

# Q8 Sails

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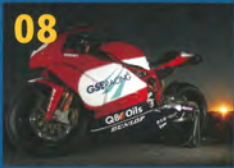
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**Dear Colleagues,**

Welcome to the 10th edition of Q8 Sails which has as a theme the successful efforts which our operating companies are making to offer differentiated products and services to customers and thus to move the business forward

by value creation. We feature, amongst others, KPIAC's customer service profile, OKQ8's and KPNWE's forward integration in retail, and the exciting developments in our lubricants tie-up with Ducati for bike racing.

As many will know, KPI has a supervisory board on which members generally serve for a term of four years. Since January 2005, a new board has been formed and Q8 Sails takes great pleasure in featuring these changes and in profiling the new board members.

Under the new board, SHE continues to be a key management priority, with safe driving coming again under the spotlight in view of our shareholders' appetite for effective safe driving policies to be in place across our operating companies. In this light we relate the safe driving course which is now being undertaken in KPNWE.

KPI financial results continue to be excellent, propelled mostly by good refining margins, and resulting in a December 2004 profit which was the highest ever in the Group's history, and in which a recovery in marketing played an important part.

After 36 eventful and rewarding years in the oil industry, I am retiring from the company. The editorship of Q8 Sails will pass to Andrew Westmoreland, who will continue to be most ably assisted by Salma Al Hajjaj and Turki Al Ajmi. I am delighted that the future of Q8 Sails will be in such strong hands, and wish the team and the company all the best for the future.

*Miles Mayall*  
Miles Mayall

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**F**ully independent since 1961 and a UN member since 1963, Kuwait benefited from a democratic parliament which wanted to ensure that Kuwait's reserves were conserved for future generations. Several other Arab countries had already nationalised their oil industries – Iran having done so as early as 1951. While Great Britain had withdrawn from the Gulf, Kuwait's greatest hydrocarbon resources were still under the control of the original KOC concessionaries – UK's BP and USA's Gulf Oil – arrangements dating back to 1934.

Steps had already been taken for Kuwait to assume more control of its reserves. In 1972, the Government acquired 25 per cent of KOC – later rising to 51 per cent in 1983 – but the Parliament, concerned that oil was being extracted far too quickly, felt more needed to be done and instructed KOC to limit production. Consequently Kuwait acquired 60 per cent of KOC under the 'Participation Agreement' signed in January 1974. A conscious decision was made to stagger the nationalisation process in order to maintain links with oil companies who

controlled access to the markets and to avoid any risk of a dramatic collapse in the price of oil.

The 'Participation Agreement' called for a review of the relationship towards the end of 1979 but the pace of change quickly gathered momentum. In August 1974, the Government formed the Supreme Petroleum Council (SPC) to decide the best way forward to build Kuwait's new indigenous oil industry. In 1975, the Ministry of Finance and Oil was split into two independent ministries and Kuwait announced that it would completely nationalise the oil industry – later that year the remaining 40 per cent of KOC was acquired.

But Kuwait was still a long way from having a fully integrated oil industry. It was not in the same position as oil majors who had established markets for the oil and who could refine and transport it. Thus, the SPC played a vital role in assembling the best minds in the country to map out the future of Kuwait's oil and make recommendations to the Government. Again, things moved quickly. KNPC was acquired and later in 1976 PIC followed. The Mina Abdullah Refinery

was nationalised in 1977 and the Kuwait Wafra Oil Company was formed to take over its operations. In 1979, the Government acquired KOTC.

With all the major components of the industry in place, the Government needed to make them all work together in the most effective manner possible. The answer was KPC, formed in January 1980, which took control of KOC, KNPC, PIC and KOTC. The new structure allowed centralised planning with more effective and efficient distribution of responsibilities, closer coordination between various elements and better use of engineering economies of scale which are so important in a thriving oil industry. Each company was to focus on its own activity thus providing the commercial flexibility necessary to run a successful oil business.

KPC also took over the function of marketing Kuwait's oil outside Kuwait, and began expanding its operations worldwide. KUFPEC was established in 1981 with the responsibility of exploration and production outside Kuwait, and in 1983 Kuwait Petroleum International was set up in London and proceeded to build a highly successful European wholesale and retail network by acquisition and development.

KPC's growth over the years is legendary – all its achievements underscored by the professionalism, efficiency and quality of its operational values; for now and the future, Kuwait's oil industry is in the best of hands. It is time indeed to celebrate 25 years of exciting progress, unlimited innovation and unquestioned success. Happy Birthday KPC!

# Birth Of A GIANT

So, where did it all begin? To answer that question, one must journey back to the turbulent 1970s, when the Middle East was a tumultuous maze of conflict and world oil markets followed a wild rollercoaster ride; the twilight years of colonialism and the dawn of nationalisation, when people of the developing world were understanding the importance of having their own sovereignty, especially over their national assets. As KPC celebrates its 25th anniversary, Q8 Sails looks back at its epic origins and how it became a truly global giant.



H.H. The Late Sheikh Ahmad Al Jaber Al Sabah turning the silver wheel to start Kuwait's First Crude Oil Shipment – June 30th 1946

# Leaders of Progress

Every four years, KPC appoints a new board consisting of people with the vision to lead and the experience to achieve. Q8 Sails introduces the new Aruba Board and highlights the careers of its members. It also welcomes two new vice presidents who were recently entrusted with added responsibilities.

## NEW ARUBA BOARD

### ABDULLATIF A. AL HOUTI



With a B.Sc. in Mechanical Engineering from the University of Bridgeport and a Masters in Mechanical Engineering from the North Carolina State University at Raleigh, Abdullatif A. Al Houti, aged 48, has had a long association with KPC and its

subsidiaries. From 1978 to 1982, he held several positions in Kuwait's Ministry of Education, where he also won a scholarship as a graduate student in 1979. The years 1982 to 1999 saw him holding several positions at KNPC's Major Projects Department and at the Shuaiba Refinery. Next he served as EAMD Corporate Planning Department at KPC until September 2004 when he became the Chairman & Managing Director of KPC Holdings (Aruba) A.E.C. and President of KPI. He has been a member of various boards including KOTC (Kuwait Oil Tankers Company), PIC (Petrochemicals Industries Company) and of course KPC Holdings Aruba Board.

### MAHMOUD K. AL JASSAR



Mahmoud obtained his education at Britain's Air University in Scotland and then started his career as a Trainee Aeronautical Engineer with Kuwait Airways Corporation. He progressed through the organisation and was the Technical Planning Manager

when he left to join KPI in 1990. During his tenure within the airline industry, Mahmoud also obtained his MBA degree from the Brunel University. Later in 1997 he received his Post Graduate Diploma in Management Studies from the Slough College of Higher Education. At KPI he held several positions covering the areas of Marketing, Supply and Planning both at head office level and in the Operating Units: KPIAC and KPGB. In December 2001, Mahmoud became EAMD - Vice President (KPI). Currently he functions as the Deputy Chairman of KPC Holdings (Aruba) A.E.C. and Vice President - Chief Operating Officer (KPI). Mahmoud, aged 49, has also been a board member of OKQ8 since 1999.

### MUSAAD AL SAEED



With a Bachelors degree in Accounting from the Kuwait University, Musaad began his career with the Kuwait Airways Corporation where he held numerous positions from 1979 to 1988 until he joined KUFPEC's Finance Department and executed

his duties in various appointments. From March 2000 to present Musaad, aged 47, has held the position of Executive Assistant Managing Director (EAMD) & Chief Financial Officer at KUFPEC (Kuwait Foreign Petroleum Exploration Company).

### ALI A. AL HAJERI



Graduating from the Kuwait University with a Bachelors degree in Accounting, Ali has worked with KPC's Finance Department since 1982. He served numerous duties during his tenure, including Manager Cost & Budget before being appointed EAMD - Finance.

