



20th
Anniversary

August 22nd 1975 - August 22 1995

Committed to Excellence

Special Issue

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From the Desk of the Editor



Internationally, 1975 represents a watershed period in history. The year marked a turning point as the world witnessed several events that left indelible marks on the course of world history and on economic and technological pathways. Significant events included the withdrawal of US troops from south-east Asia, the introduction of micro-chip technology and the dramatic increase in the price of crude oil.

Although Trinidad and Tobago was not part of the brutality of the wars of that period, the country was very much a part of the world that would benefit substantially from the increase in revenue earned from the export of oil. In fact, the Government's far-seeing policy to use its oil revenue to develop a petrochemical industry at Point Lisas would be a lasting legacy. The incorporation of the National Gas Company of Trinidad and Tobago Limited on August 22nd 1975 is a testimony to the Government's vision to monetize the country's natural gas resources by expanding the fledgling petrochemical industry, then limited to the FedChem plant at Savonnetta.

It is now well known that NGC spear-headed the growth in gas sales from 150 mmcfd to users such as FedChem and T&TEC to just under 600 mmcfd to over 12 major industrial customers and over 60 light industrial customers by 1995 - a period of just 20 years. This growth is remarkable given the fact that for at least half of that period the economy of the country was in considerable decline due to the fall in international oil prices and the decline in crude oil production.

On the twenty-second of August 1995, NGC celebrated its twentieth anniversary of incorporation as a company. Throughout the year, we will celebrate this milestone bearing in mind that we are not only acknowledging the passage of twenty years, but celebrating twenty years in the pursuit of excellence.

To commemorate this event, ECHO proudly presents this special anniversary issue that will take you down memory lane and inspire you to look to the future with enthusiasm and re-dedication.

We bring you, among other features: anniversary greetings from our Chairman and our Managing Director, a blast from the past - out-takes from publications gone by, and a special NGC family album, featuring candid photos of NGC staffers the way they were.

So we encourage you to sit back and enjoy this, our Special Anniversary Issue, and we promise to keep you posted for the many exciting events that are to be staged through the Anniversary year.

Happy Anniversary to us all, and here's to another twenty years that are even better than the first!



Chairman's Anniversary Address

Chairman, Professor
Kenneth S. Julien -
*"There is very little
we can't do if we
seriously address
ourselves to it."*

Professor Kenneth S. Julien, Chairman of NGC, delivered an insightful address to those gathered at the luncheon marking the celebration of our 20th Anniversary of incorporation. The proceedings were also carried live over the intercom to those housed at Head Office.

Excellence is something one strives for

Professor Julien opened by making the pertinent observation that, though the theme selected for this year's celebration is "Twenty Years of Excellence", one should be aware that excellence is something that one strives for, but never really achieves, and therefore it would have been more appropriate to *reflect* on twenty years of struggle and hard work, and to *look forward* to twenty years of excellence.

Twenty years ago, he said, a small group of experts in the industrial and energy sectors had been asked by the government of the day to formulate a plan to utilise and monetise the nation's gas reserves. They started out with a few ideas, and were able, by brainstorming and listening to each other, to develop concepts that evolved into the gas sector of today. The Chairman stressed that the process was a time-consuming one that could not be credited to any single individual, arising out of a pooling of ideas, dedication, hard work, and the ability to recognise mistakes.

Trinidad and Tobago blessed with great strengths

Professor Julien also credited Trinidad and Tobago's two strengths with the country's success in the energy and processing sectors. First, he explained, we have a well educated, intelligent working population whose high level of training has enabled us to maintain enviable levels of efficiency in the processing industry. Second,

"The goal I set for NGC is to be the best state enterprise, and proud of it, in the entire world, and that is not a goal beyond our reach."

we have a political will to get things done, and a population that is capable of getting things done. "There is very little we can't do if we seriously address ourselves to it," he said.

This ambition has led to the success of NGC and of the energy sector, he continued, adding that NGC stands to make a tremendous impact on the nation's economic future. He cited as an example the recently signed agreements for the establishment of an LNG plant in South Trinidad, asserting that although NGC holds only a small percentage of the equity in the

newly-formed Atlantic LNG Company, the success of the project, and by extension the success of Trinidad and Tobago's participation in the project, depends largely on NGC's ability to provide guidance and support. In fact, NGC stands to have a significant impact on the future of the nation's economy over the next twenty or twenty-five years. The prospect is a little frightening, he said, but it represents the kind of challenge that twenty years of experience can provide the Company with the necessary

confidence and skill to accept.

A State Enterprise - and proud of it

The Chairman went on to raise a very salient point facing state enterprises today. Nowadays, he said, it is fashionable to talk disparagingly of state enterprises; they are equated with inefficiency, corruption and poor performance. NGC, he said, is a state enterprise, and proud to be one, and NGC employees should not have to apologise for its status.

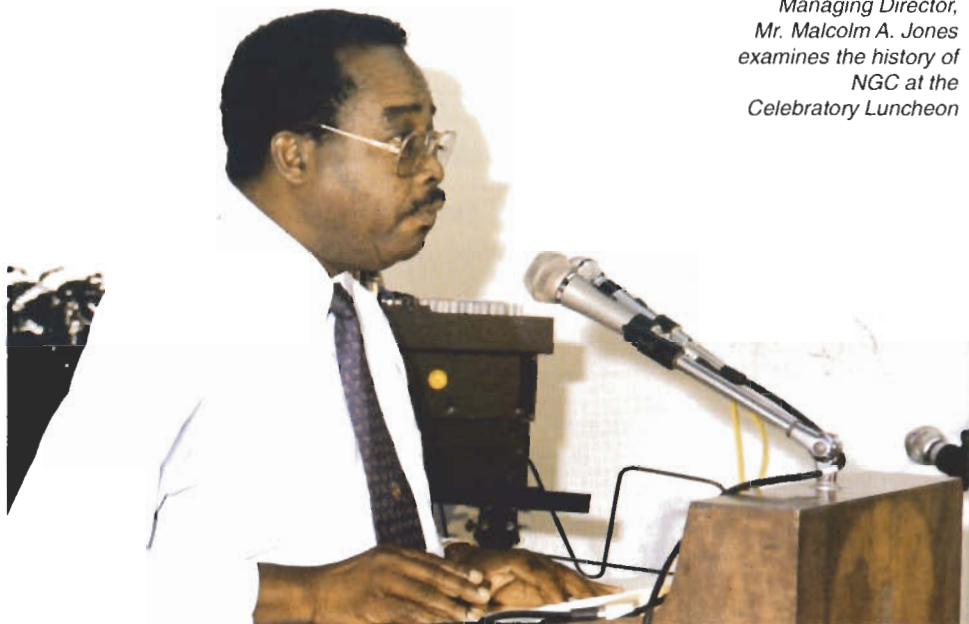
Professor Julien went on to analyse the exact meaning of the concept of a state enterprise: first of all, NGC is an enterprise, having certain commercial objectives, and relying on efficiency and intelligence to survive. Second, NGC is a *state* enterprise, that is, not existing for its own good, but for the good of the people.

