



البتروال الوطنية  
**KNPC**

إحدى شركات مؤسسة البتروال الكويتية  
A Subsidiary of Kuwait Petroleum Corporation

# Al-Wataniya

Year 49 | Issue No. 566 | October - November - December 2025



## 65 Years Since the Establishment of "KNPC"



65  
عاماً  
وتستمر الإنجازات

# AL-WATANIYA

A monthly magazine issued by Corporate Communication Department at Kuwait National Petroleum Company (First issue published in January 1975)

Views expressed in the magazine articles are those of their respective authors.

## Editor-in-Chief

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(Manager Corporate Communication)

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## Printed by

Al-Nazaer Media Group

## Contents

**12** The Founding Decade  
(1960-1969)

**52** The Challenges Decade  
(2000-2009)

**26** The Launch Decade  
(1970-1979)

**62** The Global Excellence Decade  
(2010-2019)

**36** The Expansions Decade  
(1980-1989)

**76** The Sustainability and Leadership Decade  
(2020-2025)

**46** The Rehabilitation and  
Reconstruction Decade  
(1990-1999)

**88** A New Beginning Toward a  
Bright Future

Scan the code



to browse the issue

# Editorial

## 65 Years of Dedication and Excellence

This year, Kuwait National Petroleum Company (KNPC) celebrates the 65th anniversary of its establishment. The Amiri Decree founding the Company was issued on October 5, 1960, during the era of the late Sheikh Abdullah Al-Salem Al-Sabah, the former Amir of the country, may his soul rest in peace.

This anniversary represents more than mere celebration-it provides opportunity to reflect on our journey, learn from our experiences, and build upon our achievements to develop advanced strategies that will strengthen our position in the global oil and gas industry.

Since its inception, KNPC has assumed the vital national economic responsibility of crude oil refining, gas processing, local producing and marketing of high-quality petroleum derivatives, serving both domestic and international markets.

Through decades of dedicated service, the Company has established itself as a pioneer within Kuwait's Oil Sector. This success stems from the unwavering commitment of generations of leaders and employees who have consistently prioritized their Company and country's interests above all considerations.

Throughout its history, KNPC has demonstrated remarkable adaptability, keeping pace with global industry developments while maintaining flexibility to address emerging challenges. The Company has achieved this through strategic investment in employee development, adoption of cutting-edge technologies across technical and administrative operations, and unwavering attention to health, safety, and environmental standards.

This 65th anniversary commemorates a journey of remarkable achievements and renewed commitment to excellence. Drawing on extensive accumulated expertise and ambitious vision, we continue striving for leadership and outstanding accomplishments in our ongoing pursuit of a better future.

**Rakan Hamed Al-Fadala**

Manager Corporate Communication



# Distinguished Leaders

## Who Shaped KNPC's Journey

Over the years, several distinguished national leaders have led Kuwait National Petroleum Company, each contributing significantly to its growth, modernization, and strengthened standing within Kuwait's Oil and Gas Sector. They are as follows:



**Ahmad Al-Sayed Omar**  
Chairman and Managing Director  
1960-1971



**Mohammed Ahmed Al Shamali**  
Chairman and Managing Director  
July - December 1971



**Ahmad Abdulmuhsin Al-Mutair**  
Chairman and Managing Director  
1972-1998



# تاريخنا OUR HISTORY



**Hani Abdulaziz Husain**  
Chairman and Managing Director  
1998-2004



**Sami Fahad Al-Rushaid**  
Chairman and Managing Director  
2004-2007



**Farouk Husain Al-Zanki**  
Chairman and Managing Director  
2007-2011



**Fahad Salim Al-Ajmi**  
Chairman and Managing Director  
2011-2013



**Mohammad Gazi Al-Mutairi**  
Chief Executive Officer  
2013-2019



**Waleed Khaled Al-Bader**  
Chief Executive Officer  
2019-2022

# Distinguished Leaders Who Shaped KNPC's Journey



**Assad Ahmad Al-Saad**  
Chairman  
2013-2016



**Jamal AbdulKhalik Al-Nouri**  
Chairman  
2016-2019

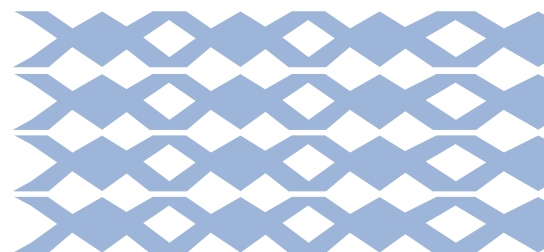


**Hamzah Abdullah Bakhsh**  
Chairman  
2019

# Executive Management of Kuwait National Petroleum Company



**Wadha Ahmad Al-Khateeb**  
Chief Executive Officer



**Khaled Ali Al-Khayyat**  
Deputy CEO  
Planning & Finance



**Ghanim Naser Al-Otaibi**  
Deputy CEO  
Projects



**Shujaa Salem Al-Ajmi**  
Deputy CEO  
Mina Al-Ahmadi Refinery



**Khuloud Saad Al-Mutairi**  
Deputy CEO  
Support Services



**Bandar Mahdi AL-Qahtani**  
Deputy CEO  
Administrative & Commercial



**Ali Mohammad Al-Ajmi**  
Deputy CEO  
Fuel Supply Operations



**Abdullah Shaker Al-Otaibi**  
Deputy CEO  
Mina Abdullah Refinery

# A Journey Marked by Achievements and Impact

The 65<sup>th</sup> anniversary of KNPC offers a moment to honour its remarkable journey of achievements and contributions with pride and gratitude.

"Al-Wataniya" Magazine commemorates this milestone with a special documentary issue chronicling KNPC's evolution from inception to the present. The publication explores the Company's founding era and pivotal developments during its inaugural decade, followed by the transformative expansions of the 1970s.

These watershed moments included the State's complete acquisition of the Company ownership, the successful commissioning of the lubricants blending plant, the integration of Mina Abdullah Refinery into KNPC's operations, and the Company's emergence as a major force with significant local and regional impact.

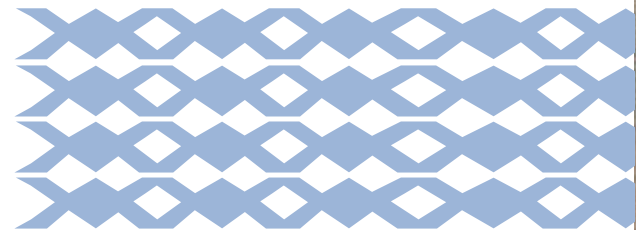
The issue examines the pivotal milestones of the 1980s, notably KNPC's integration into Kuwait Petroleum Corporation (KPC) and the incorporation of Mina Al-Ahmadi Refinery into its portfolio.

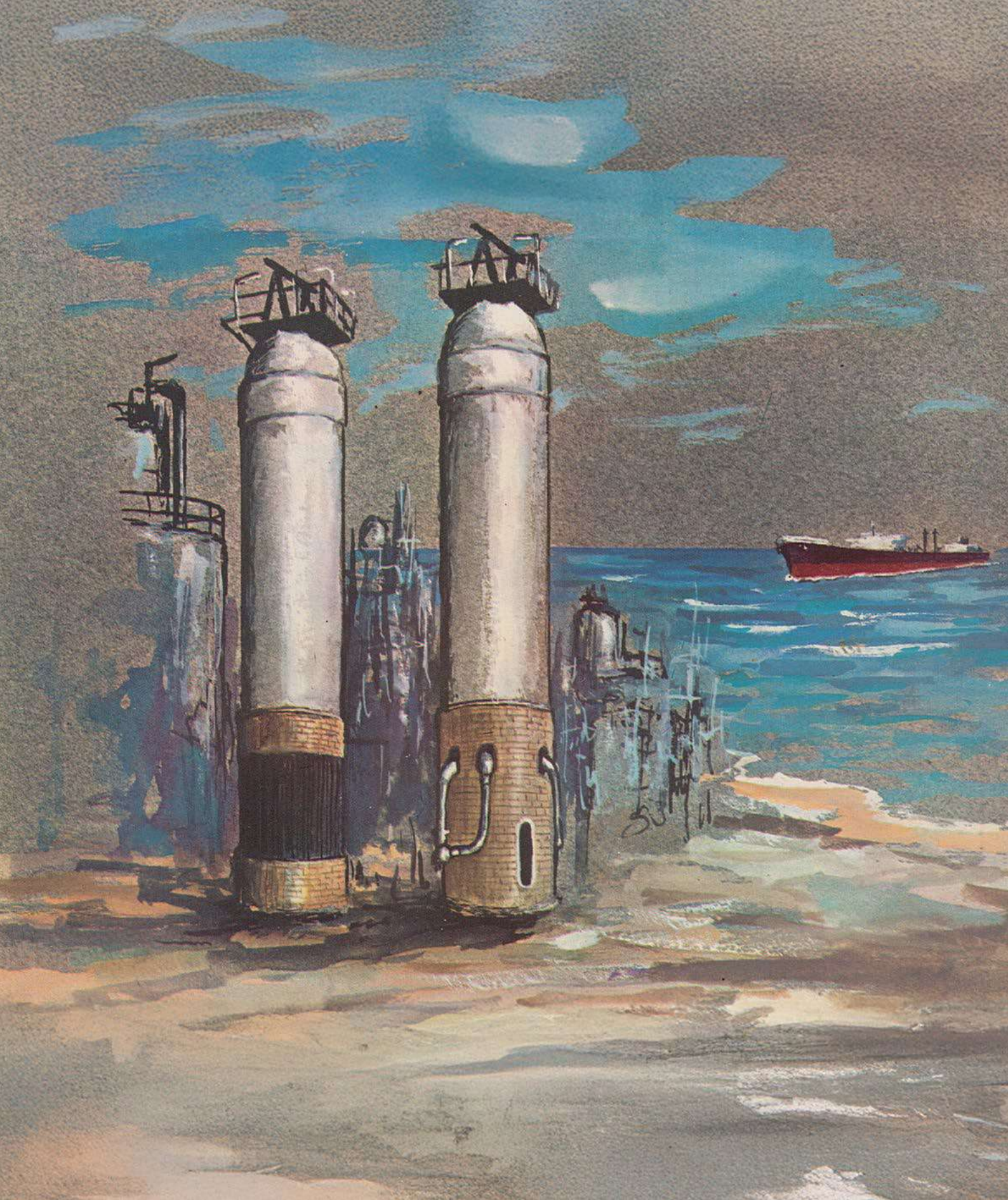
The 1990s developments receive particular attention, documenting the extensive rehabilitation and reconstruction of KNPC's refineries after the brutal invasion. This period witnessed implementation of numerous environmental protection initiatives, culminating in the complete transition to unleaded fuel.

The publication spotlights strategic projects that have strengthened Kuwait's global energy standing: Al-Ahmadi Depot, South Oil Pier at Mina Al-Ahmadi Refinery, KNPC's new Head Office, Clean Fuels Project, the 5th Liquefied Petroleum Gas Train, and the landmark Al-Zour Refinery.

These transformative projects, alongside other critical developments, have solidified KNPC's reputation and reinforced Kuwait's prominent position on the international energy map.

The issue also addresses KNPC's Digital Transformation initiatives, Energy Transition efforts, and KPC's oil sector restructuring plan implementation. It also covers the integration of Shuaiba and Umm Al-Aish LPG Filling Plants, alongside numerous topics reflecting the Company's continuous development and forward-looking vision for the future.





# Historical Milestones

## 1960

Establishment of Kuwait National Petroleum Company and the launch of its logo



## 1965

Inauguration of old KNPC Head Office in Al-Mubarakiya



## 1966

Laying Shuaiba Refinery foundation stone



## 2005

Inauguration of the New Oil Pier at MAA



## 1968

Shuaiba Refinery official opening ceremony



## 1978

Mina Abdullah Refinery joins KNPC



## 1981

Mina Al-Ahmadi Refinery and LNG Plant incorporate KNPC administratively



- 1960 – Establishment of Kuwait National Petroleum Company (KNPC) and launch of the Company's first logo.
- 1961 – Transfer of 14 Fuel Filling Stations from Kuwait Oil Company to KNPC.
- 1962 – The Company began distributing lubricating oils domestically under the brand name "Kuwait Oil" for local consumers.
- 1965 – Opening of the Company's first Head Office in Mubarakiya area.
- 1966 – Laying of Shuaiba Refinery foundation stone.
- 1967 – Inauguration of Kuwait's largest Fuel Filling Station by area and number of islands, located in Mansouriya area.
- 1968 – Official inauguration of Shuaiba Refinery.
- 1973 – KNPC acquires full ownership of Kuwait Aviation Fuelling Company (KAFCO).
- 1975 – Expansion of Shuaiba Refinery, raising its capacity to 195,000 barrels per day.
- 1977 – Establishment of a lubricant blending plant and launch of "Kuwait Oil" brand.
- 1978 – Merger of Mina Abdullah Refinery with KNPC.
- 1979 – KNPC takes possession of the oil tanker Bahra.
- 1980 – Establishment of Kuwait Petroleum Corporation (KPC) and restructuring of the oil sector with KNPC becoming a KPC subsidiary.
- 1981 – Mina Al-Ahmadi Refinery and Gas Liquefaction Plant are affiliated with KNPC..
- 1986 – Official inauguration of Mina Al-Ahmadi Refinery Modernization Project.
- 1988 – Completion of Mina Abdullah Refinery Modernization Project.
- 1991 – Export of the first petroleum products shipment in 21 September, following Kuwait's liberation.

# 2022

Official Inauguration of the Clean Fuels Project

# 2024

Full operation of Al-Zour Refinery



# 1998

Full conversion to Unleaded Gasoline production.

# 2006

Opening of the new administrative Head Office in Ahmadi

# 2019

Inauguration of the first two new Filling Stations in Sabah Al-Ahmad City among KNPC's plan to build 100 new stations.