Ali, aged 46, has served on the Boards of KOTC, KOC and the CBK (Central Bank of Kuwait), while also holding senior positions in several professional organisations. These include Kuwait Association of Accountants and Auditors, Graduates Society, High Committee for Treatment of Kuwaiti Banks, Oil Sector Special Fund and the GCC Organisation for Accounting and Auditing.

### BADER A. AL KANDARI



Bader received his B.Sc. Accounting in 1983 from the University of Halwan in Cairo, Egypt. At the time he was already working with Kuwait Oil Tankers Company which he joined in August 1981. Subsequently, Bader held several positions of increasing

seniority in KOTC's Finance Department. After having served as Contoller Accounts, Bader was appointed Manager Financial Accounts Group in 1992 and continues in that role today. Aged 47, Bader has been a board member of KUFPEC, KOTC and KSRC (Kuwait Shipbuilding and Repairyard Company).

### ASAAD AHMAD AL SAAD



Asaad received his B.Sc. in Mechanical Engineering from the University of Newhaven, USA in 1979. His career within Kuwait's petroleum industry started later the same year when he joined Kuwait National Petroleum Company (KNPC). Here he fulfilled

a number of responsibilities including Manager - Projects Department and Mina Abdullah Refinery. Eventually he was appointed to his present position of EAMD - Mina Al-Ahmadi Refinery. Asaad, aged 48, has served as a board member with Kuwait Environment Public Authority and also with Kuwait Aviation Fuelling Company (KAFCO).

### KHALID ABDULLAH AL BADER



After completing his B.Sc. in Industrial Engineering from the University of Wisconsin, USA in 1978, Khalid joined PIC as a Sales Executive and a year later left to work in Planning & Engineering for the Prefabricated Building Company. In June 1981, Khalid

joined KPC and during his tenure held several managerial positions in KPC's regional offices in the Far East. He also fulfilled various appointments at KPC head office as a manager for different departments in the International Marketing Sector, culminating as EAMD - International Marketing; a position he held until September 2004. Khalid, aged 49, has served on a number of boards including KOTC, KOC, CBK as well as the Board of Trustees - Oil Sector. Currently, he serves as an External Board Member of KPC Holdings (Aruba) A.E.C.

## NEW VICE PRESIDENTS

### YUSEF ABDULLAH YUSEF AL YATEEM



Joining KNPC in 1973, Yousef transferred to the Marine Accounts Department where he stayed for two years before joining the International Marketing Accounts. In 1979 he won a KNPC scholarship and later graduated from the University of Toledo in

1991 with a Business Administration degree, majoring in finance. Later the same year, Yousef joined KPC as a Superintendent in the International Marketing Accounts and was then appointed Accounts Manager; a position he held until January 2005 when he was promoted to Vice President - Chief Financial Officer at KPI. A sportsman through and through, Yousef captained the KNPC and KPC football teams in 1980 and 1990. Yousef, aged 50, has served on the boards of Gallus GMBH, PIH and KNPC. He continues to be a board member of PIC and KPCWH.

### MOHAMMED RASHED JASSEM



With a Bachelors degree in Chemical Engineering from Kuwait University, Rashed joined KPC in 1990 as a Planner in the Corporate Planning Department. In 1999 he was promoted to Coordinator and then in 2001 became Corporate Planning Manager - Downstream.

During his tenure at KPC, Mohammed dealt extensively with petrochemical opportunities in Europe and made significant contributions to numerous studies, new refinery projects and refinery upgrades in addition to major PIC projects. In 2004 he joined PIC as Manager Joint Ventures and was involved in the two of the largest joint ventures, namely MEGlobal and Equipolymers. Mohammed, aged 42, is now Vice President - Chief Planning Officer.

Given the huge number of tankers plying their way to and from refineries and depots around the world, the rare accidents which the industry has witnessed in recent years is but a minute percentage of the total volume of oil transported. Nevertheless, oil majors have made it a priority to minimise these incidents even further and have focused on ways to improve tanker safety. KPI is leading the way with a vetting process that sets industry standards... Q8 Sails finds out more.

**A**s reported by Q8 Sails in 2002 (see Issue 2), KUPIT was the first KPI OU to implement a tanker assessment process which evaluated contract oil tankers and determined their fitness. KUPIT realised that assessing tanker safety was a complex task and not limited to just considering the age of the vessel. Consequently KUPIT developed and implemented a comprehensive "Vetting" process which thoroughly evaluates the safety and operational aspects of any tanker being considered for contract. Three years later, such is the success of the Vetting initiative that KPI has decided to make it a Group activity.

Under the stewardship of KPI Supply, the proven process will be implemented throughout the KPI family. Roberto Nulli – formerly KUPIT's vetting expert and now Vetting Group Supervisor – and KPI Supply worked closely together to identify the necessary resource and budget requirements. They also developed a KPI Policy to govern the initiative and formulated a cost-sharing agreement between KUPIT and the other KPI affiliates. When assessing the suitability of contract crude and product tankers, the new KPI vetting process will be invaluable in standardising acceptance criteria across the Group and also in centralising ship-clearance activity for greater cost-effectiveness.

From an operational point of view, the process benefits from specialised expertise. Captain Ermanno Masturzo, a respected tanker master with extensive marine and vetting experience was appointed as a consultant to the vetting unit. Similarly, Ignazio Buonomo and Antonio Taranto – talented university graduates – joined the unit as analysts and have quickly become experts under the seasoned guidance of Roberto and Ermanno.

## Put To The Test

As of December 2004, over 300 vessel inspections had been carried out by OCIMF (Oil Companies International Marine Forum) accredited inspectors appointed by the Vetting Group and about 2,500 vessels had been screened using third party inspection reports and other information from existing databases. About 20 per cent of the vessels were considered to be unacceptable including a number that were subsequently involved in incidents or detentions. Clearly, KPI is reaping the benefits of tanker vetting while reinforcing its Safety, Health and Environment initiative. Q8 Sails applauds the efforts of the Vetting Group and wishes them a safe and productive 2005!

The discussion centred around the rich, historical relationship between Kuwait and Italy, and the reciprocal support by both countries at political and economic levels. KUPIT – KPI's largest affiliate in Europe – and the joint-venture Milazzo Refinery figured prominently in the talks as an example of the two countries' continuing cooperation. Kuwait as a significant export market for Italian products was also discussed, as was the significant interest from Italian companies keen to be involved in the forthcoming opportunities in the Kuwaiti oil sector.

The visit reinforced the warm relationships between the two countries and those between KPI and Italy. The Italian Ambassador as well as KPI President both expressed their satisfaction with the fruitfulness of the meeting and agreed to maintain an open dialogue for the mutual benefit of Kuwait, Italy and KPI.

## OF ESPRESSOS & GHAAHWA

**E**arlier this year in March, KPI hosted a visit from H.E. Vincenzo Prati, the Italian ambassador to Kuwait. Accompanying the Ambassador was a delegation from the Economic Affairs section of the Embassy, including Secretary Nico Frandi, as well as Sergio Zeme who represents the Italian bank San Paolo IMI in Kuwait. The visitors met with senior KPI management, headed by Abdullatif Al Houti, Chairman of KPC Holdings (Aruba) A.E.C. and President of KPI.





**T**he day started with a half-hour aerobics session; lots of fun and a great way to warm-up for the many activities ahead. Soon after everyone sat down to a leisurely breakfast, while some ambitious souls made a valiant effort to get a few kites in the air. After all, the camp's theme was butterflies with the slogan 'Together We Can Fly' – pity that the weather had not been briefed on that!

The football and volleyball matches also had to be cancelled and the camp's organisers switched to backup arrangements; the big central tent accommodating all the participants with relative ease. It was actually more fun this way as everyone was together and doing things at the same time rather than different activities happening independently all over the camp. Undoubtedly, the highlight of the day was the painting session where four large canvasses were set up in the centre of the tent and everyone took turns painting their own butterfly, choosing from several 'butterfly templates'. The children as well as the adults thoroughly enjoyed exploring their artistic sides and the finished canvasses will be mounted and displayed in KPI Kuwait offices.