There is a move in the world to remove state enterprises because of trade liberalisation, he continued, and NGC cannot say that it will not be affected. What it can do, though, is position itself in a way that allows it to project to the world that it is doing a better job than anyone else can. NGC must project the highest possible standards in all that it does, and set itself up as being so good that it has to be put in a category of its own.

The Chairman ended by sharing with those present a vision that will take NGC beyond the shores of Trinidad and Tobago. The Prime Minister, he said, recently declared that he would like Trinidad and Tobago to be the best in the world. We cannot, the Chairman believes, be the best in everything, but we should be the best in what we do.

"The goal I set for NGC," he said, "is to be the best state enterprise, and proud of it, in the entire world, and that is not a goal beyond our reach."

Managing Director's Anniversary Address



President and Managing Director, Mr. Malcolm A. Jones examines the history of NGC at the Celebratory Luncheon

The following is a synopsis of the speech delivered to employees by Managing Director, Malcolm A. Jones on the occasion of NGC's twentieth Anniversary of Incorporation.

NGC's history defined by three distinct periods

It was twenty years ago that the government of the day formed this Company - The National Gas Company of Trinidad and Tobago Limited, for the purpose of processing, transporting and selling gas to gas-consuming industries. It goes without saying that this company has over the last twenty years performed its mandate and performed it well.

In tracing the last twenty years of the Company, one can readily identify three distinct periods:

1. the period of initial infrastructural development between 1975 and 1984,
2. the period of establishment of a sound Company foundation from 1984 to 1991, and
3. the existing period of aggressive growth and development in new gas-based industries.

In the first period of its existence, NGC rightly concentrated on installing its major transmission lines, and on the collection and compression of low pressure associated gas. During this period there were several office moves, from Abercromby Street, Port of Spain to Pembroke Street, where the first office was located, to Murray Street in Woodbrook, then to Frederick Street. Our Field Office was an old shed located in La Romaine.

It was during this period that Renate Schnabel, who unfortunately has had to go into early retirement, Roseanne Soulette, Catherine Constantine, Peter Salina, Mc Nichols Herbert, Ramkissoon Danrajh, Alan De Caires, Angela De Freitas, Grace Frederick, William Julien, Mc Lilan Lewis, Cyril Morgan, Luchmedath Rogoonanan, Omar Devi Ramdass, Ashton Samuel, Michael Montano, Russell Ramdass, Bernard Molino, Sharon Thomas and Thomas Vincent and several others toiled and worked together and every-

body knew everybody else in the Company.

NGC's population and production levels rise

The year 1982 saw a sharp increase in the staff population, from about 50 to over 150 persons in the space of just one year. It was the beginning of our gas compression activities offshore. It was also the beginning of that second period when the proper foundation of the Company was being put in place, when proper administrative functions were being developed, when new systems and procedures were being vigorously implemented. It was also the period when we sat down and developed our first Mission Statement and worked on our first strategic plan. It was the time when we established our Field Office and Head Office at Point

Lisas, when we began to be recognised as a major energy-based operation. It was in fact a far cry from the occasion when in Port of Spain a woman called and started to abuse me because we were the gas company and she couldn't get a cylinder for her gas. As far as she understood we were the National Gas Company and were responsible for providing gas for her cooking!

In 1992, with the absorption of the National Energy Corporation by NGC, our mandate was expanded to include the identification and pursuit of new gas-based industries. This activity is in fact being aggressively pursued with results that speak for themselves.

It is important to note that the achievements of the Company over the years could only have taken place with proper guidance from its several Boards of Directors and Management Personnel and also in no small way the dedication and commitment of the employees who have contributed greatly.

It goes without saying that everything didn't go as smoothly as we would have liked

Continued on Page 5

Continued from Page 4

it. We have had our anxious moments. We know that on many occasions the employees were dissatisfied with management for some reason or the other, the main reason always being that of inadequate compensation. We continue as Management to actively pursue solutions for our continuing problems. In my opinion, one major development over the years in this Company was the formation of the Joint Consultative Committee, the JCC, in which Management and workers' representatives sit and discuss ideas and suggestions for improving the general morale, where Company practices are reviewed and where both employee and management actions are constantly criticised. I feel certain that we can in fact coach some organisations on the merits of a model like the JCC where management and employees communicate.

NGC - a leading company in Trinidad and Tobago that has come of age

It has always been our goal to make NGC a leading company in Trinidad and Tobago. What do we mean by a leading company? We mean a company which believes in openness, honesty and fair treatment of all its employees.

Fellow employees, we have come of age. In the past we have remained quiet, consistently ensuring that when we bring ourselves into the public eye we will not be ashamed, but in fact will be an exemplar to the business community, whether public or private. I can honestly say that we are getting there. We are not quite there yet; there are several areas still requiring much attention, but with your continued efforts we will reach our goal of being a leader.



Employee Representative, James Trim, Head, Safety. "God bless the Company, its leadership, and us all."

Twentieth Anniversary Address by Representative of the Employee Body

James Trim, Head, Safety, delivered an address as a representative of the employee body at the Anniversary Luncheon. Reproduced below is a synopsis of his presentation.

As we celebrate the twentieth anniversary of the National Gas Company we reflect with pride upon our achievements, honour the commitment of our Board, Management and employees and envision our future.

Through the cumulative effort of every employee, our Company has achieved much over the years, including, more recently, strong production levels and has now assumed national leadership in driving the energy sector and, by extension, our national economy.

