks amongst the most prosperous nations in the world."

The Celebrations

The celebrations themselves took place over three days, from the 22nd of December to the 24th of December, 2009, inclusive. The first day was under the patronage of His Highness the Emir of the State of Kuwait, Sheikh Sabah Al-Ahmad Al-Jaber Al-Sabah, while the second day was devoted to employees of the oil sector and the third day focused on KOC employees. Entitled 'Kuwait Pulse', the celebrations aimed at showing the vital role that the Company plays in the health of the State. Indeed,



H.E. the Amir of the State of Kuwait, Sheikh Sabah Al-Ahmed Al-Jaber Al-Sabah, along with the Turkish President, the Crown Prince, and KPC and KOC top management

the Company has been likened to a heart that pumps oil rather than blood into the 'veins' of the Kuwaiti economy.

A documentary film, produced especially for the occasion, was shown to the delight of the audience. Highlighting the Company, it was produced by C Skye Pictures with well-known Writer and Director, Walid Al-Awadi and Director of Photography, Silas Tyler. Entitled "The Power of People", the documentary was in the form of a story, presented by Khaled Al-Fulaij, which takes place from 1911 to the present. Included in the story are significant events in the

history of the Kuwait Oil Company and the State of Kuwait, including the signing of the oil concession agreement in 1934, the subsequent discovery of oil in 1938, and the first shipment of oil in 1946 on the British tanker "Fusilier". Moving into the present day, the film also showed the stages of oil exploration, drilling, gathering, and export.

Also, projected on the screen was custom content produced by GOO, an advertising, creativity, and film company based out of Beijing. Ben Graham, Director and Founder, explained that special fish-eye cameras, capable of shooting 360°, were



H.E. the Minister of Oil and Minister of Information, Sheikh Ahmed A-Abdullah Al-Sabah, with the young performers

used along with the projectors in the Dome to fill the entire surface with images. In addition to 2-D and 3-D animation, there was also video, stills and regular cinema shots.

The opening day of the celebrations was reminiscent of a Hollywood premier, complete with red carpets, a befitting entrance way, and huge spotlights and laser lights. The effect was enhanced even further with the playing of dramatic movie-like music upon the arrival of His Highness, the Emir of the State of Kuwait, Sheikh Sabah Al-Ahmad Al-Jaber Al-Sabah, who was received by the various Ministers, the upper management of KOC, and Saad Al-Shuwaib, CEO of KPC. Before entering the dome, H.H. the Emir of Kuwait, Sheikh Sabah Al-Ahmed Al-Jaber Al-Sabah, was presented with the oldest remaining sign from the first well, BG-1 in the Burgan field, and two specially-framed photographs.

The Master of Ceremonies for the evening was well-known Kuwaiti television anchorman, Bassam Al-Jazzaf, and the program entailed a speech by the Minister of Oil and Minister of Information, Sheikh Ahmad Al-Abdullah Al-Ahmad Al-Sabah, who stated, "On such a grand and special occasion, it is particu-



Students perform dances at the ceremonies

larly difficult to find the right words to adequately express my feelings. This is due to the fact that when talking about the Kuwait Oil Company, one is not only speaking about a leading national company, but also about a historically important player in the impressive development of the country".

His speech was followed by words by the C&MD of KOC, Sami Al-Rushaid, who outlined the strategies of the Company, the important roles of HSE and Corporate Responsibility. He expressed his gratitude to all past and present employees, all of whom have contributed to the success of

the Company. Gifts were then presented to H.H. the Emir of the State of Kuwait, Sheikh Sabah Al-Ahmed Al-Jaber Al-Sabah, the President of the Republic of Turkey, and former KOC Chairmen. The ceremony ended with a special show, which was produced for the event by Director, Abdullah Abdulrasoul, and Author, Abdullatif Al-Bannai, and Composer, Anwar Abdullah. It included songs and dance routines by local children, who provided backup for singers, Abdullah Ruwaished and Nawal, and actor, Jassem al-Nabhan.

Day two of the celebrations was for



Honoring the former Chairmen of KOC

the oil industry executives within the State of Kuwait, including both representatives from the various K-Companies and from the many contracting companies. Spread over two separate shows, the first show involved speeches from Saad Al-Shuwaib, Kuwait Petroleum Corporation (KPC) CEO, and KOC C&MD, Sami Al-Rushaid. The second show also had speeches from the Minister of Oil and Minister of Information, Sheikh Ahmed Al-Abdullah Al-Sabah; Sheikh Talal Al Khalid, Executive Assistant to the Managing Director for KPC Projects, Parliamentary and Government Relations and Media; Bader Nasser Al-Khashti, Chairman & Managing Director of Kuwait Gulf Oil Company; Hussein Ismail, Chairman of Kuwait International Petroleum Company; Ali Amer Al-Hajri, Managing Director for Financial & Administrative Affairs at KPC; and Nabil Bouresli, C&MD Kuwait Oil Tankers Company.

The last day of the celebrations was for the Kuwait Oil Company employees and took place in a very large tent located near the cricket grounds. Attended by over 1,000 enthusiastic KOC employees, the event was a fitting end to the celebrations.

As is typical of large celebrations that have a big build-up, the end of the celebrations was mixed with feelings of pride, relief, and even sadness that the special, once-in-a-lifetime event was ending. For most employees, the next big celebration, in another 25 years when the Company turns 100, will be after their retirement. However, regardless of whether those present at these celebrations will also be present at the next, all can look to it with a sense of security that the accomplishments of the past have paved a solid road to the future.

In the Name of Allah, Most Gracious, Most Merciful

Your Highness the Amir, Sheikh Sabah Al-Ahmed Al-Jaber Al-Sabah; Your Highness The Crown Prince, Sheikh Nawaf Al-Ahmed Al-Jaber Al-Sabah; Your Excellency The Speaker of the National Assembly, Mr. Jassem Mohamed Al-Kharafi; Your Highness The Prime Minister, Sheikh Nasser Al-Mohamed Al-Ahmed Al-Sabah; Your Excellencies, Honorable Ministers, and Members of the National Assembly; Your Excellencies, the Diplomatic Corps; Distinguished Guests,

The patronage of this occasion, the Diamond Jubilee of the Kuwait Oil Company, by His Highness the Amir is an honor. I would like to extend my sincere thanks to your Highness for your kind interest, for the care you pay to your citizens, and for your eagerness to achieve good for this beloved country.

On such a grand and special occasion, I found it particularly difficult to find the right words to adequately express my feelings. This is due to the fact that when talking about the Kuwait Oil Company, one is not only speaking about a leading national company, but also about a historically important player in the impressive development of the country.

The oil wealth, granted to us by almighty Allah, has allowed us to drastically change our lifestyle and is the main reason we could develop. The Kuwait Oil Company has shouldered, from the outset, the responsibility of successfully managing this wealth, and is therefore, worthy of praise and appreciation.

The journey has never been easy in the sense that it has gone through difficult phases and daunting challenges. Since the initial exploration process in the early 1930s, passing through the reality imposed by World War II, to the export of the first oil shipment during the era of the late Sheikh Ahmed Al-Jaber, May Allah grant him mercy, in June 1946, such a progression has encountered many difficulties and hurdles. However, Kuwaiti citizens, both rulers and people, were capable of overcoming the hurdles to provide safety and security for their country and its wealth.

Over the years, we have witnessed a variety of developments and many achievements in the oil sector as Kuwait came on the radar screen of the world with its huge oil potential and wise management of its fortunes. Kuwait's balanced policies resulted in desirable outcomes in terms of attaining many political, economical and social benefits, which in turn were reflected in the society's interests, advancement and welfare.

As in other industries, the oil sector is faced with significant and sometimes highly complex challenges where a number of factors come into play; where politics can overlap economics, and social dimensions can interfere with technological requirements. Such is the case in Kuwait. In fact, the situation is even greater in Kuwait given that oil is the main source of income for the national economy.

In the face of these challenges, the Kuwaiti oil industry, represented by the Ministry of Oil, the Kuwait Petroleum Corporation, and the K-Companies, particularly KOC, has outlined strategic plans to overcome these challenges and to mitigate their negative impact.

Following in the footsteps of our wise leadership, which is always keen on ensuring that Kuwaiti citizens are well prepared and qualified for effective participation in the sustainable development of Kuwait, human capital will remain the focal point for the Company. Through a series of programs, we strive to provide appropriate employment and training opportunities for the young national workforce, with a view to enabling them to contribute to the quota of national development.

Finally, I would like to take this opportunity to express my profound gratitude to all the former employees of KOC, as well as their counterparts in the K-Companies, who diligently performed their duties.

I also extend special congratulations to all current KOC employees on this occasion, and wish them continued success and prosperity.

Allah's peace and blessings be upon you!

Opening Ceremony Speech by the Minister of Oil and Minister of Information, Sheikh Ahmad Al-Abdullah Al-Sabah

In the Name of Allah, Most Gracious, Most Merciful

Your Highness the Amir of Kuwait, Sheikh Sabah Al-Ahmed Al-Jaber Al-Sabah; Your Excellency, the President of the Republic of Turkey, Abdullah Gul; Your Highness The Crown Prince, Sheikh Nawaf Al-Ahmed Al-Jaber Al-Sabah; Your Excellency The Speaker of the National Assembly, Mr. Jassem Mohamed Al-Kharafi; Your Excellencies Honorable Sheikhs; Your Highness The Prime Minister, Sheikh Nasser Al-Mohamed Al-Ahmed Al-Sabah; Your Excellencies, Honorable Ministers; Distinguished Guests; Ladies and Gentlemen, Peace and blessings be upon you!

Your Highness, your noble sponsorship of this outstanding event is an honor for us as KOC employees. Your presence in this event is an honor as well for all Kuwait oil sector employees. Your Highness, you are warmly welcomed here amongst your sons and daughters.

As well, we are also pleased to be able to welcome your honorable guest, His Excellency the President of the Republic of Turkey, on this auspicious occasion. Your Excellency it is truly special for us to have you here.

Today we celebrate a significant point in the long history of this great Company, namely its 75th Anniversary. Founded in 1934, it has achieved many milestones. We are all aware of the important role that the Company has played in the transformation of our country; and inevitably any mention of the modern history of the State of Kuwait includes the Kuwait Oil Company.

It is difficult to summarize this long history in a few words, as the Company's contributions and achievements are numerous and diverse. However, it is sufficient to state that the Company contributes not less than 90% to the national economy.

It is necessary to point out that the role of the Kuwait Oil Company is not restricted to tasks related to the industry in which it operates, but rather it has also made contributions since its beginning to the socio-economic development of the country and its people.

Approximately 58% of all discovered oil reservoirs have been developed to date, which has boosted our production capacity to 3.15 million barrels of oil per day. As the industry grows, the Company is eager to keep abreast of developments by updating its strategic plans in order to maintain its standing and reputation as one of the leading oil companies. In this regard, the Company is currently implementing the 2020 Strategy, which will be extended to 2030.

The most significant feature of this Strategy is the increase of production capacity to 4 million barrels of oil per day by the year 2020, with continuation of this production rate until 2030. The current production level of free gas stands at 140 million cubic feet and is expected to reach about a billion cubic feet by 2015. This will be in addition to the current 102 million cubic feet of associated gas. The 2030 Strategy also includes the expansion of exploration to maintain our oil reserves, which are the main resource for future generations. It also aims to establish many giant projects in and to build new facilities, including gathering centers and gas booster stations. In addition it plans to produce heavy oil, amongst other important projects that are being implemented in collaboration with other K-Companies associate with KPC.

Your Highness the Amir, recognizing the strategic and environmental importance of natural gas, we have set a goal to discover additional quantities of free gas in order to produce 1.5 million cubic feet/day, in addition to what has already been discovered, so that we can meet the country's future demands for clear energy.

On this auspicious occasion, I would like to inform Your Highness and the people of Kuwait, that a new light oil and gas field has been discovered in Matraba in North-West Kuwait, with an initial production capacity estimated at 80,000 barrels of light crude oil/day and 110 million cubic feet of gas. This is just the beginning as we are planning to drill test wells in order to determine the most promising layers.

The plans are ambitious, the challenges enormous, but Your Highness, we vow to do our utmost to achieve our development goals.

The Company places a high importance on the education of highly competent Kuwaitis in order to prepare them to manage all oil facilities. For this reason, it endeavors to create suitable job opportunities for young Kuwaiti employees. It is worth mentioning that the Kuwaitization of jobs at the Company has reached 80%, while the percentage among contractors is estimated at 25%.

HSE is a top priority in the Company's policies and plans, and it continually strives to ensure that employees and residents are kept safe, and that damage to the environment is minimized. For instance, it has succeeded in reducing gas flaring in the oil fields from 17.5% in 2005/2006 to 2.5% this year, the lowest in Company records. We hope, by the grace of God, to reach 1% by the year 2011, and will continue to reduce this percentage to the lowest technically-possible level.

The Company has attached special importance to health care for oil sector employees with a recently endorsed 300-bed-capacity hospital project.

The Company has also established a marine colony, 'Spirit of the Desert' reserve and 'Kuwait Oasis' reserve, in addition to its continued efforts, through a set of projects and activities, to reinforce HSE as an important issue that all employees must comply with.

On this special occasion, I would like to acknowledge with gratitude, the efforts of all employees who have worked for the Company since its inception. Without their sincere efforts, dedication, and loyalty, the Company would not have reached the prominent position it occupies today.

I would also like to thank the many companies who have helped KOC along the way in achieving its goals and aspirations.

A special thank you goes to the different committees who have organized this event; they have exerted much time and effort to ensure that it is in a befitting manner.

Again, I welcome you and thank you very much for coming here this evening to join us on this occasion.

Peace and blessings be upon you!

Opening Ceremony Speech by KOC's C&MD, Sami F. Al-Rusbaidd



THE EDITORS POT-POURRI

On April 4th, 1948, the very first issue of The Kuwaiti Digest appeared. Actually, it was not the Kuwaiti Digest yet since a name was still to be found and in fact, the 'heading' space offered a Rs 100 prize (the currency of Kuwait at the time was the Indian rupee) to the person who came up with the most appropriate name and heading design.

Specifications for the competition included a design that was more than just 'filling up space', but rather one that was 'peculiar to an oil company and at the same time individualistic'. Also, the word 'Kuwait' had to appear somewhere in the title. Entrants had 2 weeks to submit their proposals and the judging was done by the editor and associate editors. The eventual winner was Mr. T. Lewis who submitted the drawing in the title of this article.

The Kuwaiti Digest started as a weekly newsletter that was an interesting, if somewhat chatty, mixture of UK news, oil industry events, KOC news including the comings and goings of personnel, shopping news in Kuwait, Kuwait history, a weekly article on migratory birds by Mrs. H.R.P. Dickson, BBC radio program guide, sports updates, and world news. One could say that

it was the international newspaper, local newspaper, company newspaper, and gossip rag all rolled into one. All in all, it made for interesting reading, and still does today.

There are many examples, but a few include the very first letter from the editors, known as "The Editors Pot-Pourri":

This is the first edition of the company's weekly paper. Like all new ventures it will have its imperfections so we want to say right now, in the first paragraph, that any criticisms leveled at us had better be of the constructive type for we are not going to listen to any of the other kind. Not this week anyway. We expect plenty of brickbats, and we don't mind, but for just this one week —one bouquet, please!

...Finally we want to draw your attention to the fact that you are getting this issue free. You may get all the others free. You may not. But for the time being don't worry!! (Present-day editor's note: the Kuwaiti Digest is still a free publication!)

WASTE NOT, WANT NOT

Another story, this time both tragic and amusing, is also worth mentioning:

A few days ago the Greek freighter *SOROL* arrived in Kuwait. It had come from the United States with a cargo of frozen food. Not many hours after its arrival 15 tons of frozen boneless beef went over the side to feed the fishes of the Persian Gulf! For variety, 2.5 tons of chickens were ditched and, to round the whole thing off, 0.5 tons of frozen peaches and apricots followed.