More energetic and competitive activities filled up the rest of the day. As expected, the sack race provided much merriment and laughter as did the hoop race. Another competition involved guessing the number of marbles in a large glass jar, as well as a quiz on KPI history and knowledge. KPI's safety program inspired a unique variation of the traditional relay race where participants, wearing fireman overalls and

hardhats, had to carry fire extinguishers to the finish line. As the relay race reached its exciting conclusion, loud sirens suddenly sounded and the organising committee, with worried expressions on their faces, asked everyone to leave the tent.

Outside, grinning firemen were busy putting out a small fire they themselves had started – the entire exercise was a practical joke

Other activities during the day included a riveting 'Arda' performance – a traditional Kuwaiti musical complete with sword-waving and dancing. The children also enjoyed a colourful magic show as well as a thrilling performance from a very talented monkey and his canine companion. Lunch, which was originally planned outdoors with live cooking stations, was held in the big tent – a lavish spread with everything cooked onsite!

# TOGETHER We Can Fly

**In homes across Kuwait, the KPI family woke up to a lovely spring morning. Children found it hard to contain their excitement as they made the journey into the desert. Of course, as usual the weather had other plans. A few drops of rain were ignored, but eventually the rising wind and sand settled the debate: Time to move indoors into the big central tent! Q8 Sails reports from the fun-filled 2005 KPI Spring Camp.**

planned by the organisers in connivance with the Kuwait Fire Department which showed up with a beautiful fire engine!

As a bonus, the children got rides in the fire truck and the braver ones were treated to magical ascents in the telescoping fire-fighting box.

Five volunteers from the Kuwait Red Crescent in a well-equipped ambulance were on standby the entire day to safeguard against any mishaps.

Towards the end of the day, an exciting raffle draw ensured that everyone went home with a prize. Mahmoud Al Jassar, Vice President and Chief Operating Officer won the how-many-marbles-in-the-jar game, and Abdullatif Al Houti, KPI President, commandeered the microphone and thrilled the children with an impromptu math & trivia quiz! All in all, the 2005 spring camp was a great family event and a thorough success; adults and children alike went home with many memories of a beautiful day in the desert.



In the realm of unmanned and automated service providers, technology directly impacts not only the customer experience but also a company's bottom-line. From the beginning, IDS has always embraced the latest technology and kept pace with market trends; today, it is considered a leader in its field and, as Q8 Sails finds out, the reputation is well deserved.

**H**istorically, IDS originated from the Danish unmanned and automated truck refuelling market. At the time, on-site technology and back office applications were still in their infancy and, like other businesses, IDS made the best out of what was available. Over the last 21 years IDS has become a global player, leveraging its considerable experience with the unmanned and automated format, and part of this success is attributable to IDS' constant focus on acquiring, developing and implementing increasingly sophisticated technology to improve its services and optimise its operations.

Today's highly competitive environment dictates that IDS maintains this momentum of technological advancement. To sustain its leading position and remain low-cost, international and secure, IDS actively embraces the latest systems and process. Subsequently, IDS customers enjoy increasing

# Technology On The Move

levels of quality and service which in itself drives growth and brand loyalty. At the same time, the advancements improve back office efficiency and reduce operating costs.

Currently, IDS is focussing on four key areas of technological innovation, namely **IDS Back Office System (IDS 2015)**, **IDS 'On Line' Card Authorisation (IDS OLA)**, **IDS Executive Information System (IDS Compass)** and **IDS Web Based Services (IDS Web)**. Under the Programme Management of KPI IDS in Woking (UK), the four initiatives have been identified and finalised after significant reviews of the international on-the-road (OTR) diesel refuelling market, existing processes, customer feedback and competitor activity.

IDS Web, for example, allows fleet operators to plan the most effective transit routes taking into account IDS sites located along the way. Then, when the trucks stop for refuelling, IDS OLA permits accurate control and monitoring of the diesel dispensed – the system is online with IDS' database which



Grand opening of IDS Padborg, 1986

knows how much fuel is authorised on each customer card, thus providing complete flexibility, security and control to both fleet operators and IDS.

IDS' latest initiatives are consistent with KPI's IT requirements and are effectively managed under the controls offered by KPI's Project Management – PM-CoP – which is now a standard project management tool across Q8. They also conform to KPI IDS' overall strategy of moving towards operational cost-effectiveness and process standardisation with market facing flexibility across all of its OUs. Together, they place IDS at the forefront of the competitive OTR market in Europe and Scandinavia.

Using technology and innovation as key levers for continued business improvement is a strategy that IDS is staunchly committed to. The look and feel of IDS sites has certainly changed over the years, but by keeping technology on the move, the IDS canopy will remain a familiar and welcome sight for truck drivers all over Europe.

IDS Truck Centre Calais, France





To be voted the best by the customers themselves is perhaps the greatest recognition of a company's success – and undoubtedly the finest tribute to the people behind the brand. Voted the World's Best Regional Jet Fuel Marketer in one of the industry's most prestigious surveys and also winning the Best Overall award at the same time, Q8 Aviation is celebrating and deservedly so. Q8 Sails reports from a jubilant Woking, UK.

# BEST OF THE BEST

**T**he Armbrust Aviation Group (AAG) survey is undisputedly one of the industry's most respected performance benchmarks. The survey asks airlines from around the world to evaluate jet fuel marketers and airport operators on a range of criteria. With more than 70 airlines taking part in the 9th annual AAG survey, Q8 Aviation was chosen as the World's Best Regional Jet Fuel Marketer. Not only that, but airlines also voted Q8 Aviation 'Best Overall' and when asked which companies they would like to do more business with in 2005, Q8 Aviation was again the first choice amongst the regional airlines!

Ross Baker, managing director Q8 Aviation, is understandably delighted with the award. "It provides us with the best possible feedback regarding the strategies we have been pursuing, the wholehearted commitment of our team within Q8 Aviation, the short lines of communication and our key focus on delivering the best possible solutions for our customers," he commented.

Survey respondents placed Q8 far ahead of other regional jet fuel marketers with a total

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score of 286 points. Across the Africa, Middle East and European regions, Q8 led the field in seven of 10 service categories including Most Innovative, Best Staff, Values Relationships, Best Informed, Best Organisational Structure and Most Improved!

The survey's results clearly prove that Q8 Aviation is quickly gaining ground in positioning itself as a leading jet fuel marketer. To be voted the 'Most Improved' regional supplier for example, reflects very positively on Q8 Aviation's focus on constantly improving its services.

"We work incredibly hard all the time at improving the way we do business. I believe that Q8 Aviation is in great shape and very well placed for expansion. The fact that so many airlines hope to give us more business this year is fantastic news," commented Nick Nigel, Q8 Aviation global sales manager.

Q8 Sails joins the rest of the Q8 family in congratulating Q8 Aviation on its spectacular performance and knows that such accolades will only spur the team to achieve even greater goals. Well done!



**S**et in the town of Grantham, Q8 Oils' UK sales & marketing conference was attended by team members from all the departments including sales, marketing, technical and production. Managers and senior staff from the Woking-based KPIL head office team also attended, as did Alessandro Gilotti, managing director KPIL.

One of the highlights of the day was the exciting unveiling of Q8 Oils' sponsored GSE Ducati Superbike. The world-famous GSE team is returning to the British Superbike Championship after a year's absence and has chosen Q8 Oils as its lubricant partner – partly based on Q8 Oils' proven expertise and success in the Championship with Suzuki in 2004 (see full story on page 8).

The spotlight also focused on KPIL's SHEMS (Safety, Health and Environment Management System) and the conference included a comprehensive presentation on the latest SHEMS initiatives. Attendees also participated in safety awareness training and took part in various group activities which reinforced the SHEMS message.