We, the employees of NGC, wish to affirm that we are committed to, and will actively participate in developing the be-

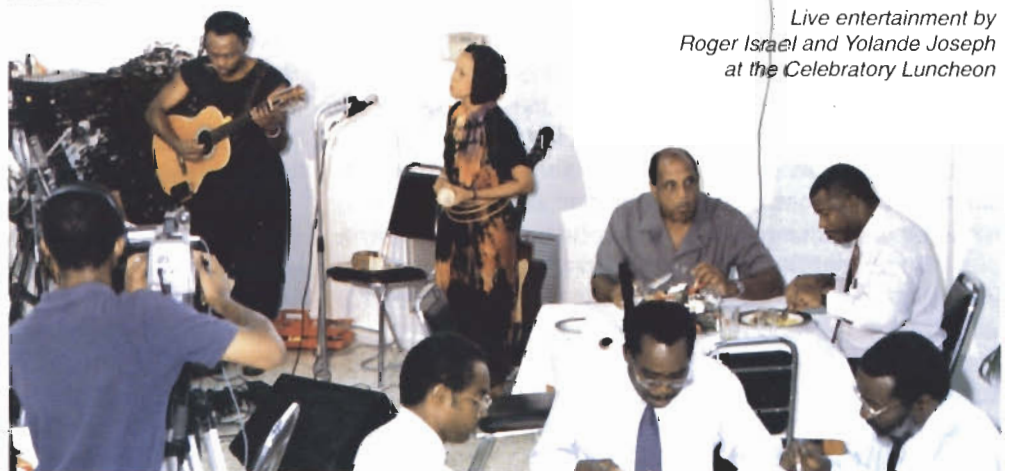
lief and control systems, attitudes, values and expectations that will support value-creating performance and the future of the National Gas Company. We believe that we possess the insight and strength to fulfil our dynamic mission while resisting any tendency to compromise our code of ethics.

The distinction between the success or failure of an organisation is its ability to reinvent itself. We must seek to create our own future through strength and flexibility, through the alignment of strategy, technology, process and people. Let us see our challenges as opportunities. Let us expend our ef-

forts in making improvements rather than in reacting to problems.

As we approach the twentieth century we must be prepared to think globally, to re-define the possible and to approach perfection, remembering to focus on the key areas of job design, human capacity, resource allocation, coaching and organisational context while constantly re-engineering ourselves in order to meet our challenges. Let us be prepared to live the future.

May God bless this Company, its leadership and us all.



Live entertainment by Roger Israel and Yolande Joseph at the Celebratory Luncheon

YESTERDAY'S BIG STORIES

Join us for a retrospective look at the stories that made the headlines in NGC's Gasco News and Echo and NEC's Point Lisas Courant. These are the stories that map out the life of the Company as surely as an individual's journal reflects how he grows throughout the years.

"KEY ROLE FOR ENERGY IN FUTURE DEVELOPMENT"

NEC Point Lisas Courant
January/February 1985

"NATURAL GAS NOW SEEN AS NEW ENGINE OF GROWTH"

The Prime Minister devoted more than a little of his attention in the presentation of the 1985 Budget to developments which have taken place in Point Lisas.

...Prime Minister and Minister of Finance and Planning Mr. George Chambers has emphasised in his 1985 presentation on January 9 the increasing importance of the country's modern energy intensive industries in stimulating industrial growth and diversification of sources of foreign exchange earnings.

"The capability of the economy to move into an expansionary phase depends critically on our success in stimulating investment in new production capacity," he said, "and in the modernisation of

existing facilities. The objective of the adjustment of which we speak is, therefore, to transform the structure and magnitude of imports and exports so that growth and viable payments position will become compatible."

Dealing specifically with the Republic's considerable reserves of natural gas, the Prime Minister recalled that, as recommended by the national Economic Planning Commission, the government had appointed a committee "to investigate and report on the proper use and monetisation of gas, so as to maximise the foreign exchange earnings to be derived from ownership of this asset."

"FROM WHENCE CAME NGC"

Gasco News,
September 1988
by Mr. Ulric Warner

The Company officially started its operations on August 22nd, 1975 with its first Board Meeting. The Company's business consisted primarily of planning, developing and servicing some half a dozen small users with a total sale of gas for the year 1975 of 370 mmcf....
...The need for the formation of a Company to take charge of the utilisation of natural gas in Trinidad and Tobago was more evident in the late seventies because of the quan-

tity of natural gas that was being flared during this period of extensive oil exploration off the south-east coast of Trinidad. Given that this asset was literally going to waste, the Government felt that maximum economic benefits could be gained for the country by establishing priorities for gas utilisation. Among these priorities established were electricity generation and utilisation as a feedstock for large industrial concerns...."

"PRODUCTION RECORDS SMASHED BY NGC'S OFFSHORE OPERATIONS"

ECHO June 1990

"Within recent months, we have been literally blowing the lids off our production records.

In May, we established a new record of 107.9 mmscfd of compressed natural gas per day, and the very next month, June, that record was SMASHED! The new record is 111 mmscfd.

....As employees would know, our management

team is currently engaged in a management effectiveness programme, under which three project groups have been formed. One of these groups is headed by Mr. Daniel Sankar, Manager, Finance and Accounting, and has as one of its objectives "production of an average of 108 mmscfd of compressed natural gas.""

YESTERDAY'S BIG STORIES**"OUR NEW CORPORATE HEADQUARTERS"***Gasco News August 1990*

"One of the most important developments taking place in our company within recent times has been the relocation of our corporate headquarters to the Point Lisas Industrial Estate.

This move is of strategic importance because as the company responsible for the supply of natural gas we are now located at the very heart of the nation's gas-based industrial centre....

The move is also significant in that for the first time in our history we are now housed on our own premises, our recently completed Administration Complex.

Mr. Clarence Harnanan, Superintendent,

Engineering, who was directly involved in the construction process describes the building as "out of the ordinary", adding that "its geometric design reflects the peculiarity of the industry and the uniqueness of the National Gas Company."

"ON THE FIRING LINE"*ECHO**September 1990*

"When Volunteer Defense Force Private Patrick Griffith reported for duty at Camp Ogden on Saturday 28th July, somehow he knew that he would not be out of camp in time to pick up duty on NGC's Teak platform four days later as scheduled.