- 1992 – Commissioning of the first LPG Train at Gas Liquefaction Plant in Mina Al-Ahmadi after the Kuwait's liberation.
- 1993/1994 – Full resumption of Refineries operations following the Liberation.
- 1998 – Full conversion to Unleaded Gasoline production.
- 2005 – Launch of the Company's new corporate logo.
- 2005 – Inauguration of the new South Pier (Oil Pier).
- 2006 – Opening of the new administrative Head Office in Al-Ahmadi.
- 2011 – Celebration of KNPC's Golden Jubilee.
- 2014 – Signing of the Clean Fuels Project contracts with international partners.
- 2016 – Commissioning of the 4th LPG Train at Gas Liquefaction Plant in Mina Al-Ahmadi Refinery.
- 2017 – (KAFCO) reintegrated into KNPC as a subsidiary.
- 2017 – Commissioning of the new North LPG Storage Tanks Project at Mina Al-Ahmadi Refinery.
- 2017 – Permanent shutdown of Shuaiba Refinery.
- 2019 – Opening of the first two new Filling Stations in Sabah Al-Ahmad City among KNPC's plan to build 100 new stations.
- 2020 – Commissioning of the new Acid Gas Removal Plant at Mina Al-Ahmadi Refinery.
- 2022 – Official inauguration of the Clean Fuels Project.
- 2022 – Commissioning of the 5th LPG Train.
- 2024 – Full operation of Al-Zour Refinery.
- 2025 – Launch of implementation phase of KNPC and Kuwait Integrated Petroleum Industries Company (KIPIC) integration.
- 2025 – Transfer of Shuaiba and Um Al-Aish LPG Filling Plant ownership to KNPC.
- October 2025 – Commemoration of KNPC's 65th Anniversary.

## Early Beginnings

### Unwavering Ambition

#### Establishment Decade (1960-1969)

The Company's founding traces back to October 1960, when the late Sheikh Jaber Al-Ahmad Al-Sabah, then Minister of Finance, called for establishing Kuwait National Petroleum Company as a public shareholding entity. The ownership structure allocated 60% to the Kuwaiti government and 40% to the private sector.

On October 5, 1960, the late Amir Sheikh Abdullah Al-Salem Al-Sabah issued Amiri Decree No. (9), officially approving the Company's establishment with initial capital of Rupee 100 million-equivalent to KD 7.5 million.

Soon after the decree was issued, on December 22, 1960, the founding General Assembly convened to officially announce Kuwait National Petroleum Company's establishment and elect its first Board of Directors, chaired by Ahmed Al-Sayed Omar.

The establishment decree authorized the Company to operate across all oil industry sectors: exploration, production, refining, and marketing of refined products locally and internationally. This comprehensive mandate reflected the founders' ambitious vision to build an enterprise rivalling world oil majors in scope and capability.



late Sheikh Abdullah Al-Salem Al-Sabah



Late Sheikh Jaber Al-Ahmad Al-Jaber Al-Sabah  
then Minister of Finance



مرسوم اميري رقم (٩) لسنة ١٩٦٠  
بتأسيس شركة مساهمة كويتية

باسم  
شركة البترول الوطنية الكويتية

نحن عبد الله السالم الصباح امير الكويت ،  
بعد الاطلاع على عقد التأسيس الذي اعدته حكومة الكويت  
ممثلة في رئيس المالية والاقتصاد لاجل تأسيس شركة البترول الوطنية  
الكويتية « شركة مساهمة » .  
وبعد الاطلاع على النظام الاساسي للشركة المساهمة المذكورة ،  
وبعد الاطلاع على قانون الشركات التجارية رقم (١٥) لسنة ١٩٦٠  
والمعدل بالقانون رقم ٣٩ لسنة ١٩٦٠  
وبناء على ما عرضه علينا رئيس المالية والاقتصاد ، وموافقة المجلس الاعلى  
دسما بما هو آت

( مادة ١ )

يرخص لرئيس المالية والاقتصاد ممثلا لحكومة الكويت في آن  
يؤسس في الكويت شركة مساهمة كويتية تدعى « شركة البترول  
الوطنية الكويتية » برأسمال قدره (١٠٠٠٠٠٠٠٠٠) مئة مليون روبية .  
( مادة ٢ )

على المؤسس الالتزام بعقد تأسيس الشركة ونظامها الاساسي ،  
وتوافق هذا المرسوم صورة رسمية من كل منهما موقعة معه ، وعليه  
ايضا الالتزام باحكام قانون الشركات التجارية والقوانين الاخرى  
النافذة المفعول .  
( مادة ٣ )

على رئيس المالية والاقتصاد تنفيذ هذا المرسوم وينشر في  
الجريدة الرسمية .  
صدر في ١٤ ربيع الثاني ١٣٨٠ هـ  
الموافق في ٥ اكتوبر ١٩٦٠ م

امير الكويت  
عبد الله السالم الصباح

# Filling Stations

Following its establishment, KNPC assumed responsibility for constructing, operating, and maintaining fuel stations throughout Kuwait. The Company created the Local Marketing Department in 1961 and acquired 14 stations previously operated by Kuwait Oil Company.

KNPC developed comprehensive plans to expand and modernize its station network, improve service standards, and increase outlets to satisfy rising demand for petroleum products. This strategic expansion comprised inauguration of several notable stations including Mansouriya Station in 1967-then Kuwait's largest fuel facility-followed by five additional stations completed in 1968, and then one station on Failaka Island.

The Company supplied its stations with petroleum products from Mina Al-Ahmadi Refinery, then operated by Kuwait Oil Company. This arrangement ensured stable, uninterrupted supply, guaranteeing consistent fuel availability to the public all the time.



Old Fuel Station in Mansouriya Area

## Share in Exploration and Production

In 1961, the government awarded KNPC an oil exploration and production concession, authorizing partnership with a foreign company to explore 9,262 square kilometres previously relinquished by Kuwait Oil Company.

KNPC established a dedicated Exploration and Production Department to oversee the concession areas granted by the government. The Department evaluated proposals from multiple international companies to identify an experienced partner for exploration operations.

The Company, in partnership with the Spanish Petroleum Company (Hispanica de Petroleuse), launched exploration and drilling activities within its Kuwaiti concession area. The Company's primary objective was securing an independent crude oil source to supply its planned refinery.





The Company's first Board of Directors during a meeting

## The First Annual Report

In 1961, the Board of Directors, led by Chairman and Managing Director Ahmed Al-Sayed Omar, published KNPC's inaugural annual report documenting the Company's activities. The report affirmed that operations during the fiscal year had a promising and successful foundation.

The report declared: "We now stand on solid ground in local fuel and lubricating oil distribution. With God's will and guidance, this work will generate steady and increasing revenues year after year."

It continued: "Several projects are under study to participate in aviation oil and bunker fuel oil sales in Kuwait. The Company intends to expand into production and refining activities, domestically and internationally. We have several projects that we hope will mark the starting point in this endeavor."

Through the report, the Board expressed profound gratitude to His Highness the late Sheikh Abdullah Al-Salem Al-Sabah, then Amir of Kuwait, for his steadfast support and encouragement in serving the nation's interests. Appreciation was also extended to various government ministries for their assistance and attention to the Company's affairs.



The first annual report

## Launching "Kuwait Oil" in the Market

In line with the expansion of its operations, KNPC introduced lubricating oil to the market for the first time in February 1962. The Company imported these products from overseas and marketed them locally under "Kuwait Oil" brand. Distribution included all filling stations and local retailers throughout the country. Initially, monthly sales figures remained consistent as consumers tested the new product. However, once customers became familiar with "Kuwait Oil" and experienced its quality firsthand, sales volume increased significantly.



In 1963, "Kuwait Oil" demand surged by 11.7 percent. However, intense competition from rival brands caused a 2 percent sales decline in the subsequent year. Responding to this challenge, KNPC introduced premium-grade "Kuwait Oil" products later that year. This strategic move proved successful, generating a 4.4 percent sales increase in 1965, with growth continuing in following years. The breakthrough occurred in 1967 when sales jumped dramatically by 29 percent.

With escalating demand, KNPC initiated a feasibility study in 1973 to establish a lubricating oil blending facility in Shuaiba Industrial Area. The Company partnered with a renowned international oil manufacturer to secure technical expertise and ensure reliable supplies of base oils and additives. The plant commenced operations in September 1977, boasting an annual production capacity of 28,000 tons of diverse oil products.

The locally produced lubricating oils captured substantial market share domestically. During the 1997/1998 fiscal year, "Kuwait Oil" products commanded 40 percent of the entire local lubricating oil market and an impressive 53 percent share in the automotive, truck, and industrial oils category.

KNPC's vision extended beyond Kuwait's borders, targeting regional expansion through strategic export initiatives. The Company successfully penetrated markets in Lebanon, Jordan, and multiple Gulf states by establishing networks of authorized distributors.

In alignment with Kuwait's national policy to transfer select industries to private sector management and stimulate economic development, the lubricating oil facility underwent privatization in February 2004. Following this transition, KNPC discontinued its lubricating oil manufacturing activities and transferred ownership of the "Kuwait Oil" trademark to private sector, marking the end of an era.



Company's old administrative Head Office in Mubarakiya area

## Mubarakiya Building... The First Main Administrative Head Office

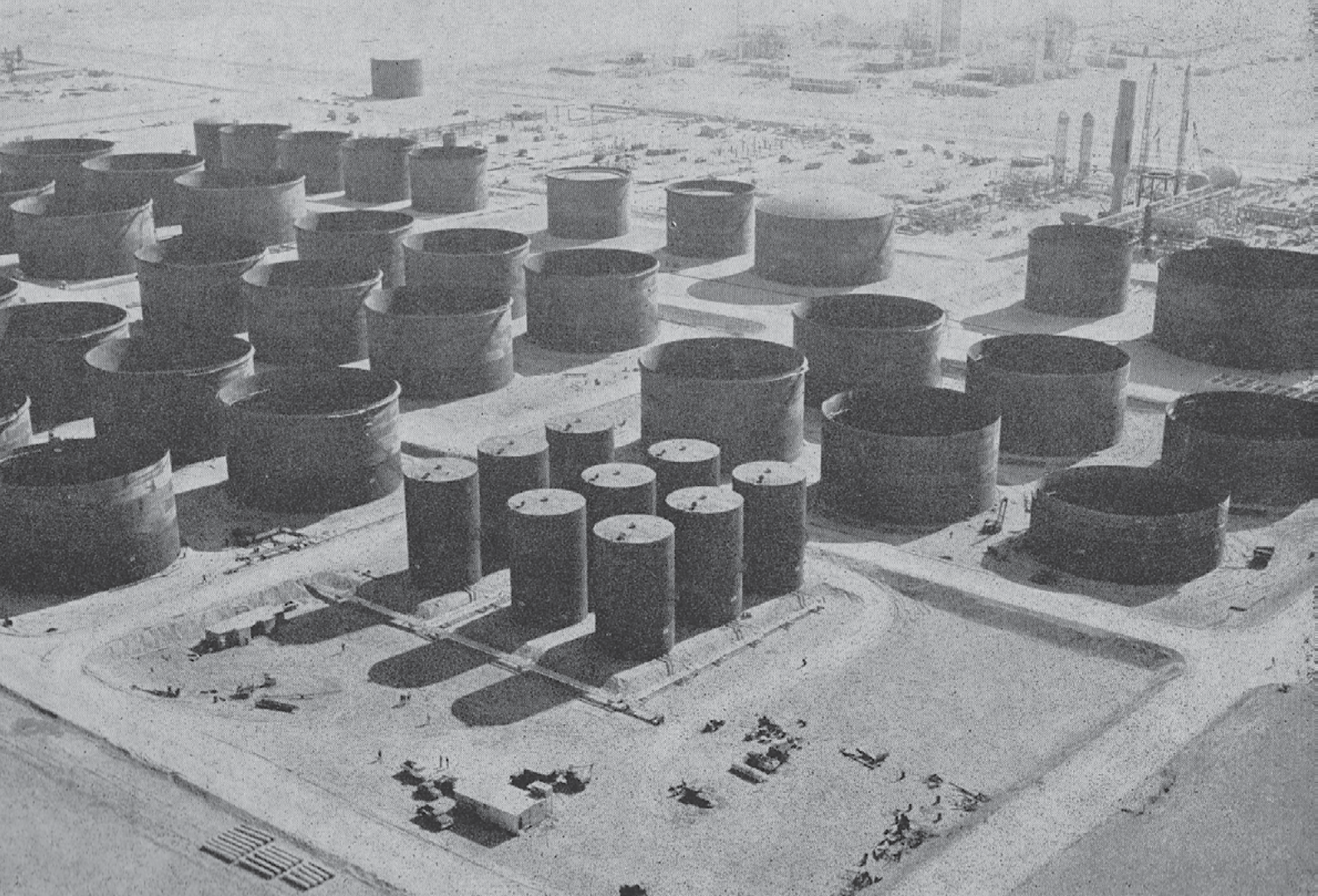
In 1962, KNPC purchased a land in Kuwait City's Mubarakiya area to establish its first main administrative Head Office. Construction commenced in February 1964 following completion of the project's design.

The project progressed rapidly, and in 1965, KNPC officially inaugurated its new Mubarakiya Head Office. The building became an architectural landmark, distinguished by its exceptional design.

Located specifically in "Fareej Al-Sabt" within the Qibla district—a neighborhood exceeding 200 years in age—the site bore the name of the honorable Al-Sabt family.

The building's design embodied the architectural characteristics of its era, serving as testimony to Kuwait's urban and economic transformation during that period.





## Shuaiba Refinery

Shuaiba Refinery, affectionately called "Umm Al-Khair" (Mother of Goodness), represents a pivotal achievement in Kuwait's oil refining evolution. Built with cutting-edge technology, it became the world's first refinery operating entirely on hydrogen.