Teambuilding and employee motivation was an integral part of the conference and it was decided that the attendees would cook their own conference dinner – appetisers and a full four-course feast! Under the guidance of celebrity chef Rachel Green and suitably equipped with chef hats, aprons and knives, the Q8 Oils team set about creating their culinary masterpieces. Levels of



The team at the unveiling of the Superbike with Alessandro Gilotti standing behind seated superbike rider Leon Haslam \*

cooking skill obviously varied but everyone made up for it with unrestrained enthusiasm! The next interesting bit was the actual dinner itself. As the saying goes, the proof of the pudding is in the eating, and the Q8 Oils team passed with flying colours. Mouth-watering canapés and a delicious four-course gourmet meal – cooked to perfection. Later, the team received praise and a well-deserved round of applause from Rachel as well as the chefs of the hotel where the conference was hosted.

"This year's conference was a great success; enjoyable and informative for all attendees. It was well worth the 'time out' away from the office... to get-together as a team and talk about the different aspects of our business," says Stuart Dron, manager KPIL UK Lubricants. "We have a super team and it was really a pleasure to see the high level of interpersonal commitment – everyone worked together so well on the group tasks and presentations... a truly memorable event with much to follow-up on in the coming months!"

# To Perfection

\*Photo courtesy of Motor Cycle News

Q8 Oils recently conducted its UK sales & marketing conference which brought together team members from different departments for an exciting day of safety, strategy and even gourmet cooking! In addition to showcasing the latest company news and briefing the team on key issues such as SHEMS, the conference was also an ideal opportunity for teambuilding. Q8 Sails reports.



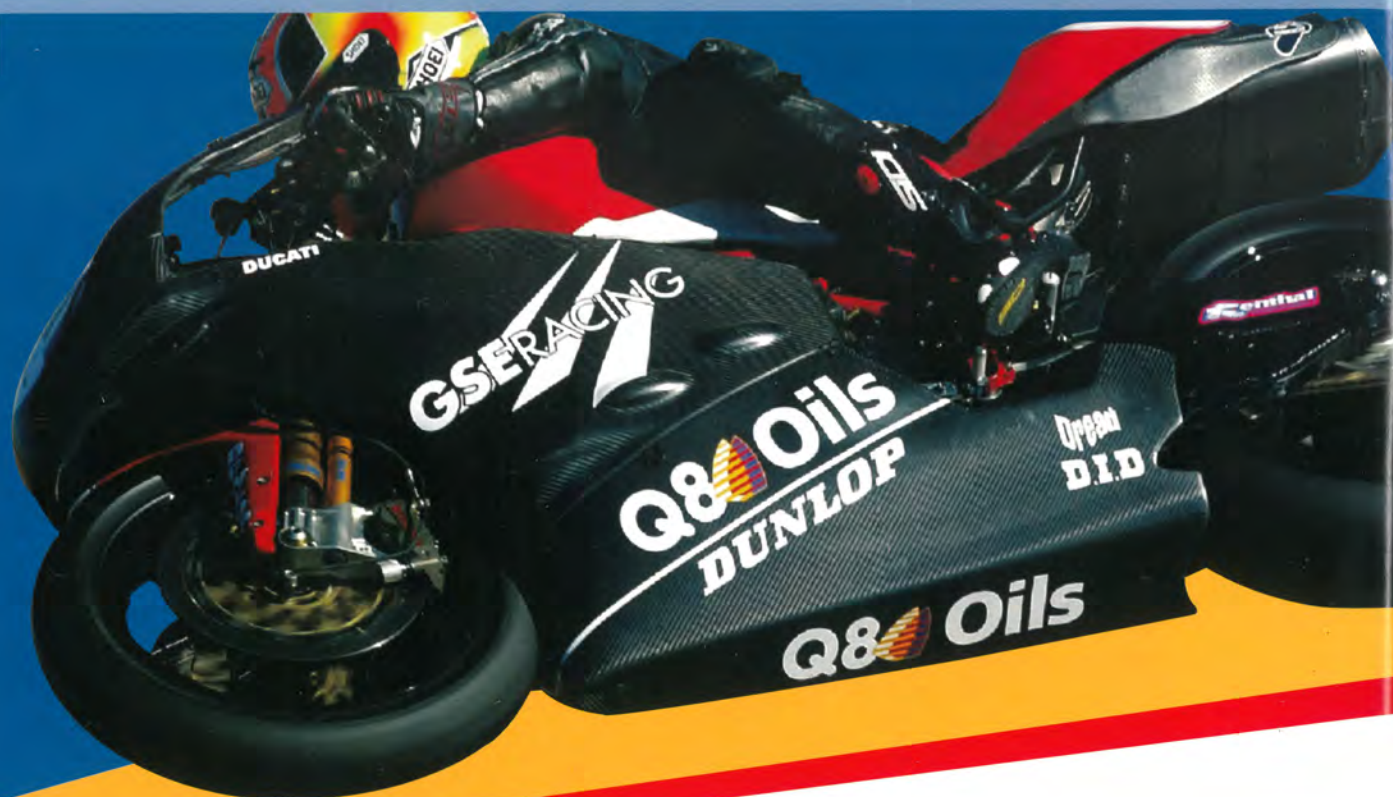
A quick break from a busy conference



Celebrity Chef Rachel Green shares a light-hearted moment with the team



Food Preparation – Concentration and Teamwork



# The **Champion** Blend

After more than fifty years of superior engineering, competition, testing and cutting-edge Italian design, Ducati has built an enduring motorcycle legacy. Regularly referred to as the 'Ferrari of Motorcycling' the Ducati brand stands for premium performance and timeless Italian style.

Building on the spectacular success of the Q8 partnership with the Suzuki British Superbike team, KPIL is now working with Ducati to develop a high performance lubricant for the upcoming 2005 championship! Q8 Sails finds out more.



**Q**8 Oils' four years association with the Suzuki British Superbike Factory Team, as their lubricants sponsor and technical partner, ended with spectacular results in December 2004 with the team winning both the 2004 British Superbike Riders and the Manufacturers Championships. The double win proved that Q8 Oils not only possessed the technical expertise but also the proactive personality necessary to partner with

champion racing brands. Q8 Oils is now accepting a new challenge for its race-proven lubricants, putting its expertise and technical skills firmly behind the official Ducati Corse British Superbike Team.

"It is important to get the right partners onboard and we are delighted to be working with Q8 Oils. Their proven technical credentials in British Superbike over the last four years, and previously in MotoGP, is

THE DOUBLE WIN PROVED THAT Q8 OILS NOT ONLY POSSESSED THE TECHNICAL EXPERTISE BUT ALSO THE PROACTIVE PERSONALITY NECESSARY TO PARTNER WITH CHAMPION RACING BRANDS



which support lubricant sales into the motorcycle segment. Ducati is one of the most desired and sought after motorcycle brands in the world and with their proven track record, we firmly believe that GSE Ducati are the team to back in 2005," commented Steve Boocock, Q8 Oils marketing manager.



However, the technical challenge for Q8 Oils should not be underestimated. Phil Davies, Q8 Oils UK Technical Services manager explains, "The Ducati machine is a very different beast from the four-cylinder Suzuki GSX-R1000. Ducati's Testastretta liquid cooled, 999cc, 90° V-twin engine produces close to 200 BHP at the rear wheel and it requires a completely different lubricant formulation to the one we developed for Suzuki."

testimony to Q8 Oils' product development expertise and the quality of their lubricants," said Colin Wright, team manager for GSE Racing which owns and operates the team.

Over the last ten years Ducati has dominated the British and World Superbikes, with consecutive British Superbike Championship wins in 1999 and 2000, followed by a successful three-year campaign in World Superbike. The GSE team returns to British Superbike in 2005 with full Ducati factory support and their eye firmly on the championship podium.

