

سلام

SALAM



SUSTAINABLY POWERING BRUNEI

BSP BERSATU

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FROM THE MD'S DESK



What an eventful year 2022 has been!

In this year's final edition of Salam, we look back at a year in which Orang Kitani came together as one team to deliver our core mission: Sustainably Powering Brunei.

The BSP Bersatu strategy has outlined integration, or being "Bersatu", as an important element in the success of our mission. This means BSP Bersatu with not only Orang Kitani, but our business partner colleagues, our community and our country. This whole-of-nation approach will enable us to create a sustainable and vibrant ecosystem that will benefit both BSP and the nation of Brunei.

Echoing this sentiment, BSP was honoured to present the "Brunei Energy Hub Dermaga Diraja" to His Majesty Sultan Haji Hassanal Bolkiah Mu'izzaddin Waddaulah ibni Al-Marhum Sultan Haji Omar 'Ali Saifuddien Sa'adul Khairi Waddien, Sultan and Yang Di-Pertuan of Brunei Darussalam.

The newly launched hub is a result of an exemplary private-public partnership with the Brunei Shell Joint Venture Companies (BSP, BLNG and BSM) and Brunei Gas Carrier, together with the Ministry of Finance and Economy, Ministry of Development and Ministry of Culture, Youth and Sports. The centre aims to educate the public to learn about the importance of the energy industry to the local economy as well as our everyday lives.

We are also pleased to share the successful installation of Salman's well jacket platform. I am especially proud of the hard work and resilience that the teams have demonstrated through this project. Despite the challenges of COVID-19 pandemic in the midst of construction, Orang Kitani have shown what it takes to ensure BSP progresses towards the next milestone to secure energy supply for tomorrow and many more years to come.

The BSP Bersatu spirit has never wavered even once in 2022! BSP participated in the Mid-Year Conference and Exhibition to showcase our developments and progress in the Energy, Climate Change and Digital Technology Weeks alongside many industry leaders and experts. We also further strengthen our commitment to cleaner energy with the signing of a Memorandum of Understanding (MoU) with Shell Eastern Petroleum (Shell) to explore the feasibility of carbon transport and storage options for Brunei Darussalam and Singapore.

Underpinning our progress will always be our number one priority: Safety. In ensuring that we have safe and stable operation and project delivery, we continue to champion safety in everything we do. To strengthen our safety performance, BSP hosted two Safety Days this year, engaging staff on our safety journey as we also implemented the new 10 Life-Saving Rules.

Upon reflection, while we began the year with COVID-19 still among us, we continued to persevere, adapt, and show resilience. I want to personally thank the many people who have made sure we keep the power running for Brunei Darussalam in 2022. If there was one thing that this year has shown us is that we can achieve anything when we put our minds and efforts together, but we can also go further when we come together and Bersatu (unite). I hope this spirit and commitment continues in the years and generations ahead to ensure that we act today to fortify the future of the nation.

**AGNETE
JOHNSGAARD-LEWIS**

BSP Managing Director

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BSP BERSATU AWARDS



BRUNEI ENERGY HUB: SHOWCASING BRUNEIAN ENERGY JOURNEY

The newly launched Brunei Energy Hub Dermaga Diraja stands as a significant tribute to the country's history and serves as an interactive educational centre for the public to learn about the importance of the energy industry to the local economy as well as everyday lives.

Launched on Sunday, October 23, 2022 by His Majesty Sultan Haji Hassanal Bolkiah Mu'izzaddin Waddaulah ibni Al-Marhum Sultan Haji Omar 'Ali Saifuddien Sa'adul Khairi Waddien, Sultan and Yang Di-Pertuan of Brunei Darussalam,

the exhibition centre is a significant collective initiative from founding partners Brunei Shell Petroleum Company Sdn Bhd (BSP), Brunei LNG Sdn Bhd (BLNG), Brunei Shell Marketing Company Sdn Bhd (BSM) and Brunei Gas Carriers Sdn Bhd (BGC), in close collaboration with the Government of His Majesty.

The Brunei Energy Hub Dermaga Diraja is "a gift to the nation" that enables visitors to explore what life in Brunei was like before the discovery of oil in 1929, learn about the industry today and the strategies that are in place for a greener future with affordable and sustainable energy.

