

Oiltanking

connections



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The country issue

Around the world in 80 days ... a world trip visiting many different countries and exploring new cultures and customs is definitely quite high up on the list of what many people would love to do if they just had the time and money.

In this, the new “country issue” of connections, we invite you to join us on one such trip. Over the next 80 pages or so, you’ll be meeting our regional managers and finding out more about the terminals and the regions they are responsible for — all the latest business news included. Then you’ll return home from your journey full of impressions about some of these countries and their unique cultural background.

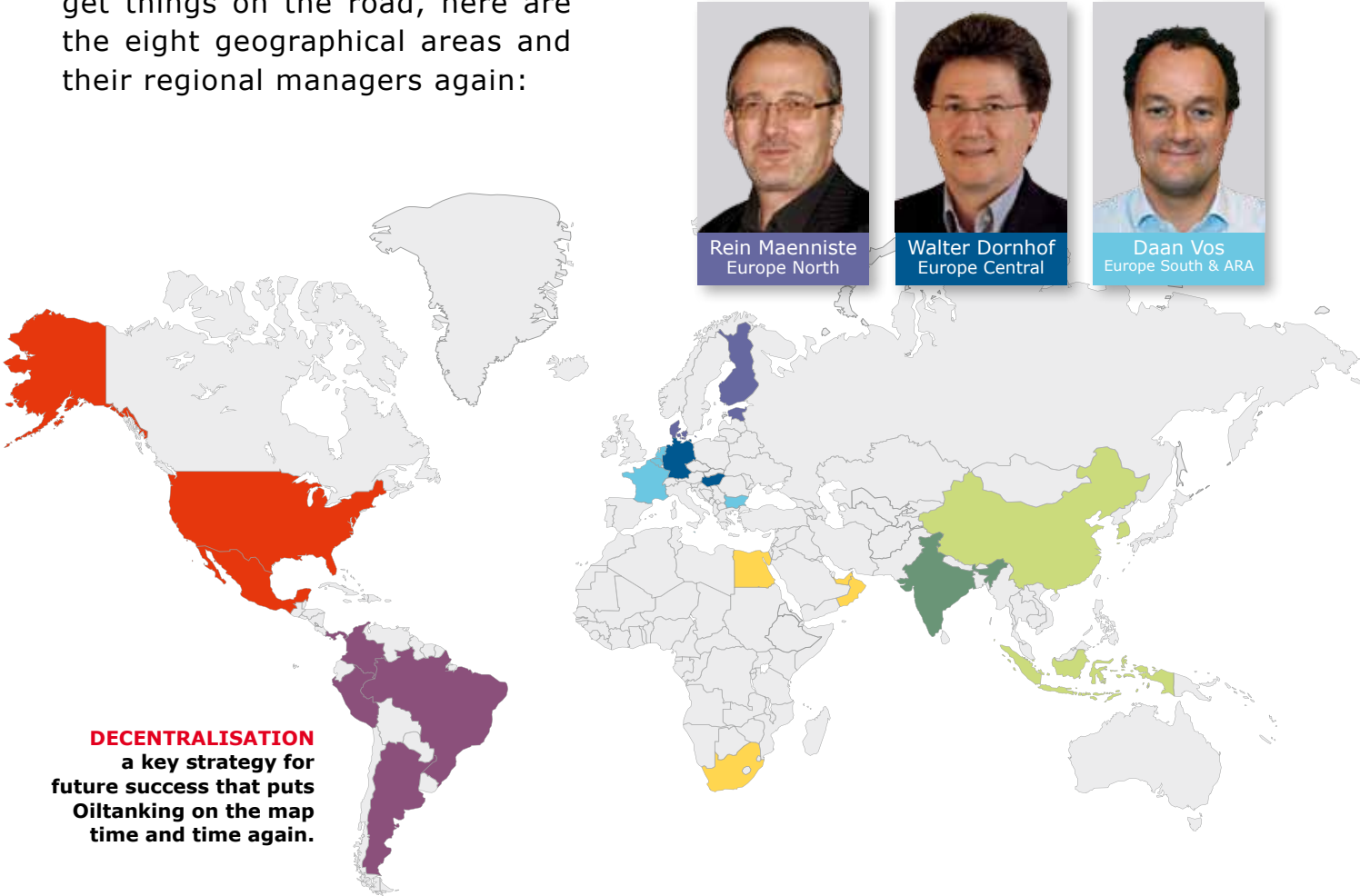
So fasten your safety belt and let’s get moving! Have a good trip,

Rutger van Thiel
Managing Director Oiltanking GmbH

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Oiltanking's road map

In our previous issue of connections we presented the global organisation within Oiltanking’s eight regions. As promised, you will find more detailed information in this edition. However before we get things on the road, here are the eight geographical areas and their regional managers again:



Rein Maenniste
Europe North



Walter Dornhof
Europe Central



Daan Vos
Europe South & ARA



Carlin Conner
North America



Julio Tellechea
Latin America



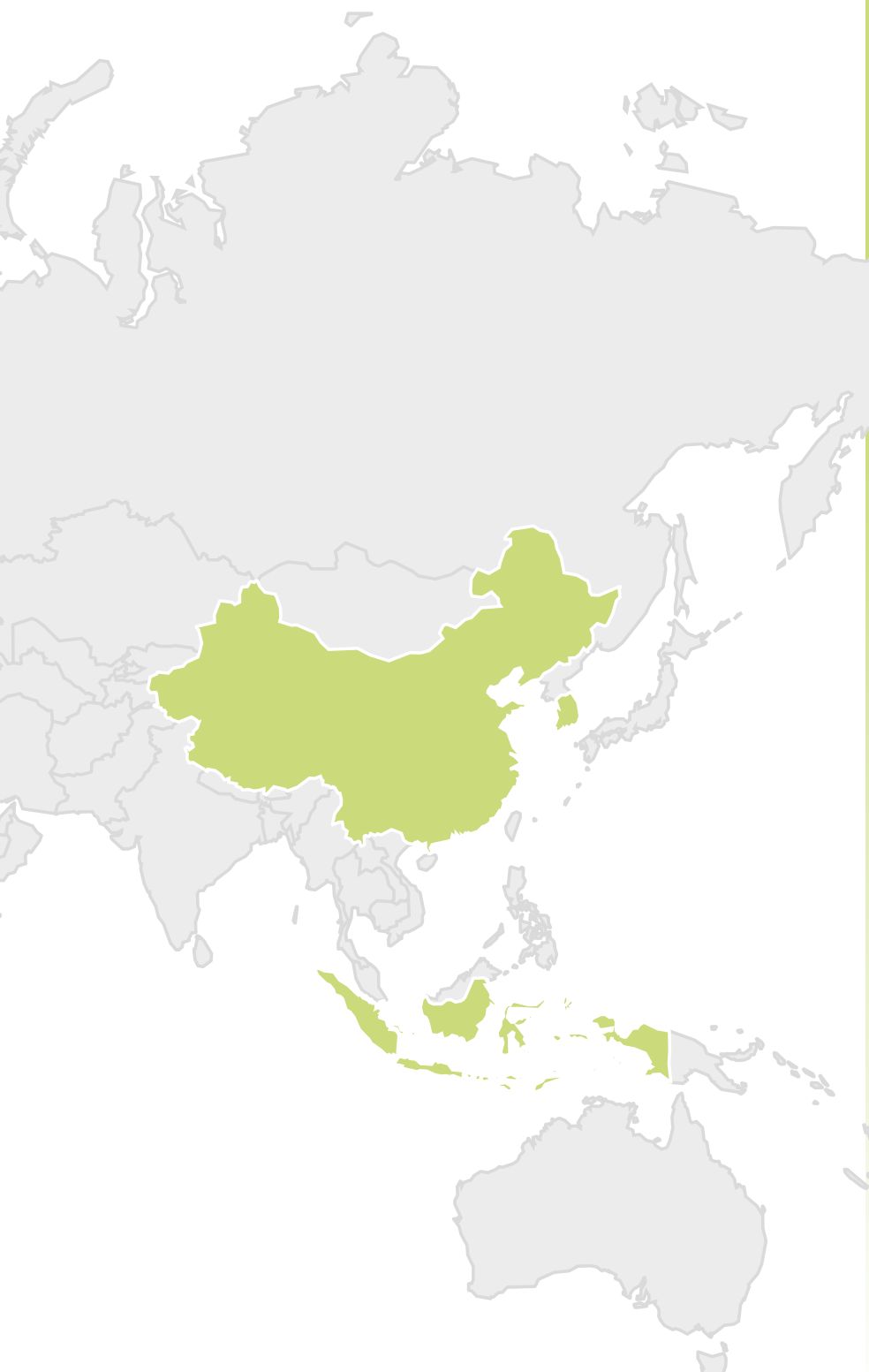
Gerard Reumer
Middle East & Africa



Jayantha Bhuyan
India



Koen Verniers
Asia Pacific



Asia Pacific

Oiltanking first set foot in Singapore about 20 years ago, and has been exploring and capturing continued growth and further business opportunities in Asia Pacific ever since.

Koen Verniers
Regional Manager
Asia Pacific



Asian tigers take centre stage

■ **Since the first customer cargo** arrived at Oiltanking Singapore in 1990, the company has grown tremendously. Whereas the terminal's initial footprint was 260,000 cbm, the current Oiltanking storage capacity in Singapore stands at 1.7 million cbm. Besides the original oil storage terminal (Oiltanking Singapore), a world-scale terminal for chemicals (Oiltanking Odjell Terminal Singapore) was added on some 10 years ago. Together, the facilities comprise 160 tanks storing 46 products and 16 jetties handle 3,800 ships per year.

Singapore has always been — and will continue to be — an extremely important hub due to its strategic location, attractive investment climate and deep draft accessibility for making and breaking bulk in the region. With oil volumes coming through Singapore set to increase by another 30–40% in the coming years, Oiltanking is actively pursuing openings to offer increased capacity to its customers in or around the island.

Using Singapore as a basis for further development, Oiltanking has also branched out into some of the region's rising economies over the

last decade. It has developed a presence in China, the world's second largest economy, over a period of more than a decade and currently has terminals in the south (Daya Bay, Guangdong province) and the east (Nanjing, along the Yangtze River). Both terminals are strategically located in large and fast-growing industrial development zones in China. Another milestone for Oiltanking in the region was the investment decision two years ago to branch out into Indonesia, an economy with impressive growth potential. The terminal in Merak/Banten province offers cost-effective supply solutions to greater Jakarta and is the first independent third-party storage terminal with bonded warehouse status and thus able to accommodate tax-efficient import and export business volumes.

Needless to say, Asia Pacific offers Oiltanking many opportunities for further growth. A lot of care is taken to listen to the requirements of our customers and monitor the market closely in order to detect where the new hub locations of tomorrow need to be established. As well as growth opportunities in the countries named already, we are actively pursuing projects from Japan and Korea to some of the most dynamic Southeast Asian economies such as Vietnam, not to mention Australia.

In today's world, with all its economical, political and financial challenges, Asia Pacific is not spared any volatility issues. However, it is a region with a lot of potential and an immense drive to capture growth. The future in Asia is not just bright for its people, but also for business as a whole, and Oiltanking in particular.





"SAFETY FIRST", and not just at the Oiltanking terminals: before Koen Verniers gave his speech, the audience was given a safety briefing on the hotel venue.



STRICTLY BALLROOM?
The Grand Ballroom is the only round ballroom in Singapore — maybe another reason why the evening was an all-round success!



Applause for Oiltanking's astonishing achievements

On October 7, 2010, Oiltanking celebrated two great milestones in its Singapore operations: the 20th anniversary of Oiltanking Singapore and the 10th anniversary of the Oiltanking Odfjell Terminal Singapore.

■ **The huge replica tank**, taller than a full-grown person, standing in the middle of the softly lit Grand Ballroom of the fancy Capella Hotel on Sentosa island, Singapore, was definitely an impressive eye-catcher. But it was modest compared to what Oiltanking has actually achieved at its Singapore location in recent years.

To mark the 20th anniversary of Oiltanking Singapore and the 10th anniversary of the Oiltanking Odfjell Terminal Singapore, the company invited 300 guests to a truly memorable evening. Koen Verniers, President Oiltanking Asia Pacific, took the opportunity to welcome them all warmly, but also underlined the company's gratitude for so many years of sustained support and fruitful cooperation. Accompanied by a live band, Oiltanking looked back over the past and its achievements with a convincing slide show. Later on, the guests could savour

an exquisite spread of fresh oysters, Japanese sashimi, gnocchi and wagyu beef, not to mention an attractive and naughty selection of desserts, while they conversed amongst themselves and enjoyed the ambience.

The view of the tranquil South China Sea and the venue's lush tropical garden was spectacular. And Oiltanking's future in Singapore looks equally bright, with oil volumes passing through Singapore expected to increase by another 30–40% over the next few years. It goes without saying that Oiltanking is actively seizing all opportunities to expand further and offer increased capacity to its customers in or around greater Singapore. Furthermore, its chemical business is also looking strong with the growth of the cracker capacity and downstream industry on the island expected to continue.



On the right track

SETTING THE COURSE The plan for the proposed railway station consists of two spurs.

On August 23, 2010, Oiltanking (Nanjing) Co., Ltd gave the green light for the construction of its rail gantry, thus becoming the first terminal to operate a railway station for external partners within the larger Nanjing region and the Nanjing Chemical Industry Park (NCIP).

■ **"All roads lead to Rome"** as the saying goes. And in the near future many will be leading to Oiltanking Nanjing, China, too. By starting the construction of its rail gantry in November 2010, Oiltanking Nanjing is set to complete the terminal's base infrastructure. Besides offering road and pipeline access, the terminal in the NCIP is also capable of accommodating 30,000 to 40,000 DWT vessels at its strategic location on the north bank of the Yangtze River.

The state-of-the-art rail gantry to be built on 2.3 ha of land will consist of two spurs, which will be equipped with loading and unloading platforms and able to store and handle up to 34 rail cars. The design of the unloading facilities will cater for discharging block trains as well as for the loading and unloading of individual product cars. The railway station will be connected to a manifold, thus providing access to the phase I tanks with the option of branching off to future tank additions.

Due to the fact that the Nanjing region is a huge methanol consumption area (almost two million tons per year are consumed), methanol is one of the main products targeted for the Oiltanking Nanjing railway station. Industrial consumers obtain methanol either from the international market or domestically, the domestic methanol producers

mostly being located in North Western China. By offering a railway station, Oiltanking Nanjing facilitates the transport from the hinterland to the Yangtze River consumption area.