The Refinery's development began in November 1965 when Ahmed Al-Sayed Omar, Chairman of KNPC's Board of Directors, signed construction contracts with Fluor Corporation. In 1966, the late Sheikh Sabah Al-Salem Al-Sabah, then Amir of Kuwait, laid the foundation stone.

In April 1968, the Refinery—KNPC's first wholly-built refinery—was officially inaugurated with a refining capacity of 95,000 barrels per day. A commemorative postage stamp was issued in celebration of this milestone.

On May 9, 1968, the Refinery exported its maiden shipment to Japan. Additional shipments followed under contracts secured by KNPC's International Marketing Division with global importers, including companies and governments. In 1969, the Refinery introduced Premium Gasoline (98 Octane) to Kuwait's domestic market.



Chairman and Managing Director of the Company, Ahmed El Sayed Omar (left) signing Shuaiba Refinery construction contracts

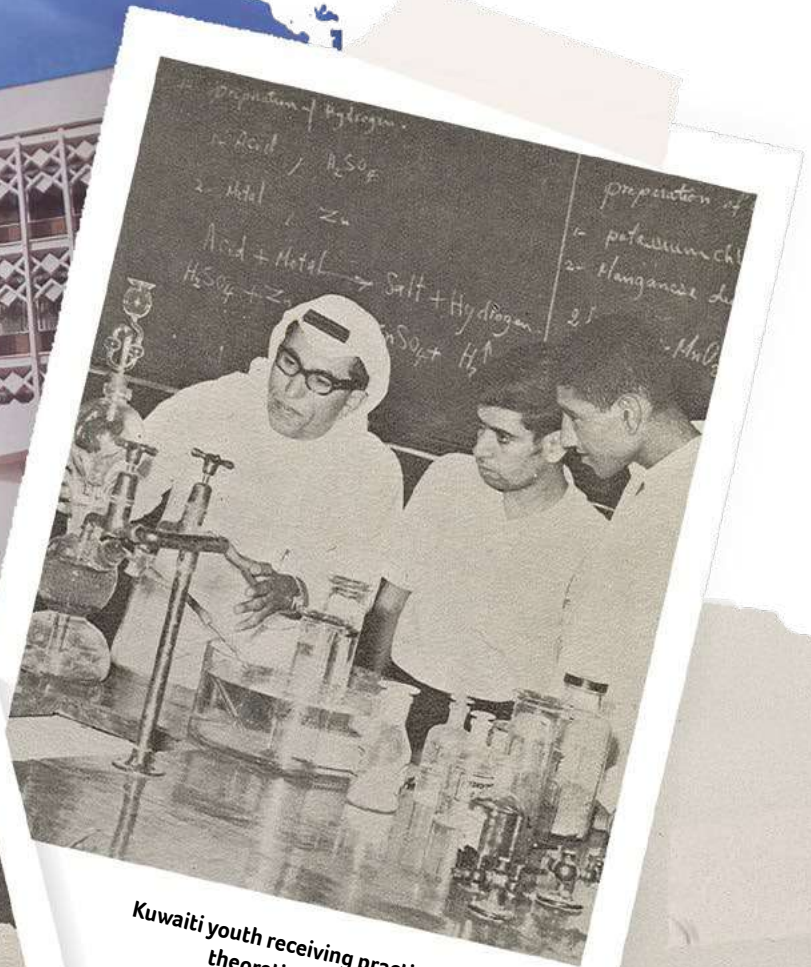


Late Sheikh Sabah Al-Salem Al-Sabah Laying the foundation stone for the Refinery

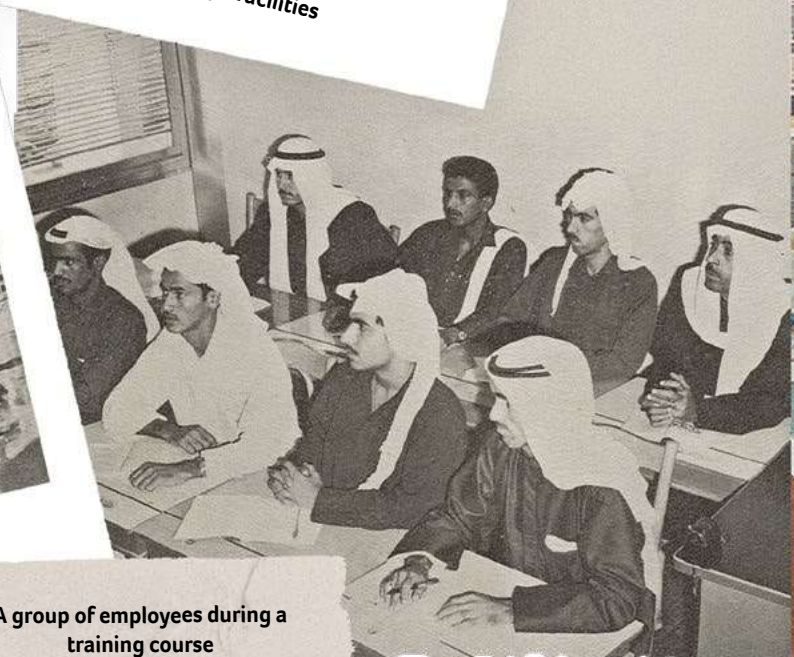
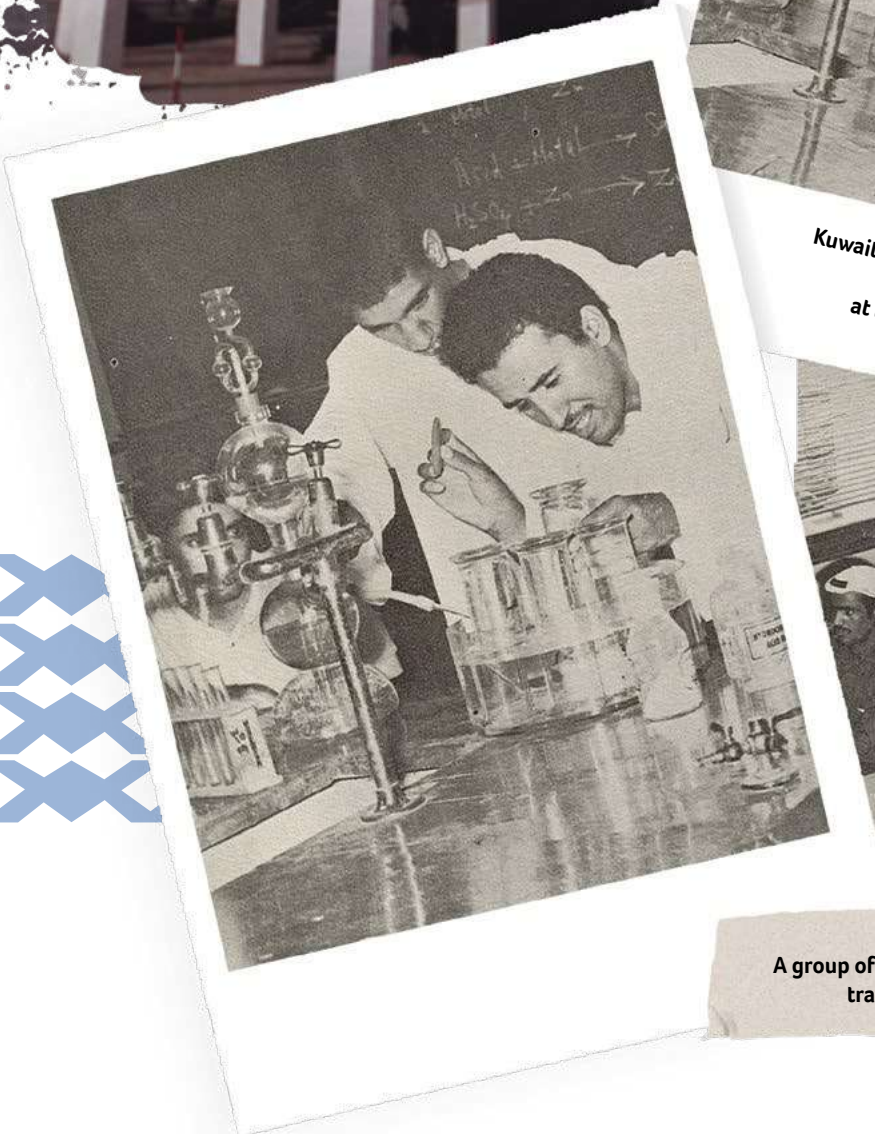


Shuaiba Refinery





**Kuwaiti youth receiving practical and theoretical training at the Company's facilities**



**A group of employees during a training course**



A photo from the control tower at Mansouriya Fuel Station



## Marketing the Company's Products Globally

From its inception, KNPC pursued a clear objective: international marketing of its products. To realize this goal, the Company established an International Marketing Department and opened a London office on December 5, 1966.

The Department employed 50 staff members-40% specialized in sales while the remainder managed support functions essential for sales facilitation and operational coordination with Kuwait-based Departments. The Department included highly experienced professionals selected through rigorous criteria, many having held senior positions in major international organizations. Their responsibilities encompassed supervising global product swaps, international financing, refinery technical guidance, and maritime operations. Additionally, they managed sales activities and monitored KNPC's international subsidiaries, including Kuwait National Petroleum Co. A.S. (formerly D.O.T.) and Kuwait National Petroleum Co. - UK Ltd.

The Department became essential to KNPC's operations, maintaining close communication with major clients across Asia, Africa, and Europe. It undertook the task of providing Top Management with timely up-to-date information and market intelligence, enabling leadership to understand global conditions and empowering the Board of Directors to identify optimal expansion and profit opportunities.

The Department conducted comprehensive market surveys in countries with sales potential, alongside in-depth studies, marketing research, and economic analyses across all six continents. These efforts enabled KNPC to establish strong relationships with major international clients.



The building that housed the Company's London office

# Going Global

## The Take-off Decade (1970–1979)

By the early 1970s, KNPC had transformed substantially from its founding years. The Company's operations had expanded, assets multiplied, and it had become a major force with strong local and regional presence. KNPC then pursued global ambitions, propelled by several critical factors. Primary among these was Shuaiba Refinery's smooth, stable operation following successful resolution of earlier technical challenges affecting key units. Equally, KNPC successfully penetrated new markets, following upgrading its products to meet stringent specifications demanded by European and Japanese buyers.

During this transformative decade, KNPC adopted an integrated economic approach to crude oil production, aspiring to supply Shuaiba Refinery exclusively from its own production sources. This decade marked KNPC's evolution from a primarily domestic operation into an internationally competitive petroleum enterprise.



Shuaiba Refinery



## Shuaiba Refinery Capacity Expansion

In 1971, KNPC achieved a significant milestone when Shuaiba Refinery's capacity reached 104,000 barrels per day, exceeding its original design specifications.

This expansion enabled market entry into Australia and the Americas, while increasing local sales by 8%. By 1973, refining capacity had grown further to approximately 116,000 barrels per day.

The rising demand for petroleum products domestically and internationally prompted KNPC to plan for additional expansion. Soon, a major upgrade project was swiftly implemented, increasing the refinery's capacity to 195,000 barrels per day by mid-1975.

This expansion encompassed construction of a Hydrocracking Unit, Oil Pier expansion and modernization, integration with Mina Al-Ahmadi Refinery, and implementation of environmental projects controlling water and air pollution. In 1977, KNPC completed a Lubricating Oils Plant within the refinery, featuring an annual production capacity of 28,000 tons.





KAFCO vehicles refuel the Concorde aircraft at Kuwait International Airport

## **KAFCO – Kuwait's Primary Aircraft Fuel Supplier**

Kuwait Aviation Fuelling Company (KAFCO) has been fully owned by (KNPC) since early 1973, when KNPC acquired British Petroleum's stake in the partnership.

Originally established in 1963 as a joint venture between KNPC (51%) and BP (49%), KAFCO now operates a modern fleet of vehicles and fuelling equipment. As the exclusive aircraft fuelling service provider at Kuwait International Airport, the Company serves all airlines operating through Kuwait and maintains contracts with domestic, regional, and international carriers.

KAFCO's services extend beyond commercial aviation. The Company provides specialized consultancy and technical support to the Kuwait Ministry of Defence and holds a contract with the Amiri Diwan, supplying fuel for its aircrafts at both Kuwait International Airport and international airports worldwide.



The news as published in Al-Qabas newspaper on April 1975

## Full Acquisition of the Company's Shares

A pivotal moment in KNPC history came in 1975 when the Cabinet, on April 6, approved acquiring the 40% private sector shareholding.

The Resolution No. (11) established that shareholders would receive financial compensation for their shares, while Article Four transferred the General Assembly's responsibilities to the Supreme Petroleum Council.

Following complete state ownership that year, KNPC prioritized employee welfare and organizational systems. The Company restructured salary and compensation frameworks to retain skilled professionals and enhance job security, marking a new chapter in its operational development.

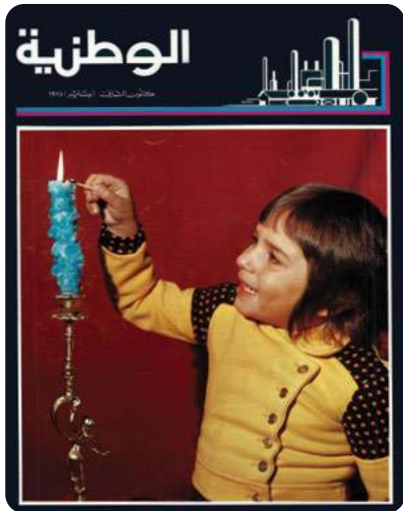


# Launch of "Al-Wataniya" Magazine

The launch of the first issue of Al-Wataniya magazine in January 1975 established a vital communication platform to showcase KNPC's latest developments, projects, activities, and contributions to the community and environment.