...It seems that the refrigeration system on the ship failed with the result that the meat became unfit for human consumption. The fish may have liked it. Anyway, the only way that we can get our own back is to eat the fish that ate our meat. And it may come to something like that in the next two weeks, particularly for the married folk at Ahmadi who cannot get to the meat market in the bazaar.

A LETTER FROM THE GENERAL MANAGER

A letter from L.T. Jordan, the General Manager of the Kuwait Oil Company (KOC today, but KUOCO back then) is also worth reprinting:

I wish to take this opportunity, the first issue of our paper, to greet the members of the Kuwait Oil Company.

We are a new group, gathered from various parts of the world, and placed in a corner that is strange to most of us. However, to many in the group, the experience of working in the oil fraternity abroad is not new. The total number of people in this foreign oil fraternity is small. After some sorting we shall find that an oil colony becomes a group that is friendly neighborly, and has all those other good characteristics that tend to build a better community life. I have found the people gathered together here to be the same as we find everywhere in the oil fraternity abroad. The conditions existing now are not greatly different from the conditions that have always existed in the early

months of foreign oil developments. There are many inconveniences, and some actual hardship, that must be overcome. However, looking back for twelve months, and then looking forward for the same period, I must say that I see in Kuwait the same foreign oil fraternity that so many of us have known elsewhere. I assure you it will be a group of people that we shall consider as our closest friends through all of the future years.



Perusing through the various issues in 1948, one comes across historically interesting, and sometimes amusing, tidbits of information. For instance, the Unity Club moved from Magwa to the Junior Staff Recreation Room in Ahmadi on April 1st, 1948 and Mr. C.A.P. Southwell, Managing Director of KUOCO, attended the opening ceremony. Also, the regular Judith's Gossip Column reads more like an old novel:

The room was crowded with pretty young girls and numerous young men and the whole evening was informal and gay. Amongst those I saw was Mr. Hughie Holbeach earnestly discussing the affairs of the world with Mrs. Eileen Kilmartin who was looking as always, simply lovely in plain black, and was the life and soul of the party. That charming couple Mr. and Mrs. Dennis Corbett, who are so good at giving parties themselves were obviously enjoying themselves. Col. Harry Quayle, who so successfully hunted his own pack of hounds in India was discussing, between periods of acting squire to our refreshing new schoolmistress, Miss Eileen Crawford, the formation of a polo club in Kuwait with Major Tandy, whom we shall miss so much when he returns home.

THE WEATHER REPORT

The weather, as is the case everywhere in the world, was a great topic of conversation and readers were given

weekly health hints so that 'if you follow them religiously you will have just about the same chance of getting ill as you have of winning the Irish Sweep!'.
'.

A TREE GROWS IN AHMADI

Today we might tend to take the lush green landscape of Ahmadi for granted, but in the 1940s it was still pretty much desert. Experimenting with the various plants that could survive the harsh climate took time and had its trials and tribulations, but there were also some successes:

I wonder how many readers are aware that Ahmadi can boast of a tree foreign to that normally grown in the desert?

Tree is perhaps the wrong appellation--bush might be more correct. Flown by air from Basra, carefully guarded by 15 stalwarts of the Iraq Rugby team, this plant, a species of Lantana, was planted with full ritual on Sunday 21st of March 1948.

Charles Crusoe, Hugh Holbeach and Hugh Babington, witnessed the ceremony on behalf of the Kuwait Rugby team. The latter deputized for the local captain, Charles Harington, and performed the difficult planting operation, ably assisted by the Iraq captain, Jerry Sprong. Thirty yards due north of the Welfare office this rare exhibit no flourishes in all its Spring finery.

A mother's loving care for that of her offspring could not surpass the attention bestowed by Charles Crusoe in the nurturing of this once delicate plant. Daily, unassumingly and conscientiously, he attends to the want of this "child" and our gratitude goes out to him for the valuable legacy he has now left with us.



Speaking of winning, the very first KUOCO "Olympiad" was held in 1948. The precursor of Ahmadi Sports Day, the first event had 'thrilling finishes

and hard fought battles. The scene was reminiscent of a medieval tournament with flags and pennants fluttering in the breeze and adding colour to the somber landscape'.

According to the third edition of The Kuwaiti:

It has been decided to postpone the sports until Friday 30th April. This action was considered necessary in view of the large number of entries and the numerous requests for extra training time.

The organizers of this big meeting claim that it will be the bit athletic event of the year and they invite all of you to 'come and see real he-men compete in the field and track events and to watch beautiful girls in boxing and wrestling bouts'.

There is every indication of some first class performances. One senior staff and two junior staff sprinters have covered the 100yds in under 10 sec. Someone has claimed a jump of 5'10"--whether it was a high jump or a long jump was not mentioned. Probably was a pole vault!

The ladies 50yd dash should provide and exciting finish--both contestants are carrying top weight and from where I am sitting it looks like a short head one way or the other.

There are over 300 entries and it will mean that heats will have to be run off on the three days preceding the main events. The prizes, consisting of cups and silver medals are well worth winning.

MAKE APRIL 30th A DATE

THIS AND THAT

As KOC was the beginning of wealth in Kuwait, it is somewhat prescient that one of the early issues published an article on "The Wit and Wisdom of 'Money'":

Money may not buy happiness, but with it you can be unhappy in comfort.

The credit system -- which means that the rich man owes his duty to God, and the poor man owes his to God-knows-who.

"What's a financial genius, Dad?" "A financial genius, my boy, is a man who can earn money faster than his family can spend it."

When I was young I used to think that money was the most important thing in life. Now that I am old, I know it is.

There is a taint about money earned by honest work. By the time one has earned enough of it one has got into such a habit of work that one does now know how to idle.



The Women Only section provides amusing advice on food preparation, shopping, fashion, and child-rearing. One particular example involved the similarities in fashion between New York and Kuwait:

I see that Fashion King, Christian Dior, is now shortening his creations, and that his newest models have skirts to 16" off the ground...great news for the boys! In an American Fashion Magazine I read that they are trying to revive the Victorian mode of pantalette showing beneath a full-skirted dress...explain to the boys, please! However, I would point out to New York that some of the Bedouin ladies here have worn this style for some time.

HEALTH NOTES

In the past, as today, health in the harsh climate of Kuwait was an issue and in 1948 an article suggested that:

Remember also that, if salt is lost from the body it is not replaced, you may suffer from heat exhaustion or sunstroke. Even the most backward people in hot countries have learned the necessity for salt. In some places where the soil contains salt, the hot sun draws up the salt on top of the earth: this salt is gather and highly prized by the natives... whence comes the term "salt of the earth". Take plenty of salt.

NEW MAIL SERVICE.

For the Americans and British working at KOC, contact with family and friends back home was very important. Consequently, the establishment of a new mail service was big news in 1948:

Here is some good news for all American and British personnel in Kuwait. The mail services have been greatly speeded up under the arrangements made by the British GPO which took over the Kuwait postal services on April 1st.

Formerly we had two mail days each week, both incoming and outgoing. Now, the mail is leaving Kuwait every day and coming in every day! The company mail boxes are cleared every afternoon. The mail is taken to the mail office in Kuwait and, after 4 o'clock, the accumulated mail from the whole area is taken to the Kuwait Post Office.

The following morning the mail is either (a) placed on a BOAC flying boat which takes it direct to the U.K. or, (b) is taken by Iraqi Airways to Basra where it is transferred direct to a BOAC land plane for the U.K. Mail for United States is carried on from London to New York by BOAC.

Incoming mail works in reverse. It may come in from U.K. by flying boat or by Iraqi Airways. Incoming U.S. mail will be taken direct from New York to Basra by TWA and thence to Kuwait by other means.

All this means that letters posted in, shall we say Ahmadi, on a Monday morning will be delivered in U.K. on the Saturday, or possibly on the Friday, whether they go by land plane or sea plane. Letters for Texas and California should not take more than another four days.

This original piece prompted many responses, particularly from Indian readers, who wanted to know about the mail service to India. The response one

week later was diplomatic:

As a result of last week's notes on the new mail service I received several letters from members of the Junior Staff pointing out that it was all very nice for the Americans and British but what about them. Well, the answer to that, as one might suppose, is that the mail service to India has not changed. However, certain steps are being taken to improve the service. No definite information is available at the moment but I can assure all Indians that they have not been overlooked.

PIONEERING AT WARA

Life was not always easy for KOC employees in the 1940s, particularly when it came to housing, as one article in the eighth issue pointed out:

A glance at Wara camp these days would result in a bit of a shock. Living in quarters intended for drillers and roughnecks we find women and children sharing the rough with the men. It is only a temporary measure but I must take my hat off to them for their courage in coming out to a country such as this and accepting the conditions (temporarily) without much fuss. I suppose it is not surprising, when one considers that after all these people are only one, or two, generations removed from the pioneers of the American South-West. As I always say—those who take the rough deserve the smooth.

YOU AND THE LAW

As Kuwait did not have full independence at the time of the first issue, the Political Agent in Kuwait dealt with many legal matters concerning non-Muslims:

Many people have wondered exactly what would happen to them if they committed a crime here in Kuwait. We

all know that we are not subject of the laws of this state, or at least we cannot be condiment and tried under the state laws. We do not see any European policemen or anything like that. Nevertheless the law is here. And the law to which we are subject is the Criminal Code of India.

By a British Government Order in Council that law is applicable to all non-Muslim Europeans and Indians. Since none of we British or Americans are Muslims, that means us!

The Political Agent in Kuwait has the power of a first class magistrate. He can hear cases of a not too serious nature and give sentence up to one year in prison, or impose fines.

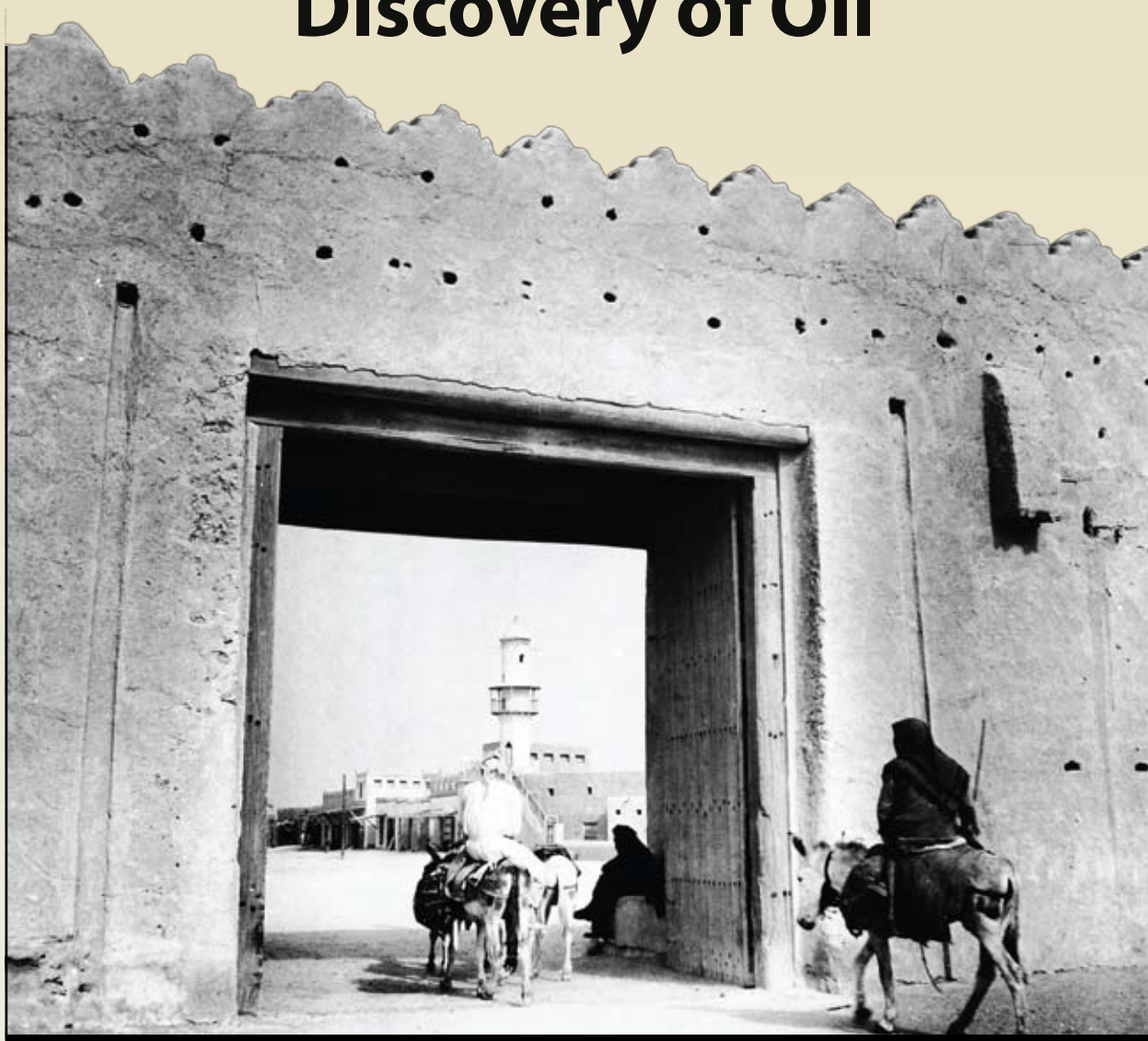
Cases that are beyond his power to try are brought before the Political Resident of the Persian Gulf, at Bahrein. He has the power to impose the death sentence.

It is very rarely that the law has to function in respect of Europeans in the Persian Gulf. We hope it never will have to function here in Kuwait. In a community such as this we can usually settle our own differences before they get beyond the bounds of reason, and on top of that there isn't much incentive, or necessity, to commit crimes. But it is a matter of interest that the law was here when we came and will be here when we leave.

UNTIL NEXT TIME

The examples go on and on and one could fill this entire issue of The Kuwaiti Digest with fascinating information from the past. In retrospect, our hope here at the Digest is that we can follow in the footsteps of those from years gone by and that the information we publish today will be just as amusing, informative, and fun to read for readers of the future!

Kuwait Before the Discovery of Oil



One of the gates in the city wall surrounding old Kuwait, undated

The following article, submitted by Laurence Lockhart, was part of a regular feature which appeared in the early editions of The Kuwaiti - the Kuwait Oil Company (KOC) newsletter and the precursor to The Kuwaiti Digest. Published in order to give the employees of KOC (KUOCO at the time) an idea of the history of the land in which they lived, the article provides an interesting insight to earlier times.

The Founding of Modern Kuwait

The starting point of the history of the state of Kuwait was in A.D. 1716, when three clans of the great Anaiza tribe of northern Central Arabia decided to give up their nomadic ways and settle down. They chose for the site of their chief settlement a low sandstone ridge on the north-west side of the promontory called Ras-al-Ajuza (the cape of the old woman), on the southern shore of Kuwait bay.

Close to this ridge were a number of wells of brackish water which gave the place its name, for Kuwait in local parlance signifies a small number of wells (the usual meaning in Arabic is "little fort"). These settlers, like all Arabs, took kindly to the sea and gained their livelihood by fishing and pearling.

The site was in several respects well chosen. It was strategically placed close to the entrance to the Shatt

al-Arab, the anchorage in the bay was excellent and it was possible, by means of breakwaters, to construct a harbor that could accommodate of the types of sailing craft that plied in the Gulf. Moreover, good caravan routes rendered access to the interior easy, thus making it possible for Kuwait to become in due course the entrepot of northern Central Arabia. On the other hand, the place suffered (and still suffers) from the disadvantage that the local water supply, besides being poor in quality, is quite inadequate for a large community; moreover, the surrounding country, though by no means sheer desert, produces scarcely any vegetables or fruit (at Jahara, at the western end of Kuwait bay, there are a number of date palms and some melons and Lucerne are also grown; there are also some date palms at Fahahil and elsewhere on the coastal fringe to the south-south-east of the town of Kuwait).