He was so correct. He spent the next six days with little sleep, working almost around the clock, but was quite prepared to "do it all again if my country needs me to serve in that way."

Patrick Griffith is a Platform Supervisor (Ag.) at NGC, who normally fulfills his military commitments "for a day to two" when he is off duty. Since the attempted

coup of July 27, however, he has been spending a lot more time at Camp Ogden.

.....Back on NGC Teak, Griffith's colleagues jokingly speculate as to exactly what duties he performed while at Camp Ogden.

"But," admits the Ag. Supervisor, "They all support and encourage me. I am also very pleased with the way in which the Company has always shown respect for my commitment to the Defense Force."

"NEW HELIPORT FACILITY COMPLETED"*Gasco News March 1989*

"The National Gas Company of Trinidad and Tobago Limited recently completed construction of its Heliport at Camden in Couva. This heliport will provide take-off, landing and hangar facilities for the helicopters which transport employees to and from our offshore platforms.

An office building

also situated on location will provide accommodation for despatchers, the Supervisor, Offshore Operations and pilots. A comfortable waiting room for employees waiting to be transported has also been provided. This facility is expected to be officially opened for use in the near future."

*The New Heliport Facility***"TRINIDAD AND TOBAGO TAKES CENTRE STAGE AT IGT CONFERENCE"***Gasco News, December 1994*

"The Republic of Trinidad and Tobago significantly enhanced its standing in the international conference circuit by successfully staging the first ever Conference on

"Natural Gas and the Americas: Strategic Growth and Market Development" at the Trinidad Hilton in May 1994.

The Conference which was opened by the Honourable Prime Minister, Patrick Manning demonstrated his Government's commitment to the continued development of this valuable resource as a fore-runner to the economic revitalisation of the economy.In fact, it was the first to focus on the natural gas industry in the Latin American and Caribbean region and the National Gas Company of Trinidad and Tobago Limited (NGC) played a pivotal role in the initiation, organisation and management of the Conference....

Malcolm A. Jones,

President and Managing Director of NGC, delivered an outstanding paper which was well received by the delegates. His paper reviewed the development of the natural gas industry with a view to the future prospects for Trinidad.

Also present was a contingent of NGC staff members who attended the Conference to gain from the information and discussion provided. NGC's staff also took the opportunity to build on existing business relationships and to forge new ones with visiting company representatives. At these meetings issues discussed included: pre-feasibility study of domestic distribution of natural gas; Natural Gas Cooling; Compressed Natural Gas; gas metering equipment; LNG; development of the petrochemical sector; and ethylene technology...."

YESTERDAY'S BIG STORIES

"GAS USE HEADS FOR 1,600 mmsfd"

ECHO May 1995

"Trinidad and Tobago will more than double its commercial utilisation of natural gas in the next 10 years, according to the latest National Gas Company (NGC) estimates. This will put Trinidad and Tobago near the top of the world's per capita gas users. A major growth area for gas usage will be the metal industries sector as the country becomes a leading Latin American and Caribbean

centre for iron and steel production, particularly iron carbide, which will be increasingly in demand in North America and elsewhere as a preferred substitute for both Direct Reduced Iron (DRI) and scrap in steel manufacturing plants....

Gas usage projections over the next decade rest on the expectation that Trinidad and Tobago will continue to attract substantial in-

vestment in plants that need natural gas either as a feedstock or a fuel. Dr. Ken Julien, Chairman of NGC, concedes "there is tremendous competition for the gas investment dollar worldwide" but believes "T&T has certain advantages, among them geographic location, a good record as an efficient petrochemicals producer and an investor-friendly government.

During the next four

years alone, about \$2.3 bn in gas-based investment is expected to flow into the country to fund additional gas exploration and development, the LNG plant, iron carbide and more ammonia and methanol plants. NGC reckons export income from these investments will reach \$900m by the year 2000."

(Taken from FT International Gas Report)

"FIRST DELIVERY

FOR SAVONNETTA PIER"

ECHO March 1993

Shell Lubricants Caribbean Limited (S.L.C.L.) recently became the fourth user of NGC's Savonnetta Pier Facility. Unlike any of the other present users*, who load product for export from the Pier, S.L.C.L. used the Savonnetta Pier facility to bring into Trinidad heavy lube oil which was pumped directly from the pier to their new lube oil blending plant

located on the Point Lisas Estate.

....Present to witness this historic berthing exercise were Frank Look Kin, Vice President, Business Development, Rasheedali

Mohammed, Marine Engineer, Peter Rose, Secretary of the Savonnetta Pier Coordinating Committee (SPCC) and Desmond E. Baxter, Supervisor, Marine Infrastructure. Also on site

were officials of S.L.C.L. and Plipdeco."

**TTMC, CMC and Arcadian use the Savonnetta Pier for the export of methanol, ammonia and urea.*



"NEW NEC/NGC MERGER"

Gasco News June 1993

The National Gas Company of Trinidad and Tobago (NGC) has been merged with the National Energy Corporation (NEC).

NGC is a wholly-owned state enterprise responsible for the purchase, transport and sale of natural gas in Trinidad. The merger

translates into an increase of assets worth some \$200 million. Thirty-three former NEC employees are now NGC employees. The merger facilitates the expanded mandate of the NGC, that of developing new gas-based industry in Trinidad and Tobago.

The NEC was established in 1979 to develop and promote T&T's hydrocarbon and energy-intensive industries.

Combining these national entities will therefore optimise the resources of both companies.

NGC's Longest Serving Employee Retires

Think 'Long Service' at NGC and you think of Renate Schnabel. Renate has the honour of being NGC's longest serving employee, having begun with NGC on December 1st 1975, just months after the birth of the new Company. Having migrated from Germany in 1971, and after working with the Ministry of Agriculture as an interpreter, Renate was hired as Executive Secretary to the first Chairman, Mr. Bernard Primus and to Mr. Knollys Ahloy, the then CEO.

With just the three of them situated at the Abercromby Street Offices, Renate's duties far exceeded those of the traditional secretary. "I was more of a Girl Friday then," she reflects. "We had to do everything ourselves, including purchasing, setting up systems, all of the administrative work."

The company grew slowly. Roseanne Soulette was the next employee to join the Company, then came the addition of field people and a driver. The Company then also saw the now familiar faces of Catherine Constantine and Peter Salina.