Under its first editor-in-chief, Bader Abdulaziz Al-Tukhaim, the inaugural issue featured a message from Chairman and Managing Director Ahmad Abdulmohsen Al-Mutair. He described the magazine as a pioneering initiative for disseminating knowledge and tracking scientific and economic advances in the oil industry. Al-Mutair emphasized that oil transcends its role as an economic resource, serving as a cornerstone of civilization and development, requiring scientific and strategic management to support national progress.

The debut issue included an interview with Finance and Oil Minister Abdulrahman Al-Atiqi, addressing monetary inflation, economic liberalization, and Kuwait's oil energy future. Additional content featured an KNPC overview, insights into the Local Marketing Department's role in fulfilling market demands, and articles covering safety protocols, fire prevention, and protective measures—establishing a comprehensive foundation for the publication's ongoing mission.



The first issue of "Al-Watania" magazine

## Inauguration of Gas Liquefaction Plant at Mina Al-Ahmadi Refinery

The Gas Liquefaction Plant at Mina Al-Ahmadi Refinery was launched in November 1976 when the late Amir Sheikh Sabah Al-Salem Al-Sabah laid the foundation stone. Completed and inaugurated in February 1979 by the late Amir Sheikh Jaber Al-Ahmad Al-Jaber Al-Sabah, the facility was then operated by Kuwait Oil Company Limited.

The Plant initially comprised three LPG units—Nos. 31, 32, and 33—each with a production capacity of 505 million standard cubic feet of Gas and 40,000 barrels of condensate daily.



Mina Al-Ahmadi Refinery Gas Liquefaction Plant

## Acquisition of Marine Tankers

In February 1976, KNPC entered the petroleum tanker ownership sector by acquiring a used 18,000 deadweight ton (DWT) vessel named Al- Wataniah, deployed for Arabian Gulf bunkering operations.

In 1978, KNPC launched its approved tanker acquisition program, purchasing two vessels that became operational in 1979: Rihab, with an 18,500 DWT capacity, and Bahrah, with a 30,300 DWT capacity. This expansion strengthened the Company's maritime petroleum product transportation capabilities.



Oil Tanker "Bahrah"

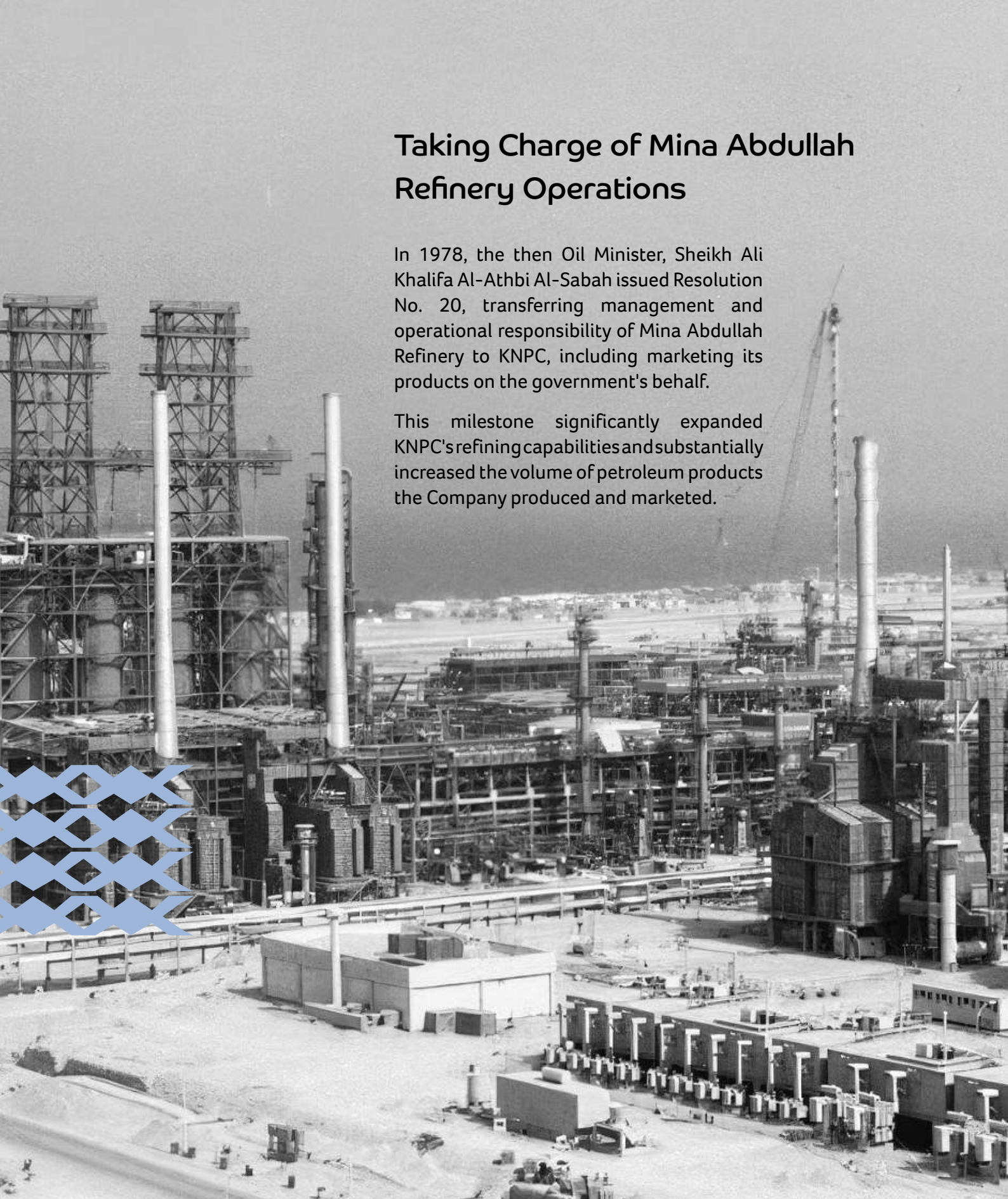


Oil Tanker "Al-Wataniah"

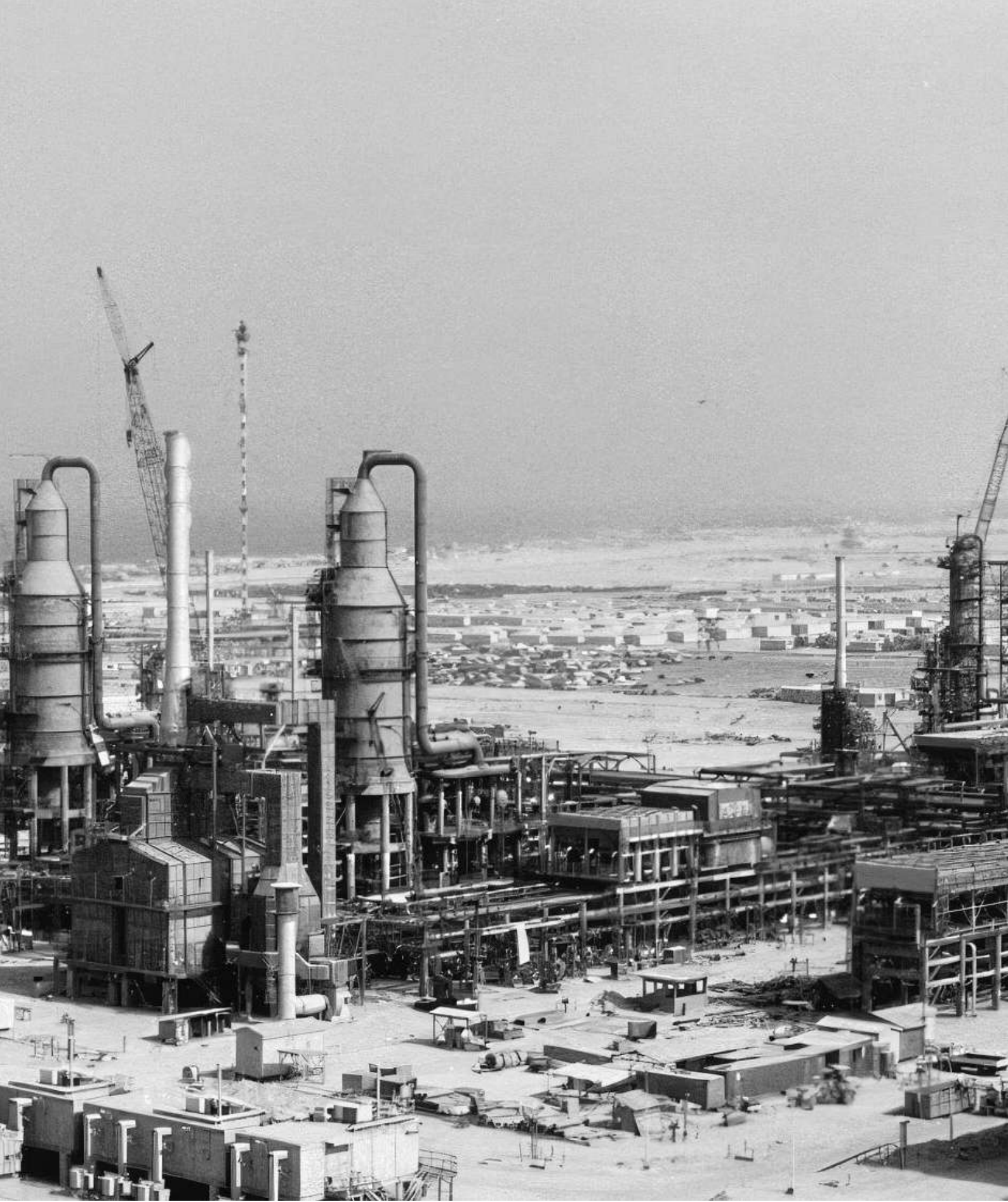
## Taking Charge of Mina Abdullah Refinery Operations

In 1978, the then Oil Minister, Sheikh Ali Khalifa Al-Athbi Al-Sabah issued Resolution No. 20, transferring management and operational responsibility of Mina Abdullah Refinery to KNPC, including marketing its products on the government's behalf.

This milestone significantly expanded KNPC's refining capabilities and substantially increased the volume of petroleum products the Company produced and marketed.



Old Mina Abdullah Refinery



# KNPC joins KPC as a Subsidiary

## Expansion Decade (1980-1989)



The year 1980 represented a significant milestone in the history of Kuwait's oil industry marked by the establishment of Kuwait Petroleum Corporation (KPC) under Amiri Decree-Law No. (6). The decree unified all companies operating in Kuwaiti oil sector, including KNPC, under one umbrella.

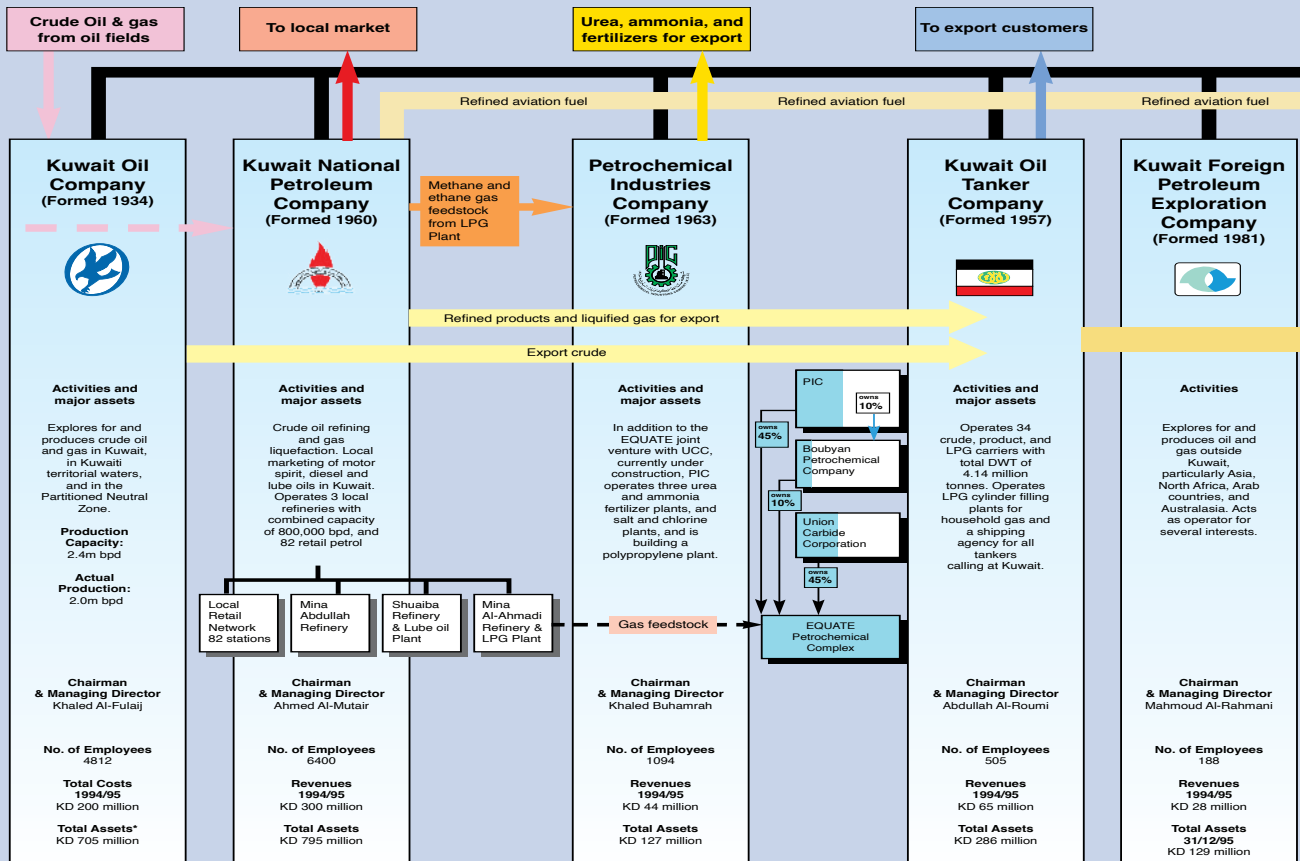


### Kuwait Petroleum Corporation

#### The KPC Organisation

Upon its formation in 1980, KPC brought the existing national oil companies under its umbrella. It proceeded to establish a number of other upstream and downstream subsidiaries to consolidate its place as an integrated player in the international oil market. All subsidiaries are 100% fully-owned by KPC, and KPC is itself fully-owned by the Government of the State of Kuwait.