"OEM endorsement and technical excellence are critical elements of brand positioning

The full force of Q8's technical expertise is now focused on developing a new high performance lubricant. Research scientists and product engineers at Kuwait Petroleum Research & Technology backed up by the Q8 Oils UK technical team have already provided samples of several candidate oils to the racing team for testing. The team kicked off their new partnership with extensive testing at the Almeria Circuit. Throughout the season, GSE Ducati will have the full support of Q8 Oils technicians and use of their research and development facilities in Rotterdam. As the championship effort gathers momentum, Q8 Sails is sure that Q8 Oils' commitment and skill will once again make a significant contribution to Ducati's podium finishes. Good luck!



**T**en years ago, the idea of a Q8 service station offering freshly-made lasagne would have seemed somewhat far-fetched. Consumers on the go were accustomed to stopping for fuel and buying bare travel essentials: soft-drinks, a packet of chips, a bar of chocolate, maybe a road map and some spare headlight lamps. It seemed unthinkable that a service station shop could aspire to be anything more than an anonymous roadside store.

All that changed when the average consumer started to spend increasingly more time on the road. A rise in the number of people commuting to and from residential suburbs and commercial city centres was a major factor; as was the emergence of job descriptions which demanded a great deal of travelling. The time had come for forecourt shops to rise to the occasion and offer their patrons time-saving alternatives.

Given the choice of making a long detour to a traditional supermarket versus the convenience of pulling into a welcoming Q8 forecourt on the way home, the statistics prove that common sense is prevailing. If Q8's Shop 'n Go can offer the same freshness, quality and variety, why bother spending extra time driving to a crowded supermarket? Plus, weekly shopping is great for products with long shelf-life, but if one wants fresh bread, milk or eggs on a daily basis, it is far more convenient to buy them every day from a Shop 'n Go on the way home. Q8's redefined Shop 'n Go concept is providing exactly this choice – and more and more consumers are agreeing with it.

The challenge is to respond quickly to these changing market trends and it is clear that Q8 is leading the industry in evolving the conventional definition of a forecourt store. Strategic tie-ups with well-established brands is giving Q8 the edge in offering greater variety and choice to its patrons. Recently, Q8's sandwich partner – Panos® – launched a range of healthy sandwiches in association with WeightWatchers® (see Q8 Sails Issue 9). Subsequently, Panos corners at Shop 'n Go stores posted an impressive jump in sales.

The concept of sharing retail space with popular brands makes sense from various perspectives. For consumers, Shop 'n Go becomes a one-stop-shop with guaranteed quality, freshness and a world of choice.



For Q8, the ability to cater to a wide range of consumer preferences without entailing logistical headaches is a big advantage. For Q8's partners, the association brings their brands even closer to the consumers.

Most importantly, Q8 reinforces its own positioning as a thoughtful and customer-oriented brand.

Q8 launched its first Shop 'n Go in Bereldange (Luxembourg) five years ago. Today that number has grown to 45 and Shop 'n Go is fast becoming a preferred shopping destination for people on the move. Q8 Sails applauds the hard work of all the Shop 'n Go teams in making the concept a thrilling success and looks forward to reporting on future achievements!

# A Fresh Perspective

Convenience may well be the buzzword of this exciting new century. More and more people are favouring brands which simplify lifestyles by saving time and effort. Q8's Shop 'n Go originally catered to travellers looking for a quick bite and journey essentials, but now the concept has been evolved to offer a new world of choice and convenience. As Q8 Sails finds out, the concept is already a big hit with existing customers and is quickly gaining further market share!



According to the latest statistics from the Belgian Road Safety Institute (BIVV), the number of traffic accidents has dropped. Unfortunately, the number of deaths from traffic accidents has not witnessed a corresponding decline. This alarming trend suggests that traffic accidents are becoming deadlier despite all the safety protection built into modern cars such as ABS, airbags and so on. Or could it be that drivers have a false sense of security because of the very technology that makes cars safer? Another contributing factor is average speed. With advancements in engine design, even the average car can easily reach speeds up to 180 km/hour – potentially fatal if an accident occurs.

KPNWE feels very strongly about safety; not only for its personnel and the protection of the environment, but also for its customers. Recently, 25 Advanced Driving training courses were up for grabs on the Q8 Belgium website. Around 3000 members of the public participated in the contest and the first winners have already completed their training. When asked about the course, the participants unanimously agreed, "We should have taken this training years ago."

All Q8 employees with a company car are also required to participate in a similar course. Recently, around 80 Q8 personnel, from management to technicians, attended the obligatory training session. Interestingly many administrative employees, who travel extensively in their own cars, voluntarily participated in the course – a positive sign that Q8 personnel recognise the value of safety training. Similarly in The Netherlands, 45 employees were required to take the training and another 15 volunteered of their own accord. The number of traffic accidents among Q8 employees is already very low, but this figure can only improve after the advanced course – there is certainly no lack of enthusiasm!

Many European countries, including Italy, Spain and Portugal mandate that all cars carry fluorescent safety vests. Further, the law



**The more you know, the better you can respond to an emergency situation or even prevent it from happening altogether. Through a series of specialised driving courses, KPNWE is ensuring that its employees have the skills, training and equipment to create a safer driving environment for everyone. As Q8 Sails finds out, the courses are not only getting the message across, but are also motivating the participants to become even better drivers.**

makes it necessary for passengers to wear the vests if they get out of the car in case of a roadside breakdown. Luxembourg is now implementing the law as well and from May 2005 it will be compulsory in Austria too. It is worthwhile noting that Q8's fluorescent yellow vests, emblazoned with the Q8 logo already meet these statutory requirements and KPNWE has planned promotional activities to create further awareness.

To reinforce Q8's SHE initiative, KPNWE also decided to give away a complete first-aid kit to its dealers, packaged with the latest update of the KPNWE SHE Policy. The Policy is required to be displayed in a highly visible location so that all personnel at a dealer site can review it periodically. The kit ensures that staff has quick access to first-aid materials in case of an emergency.

Q8 Sails applauds KPNWE's efforts to increase safety awareness and hopes to report on more such initiatives in the months to come. Keep it up!




# Cruising To Safety

As the Internet becomes an indispensable tool for doing business and staying in touch, connectivity on the move is a top priority for people who travel extensively as part of their jobs. Recent studies show that petrol stations are among the top five locations where consumers would like to have Internet access and KPBNL is responding fast. First to market with this unique concept, Q8 has tied-up with a leading access provider to offer customers an exciting new service!



# Click 'n Go

On the road, Internet access can be a highly sought-after commodity. Connecting through mobile phones is subject to signal strength, and even then the slow access speeds and expensive rates make it a not so viable option for checking email, exchanging large documents or linking to private corporate networks. In early November 2004, KPBNL redefined the term 'roadside access' and taking the market by surprise installed 'hotspots' at all Q8 manned stations.

A 'hotspot' is essentially an area where it is possible to wirelessly connect to the Internet. The latest laptop computers and PDAs (personal digital assistants) already ship with advanced wireless capabilities (such as WiFi) and many consumers take advantage of hotspots offered by malls, cafés and even some restaurants. However Q8 is the first in offering WiFi access at service stations and the market is responding enthusiastically.

Telenet – Q8's WiFi partner – is a leading telecom provider with a strong focus on new markets such as wireless Internet and digital television, and currently services some 200 hotspots around Belgium and Luxembourg. Telenet's partnership with Q8 will easily double this figure as Q8 plans to offer WiFi at more than 200 of its stations by August 2005.

The new service is of particular benefit to business travellers, sales representatives, maintenance teams and other individuals who routinely need to get online during the course of their journeys. They also need to refuel frequently and the convenience of tanking up and connecting with home base at the same time is a great plus. Accessing Q8's WiFi is quick and simple: Customers choose a payment mode (such as a Telenet WiFi subscription, personal credit card or prepaid cards available at the station) and just log on.

