

NAKILAT

MAGAZINE



**KOTC's Facilities Management
Operational Efficiency and
Environmental Sustainability**



**KOTC Continues Fleet Modernization
Plans and the Construction of New
Vessels in Accordance with the Latest
Technical and Environmental Standards**



We are tackling the challenges of marine insurance with flexible plans and cover that ensure business continuity and the safety of the KOTC's fleet.



NAKILAT

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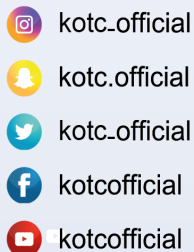
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Expansion Plans

The region and the world continue to experience extraordinary developments that have affected numerous sectors, particularly the economy sector, resulting in a period of economic slowdown and uncertainty. Despite these challenges, KOTC has successfully maintained its operational strength and business continuity through the dedication of its staff, sound planning, and a steadfast commitment to excellence. This collective effort has enabled the Company to navigate regional challenges effectively while reinforcing its position as a leading contributor to Kuwait's oil sector. History has repeatedly demonstrated the resilience and determination of the people of Kuwait. In times of adversity, they have consistently risen to meet challenges with unity, responsibility, and unwavering commitment. The Company's workforce has embodied these values through their professionalism, expertise, and dedication, proving their ability to adapt, perform, and deliver results under demanding circumstances. Their efforts continue to play a vital role in achieving the Company's objectives and supporting the nation's interests. Guided by our national and occupational responsibilities, we remain committed to sustaining the progress we have achieved and building upon it. Our strategic plans remain clear, and our operational objectives continue to be pursued with determination and confidence as we strive for further growth and success.



As part of its future vision, the Company continues to invest in the modernization and development of its fleet to meet evolving operational requirements and global regulatory and environmental standards. These plans include upgrading existing vessels and constructing new ships equipped with advanced technologies and designed in accordance with the latest technical and environmental specifications. Through these efforts, the Company aims to improve energy consumption efficiency, reduce emissions, and support sustainable operations while ensuring compliance with the current and future environmental requirements.

Moreover, the Company is evaluating opportunities to expand the use of dual-fuel propulsion technologies, including the use of Liquefied Natural Gas (LNG) alongside conventional fuels. Such initiatives are expected to enhance operational flexibility and further improve the environmental performance and efficiency of the fleet. Looking beyond fleet development, the Company's future expansion plans encompass several strategic areas within the maritime sector. Among the most significant is maritime education and training, an area in which the Company has accumulated considerable expertise. By investing in the development of national talent and preparing highly qualified maritime professionals in accordance with globally recognized standards, the Company seeks to contribute to the advancement, sustainability, and competitiveness of the maritime industry.

We take great pride in the capabilities of our people and remain confident in their ability, and together, we will continue to build on our achievements, contribute to the prosperity of our beloved nation, and strengthen the Company's role as a strategic pillar supporting Kuwait's economy.

May Allah Almighty continue to bless Kuwait with lasting security, stability, and prosperity under its wise leadership.

With Sincere regards
Khalid Ahmed Al-Malik Al-Sabah
KOTC Acting CEO

Acting CEO Welcomes Eid Al-Adha Well-Wishers

Reception Attended by the Minister of Oil and Top Officials of Kuwait's Oil Sector



Mr. Hamad Al-Meshari, Mr. Tareq Al-Roumi, Sheikh Khaled Al-Sabah and Captain Yousef Al-Sager

KOTC Acting CEO Sheikh Khaled Ahmed Al-Malik Al-Sabah welcomed Eid Al-Adha well-wishers at the event held on Monday, 1 June 2026, at the Diwaniya of the Company's headquarters. The event was attended by the DCEO of Finance and Administration Affairs Mr. Hamad Issa Al-Meshari, and the DCEO of Fleet Operations, Captain Yousef Yaqoub Al-Sager, alongside several Company executives and group managers.

The reception was graced by the presence of HE the Minister of Oil and Chairman of KPC, Mr. Tareq Suleiman Al-Roumi, together with KPC CEO Sheikh Nawaf Saud Al-Sabah, MD of HR and Corporate Services Mr. Hisham Al-Rifai, and MD of Planning and Finance Eng. Bader Al-Attar. The attendees exchanged congratulations and blessings on this blessed

occasion in an atmosphere of harmony and affection.