The structure of the KPC Group, showing major Kuwait-based and overseas subsidiaries is as follows:



\* The total assets for all subsidiaries are as at 30/6/95, with the exception of KUPPEC

Following KPC's establishment, the oil sector underwent comprehensive restructuring, redistributing responsibilities and functions among subsidiaries according to their specialized areas. KNPC was designated as the Corporation's arm for crude oil refining, gas liquefaction, and local petroleum product marketing.

Consequently, KNPC signed a Processing Agreement with KPC in 1982, establishing that the Company would process petroleum products and liquefied gas on behalf of the Corporation, formalizing its operational role within Kuwait's integrated petroleum industry.

**Chairman:** H.E. The Minister of Oil, Dr Abdulmohsen Medej Al-Medej

**Deputy Chairman and Managing Director of Planning and International Operations:** Mr Nader Sultan

**Managing Directors:**




- Mr Hani Hussain (Marketing)
- Miss Seham Razzouqi (Finance, Administration and External Relations)
- Mr Khaled Al-Fulaij (Exploration and Production)
- Mr Ahmed Al-Mutair (Refining and Gas Liquefaction)
- Mr Khaled Buhamrah (Petrochemicals)
- Mr Abdullah Al-Roumi (Transportation)

**Non-Executive Board Members:**

- Sheikh Salem A. A. Al-Sabah, Dr Abdulhadi Al-Awadi,
- Mr Nasser Al-Ajeel, Mr Sulaiman Al-Omani,
- Mr Ali Al-Mousa, Mr Farouq Al-Nouri

1994/95 sales: KD 3.7 billion  
 1994/95 purchases of oil, primarily from the Ministry of Oil: KD 3.4 billion  
 1994/95 profits: KD 811 million  
 641 employees  
 Consolidated group revenues, 1994/95: KD 5.4 billion  
 Consolidated total assets, June 30th 1995: KD 8.2 billion

**Overseas based subsidiaries**

Kuwait Aviation Fuelling Company (Formed 1963)	Kuwait Santa Fe for Engineering and Petroleum Projects Company (Formed 1981)	Santa Fe Holdings (Cayman) Inc. (Formed 1946)	KPC Holdings (Aruba) A.E.C. (Formed 1983)	KP North Sea Holdings Ltd, UK (Formed 1989)	Petrochemical Industries Holdings N.V. (Formed 1984)
 Activities Provides aviation refuelling services for all civilian and military aircrafts in Kuwait.  General Manager Abdulaziz Al-Serri  No. of Employees 65  Revenues 1994/95 KD 23 million  Total Assets KD 15 million	Activities and major assets Provides specialised engineering services in Kuwait.  Chairman & Managing Director Abdul Malik Al-Gharabally  No. of Employees 59  Revenues 1994/95 KD 3 million  Total Assets KD 4 million	 Activities and major assets Operates a fleet of 120 premium onshore and offshore drilling rigs to the world oil industry.  Chairman & CEO Gordon Anderson  No. of Employees 4,625  Revenues 1994/95 KD 140 million  Total Assets KD 607 million	 Activities and major assets Operates KPC's foreign downstream operations, as Kuwait Petroleum International. Wholesale and retail operations in Europe and Thailand under the Q8 brand name.  <div style="display: flex; justify-content: space-around; font-size: small;"> <div style="border: 1px solid black; padding: 2px;">Gulthavn Refinery (Denmark) 100%</div> <div style="border: 1px solid black; padding: 2px;">Europoort Refinery (Netherlands) 100%</div> <div style="border: 1px solid black; padding: 2px;">Wholesale &amp; Retail Network 5,000 + stations</div> </div> President Kamel Al-Harami  No. of Employees 5,000  Revenues 1994/95 KD 1.1 billion  Total Assets KD 913 million	Activities and major assets Maintains and manages oil and gas exploration and production interests in the UK, North Sea, onshore UK, and offshore Ireland.  Managing Director J. Michael Bourgeois  No. of Employees 50  Revenues 1994/95 KD 100 million  Total Assets KD 386 million	Activities and major assets Holds investments in blue-chip petrochemical companies, finances various KPC foreign interests, and holds Q8's German retail network.  N/A  No. of Employees N/A  Revenues 1994/95 KD 80 million  Total Assets KD 928 million

Concept: John Levins © KPC Public Relations Department, 31/12/95



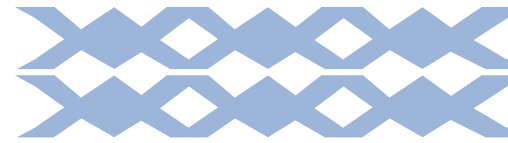
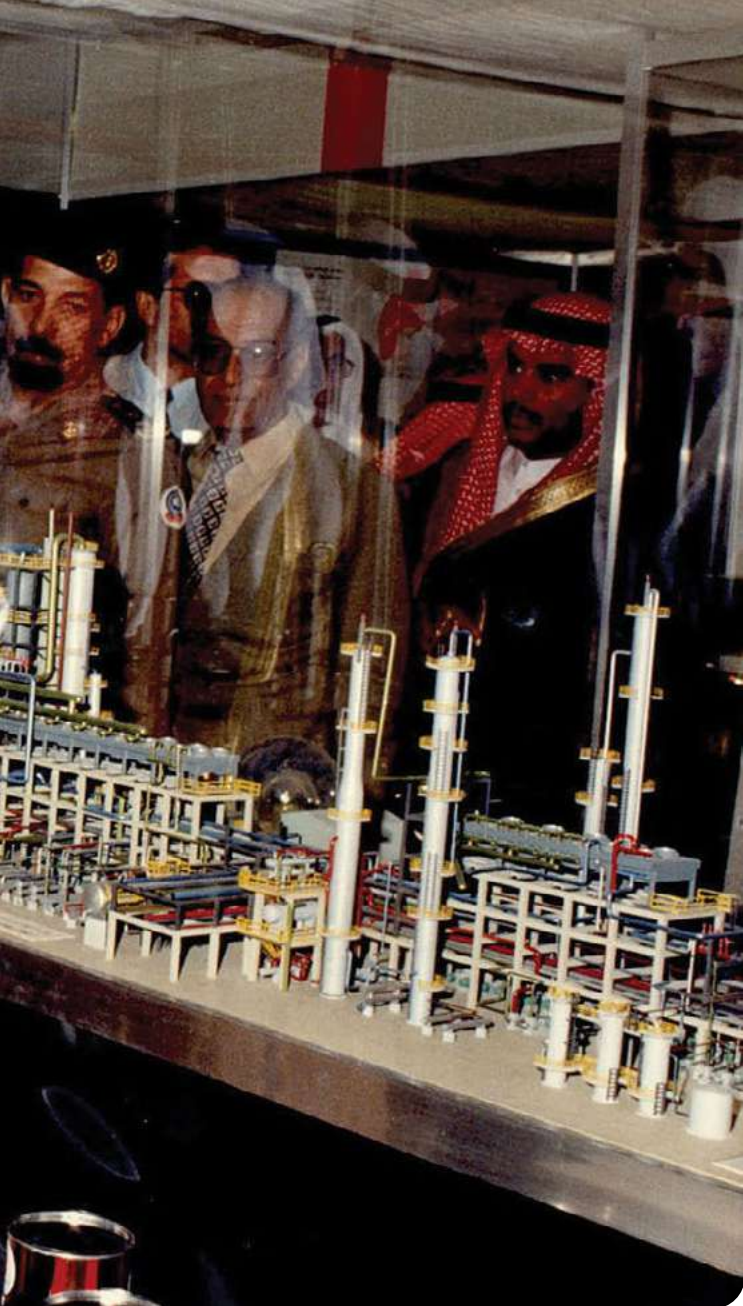
King Salman bin Abdulaziz in an old photo during a tour of the Lubricating Oil Plant

## Inauguration of Lubricating Oil Plant

In 1977, KNPC inaugurated a lubricating oil blending plant in Shuaiba Industrial Area with an annual production capacity of 28,000 tons. The facility was designed to manufacture "Kuwait Oil" brand for local distribution.

Following the plant's launch, KNPC recorded a 41% increase in motor oil production alongside significant sales growth. The Company also began investigating export possibilities for "Kuwait Oil" products to neighbouring regional markets.

KNPC had first introduced lubricating oils under "Kuwait Oil" brand to the local market in 1962. These products successfully secured a considerable share of the domestic market, establishing a strong foundation for the Company's expansion into blending operations.



An Automatic Car Wash Station

## New Services at Filling Stations

In 1980, KNPC expanded to 59 Filling Stations and introduced an automated car wash system featuring protective wax coating for vehicle bodies.

During fiscal year 1983/1984, the Company launched self-service fuelling at its Stations, which had grown to 66 locations alongside four (4) car wash facilities. The Abu Hulaifa Filling Station became the first to implement the self-service system, marking a significant improvement in customer service.

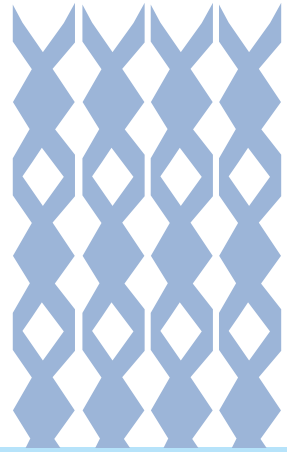
## Mina Al-Ahmadi Refinery Joins KNPC

Following Kuwait's oil sector restructuring after the establishment of KPC, and the transfer of refining and gas processing operations to KNPC, Mina Al-Ahmadi Refinery and LPG Plant were officially integrated into KNPC's management on 1 July 1981.

Originally constructed by Kuwait Oil Company Limited in 1949 with a refining capacity of 25,000 barrels per day, the Refinery was designed to meet local market demand for essential petroleum products including Gasoline, Gas Oil (Diesel), Kerosene, LPG, Bitumen, and other key products.



Mina Al-Ahmadi Refinery





Mina Abdullah Refinery Modernization Project Contract Signing

## Mina Abdullah Refinery Modernization Project

During the 1980s, KNPC initiated a major modernization project for Mina Abdullah Refinery. A specialized committee from KNPC and KPC conducted a comprehensive study, concluding that meeting national demand for petroleum products required expansion and modernization of both Mina Abdullah and Mina Al-Ahmadi Refineries, alongside implementing new technologies to enhance global market competitiveness. Consequently, Mina Abdullah Refinery Modernization Project was launched in 1982, marking a significant infrastructure development initiative. The project included upgrading existing units to enhance efficiency, adding 15 new manufacturing units, and constructing advanced supporting facilities utilizing catalysts to produce high-quality, low-sulfur petroleum products. It also encompassed developing marine facilities and export infrastructure, including a sea-island to serve as the Refinery's export port.

Upon completion in late 1988 and official inauguration in February 1989, the Refinery's capacity increased to over 240,000 barrels per day. Continued development efforts, incorporating additional units and facilities, further elevated the refining capacity to 270,000 barrels per day. A key objective achieved through the Refinery Modernization Project was integrating Mina Abdullah Refinery with Mina Al-Ahmadi and Shuaiba Refineries (before its closure), creating a fully integrated refining complex. This integration provided exceptional operational flexibility in blending, processing and shipping petroleum products while enabling effective fulfilment of international export market requirements.



Top government officials attending MAB Modernization Project opening ceremony



The late Sheikh Saad Al-Abdullah toured the refinery after the opening

## Mina Al-Ahmadi Refinery Modernization Project

Following the integration of Mina Al-Ahmadi Refinery into KNPC, the Company launched an ambitious modernization project based on a comprehensive study prepared by a specialized committee from KNPC and KPC.

This major refinery modernization initiative was executed in two phases. The first phase (Refinery Modernization Project) was completed in 1984 and included construction of several new units that increased refining capacity and enhanced product quality and standards to meet local and international market requirements.

The second phase (Further Upgrading Project) was implemented in 1986. Building upon the first phase's achievements, it involved upgrading existing units and constructing additional facilities



The late Sheikh Sabah Al-Ahmad inaugurating Mina Al-Ahmadi Refinery Modernization Project

to further improve the refinery's operational efficiency and production output.

Under the scope of the two projects, 29 new units were constructed at Mina Al-Ahmadi Refinery, establishing it as one of the world's most advanced and largest refineries, distinguished by its refining capacity and sophisticated technologies.

Following the upgrades, the Refinery's units operated at peak efficiency, significantly increasing overall refining capacity. The modernization substantially improved product quality, reducing Fuel Oil proportion to approximately 24% while dramatically increasing lighter fraction yields in the refinery's output. These enhancements positioned Mina Al-Ahmadi as a globally competitive facility meeting international standards.





## Reconstruction of the Company's Refineries

### Rehabilitation and Reconstruction Decade (1990–1999)

This decade commenced amid a critical catastrophe marked by Iraq's invasion of Kuwait on August 2, 1990.

During Kuwait's liberation in January 1991, retreating Iraqi forces deliberately destroyed several refinery units. They set fire to product transfer pumps connecting the three refineries, destroyed associated pipelines, and sabotaged control systems and equipment on the sea-island.

The destruction included Unit Control Rooms and the South Oil Pier—which Iraqi forces had converted into a missile launch platform—along with numerous other facilities. Upon withdrawal, Iraqi forces conducted extensive looting, seizing valuable assets and all computer systems. The Company Head Office building in Mubarakiyah sustained severe damage.

The destruction of petroleum products tanks caused by the invasion.