The Founding of the Present Dynasty

The founder of the present as-Subah line of rulers of Kuwait was a certain Shaikh Subah Abu Abdullah, of Umm Qasr, a village on the west bank of the Khor Zubair, some 35 miles south of Basra. This Shaikh Subah seized supreme power in Kuwait in 1756. The celebrated Danish traveler Carsten Niebuhr, who visited Kuwait a few years later, described the town as containing some 10,000 inhabitants; they possessed 800 vessels and earned a livelihood by pearling and fishing. In the summer, when many were absent with the pearling and fishing fleets and others were journeying with caravans to Baghdad and Aleppo, the numbers in the town dwindles to no more than 3,000. It is evident that, from the outset, the men of Kuwait were hardy and intrepid sailors and that they did not share the feelings of 'Amr ibnu'l-'As, a contemporary and compatriot of Khalid ibnu'l-Walid, who said of the ocean; "Trust it little, fear it much. Man at sea is an insect on a splinter, now

engulfed, now scared to death".

First Contact with the British

The capture of Basra by Karin Khan of Persia in 1776 and his occupation of it for three years resulted in the transfer to Kuwait of much of its trade and also of many of its inhabitants. Another consequence of the Persian occupation of Basra was that the English East India Company made Kuwait instead of that town, the south-eastern end of their desert mail route to Aleppo, an arrangement that lasted for a number of years. By this means, the British first came into contact with Kuwait and its rulers. By 1778, as we learn from the journal of a certain colonel James Capper, the Shaikh of Kuwait had become "very attached" to the British, who, in turn, had a high regard for him as a man of his word. In 1792, the contact between Kuwait and Great Britain became even closer, for in that year the

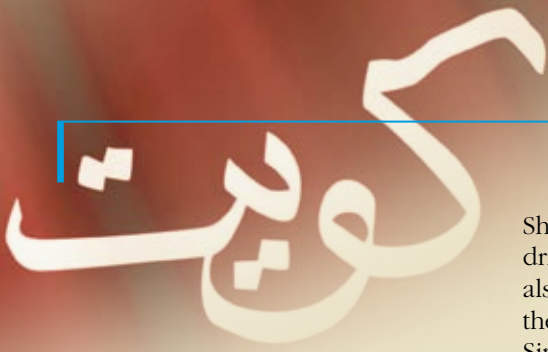
East India Company, in consequence of the vexatious behavior of the Turkish authorities, temporarily transferred its Agency from Basrah to Kuwait.

Shaikh Mubarak and Ibn Sa'ad. 1900-1904

In the early years of the present century, the feud between the House of Sa'ud and Ibn Rashid flared up again, and Kuwait was directly involved. Fortune favored Ibn Rashid at first, and not only was Shaikh Mubarak defeated, but 'Abd'r-Rahman Ibn Sa'ud, and later his twenty-year old son 'Abdu'l-Aziz were forced to take refuge in Kuwait. 'Abdu'l-Aziz was then at an impressionable age and was, moreover, very intelligent. He could not fail to be greatly struck by the able manner in which Shaikh Mubarak ruled his small realm. In 1901 Shaikh Mubarak and the young 'Abdu'l-Aziz took the field against their common foe. While Mubarak



Building a dhow in Kuwait, undated



sought to advance on and attack Hail, Ibn rahid's capital, 'Abdu'l-Aziz made Riyadh, the ancient home of his family, his main objective. On the 21st March 1901 Mubarak's forces came to grips with those of Ibn Rashid near Sarif, to the south-east of Hail, but they sustained a crushing defeat and were forced to retire to Kuwait. It was just after this set-back that Turkey made the attempt to seize the sheikhdom.

Very soon afterwards 'Abdu'l-Aziz made a second attempt to capture Riyadh and this time his efforts were crowned with success. The young man firmly established himself in Najd, and, when his father 'Abdu'r-Rahman renounced his rights, he became 'Abdu'l-Aziz ibn Sa'ud.

Kuwait During the First World War

For some time before Turkey became involved, as an ally of Germany, in the First World War, the situation in the Persian Gulf appeared full of menace. There were reports of Turkish troop movements southwards from Baghdad with Kuwait, it was said, as their destination. In order to maintain not only her own position in the Persian Gulf, but also to protect her Arab friends such as Shaikh Mubarak and to safeguard Abadan and the oil fields of the A.P.O.C. in the Persian province of Khuzistan, Great Britain decided to send an expeditionary force to the Gulf. This force arrived in time to seize Fao, at the mouth of the Shatt al-Arab, on the 6th of November, the day after war between Great Britain and Turkey was declared.

Three days before the landing at Fao, Sir Percy Cox, the Chief Political Officer of the Expeditionary Force, wrote to the Shaikh requesting him to attach and occupy Umm Qasr, Safwa and Bubiyan and to cooperate with

Shaikh Khaz'al of Mohammerah in driving the Turks out of Basra. He also asked the Shaikh to safeguard the British merchants there. In return Sir Percy Cox promised that, after the capture of Basra, it would never be returned to Turkey and that the Shaikh was always to hold tax free his gardens between Fao and Qurna. Furthermore, he assured the Shaikh that the British Government recognized his Shaikhdom as an independent Government under British protection.

At the outset of the operations in the Shatt-al-Arab an incident occurred which resulted in the adoption of the Kuwait flag. Up to that time the Kuwaitis had had none of their own and invariably used the Turkish flag. When a British patrol vessel sighted a motor-boat flying Turkish colours proceeding upstream she fired a shot across her bow and forced her to stop. It was then found that the motor-boat belonged to the Shaikh of Kuwait and that she was carrying messages from him to his ally Shaikh Khaz'al of Mohammerah. As it was obviously necessary to dispense with the Turkish flag if incidents of this nature were to be avoided, the Shaikh of Kuwait evolved the present standard consisting of the word "Kuwait" in white lettering on a red background.

In December 1915 Great Britain concluded the treaty of 'Uaqir with Ibn Sa'ud, in which the latter undertook, inter alia, to refrain from any act of aggression against Kuwait. The position of that small state thus seemed to be as secure as it could be; the tide of war had receded northwards and there was now, apparently, no danger to be apprehended from the rising power of Najd.

Death of Shaikh Mubarak and Accession of Shaikh Jabir

On the 3rd of January, 1916, that benefactor of his small country and staunch friend of Great Britain, Shaikh Mubarak, died. His death was followed by a struggle for the suc-

cession amongst his three sons, Jabir, Salim and Nasir; but of these Jabir was recognized as the rightful heir. However, Jabir, who had followed his father's policy of friendship with both Great Britain and the House of Ibn Sa'ud, died before the year was out.

Accession of Shaikh Salim, December 1916

He was succeeded by his brother Salim, a man of very different mould. He was an astute, but not a very far-seeing man. Heedless of the fact that Ibn Sa'ud's territories now marched with his along the whole of his southern border, and that his neighbor had by now built up a strong military force by means of his Ikhwan, consisting of fierce and fanatical Wahhabi zealots, he threw in his lot not only with Ibn Rashid, but also with Turkey, thus breaking his brother's treaty obligations with Britain.

Salim was also unwise enough to encourage certain tribesmen in the province of Hasa to revolt against Ibn Sa'ud. Although Salim took no part in military operations on the side of the Turks, he allowed supplies for them to go through his port. In consequence of Salim's conduct, Great Britain blocked Kuwait from February 1918 until the end of hostilities with Turkey, and warned him in July that the assurance which she had previously given to his father would be continued only if he prevented any act in his territory against the interest of His Majesty's Government.

War Between Salim and Ibn Sa'ud

In 1919 Salim was unwise enough to aggravate his bad relations with Ibn Sa'ud still further by quarrelling with him over some frontier question. (The frontiers between their respective realms had never been precisely determined). The result was that Ibn Sa'ud not only placed an embargo on all trade with Kuwait, but even went so far as to order his general Faisal ad-Darwish to attack Kuwait with a body of the Ikhwan. Forewarned of this development, Shaikh Salim sent a force to await the foe at Jahara,

near the western end of Kuwait bay, where there are wells and a cultivated area and where Shaikh Mubarak had built a fort. (This fort is still standing).

In the ensuing battle the Ikhwan were defeated, but the people of Kuwait so feared a further and more serious onslaught that they, in the short space of two months, surrounded their town on the landward side with the existing wall. It is 4 miles long, 14 ft. high, and is pierced by 4 gates. Beginning on the sea shore to the east of the town near Ras al-Ajuza, it runs inland for 1 and $\frac{3}{4}$ miles then westward for some distance and finally turns to the north-west and rejoins the coast between the south-west limits of the town and the modern settlement of Bandar Shuwaikh (where the Kuwait Oil Company has jetties for landing plant and equipment).

Not feeling sufficiently secure even when this wall had been completed, Sheikh Salim sent his nephew Ahmad ibn Jabir (now his Highness Sir Ahmad ibn Jabir as-Subah, K.C.S.I., K.D.I.E.) to come to terms with Ibn Sa'ud. Ahmad had succeeded in winning the friendship and esteem of the Wahhabi monarch when he received news that his uncle Shaikh Salim had died on 27th February 1921. He therefore hastened back to Kuwait.

Accession of Shaikh Ahmad Al-Jabir

Ahmad reached Kuwait on the 29th of March and was appointed Shaikh in succession to his late uncle. The new ruler, besides maintaining cordial relations with Ibn Sa'ud, reverted to the traditional policy of friendship with Great Britain.

Frontier Settlement with Saudi Arabia and Iraq. 1922-3

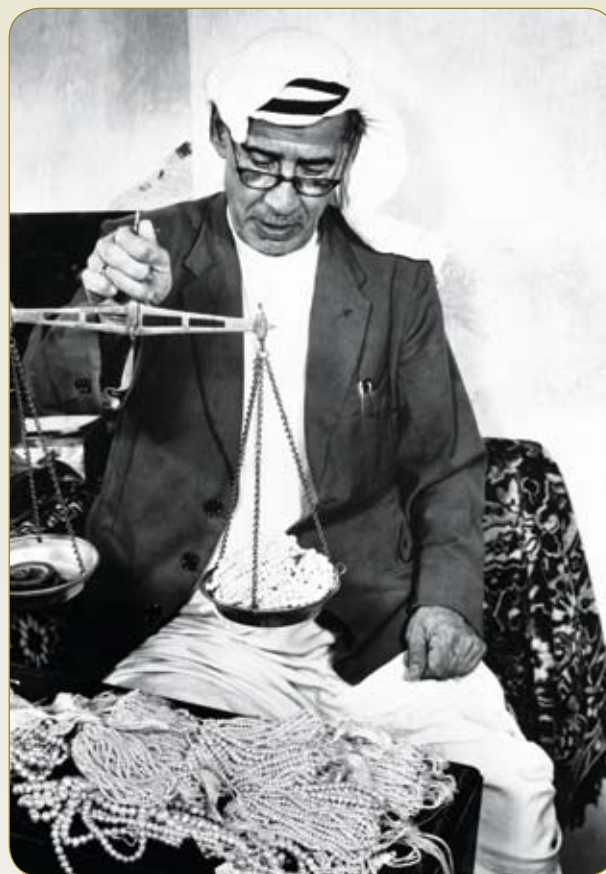
In consequence of the rapprochement with Ibn Sa'ud, Shaikh Ahmad was able to settle by friendly agreement the question of their common frontier (always a difficult matter where areas frequented by nomads are involved). In the convention signed at 'Uqair on the 2nd of Dec.

1922 by Ibn Sa'ud and the Shaikh, it was provided that the frontier was to start at the intersection of the Sha'ib 'Auja with the Batin depression (at the point where the Kuwaiti-Iraqi frontier also begins) whence it was to run just south of east for 56 miles to the point where it interested the 29th parallel of latitude. From there the line followed an arc of a circle, with Kuwait as its centre and a radius of 40 miles, to the coast of the Persian Gulf 3 miles south of Ras Al-Qaliya. As the two rulers had conflicting claims to the territory to the south of this rounded portion of the frontier, they agreed to make it a neutral zone over which each possessed equal rights. The zone, which covers 1800 square miles, has a maximum length of 50 miles from east to west and an average width of 45 miles.

The Kuwaiti-Iraqi frontier was likewise settled by friendly agreement. This frontier, like the one between Kuwait and Saudi Arabia, begins at the point of the intersection of the Sha'ib Aujawith the Batin Depression. It runs north-north-east along this depression for 85 miles, to a point just south of the latitude of Safwan, whence it turns eastwards, passing just south of the Wafwan wells and the conspicuous Jabal Sanam (the reputed site of the ancient city of Teredon or Diridotis) and reaching Zubair Creek between Umm Qasr and the north end of the Khor as-Sabiya. The frontier line then follows the Khor Shatana and the Khor 'Abdullah to the south of the latter, thus including in Kuwait the islands of Warba and Bubiyan.

Between the Two World Wars. The Discovery of Oil

In the period between the accession of Shaikh Ahmad and the outbreak of the Second World War, Kuwait, thanks to his wise and beneficent rule prospered greatly. From the material point of view, the most outstanding event during this time was the granting in 1934 of an oil concession over Kuwait territory (exclusive of the neutral zone) to the Kuwait Oil Company, a concern in which the Anglo-Iranian Oil Company and the Gulf Oil Corporation were jointly interested. After an initial failure to strike oil at Bahra, on the north side of Kuwait Bay, the company turned its attention to Burgan, 28 miles south of Kuwait town. This time the company succeeded in finding oil, and when further wells were also successful, the existence of a major oilfield was proved. The economic consequences of this discovery would be of great importance to Kuwait.



Weighing pearls, undated

A Short History of the Petroleum Industry



Oil Creek in Pennsylvania (source: oil 150.com)

Ancient times

Although the petroleum industry developed only 150 years ago, petroleum itself has been used for thousands of years. According to the Bible, Noah used petroleum as a sealant for his ark and the 'eternal fires' of King Nebuchadnezzar were most likely oil seeping from the ground. Interestingly, one of the earliest discoveries of oil in the Middle East, in 1927, occurred within one mile of the site of these fires. According to Herodotus, asphalt was used over 4,000 years ago in the construction of the Tower of Babylon, the Egyptians used pitch in mummification and to seal tombs, and the Romans used oil from fields in Romania.

Records show that oil wells were drilled to a depth of up to 800

feet using drill bits attached to bamboo poles in China before the 4th century. The recovered oil was then burned to evaporate the water and produce salt. In Japan, oil was known as burning water and has been mentioned in literature from the 7th century. Also, it has been said that the Holy Roman Emperor, Charles V, even used petroleum as a cure for gout. In fact, belief in the medicinal properties of oil persisted until the 19th century when bottles of petroleum were sold as a cure-all.

Surface oil was also used extensively in the Middle East for medicinal purposes, for lamps, and as tar for the streets of Baghdad (8th century). In addition, the oil fields of Baku were described by Marco Polo in the 13th century as producing hundreds of shiploads of oil. The Persian alchemist, Muhammad ibn Zakaraya

Razi (Rhazes), distilled oil in the 9th century and this technology was transported to Europe in the 12th century.

However, even though petroleum was widely used, it was still quite rare as it was collected only when it appeared on the surface or seeped into wells. In fact, often times water wells were filled with petroleum, which at the time was considered a nuisance.



Ignacy Lukasiewicz
(source: en.wikipedia.org)

Birth of the oil industry

It was not until 1853 when oil distillation was developed that the modern oil industry began. Ignacy Lukasiewicz, a Polish scientist, built the first distillery and the resulting kerosene was in high demand for lamps. Previously, whale oil was used in lamps, but overhunting and the decimation of the population of certain species of whales led to a search for a replacement product.