The exhibition centre is located in the historic landmark of the Royal Customs and Excise at the Royal Wharf heritage building at the heart of the capital. Touching on the decision to convert this building to an interactive oil and gas museum, it was learnt that it is closest to Ayer Berkunchi, one of the earliest exploration sites for oil and gas in Brunei Darussalam, and is in line with the government's aspirations to repurpose old buildings.

"Since 2019, BSP, BLNG, BSM and BGC have been working closely with the Government of His Majesty, which includes relevant parties from the Ministry of Finance and Economy, Ministry of Development and Ministry of Culture, Youth and Sports to successfully bring into life the vision of making Brunei Energy Hub Dermaga Diraja a reality," shared



Hajah Zainab M.A. Omar, BSP Human Resources Director and the Business Opportunity Manager who led the project on behalf of the four companies.

“Alhamdulillah, the Brunei Energy Hub Dermaga Diraja is now set to be a key hub for the public and tourists alike to learn more about the rich history and contributions of the oil and gas industry in Brunei,” Hajah Zainab continued.

Meanwhile, BSP Managing Director and Shell Country Chair Brunei Darussalam Agnete Johnsgaard-Lewis hopes that the Brunei Energy Hub Dermaga Diraja will inspire the next generation. “Energy is such an important part of Brunei’s past and present but also the future. I hope that as the public brings their family for a visit, they will get inspired by the rich history of the oil and gas industry in Brunei and how it has contributed so immensely to the country. I also hope that everyone will learn and understand better what we do, how we contribute, and what the future energy can look like – especially for the next generation, so that they too can contribute further to Brunei and make history,” shared Agnete.

Sharing her hopes for a more sustainable future, Agnete added, “As we move forward, we want to inspire the next generation. We need energy, the world needs energy, and there’s an opportunity here for our local youth and adults to come explore, experiment and learn about renewable energy and what that could mean for Brunei in the future.”

Brunei Darussalam has been blessed with a prosperous oil and gas industry since the first drop of commercial oil which was discovered in 1929 in Seria. Today, over 90 years later, oil and gas continue as a backbone of Brunei Darussalam’s economy. The Energy Sector including the oil and gas industry contributes to more than 50 per cent of our country’s Gross Domestic Product (GDP).

“BSP, BLING, BSM and BGC have contributed to the country’s growth and economy over the past decades, and we intend to continue powering our nation’s future,” said Agnete Johnsgaard-Lewis, BSP Managing Director and Shell Country Chair Brunei Darussalam.



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TO WATCH
THE VIDEO 

CELEBRATING HIS MAJESTY'S 76TH BIRTHDAY IN THE HEART OF BELAIT

On Thursday, July 21, 2022, BSP was honoured to be part of the auspicious get-together in conjunction with His Majesty Sultan Haji Hassanal Bolkiah Mu'izzaddin Waddaulah, Sultan and Yang Di-Pertuan of Brunei Darussalam 76th Birthday. The celebration, which took place at Padang Bandaran, Kuala Belait saw the participation of over 40 BSP leaders and talents, led by BSP Deputy Managing Director and Commercial Director, Haji Mohd Azmi bin Haji Mohd Hanifah.

Daulat Kebawah Duli Tuan Patik.





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TO WATCH
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BSP AT MYCE 2022

The Brunei Mid-Year Conference & Exhibition (MYCE) is an annual event that brings together industry leaders and key experts in the nation. The month-long event aims to encourage dialogues focusing on tackling significant issues, providing actionable solutions and uniting the community with various industry sectors.

This year, BSP was honoured to participate in three key weeks: Digital Technology, Energy and Climate Change. Showcasing BSP's milestones at the event are our biggest asset: Orang Kitani (Our People). Orang Kitani are the diverse and highly-skilled BSP professionals who demonstrate commercial acumen, technical expertise and pride in executing quality work to "future-proof" BSP.

BSP in the Digital Technology Week

Echoing the theme of "Towards a Transformed New Norm", BSP's participation in the Digital Technology Week focuses on its Digitalisation Roadmap. The roadmap emphasises on applying digital solutions to address business problems by making ways of working faster, better and more cost-efficient.

BSP believes that digital transformation is a key enabler to achieve outstanding, sustained performance. The nature of BSP's Digital Solutions leverage on Data Integration, Automation, Optimisation and Predictive Analysis.