Q8's WiFi service is exclusive, meaning customers need to be at a Q8 station to use it. However, once there they can access the Internet from their cars in the parking area or while relaxing in the comfortable coffee corners and enjoying a light meal. More importantly, they can connect to their companies' networks and access vital information in real time, update databases and exchange documents with colleagues.

Q8 strategic initiative is reaping solid dividends. As an added value service, it reinforces Q8's image as a progressive and technologically advanced brand. Stations themselves benefit from the extra influx of customers and from the sale of the prepaid access cards.

The launch of the service was accompanied by impressive media interest and joint publicity campaigns from Q8, Telenet, national radio stations and technology leaders such as Intel® and Toshiba®.

The resultant media buzz has continued to spread the word about Q8 and its latest offering. Q8 Sails congratulates KPBNL on this significant achievement and wishes it a successful 2005!



# A World of Convenience

Repeat business and customer retention has a lot to do with the quality of the brand experience. Research shows that nothing leaves a more positive impression than an unexpected value-addition or customer service perk. KPES has recently sealed two agreements with leading service providers which will offer a world of convenience and extra benefits to IDS customers. From better logistic support to expert legal assistance, Q8 Sails finds out how the new partnerships will reinforce the IDS brand.

**K**PES' decision to offer its IDS customers a range of value-added services came to a fruitful realisation recently with the signing of agreements with two leading service providers. The first is with Wtransnet – a prominent Spanish company specialising in information exchange between transport companies and prospective clients. Wtransnet was founded in 1996 and has quickly secured a leading market position with more than 3000 members onboard. Essentially, Wtransnet leverages the latest communication tools, including its online portal, to allow prospective shippers to assess the availability of transport and vice-versa.

The Wtransnet service covers the Spanish as well as the European market, and the website offers real-time information on transport availability as well as cargo ready for shipment. The website also provides additional services such as translation between languages and communication via mobile text messages. More importantly, the website links directly to the IDS website and also lists the IDS outlets recommended by Wtransnet. Under the agreement, IDS customers who opt to use Wtransnet not only benefit from the integration of IDS within the portal but also enjoy preferred rates for special services.

The second agreement is with Multauto – a legal support company which is part of the larger Europ Assistance Group. Multauto, which started out as a small company managing traffic fines on the behalf of its clients, is now a leading name in the provision of legal support to transport companies. It offers a comprehensive range

**CONFÍO EN wtransnet PORQUE:**

- 1 Desde 1997, WOTRANT PONE INTERNET AL SERVICIO DEL SECTOR DEL TRANSPORTE DE MERCANCÍAS POR CARRETERA, CREANDO UN PUNTO DE ENCUENTRO ENTRE OFERTA Y DEMANDA DE TRANSPORTE.
- 2 EN ENERO DE 2004 WTRANSNET CUENTA YA CON MÁS DE 3.000 EMPRESAS ASOCIADAS, CONFÍAN Y TRABAJAN CON WTRANSNET FLOJAS DE TRANSPORTE, TRANSPORTISTAS AUTÓNOMOS, AGENCIAS DE TRANSPORTES, TRANSITARIOS Y OPERADORES LOGÍSTICOS.
- 3
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of services which can be customised to suit specific client needs. Under the agreement, IDS customers enjoy 24-hour legal support in case of traffic accidents, cargo fall-out, mobilisation of vehicles when stopped abroad due to traffic violations and so forth. IDS customers are also entitled to preferential Multauto rates with the freedom to pick and choose the services they require.

In addition to enhancing the IDS brand experience both agreements also generate revenue as KPES receives a commission on billings by IDS customers. Also, KPES' resources are not burdened by the offering of new services. In fact, under the agreement, KPES assumes minimum risk and responsibility as all administrative and customer support

**Lláme a wtransnet y obtenga un descuento del 10% para obtener un descuento del 10% en su suscripción anual.**

[ 93 734 97 70 ]

**FRETO**

WTRANSNET FORMA PARTE DE LA PRIMERA ALIANZA EUROPEA DE BOLSAS DE CARGAS, UNA RED GLOBAL CON MÁS DE 6.000 ASOCIADOS PARA DAR EL MEJOR SERVICIO A LOS TRANSPORTISTAS CON RUTAS INTERNACIONALES.

CON LA COLABORACIÓN DE:

**IDS International Diesel Service** **Q8**

**wtransnet.com**

WOTRANT, S.L.  
AVDA. ABAT MARCEL·L, 43-3-3  
08225 - BELLSCUBA (BARCELONA)  
TEL. 93 734 9770

encontré con más de 3.000 nuevos colaboradores de confianza para elegir.

5 Mi empresa se promociona en internet para que puedan buscarme por mi especialidad y la ruta que me interesan. Tengo mi propia página web.

6 El idioma ya no es mi problema. Si tengo que hablar con empresas extranjeras tengo una traductora a mi disposición con una sola llamada de teléfono.

7 Cuando estoy de viaje puedo llamar al 902 274 200 y me buscan la carga que necesito.

8 Me avisan de nuevas cargas en mi móvil.

9 Internet no me da miedo, tengo un equipo de profesionales que me enseñan y me ayudan.

10 Me siento respaldado por un equipo para quien yo soy importante.

DIRECTORIO DE EMPRESAS DE TRANSPORTE

SERVICIO DE TRANSLACIÓN

TRÁFICO POR TELÉFONO

Mensajes a móviles

SERVICIO TÉCNICO Y ATENCIÓN TELEFÓNICA

SERVICIO DE ATENCIÓN AL CLIENTE

Le ofrecemos carga-retorno

Le garantizamos el cobro

Le enviamos las cargas al móvil

¡ME SIENTO RESPALDADO POR UN EQUIPO PARA QUIEN YO SOY IMPORTANTE!

functions are handled by the two new associates.

Real-time logistics, round-the-clock legal support and preferential pricing are attractive considerations for both existing and prospective IDS customers. By taking the initiative to partner with leading companies in offering value-added benefits, KPES is

positively reinforcing IDS' positioning as a innovative and customer oriented brand. Well done!

Contrate con ventajas los servicios profesionales de Multauto gracias a su socio en el transporte IDS/Q8

• Gestión de Sanciones de Tráfico

• Ayuda Legal 24 horas

• Asistencia Legal telefónica

**RECURRIMOS TODAS SUS SANCIONES DE TRÁFICO Y TRANSPORTE y le damos mucho más**

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Joop van Houdt  
luchtfotografie

# Larger Than Life

**Located at the entrance to the Rotterdam Port, the Maasvlakte Oil Terminal, also known as MOT, is a joint venture between KPE and a number of other oil majors who share the terminal's vast storage and handling capabilities – almost 40 million tons of crude oil pass through the terminal every year!**

**M**OT has been in operation for some 30 years and maintains an enviable safety record – it has currently operated for 11 years without a single time-losing incident! The terminal comprises of 36 tanks – 85 metres in diameter and 22 metres in height – each with a capacity of approximately 115,000 cubic metres. Or to put it another way, the volume of 46 Olympic sized swimming pools in a single container seven storeys tall!

The terminal is directly accessible from the sea by crude carriers which dock offshore.

All of KPE's Kuwait crude oil is imported via MOT and a long, buried pipeline connects the terminal with the KPE refinery site.

Under the joint venture agreement, KPE has access to four of the large storage tanks. Not surprisingly, after 30 years of service some of the tanks are now undergoing their first major repairs, and this includes KPE's tank 39 which required the installation of a new floating roof.

It is easy to underestimate the scale of this maintenance project and the logistics

necessary to execute it. To give some idea of the tank's size, MOT superimposed (to scale) a part of the Dutch town of Zierikzee onto a photograph of the tank. The red car parked besides the smaller bridge really puts things into perspective! Good luck to the maintenance team!





DIY enthusiasts like nothing better than getting their hands dirty and being actively involved with the technical aspects of a project. For Swedes, do-it-yourself is almost a lifestyle and when it comes to their cars, they want to do it all. OKQ8's new service brings this ultimate DIY dream closer to reality and as Q8 Sails reports, the customers are having the time of their DIY lives!