That replacement product was crude oil. In North America, one of the first commercial oil wells was drilled in Canada in 1858 by James Miller Williams and a year later oil

was discovered in Pennsylvania by Edwin Drake. Although Drake's well near Titusville, Pennsylvania, was only able to produce 35 barrels/day, one barrel sold for about \$20, a large sum in those days. Also, news of the discovery rapidly spread and fortune seekers arrived in the area to prospect for the black gold. The Pennsylvania 'oil rush' had begun and at the turn of the century the State was producing half of the world's oil. Wells were drilled with cast-iron pipes and a screw-like drill, and once oil was hit, it often gushed to the surface. At the time well caps did not yet exist and the escaping oil flowed into Oil Creek. The increase in production of oil resulted in 3.5 million barrels/year by 1865 and the price dropped to ten cents a barrel.

Exploration was taking place in other parts of the country and in 1901 Anthony Lucas struck oil at Spindletop Hill, Texas. His well was a gusher and produced 100,000 barrels/day, which was more than all of the other wells in the country combined.

The early refineries were known as "tea kettle" stills because they looked like large tea kettles. Coal was used to heat the kettle and a long tube functioned as a condenser. 75% of the refined product was kerosene or "lamp oil" with the remaining 25% consisting of naphtha, which boiled off, and heavy oils and tar, which remained in the bottom of the kettle.

However, the industry grew slowly at first and it was only in the 20th century after the invention of the internal combustion engine in 1895 and the corresponding need for oil, diesel, and gasoline with the advent of the automobile, that the industry really took off. The importance of oil was evident for the first time during World War I, when control of the supply of oil and its derivatives impacted the course of the war. This scenario would repeat itself in World War II, when Allied control of oil

supplies from Baku and the Middle East impacted the ability of the Germans and the Japanese and led to the ultimate victory by the Allies.



John D. Rockefeller
(source: thebsreport.wordpress.com)

John D. Rockefeller

One of the most significant developments in the oil industry in the USA was the establishment of a refinery by John D. Rockefeller in 1862. In an attempt to bring order and stability to the pricing in the oil industry, Rockefeller recognized the key role of refining and transportation rather than production. Consequently, he set out to control the industry and in 1870 established Standard Oil. Rockefeller made secret deals with the railroads to get shipping rebates, and cheap transportation allowed Standard Oil to offer its product at a lower price than the competitors, make more profit, and gradually buy-out the same competitors. Gradually gaining control of refining, the company soon controlled 90% of the country's refining capacity and Rockefeller became the richest person in the world.

The Rise of OPEC

The United States would continue to be the most important oil producer on the planet until the 1950s when the Gulf Countries would take over. In 1959, the US restricted oil imports from the Gulf and turned to Canada and Mexico for oil. The result was that the five largest oil producing countries (Iran, Iraq, Kuwait, Saudi

Arabia, and Venezuela) formed the Organization for Petroleum Exporting Countries (OPEC) in 1960 and gained control of the world oil market.

The 1970s witnessed a crisis in the oil markets when distrust between the Arab countries and the US resulted in a decrease in oil production in the Middle East and a corresponding increase in price. It was also a time of nationalization of the many oil companies as government's took control of their own fields. Today, approximately 80% of readily accessible oil reserves are in the Middle East, and is one of the major reasons for the politically tense situation in the region.

Beyond oil

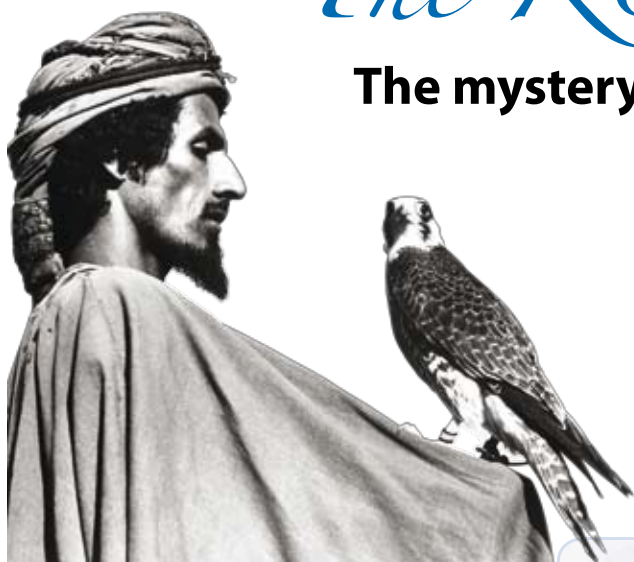
The search is on for alternate sources of fuel, but oil still remains our most important source of energy. Although vehicles, machines, and furnaces consume most of the oil, petroleum is also important in pharmaceuticals, plastics, textiles, and fertilizers. Indeed, our age is rightly named the Petroleum Age and we could not have developed and sustained our current population without oil.

How much petroleum is left in the ground remains unknown. In addition, how much of the petroleum can be recovered also affects how long we will be able to depend on this resource; there are some that say that continual advances in technology will ensure the production of oil will continue for a long time as unconventional reserves such as tar sands, bitumen fields, and oil shale are exploited.

Regardless, most experts agree that the supply and demand scenario, particularly with world demand expected to double in the next 10-15 years, means that the age of cheap oil is over. Higher prices will mean hardship for many, but will also put the pressure on to develop reasonable alternatives.

The KOC Logo

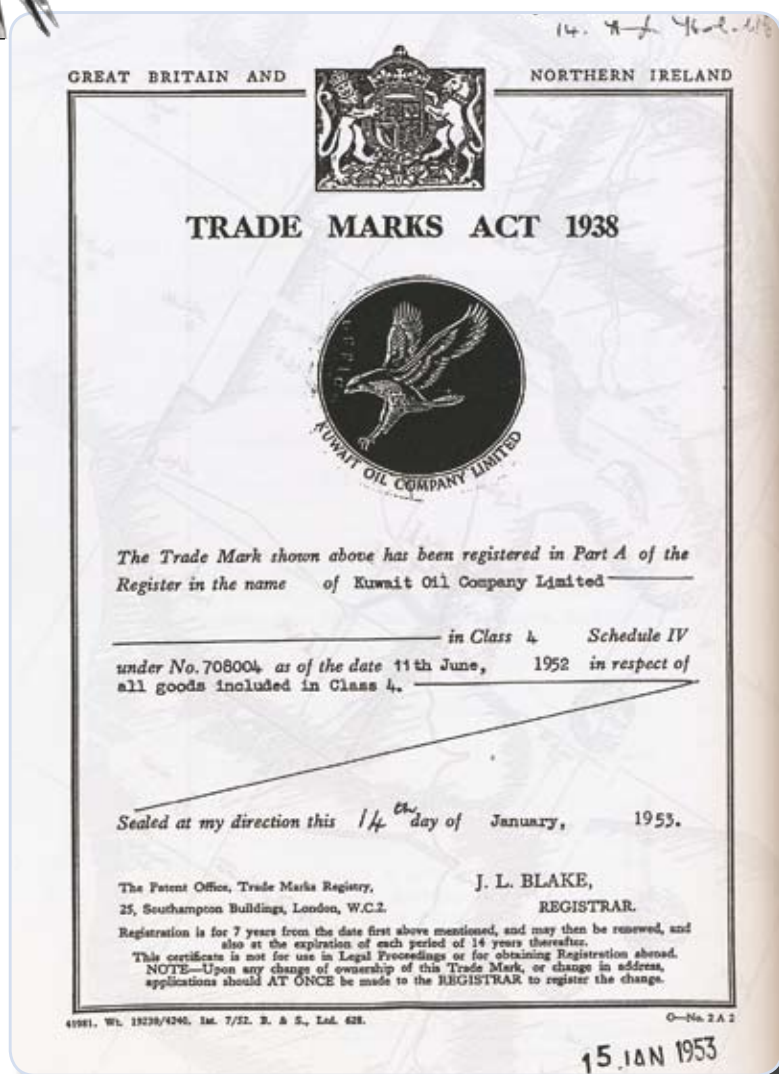
The mystery behind the bird



The symbol of the Kuwait Oil Company (KOC) is a bird in a circle, but what bird is it? There is some debate within the Company as to whether the bird is a Hubara Bustard or a Falcon, and both sides have valid arguments.

One of the legends regarding the discovery of oil in Kuwait had a bird flying overhead directing explorers to a patch of land where oil was seeping out of the ground. Some reports say that the bird was an Asian Hubara Bustard (*Chlamydotis macqueenii*), which was common at the time in the Kuwaiti desert (only parts of Saudi Arabia, Yemen and Oman still have breeding populations today), while others insist that the bird was a falcon, a bird also common to the desert. If one looks at early photos from the Company archives, one sees the logo with a bird with white dots on its side, typical of a Hubara Bustard. However, as the logo developed over time, the bird lost its white dots and came to look more like a falcon preparing either to land or to grasp prey.

The idea of the bird being a Hubara Bustard would explain the presence of the Hubara Center, which was built



early in the Company's history, in the 1940s. The naming of the center at the time after the Hubara bird clearly indicates the important role that the bird played in the Company, and could be a connection with the logo.

However, given that the falcon preys on the Hubara Bustard, having a predator as a company logo seems more impressive than having prey. After all, a falcon is a majestic animal while a Hubara Bustard is, well, somewhat ordinary. The idea of a falcon flying overhead searching for prey ties in with the concept of an oil company searching for oil. Also, the Arab love of falconry to this day would make the falcon as the symbol of KOC more representative of not only the State of Kuwait, but the entire region.

Going back to original Company documents should be able to clarify the mystery, the only problem is that the original documents can no longer be found; most likely they went missing during the 1991 invasion when much of KOC property was either stolen, thrown away, or damaged. However, registration of the trade mark logo solves the mystery. On the 11th of June, 1952, the trade mark was registered under the Kuwait Oil Company Limited according to the Trade Marks Act of 1938 at The Patent Office in London. On the Certificate of Registration (see inset) the logo is described as a "falcon-device", clearly proving that the bird was indeed a falcon from its inception.

106660

Certificate of Registration.

— — — — —

Nature of Copyright Trade Mark.

Country Grest Britain.

Number 708,005 **Date** 11.6.52 **Class** 19

Duration 7 years, renewable.

Proprietor Kuwait Oil Company Limited.

Description "FALCON-DEVICE".

Goods Asphalt, pitch and bitumen, and 11 goods included in Class 19 incorporating any of the sforessaid substances

Taxes due 11th April, 1952, and 14
early.

Remarks _____

Edward Evans & Co.,
Consulting Engineers and
Chartered Patent Agents,
Head Office:
27, Chancery Lane, London, W.C.

Ample time should always be allowed for the payment of Taxes.
It is our custom always to give timely notices of the steps to be taken to maintain Registrations in force, but no responsibility is undertaken to issue such notices.



إحدى شركات مؤسسة البترول الكويتية
A Subsidiary of Kuwait Petroleum Corporation

KOC logo through time, 1940s to today



The History of The Kuwait Oil Company

A diamond in the desert

How it all began

The Kuwait Oil Company came into existence in February of 1934 and its first significant event was on December 23 of the same year (see inset) with an agreement between the Anglo-Persian Oil Company (which would later become British Petroleum) and Gulf Oil Corporation (which would later become Chevron), actually traces its beginnings back to 1911 when the Anglo-Persian Oil Company first attempted to obtain an oil concession in Kuwait. Petroleum geologists were pessimistic about finding oil in Arabia, but one man, Major Frank

Holmes of New Zealand, did indeed discover oil, in 1932, in Bahrain. Holmes success in Bahrain was the basis for his obtaining the concession in Kuwait, which ultimately led to the discovery of oil in the country in 1938. Called the 'Father of Oil', he played an important role in Kuwait's oil history, and was a good friend of Sheikh Ahmad Al-Jaber Al-Sabah, the first of the oil Sheikhs. Holmes, working for Gulf Oil Corporation at the time, along with Archie Chisolm of the Anglo-Persian Oil Company ended the long-standing rivalry between the two companies with the signing of the concession and the



Sheikh Ahmad Al-Jaber Al-Sabah

Oil Concession Agreement 1934

In the Name of God The Merciful The Compassionate

This is an Agreement made at Kuwait on the 23rd day of December in the year 1934 corresponding to 16th day of Ramadan 1353 between His Excellency Sheikh Sir Ahmed Al Jabir Al Sabah, Knight Commander of the Most Eminent Order of the Indian Empire and Companion of the Most Exalted Order of the Star of India, the Sheikh of Kuwait in the exercise of his powers as Ruler of Kuwait on his own behalf and in the name of and on behalf of his heirs and successors in whom is or shall be vested for the time being the responsibility for the control and government of the State of Kuwait (hereinafter called "The Sheikh") and the Kuwait Oil Company Limited a Company registered in Great Britain under the Companies Act, 1929, its successors and assigns (hereinafter called "The Company").

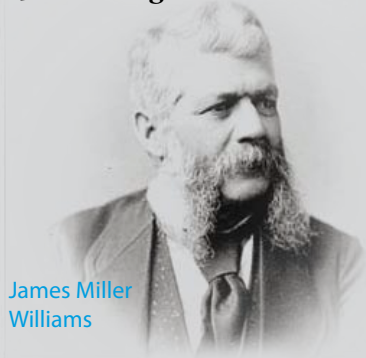
start of a cooperative association.

The discovery of oil could not have come at a better time; the Kuwait economy had been dependent on the pearl trade until the 1930s, but the introduction of cultured pearls was threatening its main source of income and the future looked bleak. Sheikh Ahmad Al-Jaber Al-Sabah expressed his feelings about the discovery to Colonel H.R.P. Dickson, the British Political Agent at the time, stating that he hated to see the old desert way of life and the traditional past disappear, but he knew that oil

would bring untold wealth to the State. "I must do this for my people (sign the concession agreement), even if it will bring undesirable things to my country. We are poor. Pearling is not what it used to be so I must sign", he said.

KOC's first well was drilled at Bahrah on the north shore of Kuwait Bay;

150 Years Ago



James Miller Williams

1858 was the year that James Miller Williams of Upper Canada (the country of Canada did not exist until 1867), struck oil. However, because he left no record of his work, credit



Edwin L. Drake

is given to a find that took place one year later by Edwin L. Drake of Pennsylvania. The drilling of his well is considered to be the start of the oil rush and the beginning of a life dependent on oil.



by 1937, the well was drilled to nearly 8,000 feet, but no commercial quantities of oil had been found. Consequently, it was decided to move the drilling rig to a more promising site in the southern Burgan Field.

Oil was subsequently discovered in the Field on February 22, 1938. On May 14th of the same year, the discovery well was completed at a total depth of 3,692 feet. It was a gusher. KOC had tapped into what would prove to be one of the largest oil fields, in terms of recoverable oil, in the world. 10 wells were drilled in the following 6 years, when operations were ceased due to WWII and the possibility of an enemy attack. Resources required for the oil industry were diverted to the British war effort and the development of oil in Kuwait lagged behind that of neighboring countries.

Burgan Field

The Burgan Field, starting with well BG-1 (which is still in operation



Col. H.R.P. Dickson

Agent in Kuwait, in 1937:

He and his wife, Violet, were living in a bungalow in an oil camp that had a large sidr tree growing in the center of the compound. One night there was a great sandstorm, a 'never-to-be-forgotten night', according to Dickson, which was so powerful that when he awoke, he turned to his wife, told her the dream he had been having, and asked



BG-1, the first oil well in Kuwait

today), was the start of oil production and is now synonymous with oil in Kuwait. In 2004/2005, 86% of production came from the Burgan reservoirs, and the oil quality is considered very good with an API of 30 and sulfur content of about 2.6. According to a Kuwaiti Digest article from October 2005, Burgan's discovery began with a dream by Colonel Dickson, the British Political

her to write down every detail. His wife recounts, "the dream was very powerful and involved a beautiful woman coming out of a sidr tree, but we couldn't make it out. So a few days later we drove out to see a Bedu woman and I took my pencil and paper and wrote down everything she said. The woman's interpretation was that oil would be found near the sidr tree south of

Kuwait at Burgan, instead of north where the Company was drilling.” Colonel Dickson was so impressed with the old woman’s interpretation of his dream that he immediately told the story to the KOC General Superintendent, L.D. Scott, the Drilling Superintendent at Bahra, Mr. Rakestraaw, along with several other witnesses. Dickson also told the Amir, Sheikh Al Jaber Al Sabah. Two months later, the seismic party started work round Burgan Hills, and almost immediately struck what appeared to be a ‘good oil structure’ near the single sidr tree by Ja’aidan wells.