Speaking on the occasion, Sheikh Khaled Ahmed Al-Sabah extended his heartfelt congratulations to the attendees and all Company employees, noting that Eid Al-Adha represents an important opportunity to strengthen the values of solidarity, mutual respect, and social connection. He also expressed his appreciation for the commitment and dedication demonstrated by the Company's workforce in serving the Company and the Kuwaiti oil sector.

Concluding his remarks, Sheikh Khaled prayed that the occasion would bring continued blessings, prosperity, and happiness to all and that the State of Kuwait would continue to enjoy enduring security, stability, and progress.



Sheikh Nawaf Al-Sabah and Sheikh Khaled Al-Sabah



Public Relations and Media Team



A part of the reception



Mr. Hamad Al-Meshari and Engineer Badr Al-Aftar



Mr. Abdulrahman Al-Olayan, Captain Abdullah Hassan and Engineer Bashar Al-Fannini.



Captain Badr Al-Nasrallah and Mr. Quais Alojaiman



Eng. Mohammed Al Qudhaibi, Mr. Abdullah Al-Nafisi, and Mr. Rashed Al-Roumi.

We are tackling the challenges of marine insurance with flexible plans and cover that ensure business continuity.

Team Leader of Insurance, Ms. Noor Al-Fadhel, speaks to “Nakilat” Magazine:

- **War-related risks are reshaping the marine insurance landscape.**

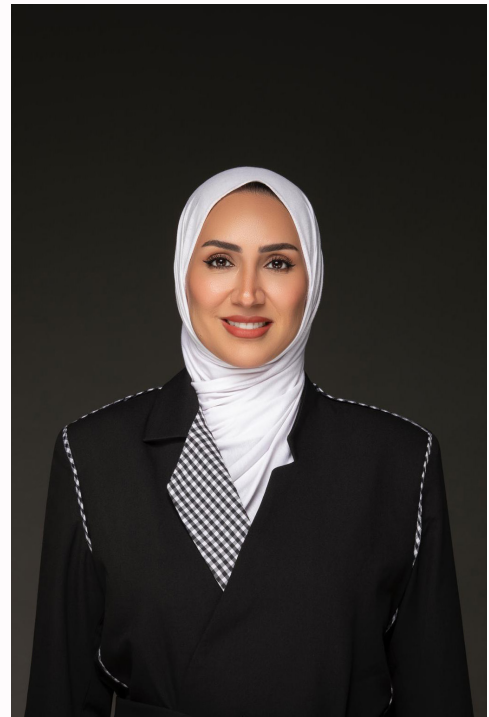
Team Leader Insurance in Financial Accounts Group, Ms. Noor Al-Fadhel, stated that the marine insurance sector is currently experiencing unprecedented challenges due to the fast-changing regional situation, particularly the escalation of geopolitical risks and their direct impact on global insurance markets. She explained that KOTC's Insurance Team continues to closely monitor regional and global developments to ensure uninterrupted insurance coverage for the Company's fleet. Speaking to “Nakilat” Magazine, Al-Fadhel stressed that the current phase requires Sharp Monitoring and swift decision-making. She highlighted the Insurance Team's role in reinforcing the Company's commitment to protecting its assets and workforce is unaffected by regional crises and global changes.

Below is the full interview:

- **What types of marine insurance coverage does KOTC currently maintain?**

KOTC is committed to securing the marine insurance coverage required for its Crew operations and fleet activities. The most notable of these are:

1. Hull & Machinery Insurance
2. War Risks Insurance
3. Additional War Risks Insurance for areas listed as war zones
4. Loss of Hire Insurance arising from war risks
5. Loss of Hire Insurance resulting from hull damage
6. Loss of Hire Insurance related to non-material damages
7. P & I - Protection and indemnity Insurance.



Ms. Noor Al-Fadhel

• Rising premiums and stricter transit conditions in high-risk areas.

• What are the key changes affecting fleet insurance following announcements by global insurers that they will not provide cover in wartime conditions?

1. The Joint War Committee (JWC) issued its latest circular, adding the State of Kuwait, along with other locations, to the list of war-risk areas.
2. Insurers issued notices cancelling previous applicable war-risk coverage for those regions.
3. Additional War Risk Premiums (AWRP) have increased significantly compared to pre-war periods.
4. Tightening of war risk insurance conditions and making such cover subject to prior approval for transit through the Strait of Hormuz.