Once the rail gantry is operational, Oiltanking Nanjing will have set the course for attracting existing and future investors who want to optimise their total logistics: Oiltanking Nanjing will be the first terminal to operate a rail gantry for external partners and one of the few terminals along the Yangtze River to have both rail access and berths for deep-sea going vessels.





Chop till you drop

* Japanese chopsticks can be shorter, more rounded and come to a point; there are also different ones for men and women (his and her chopsticks, as it were!)

■ **They come as a pair**, are traditionally 23 – 25.4 cm long (*) and rectangular in shape, have a blunt end and are usually used for eating food in China, Japan, Korea, Taiwan and Vietnam. However, the Chinese were the first to use them some five thousand years ago.

The origin of the chopstick is linked to the development of primitive agriculture as well as the invention and evolution of pottery. Chopsticks were a clever replacement for earliest eating utensils such as branches, bamboo sticks and animal bones. The fact that smaller pieces of food would cook more rapidly, thus conserving fuel, may also have been a factor in their increased

What is often such a chore for Westerners is a piece of cake for an Asian: eating with chopsticks. In the following, we dish up some delicious facts about these tricky, tradition-steeped eating utensils.

popularity. What is more, as food was scarce back in those days it needed to be cut into tiny morsels and shared around, which was much easier to do with chopsticks than spoons. It is also thought that the great scholar Confucius (551 – 479 BC) influenced the development of chopsticks. A vegetarian himself, he advised people not to use knives as they would remind the user of the violence of the slaughterhouse and had no place at the table. Chopsticks can be made from different materials. As bamboo is inexpensive, heat-resistant and has little odour or taste, it is the most common choice. However, wood (such as cedar, sandalwood, teak or pine) and bone is also popular. The well-to-do often had chopsticks made from jade, ivory, coral agate, brass or precious metal. During the Tang Dynasty (618

– 907 BC), for instance, gold and silver chopsticks were in vogue. People even believed that the latter could detect poisoned food by turning black when it came in contact with it. Today, we know that silver does not react to arsenic or cyanide, but it might change colour when exposed to rotten eggs, onions or garlic due to the hydrogen sulphide these release.

If you would like to pick up a bit more info on chopsticks, why not call in at the Kuazi Museum in Shanghai, China? Over 1,000 pairs of chopsticks are on display there, the oldest example dating back to the Tang Dynasty (618 – 907 BC).

筷子 箸

(Kuaizi)

(Zhu)

TODAY chopsticks are called Kuaizi in Mandarin; the old Chinese word for them, however, is Zhu.

DANGER CHOP ... STOP!

Here are a few all important snippets you should have a grasp of when it comes to the world of chopsticks, just to avoid making any unforgiveable faux pas:

- Chopsticks always come in pairs and are of the same length because the number two has a special meaning in Chinese culture: it symbolises equality, harmony, friendship and love. Therefore, using chopsticks of different lengths (or colour, style) is a definite no-no as it signifies a sour relationship between the couple or family, or that one of the parents will die sooner than the other.
- “One chopstick can be easily broken but a handful of chopsticks is hard to break” — this is a well known saying among Chinese parents and teachers to help children understand the value of working as a team and the spirit of union.
- The word “Kuaizi” is pronounced like the words “quick” (Kuai) and “son” (zi). Therefore, chopsticks used to be (and in some regions still are) a key item in a bride’s dowry. Such chopsticks are not used for eating, but are a symbol of fertility for the newly weds.

Try to steer clear of doing the following with your chopsticks; it’s considered the height of bad manners and/or will bring bad luck:

- making a noise, pointing or waving them around
- reaching across another person’s chopstick while selecting your food
- sticking your chopsticks upright in a bowl of rice; it symbolises a food offering to the dead
- forgetting to place your chopsticks neatly on the table at the side of your dish at the end of the meal.

STICK WITH IT Chopsticks are still a key feature in Asian food culture.



picture: courtesy of Sven Partzsch

We Can, We Care ... in Business Development



"THE SKY'S THE LIMIT" for the committed and international Business Development team for the Asia Pacific region (from left): Mauricio Prudencio (Bolivia), Jan Willem van Velzen (The Netherlands) and Kristiina Unnuk (Estonia).

■ **"Good morning,** I'd like to speak to Jan Willem van Velzen, please" ... "I'm afraid he's not in"... "Could you put me through to Kristiina Unnuk or Mauricio Prudencio instead?" ... "They won't be in for the next few days, either, I'm afraid!" It might seem as if three of the Oiltanking colleagues in Singapore are off quite a lot, but most of the time (unless they really are on holiday) they're actually quite hard at work. Based in Singapore, this international trio from Bolivia, Estonia and The Netherlands is responsible for business development in the Asia Pacific region — and that involves some serious travelling.

In order to meet Oiltanking's strategic growth objectives in the Asia Pacific region, a business development department was established in 1998. The company's tank terminal network can be expanded either by acquiring existing tank farms or by building new tank terminals. In other words, the department focuses on generating new business. "Our duties are divided up in a practical manner", explains Jan Willem van Velzen. "If and when a project becomes more serious and gains momentum, we devote more time to it accordingly. At the moment, Mauricio is focusing on a project in Yeosu, South Korea, where Oiltanking is in the final stages of building a large terminal for oil products, and Kristiina and I are in charge of South East Asia and Australia. We also support our colleagues in China."

Before identifying business openings and branching out into a "new" country or market, extensive desk research is carried out by the team. They prepare themselves by reading up on Asian cultures and history and by finding

The Oiltanking terminals consist of various departments, each and every one of which is crucial for a smooth and satisfactory work process. Here, we take a closer look at what goes on in "Business Development" at the Oiltanking terminal in Singapore.

out about business etiquette in the country in question. Once a project has been agreed upon, they negotiate commercial proposals with market players such as oil majors, traders and chemical producers. And, of course, they also coordinate the project and take care of the internal reporting. This also means working closely with the specialised and experienced departments in Singapore such as Engineering, Finance, Operations, HSSE and HR. On top of this, they have to coordinate the ongoing projects and keep up with the latest market developments.

Doing Business Development is also a constant development of one's own capabilities and cultural understanding.

The entrepreneurial element, coupled with the chance to experience different cultures and witness the fast economic and social developments in Asia, are what make business development so attractive. And it goes without saying that you get a good feeling of satisfaction and excitement when a new deal is closed and "the baby is

born". However, it's not uncommon to experience a few teething problems on the way. Moreover, many potential business development projects don't materialise in the end for whatever reason, despite all the time and effort that went into them.

To work in Business Development you need sound analytical skills. "You also have to be persistent and entrepreneurial, and a firm understanding of the Asian markets obviously comes in rather handy", comments Jan Willem van Velzen. Apart from this, it's good to be prepared: things don't always go according to plan when you're out on the road. "There was one situation where my taxi got stuck in the mud along a river bank and there didn't seem to be any way out". And the language barriers (even with translators and interpreters) can land you in some strange settings as well. "Sometimes I feel like Bill Murray in the film Lost in Translation!" he adds.

"You learn how to 'do business in Asia' more effectively through experience. The so-called Guanxi concept (relationships) is very important in this region. But despite all my efforts to learn, I'm still very aware of the fact that I'll never fully understand Asian culture and behaviour. However, my colleagues and I will continue on our learning journey full of enthusiasm and dedication".

Europe Central

Europe Central and, more specifically, Oiltanking Germany is the birthplace of the entire Oiltanking Group. Today, the region's terminals mainly cater towards the domestic market.

Walter Dornhof
Regional Manager
Europe Central



The great-grandmother of all Oiltanking terminals

■ **How did Oiltanking** actually come about? The very first Oiltanking tank terminal in Germany was built in Karlsruhe in 1957 — the great-grandmother of all Oiltanking terminals, which initially operated under the name KTL ("Karlsruher Tanklager Gesellschaft mbH"). The tank terminal organisation was formed because the Marquard & Bahls Group wanted to use the terminals to shoulder the burden of the oil trade for its own trade company, Mabanaft.

Gradually, new terminals were added in Germany primarily along the Rhine, such as in Bendorf, Honau and Deggendorf, so as to facilitate the supply from the ARA region. Two milestones were the construction of the tank terminal in Berlin in 1969 (while the Iron Curtain still existed!) and the first seaport tank terminal in Hamburg in 1971.

First milestone in 1969 — construction of the Berlin tank terminal

Every one of these terminals was a separate company operating under its own name until they were reformed as Oiltanking in 1972 with a view to striking a path as an independent tank terminal operator that serves all

of its customers neutrally. Oiltanking's independence has been its hallmark ever since and is a key part of the corporate philosophy. Nowadays, all the major mineral oil concerns handle their products at Oiltanking tank terminals.

In order to be represented in the former GDR after reunification, Oiltanking Germany acquired a plot of land in Gera in the early 1990s and built a new tank terminal despite immense political opposition. The experience of handling difficult political situations would prove useful a few years down the line in the post-communist era when the company acquired a tank terminal in Budapest, Hungary. Despite some teething problems, especially due to the monopoly of the national Hungarian mineral oil company, the terminal on the Danube blossomed; nowadays, it constitutes a major hub for the whole of Hungary.

In the meantime, the Central European division boasts over 12 tank terminals in Germany and one in Hungary, with a total capacity of approx. 2.3 million tons. Moreover, it also operates a tank terminal in

Hanover and has a stake in a joint-venture tank terminal in Bremen.

One feature of the tank terminals in the Central European sector compared to most other Oiltanking terminals is their function: both in Germany and Hungary, they are primarily involved in the domestic supply by barge, tank wagon or tanker. And although the region is relatively small, there are still major regional differences that are noticeable in everyday life, be they high water levels along the Rhine or merely differences in the mentality of the staff.

"Although Central Europe is the oldest of the Oiltanking regions and has been through hard times, including the oil crises etc., we remain optimistic and face fresh challenges, such as the shrinking markets in our region, with flexibility and motivation", explains Walter Dornhof.





Lucky location

PICTURESQUE AND PROFESSIONAL The location of the Oiltanking terminal in Honau on the river Rhine allows for a glimpse of the historic cathedral of Strasbourg, France, which is considered to be one of the finest examples of high Gothic architecture, just 15 km away.

The Oiltanking terminal in Honau, Germany, completed its expansion project as scheduled on June 1, 2010, further securing the supply of the product Jet A1 for part of Germany and France.

■ **With the beautiful** historical centre of Strasbourg seemingly within touching distance, the picturesque Black Forest a stone's throw away and the romantic river Rhine right on your doorstep, this place could very well be called idyllic. Not only is Oiltanking's terminal in Honau-Rheinau in Germany ideal for sightseeing, but it is also second to none for business.

The terminal is conveniently located on the canalised part of the Rhine between Strasbourg and Freiburg, meaning problems of low water levels can be avoided. The terminal also serves as a perfect basis for the distribution of jet fuel in a region that lacks terminal infrastructure.

Since its establishment in 1972, the terminal has also been able to pride itself in playing a crucial role in guaranteeing the supply safety in general. Both South-Western Germany and North-Eastern France can be supplied from here. The additional 129,000 cbm tank capacity with four new tanks which became operational on June 1, 2010, increased the tank storage capacity to 245,000 cbm. Now the terminal is geared even more effectively towards storing a sufficient quantity of Jet A1. Meanwhile, the tanks are almost completely filled through the use of the Central European Pipeline System (CEPS), which is conveniently connected to the terminal.

TELEFON HÍRMONDÓ
Tivadar Puskás' telephone newspaper in Budapest, Hungary, was effectively an early radio; the service started in 1893.



"Hallom??"

■ **What do you say** when you answer the telephone? Your name? Or maybe just "hello!?" Who would ever have thought that this expression we've all grown so accustomed to actually dates back to 1877 when the great Hungarian inventor Tivadar Puskás used it during a telephone conversation in Boston, USA? Full of jubilation, he shouted "hallom" (I hear you in Hungarian) upon hearing the voice of the person on the other end of the line.

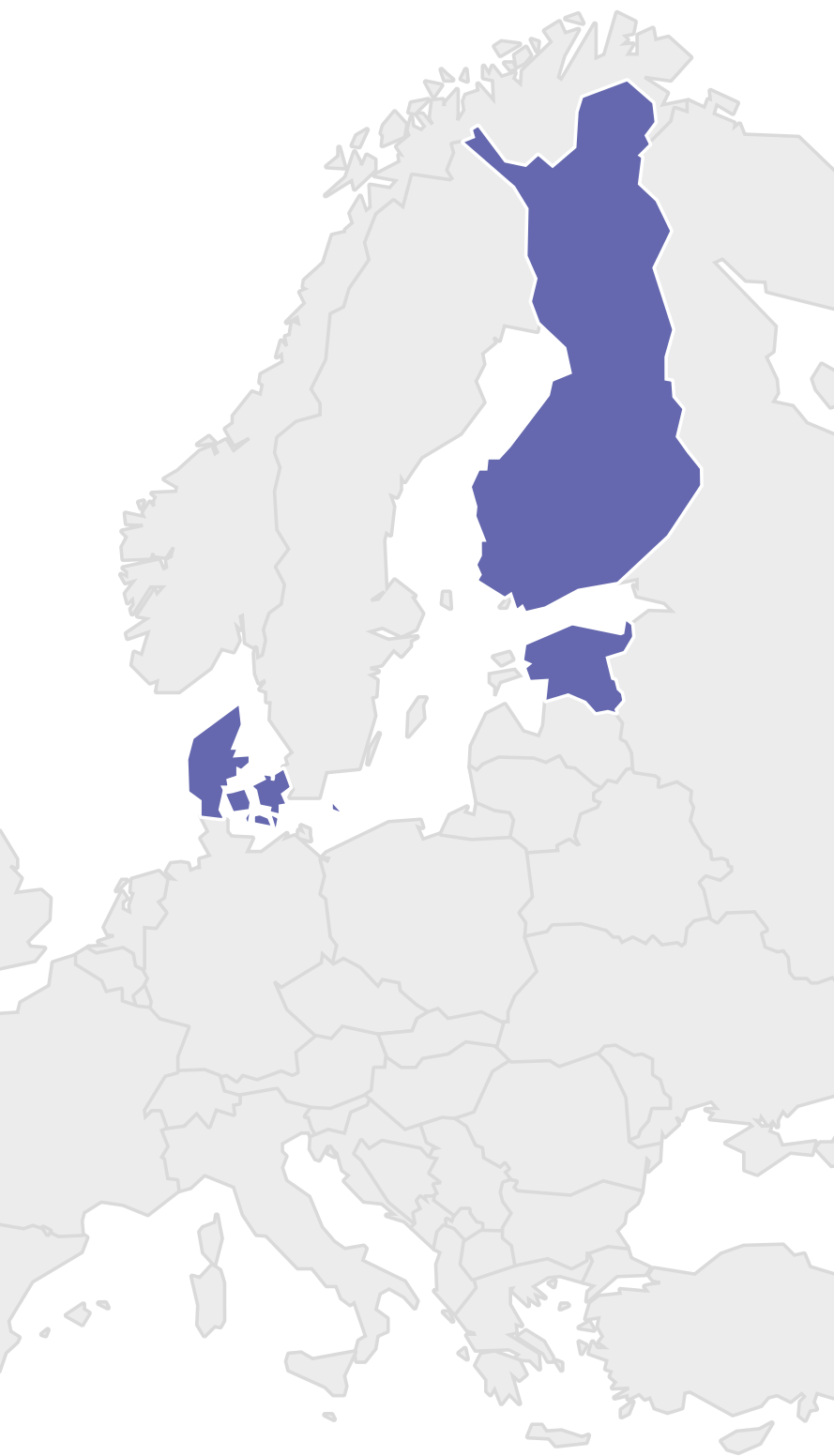
Tivadar Puskás (1844 – 1893) was not only a telephone pioneer but also the inventor of the telephone exchange. In 1887 he introduced the multiplex switchboard, which was a revolutionary step in the development of telephone exchanges. His invention of the Telephone Broadcaster — in many ways the forerunner of the radio — meant that news could be announced and programs "broadcast". It is said that utilising Puskás' apparatus half a million people could hear the program loud and clear (with Edison's telephone no more than fifty people could listen at the

same time; if a 51st person connected up, none of the subscribers could hear a thing).