After WWII

Operations resumed after the war, but procuring materials in a disrupted commercial world proved very difficult. As such, it was a great accomplishment to build the GCs, pipelines and submarine oil lines, and storage tanks, not to mention the administrative and servicing facilities.

Drilling wells in Kuwait was fortunately not a problem and in addition to Burgan, exploration resulted in the discovery of the Ahmadi-Magwa and Raudhatain fields in the 1950s. Normally, a well could be drilled and brought into

production in 35 days.

The first shipment of oil, in 1946, was one of the most significant events for KOC and was commemorated in 1996 (see inset). In 1949, the first port was completed and was named Mina Al-Ahmadi after the late Ruler. Also at the end of the 1940s, oil began to play a decisive and effective role in the economics of the country, leading to a spate of activities concentrating on the development of the country. For instance, as the pace of exploration and drilling activities continued to grow, the demand for new water supplies as a result of urban development also increased. KOC recognized that water imports from its northern neighbor were insufficient in terms of volume, and were also very costly. This problem was overcome in 1953 with the construction of a million gallon/day seawater desalination plant at Mina Al-Ahmadi. While small in comparison to today’s five giant desalination plants, which have a daily combined production of nearly 250 million gallons/day, Kuwait’s first desalination plant was at the time the largest in the world.

In 1952, the first structural grid of

Kuwait was planned, with the aim of providing a network of modern roads to suite the volume of traffic. Also at this time, 40 residential areas and the ring roads were introduced. With the continued oil prosperity of the 1950s came the wholly predictable urban explosion. By the 1970s, oil had made the State very wealthy and in fact, Kuwait had reached the status of one of the richest countries in the world, based on per capita income. The population of Kuwait also grew accordingly, with 75,000 inhabitants in 1950 and 1,355,827 in 1980.

The Iraqi invasion of 1990 brought with it the destruction of much of Kuwait. Most notably, the Iraqi Army’s ‘scorched earth’ policy resulted in total destruction as the army retreated back to Iraq. Of KOC’s 1,555 producing wells, including those shared jointly with Saudi Arabia in the Partitioned Neutral Zone, more than 700 wells were torched or destroyed while another 100 were damaged and left inoperable. Additionally, 80% of the Kuwait oil industry’s infrastructure was destroyed by the fleeing invaders and KOC’s Gathering Centers, Tank Farms, loading terminals and buildings and facilities were damaged.

Speech by the Ruler of Kuwait at the Ceremony on June 30th, 1946 Commemorating the First Oil Shipment

“Everyone of my people and my friends will rejoice with me in this happy event, which by the grace of God is for our future welfare. I thank God for such an opportunity as this which will help us to continue to carry on various improvements which we desire for the happiness and welfare of my State and people.

I wish to mention the assistance rendered to us by the Company during their operation in my State. Also, I thank His Majesty’s Government for their help for the success of the operations, as well as my personal friends the Company’s Directors, both British and American.

I also offer my thanks for all the Company’s staff, all of whom have rendered such valuable assistance. I trust that our friendly relation with the Company will continue to exist in a spirit of cordiality and goodwill”.



Sheikh Ahmad Al Jaber Al Sabah opening the silver handled valve to start the flow of oil through the submarine line to the tanker “British Fusilier”



Oil fires burn out of control

Restoration of Kuwait's oil production after the war was achieved in two phases: 1. The Al-Awda Project focused on mine-clearing, access to firefighters, extinguishing of blazes, and re-capping of wells, and 2. The Al-Tameer reconstruction phase had the objective of restoring production to pre-war levels.

KOC becomes Kuwaiti

Preparation for Kuwaiti control of the oil industry was started from the beginning and a Kuwaitization policy was implemented in the 1940s. In 1946 the Company started work on building its first Training Centre for the teaching of Kuwaiti nationals. Although the process may have seemed somewhat slow at the time, it was limited to the number of nationals, with the necessary education, availability and willingness to be trained, to work for the Company. Thus, the early years were devoted to the training of nationals with little or no formal schooling for skilled and semi-skilled artisan and operative posts. The early sixties saw the beginning of Assistant Operator Training Programs for those with a minimum of eight years of completed schooling, and the late sixties and early seventies witnessed the introduction of a wide variety of training programs for young nationals with secondary education.

1961 was a momentous year, not just for KOC but for Kuwait; on June 19th, the British government relinquished its 62-year-old protection agreement, giving Kuwait independence. Also, a new flag was unveiled, the Kuwaiti Dinar became the official currency, and KNPC was formed and took on responsibility from KOC for downstream operations.

By the 1970s, total Kuwaiti administrative control of the industry had been reached and Kuwaitis represented the largest national group in KOC, with the Company being second only to the government in the size of its Kuwaiti workforce. Mr. Ahmad Mohamad Ja'afar, who became the first Kuwait-born General Manager of KOC in 1974, was appointed Chairman and Managing Director in 1975, and made it clear at the time that nationality was no substitute for experience and that promotion would still be based on a man's ability to do the job.

On December 6th, 1975, the State of Kuwait took over full control of its oil resources as both British Petroleum and Gulf Oil relinquished their 40% control of KOC. The Minister of Oil at the time, Mr. Abdul Muttaleb

between the State of Kuwait and BP and Gulf, a relationship that is based on mutual understanding of each other's interests and on dealing with each other in a business-like manner... In these negotiations both BP and Gulf have shown full understanding of Kuwait's national interests and objectives. In appreciation of this spirit, I would like to assure you that Kuwait, while it will uphold its national rights and responsibilities, will always consider the new relationship with BP and Gulf on the basis of cordiality and continuing and developing friendship... The coming historical phase represented by the complete takeover of our natural resources is a new development which necessitates the cooperation of all to take part in the building up of our human and natural resources and the creation of a wholly independent oil sector to play its part in supporting our national economy and increasing the national income as a contribution to the progress of our country."

By 1980, the State's need to establish an agency to coordinate energy policy, exploration and development, exports, refining, marketing and



KOC Main Office

Al-Kazimi, said after the signing, "In these historical moments, we are putting to an end an old relationship that has served its purpose and we are laying the foundation of a new and more appropriate association

investment was met with the creation of the Kuwait Petroleum Corporation, chaired by the Minister of Oil. KPC then amalgamated the four existing State-run companies under one umbrella.

KOC town – Ahmadi

The town of Ahmadi, built for and by KOC for its employees, is named after the first Governor, Jaber Al-Ahmed Al-Jaber Al-Sabah, who held the position from 1949 to 1962. Developing from a cluster of tents and temporary buildings in the 1930s, Ahmadi has grown into a full-fledged town with all of the social, cultural, entertainment, and sports facilities typical of any town. In 1948, the Assistant Managing Director of KOC wrote:

...hundreds of buildings have been erected for housing, hospitals, clubs, cinemas and stores of all kinds. Of necessity a great many of these buildings are of a temporary nature. However there have been some few of the permanent type which gives one just a slight hint of what is yet to come. In the next three or four years Ahmadi should be completed. With its air conditioned clubs, hospitals, schools and churches, and with its swimming pools, tennis courts and golf course...it will be a garden spot comparable to any in the world today.

Although some may have laughed at this ambitious scenario, indeed all of what he predicted, plus more, came to pass in a very short time-span. By the 1960s, the orderly streets and planted trees were an oasis in the desert. All of the shops which were spread around Ahmadi were conveniently brought together in covered arcades as the Ahmadi Shopping area was completed in 1961, with over 80 shops ranging from barbers, shoe repairers, tailors, grocers, jewelers, a photographic studio, and a pharmacy.

According to a Kuwaiti Digest article from 1958, life for the average company employee was a pleasant one. But it was not always so; in the



KOC housing in the 1940s



KOC housing today

expansion years of 1947 and 1948 it was a downright hardship for many. However, the knowledge that its employees' welfare was one of the Company's greatest considerations helped many men to "stick it out". Providing a suitable living for its employees meant more than just housing, and the employees canteen opened in 1956 to supply meals at a low price. The dining hall seated 759

people and served mid-day meals.

The Company was also concerned from day one with the health of its employees and their families; KOC's health services started in 1947 with the arrival of the first company doctor. Also in 1947, the Company chartered a small Rapide aircraft for short trips and in 1948 a Viking went into service bringing fruit and vegetables from Iraq.

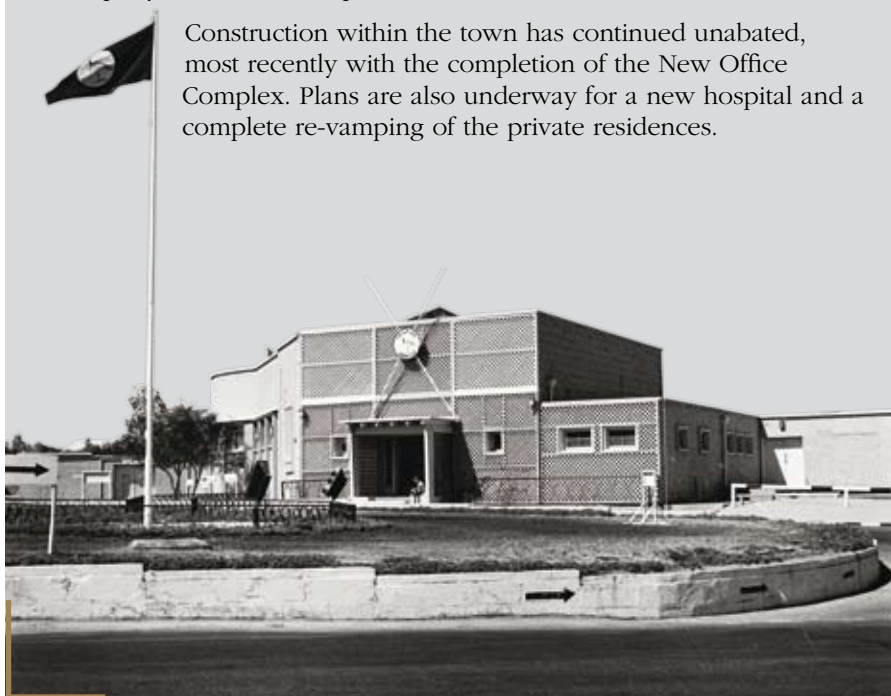
In 1945 medical services provided by the American Mission Hospital in Kuwait City and in 1948 temporary facilities were provided in buildings adjoining the Main Office in downtown Kuwait. By 1959, the hospital at Magwa had 349 admissions and 18,804 outpatients, according to statistics in TKD 1960. Ahmadi Hospital, begun in 1958, was completed in 1960, and was originally known as the Southwell Hospital after Sir Philip Southwell, KOC C&MD from 1946 to 1959.



Queen Elizabeth II visits the Display Center

According to Tony Willcocks, who worked for KOC in various positions for 13 years starting in 1949, KOC started building brick houses in 1954-1955 when Abdullah Al-Ghanim established a brick-making plant in Shuwaikh. Before that, there were some pre-fabricated Swedish wooden houses and aluminum houses from America, as well as Permanent Married Quarters of concrete blocks. Air-conditioning became wide-spread by 1955. The Display centre was opened in 1956 with the purpose of educating both Kuwaitis and foreigners on the oil industry. Opened by Willcocks, it was state-of-the-art at the time, with 3D displays. "When the Company decided to build an exhibition to tell people what it was doing in Kuwait, they needed a person to run it. They didn't have anyone with that experience, but they knew I had worked in many departments and had a good knowledge of how the Company worked," he explained.

Construction within the town has continued unabated, most recently with the completion of the New Office Complex. Plans are also underway for a new hospital and a complete re-vamping of the private residences.



The Town of Ahmadi today

KOC Today

In comparison to today's operations, what KOC loaded in its first six months, it can now load in two days. In fact, the gravity-feed system, which had been upgraded and improved over time, remains today one of the largest, most efficient and environmentally safe loading systems in the world.

In addition to improvements in regular operations, KOC also focuses on the softer side of the business and HSE and Corporate Responsibility have increased in importance over the years and are now top priority. This is evidence in the amount of community support that the Company gives and on its various HSE-related campaigns and the yearly C&MD HSE Awards.

The relationship between KOC and its two founding partners continues, especially in the area of technology acquisition and transfer, training, and development. Looking to the future, KOC is in a good position through agreements with international oil companies and Kuwaitization resulting in a skilled workforce to continue in exploration and development, thereby continuing to secure Kuwait's future. KOC and the Town of Ahmadi are, and will remain, a diamond in the desert.

A Time Gone By

Ibrahim Al-Busairi remembers

Born in Kuwait in 1944 and having spent his entire career with the Kuwait Oil Company (KOC), Ibrahim A. Al-Busairi is a wealth of information on Kuwait and KOC history. In fact, he is one of the generation that was born soon after the discovery of oil, which heralded the modern and prosperous Kuwait of the early fifties.

My early childhood was spent in Kuwait in one of the old neighborhoods along the shore of the Gulf. My time was divided between swimming just across from my house, playing soccer, camping, hunting for birds, and attending the Sharqiah and Motannabi elementary schools. I used to walk to school, along with my younger brother and a small army of neighborhood boys. These same boys went on to Shuwaikh Secondary School with me and are still very dear friends; we still get together on a regular basis to talk about the old days.

In the 1950s, increased prosperity allowed more citizens to travel beyond the region and my family took trips to Lebanon, Syria, and Egypt, which exposed me and others of my generation to Arab culture and history. It was also a time when the government started sponsoring Ku-



Ibrahim Al-Busairi
Former KOC employee

waiti students to study abroad and I was high enough in my class to get one of these scholarships to study in the USA.

Consequently, in 1962, I went, along with my brother and some members of my class to the Blair Academy in New Jersey, where we repeated our senior year. Like the others, I had high marks in English and math, and we were, of course, the stars of the soccer team. Luckily for us the culture shock was not overwhelming as we had a lot of prior knowledge and understanding of the US, and most of the world, from media, films, television, and personal travel. Also, I was an avid reader of Time and Reader's Digest

magazines, which were provided to me by my uncle and which gave me information and an understanding of American society and culture. However, it was still a different culture and we spent more time explaining and informing the Americans about ourselves, Kuwait, and Arab culture and history, than we did learning about the US culture. As we were young and adaptable, we soon became used to life in America.

After high school, I was enrolled in the University of Wisconsin and later transferred to Carroll College, where I earned a BA in Business Administration. I also had the opportunity to study for an MBA, but circumstances forced me to return to Kuwait halfway through my studies.

So in 1972, I found myself back in Kuwait and looking for a job. With my business degree, I was interested in working at banks and financial institutions. However, my old teacher, Mr. Suleiman Muttawa, who was at the time the Manager-Career & Development at KOC, found out that I was in Kuwait and asked (insisted) that I join KOC. Well, you can never disobey your teacher! In addition, having 'lost' my brother to KNPC, Mr. Muttawa was not about



to lose another one of his students to KNPC or any other organization. Mr. Muttawa's mission was to recruit all suitable US Kuwaiti graduates for KOC, and he did just that! Indeed, his many services to KOC and the State of Kuwait should be acknowledged and properly appreciated.

I was assigned to the Material Department, which was responsible for the procurement, storage, and inventory control of all KOC material requirements. My first job was as a Stock Controller responsible for the maintenance, categorization and replenishment of specific sections in the inventory. The General Superintendent of the Department was a crusty, humorless BP man who thought he was a Field Marshall in the British Raj. The staff was terrified of him. For some reason, he was a little friendlier to me and actually called me to his office to talk and check on my progress. His deputy, the late Mr. Jassim Al-Obaid, eventually became the General Superintendent a year later.