Within the next five years the Company went through many changes,

moving to a converted dwelling house at Pembroke Street and then to Murray Street as the Company ex-

panded. Renate grew with the Company, attaining her Certificate in Management at UWI in order to fulfill

her desire to leave the secretarial field for that of administration.

By 1980-1982, with the erection of the platforms, the population of NGC exploded to over 100 employees. Where there were previously few departmental distinctions within the Company, the expanded population made the establishment of these distinctions necessary. She was appointed to the position of Departmental Secretary in what was then the Accounts Department, and later, Assistant Accountant, Methods and Procedure. Renate is very proud of the fact that many of the procedures designed and instituted by the Department during that period are still in use, and that many of the Human Resource Policies and Procedures which are currently being used had their genesis within this Department.

Renate retired from the Company and from her final position as Assistant Accountant, Payables, on June 30th 1995. Her friends and co-workers held a small intimate retirement function for her on her last day with us, offering gifts and many warm words to the employee who has become the benchmark for long, high-quality service here at NGC.



*Renate Schnabel
Served 20 years
from 1975 - 1995*

Family Album



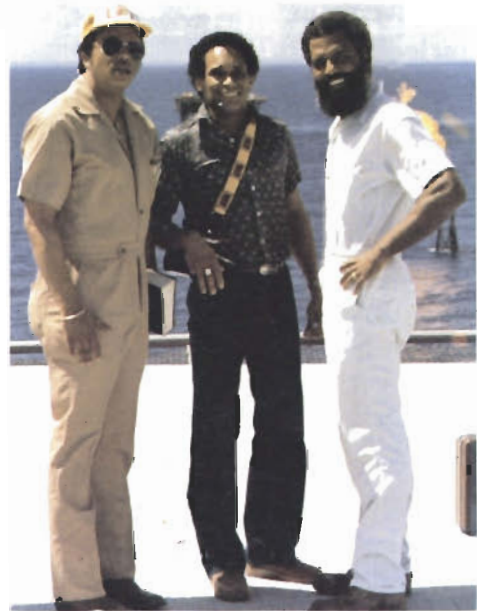
1982 - L to R: Patricia Mends, Judy, Aneesa Ali, Fazyah Mohammed, Deborah Bhagan, Sharon Thomas, Angela de Freitas and Grace Frederick during a visit to offshore platform



Far left: Malcolm A. Jones and Kerston Coombs battle their way to the finish.



Omar Devi Ramdass sports an NGC Uniform in the late 70's



Rudy, Brian and Michael Circa early 1983 on NGC Teak

Family Album

Jokes aboard the platform,
early 1980's



NGC's first retirement function for Mr. Celestine Thompson - May '83
Lto R - Standing: Russel Ramdass, Mrs. Celestine Thompson, Mc Nichols Herbert,
Ruth Ann Bannister, Roseanne Soulette, Jackie Newton and Pat Morraine
Sitting: Trudy Young (Mrs. Thompson's daughter), Anne Marie Fraser and Gail Blackie

Andirood Boodoosingh shows off his
300 pound grouper in 1982



Christmas at the tool shed in La Romaine - Cyril Morgan and friends
Daniel Sankar in the background
At centre is Mr. Ivan Lewis

Family Album



Cyril Morgan, Russel Ramdass, Mrs. Mc Nichols Herbert and Daniel Sankar at a Children's Christmas Party.



Grantley Wiltshire and daughter Zoë at a Children's Christmas Party in the 1980's



Catherine Constantine gives Santa a little competition in 1988

Andirood Boodoosingh stands in front of a Petroleum helicopter in 1982.



Family Album



Anthony Beauburn
a former Chairman of NGC



What did C.P. get for Christmas?



Roger Edghill gets into a game of cards
at Family Day in the 1980's

Kwame Charles, Charles Thavenot
and Brian Joel
Rough game, guys?



Family Album



Shaheed Mohammed and Ann Marie Fraser
Family day at Lopinot



Grace Ferderick hits one for six



Stephen Hope at a
company cricket match
Mid 80's



Through the cane at Camden, on the way from the Heliport



Safety Week 1989

Wade Hamilton
(then employed with NEC)
tells them how it works in 1986

Family Album



Board members visit new Head Office '89



Turtle-watching on the beach 1989



Kay Indarsingh looks cute in spite of the dirt



Malcolm Jones and Carlyle Davis deep in an extra-curricular game of draughts at Abyssinia in 1989

Family Album



Warming up during in-house training in 1994



Curtis Basdeo and a friend help with the lighting up



Annual Christmas Dinner and Dance 1993
L to R seated: Lystra Sookdeo, Bindu Persad, the late Shameda Amarali and her sister, Lisa
Standing: Desmond Baxter and Frank Look Kin



Erva Davidson and Stephen Julien in new offices at Head Office 1990

Family Album



Paul Ready at the Abyssinia Day Fun Rally



Anthony Ramadeen at the bat

Johnny Ganpat shows what he is made of at the aerobics marathon in 1992

MILEST

An overview of our

Genesis - The Early years 1975 - 1982

- 1975** •NGC incorporated on August 22nd to administer a gas contract between the Government of Trinidad and Tobago and Amoco
- 1976** •Operation and maintenance of all T&TEC pipelines handed over to NGC
- 1978** •Construction of 24 miles of 24" diameter submarine pipeline between Teak and Poui fields and Galeota
- 1979** •Establishment of the National Energy Corporation
- 1980** •13 miles of 20" pipeline laid down between Picton and Pheonix Park, as a loop line to the T&TEC 16" diameter pipeline
- 1981** •Initiation of Flare Gas Conservation Project
- 1982** •35 miles of 30" diameter pipeline laid down from Beachfield to Phoenix Park via Rio Claro
•42 miles of 30" diameter submarine pipeline from Amoco - Cassia Platform to Beachfield
•Commissioning of Teak and Poui offshore compression platforms



Former Prime Minister, A.N.R. Robinson cuts the ribbon to commission NGC's new offices. He is flanked by former Chairman, Anthony Beaubrun and Managing Director, Malcolm A. Jones.