In 1893 Tivadar Puskás introduced the Telefon Hírmondó — "the speaking newspaper" — in Budapest, Hungary. Unfortunately, only a month later the sad news of his death was announced and, despite his many brilliant inventions, his name soon slipped into oblivion.



BACK THEN The concert room of the telephone newspaper (left) and its reporters (1901).



Europe North

The Northern Europe section within Oiltanking’s organisational structure comprises three countries: Denmark, Estonia and Finland — each of them with its own history and particularities to consider.

Rein Maenniste
Regional Manager
Europe North



A tough trio

■ **Of the three siblings** in the North, the terminal in Denmark is the oldest. When Oiltanking bought the facility in Copenhagen back in the early 1970s with a capacity of 105,000 cbm, its expansion plans soon had to be put on hold due to the oil crisis of 1973. The terminal needed a thick skin to weather the unfavourable market conditions since, historically speaking, it had primarily been used by traders for contango storage, with the somewhat bumpy economic rollercoaster ride that goes with it. However, in recent years the terminal has managed to branch out more into the structural business, such as supplying Copenhagen Airport with Jet A1 via pipeline. Having smoothed the ride with a current capacity of 385,000 cbm, the future of the terminal looks rosy.

The sister terminal in Tallinn, Estonia, which Oiltanking bought in 1999, had to wrap up warmly. Firstly, climate-wise as the temperatures easily swing from 30 degrees plus in the summertime to minus 30 in the winter. Imagine what that means for our colleagues there: on average, 2,500 rail tank cars have to be discharged every month — come rain or shine! Secondly, business-wise because of the icy relations between

Estonia and Russia, a country the terminal has historically had a long and intense business relationship with. Recently, it has been more than difficult — if not impossible — to get permission from Russia to send wagons to Estonia. Therefore, the terminal’s throughput has plummeted. However, the ideal location of the terminal (current storage 80,679 cbm) at the Port of Muuga and its perfect trading routes linking Russia to the rest of the world via the Baltic Sea carry enormous potential for the terminal and there will surely come a time when fresh opportunities will arise.

The Oiltanking Sonmarine Oy terminal in Finland with a total capacity of 84,000 cbm completes the trio. Like her Estonian sister, the terminal, which was the first chemical terminal in the Oiltanking Group, was bought in 1999/2000 and shares the same

extreme weather conditions. In addition, it is also closely intertwined with Russia: before Finland was declared an independent country in 1917, it had always been occupied either by Sweden or Russia. Although the latter granted Finland a certain degree of autonomy, it had occupied Finland for 100 years. With such a historical background, the terminal’s business is automatically linked closely to the Russian economy. At the moment, the terminal is hoping for an improvement and interest in exporting and importing liquid bulk products from and to Russia, and other CIS countries.

If there is one thing all three terminals have learned, icy and unfavourable conditions always melt sooner or later; every cloud has a silver lining!





HERE THEY ARE! The eight members of one of the Oiltanking teams that took part in the fire brigade training, fully equipped with all the protective gear



A smoking idea

Oiltanking Copenhagen has been operating its own fire brigade since August 2010. However, before this could come about our colleagues had to set the world on fire.

■ **Knowing what to do** when a fire is detected is not usually all that newsworthy; it is just part of Oiltanking’s HSSE comprehensive emergency response procedures. However, the fact that Oiltanking Copenhagen now commands its own fire brigade, that is brand new! In the past colleagues at the terminal had to rely on the local fire brigade and only had hand-held fire extinguishers and an ancient underground pipeline system to supply foam/firewater for the tanks and tank pits to buy some time until it arrived. Although the local fire brigade is only about ten minutes away, Karl Henrik Dahl (Managing Director) and Caspar Lavall (Operations Manager) were not comfortable with being so dependent, so they decided to do something about it. When they spoke to the local fire brigade, it turned out that it had recently introduced a special program to train companies as assistant smoke divers and fire fighters and become part of the first response team on site.

Since August Oiltanking Copenhagen has had a state-of-the-art fire truck, complete with smoke diving equipment and fire response clothing, all of its own. The on-site fire brigade consists of at least three operators. The entire Oiltanking Copenhagen operations crew (twelve operators plus the operations supervisor, engineering supervisor, HSSE coordinator and operations manager) underwent rigorous training as assistant smoke divers for fire fighting. In the event of a real fire, the on-site fire brigade

would consist of at least three operators while the supervisors and managers would act as on-the-scene coordinators. The training also means that Oiltanking Copenhagen’s fire-fighting team will be part of the local fire brigade’s response crew once they arrive. Just how it pays off to be prepared is highlighted by an incident that occurred earlier this year only 250 metres away from the terminal jetty as a vessel was discharging Jet A1. The Oiltanking Copenhagen operators on duty noticed a fire at the neighbouring company that did not have any fire fighting systems installed, so they immediately alerted the fire brigade. Seven minutes later the fire brigade arrived and after another seven minutes the they were fighting the fire — certainly a quick response. But if Oiltanking Copenhagen had had its fire truck by then, the response time would have been much shorter and the fire would have been put out in a matter of a few minutes. As it was, Oiltanking Copenhagen’s operations were suspended for two hours and forty minutes that night due to the fire.

The new Oiltanking Copenhagen fire brigade would only respond if its property or operations were threatened by fire — or to help out the neighbours. There are a total of twelve fire stations in Copenhagen, each with at least one fire truck. The local fire brigade now has plans for Oiltanking Copenhagen’s truck to become part of the fire response network for the entire island. However, it is early days yet and the idea has not been “fire-proofed”.

Hot topic

Not only are saunas popular in Finland, they’re also part and parcel of everyday life and not a topic you can simply choose to ignore.

■ **In Finland** it can get more than chilly in the winter time and temperatures of minus 20 degrees Celsius are not unusual. But it can equally get very hot, too — with temperatures soaring up to 80–110 degrees Celsius, and not just in the summer! With approx. 1.6 million saunas, there is one for every three Finns and they are readily used at least once or twice a week. Families congregate in the home sauna — whatever the season. But in Finland it’s more than just relaxation and wellness; a sauna is, and has always been, a significant part of Finnish culture.

One reason might be the long, cold and dark winters, where the sauna serves as a cosy retreat and offers you the chance to warm up for a while. For the Finns, it’s a place to cleanse the mind, rejuvenate and refresh the spirit. But in the past the sauna was also where most Finnish ladies gave birth, as the sauna was often the most sterile place they could find. It might sound a bit macabre, but Finns would also go to saunas to die as this was the place where the soul could leave the body in peace and relatives were able to say their goodbyes in peace and quiet. There is an old Finnish saying that is still around today, which might explain why Finns think of saunas as more of a necessity than a luxury, and why they like it so much: “If booze, tar or the sauna doesn’t help, the illness is fatal”.

A sauna session can last up to anything between half an hour and two hours depending on your personal preference and the number of cycles you do. Once the sauna has been fired up, you sit on little benches in your birthday suit — or maybe covered partly with a towel!

When the heat gets too unbearable, you can go outside in the cold to cool off. This is followed by refreshments as you “chill out” on a chair or sun bed, before heading back inside and starting the cycle all over again. Finally, a good wash completes the session. From time to time people take pleasure in a so-called vihta: they use small,

fresh birch branches with leaves tied together to swat themselves and their fellow sauna-goers. It’s a healthy practice that gets the blood circulating, helps work the dirt out of the open pores and smells pleasant.

Sauna visits are not only a private pastime where you relax and have light conversation; sauna meetings are also quite commonplace in the world of business. It’s even said that some of the most weighty decisions (be they political, business or private) are made on the sauna benches! As the good old saying goes, the human body is at its most divine thirty minutes after a sauna!



THE HEAT IS ON The Oiltanking terminal in Kotka, Finland, has its own staff sauna. Especially in the winter time, after a shift outside in the freezing cold, operators like to put their feet up (and warm up!) before heading back home.

Getting the (Oiltanking) world moving

13,048 km, 111 days, 14 participants and 2 teams — some of the statistics the Oiltanking Copenhagen terminal clocked up at this year’s Global Corporate Challenge called “Get the world moving”. Here’s how it all started.



TERMINAL WALK Before the decision was made to only walk on public roads for the purposes of the program, players like Anita Hocke (right) and Maja Rasborg had to wear the full personal protective equipment (PPE).

■ **“I wish I did sports more often”**; “If only I could lose some weight”. Sound familiar? But no way of doing it at home? Karl Henrik Dahl, Managing Director Oiltanking Copenhagen, had heard it all before and had just the answer: enter Oiltanking Copenhagen in the GCC (Global

Corporate Challenge). As he had already experienced the benefits of the program first hand in a previous company, he decided to launch the challenge as part of a health drive during the 2010 target meeting back in February 2010.

“Getting the world moving” is an enjoyable and effective way to create a more dynamic, healthy and productive workplace as it is designed to get people to exercise more, live healthier lifestyles and hopefully eliminate health risks caused by a lack of exercise. On May 20, 2010, two teams of seven colleagues were ready for the 111-day sporting challenge.

“Throughout the program we tried to arrange daily walks around the island for the office staff after lunch”, explains Karl Henrik. Each individual wore a pedometer on their waist to track their movements and measure the number of steps they took each day. Before long, the colleagues started thinking about how often they actually did any real exercise and began to take the stairs instead of the escalator or walk/cycle instead of taking the car. The stated intention and the contagious

enthusiasm of the teams eventually paid off: out of a possible 1,554 step entries, Oiltanking Copenhagen had completed 93%! That meant that the employees had walked a total of 13,048 km, the equivalent of walking about a third of the way around the equator, and the

average step count per employee was classified as “extremely active”. These representative results also mean that the well-being of all participants has significantly improved.

However, it’s not only Oiltankers in Copenhagen that take health issues seriously, but also the terminal as a whole.

The company looks after the well-being of its employees by offering courses and assistance to quit smoking, for instance. Moreover, it also bought bicycles to enable employees to ride around the terminal and the island instead of driving. So what are we waiting for? Let’s get moving!

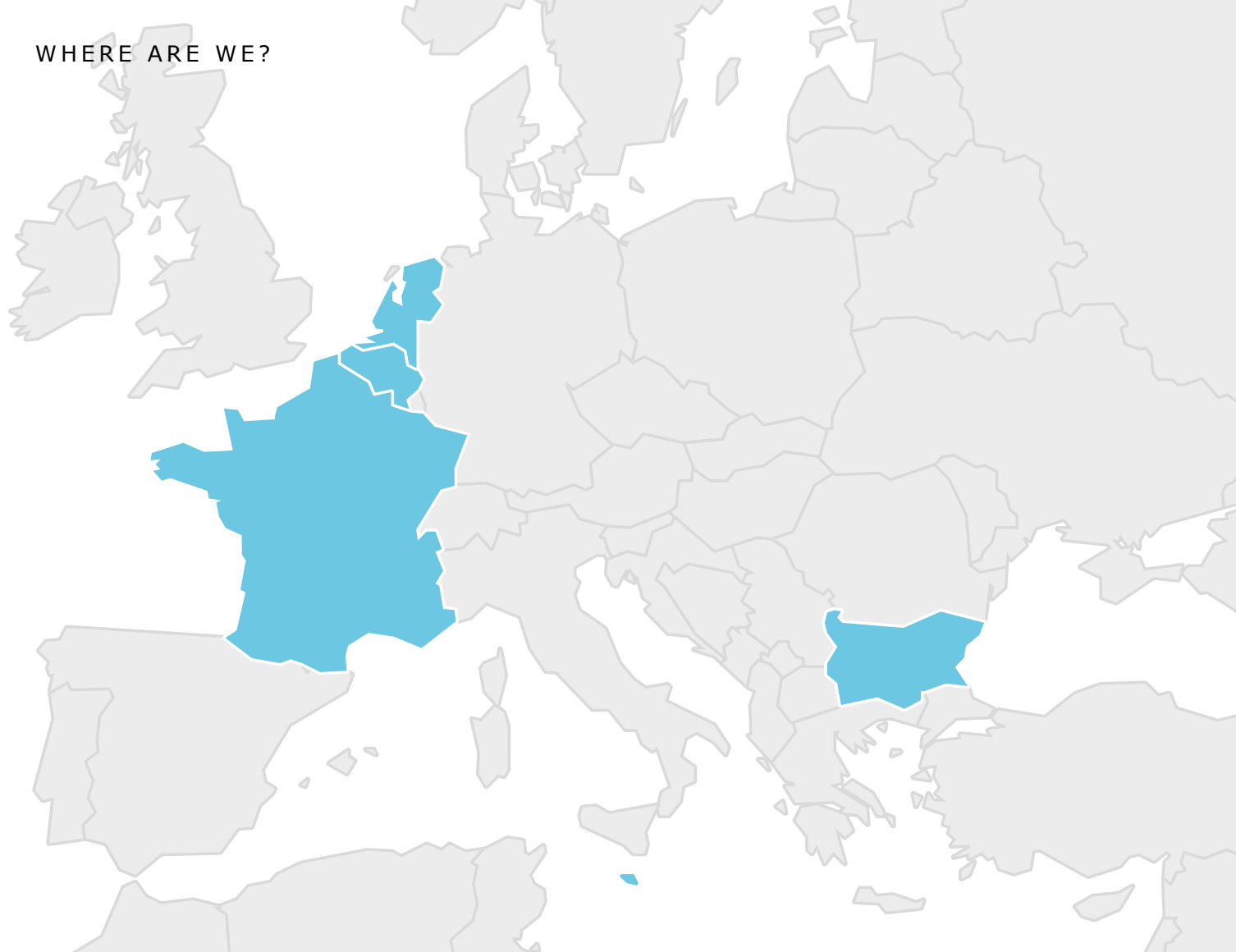
“From operations with love”

■ **One pleasant winter morning** in 2009/2010, colleagues at the Oiltanking terminal in Tallinn, Estonia, arrived at the office only to be “greeted” by an unknown animal sitting outside the window: it was pure white and looked rather cute! Later



on, the ladies of the logistics department found out that the “snomal”, as it became known (snow + animal), had been created by the operators as a gift for them. Although the ladies took good care of it throughout the winter months (fed it with cakes, stroked it, chatted to it, etc.), when spring arrived on their doorstep, it just disappeared into thin air. Let’s see if it will come back this winter!