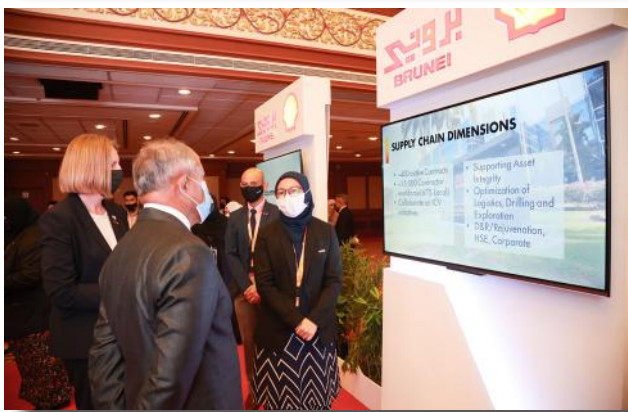
Sustainable Energy Takes Centre Stage during the Energy Week

While time has passed, bringing change alongside it, BSP's purpose remains the same: to provide Energy safely. BSP has been operating for over 90 years and we will continue to operate as the Premier Energy employer in Brunei for the next decade or so. With the Billionth Barrel Monument replica proudly standing as the booth backdrop, BSP showcased technical experts coming from different sides of the business during the energy week. BSP also shared on its Energy Transition and Decarbonisation journey, In-Country Value initiatives as well as Contract and Procurement opportunities to the wider public.

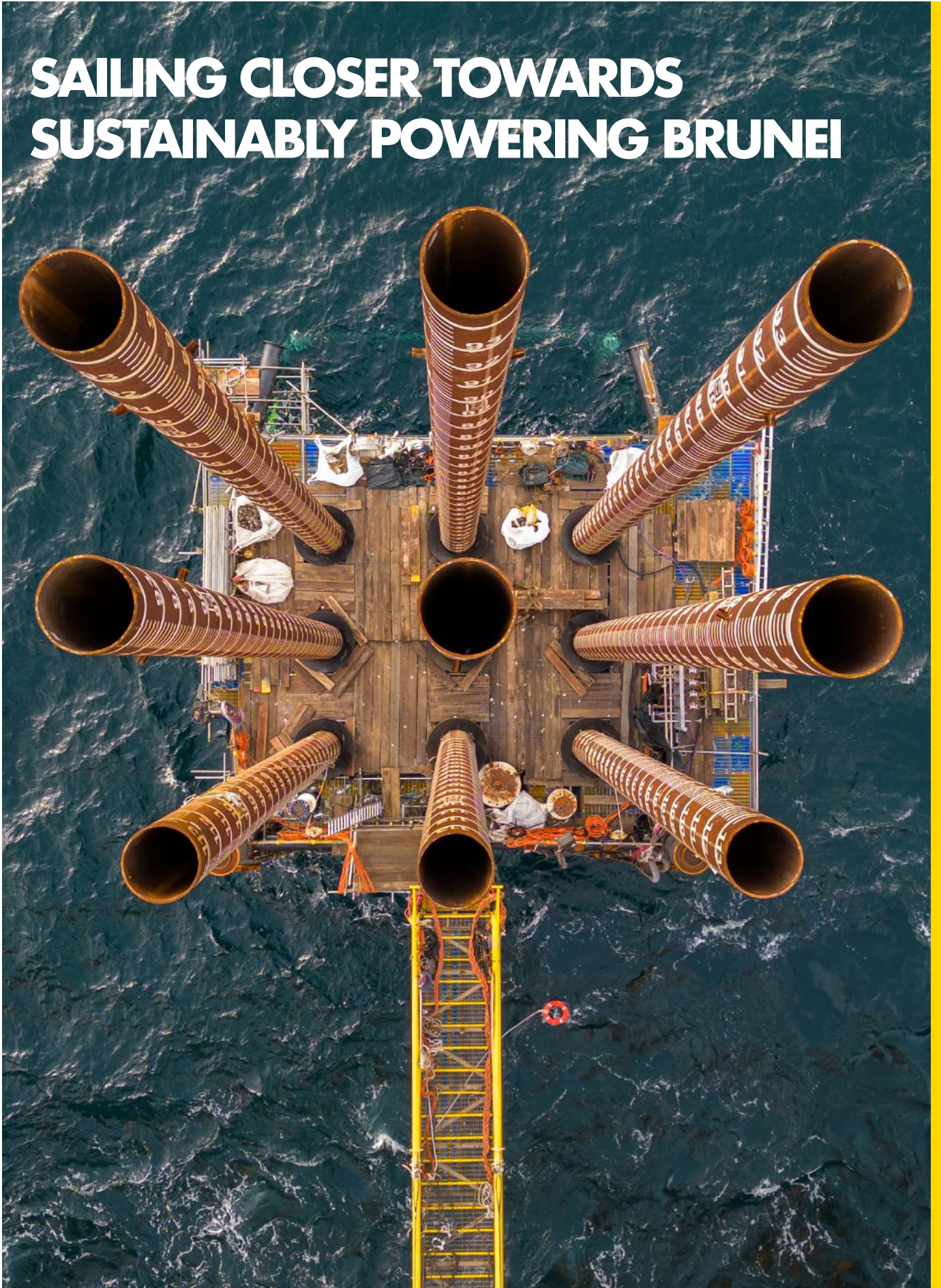
Acting Today for Tomorrow - Climate Change Week