Mr. Al-Obaid was a very decent and friendly man with knowledge and experience in commercial affairs, and who had many contacts in the Kuwaiti business community. Much like his predecessor, Mr. Al-Obaid kept me close and would check on my work and progress. I gained a lot from my association with him, especially with business contacts. During that time, I was promoted to

Senior Stock Controller responsible for a section in the Stock Control Division. At the time, the Material Department was staffed with British, Arabs, Indians, old Kuwaitis, and young Kuwaitis like myself. Like many other KOC staff, I attended training courses in-house, as well as in the UK and USA, in management, material control and procurement. But the best training was on the job, which meant observing, asking, and learning from others. All of this was part of the Kuwaitization process, which in a few years propelled young and mostly western-educated Kuwaitis to leadership positions in KOC, KNPC, and beyond.

One day, in February of 1974, Mr. Al-Obaid called me into his office and completely shocked me by saying that I would become the new General Superintendent. I reminded him that I was just a Senior Stock Controller and need to be a Superintendent first. He laughed and said, "details, details". To make sure that I got the message, my wife and I were invited to tea by the BP General Manager-Administration at his house. That was like a formal blessing.

It was tough going at first trying to manage a department with three divisions and with many functions, locations, and responsibilities in dealing with the many KOC departments as well as local and international businesses. I had a staff

of about 100, plus a large number of contract personnel. In addition, I was also in charge of unloading ships carrying goods for KOC at Mina Al-Ahmadi and safely storing explosives used in drilling operations. I was also amongst the first to be called in cases of emergency, which happened a lot.

But [I thought] I had the best job in the world.

The 1970s were a time of change for KOC as it became a fully Kuwait-owned company with Kuwaiti management at all levels. There were also many changes in the Company's material function; I proposed the modernization and consolidation of the stores facilities to meet the additional material requirements of the Gas Project, amongst others. The number of stock items went from 53,000 to 120,000, at the same time that the huge OASIS project, which involved many people in KOC and abroad in the total computerization of the Stores & Account System, was being implemented. OASIS was a British Petroleum (BP) system and even though BP had problems with it, our Computer, Accounts and Material Department had dedicated staff that worked hard and made it successful.

In 1977, the KOC management decided, after one of those made-to-order studies with a pre-determined conclusion, that the Material Depart-



ment was just too big. Therefore, it was split into Purchasing and Stores and I was re-designated General Superintendent-Stores responsible for stores and inventory control. After another made-to-order study with a pre-determined conclusion, it was decided that I needed further training. Actually, I was designated a major project of the Training Department! After three months of training in the UK, I returned to KOC and was assigned as General Superintendant-Special Duties. Two years later, in 1979, Mr. Muttawa informed me that I was to be promoted to Manager-London Office.

I arrived in London in 1980 with my family, and although the transfer was a little rough at first, we all acclimated to an almost permanent life in the city. The KOC London Office was responsible for the functions of recruitment, purchasing, training, medical referrals and public relations, as well as representing KOC in dealings with BP and other organizations. The decade was very good as Kuwait and KOC were prospering and were highly regarded in the UK. Best of all, there was peace for most of the world and my family and I were able to enjoy life in the UK.

The creation of the Kuwait Petroleum Corporation (KPC), however, resulted in the marginalization of the KOC London Office and we vacated our premises to KPC and moved into smaller offices. Our staff was cut by half and it was only a matter of time before a manager would not be needed to run such a small office. So in 1989, I returned to Kuwait as Manager-Special Duties reporting to DMD-Administration with duties including preparing reports regarding personnel and material procurement issues.

My family decided at this time to move to the USA, so I was alone in Kuwait. This turned out in retro-

spect to be a good thing as the Iraqi Invasion took place shortly after my return and I was thankful that my family was safe. The Invasion itself was a surprise to me and like many people, I woke up one day to find out that we had been invaded and were under Iraqi control. Everything changed in that instant because we were no longer in control of our situation. Not surprisingly, there was a lot of fear and uncertainty at the time. I stayed with my youngest sister and her family and like most people we just hunkered down and stayed inside except to get food and supplies and to check on family and friends. The only real news we had was from BBC and from television, when it was not interfered with.

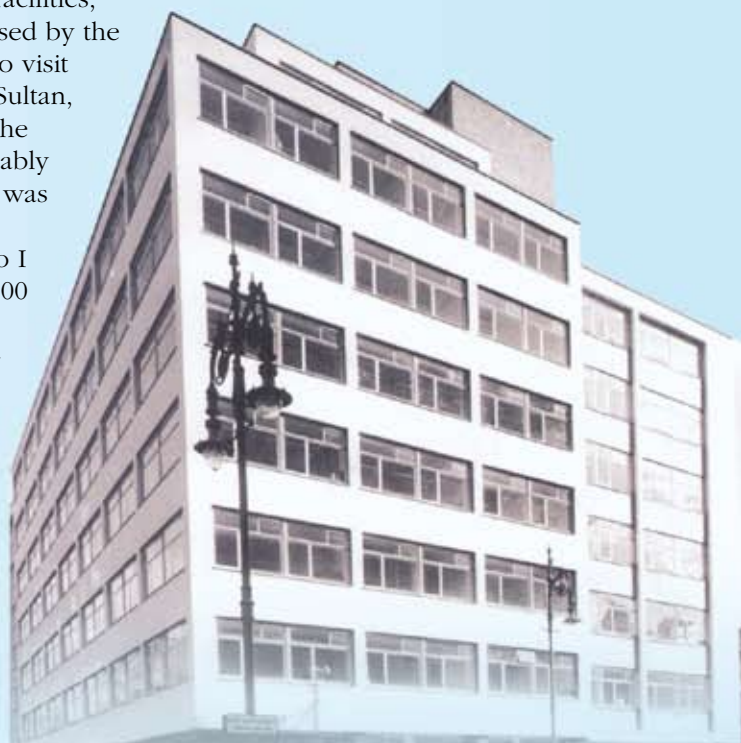
During the entire time of occupation, I made only three trips to Ahmadi and they were adventures. There were very few KOC employees in the Main Office and other buildings and when I went to the Material Department, I found an Iraqi officer sitting in my old office. He seemed to be in charge, but actually there were many brave Kuwaiti staff running the facilities, in spite of the dangers posed by the occupiers. I was grateful to visit my late friend, Dr. Bader Sultan, who was still working at the hospital and doing reasonably well. Unfortunately, there was no money in the Account Department for salaries, so I had to make do with KD200 that I got from my bank for the duration of the occupation. In late October of 1991, I was able to escape with my sister and her family through Saudi Arabia and was eventually re-united with my family in the USA.

After the liberation, I returned to Kuwait and reported to the Compa-

ny. However, because of the turmoil and other circumstances, I was told to wait for further instructions. There were no further instructions, and in 1995 I was officially retired from KOC.

In the intervening time, I managed to establish an exporting company with an office in the US. My company exports primarily oil industry equipment and supplies and my customers are the oil companies and trading houses in Kuwait. It was through my experiences and contacts, both in Kuwait and internationally, that I gained while working for KOC that gave me the base for my business.

Like many of my colleagues I am very grateful for the chance to have worked at KOC. I am also very grateful to those who helped me and to all the people with whom I had the honor to work with at KOC. The people of Kuwait really are blessed, not only because of the wealth but also for the shared leadership that wisely used this wealth for the benefit of Kuwait.



KOC's London office

A 'Troublemaker' Triumphs

An interview with former Chief Fire Officer, Mr. Hussein Ali Asad

Translated from Al-Kuwaiti Magazine

Hussein Ali Asad joined the Kuwait Oil Company (KOC) in 1950 as a pump attendant and rose through the ranks to become the Chief Fire Officer in 1968. Below he shares some of his memories of his life and his time with KOC.

The beginnings

The start of my life was interesting as my birth date was not known for sure; in those days there were no birth certificates or registration, but rather people's birthdays were associated with specific events. It is said that I was born in the year of Haddama, which would be 1932 or 1934 and my mother told me that I was most likely born in 1934. I believed this until the 'teething process', which estimates the age of a person according to the state of their teeth, was introduced to issue formal birth certificates and my birth date was established as June 16th, 1932.

I was born in the Freij Ghneim area of Dira and spent my childhood in Freij Saud. I was still living in Feij Saud when I started working for KOC, but with the increasing rent and hardship, I moved to an old house in Fahaheel. As I was promoted within KOC, the Company moved me to Al-Ahmadi and I lived there for about 50 years before retiring and moving to Fintas.

Starting at KOC

During the late 1940s and early 1950s, living conditions were not easy and it was necessary for me to get a good job. I went to the KOC office, which at the time was located at the General Post on Fa-



Hussein Ali Asad, former Chief Fire Officer

had Al-Salem Street in Kuwait City. Interestingly, this same office was later renovated and became the seat of the British Council in Kuwait. I was not hopeful when applying for a job due to my age and the fact that I had dropped out of high school. However, I spoke with Mr. Abdul Rahman Al-Atiqi, who was working at KOC at the time and is currently the Amiri Diwan Advisor, and informed him about my situation. He assured me that I was "still young", and a few days later I was employed as a switchboard operator, most likely due to my good command of the English language. I had always admired the English language.

The recruitment process at the time was very different to what it is today and an applicant needed to bring an official paper from the

office of the Emir, who served as a link between the Company and the Government of Kuwait. Kuwaitis, who were mostly sailors, could only be employed at KOC after receiving this 'nomination' document. KOC was the best option for Kuwaitis, particularly since sailors were otherwise forced to spend at least 6 months overseas. As KOC was heavily concentrated in drilling at the time, the demand for local labor was high. Trained technicians were being brought from overseas, particularly from India, but the Kuwaitis were used in jobs that required great physical ability, which suited the sailors and shipbuilders.

There were no media facilities and, therefore, the government announced job opportunities on a large billboard on Balder Al-Gharaballi Street. Kuwaiti sailors used

to go to Ahmadi to find a job and ended up waiting outside the KOC premises as beggars. A British official used to come out of his office just once a day and select whomever he wanted. We used to pay a half rupee as a fare from Safat in Kuwait City to Ahmadi Town in the hope of securing a job.

I have to say, however, that I had a rocky start with the Company; in the beginning I was ignorant of the laws and regulations governing the work I was doing and consequently, made a few mistakes. Mr. O'Connor, the person in KOC responsible for communications was not aware of these mistakes, but one of my colleagues informed him. As a result, a warning was issued to me. I confronted my colleague, which resulted in a fight, and ultimately my dismissal.

Re-starting at KOC

I tried to return to work, but to no avail; I approached Mr. Al-Atiqi,



Hussein Ali Asad
Former Chief Fire Officer

who lambasted me for my misbehavior and refused to reinstate me, and I even went to Mr. O'Connor, who also rejected my appeals.

There was no concept of wasta as is the case today, so I had to resort to perseverance. I returned to Al-Atiqi time and again, until finally he agreed to re-hire me, but only on the condition that I change my name. Consequently, I yielded to this request and added Asad to my

name. The whole experience was painful to me, but it taught me a good lesson and I vowed not to repeat this mistake.

Mr. Al-Atiqi sent me for an interview and the British official in charge of personnel, Mr. Jones, who informed me that I would be a pump attendant. It was August and the weather was sweltering. On our way to the station, Mr. Jones asked me if I had a preference where I would like to work. I told him that I would prefer a good place and so he sent me to the refinery lab. I must point out that all workers in this laboratory were university graduates from India and were qualified engineers! Then there was myself, with not even a high school certificate. However, thanks to all of their help, I was able to understand everything related to my work.

Grasping an opportunity

A great chance came for me when one of the engineers in the lab left for vacation and I managed to convince the Laboratory Head, Mr. Gillett, that he should let me replace the absent employee as it would



be cheaper for the Company since airplane tickets, etc. would not have to be paid. I realized at the time that if I remained as a pump attendant, I would not be able to reach my aspirations. Thankfully, Mr. Gillett agreed to my suggestion and I was assigned as an oil tester.

The fact that I could be successful in a job with a magnitude of responsibilities made me enthusiastic to go even further and I decided to look for a job that would allow me to work and study at the same time. Initially, I wanted to study aviation, but this dream was shattered and I settled on engineering. My request was sent to the Chief Fire Officer at the time, Mr. Harrison, but he did not even consider my request. One day, I stormed into his office to enquire why my file was gathering dust. He looked at me and said, "You are a troublemaker!". I answered, "Yes, I become a troublemaker when it comes to my rights". I then told him that I would not give up until he acted upon my request. Surprisingly, he then asked me if I would like to take over his job, to which I answered, "Yes". A

few days later, he called me to hire me and my career started. Shortly thereafter I was sent to Britain for three months for training and when I returned I climbed through the tanks until I eventually got Mr. Harrison's job in 1968.

Memories

I enjoyed working with most of my colleagues and profoundly respected most of the British, for they dealt with us realistically and impartially. Workers were rewarded on the basis of merit and proficiency at work, and nepotism did not exist.

On the other hand, as a Fire Officer, I was working at all times and under all circumstances, and did not have the luxury of having holidays off. It was a momentous day when my boss handed me a brown envelope and asked me to open it. I told him that I would open it later, but he insisted that I open it then and there. On opening the envelope, I was very pleasantly surprised to

learn that I had been promoted to the position of Chief Fire Officer. I was proud to be appointed Chief Fire Officer, particularly since it had been reserved for the British, despite our consistent complaints.

There is one more thing that I still vividly remember; the day after the nationalization of the Company in 1975, some of my workers failed to turn up at their workplace at the usual time. I came to realize that during my routine inspection, and when I looked for them, I found them having breakfast. I warned them that they would lose their jobs if they continued with the practice.

Of course, I also remember the Iraqi invasion and the pain that it caused the Kuwaiti people, for Kuwait had always stood by Iraq. The disaster was on an unprecedented level and I can imagine that such violations did not even occur during World War II.

Mr. Asad retired in 1996 and now spends his time in his workshop, where he does blacksmithing, carpentry and mechanics, primarily with the purpose of helping others free of charge.



My Kuwait 1950 – 1961

Submitted by: Patrick Buckley, UK

I was born in the Olcott Memorial Hospital at the edge of the Kuwait National Evangelical Church property in Kuwait City on the 19th of May 1950. Interestingly, the hospital is now apartments. My father, John Buckley – also known as Roger (why, I don't know!) – was Marine Superintendent Engineer for KOC in Shuwaikh, and my mother was a missionary with the Arabian Mission in Kuwait from 1947 to 1961. They married at the American Mission Church in June of 1949, and lived in Shuwaikh because the first houses in Ahmadi were still being built! Both my parents started out in the Middle East in Iraq; my father had come ashore after the Second World War in 1946 in Abaddan, and my mother had done her language training in Basra.

Ahmadi in the 1950s

We moved to Ahmadi from Shuwaikh in October of 1951 to 17 First Street North, shortly after the birth of my second brother, Peter. Ahmadi was at that time an oil town in the desert. It was, to the best of my memory, a bustling, busy, peaceful community, where the majority were expats. There were Texans, Scots, Welsh, Cornish and also just plain English, all part of the community and all seeming to get on quite well together. They were the senior staff at KOC and the Hubara Club was their club. Most of the expat homes had a cook and if there were children – an ayah.

For a child, such as I was then, there was a daily routine. First, most pre-school children went to the Gardeners Kindergarten where we learnt nursery rhymes, the alphabet, and to count.