• Are insurance companies legally entitled to take such decisions, and what measures should companies transporting crude oil and its derivatives take in emergency situations such as wars and epidemics?

Yes, insurers are legally entitled to take such decisions based on the terms governing war-risk insurance policies.

Companies transporting oil should therefore:

Coordinate early with insurers and continuously monitor insurance market developments to obtain the latest updates and quotations.

Arrange alternative or temporary insurance.

• What have been the most difficult challenges faced by the Company's Insurance Team since the start of the war?

One of the greatest challenges was ensuring uninterrupted insurance cover for the fleet on a daily and weekly basis, due to the exceptional and constantly changing circumstances.

Despite these challenges, the Insurance Team demonstrated remarkable dedication, working collectively and for extended hours to manage the unusual conditions facing the region with efficiency and professionalism.

• Do you currently have any claims for compensation?

Yes, there are multiple claims relating to hull damage and loss of hire, and they are being handled in accordance with approved procedures in coordination with insurers and technical experts.

• How many insurance policies currently cover Company employees?

At present, the Company maintains a Work men's Compensation Insurance policy in addition to a Group Medical Insurance policy operating on a reimbursement basis for official assignments and overseas training courses.

• What are the main changes recently introduced to employee insurance policies?

The previous policy covered employee injuries, personal accidents, and life insurance. However, some of these coverages have been cancelled, and the current policy, effective from 1 April 2026, now covers work-related accidents only, in line with Kuwaiti Labor Law and the relevant resolutions of the Ministry of Social Affairs and Labor.

- The Insurance Team has faced exceptional challenges since the outbreak of the war.



Insurance Team visit to Re - insurance in london

- **What are the most notable insurance claims recently settled by the Company?**
- **How does the Insurance Team coordinate with other groups within KOTC?**

The Company settled insurance claims totaling nearly USD 4.6 million under the Hull & Machinery and Loss of Hire insurance policies. In addition, employees received compensation amounting to KWD 336,849 under the Group Life Insurance policy over the past two years.

Coordination takes place through the company's official communication channels, including telephone communication, email correspondence, official letters, and meetings.

KOTC Continues Fleet Modernization Plans and the Construction of New Vessels in Accordance with the Latest Technical and Environmental Standards

- **Eng. Bader Al-Najjar:**
- **Some scheduled dry-docking and maintenance work has been rescheduled to safeguard vessels and crew safety.**
- **'Dry-docking' represents the first line of defense for tanker safety.**



Eng. Bader Al-Najjar

Against the backdrop of rapid regional changes and global developments in the maritime transport and energy sectors, KOTC continues to implement its strategy aimed at maintaining fleet readiness and promoting the highest standards of safety, operational efficiency and environmental sustainability. This was confirmed by the Team Leader of the Dry-docking, Eng. Bader Al-Najjar, and the Team Leader of Marine Engineering, Eng. Salim Al-Shuhoumi, of the Fleet Engineering and Fleet Construction Projects Group during this interview, which highlights the latest developments in dry-docking, maintenance, and the technical procedures followed in dealing with the tanker 'Al-Salmi' incident, as well as the Company's plans for fleet modernization and the construction of new vessels in line with the latest technical and environmental specifications. Moreover, the following interview discusses the future of

the maritime transport industry, considering the global shift towards clean energy and the challenges associated with reducing emissions and developing a more efficient, flexible and sustainable operating system:

- **Over the past period, some dry-docking and maintenance works were postponed due to exceptional regional circumstances. Could you explain the nature of these works and the revised schedule?**

Eng. Bader Al-Najjar explained that, due to exceptional regional circumstances and the accompanying operational and logistical challenges, certain scheduled dry-docking and maintenance activities were rescheduled to ensure the safety of vessels and crews and to allow the work to be carried out under appropriate conditions.

- **Maritime transport continues to align with the global shift towards clean energy**



The postponed activities included some routine dry-docking programs, inspection works, maintenance operations, and planned repairs. These activities are currently being carried out according to an updated schedule coordinated with the relevant authorities to maintain fleet readiness without affecting the Company's operational commitments.