As part of its strategy, BSP will continue to mature the feasibility of its Energy Transition opportunities, focusing on executing Greenhouse Gas abatement portfolio to ensure BSP becomes a net-zero emissions company by 2050, supporting Brunei's ambition. At the Climate Change Week, BSP featured some of its energy transition portfolio, including the BSP Flagship Solar plant. Taking the opportunity to further its environmental initiatives, BSP also launched its Adopt-a-Tree campaign which saw the donation of 1,000 plant saplings to the public.

BSP was also honoured for the opportunity to present our Energy Transition initiatives to Her Royal Highness Paduka Seri Pengiran Anak Isteri Pengiran Anak Sarah binti Pengiran Haji Salleh Ab Rahaman, who graced the 18th International School Brunei "Borneo Global Issues Conference" at the venue.



SAILING CLOSER TOWARDS SUSTAINABLY POWERING BRUNEI



SUCCESSFUL INSTALLATION OF SALMAN'S WELL JACKET PLATFORM

Discovered in 2011, the Salman field sits between BSP's Iron Duke and Champion fields. Benchmarked against other projects even at a global level, the project has trailed behind it hard work, tough decisions as well as the recognition of once being the Most Competitive Portfolio within all Joint Ventures from Shell's Upstream Impact Awards.

Plans to develop the Salman field dates back to 2017 after years of undergoing Decision Gates (DG) to assess feasibility. By 2020, the first steel cut commemorative event took place at the Marine Construction Yard (MCY) to kick-off the fabrication. The construction was carried out locally consisting of the well jacket, topside, as well as water injection module.

Despite the challenges surrounding the COVID-19 pandemic in the following two years, BSP successfully loaded out and installed its Salman Well Jacket-01 (SLWJ-01) just 10 kilometres from its Champion 7 complex in October 2022. The Water injection module was also successfully installed on the CPWA07 complex. All were completed in October 2022 before the monsoon period arrived.



SLWJ-01 Topside towed through the Belait river towards infield offshore

The platform is made up of the jacket and the topside, weighing over 1,600 metric tons. Due to the size of the platform, it had to be transported in two parts, spanning over two days when weather and sea conditions were permitting. This means that stable sea state and wind speed were integral in ensuring a safe transportation and installation process.

Echoing its priority, Safety was at the forefront of the operation. The load-out process itself was an intricate procedure that required about 100 people on the ground. But focus did not waver even as the modules travelled the one-day ride from onshore to infield offshore, with the offshore team fully prepared for the arrival to proceed with installation.



Project team with IBTE students who have completed HSE task books

BUILT IN BRUNEI BY BRUNEIANS, FOR BRUNEI

But Salman is more than just a story of an engineering feat. It is about the talent and perseverance of Orang Kitani. At the height of construction, it took more than 300 personnel at MCY to deliver the next milestone for the company.


"Through Salman, we are witnessing the restart of major activities such as fabrication at our local yard," Afiqah Zainulabidin, Greenfield Project Lead, shared in reference to MCY, which had been dormant for six years. "Lots of job opportunities have been created for our local workforce and Alhamdulillah, we have reached our local employment target by 2021 and I hope that more of our local talents will be part of this milestone in the future."

With a total of 1.8 million manhours under their belt, predominantly spent in operational bubbles to manage the COVID-19 infection, the sailaway was a testament of close-collaboration and Bruneian capabilities directly contributing towards Bruneian progress.