Growth - NGC expands into other gas-related ventures 1985-1991

- 1985** •Construction of NGC Field Office Complex
•Establishment of the Abyssinia Accumulator and Control Room
- 1986** •Pilot project for commercial use of Compressed Natural Gas begun at Claxton Bay
- 1988** •Investment in TRIN-TOMAR
•Solar centrifugal compressors installed on Teak
- 1989** •Completion of the Heliport at Cauden Field
- 1991** •New Administration Complex commissioned
•Joint venture agreement establishing Phoenix Park Gas Processors Limited



Phoenix Park Gas Processors Limited under construction

TONES

history at a glance

Fulfilling the New Mandate - 1992 - present

- 1992** •NGC receives expanded government mandate
•New 20 year Gas Sales contract negotiated with Amoco
•NEC and NGC merge
•Investment decision by Nucor to establish world's first Iron Carbide Plant at Point Lisas
- 1993** •Memorandum of Understanding signed with Amoco, Cabot, LNG and British Gas for feasibility studies for the establishment of a single-train LNG plant
•SECC/Enron Agreement
•Savonetta Pier extension completed
•Agreement signed with British Gas/ Texaco for gas supply from Dolphin Field
- 1994** •LNG FEED and liquefaction process contracts signed • New Field Office Complex commissioned
- 1995** • New Control Building at Abyssinia commissioned
•Farmland Industries selects Trinidad as site for ammonia plant
•LABIDCO subsidiary established



British Gas/Texaco Officials and Malcolm A. Jones, NGC during Signing Ceremony of Dolphin Field Development

Those who served on the Board of Directors:

Mr. Ben Primus	-	1975-1980
Mr. Knollys Ahloy CEO	-	1975-1981
Mr. Basharat Ali	-	1975-1981
Ms. Kamla Bhoelai	-	1975-1987
Dr. Kenneth S. Julien	-	1975-1977
Mr. Eldon Warner	-	1975-1987
Mr. Samuel A. Martin	-	1975-1980
Professor George Maxwell Richards	-	1977-1987
Mr. George Hamel-Legall	-	1980-1987
Mr. John Alston Charles	-	1981-1987
Mr. Robert Yorke	-	1981-1987
Mr. Andre Alphonse	-	1981-1987
Mr. Knollys Ahloy	-	1987-1988
Mr. Dominic Mahabir	-	1987-1988
Mr. Cecil Anthony Beaubrun	-	1988-1992
Mr. David Elder	-	1987-1992
Mr. Phillip Hamel-Smith	-	1987-1992
Mr. Frank Look Kin	-	1987-1991
Mr. Zameer Mohammed	-	1988-1991
Ms. Dhana Maharaj	-	1988-1991
Mr. Vernon Gilbert	-	1988-1992
Mr. Shiraz Rajab	-	1987-1988
Mr. Jadoonath Bhimull	-	1987-1988
Mr. Daniel Sankar	-	1989-1991
Ms. Phyllis Atherton	-	1991-1992

Dr. Kenneth S. Julien - Chairman from	1992 - Present
Mr. Malcolm A. Jones - Managing Director	1988 - Present
Mr. Neville Browne	1992 - Present
Ms. Sharon Christopher	1992 - Present
Mr. Kennick Haynes	1991 - Present
Mr. Mc Nichols Herbert	1992 - Present
Mr. Frank Look Kin	1992 - Present
Mr. Ramnarine Ramdass	1992 - Present

Reflections

NGC can say with pride that it has grown around a core of employees who, through commitment and loyalty, have remained with the company since its early years, and grown and flourished with it. ECHO has spoken with several employees who have been with us since the early times about the way things were then, and about their hopes and dreams for the future of the Company.

Angela De Freitas, Benefits Administration Officer began in 1976

I remember when I started as a File Clerk there was only the CEO and one of two technical people. Roseanne Soulette and I shared a desk somewhere in the T&TEC building. Renate was situated at the Abercromby Street building. At that time I started reading gas measurement charts and a few times each week we went to the Abercromby Street office and did some filing and other clerical work.

Afterwards we moved to a small office on Pembroke Street. I started doing more administrative work. In those days we used to wear uniforms. I remember one day there was a fire in the lift and we were all in red uniforms. We were all standing outside



Roseanne and Angela, 1976

when the fire engine pulled up, and there we were all lined off, in red. It was really funny.

There were no job descriptions and we had an organisation chart that kept

changing all the time. Everybody did everything; people never said "that's not my job". You were committed to getting things done, whatever it took. I remember there was a blow-out on the Beetham Highway. There were people who worked for 2 1/2 days without stopping and got so hungry that they were eating hops bread inside of hops bread. And nobody complained.

We were always going on field trips. New employees got to go out into the field and actually see work being done on the line. We used to take our spouses out to the platforms on weekends. There was one time when we even went out onto a barge. We don't do things like that again.

Roseanne Soulette, Technical Clerk - began in 1976



I would like to see NGC return to the early days, when there was a family-like atmosphere. I would also like to see a sporting complex for employees. I hope NGC continues to maintain its dynamic thrust in the energy sector.

Peter Salina, Control Operator began in 1976

I started off as a messenger, but I had to do different things, like clear goods from the docks and getting licences to bring in pipes. Everybody used to do everything. Once they even had me witness a contract, because there was nobody else around to do it.

I have no problem with working in the same company for so long. I hope to move up in it; everybody has their dreams.



Ramkisson Danrajh, Plant Inspector began in 1976

The company was small. Everybody knew everybody. I would know you and all your family. But we grew fast. Not in my wildest dreams would I have imagined that the Company would reach so far in such a short space of time.

I would like the Company to strive for excellence and to continue to be a leader, and I will continue to work with pride and dignity to serve the Company. I don't ask what this Company can do for me, but what I can do for my Company. I urge my fellow employees to do the same.

I would also like to see employees play a greater role in the decision-making process, for example we should be given the opportunity to purchase shares.

Thomas Vincent, Plant Inspector - joined in 1977

You could have counted NGC employees on your fingers. I used to drive and collect charts from most of the consumers, like T&TEC and ISCOTT. Everybody used to do everything.

I've worked on a lot of good projects over the years. NGC has changed in leaps and bounds. They have improved tremendously for this country.

Catherine Constantine, Office Assistant



It used to be very nice; we felt a lot of love and togetherness. I don't know if it is because the company got bigger, but it has changed. I hope that staff at NGC strive harder to get back the love and tenderness we once had.