Post-Liberation Refinery Rehabilitation

## Refineries Rehabilitation Plan

Following Kuwait's liberation immediately, an assessment was conducted to determine the extent of damage to the Refineries. This assessment led to a comprehensive rehabilitation program designed to restore Refineries operations to pre-invasion capacity.

The initial phase focused on restarting critical units at Mina Al-Ahmadi Refinery to satisfy urgent domestic petroleum product requirements. Subsequently, repair operations were expanded to encompass major processing units across all refinery locations, progressing steadily toward full operational restoration.

By the end of June 1994, complete operational recovery was achieved. All Company Refineries and associated facilities returned to normal operations, with combined crude oil processing capacity reaching approximately 790,000 barrels daily—closely matching pre-invasion feedstock levels. This successful rehabilitation demonstrated effective planning and execution, restoring Kuwait's refining infrastructure within three years of liberation.



Mina Al Ahmadi Refinery Following the Rehabilitation

## Two New Units for Jet Fuel Production

During fiscal year 1995/1996, the Company launched a series of projects aimed at upgrading its Refineries and establishing new processing units. Two Jet Fuel production units were commissioned—one at Mina Al-Ahmadi Refinery and another at Mina Abdullah Refinery. These additions effectively doubled the Company's jet fuel (ATK) production capacity, significantly enhancing operational capabilities.



Jet Fuel Production Unit at Mina Al-Ahmadi Refinery

## Environmental Projects Execution

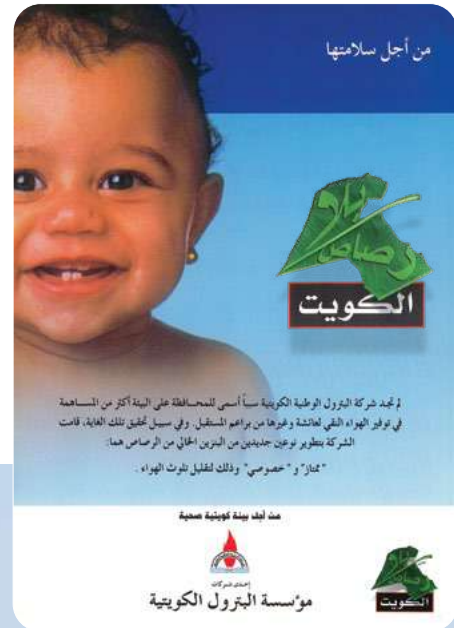
In 1998, the Company executed several environmental protection initiatives totalling over KD 70 million investments. Major projects included Flare Gas Recovery Units at Mina Al-Ahmadi and Mina Abdullah Refineries, industrial wastewater treatment facilities, and a central oily Sludge Handling and Treatment Unit.

Additional programs encompassed contaminated soil remediation, solid waste treatment, and Acid Gas Removal Unit at Mina Al-Ahmadi Refinery, Vapor Recovery Systems at fuel filling stations, and a refinery odour control project.



## Transition to Unleaded Gasoline

Mina Al-Ahmadi Refinery started unleaded gasoline production in 1995. By October 1998, a full transition to unleaded gasoline was completed after making it available across all company-operated Fuel Stations. Leaded gasoline only remained temporarily accessible at select locations for older vehicles. However, within two years, the Company completely discontinued leaded gasoline marketing, achieving a full transition to cleaner fuel alternatives.



Fuel stations permanently halted the distribution of leaded gasoline in 1998

# HSE Management

## System Implementation

### Challenges Decade (2000–2009)

During this decade, KNPC pioneered the implementation of a comprehensive Health, Safety, and Environment Management System (HSEMS), becoming Kuwait's first company to adopt such standards. In 2000, KNPC introduced an advanced safety strategy encompassing all Refineries, mandating strict HSE protocols and behavioural and procedural measures for employees and contractors across all facilities.

This strategic initiative demonstrated KNPC's commitment to international technical standards, focusing on incident prevention, risk mitigation, and enhanced emergency response capabilities to address potential hazards proactively and minimize adverse impacts.

Despite these efforts, the Company experienced several serious incidents during this period, including gas leaks and subsequent explosions at both Shuaiba and Mina Al-Ahmadi Refineries.

In 2001, KNPC launched the Integrated Safety, Health, and Environment Management System (i-SHEMS) in partnership with an international consultancy firm to elevate HSE performance standards. Subsequently, in 2002, the Company began comprehensive studies to develop and implement an Integrated Management System (IMS) throughout its operations, further strengthening its safety framework.



## Al-Ahmadi Depot Inauguration

In fiscal year 2001/2002, the Company inaugurated Al-Ahmadi Local Marketing Depot, establishing a second petroleum distribution facility complementing the existing Sabhan Depot. This dual-depot system created an integrated distribution network, ensuring continuous fuel supply to service stations across the country. The two infrastructures enabled uninterrupted operations even during temporary shutdowns at either facility. The Al-Ahmadi Depot's commissioning significantly enhanced supply chain resilience, effectively preventing fuel shortages and guaranteeing reliable petroleum product availability throughout Kuwait.



Al-Ahmadi Depot



A view of the Clean Fuels Project after Completion

## Clean Fuels Project: A Visionary Strategic Initiative

The vision to modernize the Company's Refineries originated in 2002 when Hani Abdulaziz Hussein, then Chairman and Managing Director of KNPC, highlighted a critical challenge in the Company's annual report. He noted that global energy consumption would double over the following fifty years, presenting significant implications for Kuwait as a major energy exporter. Hussein emphasized KNPC's crucial role as the state's primary supplier of petroleum products to international markets and announced that the Company had initiated a comprehensive study to modernize and expand its refining facilities, in line with its short-term and long-term strategic plans.

This study culminated in 2004 with the establishment of the Clean Fuels Project (CFP). The initiative aimed to transform the Company's future by enhancing refinery conversion capabilities and producing premium petroleum products that comply with rigorous international environmental standards.

In 2006, KNPC secured preliminary authorization from the Supreme Petroleum Council for an allocation of KD 246 million to fund the engineering design phase. This crucial stage would enable accurate determination of the project's total capital requirements.

By November 2009, significant progress had been achieved. KNPC successfully completed the Pre-Front-End Engineering Design (Pre-FEED) phase and transitioned into the Front-End Engineering Design (FEED) stage. Simultaneously, the Company initiated a qualification process to identify international firms with the technical capability and experience necessary to execute this ambitious mega project.



The late Sheikh Sabah Al-Ahmad inaugurates South Oil Pier at Mina Al-Ahmadi Refinery

## Inauguration of South Oil Pier at Mina Al-Ahmadi Refinery

In February 2005, South Oil Pier (New Oil Terminal) at Mina Al-Ahmadi Refinery was officially inaugurated under the patronage of the late His Highness Sheikh Sabah Al-Ahmad Al-Jaber Al-Sabah, then serving as Prime Minister. The ceremony was attended by Sami Fahad Al-Rushaid, KNPC's Chairman and Managing Director.

This Pier constituted a key component of an extensive modernization program designed to upgrade the Refinery's marine infrastructure. The project encompassed construction of a state-of-the-art facility to replace the aging South Pier, originally constructed in 1949, alongside rehabilitation of the North Pier to extend its operational life by over fifteen years.

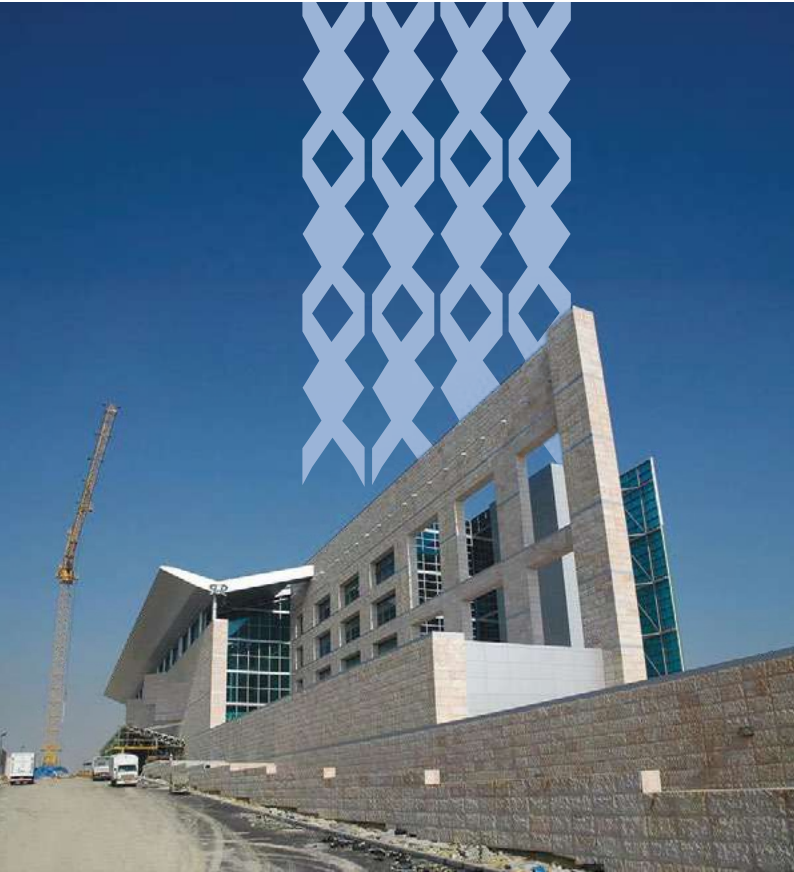
The new terminal handles exports of crude oil, petroleum products, and LPG through six berths capable of accommodating vessels up to 160,000 tons. The total construction costs amounted to KD 100 million. Following comprehensive rehabilitation, the Northern Pier resumed operations with significantly improved efficiency and reliability.

## The New Head Office in Al-Ahmadi: An Architectural Landmark

On May 10, 2006, KNPC inaugurated its new Head Office in Al-Ahmadi city under the patronage of Sheikh Ahmad Fahad Al-Ahmad, then the Minister of Oil. Attendees included Sheikh Ibrahim Al-Duaij Al-Sabah, Governor of Al-Ahmadi, Sami Fahad Al-Rushaid, the Company's Chairman and Managing Director, and senior officials from the oil and private sectors. Employee relocation to the new facility commenced that same year.

The new Head Office represented KNPC's ongoing expansion and development, designed to accommodate its growing workforce and support evolving operational requirements. Al-Ahmadi was strategically selected for its proximity to the Company's three Refineries-Mina Abdullah, Mina Al-Ahmadi, and Shuaiba-facilitating enhanced coordination and operational efficiency across these critical installations.





Construction Phases of the New Head Office

The new Head Office occupies a strategic position along the main road to Al-Ahmadi City, consolidating all Company Departments—previously dispersed across multiple locations—under one roof. The facility sits on 42,000 square metres of land, with the building itself covering 5,500 square metres. The remaining space features landscaped green areas and extensive parking facilities.

Architecturally, the building stands as a masterpiece, showcasing distinctive exterior design complemented by impressive interior aesthetics. It seamlessly blends functionality with visual appeal, creating a comfortable and inspiring workplace. The design prioritizes HSE standards, and security measures to ensure employee well-being.

To achieve this exceptional standard, KNPC engaged renowned professionals throughout the development process. The architectural design emerged from a competition among premier local consultancy firms, with a specialized expert organization managing the competition and evaluating submissions.

The Head Office comprises a basement, ground floor, and five upper levels. The basement accommodates essential infrastructure including power supply systems, air-conditioning units, water tanks, and storage facilities. The ground floor hosts restaurants, cafés, an auditorium, library, prayer room, clinic, and public service offices. Administrative offices span from the ground floor through the fifth floor, with Top Management suites positioned on the top level.



Company's Head Office in Al Ahmadi city



Sheikh Ahmad Fahad Al-Ahmad Inaugurates the Building



## A New Logo that Embodies the Company's Core Values

Coinciding with its relocation to the new Head Office, KNPC introduced an enhanced corporate identity and redesigned logo in 2005. After over 45 years of utilizing a flame-centred emblem, the Company unveiled a new design that reinforces its fundamental principles and demonstrates its commitment to continuous performance improvement.

The refreshed logo employs simple, fluid colours-green, blue, and red-creating a modern and dynamic aesthetic. KNPC partnered with an international branding consultant while leveraging its internal expertise, with Company staff contributing significantly to the design development.

Rather than a complete transformation, the new logo represents an evolution of its predecessor. The design subtly diminished the flame's prominence - a symbol potentially associated with pollution - while maintaining its essential character. Red was retained to symbolize energy in both domestic and international contexts. Green represents environmental stewardship and KNPC's dedication to providing clean energy sources. Blue reflects the Company's innovative spirit, modernization efforts, and application of advanced technologies and creative solutions throughout its operations.