“SNOMAL” A heart-warming surprise.



Europe South & ARA

The history of Oiltanking within the ARA region and Southern Europe goes back quite a number of years. After all, when Oiltanking GmbH was established in 1972 the Ghent terminal was already part of the terminal portfolio that was “handed over” by its sister company Mabanaft.

Daan Vos
Regional Manager
Europe South & ARA



Capital developments

■ **Back then,** the ARA region was already one of the main hubs for petroleum and chemicals, and not long after its establishment Oiltanking approved the construction of 400,000 cbm in the Port of Amsterdam, The Netherlands, for petroleum products. The construction was managed by Jürgen Rübsteck and Yke Vermeijden, who happily held office in a famous Dutch caravan or mobile home that was parked on-site. Today, Oiltanking Amsterdam is one of the largest terminals in the group with over 1.5 million cbm and one of the main blending locations for gasoline in North-West Europe.

The next location to be added to this cluster was Malta, where construction started in 1990 in a joint venture with the Maltese port authorities. It took a few years for the market to find this Oiltanking facility in the Mediterranean, but meanwhile it has blossomed into a true hub for our fuel oil customers. Following the collapse of the Soviet Union, Oiltanking started to explore Eastern Europe and landed a terminal project in Varna, Bulgaria. Here, Oiltanking handles sulphuric acid in dedicated systems for one single customer.

With the advent of the new millennium, Oiltanking expanded its presence in Belgium with the acquisition of the former Van Ommeren and GATX terminal for chemicals in Antwerp via a competitive tender procedure. Alongside the Belgium terminals, Oiltanking then entered into a long-term agreement with Dow Chemical to build a sophisticated off-site terminal for their chemical complex expansions in Terneuzen, The Netherlands.

Over the last five years, the aforementioned terminals have grown substantially. Especially in the ARA region, the Ghent, Amsterdam and Antwerp facilities have all doubled in capacity fuelled by the surge in market demand for petroleum tankage. With so much growth and construction projects being executed, the challenge of aligning the organisations comes automatically.

We have also invited new joint-venture partners, such as Stolt-Nielsen and the 3i Infrastructure Fund.

Today, with its 4.4 million cbm storage capacity, the ARA and Southern Europe cluster is very much characterised by its variety — not only in terms of location, but also its product focus and functionality. With all this in place, however, there is one common factor: the Oiltanking spirit — its commitment, customer focus, safety-first mentality and last but not least entrepreneurship.

It is often said that Europe is a mature market without any business development opportunities, but Oiltanking continues to work hard on various interesting projects that fit its strategy.



Forward-looking agreement

On October 4, 2010, Oiltanking Stolthaven Antwerp organised the official signing ceremony for a long-term agreement for storage services with SABIC (Saudi Basic Industries Corporation*) that comes into effect in 2013.



BEAMING SMILES at the signing ceremony at the EPCA in Budapest, Hungary — an agreement that constitutes a new milestone for Oiltanking Stolthaven Antwerp.

■ **Although the long-term contract** between Oiltanking Antwerp and SABIC does not start until 2013, its fruitfulness is already obvious for both parties involved. For SABIC, a global leader in the chemicals and plastics industries, this strategic agreement is an important aspect of its new initiative to streamline the logistics of its global supply chain, thus being able to respond more quickly to changing customer needs. The contract will ensure an uninterrupted supply of feedstock to SABIC's two major naphtha cracking facilities in Geleen, The Netherlands, via the existing pipeline connection, PALL (pipeline Antwerp-Limburg-Liège) — an 18" pipeline that is 133 km in length and owned by SABIC. The feedstock will mainly be gas condensate and naphtha brought in on large seagoing vessels that call at Oiltanking Stolthaven's terminal.

For Oiltanking Stolthaven Antwerp, this new business means a further step towards strengthening its position as the main chemical hub in Antwerp and the ARA (Amsterdam-Rotterdam-Antwerp area) as it is well integrated into the surrounding petrochemical industry. The agreement is not only the start of a long-term relationship with SABIC but can also trigger further potential business with this important leader in the chemical and plastic industries. The major part of the SABIC project will be the new tanks built according to the latest safety and environmental standards in the industry. Anticipating this future growth, Oiltanking Stolthaven is already building new jetties that will be equipped to unload the SABIC vessels at 6,000 cbm per hour.

The deal is also a prime example of the excellent teamwork between Oiltanking and its joint venture partner Stolthaven. "Moreover this exciting project would not

have been possible without the creativity and flexibility of all the departments involved", says Luc Jorissen, Managing Director of Oiltanking Stolthaven Antwerp.



* SABIC (Saudi Basic Industries Corporation) ranks among the world's top six petrochemical companies with 19 world-scale complexes in Saudi Arabia and manufactures on a global scale in America, Europe and Asia Pacific. It is one of the world's market leaders in the production of polyethylene, polypropylene and other advanced thermoplastics, glycols, methanol and fertilisers.

For the record

GROUP DYNAMICS Oiltankers set a high standard this year by breaking their own records in recent races.

■ **On September 11, 2010** six colleagues from Oiltanking Amsterdam who are enthusiastic runners participated in the 8.2-km business team run "Pierloop IJmuiden" (IJmuiden city pier run), The Netherlands. Although this long-distance run can pride itself in twenty years of existence and being one of the biggest runs and events in the region, it was the first time Oiltankers had taken part. (Not) to everybody's surprise the team finished second, completing the course in 3:15:20 hours, and returned to the office with a delightful trophy. However, this was just the beginning: the run was meant only as preparation for the Dam-to-Dam Run in Amsterdam due to take place just a week later.



This run (central square to central square) is the largest race in The Netherlands and the largest business run of its kind in the world. On September 19, 2010, more than 30,000 runners took up the challenge to run from the centre of Amsterdam to the centre of Zaandam in the 26th event. Among them were top athletes — as well as three teams of ten Oiltanking colleagues from Antwerp/Belgium, Hamburg/Germany and Amsterdam, who decided to participate in the ten-mile run (16.1 km). Not

only were the weather gods in a good mood but also Nike, the ancient Greek goddess of victory — at least for the Oiltanking teams: everybody improved on their personal best times and all the records from last year were broken! In such good spirits, everybody enjoyed the day and went home with a well deserved medal and also — just for the record — with every intention of taking part again next year!

I want to ride my bicycle!

PEDAL POWER Ferdi Simsek, Oiltanking Amsterdam, on his way to Jetty No. 8.

The Dutch are famous for a number of things: gifted painters, flavoursome cheese and ... hordes of bicycles and cyclists! Let's see what drives them.

■ **Word has it** that the Dutch know how to ride a bike long before they can even walk or talk. That is an exaggeration, of course, but one thing is for sure: children grow up with bicycles and on bicycles! When parents take their children with them they very often ferry their children on a "cargo bike", like Dirk Huizinga of HSSE at Oiltanking Amsterdam does, for instance. Children know how to ride a bike from an early age (and without stabilisers, of course). Then, when they are eleven years old they take a cycling proficiency test at school to ascertain if they know the basic traffic rules. So bicycles are just as much a part of the Dutch landscape as tulips and windmills.

The Dutch bicycle boom has a long history. It all started back in 1866 when Pierre Michaux had the idea of attaching pedals to the front wheel. He called his invention

the Velocipede. The construction of a steel model arose interest in the Dutch baron, Otto Groenix van Zoelen, who had it copied. While the pleasure of cycling was initially a rich man's sport, it eventually became popular among the men on the street, as the slogan "Everybody on the bicycle" from 1896 indicates. Today, there is more than one bike for every person in The Netherlands. And anyone who does not have his/her own bike at hand can easily rent one by the hour, day, week or even longer at train stations or bicycle shops.

The reasons why the bicycle is so beloved in The Netherlands are manifold. One might be that the country is relatively flat and densely populated. Moreover, the favourable climate and the multipurpose use of a bike are also key factors. On top of this, cycling is cheap, quite flexible, and ... environmentally friendly! The Netherlands



BICYCLE BOOM With around 430 million bikes, China may well have the world's largest fleet, but the quota per capita is higher in Europe, with The Netherlands leading the way. But Germans are passionate cyclists as well as this shop in Altlandsberg/Berlin convincingly demonstrates.



picture: courtesy of Fahrradhof-Altlandsberg

is the undisputed leader among the industrial countries in promoting and encouraging the use of bicycles as the Bicycle Master Plan (BMP), established by the Dutch Ministry of Transport, Public Works and Water Management in 1990, demonstrates. Wide and well-maintained cycling paths (18,000 km nationwide) as well as ample parking facilities for bikes are just two of the benefits cyclists enjoy, not to mention the fact that the traffic rules are generally in their favour. They even enjoy special legal protection: motorists are assumed by law to be responsible for almost all crashes with cyclists.

Therefore, it is no wonder that the Dutch put their shoulders to the wheel: on average every Dutch person rides 2.5 km a day. There is a bike for every occasion, too: racing bikes, ATB (all terrain bike), randonneurs (long distance bike), ligfiets (a bike where you lie flat on your back), shopping bikes, bikes for touring and fold-up bikes (to take with you in the car and on the train); bikes for children and the elderly; e-bikes, transport/cargo bikes etc. So the bike is a serious mode of transport. According to the Mobility Study Netherlands 2007 (AVV), 29% of the Dutch cycle to work regardless of their social status. Also the former Minister for Social Affairs and Employment, Piet Hein Donner, is said to cycle four km to his office. Even when he visits the monarch, Queen Beatrix, at her residential palace, he goes by bike, according to the late Dutch ambassador to Singapore, Chris Sanders.

Cycling to work is an excellent way of keeping in shape and it is evident from the results of the recent TNO (an

independent Dutch research institute) study: employees who regularly cycle to work are ill less frequently and on average are absent one day fewer than their colleagues who do not do so. Were Dutch employers to encourage another 1% of their employees to pedal to work, the annual savings could reach 27 million euros. Therefore, the bicycle is a healthy prospect for employers, employees and the environment. Let's keep those wheels turning!

ORANGE OFFER

In a cycling nation like The Netherlands, you would be forgiven for thinking that most of the employees at Oiltanking Amsterdam cycle to work. As it so happens, almost everybody drives. But four of them do try to use their bicycles at least once a week: Boris Oudenbroek (Customer Service), Dirk Huizinga (HSSE), and Mimoum Bouaissa and Robert Peemen (both Operations).

However, at the terminal itself the operational shifts each have two bikes for the daily work on the 17 jetties. So they stand out, the bikes have orange light-weight aluminium frames. Equipped with a basket for tools, they come in extremely handy. Some of the barge owners also use (their own) two-wheelers to collect the papers from the loading master as it is quite a march to the Oiltanking office from some of the jetties.

SETTING SAILS More than 600 impressive vessels could be admired during the SAIL Parade in Amsterdam, The Netherlands.

Turning back time

... was possible in Amsterdam, The Netherlands, from August, 19 to 23, 2010, during the SAIL Parade, the largest marine festival in the world. Cannoneers from the Salute Battery Bastion RA in Naarden performed the salute for over 600 vessels, including some impressive tall ships. They were welcomed in accordance with a centuries-old tradition at the head of Sixhaven, a yacht basin behind Amsterdam Central Station.

Of course, Oiltanking also took part in the event, which is organised every five years. On the first morning, Coen Huebner, Managing Director Oiltanking Amsterdam, welcomed the company’s clients on board the top sail schooner “Willem Barentsz” (*) to join the Parade of Sail. The banks along the canal were packed with thousands of spectators who had gathered to watch the colourful spectacle of the small boats and party, historical and tall ships sailing from the locks of IJmuiden to the Port of Amsterdam with the clipper bearing the city’s name leading the parade. The weather was beautiful, the atmosphere on board the “Willem Barentsz” excellent and with refreshing drinks, tasty food and entertaining music the time just seemed to sail away as the ships paraded by.

In the evenings of August 19 and 22, Oiltankers and their partners also had the opportunity to enjoy the historical setting: on board the “Willem Barentsz” sailing towards the Port of Amsterdam, they could admire the

impressive historical ships moored along the quays and the magnificent firework display that illuminated the evening sky.



(*) Willem Barentsz (1550 – 1597) was a Dutch navigator, cartographer and explorer who lead early expeditions to the far north.

Oiltanking Classic 2010

“CREATING THE SIXTH MONUMENT” After crossing the finish line in Antwerp, the participants were over the moon. The Oiltanking Classic 2011 is already in the pipeline!