Ashton Samuel, Field Attendant joined in 1978



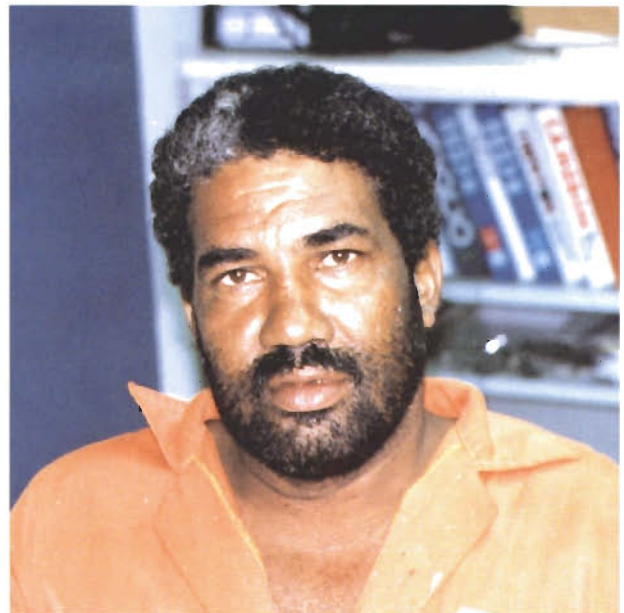
I feel really proud about working here. I like my job. We had a few changes to make but they were minor. Everybody was like a family and that is what made it nice.



Omar Devi Ramdass, Supervisor Property Management joined in 1978

We really were a family at that time. That feeling is no longer there. I am sure that the ones that have been here longer will express that. I also wish we communicated better with each other. We really have to work on that.

Mc Lilan Lewis, Systems Maintenance began in 1978



Things have changed drastically. We have moved and we have improved. We still have a long way to go.

What I am concerned about is the pension plan. For the number of years that we are working here there should be a better plan in place. The gainshare is an added incentive to the plan. I hope management will address that issue.

Grace Frederick, Training and Manpower Planning Officer began in 1979



It was like a family then. There was more teamwork; because of the size of the Company everybody had to support each other.

The most memorable period for me was the start of the Flare Gas Project offshore. Because the Company was so small, everybody had to do things that they weren't used to. We had to do purchasing and order equipment on the phone that we had never even seen, like flanges. It was only when they arrived that we found out what these things looked like. We had purchase orders twenty-five pages long to type up on typewriters - we didn't have computers then. Seeing the platforms transformed from a mere thought to a reality was really something.

It was never a question of stagnation for me, working in a company for so many years, because I grew with the Company. I started out as a receptionist, and I have worked in almost every department, so I was able to learn a lot.

William Julien, Supervisor, Corrosion Control began in 1979



I am happy that I am still around to see where we started and where we are now. A lot of the guys in our section now were in La Romaine and I never really saw them.

There has been a great improvement. We have grown tremendously. I realise that NGC is the cornerstone of the country; all the major industries depend on us. We are the main people for the transmission, building the country. We also play an active part in supporting the communities with our Community Relations Programme.



Charles Thavenot, Superintendent, Engineering joined 1980

At the beginning of the Flare Gas Conservation Project I was sent up as part of a team to Houston where the platforms were being fabricated. Taz Ali and his family were already up there.

I was involved in the installation of the jackets (the structure that goes under the water). We worked in continuous shifts. We shared a bed between two persons, with one sleeping during the day and the other sleeping at night. The shifts were 12 hours long, and we worked one week on, one week off.

During the transition period we lived on a barge. After the platforms became habitable, with toilets, water, kitchen, etc. we moved over.

After the barge left we continued working for about 4 to 5 months, connecting all the wires and attachments. It is true that we didn't have spares in stock. I had to type up my requisition order myself and drive down and get what I needed myself. And because of the frequent break-downs, our on-stream factor was only about 60% at first, as compared to over 95% now.

Later on I was the NGC liaison during the construction of the Phoenix Park plant. We had been getting complaints from our customers that the gas had liquid in it, and that it was damaging the burners. The liquid was affecting the catalysts and they had to change them more frequently. Of course there was also a commercial value attached to the liquid.

We started by looking at the feasibility of constructing a plant to remove these liquids. That was around the time that Jai Balkissoon came on board. He was the one that led the PPGPL project. It has been a very successful project.

Sharon Thomas, Secretary IV began in 1980



It was a lot more like a family then. I suppose it was because of the size. We used to go on a lot of limes together, although we didn't have Family Day then. I remember we used to go on a big wild-meat party down at La Romaine sometimes.

Winston Doodnath Financial Accountant began with NEC in 1980

I was in charge of the Accounting Department of the NEC. We were a small company with about 20 members at that time. We were located at Sackville Street. Dr. Julien was Chairman, Mr. Jones was a Board Member.



From the company we built the cross-country pipeline from Galeota for the NGC, the Trinidad and Tobago Methanol Company, the Trinidad and Tobago Urea Company (now part of Arcadian Trinidad Ltd.), ISCOFF Bulk Dock, the Savoneta Pier and the Point Lisas Harbour. It was NEC that built the TTMC Methanol plant and the Urea plant.

When we merged (with NGC) it was not difficult to fit in. Most of the people who came over from the NEC had years of service. People like Arnold De Four - he was acting CEO of the NEC at that time. We were handling million dollar deals, so we were not green. We were able to use our wealth of experience to work for a better and more prosperous Trinidad and Tobago.

Bernard Molino Field Technician I began in 1980

I started in Maintenance Systems. It was just a few fellers at that time. We used to use shovels, not machines. I have very special memories about when we were in La Romaine. You used to do your work and then when that was done you used to lime together. We had 8 or 9 men and one van, now we have plenty of vehicles to use.

The Company is changing very rapidly. We are progressing more and more every day. I think the Company is doing very well.



Michael Montano Pipeline Technician I began in 1980



Fifteen years is a very long time. I only used to have short contracts before. The atmosphere then was good. And with all the things going on now in the oil sector, I'm glad to be working here and not out there, or I might be retrenched all now, looking for a job.