# International Awards and Outstanding Achievements

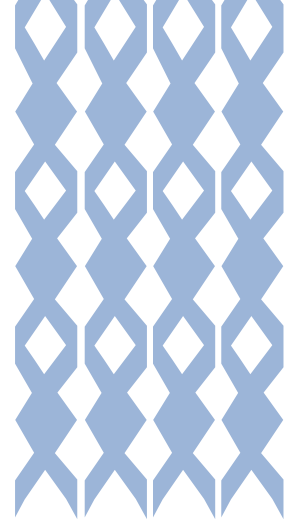
- 2007 - Mina Abdullah Refinery received the Best Refinery in the Middle East Award from the International Oil Refining Association. Additionally, Solomon Brothers studies consistently ranked it - alongside the Company's other Refineries - among the world's top-tier facilities for operational excellence.
- 2009 - KNPC obtained the Occupational Health and Safety Assessment Certificate, one of the industry's most significant health and safety certifications.
- Fiscal year 2009/2010 - The Company's Refineries achieved a remarkable milestone of three million work hours without lost-time incidents, demonstrating exceptional safety performance.
- 2016 - The CFP earned international recognition when Hydrocarbon Processing Magazine honored it as one of the world's leading projects for its transformative impact on the refining and petrochemical industry.
- 2017 - IJ Global Magazine presented KNPC with the "Oil and Gas Deal of the Year" award for the Middle East and North Africa Refining Sector, acknowledging the project's successful financing structure.
- 2023 - Esri, the global leader in Geographic Information Systems (GIS) and mapping technologies, honored KNPC with the "Special Achievement in GIS Award 2023" for developing an innovative technology platform unveiled during the CFP commissioning ceremony.
- 2024 - KNPC received the "Encouragement Award for Digitalization and the Fourth Industrial Revolution (2023)" under the framework of His Highness the Amir's Award for Distinguished Factories, organized by the Public Authority for Industry in its sixth edition.
- Throughout the years, KNPC has consistently received multiple awards from the Royal Society for the Prevention of Accidents (RoSPA), recognizing its comprehensive health, safety, and environmental management systems.
- The Company has also earned numerous accolades from the British Safety Council, one of the world's foremost occupational health and safety institutions, with awards spanning multiple consecutive years across various Company sites.
- Furthermore, the Company's Head Office received the Sustainability Award from the Global Sustainability Assessment System (GSAS). The Head Office, Mina Abdullah and Mina Al-Ahmadi Refineries, and the Local Marketing Department with its facilities - including fuel depots and filling stations - have all achieved ISO 14001 (Environmental Management) and ISO 9001 (Quality Management) certifications.



# Executing Mega Projects

## Global Excellence Decade (2010–2019)

During this decade, KNPC advanced its refinery modernization efforts to achieve world-class product quality standards. The period marked the implementation of multiple strategic projects that established the Company's position toward global leadership in the refining industry.



The late Sheikh Sabah Al-Ahmad and Sheikh Nawaf Al-Ahmad at the Golden Jubilee Celebration

## The Golden Jubilee: A Legacy of Nation-Building

Under the theme "KNPC: A Legacy of Nation-Building in the Service of Kuwait," KNPC celebrated its Golden Jubilee on April 20, 2011. The ceremony was held under the patronage of the late His Highness Sheikh Sabah Al-Ahmad Al-Jaber Al-Sabah, the Amir of Kuwait, and attended by the late His Highness Sheikh Nawaf Al-Ahmad Al-Jaber Al-Sabah, then the Crown Prince. Farouk Hussein Al-Zanki, the Company's Chairman and Managing Director, also participated in the celebrations.

The event featured sophisticated audiovisual presentations highlighting KNPC's accomplishments and its pivotal contribution to Kuwait's economic development. The celebration represented a proud milestone for all employees, commemorating fifty years of unwavering dedication, innovation, and distinguished service to the nation's prosperity and growth.



The late Amir Sheikh Sabah Al-Ahmad records a commemorative message in the Book of Honor during the ceremony

## Registration of Flare Gas Recovery Units under the Clean Development Mechanism

On December 23, 2012, the Flare Gas Recovery Unit (FGRU) Project (U-105) at Mina Al-Ahmadi Refinery achieved official registration under the United Nations Clean Development Mechanism (CDM). Following verification and certification by UN-accredited auditors in accordance with United Nations Framework Convention on Climate Change (UNFCCC) registration standards, the project received formal approval on April 25, 2013. Its inauguration in July 2013 marked a historic milestone as Kuwait's first registered project under the UNFCCC.

The FGRU at Mina Abdullah Refinery became Kuwait's second CDM-registered project. Inaugurated in May 2018, it received official registration on May 14, 2020. Both projects appear on the official UN CDM website as Kuwaiti initiatives, enabling Kuwait to monetize reduced greenhouse gas emissions through international carbon credit sales.

The flare gas recovery units—two at Mina Al-Ahmadi Refinery (U-105 & U-5) and one at Mina Abdullah Refinery (U-49)—capture gases generated during refining operations that would otherwise be released into the atmosphere. These recovered gases are repurposed as energy sources for steam generation and heating of towers and boilers, significantly reducing energy consumption at both refineries.



Flare Gas Recovery Unit at Mina Al-Ahmadi Refinery

## The First Sustainability Report Publication

In 2012, KNPC published its inaugural sustainability report, distinguished as the first peer-reviewed and independently verified report in Kuwait and the region.

The report demonstrated KNPC's long-term strategic commitment to achieving positive outcomes across economic, ethical, and legal dimensions as part of its national social responsibility. It emphasized the Company's dedication to operational transparency, employee and community health, safety, and well-being, and environmental stewardship. This pioneering initiative positioned KNPC among globally recognized companies distinguished for their environmental, economic, and social consciousness.



## Clean Fuels Project Foundation Stone Laid

The Supreme Petroleum Council granted final approval for the Clean Fuels Project on February 1, 2012, allocating a budget of KD 4.680 billion.

Following completion of designs and technical specifications, the project was divided into three main packages. The Central Tenders Committee approved the qualified contractor list, with bid submissions closing on December 24, 2013.

On February 10, 2014, the Central Tenders Committee approved awarding the Engineering, Procurement, and Construction (EPC) contracts. Subsequently, on April 13, 2014, KNPC signed project contracts with the international companies responsible for executing the three packages during a ceremony attended by then Minister of Oil Ali Al-Omair.

On March 3, 2015, under the patronage of the late His Highness Sheikh Sabah Al-Ahmad Al-Jaber Al-Sabah, the Amir of Kuwait, then Prime Minister Sheikh Jaber Al-Mubarak Al-Hamad Al-Sabah laid the foundation stone at Mina Abdullah Refinery. The ceremony was attended by Minister of Oil Ali Al-Omair, KPC CEO Nizar Al-Adasani, KNPC CEO Mohammad Ghazi Al-Mutairi, and former KNPC Chairman Asaad Ahmad Al-Saad.





Oil Sector Leaders in a Group Photo Following the Signing of Al-Zour Refinery Contracts

## Signing of Al-Zour Refinery Project Contracts: A Quantum Leap in Refining

On July 28, 2015, KNPC announced the contract award for constructing a new refinery in Al-Zour, valued at approximately KD 3.48 billion. Following successful negotiations, contracts were officially signed in October 2015, initiating the project's execution phase.

The contracts were structured into five main packages awarded to major international consortia. The first package covered main processing units, while the second and third encompassed processing facilities and infrastructure. The fourth package included tanks and pipelines, and the fifth involved marine facilities and export piers.

The final contract value reached approximately USD 13 billion, representing one of Kuwait's largest refining contracts. The project aimed to produce clean fuels, supply low-sulfur diesel and kerosene to Kuwait's power plants, and export petroleum products meeting global environmental standards. This strategic initiative significantly reduces harmful emissions while supporting Kuwait's climate and environmental commitments, positioning the nation as a leader in sustainable refining operations.



Fourth Liquefied Petroleum Gas Train

## Commissioning of the 4<sup>th</sup> LPG Train

In July 2016, the Fourth Liquefied Petroleum Gas (LPG) Train commenced operations with a production capacity of 805 million standard cubic feet of gas and 106,000 barrels of condensate daily.

The project significantly contributes to meeting domestic energy requirements by supplying Methane for power generation plants and producing Propane and Butane gases for household consumption.



Northern Liquefied Gas Tanks

## Northern LNG Tanks Project

In December 2017, the new Northern LNG Tanks Project was inaugurated at Mina Al-Ahmadi Refinery, representing a total investment of KD 156 million.

The project encompassed construction of 10 tanks across 350,000 square meters—five for Butane and five for Propane gas—each with a storage capacity of 72,000 cubic meters. Supporting infrastructure included nine refrigeration compressors, two auxiliary power stations, a precision machinery control centre, and export trains. Concurrently, six deteriorated tanks were decommissioned and removed.

The new tanks incorporate advanced technologies, featuring double-wall construction to withstand high pressure and resist natural disasters such as earthquakes. They are thermally insulated with materials accommodating both product requirements and year-round weather conditions. Additionally, internal floating pump technology increases the loading rate to 2,000 metric tons per hour, enabling simultaneous loading of two export vessels.

This enhanced capability significantly improves operational efficiency and generates additional revenue for the Company while ensuring the highest safety and environmental standards.



Former CEO Waleed Al-Badr Inaugurates the Innovation Studio

## Innovation Team and the First Hackathon in the Oil Sector

In 2017, KNPC launched its Innovation Team, comprising members from various Departments. Operating within a framework built on three pillars—innovative culture, deep knowledge, and modern technologies—the Team's mission is to embed innovation throughout the Company, encourage employee-driven development ideas, leverage technological advancements, and enhance successful practices.

To further promote innovation, the Company established a "Talent Management Team", providing employees opportunities to submit initiatives that improve operations, save time, and reduce costs. A dedicated digital platform was launched enabling direct idea submissions, generating over 150 proposals within days. These ideas underwent thorough review and evaluation, with valuable concepts receiving necessary support and funding for implementation.

In May 2018, the Company organized the First Hackathon at the national level within the oil and government sectors. This ground-breaking event generated numerous creative ideas, several of which were successfully implemented, establishing an annual tradition within the Company.

In 2020, former CEO Waleed Al-Bader launched the "Innovation Studio," a pioneering facility in Kuwait's oil sector. This studio demonstrates the Company's dedication to cultivating employee creativity and innovation, supporting both sectoral and corporate strategies. It underscores how



KNPC Innovation Studio



innovation drives performance enhancement, operational efficiency, and superior work quality across the Company.

KNPC continuously supports innovation through numerous technological initiatives enhancing operations. Notable examples include the "Kuwaiti System," an automated platform simplifying storage, management, and retrieval of employee and contract information, and the "Maintenance Rescheduling System," which reduces cycle times, shortens approval processes, optimizes inspection scheduling, and minimizes risks associated with delays.

The Company implemented the "Oil Sector Manpower Requirements Automation System" to streamline recruitment planning across the oil sector. Additionally, a "Training Attendance Registration System" was introduced for courses at the Petroleum Training Center, enabling employees from all oil companies to register attendance through Mobile ID "Hawiyati" application.

Furthermore, KNPC developed a comprehensive "Employee Performance Evaluation System" tailored to meet oil sector needs. This integrated framework enhances productivity through systematic performance assessment. Most companies within the sector have adopted and implemented this system, demonstrating its effectiveness and value across the industry.



Inauguration of a Filling Station in Northwest Sulaibikhat

## Strategic Plan to Establish 100 New Fuel Filling Stations

In 2017, KNPC launched a strategic initiative to establish 100 new filling stations across Kuwait. This plan followed a consultancy study by KPC confirming the country's growing need for additional stations to accommodate urban expansion and reduce congestion at existing facilities. KNPC's Local Marketing Department developed a comprehensive construction plan, dividing the project into five groups.

The Company has completed and commissioned the first group of 18 stations, beginning with the inauguration of Station No. 141 and Station No. 142 in Sabah Al Ahmad City in December 2019.

The new stations feature modern architectural design dominated by blue tones and aligned with international standards. Each facility is equipped with advanced Vapour Recovery Units (VRUs) and Radio Frequency Identification (RFID) systems for data collection during refuelling, demonstrating KNPC's commitment to environmental protection and safety excellence.

Beyond technological innovations, the stations provide comprehensive services meeting customer needs. Solar panels supply approximately 30% of each station's electricity requirements, reinforcing KNPC's dedication to sustainability and energy efficiency.



The New Stations Boast a Distinctive, Modern Design



The New Stations Offer Car Wash Services

# Mega Projects

## Enhancing Kuwait's Global Standing

### Sustainability and Leadership Decade (2020–2025)

This transformative decade of Kuwait's oil industry was marked by the launch of multiple strategic projects. Key projects included the Clean Fuels Project, Al-Zour Refinery, and the Fifth Liquefied Petroleum Gas Train. The sector also witnessed the establishment of new sulfur handling facilities at Mina Al-Ahmadi Refinery, construction of an advanced Acid Gas Treatment Unit, and comprehensive expansion and modernization of Al-Ahmadi Depot, collectively strengthening Kuwait's position in the global energy market.





Welcome at the  
**CORE**  
of Kuwait



## A Renovated Logo and a New Corporate Identity

In September 2021, KNPC introduced its enhanced logo and comprehensive corporate identity guidelines, strategically aligned with its vision, mission, and core values. This rebranding strengthened the Company's presence across local and international oil markets. The new communication slogan, "KNPC... at the Core of Kuwait," captures the Company's vital and strategic role in securing national energy supply.

The updated identity manual provides employees with clear standards for consistent logo application, reinforcing brand strength and deepening stakeholder relationships. While preserving its traditional colors—red, blue, green, and black—the design incorporated innovative elements, notably a red circle representing "the core" of Kuwait's energy sector.

A compelling logo and cohesive brand identity serve as strategic assets for global industry leaders, building trust, recognition, and stakeholder loyalty. Beyond visual representation, the logo embodies KNPC's values and organizational identity, creating meaningful emotional connections both internally and externally. To ensure successful implementation, the Company launched comprehensive media campaigns promoting awareness and understanding of the refreshed logo and corporate identity throughout its stakeholder community.



The late Amir Sheikh Nawaf Al-Ahmad turned the wheel, inaugurating the full operation of the project

## Inauguration of the Clean Fuels Project A New Era in Kuwait's Refining Industry

In a landmark event, on March 22, 2022, Kuwait's oil refining industry entered a transformative new chapter when the late Amir Sheikh Nawaf Al-Ahmad Al-Jaber Al-Sabah—may his soul rest in peace—officially inaugurated the Clean Fuels Project. The historic ceremony was attended by His Highness Sheikh Mishal Al-Ahmad Al-Jaber Al-Sabah, then the Crown Prince, alongside the Company CEO then Waleed Khaled Al-Bader.



Oil sector leaders in a commemorative photo following the opening ceremony of Clean Fuels Project

The project's full operation significantly enhanced refining capabilities: Mina Al-Ahmadi Refinery reached 346,000 barrels per day, while Mina Abdullah Refinery increased from 270,000 to 454,000 barrels daily. This elevated KNPC's total refining capacity to 800,000 barrels per day. Crucially, all Company products now meet stringent global environmental standards (Euro-4 and Euro-5), ensuring minimal impurities and pollutants across fuel types, positioning Kuwait as a leader in sustainable refining operations.