■ **Inspired** by their Belgian and Dutch cycling idols Eddy Merckx and Jan Jansen, a handful of Oiltanking colleagues from Antwerp and Ghent in Belgium and Terneuzen in The Netherlands decided to create their own “classic”. For those of you who are not so familiar with cycling lingo, the so-called classic cycle races are the most prestigious one-day professional cycling road races in Western Europe.

So Oiltankers Jean Pierre Cools (Ghent), Pascal Pauwels (Terneuzen) and Ben Van de Craen (Antwerp) got together and before long the “Oiltanking Classic 2010” was born: a 110-km course from Terneuzen to Antwerp

via Ghent. After a successful test run, the big day finally arrived. On a sunny Saturday on 5 June 2010, the three of them made bicycle history along with 20 enthusiastic colleagues who were also ready to hit the pedals. After a short break in Ghent, where they were joined by 11 more Oiltankers, they turned it up a notch for the last 60 km. And like true professionals, they all did the course proud.

India

In 1997 Oiltanking launched its independent tank terminal service business in a joint venture with Indian Oil Corporation Ltd (IOC). From the very beginning, the new company, Indian Oiltanking (now IOT Infrastructure & Energy Services Ltd), showed its innovative business sense.

Jayantha Bhuyan
Regional Manager
India



Entrepreneurial spirit

■ **The independent terminal** business faced — and still faces — many challenges in India because the petroleum industry there has been dominated by state-owned oil marketing and refining companies for decades. These companies own a large number of terminals, both at ports and inland. Furthermore, India is not a petroleum trading hub and there are hardly any free ports for a smooth product flow. Therefore, while its first terminal was commissioned at Navghar in 1998, the company initially went through some extremely tough times. With perseverance and subsequent improvements, however, the capacity at Navghar was increased and is currently 250,000 cbm with multiple modes for receiving and dispatching products.

Drawing on the experience gained in project management while constructing the Navghar terminal, IOT initially entered into the EPC (Engineering, Procurement and Construction) business in 1998 through projects relating to tank farms. The unique combination of competencies in terminalling and EPC enabled IOT Infrastructure & Energy Services Ltd. (IOT) to offer its customers a variety of ownership and

operational business models and increase its operations to 16 terminals with 1.10 million cbm of storage capacity. The latest and largest of IOT's terminals is under construction at Paradip on the East coast of India and will have a capacity of 1.4 million cbm for crude oil and petroleum products for Indian Oil's refinery.

In 2006 IOT spread its wings once more and branched out into the aviation refuelling sector through a joint venture with Skytanking and IOC (Indian Oil Skytanking Ltd), bagging prestigious contracts for the airports in Bangalore and New Delhi. IOT entered into the upstream services business in 2008 through the acquisition of Newsco Asia, one of the leading providers of directional drilling services in India. IOT also organically expanded this sector to become a seismic service provider. The innovative and entrepreneurial

spirit of IOT manifested itself once again when it formed a joint venture with Mabagas in 2010 to build its renewable energy business in India.

Now operating a diverse portfolio of businesses, IOT is no longer limited to the Indian market and has become an international player with a Compound Annual Growth Rate (CAGR) of 60% in revenue and a 65% profit before tax from its incorporation in 1997. IOT intends to step up this presence to create a global brand, without forgetting the Indian economy, which is growing exponentially. This market will provide unprecedented opportunities in various sectors of IOT's interest, such as power, ports, airports, water, fertilisers, minerals, oil, gas and renewable energy. In short ... IOT's entrepreneurial spirit is going global!





POOLING EXPERTISE
Fabian Leroy (Katoen Natie), and Jayanta Bhuyan (IOT) (right), signing the joint venture agreement.

The Katoen Natie connection

In July 2010, IOT Infrastructure & Energy Services Limited (IOT) (formerly Indian Oiltanking) inked a joint venture agreement with Katoen Natie in Antwerp, Belgium, to develop new ventures in the field of storage, handling, packing and transportation services for polymers and solid specialty chemicals in India.

■ **The announcement** of the agreement demonstrates the partners’ convergence of strategic intents and shared confidence in Indian market opportunities. This joint venture also displays mutual trust in the vital complementary strengths and will be leveraged for effective business development, professional management and the timely completion of projects, thereby optimising capital and operating costs.

The partner Katoen Natie is the world’s number one in polyolefin handling and has over 25 years of experience and proven excellence in designing, building, operating and maintaining on-site/off-site logistics terminals for polymers worldwide. Katoen Natie’s client base includes all the major producers of chemicals in the world. And

IOT, as the compatible and well-connected partner in India, with extensive experience in Engineering, Procurement and Construction (EPC) and knowledge of grass root realities and conditions in India. In addition, IOT’s strategic terminalling business unit is the leading independent storage and logistics handling company in the country. As a subsidiary of one of the global leaders, IOT provides world class terminalling and engineering services for the oil and gas industry. As a joint-venture partner of IOC, it enjoys close ties with Indian Oil, the country’s premier oil refining & marketing company.

facilities (including their design, engineering and construction), as well as services like customs clearance, freight forwarding and barging.



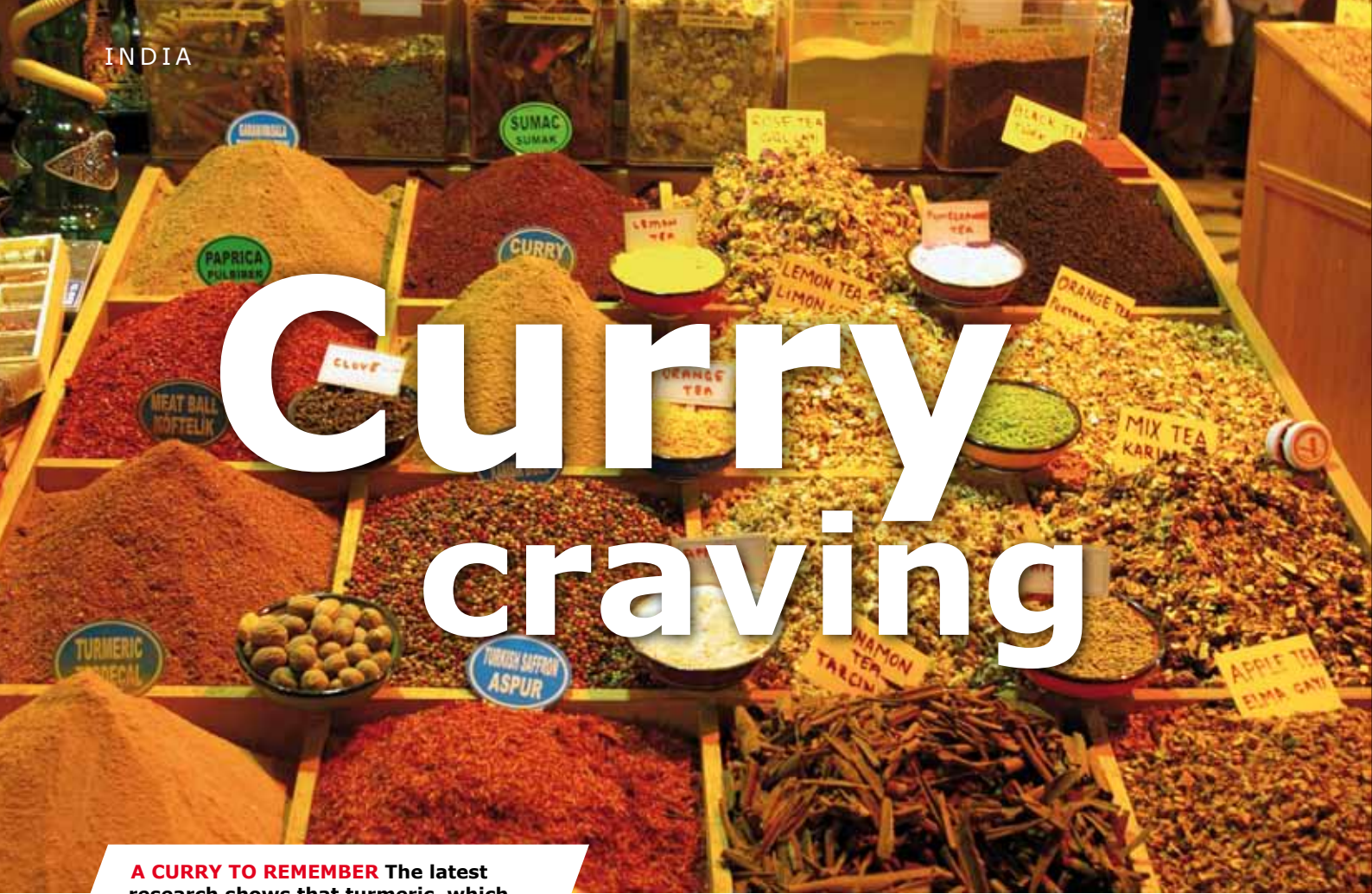
With a fast-growing economy and the current low per-capita consumption, India is a high growth market for polymers, offering high market potential for the joint venture. Through sustained joint marketing efforts during the last three years, Katoen Natie and IOT have already developed strong business leads with potential Indian clients.

Katoen Natie will hold a 51% interest in the new joint-venture company based in Mumbai while IOT’s stake will be 49%. The company will provide total logistics solutions for polymers and solid specialty chemicals in India by owning, developing, operating and maintaining storage, handling, packing and transport

NOW AND IN FUTURE
Employees of the joint venture will have their work cut out.

DONE DEAL The signed agreement will enable IOT Infrastructure & Energy Services to develop new ventures and to scoop market potential in India, a high growth market for polymers.





Curry craving

A CURRY TO REMEMBER The latest research shows that turmeric, which gives curry sauces their colour, might even prevent memory loss.

cumin seeds + turmeric powder + coriander powder + ginger powder + fennel seed + crushed black pepper + nigella seeds+ mustard seeds + bay leaf = CURRY??! *

■ **Curry can mean different things** from one culture to the next. In India it refers to gravy or a stew dish and tastes dissimilar depending on the region where you eat it; Westerners, however, probably think of curry powder or the dishes seasoned with it. You don't really give it so much thought! Then again curry powder itself may not be a single spice but a blend! It can be mild or hot, and comes in a wide range of colours ... a whole palette is possible! But don't worry — you can't go wrong when you prepare the ingredients for curry powder because there are no fixed rules as to what ingredients you should use in which quantities. In some curry powders you can even find as many as 20 or more! Therefore, the spice very much depends on the individual cook's taste (gustatory, olfactory and visually), not to mention the type of meat/fish or vegetable to be served with it.

The origin of the word "curry" is also unclear: some say it comes from the Tamil word karil, meaning spiced sauces; others believe that it derives from the Hindi words karahi or karai after a wok-shaped cooking dish. Who invented "curry" or used it for the very first time is also debatable. Allegedly, the earliest known recipe for meat in a spicy sauce with bread was discovered near Babylon in Mesopotamia back in 1700 BC. However, nowadays curry is generally regarded as an Indian dish. The reign of the British Raj definitely had a significant influence on promoting "curry". Today, the popularity of curry has spread well beyond the borders of India and holds a prominent place in international cuisine, especially in Thailand, Britain and Japan. So curry up!

*according to the Ayurvedic recommendations

Let's curry!

Thanks to our Indian Oiltanking colleague Rashmi Surve in Mumbai, who kindly opened her recipe treasure chest, we are able to dish up two delicious curry recipes. Bon appétit!

INGREDIENTS

- | | |
|--|-------------------------------------|
| 1 big chicken, jointed | ½ tsp of grated nutmeg |
| 2 coconuts | 2 tblsps of poppy seeds |
| 12 red chillies | 4 tblsps each of ghee and sweet oil |
| 2 tsps each of anise and coriander seeds | 6 big onions |
| 1 tblsp of cumin seeds | 1 lime-sized ball of tamarind |
| 6 cloves of garlic | 2 tblsps of vinegar |
| 8 peppercorns | Salt to taste |
| 1 tsp of fenugreek seeds | |

METHOD

Fry all the spices and chillies in a little oil until they become red. Then grind to a paste. Grate a coconut, then fry in oil with poppy seeds and three onions until they turn a golden colour and grind to a smooth paste. Extract three cups of thin and one cup of thick milk from the remaining coconut. Cover the tamarind with hot water for five minutes then extract the juice. Heat four tablespoons each of ghee and sweet oil and fry the remaining onions to a golden colour. Add chicken, salt, spices and ground coconut. Mix nicely, then pour in the thin coconut milk

CHICKEN CHACOOTY



and cook till the chicken is almost done. Put in the tamarind and continue cooking till the chicken is tender and the gravy thick. Mix in the vinegar and thick coconut milk and heat well. Remove from the fire and serve decorated with coriander leaves.

POMFRET CURRY



INGREDIENTS

- | | |
|--|-------------------------------|
| 1 pomfret (kind of fish) | 3 cocums |
| ½ coconut | 4 cloves of garlic |
| 1 tblsp of cumin seeds | 10 cashew nuts |
| 3 red chillies | 1 lime-sized ball of tamarind |
| a few curry leaves | 3-4 cups of water |
| 2 tblsps each of coriander and poppy seeds | oil for cooking |
| 1 large onion | Salt to taste |
| 4 green chillies (slit) | |

METHOD

Clean and slice the fish. Add salt and turmeric powder to it and leave to stand for 15 minutes, before frying it lightly. Brown the onion, red chillies, garlic, coconut, coriander, cumin and poppy seeds, and grind to a paste

along with the tamarind. Heat three tablespoons of oil and fry the paste nicely, adding water from time to time till a pleasant aroma fills the air. Pour in the three cups of water and add the cocums and bring to the boil. Place the slices of fish in it and cook till the fish is done and the gravy a bit thick. Serve decorated with coriander leaves.

Middle East & Africa

In 2004 Oiltanking branched out into the Middle East for the very first time when setting foot in Jebel Ali/Dubai (United Arab Emirates). Just three years later, it started its largest "grassroots" project ever in Oman. Then in 2009 Oiltanking headed on to South Africa.

Gerard Reumer
Regional Manager
Middle East & Africa



Exploring new areas

■ **Collectively**, the countries of the Middle East are well known for their oil resources. Their natural wealth has had a significant influence not only on the region itself but also worldwide. The global financial crisis has not failed to leave its mark on the region. But, blessed with natural resources, it is poised to emerge from the turmoil relatively quickly. Oiltanking is also recording positive results in the region.