I began as an infant at the Anglo-American School in 1955. The school was provided free of charge by KOC for all the children of its employees up to the age of eleven. It was expected that children over the age of 11 went to their respective home countries

to receive their secondary education, for which the Company also paid. My first teacher was Miss Beer. I remember her as a kind and firm teacher who drilled us in reading and arithmetic. The Headmaster was Mr Cartland, later to tragically lose his life in the South of France. School began at 8.00 with assembly, and morning school ended at 11.30 when buses would take us home. The bus that my brothers and I took was on the Central Route. School recommenced at 1.00 and ended at 3.00. Because we were used to the heat, summer or winter we would play football every break and every lunch on a pitch, which was part of the school property.

The air-conditioning in the school was switched on at the beginning of May. As I remember, it was so cold inside the school that we would wear woollen sweaters in class in June, and ice would be forming on the inside of the windows! The Junior School was divided into four houses: Campbell, Blake, Jordan, Clarke – names of General Managers of KOC.



My family in a photo outside 17 First Street North, Ahmadi, 1950s

And there was real rivalry between houses especially on sports days and swimming galas.

As a community we observed the local Kuwaiti weekly rhythm, Thursday was a half-day at school, Friday was a day off, Saturday was a school day and Sunday was a half-day at school. The end of the school day on Sunday was Sunday school at St Paul's Church in Ahmadi. The Chaplain was Revd. Dick Ashton. The church was usually filled and it was a traditional Church of England Service.

As mentioned, my father was the Engineering Superintendent in the Marine Department, based at Mina-al-Ahmadi. He was responsible for the tugs, launches, and any ships that berthed that needed engine repair. As with all employees, he had a company car – K3031 – a Vanguard done out in white top with black body.

He began work at 7.00 in an ex RAF hanger on the shore which housed his office and the machines needed to maintain the marine department. Sometimes when a tug became

redundant it was either sold or scuttled; there is the rotting hulk of a redundant wooden tug, which is near the old tug jetty at the Mina-al-Ahmadi pier. As one benefit for the employees, a launch was available for their use, and my father used it to take us out to Kubber Island where we would fish and swim. There were sharks there, but that did not seem to bother us!

As Marine Superintendent, my father was also involved in investigating accidents, such as the driver who suddenly mistakenly engaged first gear in his Land Rover at the end of the pier! The pickup drove over the edge into the Gulf; the vehicle was recovered, but not the driver!

As well as school and work there was also sports, cultural and social activities. There was a Women's social club called the Johnnie Patrick Club – to which all the senior staff wives were invited. There was Light Opera Society (I remember *Iolanthe* by Gilbert and Sullivan performed), and the Kuwait Little Theatre (KLT) put on plays and pantomimes, accompanied by an orchestra.

My brothers and I were members of the 1st Saudi Arabia Cub Scouts pack in Ahmadi. We met every Wednesday at the Anglo American school. Mrs Williams was the akela/leader and Mrs Geddes was bagheera/deputy leader. We played boisterous games, worked at badges and had to make sure that we were all in proper neat uniform. And occasionally we would go out into the desert where we would have a campfire and cook our food of bacon and eggs.

The Hubara Club swimming pool

As well as Cubs, there was the swimming pool at the Hubara Club. We were allowed to swim without parental supervision when we could swim 2 lengths of the pool. It did not matter how young you were. This meant that during the summer



My mother and father in conversation with Mr L.T. Jordan at a KOC function in Ahmadi, 1950's

weather, swimming at the Hubara Club was very popular.

One great state occasion I remember well; it was the visit of the King of Saudi Arabia to Kuwait in 1961. All along the route he would take triumphant arches were erected. On the day the king came through Ahmadi all the Junior School children lined the road to cheer. We were dressed in our best clothes and after he passed we had the rest of the day off!

The Kuwait we left in May 1961 was still very much a desert sheikdom though it was beginning to change into a modern technocrat state. The way to Kuwait City from Ahmadi was on a single-track road via Magwa, or in the late 1950's, a road via Fahaheel.

These are just recollections, memories of a happy childhood in a country I loved, in a community which seemed at peace. But it's a lifetime away – and memories of childhood are limited - unaware of all that goes on except as it affects me.

My return to Kuwait

My wife, Priscilla, and I visited Kuwait in May 2009. How it has changed! Now there are huge highways (and fast cars), a modern



My wife and I outside St Pauls Church in May 2009

Kuwait City, and a quiet Ahmadi. Spinney's in Ahmadi, the 1950's equivalent to the Sultan Centre, is now the Information Centre for KOC. The Anglo American School hadn't changed much and I walked around it reliving memories of the days long ago! It was great to come back, though as I went to visit 17 First Street North and looked at the flat roof where my brothers and I played football – I realized time does move on! For Priscilla, she enjoyed visiting the places that we talk about as a family whenever we meet up...and will continue to do so... for they were very happy days/ the first eleven years of my life which were so good.

Corporate Social Responsibility

A tradition of the Kuwait Oil Company

At KOC

The concept of Corporate Social Responsibility (CSR) has been a key component of the Kuwait Oil Company (KOC) since its inception. Starting in the 1930s with the exploration, drilling, and production of the first oil wells, employees of the Company were given housing, health care, and food. Although initially very rudimentary out of necessity, with increasing affluence, the Company correspondingly built better and more luxurious accommodations. Many of these initial houses still exist today and are occupied by current employees.

Taking care of its employees has also continued and the mess halls of the early days have been replaced with daily lunch boxes and restaurants in both the Hubara and Unity Centers in Ahmadi. In addition, the basic medical center in Magwa which functioned as the Company hospital until 1960, was replaced by the Southwell (later renamed Ahmadi) Hospital. As well as providing a complete range of medical services, the KOC Ahmadi Hospital also has programs for proactive medical care including campaigns on a variety of topics such as diabetes, dental care, H1N1,

and weight loss.

The idea of physical health and well-being influencing daily work was also introduced in the 1940s with the construction of swimming pools, playing fields, a golf course, and various entertainment clubs. The first Olympiad was held in Ahmadi in the 1940s and social clubs such as the Kuwait Caledonians have also existed for over 60 years. Art and Theater were also not ignored in the early days of the Company as evident by the formation and continuation of The Kuwait Little Theater and the Ahmadi Singers, both in the 1940s. In fact, work and social life were very intertwined in the early days of KOC, much more so than even today.

CSR is also applied to the core business of the Company and oil field management incorporates

practices that minimize the effects on the environment. The water re-injection program is just one example where brackish, unusable water resulting from production is re-injected into the reservoir rather than having to be dumped into evaporation pits.

In Ahmadi

The town of Ahmadi, which was once considered quite far away from Kuwait City, was an enclave to itself. As such, all aspects of normal life, including shopping, socializing, and leisure activities were self-contained within the community and were organized and supported by the Company and its employees. Schools were built for the children of Company employees and the town of Ahmadi developed as the needs of the Company and its employees grew.



KOC Health Department Mobile Exhibit in 1961

One unique aspect of Ahmadi is the number of parks and trees when compared to other areas of the country. Realizing the importance of the environment to the emotional well-being of its employees, the Company embarked on a plan to 'green' Ahmadi.

The greening of Ahmadi has been expanded over time and the 'One Million Trees' project was the most recent step. In addition, concern for the impact of oil production on the local landscape resulted in the Company initiating two projects, 'Spirit of the Desert' and 'Kuwait Oasis' to bring areas of the desert back to their natural state. Both projects involve the transformation of polluted land into green parks that are available for use by company employees. In addition to being leisure areas, the parks are also sanctuaries for local and migrating wildlife. Company concern for the environment impacted its decision to work with the Kuwait Environmental Protection Agency to review and improve local legislation pertaining to the environment and the actions of the petroleum industry.

Participation in local energy conservation campaigns is also part of the Company's CSR and regular campaigns to save electricity and water are implemented company-wide. Also functioning not only company-wide, but Ahmadi-wide, is the KOC-initiated recycling program. Unique within the State of Kuwait, the recycling program encourages employees and residents to separate their trash, which is collected and sent to the appropriate facilities.

The importance that Health, Safety & Environmental issues have was emphasized with the creation in 1998 of the annual Chairman's HSE Awards. Recognizing initiatives within the Company that focus on

reducing the damage to the environment and/or safeguarding the health and safety of its employees, the prestigious award has resulted in employees and their children thinking more about HSE and their individual roles.

Education has also been on the agenda and the first training center was established in the 1940s. Initially aimed at training local employees in the blue-collar sector, training today focuses on all levels up to sending employees abroad for doctorate degrees. The focus on training greatly aided the Company with the implementation of the nationally sponsored Kuwaitization program. Today, the Company can proudly boast that over 78% of its employees are

Kuwaiti nationals. Training continues as an important part of employee development and KOC inaugurated its first Book and e-Book Fair in 2009. Efforts are also focused on future generations of employees and the Display Center regularly welcomes school groups and educates them on the

past history, current situation, and future possibilities in the oil sector. KOC also participates at local job fairs and sponsors petroleum-related engineering projects at Kuwait University.

In Kuwait

KOC is active in and financially supports local projects that aim to improve the environment, such as the formation of the Marine Colony, the cleaning of the local beaches, and the preservation of sensitive nature areas such as the local islands. In fact, the Marine Colony was a first for an oil company and is the largest reserve in the Gulf. Covering an area of 54,000m², the reserve includes 1,000 cement pieces which act as refuges for fish. Each incubator is also a source of food and produces 180kg/year of living plant and animals. The idea is to provide local wildlife with a safe area away from oil pipelines and shipping lanes, while giving divers a spot that is similar to the natural landscape.



KOC's Safety Department's demonstration at the Display Center in 1958

One of the most prominent projects that KOC was involved in was the Qurain city section landfill. In 1976, garbage removal companies were granted permission to use pits which had previously been used for sand, gravel and other construction materials for dumping domestic waste. With time, the area started emitting foul gases and a subsequent excavation and analysis revealed that toxic substances were being released into the surrounding area. The Kuwait Environmental Protection Agency worked with several organizations, including KOC, to rehabilitate and landscape the area, resulting in an area of about 1,000 m² being converted into a public garden.

Conclusion

The Kuwait Oil Company, while not having any shareholders, does have stakeholders and has



KOC's Blood Donation Campaign in 2009

focused on the well-being of these stakeholders since its beginning. The importance of social responsibility to the Company can be traced back through time and the examples are numerous. The Company is, however, not

resting on its laurels but rather is looking to the future and the continued role that it will play in improving the quality of life for its employees, the residents of the State of Kuwait, and the natural habitat in which it operates.



KOC's Marine Colony, established in 2006

Business must, of course, be attentive to those groups whose trust and goodwill are essential to its economics success. These include shareholders but also employees, customers, suppliers, and neighbors... They own, work for, buy from, sell to or live by your plans and their goodwill is useful to minimize the costs of doing business. Bad relations with any or all of these groups can (and will) impact the bottom line. Fred Smith, Jr.

Picking up the Pieces

Rebuilding the Kuwait Oil Company

The oil fires

While the Kuwait Oil Company (KOC) can be proud of its past and what it has accomplished, it has not been without its trials and tribulations. Through no fault of its own, the Company's growth came to an abrupt halt with the Invasion in 1990 and the subsequent 'scorched earth' policy in February of 1991, whereby 788 hundred oil wells were damaged, 613 of which set on fire. Over 80% of the oil industry's infrastructure was destroyed, and the toll on human and animal life as a result of the dumping of oil (65

million barrels of oil were poured into the desert and tens of millions into the sea) and the smoke resulting from the well fires, was enormous.

It is estimated that the smoke from the fires spread downwind as far as 1,000 kilometers and those who were in Kuwait at the time can testify that the trapped smoke during the summer months turned daytime into night. Also, the oil which was spilled during the month of January was estimated at 6 million barrels (making it 25 times larger than the Exxon Valdez spill) and covered over 600 square miles of water and over 300 miles of shoreline in Kuwait and Saudi Arabia. Unfortunately for the Gulf, the waters are shallow and it takes five years to exchange the water, meaning that the contaminated waters continued to damage local wildlife for many years after the disaster. In addition, the oil went inland to the marshes

and damaged plant and wildlife there. Fortunately, the original predictions of worldwide environmental disasters, such as a disruption in the monsoon rains and a decrease in temperature resulting in a "nuclear winter" did not come to pass. The reasons for the aversion of a large-scale disaster are many and include:

- The fires were extinguished in less than a year rather than in the predicted 2-3 years, meaning that the amount of sulfur dioxide, a component in acid rain, produced was less than estimated,
- Most of the harmful particles were burned in the intense flames of the fires,

REFLECTIONS

- The gases from the fires did not rise far enough (8 miles) in the atmosphere to be carried away to distant parts of the world,

The estimates of 1.5 -3.0 million barrels of oil being burned per day only added a few percentage to the 50 million barrels of oil being burned around the world every day through normal use.

- The oil being burned was relatively clean since the oil is found in limestone, dolomite, and sandstone layers, so about 96% of the smoke was non-toxic CO₂,

- The most harmful fires, and those closest to human settlement, were extinguished first,

- Atmospheric inversions caused rain droplets which helped cleanse the atmosphere of harmful airborne chemicals.

The various fire teams from around the world were able to bring the oil fires under control with various ingenious measures. One included using an airplane engine to blow out the fire, just as one would blow out a candle on a birthday cake. In all cases, putting out a well involved many steps, starting

with clearing the area around the well of mines and other impediments such as barbed-wire. Also, the oil lakes in the area needed to be emptied. After the well was extinguished, the work was still not over as the wellhead needed to be cleaned, inspected, and

Fires shoot flames like blowtorches hundreds of feet into the air. Dense smoke clouds the skies to heights of thousands of feet. The plume of smoke extends for hundreds of miles. Transposed over the United States, the plume would reach from New England to Florida. In some areas around the fires, the desert is covered with a black crust. Lakes of oil have formed near many of the damaged wells, posing a threat of ground-level fires and pollution of underground water.

*Roy Popkin in Responding to Eco-Terrorism
[EPA Journal - July/August 1991]*

repaired if necessary. On average, the fire teams were able to extinguish three wells/day, with the maximum

being thirteen wells in one day.

Previous to the invasion, KOC was producing 3 million barrels of oil per day (BOPD) from 944 wells and had 26 operating Gathering Centers. In February of 1992, 8 Gathering Centers had been destroyed and all were made non-functional, all Booster Stations and Tank Farms were left in various degrees of damage, with 21 tanks being completely destroyed, and production was at zero. Also destroyed were the Sea Island facilities and parts of the North and South Piers. The result was that the country had to import oil for its own use.

However, KOC teams in several countries acted quickly to secure contracts to extinguish the fires and to restore production facilities. Three companies from the USA (Red Adair Co., Boots & Coots International Well Control, and Wild Well Control) as well as one from Canada (Safety Boss) were initially employed to deal with the oil fires. Later, companies from around the world also formed join the team and KOC would form its own fire team. The speed and extent of recovery was remarkable and beyond most expectations at the time; initially, it was thought that it would take years to control the oil fires, but



the last well was capped on November 6th, 1991.

Recovery

The reconstruction of KOC occurred in two phases: (i) the Return or Al-Awda, which concentrated on unexploded ordnance (UXO) removal and extinguishing the well fires, and (ii) the reconstruction or Al-Tameer, which focused on restoring production to pre-war levels. The success of both phases was evident in the return to oil exportation just 5 months after liberation and the production of 2 million barrels of oil per day (BOPD) just 2 years after that. In total, Al-Tameer resulted in:

- 751 wells being extinguished and/or repaired,
- Offshore export piers being rebuilt,
- 2,000 km of new pipelines being laid,
- Over 400 km of special access roads being built,
- An entire telecommunications system being installed,
- 353 water lagoons being excavated, and
- Repairs to most facilities, including gathering centers, storage tanks, administration buildings, warehouses, and tank farms.

However, the phases came at a price and the Ministry of Oil stated at the time that putting out the fires cost about US\$1.5billion, while another US\$8-10billion was spent on repairing damage to infrastructure. To date, total cost for the various clean-up operations and lost income has been estimated at US\$30-50 billion.