- **What is dry-docking? And what takes place during this phase?**

Al-Najjar explained that dry-docking involves placing a vessel in a dry dock for periodic inspections, maintenance and repairs that cannot be performed whilst the vessel is operating in water.

The primary purpose of dry-dock maintenance is to clean, inspect and repair parts of the

vessel that are typically in direct contact with the seawater and therefore submerged and inaccessible during normal operations. Dry docks are used to carry out a variety of marine maintenance services, such as:

- Cleaning, inspecting and repairing the vessel's hull.
- Coating the vessel with paints resistant to corrosion and marine deposits.
- Maintenance of main and auxiliary equipment and inspection of various systems, as well as inspections by classification societies and regulatory bodies, ensuring continuous operation at the highest levels of safety and efficiency.

- **Eng. Salim Al-Shuhoumi:**
- **New plans to modernize the fleet and dual-fuel technologies**
- **KOTC aims to establish a more efficient, flexible and sustainable maritime transport system**



Eng. Salim Al-Shuhoumi

- **Have you assessed the condition of tanker “Al-Salmi” following the incident? What is the extent of the damage and the estimated cost?**

Eng. Salim Al-Shuhoumi stated that the situation involving the tanker “Al-Salmi” was handled in accordance with the technical and operational procedures by both the crew and the relevant authorities. The fire was successfully contained without any injuries or marine pollution. A preliminary assessment was carried out by specialized teams in coordination with the relevant authorities, and reports indicated material damage to the vessel’s hull. Given that the tanker is still loaded with oil, the detailed technical assessment will be completed after discharging the cargo to ensure a thorough and comprehensive inspection.

He added that the tanker is considered one of the oldest vessels within the fleet, and repair work will be handled in accordance

with an integrated technical and economic assessment that considers medium-term operational feasibility. Based on the outcome of this assessment, the scope of repairs, the timeline, and estimated costs will be accurately determined.

- **It was noted that the tanker was not severely affected. What factors contributed to this?**

Eng. Al-Shuhoumi explained that the limited extent of the damage was the result of several combined factors, including crew efficiency, rapid emergency response, equipment readiness, and the high quality and design of the Company’s tankers, as well as the grace of Allah Almighty.

He added that the incident also demonstrated the effectiveness of the enterprise risk management system adopted by the management, which is based on continuous risk assessment and proactive response mechanisms implemented in line with global best practices.

• Fleet readiness remains strong despite regional challenges

• Are there plans to modernize the fleet or build new vessels?

Eng. Al-Shuhoumi confirmed that the Company constantly reviews and updates its fleet development plans in line with operational needs and global regulatory and environmental developments. These plans include studying the modernization of certain fleet units and building new vessels in accordance with the latest technical and environmental specifications, with a focus on energy efficiency and reducing emissions. The Company is also exploring the adoption of dual-fuel technologies, including the use of Liquefied Natural Gas (LNG) alongside conventional fuels, thereby enhancing operational flexibility and ensuring compliance with current and future environmental requirements.

He emphasized that the Company's fleet modernization strategy goes beyond merely replacing vessels; rather, it aims to build a more efficient, flexible and sustainable maritime transport system, thereby strengthening the Company's competitive position and aligning with major shifts in the global shipping industry.

• Have any new global specifications or requirements emerged in recent years?

Eng. Al-Shuhoumi stated that the shipping sector has seen significant developments, particularly in the areas of energy efficiency, emissions reduction and digitalization. Among the most notable developments are enhanced fuel efficiency requirements, reductions in carbon emissions, increased adoption of dual-fuel technologies and low-emission engines, in addition to implementing performance monitoring systems and stricter standards related to safety, cybersecurity and operational data management.

• Considering the global shift towards clean energy, can petroleum activities remain sustainable?

Eng. Al-Najjar explained that the energy transition is a gradual process aimed at

improving resource efficiency and reducing environmental impact, rather than an immediate phase-out of oil and gas.

Oil remains a key component of the global energy mix, and therefore the sustainability of the petroleum activities is possible through the adoption of modern technologies such as dual-fuel technologies, improved operational efficiency, and the use of lower-emission fuels in line with global environmental requirements.

He further noted that sustainability does not mean halting petroleum activities immediately but rather operating them more efficiently, reducing emissions, improving fuel consumption, utilizing modern technologies, and gradually preparing for alternative fuels when they become commercially and technically available.