Oiltanking signed a joint venture agreement with Star Energy in Jebel Ali, UAE, in 2004. By doing so, the company entered the fourth biggest oil producing country in the world. After all, the UAE has 9% of the world's proven oil reserves. Since Oiltanking's involvement, the terminal has rapidly expanded and now comprises a total capacity of 857,000 cbm. Jebel Ali is located 30 km from Dubai City and is reputedly the world's largest artificial harbour. The terminal was one of the first major private sector investments in the port. Its strategic location with access to deepwater make it an ideal terminal hub for breaking-bulk, transshipment and redistribution for the Middle East, the Indian subcontinent and East Africa, as well as the consolidation of cargo bound for destinations further afield. Coupled with Dubai's excellent on-shore infrastructure, the terminal provides safe, swift and cost efficient turnarounds.

The terminal in Oman can also be proud of its development. Obviously, the start-up of the Oiltanking Odfjell terminal in 2007 came at an ideal time as the Arabian Gulf region was short of tank space. Today, Oiltanking Odfjell Oman is the only independent liquid bulk terminal in a completely renovated port. Sohar is strategically positioned just outside the Strait of Hormuz at the entrance to the Arabian Gulf. From here, the terminal supports trade and cargo flows within the Middle East region as well as flows from the Gulf to other continents and in particular the Indian sub-continent, East Africa and the Far East. Soon after the completion of the first phase, the terminal embarked on further expansions. By the second quarter of 2011, the total capacity will be an impressive 1,267,500 cbm and further expansions are being contemplated. It is fair to say that the strategy of the company to develop Sohar into an international bulk liquid storage and handling hub is working.

In 2009 Oiltanking ventured into a new continent and signed a joint venture with Calulo Terminals in

South Africa. Based in Cape Town, Oiltanking Calulo's aim is to identify, construct and operate bulk liquid storage projects in the country. Things are coming along nicely, and we will be reporting on the venture's progress in the near future. Besides South Africa, other Sub-Sahara African countries are frequently visited and various projects are under evaluation.

Oiltanking Middle East & Africa Limited is the regional office for the Middle East and Africa. From its offices in Dubai, it plays a coordinating role for Oiltanking GmbH, heads the regional business development efforts and provides supportive services to the profit centres in this rapidly developing part of the world.





Not taking **NO** for an answer

Erwin Mortelmans from Oiltanking Antwerp was relocated to Oiltanking in Oman as Commercial Manager in January 2010. Twelve months on, it is already clear that his positive impression about the country will be a life-long one. He explains why.

DISCOVERY CHANNEL Erwin Mortelmans and his family did not only cone across spectacular scenery during one of their wadi trips in Oman!

JOYFUL CULTURAL exchange between the young and the young at heart in the Mortelmans' friends home.

■ **My wife and I** had often heard talk of the proverbial Omani hospitality, and our non-Omani colleagues also regard it as one of the most typical characteristics. And they are right. We experienced this hospitality ourselves during one of our wadi* trips.

High up in the wild and rugged mountains, we eventually came across a little house. It turned out to be inhabited by a complete Omani family comprising three generations! Once they spotted us, an animated discussion ensued — if that's what you can call it, for they hardly spoke a word of English and we knew very little Arabic. However, it was a warm exchange and we understood that they were inviting us to their home, so we accepted! Of course, we were flattered, not to mention a bit curious, to be asked inside; but we were also a bit on edge thinking about what would happen and how we should behave.

We didn't have much time to think about it, though, as they immediately began to introduce all their family members (and don't forget there were three generations living under one roof, including the grandfather who luckily didn't seem too disturbed as he was having his afternoon nap!). Then they politely showed us round the house and garden, pointing out this and that. We also managed to see the water supply system, the cattle and so on. While we were being given the tour, someone must have been very busy in the kitchen because a hearty meal suddenly appeared! It was clear that they weren't going to take no for an answer and, literally overpowered by so much cordial hospitality, we stayed! To be honest, we initially felt the typical European reserve faced with so much kindness, and were just waiting for



them to start trying to flog us local handicrafts or want something in return for their service. But no, this was the genuine stuff! Only three hours later (after a sumptuous meal, an intimate "chat" and a compulsory henna session for my wife), we were finally "allowed" to bid our hosts farewell — but not before we promised to come back soon for another visit! Two weeks later we got a text message from one of the family members saying that he was near our house and would like to visit us. Fair enough, we thought — now it's

* wadi = a dried-up river bed that offers excellent opportunities for some off-road fun



PORTRAIT Erwin Mortelmans joined Oiltanking Stolthaven Antwerp, Belgium, in July 2007. At the beginning of 2010 he was transferred to Oiltanking Odfjell Oman where he took up the position as Commercial Manager.



FUNDAMENTAL NATIONAL TRAIT Erwin Mortelmans' wife had the pleasure of experiencing the Omanis' renowned hospitality.

our turn. However, we experienced yet another side to Omani courtesy: as a "thank you" for welcoming them, the Omanis do not offer you a bunch of flowers or a bottle of (alcohol-free) wine, noooo! They bring a trolley full of groceries with goods from literally every section of the supermarket! For us Europeans, it was a very odd experience and obviously it was difficult for us to accept the gift. But, once again, he clearly wasn't going to take no for an answer. Of course, we tried to offer the same kind of hospitality we had experienced with his family by inviting him to stay for dinner (although we didn't show him our water supply system). And, needless to say, we enjoyed the company of our guest very much. We all ended up rolling around with laughter, for instance, when our guest tried to pay my wife a well-intentioned compliment by saying that the meal she had prepared was "as good as McDonalds!" (Just for the record, and my

wife's reputation, eating out at McDonald's is regarded as a real treat and something special if you live in the Omani wadis...).

A couple of weeks later, during Eid (the celebration period after Ramadan) we went back to the wadi to wish the family "Eid Mubarak!" (literally "blessed festival"). And this time we were prepared! Of course, we came with a trolley full of groceries and didn't take no for an answer!



SPECIAL TREAT The hands of Erwins wife Danielle were skilfully painted with Henna in the Art of Mehndi by one of their Omani friends.

In the spotlight!

■ **One of Oiltanking's** most guarded and well-cared-for "babies" is HSSE. As an incentive to improve the HSSE performance of Oiltanking colleagues all over the world, two years ago the idea of awarding the terminals with the best HSSE performance was born.

Every year, the terminals are placed in the spotlight and the winner receives a lighthouse for the performance, with regard

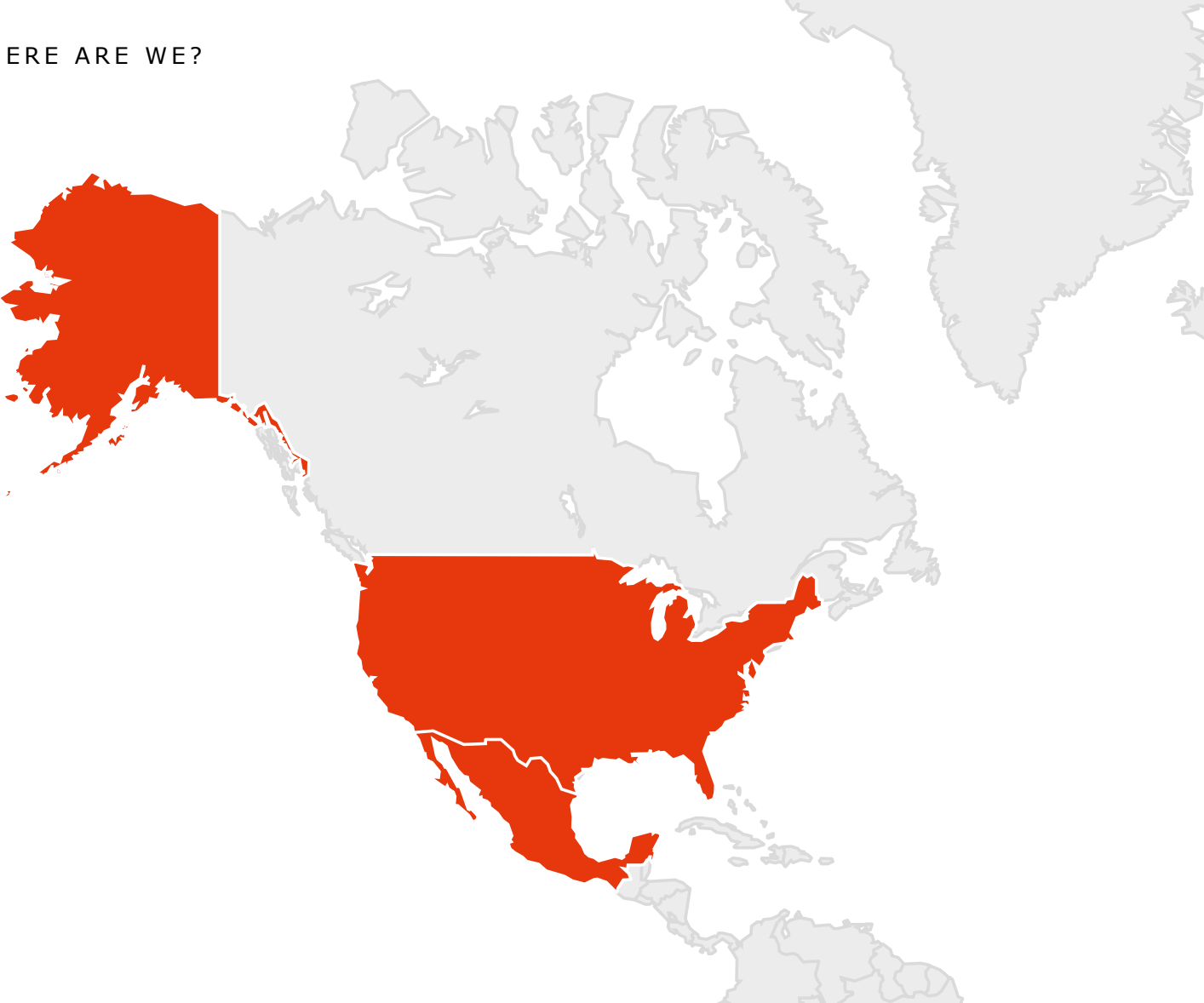
to the most important KPI's including near-miss reporting. This year, the golden lighthouse went to Oiltanking Odfjell Oman for the best performance and Oiltanking Odfjell Singapore received the white lighthouse for best improvement. Let's see which terminals deserve the trophies next year.

A MODEL FOR THE AWARD is the lighthouse „Roter Sand“, the first offshore structure ever built. In 1885 „Roter Sand“ was a symbol for technical progress.



LIGHT-HEARTED Colleagues from the terminal in Singapore proudly present their HSSE award: the white lighthouse, while the gold one went to Oiltanking Odfjell Oman.





North America

In recent years Oiltanking embarked on a growth strategy in North America. Today, it is one of the main players at the international trading hub on the US Gulf Coast, covers the Mid-Continent and has dry-bulk capabilities in the US Virgin Islands.

Carlin Conner
Regional Manager
North America



Getting things done

■ **In addition** to storing crude oil, the first North American Oiltanking terminal in Houston, Texas, handled aragonite (a dry sand-like substance). But the company’s future was far from built on sand. In 1977 the terminal had a capacity of 1.2 million bbls (190,000 cbm). Located on the Houston Ship Channel, one of the busiest sea ports in the United States, it soon saw a continuous increase in its capacity and product range. Today, the terminal is a large import and export facility for crude oil, refined products, chemical feedstock and LPG. With numerous pipeline connections to refineries and nearby product plants, not to mention the excellent dock infrastructure, the facility (today with a capacity of 11,376,479 bbl/ 1,807,799 cbm) is considered a prime location for the storage and handling of commodities.

In 2001 Oiltanking gained another foothold on the US Gulf Coast by purchasing a terminal in Beaumont, Texas, east of Houston. Located amidst the major refining and petrochemical facilities in the Port Arthur area and with a total capacity of 5.7 million bbls (906,000 cbm), the terminal plays an important role securing customer demands.

“Getting things done professionally and with care is a trait we embrace and support with structure and rigour,” explains Carlin Conner. And indeed Oiltanking really got going when it acquired a chemical terminal in Texas City, Texas. It meant the company’s third terminal on the US Gulf Coast and simultaneously became a major player at one of the world’s three main chemical hubs.

Determined to continue its growth strategy, Oiltanking expanded to serve the mid-continent in 2009 when it purchased the Joliet marine terminal in Channahon, Illinois. The 1.9 million bbls (300,000 cbm) storage capacity is poised for aggressive growth to serve the greater Chicago area, the American chemical and petrochemical market and the country’s upper Midwest. Expanding its strategy into the dry bulk industry in July 2010, Oiltanking

entered into a joint venture with Dupré Logistics LLC to form Oiltanking Dupré in St. Croix, in the US Virgin Islands. Oiltanking Dupré is dedicated to serving its customers’ needs for the material handling of petroleum coke and other refinery service operations. In August 2010 Oiltanking North America strengthened its presence in southeast Texas by opening the Port Neches terminal. Once it has been upgraded, this terminal will offer more than two million barrels (320,000 cbm) of tankage to provide crude logistics to the Port Arthur area.

Looking forward, Oiltanking North America sees opportunities to continue to grow organically as well as develop new dry and liquid bulk locations.



Joint effort bears fruit

As part of Oiltanking’s strategy in North America of pursuing dry-bulk handling opportunities, it entered into a joint venture with Dupré Logistics, LLC, in July 2010. Soon afterwards, the new company was awarded its first long-term contract with HOVENSA L.L.C.

■ **When two companies**, both with their own unique knowledge and capabilities, come together and decide to jointly offer tailor-made service solutions for potential customers, it is the makings of what can only be a “win-win” situation. By pooling Dupré Logistics, LLC’s, material handling capabilities and the assets of Oiltanking’s global network and terminal competency, the result is a unique combination of services that is much needed in this industry. The new organisation is based in Houston, Texas, and has the capacity to serve customers in need of material handling for petroleum coke (*pet coke).

Soon after it was established, the new company landed its first long-term contract with HOVENSA L.L.C. (HOVENSA), one of the

10 largest refineries in the world and, with a crude oil processing capacity of 500,000 barrels per day (79,000 cbm), one of the most modern in the United States. Oiltanking-Dupré LLC will be responsible for the operation and maintenance of HOVENSA’s petroleum coke handling system and marine loading dock facilities on the Caribbean island of St. Croix in the US Virgin Islands. Since August 1 2010 Oiltanking-Dupré St. Croix LLC has been coordinating the transport of petroleum coke from the coke pit to the marine dock.