Eighteen years after the extinguishing of the last oil well fire, KOC and the Town of Ahmadi look almost as they did before the invasion. The re-opening of the Main Office in 2002 signified the return back to normality and today one has to look carefully for signs of the invasion within the Company. Even the numerous oil lakes (over 500 in all with

a total of 73 million barrels of oil) have been cleaned up and KOC has implemented two environmental projects, Spirit of the Desert in 2006 and Kuwait Oasis in 2008, to bring portions of the desert back to its normal state.

The last piece

There is, alas, still one last piece missing for total completion, and that is unexploded ordnance. The Ministry of the Defense along with KOC and several private companies set about clearing the oil fields of land mines and unexploded ordnance in March of 1991, but there still remains an unknown quantity buried beneath the shifting sands and in the coastal waters.

In a Listverse publication from 2008, the State of Kuwait is listed number 7 among countries with the most UXOs after Cambodia, Iraq, Afghanistan, Angola, Iran, and Egypt. According to the report, over 97% of Kuwait land was mined, with the most concentrated areas along the northern coast of Kuwait Bay and the Kuwait-Saudi border. The Kuwaiti government's initial integrated mine action program, which lasted 2 years and cost over US\$100 million, resulted in the removal of 2 million landmines and included a program that informed the general public as to the dangers of landmines. However, the current estimate from Listverse is that 5

million landmines and UXOs still exist within the State.

Today, most people affected by landmines tend to be immigrants to Kuwait, mainly shepherds from Asia who are working in the desert areas and are often unaware of the threat. While a clearance program still exists with the government and with the Company, shifting sands and inaccessible areas make a complete removal difficult. However, with continued effort, it is only a matter of time before the oil fields are cleared and the last piece is in place.

Conclusion

The worst oil fire incident in history, which had profound effects on all aspects of Kuwait and the surrounding region, is gradually becoming a part of the past. While the long-term health effects still remain unknown and the environment will need some time to recover completely, the Company operations have returned to normal. In fact, the speed of the rebuilding is testament to the dedication, organization, and team work of thousands of people from around the world and is proof that the impossible is indeed possible.

REFLECTIONS

Guiding a Company to Greatness

Remembering the leaders of the Kuwait Oil Company

"The final test of a leader is that he leaves behind him in other men the conviction and the will to carry on". Walter Lippmann

The saying that a company is only as good as its employees holds true, as does the belief that strong leaders make strong companies. Certainly with the Kuwait Oil Company (KOC), the success of its past and present leaders is reflected in the success of the Company as a whole. Although the role of both British Petroleum and Chevron/Gulf Oil cannot be underestimated in the initial establishment and growth of KOC, the continued progress under Kuwaiti leadership and ownership is testament to the ability of the Kuwaiti people.

Praise, therefore, needs to be given to all involved through the years, but space considerations allow for a glimpse only at those at the very top:



L.T. Jordan. General Manager resident in Kuwait from 1948-1960.

Working for Gulf Oil Corporation he served as GM for thirteen years and was recognized by Queen Elizabeth II with an Honorary Commander of the Civil Division of the Order of the British Empire in 1958 and Honorary Knight Commander in 1961.



E. Boaden. General Manager resident in Kuwait from 1961-1962.

Perhaps his most noted accomplishment at KOC was the initiation of a training program aimed at increasing the number of qualified Kuwaiti employees within the Company.



Sir Philip Southwell. Managing Director resident in Kuwait from 1946-1959.

The first official KOC Chairman, he worked for British Petroleum. His close relationship with the Kuwaiti Leader at the time, His Highness Sheikh Ahmad Al-Jaber Al-Sabah was noted at the ceremony celebrating the first oil.



The Honorable William Fraser. Managing Director resident in Kuwait from 1959-1962, serving as British Petroleum's Chief Representative in New York before being appointed to Kuwait. Working for BP was a family affair and his father, also named William Fraser, was the Chairman of BP from 1941 to 1956.



David Edward Charles Steel. Managing Director resident in Kuwait from 1962-1965, he would later become the Chair of BP Oil and the President of the London Chamber of Commerce & Industry.



H. L. Scott. Managing Director resident in Kuwait from 1965-1966, he helped develop the Cricket Club for KOC employees. As an employee of Gulf Oil Corporation, he worked at KOC for seven years, becoming the Managing Director in his last year.



James E. Lee. Managing Director resident in Kuwait from 1966-1969. *He spent his entire career with Gulf Oil Corporation, working as the Area Representative and Coordinator for the Far East before being appointed to KOC.*



M. L. Ralston. Managing Director resident in Kuwait from 1969-1972.



James A. Strand. Chairman and Managing Director from 1972-1975, *he was involved in the nationalization of KOC and was the last non-Kuwaiti C&MD.*



Ahmad M. Jaafar. Chairman and Managing Director from 1975-1983. *He was the first Kuwaiti to serve as the C&MD of KOC.*



Abdull Malik Al-Gharabally. Chairman and Managing Director from 1984-1992. *A graduate from Michigan State University, with a Bachelors Degree in Chemical Engineering, he was C&MD of KOC during the turbulent times of the Iraqi invasion.*



Khalid Yousef Al Fulaij. Chairman and Managing Director from 1992-1998. *A graduate from the University of Oklahoma, with a Bachelors Degree in Mechanical Engineering, he led the reconstruction of KOC.*



Abdullatif Hamad Al Tourah. Chairman and Managing Director from 1998-2001, *he fought for the independence of KOC within the K-Companies and was opposed to the integration of the various companies in to one super company.*



Ahmed Rashed Arbeed. Chairman and Managing Director from 2001-2004. *A graduate of Pennsylvania State University, with a Bachelors Degree in Petroleum Engineering and Natural Gas, he left KOC to become an Executive Director at Dana Gas.*



Farouk Husain Al Zanki. Chairman and Managing Director from 2004-2007. *A graduate of the University of Oklahoma, with a Bachelors Degree and a Masters Degree in Petroleum Engineering, he left KOC to head the Kuwait National Petroleum Corporation (KNPC).*



Sami Al Rushaid. Chairman and Managing Director 2007 – present. *A graduate of Miami University, with a Bachelors Degree in Industrial Engineering, he is the current C&MD and sponsor of KOC's 75th Anniversary celebrations.*

May the future leaders of KOC build on the examples set by those before them and may the Company continue to grow and prosper.

Traffic Safety Through the Ages

The more things change,
the more they stay the same

The 1940s

Speeding, driving without seatbelts, weaving dangerously through traffic, driving on the wrong side of the road, sounds like a typical traffic day in Kuwait. However, although many of us seem to think that the traffic situation is a modern occurrence and that drivers were more civilized in the past, dangerous driving has been mentioned in old editions of The Kuwaiti Digest since the 1940s. In fact, in the February 8th, 1949, edition, the following excerpt can be found:

The darker side of life is summarized in the statistics of accidents report prepared by the Safety Department for the year 1948. In motor accidents alone – 3 Senior Staff were killed and 20 injured; 6 Junior Staff were injured, but none were killed; 19 Artisans were injured and 16 were killed. How many of these accidents might have been avoided is a difficult question to answer. If, however, the above figures impress you they may serve as a reminder to be careful yourself. If they do, they will be serving a worthy purpose.

Obviously, the old adage ‘the more things change, the more they stay the same’, holds true when it comes to traffic in Kuwait. Pleading with driver’s to exercise more caution and obey the rules of the road is not new, as the above excerpt proves, and more examples through the ages can be found in the annals of KOC history.

The 1950s

In the 1950s, E. Rees-Pryse, Road Safety Official, wrote that over-confidence and fatalism, ironically two contradictory beliefs, were the main hindrances to road safety. He was convinced that the number of road accidents would only diminish once every single driver asked the question “Who is to blame?” and answered it with an honest “I am”. He went on to write: If you are so convinced that you will never cause an accident and can place your hand on your heart and say, “I have never been careless, inattentive or reckless”, then I for one would like to meet you, because I would consider you a superman. His point that

accidents are not inevitable and don’t just happen, but rather are caused, is valid, as his claim that most accidents have more than one contributory cause and the majority of them are just due to human failure. Rees-Pryse summarized by encouraging his readers to remember the three c’s: courtesy, commonsense, and consideration.

The 1960s

In the 1960s, the alarming number of road accidents was examined and not only speed was to blame, but also careless driving, incompetent drivers, impatience on the road, and general inadequate understanding of the limitations of the car. An official at the Traffic Department commented that



Car wreck in 1964

preaching road safety was not enough and that more practical solutions needed to be found. He gave the example that the number of accidents had decreased in 1961 to 4,472 from 5,416 in 1960, due mainly to the problem of road congestions being alleviated by allocating more space for driving and parking. Traffic Week in 1968, organized by the Ministry of the Interior, focused on the role of the driver, not only in paying attention while driving, but also ensuring that the vehicle was road-worthy, stating 'If you can't start, it is bad luck. If you can't STOP, it's a disaster'. Advertisements by the Ministry encouraged everyone to keep driving on the mind:

A good driver is one who has mastered the art of controlling his vehicle under all conditions, combining this with complete knowledge and practice of the rules laid down by law to protect him as well as other road users. When you step into a car, decide firmly that you are going to give the job of driving your complete attention. Anything less is courting disaster, for even a momentary distraction can lead to serious accident.

Interestingly, today it is more than momentary distractions that are causing problems on the road as drivers still insist on using mobile phones, not to mention smoking, eating, applying makeup, interacting with with drivers and passengers of nearby vehicles...the list goes on.

The 1970s – present day

In the 1970s, the Kuwaiti Digest reported on work being done by Britain's Road Research Laboratory that would bring in robot-driven cars by the year 2000. An amusing article to read today, the writer at the time was serious and although the system was eventually applied to some bus lanes, it never spread



Traffic control in 1970

to cars, presumably because of the very high initial investment cost. The idea does, however, reinforce the notion that human error is the main cause of vehicle accidents and that reducing this error, either by replacing humans or by changing attitudes, is essential to decrease the number of incidents.

In 1994, in Kuwait the wearing of seatbelts in the front seats of the car became mandatory and road signs were made in both Arabic and English. Campaigns to increase awareness continued unabated and the latest Traffic Week took place in mid-March of 2009. Spreading beyond Kuwait to include all of the GCC countries, the annual event focused on reckless driving and the use of mobile phones, the two leading causes of traffic accidents in the region.

However, when examining the past and the efforts done to combat traffic accidents, one cannot help but feel rather frustrated. After all, reckless driving was a major cause of accidents in the 1940s and is still

the main cause today, meaning that changing driver's attitudes to have them drive more responsibly is not occurring. When one looks at recent statistics according to the Traffic Safety Society, about 124 car accidents take place daily in Kuwait and there were 45,376 accidents in 2003, over 55,000 accidents in 2004, and over 57,000 accidents in 2005. The number of deaths due to traffic accidents also increased during this time. However, one must also consider that the population is growing and there are more cars, some estimate as much as 90,000/year, on the road. Regardless, even if the percentage of car accidents is decreasing, the number is still, without a doubt, too high. According to Dr. Ghanim Sultan of Kuwait University, other measures such as stricter rules in issuing driving licenses, increased police patrols, publishing of traffic statistics, and increasing taxes on sports cars will also help reduce the number of accidents. But will all these measure be enough? Only time will tell.

Significant Dates in KOC History

The Kuwait Oil Company (KOC) celebrates its 75th Anniversary in December 2009. Since the signing of the oil concession on December 23rd, 1934, the Company has achieved remarkable growth and its past developments have made it one of the world's leading oil companies today.

The following summary lists some of the most significant events in the history of KOC and in the oil industry as a whole within the State of Kuwait.

1934	The Kuwait Oil Company is formed through a joint-venture between the Anglo-Persian Oil Company (British Petroleum) and the Gulf Oil Corporation (Chevron).
1935-1936	The first exploration well is drilled in North Kuwait in Bahrah.
1938	Oil is discovered in Burgan.
1938-1942	A total of 9 wells are drilled in the Burgan field before operations are halted due to WWII.
1945	The end of WWII results in a return to normal operations.
1946	The first line for sea-loading is laid.
1946-1949	On June 30th, 1946, the first cargo of crude oil is exported. Mina Al-Ahmadi is the sight of the new South Pier, a refinery, a power-station, and a seawater distillation plant. The town of Ahmadi is completed.
1951-1953	Drilling and production takes place in Magwa and Ahmadi ridge. Technical training center established in 1951.
1955	Oil is discovered in North Kuwait at Raudhatain.
1959	The North Pier is commissioned.
1960	Ahmadi Hospital is inaugurated.
1968	Mina Al-Ahmadi loading facilities are expanded and the first mammoth tankers are loaded at the Sea Island Terminal, which is 10 miles offshore.
1969	His Highness Sheikh Sabah Al-Salem Al-Sabah inaugurates the Sea Island Terminal.
1970	Four Gathering Centers are commissioned, bringing the total number to 25.
1974	A participation agreement is ratified by the Kuwait National Assembly, giving 60% control of KOC operations to the State of Kuwait and the remaining 40% divided equally between British Petroleum and Gulf Oil.
1975	The Kuwait Government takes full ownership of KOC.
1976	The Gas Project foundation laying ceremony takes place.
1978	The new bitumen plant is inaugurated.

- 1979** The Gas Project at Mina Al-Ahmadi is inaugurated by the Amir, H.H. Sheikh Jaber Al-Ahmad Al-Jaber Al-Sabah. A single point mooring near the Sea Island Terminal is commissioned.
- 1980** The Kuwait Petroleum Corporation (KPC) is established by an Amiri decree.
- 1981** Kuwait Oil Company purchases the Santa Fe International Corp., of California.
- 1983** Offshore drilling commences with the “Al Baz” drilling rig.
- 1985** The 26th Gathering Centre is commissioned.
- 1990** Operations are suspended on August 2nd due to the Iraqi invasion.
- 1991** Iraqi troops set fire and destroy over 700 wells. Kuwait is liberated by coalition forces. Well fires are extinguished between March 11th and November 6th, and work begins on clearing unexploded ordnance. The first oil shipment after liberation takes place on July 27th.
- 1992** The first shipment of crude recovered from the oil lakes takes place on September 24th.
- 1993** Production capability exceeds 2 million bpd and the single point mooring is re-commissioned.
- 1994** 97% of the oil lakes are recovered.
- 1995** Discovery of a new crude oil reservoir in the Kara’a Al-Marū field no. 1.
- 1996** Two single point mooring CALM buoys are commissioned.
- 1998** C&MD HSE Award initiated.
- 1999** Completion of first water injection plant.
- 2000** Commissioning of Gathering Centre 25 at North Kuwait. One million trees project started.
- 2001** Inauguration and commissioning of Gathering Centers 27 and 28 at Um-Gudair (West Kuwait).
- 2002** Ceremony for re-building and inauguration of KOC’s New Main Office Building.
- 2003** Jaber Al-Kuwait reef project inaugurated.
- 2004** Jurassic light oil discovered in North Kuwait.
- 2005** The new GC-15 is commissioned. New Pier at Ahmadi port is commissioned. 2020 strategy is launched to increase production to 4 mmbopd. Signing ceremony for facilities upgrading project of 10 Gathering Centers + 1 Booster Station. Transfer of Wafra Joint Operations to Kuwait Gulf Oil Company. Effluent water disposal project initiated.
- 2006** Natural gas is discovered. KOC Marine Colony and Spirit of the Desert are inaugurated. KOC develops a comprehensive environmental plan.
- 2007** Magwa and Burgan Effluent water disposal plants are commissioned. Signing ceremony for the construction of GC-24. Marine colony is launched.
- 2008** Kuwait Oasis opens.
- 2009** KOC celebrates its 75th Anniversary. New Office Complex opens. 2030 Strategy is launched.



Celebrating 75 Years



إحدى شركات مؤسسة البترول الكويتية
A Subsidiary of Kuwait Petroleum Corporation

www.kockw.com