The project encompassed construction of 76 new Units across Mina Abdullah and Mina Al-Ahmadi Refineries, alongside revamping 30 existing Units—including 7 processing and 23 utility/support Units—utilizing cutting-edge refining technologies.

Notably, the project included the world's largest hydrogen compressors and flares reaching 140 meters, among the region's tallest structures. The project features unparalleled hydrogen production capacity at 555 million standard cubic feet daily—the largest single-site facility globally—and the world's largest Atmospheric Residue Desulfurization complex, processing 200,000 barrels per day.

Unprecedentedly, the project pioneered several industry firsts in Kuwait, including two Units for reducing aromatic compounds in motor gasoline and the nation's inaugural facility for treating solid oily waste, converting it into environmentally friendly materials. Additionally, Sulfur Recovery Units achieved remarkably low emission levels of 150 parts per million (ppm)—well below Kuwait's Environment Public Authority limit of 250 ppm. All furnaces incorporated advanced systems minimizing nitrogen and sulfur oxide emissions.

Further, new Diesel Hydrotreating Units at both Refineries feature catalyst beds and wax removal filters, ensuring full compliance with stringent European environmental and fuel quality standards.

## Commissioning of the 5th LPG Train

In 2022, KNPC commissioned the Fifth Liquefied Petroleum Gas train, delivering production capacity of 805 million standard cubic feet of gas and 106,000 barrels of condensate per day. This achievement elevated the Company's total gas processing capacity to 3.125 billion standard cubic feet per day and 333,000 barrels of condensate per day.

The project optimizes Kuwait's hydrocarbon resources while fulfilling domestic clean energy requirements for power generation, household consumption, and industrial applications. Additionally, it supplies essential gases for petrochemical industries.



The 5th LPG Train at Gas Liquefaction Plant

## Digital Transformation... a Vision for the Future

KNPC operates with a forward-looking digital transformation vision, keeping pace with the rapid changes shaping the global oil industry. KNPC has pioneered numerous digital milestones, notably implementing the "Smart Invoice System" within Commercial Department for processing invoices of material delivery contractors. This innovation dramatically reduced human errors and processing times. The Department has further automated multiple repetitive daily operations previously requiring substantial effort—including procurement form completion, price comparison report generation, electronic preliminary inspection reports for warehouse materials, and issuance of special instructions to third-party inspection contractors.

Information Technology Department partnered with Udemy Business Pro, an e-learning platform enhancing employee skills and knowledge across diverse disciplines. This platform facilitates practical learning and technical skill application within realistic work environments.

Advancing its digital transformation strategy, KNPC launched the Technology Catalogue platform—a digital hub for emerging technologies enabling companies to discover, compare, and select solutions utilized by industry peers and competitors, ensuring optimal alignment with operational requirements. Additionally, KNPC completed and commissioned the Smart Workshop Project at its training centres. This cutting-edge facility delivers hands-on employee training using advanced technical methodologies, incorporating Virtual Reality and Augmented Reality technologies to enrich learning experiences and strengthen technical competencies.



KNPC Data Center

## Record Profits Exceeding One Billion Dinars

During fiscal year 2022/2023, KNPC achieved unprecedented profits of KD 1.016 billion, representing a KD 675 million increase—a remarkable 198% surge compared to the previous year's KD 341 million.

This exceptional growth stemmed from multiple factors, primarily elevated global oil product prices and significantly enhanced operational performance in both quantity and quality. The successful full commissioning of the CFP at Mina Al-Ahmadi and Mina Abdullah Refineries proved instrumental, elevating product quality to meet the most stringent global environmental standards.

This advancement created valuable new opportunities for marketing KNPC products across international markets, demonstrating the Company's strengthened competitive position and operational excellence within the global energy sector.

These record profits can also be attributed to the fact that KNPC, for the first time, produced high-specification upgraded Diesel fuel designed for European markets and cold climates, particularly for winter use. The Company exported the first two shipments in December 2022 and January 2023, followed by several additional consignments.

In August 2022, KNPC also began exporting low-sulfur, low-aromatic gasoline, fully meeting the latest global environmental standards, after satisfying all local market needs. Moreover, the Company shipped its first batch of low-Sulfur kerosene (under 10 ppm) in October 2022, with two more shipments dispatched during the third quarter of the 2022/2023 fiscal year.



## Energy Transition

Aligned with KPC's energy transition strategy, KNPC has launched comprehensive initiatives targeting Carbon Dioxide emission control and implementation. A dedicated committee, chaired by the HSE Department Manager, oversees on-ground execution while preparing quarterly progress reports for KPC.

Key initiatives include: enhancing and improving energy efficiency at Mina Al-Ahmadi and Mina Abdullah Refineries, achieving zero flaring during emergencies through expanded flare gas recovery units, installing electric vehicle charging infrastructure at Filling Stations, transitioning from fossil fuels to sustainable biofuels, and implementing afforestation and greening programs.

The committee actively receives, evaluates, and assesses proposals aimed at advancing energy transition initiatives and reducing carbon emissions, determining their implementation feasibility within KNPC operations.





HH the Amir of Kuwait, Sheikh Mishal Al-Ahmad Al-Jaber Al-Sabah, turns the wheel, signaling the full operation of Al-Zour Refinery

## Al-Zour Refinery A New Pillar for Kuwaiti Economy

On a landmark day that showcased Kuwait's oil refining prowess to the world, His Highness the Amir Sheikh Mishal Al-Ahmad Al-Jaber Al-Sabah—may God protect him—officially inaugurated Al-Zour Refinery's full operations on May 29, 2024. The ceremony was attended by KNPC CEO and KIPIC Acting CEO, Eng. Wadha Ahmad Al-Khateeb.

Al-Zour Refinery stands as Kuwait's largest refinery, processing 615,000 barrels daily, ranking seventh among the world's ten largest refineries. It produces premium petroleum products meeting stringent global environmental standards and houses the world's largest Atmospheric Residue Desulfurization complex. The facility features a Hydrocracking Diesel Treatment Unit removing waxy substances to produce ultra-low Sulfur Diesel conforming to European specifications. Additionally, it includes solid material export facilities, an artificial island for liquid products, and Zero Liquid Discharge (ZLD) technology enabling complete water recycling and reuse process.

Economically, Al-Zour Refinery substantially strengthens Kuwait's national economy, elevating the country's total refining capacity to 1.415 million barrels daily. It advances the national development plan, stimulates private sector engagement through job creation in project-related services, attracts regional investment, and provides extensive employment opportunities for local workforce development. The Refinery has already successfully exported shipments of Kerosene, Naphtha, premium Jet Fuel, Fuel Oil, and low-Sulfur Diesel to international markets, establishing Kuwait's enhanced position in global energy trade.



His Highness the Amir amid high-ranking officials and oil sector leaders following the inauguration of the Refinery.

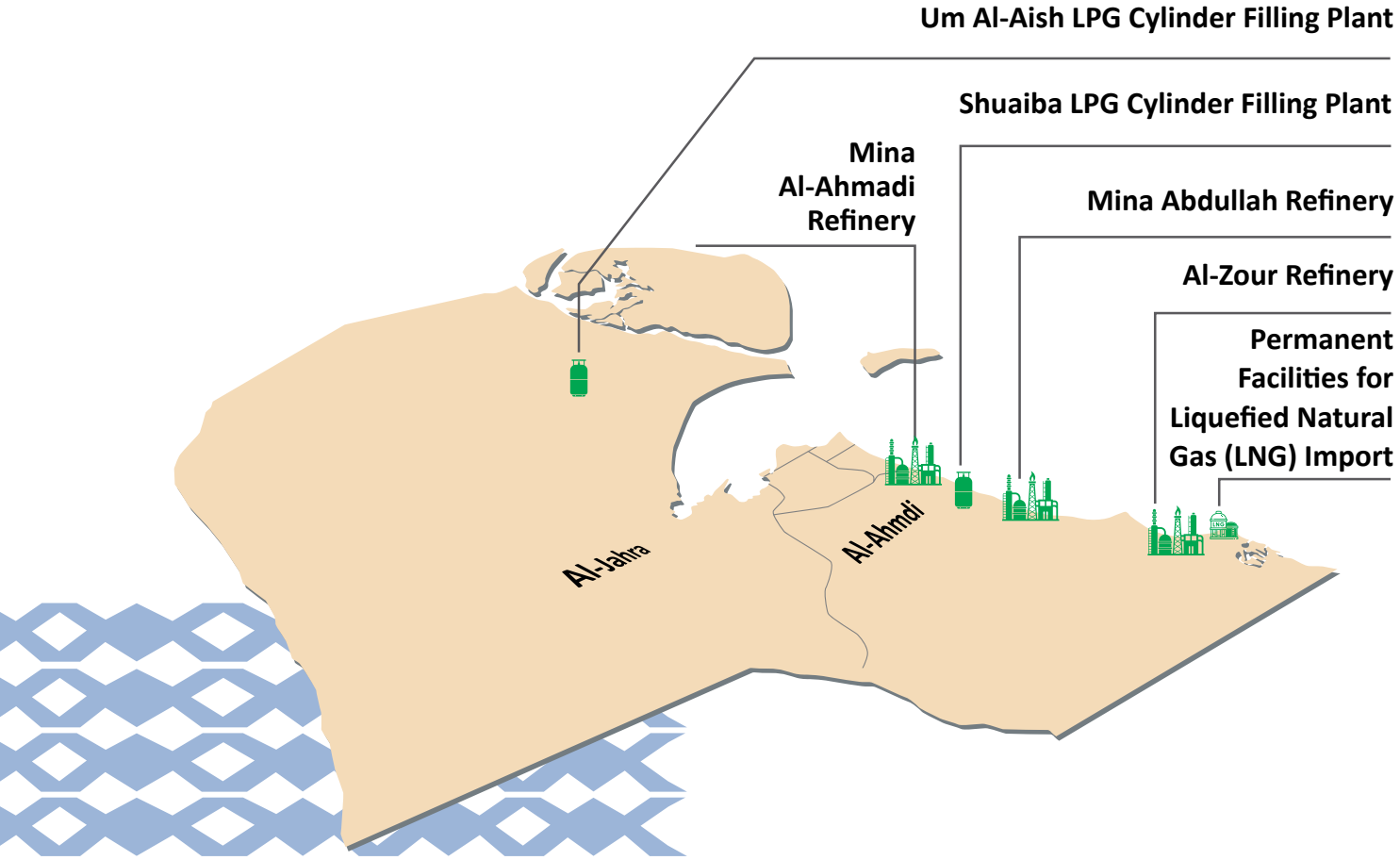


A View of Al-Zour Refinery Units



Wadha Al-Khateeb speaks during the integration open meeting in the presence of Deputy CEOs

# Restructuring the Oil Sector Addressing Challenges of Refining Industry



A pivotal development during this period was KPC's decision to implement comprehensive oil sector restructuring. The strategic plan involves merging select companies and unifying critical functions to enhance subsidiary performance, strengthen collaboration, and promote sectoral integration.

Within this framework, KNPC and Kuwait Integrated Petroleum Industries Company (KIPIC) have achieved substantial integration progress toward merger. Initial steps commenced with establishing the Steering Committee for the merger, chaired by Eng. Wadha Ahmad Al-Khateeb, CEO of KNPC and Acting CEO of KIPIC, comprising Deputy CEOs from both companies.

To ensure professional and systematic merger management, a Merger Implementation Management Office was established, overseeing six specialized working committees addressing key areas: Finance, Information Technology, Commercial, Human Resources, Legal Affairs, and Change Management. These committees convene regularly, primarily identifying priorities and defining a comprehensive merger roadmap before endorsing detailed action plans. Their collaborative efforts successfully completed all planned activities for fiscal year 2024/2025.

Under the merger framework, all KIPIC employees, assets, and operations will be transferred entirely to KNPC, establishing complete ownership and direct management under KNPC's jurisdiction.

Concurrently, aligned with the sector's comprehensive restructuring plan, ownership of LPG Cylinder Filling Plants in Shuaiba Industrial Area and Um Al-Aish was transferred to KNPC.

KNPC officially assumed full control of both Plants on August 1, 2025, including their employees, assets, operations, and responsibility for LPG marketing and distribution in the local market.

Shuaiba LPG Cylinder Filling Plant, commissioned in 1985, maintains production capacity equivalent to 13 million 12-kg cylinders annually. Meanwhile, Um Al-Aish LPG Cylinder Filling Plant, commissioned in 2015, was established to boost Kuwait's LPG filling capacity by approximately 160%, serving as a strategic alternative to Shuaiba. Equipped with cutting-edge filling technologies, it produces 15 million cylinders yearly.

With both facilities operational, Kuwait's combined LPG production capacity sufficiently meets domestic demand through 2030. Significantly, the country's strategic LPG reserve has more than tripled, ensuring over 300% coverage of consumer needs, substantially enhancing energy security and supply reliability for households and industrial users nationwide.



LPG Cylinder Filling Plant



The Minister of Oil, Tareq Al-Roumi, alongside CEO Wadha Al-Khateeb and Deputy CEOs, attending the celebration marking the Company's founding anniversary.



The Minister of Oil, Tareq Al-Roumi and the CEO, Wadha Al-Khateeb, during the honoring of former leaders at the founding ceremony.

## A New Beginning Toward a Bright Future

In October 2025, Kuwait National Petroleum Company marked its 65th anniversary with a grand ceremony attended by His Excellency the Minister of Oil and Chairman of Kuwait Petroleum Corporation, Tareq Sulaiman Al-Roumi.

The Company enters a promising new era that reinforces its standing and reputation in the industry. Through divine grace and the dedicated efforts of its workforce, the Company continues to maintain its leadership position and looks forward to sustained excellence in the years ahead.





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