• Some views downplay the role of oil in air pollution and global warming. How accurate are these claims?

Eng. Al-Shuhoumi stated that this issue must be approached from a balanced scientific perspective, as the use of fossil fuels has been scientifically proven to generate emissions that affect air quality and contribute to global warming.

He also pointed out that the World Health Organization also considers pollutants resulting from fossil fuel combustion among the most serious environmental health risks. However, it is important to distinguish between oil as a raw material and the way it is used and combusted. Therefore, the industry is now moving towards reducing emissions, improving efficiency, and developing cleaner technologies and fuels, rather than denying environmental impact. Conversely, the petroleum industry has seen significant progress in emission-reduction technologies and operational efficiency improvements. Consequently, the correct approach is to minimize the environmental impact through innovation and advanced technologies rather than dismissing the relationship entirely.

The Financial Accounts Group Marks the Completion of the Closing of Ended Fiscal Year Accounts

(In the presence of the Acting CEO, Sheikh Khaled Ahmed Al-Malik Al-Sabah)



Group photo

On Monday, 27 April 2026, in the presence of the KOTC Acting CEO, Sheikh Khaled Ahmed Al-Malik Al-Sabah, the DCEO of Finance and Administration Affairs, Mr. Hamad Issa Al-Meshari, the DCEO of Fleet Operations, Captain Yousef Yaqoub Al-Sager, and the Manager of the Financial Accounts Group, Mr. Abdulaziz Al-Khadari, the Financial Accounts Group organized a celebration to mark the completion of closing the accounts for the ended Fiscal Year ending 31 March 2026.

During the celebration, Sheikh Al-Sabah expressed his deep gratitude and appreciation to all the Financial Accounts Group's staff, commending their sincere and outstanding efforts which contributed to the completion of the financial closing within the specified timeframe, despite the challenges and

exceptional circumstances witnessed in the region. He also emphasized that the coming period holds positive prospects and promising strategic plans aimed at strengthening the Company's position and enhancing its performance, wishing everyone continued success and prosperity.

Meanwhile, Mr. Al-Meshari praised the significant efforts made by the Financial Accounts Group's staff, commending their high level of commitment and occupational competence in successfully completing the closing of the fiscal year on time. He also underlined the importance of sustaining this approach of outstanding performance and working to develop occupational capabilities and gain further experience to support the Company's institutional success.



A part of the celebration



A part of the celebration

KOTC's Facilities Management Operational Efficiency and Environmental Sustainability

Team Leader of Facilities Management of the Projects and Marine Agency Group, Eng. Sara Al-Hadhoud, speaks to "Nakilat"

- **Advanced technologies are enhancing the efficiency of KOTC facilities.**
- **Facilities Management is a fundamental pillar of operational support.**



Eng. Sara Al-Hadhoud

Team Leader of Facilities Management of the Projects and Marine Agency Group, Eng. Sara Al-Hadhoud, emphasized that the KOTC's Facilities Management Department plays a vital role in supporting operational activities and ensuring business continuity through the efficient management and maintenance of

the Company's buildings and facilities. The Team's responsibilities include the maintenance of air-conditioning and cooling systems, electrical and mechanical works, firefighting and alarm systems, civil maintenance, and emergency breakdown management.

- More than 53 tons of waste recycled in one year.
- Expansion of green areas contributes to carbon emission reduction.



An archival photo from one of the Maintenance Team's events

• Project Implementation

In an interview with Nakilat Magazine, Al-Hadhoud explained that the Team's role extends beyond routine operation and maintenance works to include the execution of development projects aimed at enhancing the work environment and improving energy efficiency. This includes upgrading air-conditioning systems, improving facilities, and implementing environmental sustainability projects, all of which contribute to maintaining facility readiness, ensuring safety, and minimizing disruptions that could affect daily operations.

• Key Challenges

Al-Hadhoud noted that facilities management faces several challenges, most notably dealing with systems and equipment that have been in operation for many years while ensuring business continuity without affecting daily work. Additional challenges include responding rapidly to emergency breakdowns and managing projects during the actual operation of the building. She pointed out that these challenges are addressed by implementing preventive and

regular maintenance programs, continuous monitoring of equipment condition, proactive coordination with various departments, and the utilization of specialized companies and modern technologies to raise performance efficiency and reduce equipment failures.