Car owners in Sweden have a lot to be excited about. By spring this year, about 20 of OKQ8's service stations will allow them more interaction with their cars' maintenance than ever before! The concept was tested at three pilot stations during 2004 and the results were so encouraging that it is now being rolled out at 16 more stations; all of them full service units with do-it-yourself halls and repair shops.

"It is an exciting exercise in the integration of services and the application of technology to offer our customers even more flexibility. Our patrons view spare parts, tyres and repair service as a combined package and we have responded by developing a DIY system which does just that," explained Staffan Wikström, manager Category Department.

In essence, the system is a specially developed computer terminal which is centrally positioned in each OKQ8 station's spare part section. A customer looking for a specific spare part only has to enter his/her vehicle's registration number at the terminal. The system then queries the Swedish motor vehicle database and determines the make and model of the customer's car! It finds the relevant spare part and tells the customer on which shelf in the store it can be found. Special blue signs guide customers around the store and help to integrate the concept even further. If the spare is out of stock or needs to be specially ordered, the system can print out the details (including a picture of the spare!) which the customer can then use to order at the counter.

Should the customer want to have the spares installed by OKQ8's trained service engineers,



# FIX IT YOURSELF

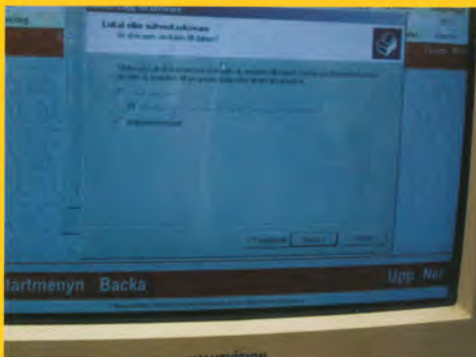


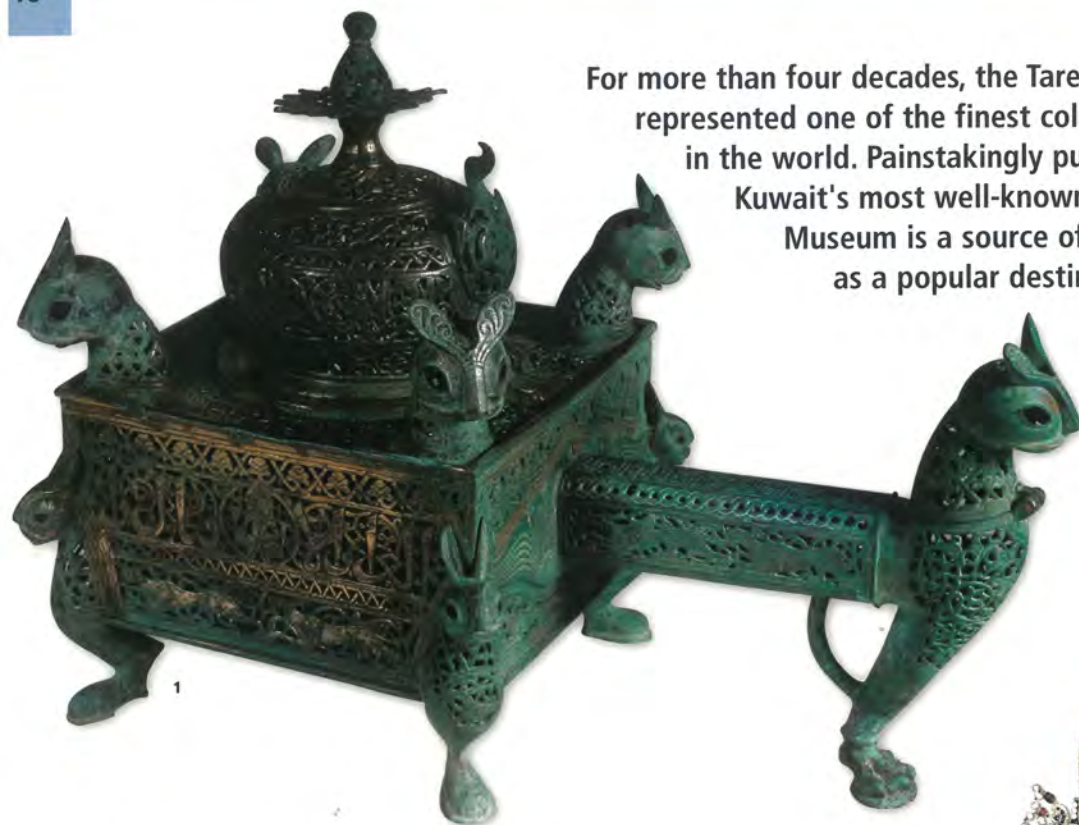
the system can automatically schedule time in the repair shop. "Alternatively, the customer can choose to book one of the DIY halls and the system makes the necessary reservations. In this case, the terminal can also print out instructions for do-it-yourself repairs and maintenance," added Staffan.

The new system works equally well with tyres which Swedes need to change at least twice a year because of the cold winter. It automatically determines the correct size and specifications for each car and customers can easily choose from the tyre showcase placed conveniently beside terminal. This emphasis on tyres is uniquely Swedish and is prompted by new regulations governing the

use of winter studs. From May 2005, the use of studded tyres is prohibited (to reduce wear and tear on roads). This is in addition to the existing law which mandates that each December cars should change to winter tyres (to prevent accidents on icy roads).

The new service reinforces OKQ8's existing image as an environment conscious, customer oriented and technologically innovative brand. From the enthusiastic response the concept has received, it is clear that the initiative is a great success and will benefit OKQ8 in many ways!





For more than four decades, the Tareq Rajab Museum has represented one of the finest collections of Islamic art in the world. Painstakingly put together by two of Kuwait's most well-known historians, the Museum is a source of national pride as well as a popular destination for residents and

tourists alike. Q8 Sails spends a quiet afternoon journeying through the antiquities of bygone eras.



# A Journey Through Time



**W**hile most of us are content with collecting postage stamps, Beetles memorabilia or even porcelain miniatures, Tareq Rajab and his wife have obviously set their sights a little higher. It all began when Tareq became the first Kuwaiti to be sent abroad to study art and archaeology. While pursuing his studies in the United Kingdom, he met a kindred spirit, Jehan Wellborne, who shared his passion for antiquity and was particularly interested in folklore and the arts and lives of native peoples and minorities. Tareq and Jehan married in 1955 and on his return to Kuwait, Tareq was appointed the first Director of the Department of Antiquities and Museums.

As their dream and vision started to crystallise and they began collecting material for a future museum of their own, Tareq resigned from his post in 1969 and together with Jehan established the New English School for Kuwaiti and foreign children.

The change allowed them the freedom to travel all over the Islamic world and even to Central – and South-East Asia as well as the Far East. On such journeys, the untiring pair would not only collect artefacts and antiques but would also photograph monuments, document native people, their customs and essentially any information which could enrich the Museum.

Their effort and painstaking dedication came to fruition in 1980 when the Tareq Rajab Museum proudly opened its doors to the people of Kuwait. In the years that followed, the Museum soon earned an international reputation for the quality and rarity of its exhibits. Its collections, which have toured the cultural centres of the world, have received enthusiastic acclaim and recognition. Today, the Museum and its founders are considered prominent authorities on Islamic art and its intriguing history. Both Tareq and Jehan continue to travel extensively, adding to the Museum's rich diversity and appeal.



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Divided into two main sections, the Museum's treasures document a large cross-section of Islamic history. Area 'A' showcases calligraphy, manuscripts, miniatures, ceramics, metalwork and glass, in addition to an exquisite collection of jade-, wood- and stone-carvings. This part of the Museum is renowned for its extremely rare and valuable manuscripts including about three hundred Holy Qurans and incredible miniatures. One of collection's earliest scholarly manuscripts is Al Kindi's work on optics (image 4). Al Kindi was a famous Islamic philosopher and physicist, and the manuscript, written in Baghdad, dates to the first part of the 9th century!