***PET COKE = besides the gaseous and liquid products, a solid residue called petroleum coke or pet coke also emerges during cracking.**



With the conclusion of its term lease agreement with Motiva Enterprises LLC for the liquid terminal in Port Neches, USA in August 2010, Oiltanking has added a second terminal in Southeast — its 5th in the United States.

■ **Under the term** lease agreement with Motiva Enterprises, Oiltanking started operating the existing marine terminal at the city of Port Neches on August 1, 2010. As part of the lease, Oiltanking is to upgrade the existing assets and add 600,000 bbl (95,000 cbm) of new capacity to the current 1.5 million bbl (238,480 cbm) site. This will require an investment of approximately 52 million dollars and 18 months to complete. The engineering and design and other improvements have already got underway on the tanks. Once ready, the new tanks will enable Oiltanking to receive and ship in excess of 300,000 barrels per day for Motiva’s expanded Port Arthur refinery.

The new terminal in the city of Port Neches is part of the Beaumont-Port Arthur region, at the Neches River, 20 miles (32 km) inland from the Gulf of Mexico. Together with the

existing terminal in Beaumont with a total capacity of 6 million barrels (952,000 cbm) just 8 miles (13 km) away, it will boost Oiltanking’s presence in Southeast Texas. It will also contribute to the welfare of the city of Port Neches, which throughout its history has depended heavily on the Neches River as its lifeline: be it for agriculture, timber, oil or synthetics. Today, the greater Neches River Basin is also a tourist attraction for fishing, hunting, bird-watching, boating or many other out-door activities that are readily available there.



GIVE ME 5 With the Port Neches terminal Oiltanking has now five in total in the United States.



picture: courtesy of Robby Freeman

Texas, USA, is often associated with rodeo, and indeed the Lone Star State has defined rodeo in its own special way and leads the way in rodeo culture. Here is some bouncing background information.

■ **A furiously bucking** (wild) bull and a skilled, fearless person with cowboy boots and probably a rope in his hands trying to tame the animal is the image everyone associates with rodeo.

What began as the everyday chores of working cowboys herding cattle has evolved to a modern sport and a unique rodeo event. Administered by rodeo associations, with the Professional Rodeo Cowboys Association being the biggest in North America, rodeo is not only huge in Texas. It is also all the rage in Canada, South America and Australia. Thousands of rodeos are held worldwide each year. The largest ground breaking rodeos are professional and commercial athletic contests — often in climate-controlled stadiums. Although some might oppose rodeo on animal welfare grounds and others might regard it as a remnant of the Wild West, the struggle with the steer has not only become a popular sport but also a lucrative business. Winners can win big time if they stick to the time, for instance!

Before the rodeo kicks-off, every contestant draws at random the animal they are going to be competing against. The rodeo itself is made up of several different events, each with its own style of competition, rules, and rewards. There might be differences depending on the region but seven are recognised as standard events in most professional rodeos (in order of competition): bareback-riding*, steer-wrestling, team roping, saddle bronc*, tie-down roping, barrel racing and bull riding*. They either belong to the roughstock (*) category or the timed events. The first is a dangerous, adrenaline filled event. Participants compete in rodeo performances against each other, horses and bulls being bucked out only once per day, and a cowboy/cowgirl must make a qualified eight-second ride. The latter uses stopwatches with the quickest time being the winner. However, there is more to rodeo than doing the victory lap and filling your pockets. The first Houston Livestock Show and Rodeo was organised for charitable, educational

and scientific purposes 78 years ago. Today, it is the world's largest livestock exhibition, the world's richest regular-season rodeo and the most favoured event in the South Western US. Nearly 24,000 volunteers, traditionally with colleagues from Oiltanking Houston among them,

contribute their time, resources and talents to help raise money for education, e.g. grants/funding for agricultural scholarships and educational endowments coordinated by the General Rodeo Fund.

Six questions for a pro!

We spoke to Robey Condra, an operator at Oiltanking Houston, who has been rodeoing for 18 years — 12 of them as a rodeo professional. He has qualified three times for the National Finals Rodeo (the top 15 in the world qualify) and twice for the Professional Bull Riders World Finals (the top 45 bull riders in the world qualify). Both are held in Las Vegas, Nevada, and both comprise ten rounds of competition over a ten-day period. They are definitely the most prestigious rodeos to anyone who has ever had anything to do with this art of sport.

Connections: What's so special about rodeo?

Robey Condra: It's just something that gets into your blood. It's the challenge and the winning. It's kind of its own world as everybody knows everybody. And rodeo is an athletic sport that requires a lot of discipline and determination.

What's the difference between a 'pro' rodeo and a 'normal' rodeo?

A professional rodeo is for people who want to make a living out of it. While you can find amateur rodeos at someone's house any weekend, much more money is involved at professional rodeos. They are held less frequently and are to be found from coast to coast and in Canada, too.

What is the most difficult part of rodeo?

The travelling! In rodeo you usually have to cover great distances to get from one rodeo to another. Sometimes flights get cancelled or you have vehicle problems. All of this starts causing unwanted stress, wondering if you will get to the next rodeo. Whether you show up or not, you still have to pay your entry fees, which vary from \$100 to \$500. And if you don't turn up, the organisation fines you!

What do you feel riding on a bull?

When riding you don't think because there isn't any time to. Sometimes you may be sore or have a broken bone somewhere in your body. But you don't get paid unless you ride so you have to block everything out of your mind and just focus on doing whatever it takes to get the job done.

How often do you have to train?

You have to be in good physical shape. Contestants travel to over 150 rodeos a year. This requires them to train before or after the rodeos by doing various strength-building exercises.

You were very successful and won many prizes — what made you hang up the boots once and for all? Too many broken bones?

If you do rodeo, you get hurt — there is no way around that; it is the nature of the beast. I had my fair share: several concussions, plenty of stitches, broken legs/ribs, a cracked skull and knee operations ... to name but a few! However, having a baby girl made me decide to do something a little safer so I can be there for my little one.



both pictures: courtesy of Robby Condra

HIGHFLIER Robey Condra leaving his competitors for dust like at the Calgary Stampede in Canada in 2003.

“Houston, we have a problem”?

Or maybe not: this world tour of idioms should come in handy for your travels.
And by the way, no offence!

China
Not for all the tea in China.
Never; under no circumstances.

A bull in a China shop.
A very clumsy person.

England
Carry coals to Newcastle.
Something that’s extremely pointless and superfluous.

France
Pardon my French.
An apology for saying something impolite.

French leave.
To leave without asking permission or saying goodbye.

Greece
Beware of the Greeks bearing gifts.
Don’t trust your opponent.

It’s all Greek to me.
Someone doesn’t understand.

India
Indian file.
One behind the other.

Italy
When in Rome, do as the Romans do.
To adapt to the customs of the place you’re visiting.

All roads lead to Rome.
There’re many different ways of doing something.

Mexico
A Mexican standoff.
A stalemate.



Scotland
Scotch mist.
To humorously refer to something that’s hard to find or doesn’t exist; something imagined.

Switzerland
Like a Swiss watch.
Completely reliable; refers to the high quality and precision of Swiss watches.

The Netherlands
Double Dutch.
Nonsense or something that’s impossible to understand.

Let’s go Dutch.
To split the bill.

United States of America
“Houston, we have a problem.”
Originally a genuine report of a life-threatening situation during Apollo 13’s flight to the moon; now used humorously to report any kind of problem.

As American as apple pie.
To have qualities thought to be typical of the US.



■ **An expatriate**, often simply called expat, is someone who voluntarily — temporarily or permanently — resides in a country other than the one he/she was brought up or in which he/she legally resides. The term is commonly used in the context of professionals sent abroad by their companies as opposed to locally hired staff (who can also be foreigners). Unlike immigrants, who usually plan on residing in a new country permanently and acquiring citizenship there, most expats do not intend to remain in their new country for good and hold on to their citizenship.



Always on the move: THE EXPAT

Among the staff at international companies, including Oiltanking, the so-called expatriates are often employed to oversee international operations. We asked Detlef Arlt, Head of the Human Resources Department of Marquard & Bahls AG, to explain this term which often carries quite a glitzy image.

connections: What does “expatriate” mean?

Detlef Arlt: An expatriate, or “expat” for short, is a person who resides — temporarily or permanently — in a country where he/she has no citizenship and experiences a culture other than that of their upbringing. The word comes from the Latin term expatriātus comprising ex (“out of”) and patriā, the ablative case of patria (“country, fatherland”), which originates from the Greek “exo” meaning outside, and “patri-da” meaning country or fatherland. The term expat is especially used when companies send their skilled professionals abroad.

What possible reasons are there for sending employees abroad?

One definite reason is that international working companies are constantly aiming to capture new markets. They require expats to implement and secure the standards (e.g. for quality, safety, HSSE) that are in place on the home market. And as these professionals are already very familiar with the company and have the necessary expertise it makes good sense to benefit from their valuable know-how. Another motive is that such assignments can be part of the employee’s personal development as it is always challenging to work in a different culture and learn how to deal with it.

How does one “become” an expat and how many expats does Oiltanking have at the moment?

At Oiltanking one qualifying criterion to become an expat is to be mobile and have the willingness to live, either on your own or with your family, abroad. Furthermore, it is essential to have specific knowledge of and extensive experience in the current job to contribute to a new project, for instance. While English is a must, the candidate should ideally speak several foreign languages. Besides the required educational background, you ought to be highly motivated and dedicated, but above all be in good health. It goes without saying that you also need a high level of social/intercultural competence. The internationalisation of Oiltanking’s business has also resulted in an increase in expatriates to assist and preside over its international operations. As we speak, we have 55 Oiltanking expats, and their assignments can vary in terms of time depending on the country in question, task at hand, work to be done, etc.

UNAVOIDABLE U-TURN Expats usually experience different emotional states during their posting abroad.

What is the role of the HR department regarding expatriates?

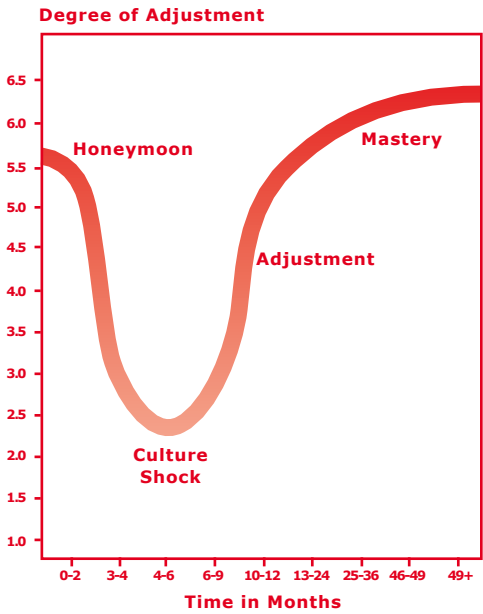
First of all, the HR department has to be up to date on all the potential and upcoming projects in order to foresee and plan probable human resources decisions. Being in the loop means that we can make certain that the right people assume the specific function at the right time and promote international career planning at the same time. The HR department also sees its role as a companion to the expats and their families throughout the whole process. Therefore, the department supports the expats from the very moment they decide to move to another land. Our support system is set up in three sections: pre-assignment, during assignment and post-assignment. In every stage, there are varying needs, e.g. arranging intercultural trainings, organising social security and tax issues, coordinating the relocation process ... to name just a few. And last but not least, we always have a “listening ear” and are only a phone call away whenever something is required.

How can the status of an expatriate be safeguarded?

We work with a worldwide guideline to ensure that employees from all countries, with all functions and compensation levels who go on an international assignment are treated in a transparent, fair, consistent and equitable way. Financially, they should not be at any disadvantage. And to care for the expat’s (and their families’) health, we provide an international medical plan and make available obligatory medical briefings and safety courses for high-risk countries.

What should expats be aware of?

Going abroad usually means a complete change in almost every aspect of the employee’s life. It is not only about the future job in foreign parts and how to prepare for it but also how the private life of an expat and the family will be influenced by the assignment. Usually, every expat goes through a culture shock. The process of



adjusting to a foreign culture is said to follow a so-called U-Curve model, which comprises four main stages. In a nutshell, the expat goes from the honeymoon-phase (looking forward to learning new things), through the culture shock (viewing the new surroundings in a less idealistic and more realistic way and therefore also seeing the negative aspects of the host country), then the adjustment phase (recognising that the new culture has much to offer) and finally mastery, where he/she develops a sense of dual cultural identity (biculturalism). To adapt to a new culture, a new position, new colleagues, etc. is not always easy. But if expats and their families are aware of these likely obstacles and equipped with a high level of frustration tolerance, they will find the confidence to make their new lives work as well as enhancing their abilities. Undoubtedly, a new challenge also means a new gain.

Once an expat, always an expat? Is there a way back and what does this mean for the employee and the company?

Naturally, there is a way back depending, of course, on the needs and expectations on both sides — the expat’s and the company’s. If the employee wishes to go home, it is vital that this is communicated as early on as possible to pave the way for their return in terms of personnel planning.

Latin America

Oiltanking's activities in Latin America went hand in hand with the privatisation processes in Argentina (1994), Peru (1996) and Bolivia (2000). Since then, a new scenario has developed and has generated new business in these and other new countries.

Julio Tellechea
Regional Manager
Latin America



Perfect position despite pendular movement

■ **Undoubtedly**, the most demanding challenge Oiltanking has faced in Latin America has been the political and economic volatility that has always been rife in the region. In Latin America, the Theory of the Pendulum often occurs, where countries alternate between policies favouring foreign investment while others favour national investment instead. For ages, this has created business environments where companies can bloom or wither from one year to the next.

When Argentina was one of the first markets in Latin America to open up to private investors, Oiltanking took the plunge by acquiring its first terminal in Puerto Rosales in 1994. In the meantime, another terminal was added in Brandsen and a commercial office in Buenos Aires, increasing the total storage capacity in Argentina to 591,000 cbm.

Soon Oiltanking seized another golden opportunity to do business in Latin America and entered into a joint venture with Graña Montero in 1996. These nine terminals are spread all over Peru and, combined with the recent projects in Lima and Matarani, offer a total storage capacity of 383,000 cbm. One of the greatest challenges Oiltanking has faced, and will continue to face, is the renewal of the contracts and the concessions obtained in the 1990s in Peru, but now in a more nationalistic political context.