Cyril Morgan Field Technician I began 1980

In the beginning it was harder than now. Everything was done by manpower rather than with machines. The atmosphere was nice though. I had the privilege of being here when the platforms went up. From the past to now the Company is very different. There are more benefits. It is very good now. I feel very happy to work in the same company for such a long time. I tried to get jobs at many places, but it was NGC that gave me the chance.



Arnold De Four, Manager, Accounting began with the National Energy Corporation in 1981



I joined NEC as a Project Officer. The NEC was very much focused on Project Planning and Development, very much like NGC's Business Development Group is today. Among the projects I worked for were the first LNG project and the high density housing projects such as Charford in Port of Spain and Embarcadere in the South which were constructed by the National Project Development Services Limited, an arm of the NEC.

I was acting CEO of NEC at the time of the merger with NGC. I suppose for NEC people the transition was somewhat traumatic. They were moving from a fairly small company to a larger, more diversified company. There were obviously uncertainties about how they would fit into NGC and how NGC people would respond to them. But efforts were made, especially at the management level, to ease the transition.

Jose De Caires joined in 1981

I joined as an instrument technician during the commissioning of Teak and Poui. In those days the job wasn't really defined as such. I was basically what you would call a Jack-of-all-trades. I was involved in all areas of operations.

Work was interesting and challenging; it had its ups and downs, like being separated from your family. There were numerous problems, like times when we had no water for days because of the barge or because of breakdowns in the water processing plant. The accommodation was bad, too. Sometimes we didn't know where we were going to sleep. I've slept in the escape capsule, I've slept behind the electrical panels. The facilities have improved 100% since then.

NGC has grown in leaps and bounds since I have been here. That's a good sign.



Prunella Andrews - began in 1982

When I started we were located at Murray Street. I was there to assist Valerie (Mr. Legall's Secretary) and to work with Kwame Charles (the then Manager, Human Resources) when he needed me. When Grantley Wiltshire came in I moved to the Legal Division. We set up the systems there.

NGC was small when I started. There were not a lot of people in the office, although of course there were a lot of people offshore. We had a small, family kind of staff where everybody pulled together. I remember the days when Catherine (Constantine) used to come in half day, she used to wash up all the dishes and tidy the kitchen at lunch time when she left. In the afternoon, whoever washed their wares used to wash up for everybody. Catherine never came to work the next day to find a pile of dirty dishes in the sink like Ruth does now. We used to cross the road to go to Linda's Bakery for pastries. We really got lovely pastries there.

We had a small family staff. There were Sharon, Omar, Roseanne, Renate, Mr. Herbert, Angela, Debbie, they were all there then. Rupert Mendis was seconded from the Ministry for a while. He was there as an Engineer.

When the position of General Manager came on-stream with the arrival of Mr. Jones I became his secretary. His title was later changed to Managing Director. I worked with him throughout our time at Frederick Street and since we moved here. The greater part of the time I have spent with National Gas has been spent working with Mr. Jones.

Mr. Mc Nichols Herbert Vice President, Technical Operations Joined in 1977

When I got there I realised that I was the first engineer to be hired, although the CEO himself was a Gas Engineer. I came in as employee #9. The Company was housed in Abercromby Street and when I joined I had to find an office for myself, as there was no organised space. When new employees came in they had to find a space for themselves to work in.

One of the things I remember as my first assignment was to design a small consumer metering facility, because we had just begun entertaining requests from small consumers. That first facility



was installed at Trinidad Contractors Limited.

What I also remember about those days was that we depended on Amoco to carry out our design and construc-

Daniel Sankar Manager, Finance began in 1982

The interesting thing is that I came here as Chief Internal Auditor, but by the middle of the first day I was performing the duties of Chief Accountant. At that time NGC was creating systems and policies, we were well into the Flare Gas Conservation Project. We were in a production mode, and major legal, human resources and financial policies were being put into place.

The micro-computer as we know it now was now coming into vogue. We didn't do any in-house data processing. It was manually prepared and set to an external agency to be processed. We switched to a computerised data processing system in '82-'83. That was a challenge.

It would be fair to say that the accounting procedures, such as the Overtime form, Petty Cash Voucher etc. that were designed then have stood the test of time.

At that time the Ministry of Finance was more involved in the financing decisions. Now NGC has the autonomy to do its own financing, tender evaluations and such.

The location in Port of Spain was in itself a challenge. Our other location was this little storage shed in La Romaine. I remember once we had our children's Christmas party there. We flew Santa Claus in by helicopter all the way out there, and landed it between all the telephone wires. People said it couldn't be done, but we did it.



tion and maintenance work offshore, and gradually we began to handle that on our own. So we have always had a good relationship with Amoco.

When I joined we were transporting about 80 mmeftd of gas and we could not account for 5 mmeftd through flaws in the metering system. I was able to bring that down to 0.4 mmeftd. Today we are averaging zero losses, and the techniques employed then are still being employed.

The atmosphere back then was very family-

oriented. Sometimes people like Peter Salina used to cook in the kitchen and we would all have a little fish broth or something like that. Even Mr. Ahloy (the CEO) used to have a hand in it sometimes.

As we continued to expand, the closely-knit family atmosphere gradually disappeared but I think most employees welcomed the expansion of the Company; they were involved in more of the activities that were taking place in the Company. Of course a lot more people were brought in to cope with the expansion.



1975
54 Abercromby Street
(now a parking lot)
No Photo available

Changing Shells

Just as a hermit crab changes its shell as it grows, so too must a company.

1976 - 50 Pembroke Street
(now a preparatory school).
This building went on to serve as
NGC's first Warehouse after the
move to Murray Street.

1980 - Corner Murray Street
and Ariapita Avenue
(now a commercial bank and offices).
There was also a shed in
La Romaine for the
storage of tools.



As its population expands and its needs change and grow, it moves on to larger and larger offices. Here is a brief history of NGC's offices over the past 20 years.

1980 - 134-138 Frederick Street
(Now houses other offices).

Changing Shells



*1990 - Warehouse,
Point Lisas Industrial Estate*



1990 - Head Office, Goodrich Bay Road, Point Lisas



New Abyssinia Station commissioned in 1994



1994 - Field Office in construction phase



***The National Gas Company
of Trinidad and Tobago Limited
Goodrich Bay Road, Pt. Lisas, Couva,
Trinidad and Tobago***