Of the many rare Holy Qurans in the collection, one of the oldest examples at the Museum is a single folio, written in the so-called 'mail' or 'bent' style and dating back to the late 7th or early 8th century. Among the exhaustive collection of miniatures and illustrated manuscripts, visitors should definitely stop by a painting which once belonged to the famous Haughton 'Shahnameh'. It is attributed to the celebrated painter Muzaffar Ali and shows 'Yazdagrid and the water-horse that killed him'. The manuscript was created by the talented painters of the early Safavid period in Tebriz around the 1530s!

Pottery and metalwork form the larger part of the Museum's extensive collection. These rare and precious artefacts span an amazing timeline - all the way from pre-Islamic eras right up to the late 19th and early 20th centuries. Among them is a splendid example of Iranian talent: a beautiful painted tray depicting an enthroned ruler with several attendants (image 5). This well-crafted piece was made in Kashan during the early years of the 13th century. Also worth viewing are



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the pottery herbal jars, mostly made during the late 14th and early 15th centuries in Syria. Closer examination reveals the fine detailing of the lobed cartouches, representing the herbs which were stored and transported within.

The Museum's metalwork collection is equally diverse consisting of a comprehensive range of objects and vessels from literally all parts and periods of the Islamic world. One of the most outstanding and eye-catching examples is the large cast-bronze incense burner (image 1), its openwork and engravings highlighting the skill of its makers. Dating to the first half of the 12th century, the burner was made in Afghanistan during the Gaznavid times. Similarly, a most remarkable and unique exhibit is the large engraved, openwork and silver inlaid bronze door which bears the name and titles of Mamluk Sultan Barquq and the date 788 AH/ 1386 AD. There are no other examples of such rare doors outside of Egypt and it is quite a distinction for the Museum to display this one. Although the Museum is mainly dedicated to Islamic art, it also exhibits a large number of exquisite artefacts from Tibet, Nepal and Bhutan, in addition to several outstanding Chinese porcelain and bronze vessels.

The second part of the Museum, Area 'B', showcases objects which were produced in the Islamic world during the last 250 years. It includes costumes, textiles, jewellery and even musical instruments. Exquisite 18th and 19th century silk brocades from Iran and Ottoman Turkey deserve a special mention, but one of the most impressive pieces in the Museum's collection is a large, richly embroidered curtain of the Kabah (image 6) made in 1271 AH/ 1862 AD. Handcrafted with gold and silver thread over a deep black velvet, the surface is divided into several decorative epigraphic panels bearing the name Sultan Abdul Aziz Khan at whose order the curtain was made. Embroidery was widely practiced all over the Islamic world and the Museum's collection also includes splendid examples from North Africa; such as a silk and cotton panel from Tetuan in Morocco dating to the end of the 18th century.

A most interesting part of the collection are the tribal and court costumes representing nearly every region of the Islamic world. An Ottoman style kaftan, popular throughout the Ottoman Empire and made from velvet and rich embroidering of gold and silver (image 3) can be dated to the latter half of the 19th century.

The Museum's jewellery collection consists of more than ten thousand carefully selected artefacts! Glittering craftsmanship resplendent with precious stones beckons visitors from afar. A breathtaking 18th century double-sided gold necklace from Jaipur in India, dazzling the eye with a myriad of rubies, emeralds and pearls (image 2) is characteristic of the expert skill and artistry with which such pieces were made. Antique musical instruments have their own special gallery, and visitors are sure to linger over the rare and beautiful 'sarinda', a four-stringed instrument carved from Indian ivory and dating to the 18th century (image 7).

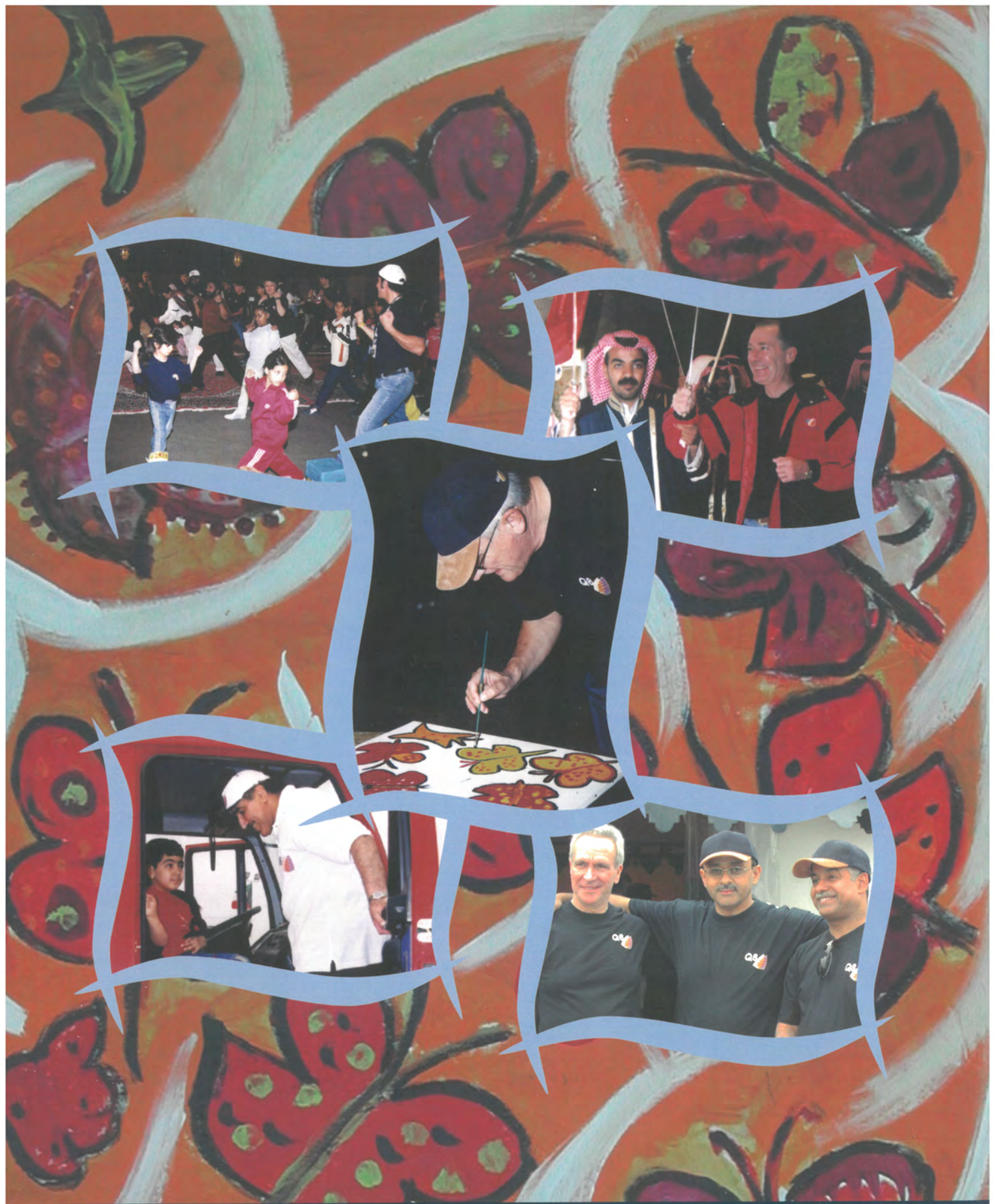
To the casual visitor as well as the learned expert, the Tareq Rajab Museum resonates with an elegance, rarity and exquisite detail which captivates, entertains and educates all at the same time. As we move ever faster into the future ahead, it is reassuring to know that someone is also taking such great care of our past.



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