• Safety and Quality

In terms of safety and quality, Al-Hadhoud emphasized that the Management adheres to the Company's stringent safety and quality standards through continuous inspection of alarm and fire-fighting systems, verification of emergency exit readiness, and regular maintenance of electrical and mechanical systems in accordance with approved requirements. All work is conducted in accordance with occupational health and safety requirements. Teams are required to utilize appropriate personal protective equipment, while safety briefings and toolbox meetings are conducted prior to undertaking high-risk activities, to ensure the safety of employees and visitors inside the building.

• Digitalization

She stressed that modern technologies and digitalization have become essential elements

- **Modern technologies and smart solutions to rationalize energy and enhance efficiency.**
- **Kuwaiti professionals lead the advancement of facilities management across the oil sector.**

in advancing maintenance operations and improving operational efficiency, particularly as the Company continues its efforts to promote environmental sustainability and optimize resource consumption.

Among the initiatives implemented are Smart and Sub-Metering systems that provide accurate monitoring of electricity and water consumption, motion-sensor lighting controls in low-use areas, and the replacement of conventional lighting with energy-saving lighting (LED).

Further initiatives include the installation of solar-powered water heaters, air curtains, and thermal insulation films to optimize cooling performance and reduce heat losses. Condensate water recovered from cooling systems is also reused for plant irrigation and facility cleaning. In collaboration with the Information and Communications Technology Group, the Management is developing enhanced Asset Management Systems to improve follow-up and maintenance processes and support more efficient decision-making.

Achievements

Al-Hadhoud highlighted several notable achievements accomplished by Facilities Management during the past period. These include upgrading air-conditioning systems to improve operational efficiency, modernizing elevators at the Company's headquarters, and providing maintenance technicians and engineers with specialized emergency evacuation training and obtaining accredited certifications in this field.

Moreover, the Management is currently working on implementing projects that include the refurbishment of the main lobby, enhancement of facility services, replacement of kitchen facilities, and the expansion of green areas through tree planting across Company locations.

The Management has also established a dedicated plant nursery within the headquarters premises and introduced electric vehicle charging stations as part of KOTC's commitment to support the transition to clean energy.

• Sustainability

As part of its sustainability efforts, she noted that the Management has designated collection points for recyclable materials and partnered with specialized recycling companies to recycle paper, plastic, metal, and electrical waste.

As a result of these efforts, more than 53 tons of industrial and paper waste were recycled during the past year, with the initiative continuing to be implemented annually.

She added that the Management has also organized awareness campaigns and lectures and a specialized recycling exhibition attended by representatives from the oil and government sectors. These initiatives have helped strengthen environmental awareness and encourage greater participation in sustainable practices.

• National Workforce

Speaking about the role of Kuwaiti professionals, Al-Hadhoud praised the capabilities of the national workforce and their contributions to the development of facility management within the oil and maritime sectors through their ability to bear responsibility and contribute to developing the work environment through modern ideas and a continuous desire to learn and develop.

She noted that supporting and empowering national talents facilitates knowledge transfer and operational sustainability, in line with the State's vision of strengthening the role of youth in vital technical and engineering.



A part of the maintenance work at the company.

Did you know that?

- The earliest map identifying the State of Kuwait was produced during the London Conference of 1913, which was held to address disputes between the Ottoman Empire and the British Government regarding the Gulf emirates.
- Kuwait's first known street was called Behita Street, also referred to as Al-Amir Street. It stretched from Al-Furda and Seif Palace to the Water Market.
- The Kuwait Red Crescent Society was founded in 1966.
- Kuwait's First Wall was constructed in 1797 to safeguard the city from external threats.
- The Arab prophets are Shu'ayb, Muhammad, Salih, and Hud (peace be upon them).
- Prophet Noah (PBUH) was the first messenger sent to humanity and is often referred to as the Sheikh of the Messengers.
- The area separating Paradise and Hell is known as Al-A'raf.
- Angel Jibreel (PBUH) has 600 wings.
- The food that is permitted to be eaten but forbidden to be sold is the meat of the sacrificial animal (Udhiya).
- Lack of sleep has a negative effect on the body's immune system, as the body produces melatonin whilst sleeping, which helps produce white blood cells that fight harmful organisms.