In 2008 Oiltanking eventually entered the Brazilian market by building its state-of-the-art terminal in Vitória. Being the biggest market in the region and the country with the greatest growth potential for Oiltanking's business, the challenge will be to substantially increase its market share there. Launching itself on the Colombian market in 2009 was also a historical milestone for the company, as it paved the way for a new high-potential market where it had no presence, unlike some of its biggest customers and its competitors. Today, the terminal with an estimated capacity of 22,900 cbm is well-integrated and has found its clientele. The latest projects in Panama — the building of two bunker terminals (initial projected capacity 358,000 cbm) — will definitely position Oiltanking in the Logistics Nerve Centre of the Americas, paving the way for new business horizons both towards the Atlantic and the Pacific.

An important part of Oiltanking's current and future operations in the region is the presence of strong local partners and their business strategies.

Being alert to their needs and jointly coordinating the plans for the business is just one aspect. Another is counting NOCs — National Oil Companies — among Oiltanking's clients. This requires Oiltanking to understand and plan their future demands, not only regarding business strategies, but also the national energy strategies of each country.

In recent years there have been both clear economic growth and political stabilisation developments in countries such as Brazil, Chile, Peru, and Colombia, and this has directed the path for the future of the regions and therefore Oiltanking. The main challenge now will be to consolidate the economic and political stability that has been achieved and continue to expand this phenomenon towards the countries which still have not fully incorporated themselves into this process. Certainly, a lot will depend on Brazil's achievements in the following years, which is clearly the region's leader. In order to maintain the growth achieved in the long term, Latin America, which is a young region, also has also to establish the necessary infrastructure to satisfy the regional needs or export the production surplus.

Introducing ...

... Martin Redivo, Technical Manager Latin America, based in Argentina — another colleague whose face can be seen in Oiltanking’s international advertising campaign, “We Can, We Care.”

WHAT DID YOU WANT TO BE WHEN YOU GREW UP? An astronaut, but I soon realised that this is not so easy. Actually I started to become interested in chemistry after someone gave me a chemistry set. Fortunately, I didn’t burn the house down! **HOW DID YOU FIND OUT ABOUT OILTANKING?** My father was working at the Oiltanking Puerto Rosales Terminal and he only had good things to say about Oiltanking. When there was a vacancy for a project engineer, I jumped at the chance and applied for the job. **WHAT ATTRACTED YOU? HOW LONG HAVE YOU BEEN WORKING FOR OILTANKING?** The company’s enterprising culture, the friendly and multicultural working environment, the business and the career development opportunities. I’ve been with Oiltanking for 10 years now. **WHAT DO YOU DO?** Since last year I’ve been the technical manager for the Latin American region. I support the region’s profit centres when dealing with technical issues related to the terminals, including the development of new projects. **WHAT DO YOU LIKE ABOUT YOUR JOB?** Every day presents a fresh challenge, a new situation that needs a solution and an opening to gain experience. Being part of a project team from the design phase to the start-up really motivates me. And, of course, the chance to visit other countries and meet colleagues with different cultural backgrounds is undoubtedly an added plus. **HOW WOULD YOU DESCRIBE YOURSELF IN ONE SHORT SENTENCE?** A positive guy, even when the going gets tough. **WHAT INSPIRES YOU?** People that pursue excellence in their profession with passion. **HOW DO YOU RECHARGE YOUR BATTERY?** By going on holiday with my family, spending an evening together with my parents, going out for dinner with my wife and going to see a good band in concert. **WHAT DO YOU DO IN YOUR SPARE TIME?** The usual stuff like doing a spot of DIY around the house,



reading, listening to some good music, going to the cinema, cooking at the weekends. **THREE THINGS YOU LIKE?** Loyalty, swimming in a clear, turquoise sea and a glass of Malbec wine. **THREE THINGS YOU DISLIKE?** Envy, liars and raw tomatoes. **WHAT MAKES YOU LAUGH AND WHAT MAKES YOU ANGRY?** A funny play. A political speech. **WHAT COULDN'T YOU LIVE WITHOUT?** My family, but then that’s what most people say. Life would be rather tedious without some decent Rolling Stones records. **WHAT WOULD YOU DO IF YOU HAD THREE MONTHS HOLIDAY?** Travel around Europe, visiting the spectacular historical sites and wrapping it all up with an unforgettable Mediterranean cruise.

Hawks on patrol

TINY BUT POWERFUL About 30 cm high, the sparrow hawk at the Camisea platform might seem a little on the small side but it’s great at its job.

When it comes to observing HSSE standards and implementing environmentally friendly solutions, Oiltanking is always quite hawkeyed. However, at its Camisea marine platform in Peru, Oiltanking has taken that attitude literally.

■ **It’s quite peaceful** at the Camisea offshore platform, and the monotonous hum of the equipment that has been loading the vessel for hours is actually more reassuring than irritating. Then, out of the blue a piercing shriek rings out. It is the sound of a “special colleague’s” whistle, whose job is to ensure that no winged intruders damage the platform. Within seconds, a sparrow hawk swoops down to the terminal and lands on the falconer’s arm ready to obey his instructions.

The bird has been living and “working” at the Camisea platform since 2008. Bird faeces can be quite acid and cause the equipment they fall on to corrode. Consequently, something had to be done — not just for aesthetic purposes but also for safety and financial reasons. Oiltanking had already made several attempts to resolve the problem in the past but to no avail. Then its client Pluspetrol suggested the sparrow hawk. They knew of cases where sparrow hawks were used to protect vineyards from other birds. Since Oiltanking enlisted the services of the magnificent bird, there have been no more unwanted “gifts from above”. Before sparrow hawks are assigned to a job, they are trained by a service company’s farm which specialises in falcon and sparrow hawk breeding. Now the regular Oiltanking crew at the facility has been joined by one sparrow hawk and two special trainers who work two shifts to cover the time from 7 am until 11 pm. During the



night the hawk needs no surveillance as all birds seem to sleep at that time, too!! The trainers are accepted by the hawk and trusted as loyal providers of food (that’s why the hawk comes when the whistle blows). Besides giving him a quail, the trainer also talks to the hawk and conveys a feeling of intimacy and attention. And when the bird is safely in its cage, the trainer also monitors its well-being and weight on a daily basis. It is becoming increasingly common for companies to resort to the birds as an environmentally friendly patrol. And incidentally, while the sparrow hawk at the Camisea platform might be aggressive on the job, it is perfectly docile when it is on the handler’s arm; you can even touch it.

Green

with envy?

Consider the following three countries in South America — Columbia, Brazil and Peru — and then try to associate them with a colour. Which one did you have in mind? Here’s what we came up with: green.

■ **Yes, green.** But what kind of green? Pine green, moss green, jungle green, apple green, pistachio, lime ...? Actually, we had one particular green hue in mind; one that’s particularly iridescent and unique: emerald green.

Although these gleaming gems are to be found in several locations around the world, historically Colombia has been the world’s leading producer of emeralds. Its stones are prized for their transparency, crystallisation and brilliance. Some of the rarest and most expensive emeralds in the world come from the country’s three main emerald mining areas: Muzo, Coscuez and Chivor. According to the US Geological Survey (2008), Colombia accounted for about 47 percent of the world’s emerald volume from 1995 to 2005. The country may very well have been surpassed by Zambia in terms of overall output, but Colombia is still the top producer of the largest stones, said Oscar Baquero, President of Colombia’s Emerald Federation, in an interview in August 2010.



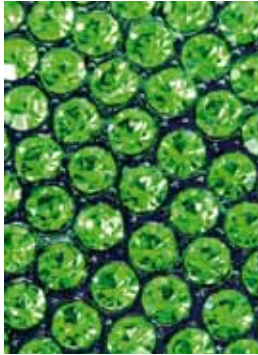
GREEN LIGHT To be considered an "emerald", this gemstone from mineral green beryl must have trace amounts of chromium like the Colombian ones or vanadium as in the Brazilian gem stones.

The word "emerald" originates from the Greek "smaragdos", meaning "green gem".

The emerald was highly regarded in antiquity and Egyptian emerald mines are generally recognised as the first known recorded sources of emeralds. Indigenous tribes all over Central and South America, including the Incas, Aztecs, Toltecs and Mayans, also valued the emeralds of Colombia, long before the conquest of the region by the Spaniards. However, it wasn’t until the 16th century that the emerald deposits in the country became widely known. Mining in Muzo eventually began in earnest in 1568; the Colombian mines have provided the bulk of the world’s supply ever since.



OTHER STUNNING SIGHTS The (non-venomous) emerald tree boa is to be found in South America. Not so exotic but beautiful as well: Ireland and its legendary forty shades of green.



Many of the best quality emeralds are undisputedly discovered in Columbia and their fascinating, stunning colour is held in such high regard that even the most obvious inclusions are not only tolerated, but sometimes even increase the value. Nevertheless, fine emeralds are also mined in other countries like South Africa, Zambia, Zimbabwe and Pakistan — and right next door! Emeralds were first found in Brazil in the early 1960s. With deposits in the three states of Bahia, Goias and Minas Gerais, Brazil also yields fine gems that are by no means inferior in terms of quality. The colour of these stones might be lighter than their Colombian counterparts but they are often free of inclusions. Moreover, rare stones like cat’s eye emeralds can also be found there.

Formation of emerald deposits: unusual geological and geochemical conditions are required.

Are you green with emeralds? Just bear in mind that they can break if banged hard and lose their colour when exposed to sudden temperature changes. However, a flawless emerald with a good colour is one of the most sought-after and esteemed of all precious gems. As a rule of thumb, the paler the emerald is, the less it’s worth. But then they do say that beauty lies in the eye of the beholder ...

More greenery

- The so-called Emerald Cut is rectangular with cut corners, especially developed for emeralds to reduce the amount of pressure during cutting.
- “The Emerald Buddha” is a tiny Buddha statue (albeit made of jade, not emeralds) found in the Chapel of the Emerald Buddha (Wat Phra Kaew) in the grounds of the Grand Palace in Bangkok, Thailand.
- Celebrating 20, 35 or 55 years of marriage? In some cultures the emerald is a traditional gift for these special anniversaries.
- At 858 carats, the Gachala Emerald is one of the largest gem emeralds in the world. The crystal is named after the Vega San Juan mine in Gachala, Columbia, where it was discovered in 1967. Now it can be admired in the United States, having been donated to the Smithsonian Museum by the famous NY jeweller, Harry Winston.
- Your birthday’s in May! Then the emerald is your birthstone.
- Ireland is sometimes called the Emerald Isle because of its lush greenery.
- In L.Frank Baum’s novel "The Wonderful Wizard of Oz", everything in the “Emerald City” is emerald green, be it food or people.
- Seattle is affectionately referred to as the “Emerald City” on account of its heavy rainfall and lush vegetation.

NUMBER 24/7

■ **Good night Singapore**, good morning Lima! No matter where you are in the world, you will always find Oiltankers at work, irrespective of what time of day or night it is. Dedicated to providing an excellent service, Oiltanking's helpful and knowledgeable colleagues are there 24/7 to satisfy their customers' needs and make sure everything runs smoothly.

With Oiltanking terminals spread over 21 countries worldwide, the standardisation of time into 24 time zones in 1884 by the International Prime Meridian Conference and the selection of the prime meridian might well help us understand where around the globe people might be awake or already sound asleep; unfortunately, it does not help you to overcome a shift in a time zone when you travel because the circadian rhythm, a roughly 24-hour cycle, becomes confused. The "body clock", a small cluster of brain cells which are in charge of controlling the timing of biological functions, becomes disrupted as it experiences daylight and darkness at the "wrong time". Realising the importance of seeking or avoiding bright light, the Okura Hotel in Tokyo, Japan, was one of the first hotels to offer a jet lag service: a special bright light in the rooms helps to alleviate the symptoms of jet lag, which include fatigue, insomnia or disorientation. Not heading to Tokyo in the near future? Maybe the British Airways Jet Lag Advisor, an online calculator to manage jet lag, might come in handy then? (www.britishairways.com:jetlag)



... and action!

Try to solve our riddle and don't miss the chance to win! Please send your entries to: connections@oiltanking.com, or contact us by post: Oiltanking GmbH, connections Team, Admiralitaetstrasse 55, 20459 Hamburg, Germany or by fax: +49(0)40 370 99 499.

CONGRATULATIONS

Quiz solution



We figure that our last quiz was "lock, stock and barrel" too easy for you! You knew exactly what to do to get just one barrel of oil when you have a three-gallon and a five-gallon container:

Fill the three-gallon container and empty it into the five-gallon container. Refill the three-gallon container and pour the contents into the five-gallon container to fill it up. This

second pour will remove two gallons from the three-gallon container, leaving one gallon in the three-gallon container!

We congratulate our "oil baron", Herman Van Loo, Oiltanking Ghent, who can now unwind with the Oiltanking wellness set.

NEW QUIZ

Seven League Boots

A couple goes hiking and it takes them from 3–9 pm to walk along a flat road, climb the mountain and return home. Their speed is approx. four kilometres an hour on the flat, three uphill and six downhill. We would like to know how many kilometres they walked in total and what time they reached the top (to within half an hour). Hike your answer over to us and maybe you'll win a [4GB USB Pen with Laserpointer](#). Closing date for entries: 10 February, 2011. Good luck!



We do!

Once again, we'll be introducing you to the latest additions to the Oiltanking Family in 2010/2011 in the next issue of connections. If

you happen to tie the knot in the meantime, we do hope you'll send us your wedding picture. And we're looking out for photos of your juniors, too! We'd appreciate it if you could forward us your snaps before 28 February 2011. See you soon ...

LAST BUT NOT LEAST



Say it in broken china

The Chinese made the earliest known porcelain in around 700 BC and held the global monopoly on its production for over a thousand years, which is why it is often called china. Beijing artist Li Xiaofeng's passion for porcelain and desire to convey culture, coupled with his enormous creativity, inspired him to create something with a very unique charm. A graduate from the Central Academy of Fine Art in Beijing, he started out as a muralist, but today he is best known for his porcelain fragment sculptures: pieces of clothing made from traditional Chinese

ceramics sewn together on a leather undergarment with silver wire through holes that are an artistic achievement in their own right. Li Xiaofeng's studio is full of ceramic pieces stored in bins and sorted by date, colour and shape. In 2010, he was asked by LACOSTE to design a porcelain polo shirt for the company's 2010 Holiday Collector Series. While it is debatable whether his work should be classed as ceramics or clothing, there is no denying it is a captivating blend of the past and present.