Involvement in the project for our local engineers was not only as a job opportunity, but an upskilling experience. This is showcased by the seven young engineers who successfully became welding inspectors.

"These inspectors are certified by the internationally-recognised institutes in their skillpool. In addition, we do have more than 50 IBTE students who graduated from Salman upon completion of their HSE task books. This project has been a reflection of our BSP Bersatu strategy – Pride in Orang Kitani in making sure our local workforce is future-ready." Voon Oi Mee, Head of Offshore Project, proudly shared.



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PRESIDENT OF THE LAO PEOPLE'S DEMOCRATIC REPUBLIC VISITS SERIA ENERGY LAB

On Tuesday, October 25, 2022, BSP was honoured to host His Excellency Thongloun Sisoulith, President of the Lao People's Democratic Republic, at the Seria Energy Lab (SEL) during the State Visit to Brunei Darussalam.

Welcoming His Excellency and delegation at the Seria Energy Lab was Yang Berhormat Dato Seri Setia Dr Awang Haji Mohd Amin Liew bin Abdullah, Minister at the Prime Minister's Office and Minister of Finance and Economy II. Accompanying His Excellency was Yang Berhormat Dato Seri Setia Awang Haji Ahmaddin bin Haji Abdul Rahman, Minister of Home Affairs as Minister-in-Attendance. Also present to welcome His Excellency at the Seria Energy Lab were Yang Mulia Dato Seri Paduka Awang Haji Matsatejo bin Sokiaw, Deputy Minister (Energy) at the Prime Minister's Office; Yang Mulia Haji Azhar bin Haji Yahya, Permanent Secretary (Energy) and Managing Director for Petroleum Authority of Brunei Darussalam; Yang Mulia Haji Muhamad Fakhri bin Haji Md Taib, Deputy Permanent Secretary at the Ministry of Home Affairs; Yang Mulia Awang Haji Mohd Azmi bin Haji Mohd Hanifah, Acting Managing Director of BSP; Yang Mulia Michel Maistre, Acting Shell Country Chair Brunei Darussalam; Yang Mulia Rob Van Velden, BSP Finance Director; and Yang Mulia Nina binti Karim, Head of SEL.

The visit at SEL commenced with a signing of the visitor's book by His Excellency, followed by a tour of the photo gallery titled 'Padang Berawa: A Country's Legacy' at the Foyer of SEL. His Excellency and delegation then proceeded to the Seria Energy Lab theatre for a business overview presentation on Brunei Shell Petroleum Co. Sdn Bhd (BSP) by Yang Mulia Awang Haji Mohd Azmi Haji Mohd Hanifah, Acting Managing Director of BSP.

After the presentation, His Excellency and the delegation were brought for a special tour of SEL. Designed to instil interest and knowledge in today's youth regarding renewable energy as tomorrow's leaders, the SEL features five exhibitions including an interactive showcase on smart drilling technology, a helicopter simulator experience that is based on BSP's own aircraft services at Anduki Airfield and the Aqualab, SEL's iconic aquarium exhibition with a giant centrepiece that accommodates 77 tonnes of salt water depicting "Life Beneath the Platforms".

LOCAL TAKE ON SAND-RETENTION

Controlling sand during production is one of the industry's biggest challenges in the pursuit for hydrocarbons. For BSP, surrounded by the distinct nature of the regional geology in Borneo, this is a shared challenge.

To extract oil and gas, wells are drilled to reach pockets of hydrocarbons underground – while the journey might seem easy on paper, drilling through rocks is just one of the barriers our engineers have to overcome.

Sand is one of the common materials that can hinder hydrocarbon extraction process by entering the well. To manage this, Sand Retention is utilised, a process in which sand is held back from entering wells by wire screens. Much like a coffee filter, which separates coffee ground from precious caffeinated liquid, the screens work to prevent sand from seeping into a well hole.

However, the selection of the best screen is a highly technical process, with many factors to be considered. Upfront numerical modelling and computer simulations are trending to become the key to a successful and maximised hydrocarbons production.

Bringing Outside In: Localising Sand Retention Needs

Recognising an opportunity to develop local capabilities in this space, BSP signed a three-year contract in 2020 in partnership with Universiti Teknologi Brunei (UTB). The contract aims to create a commercial sand screen testing facility at UTB providing new and more efficient tests to identify how to reduce sand production by selecting proper downhole sand screens.

The research sees the collaboration between BSP, UTB as well as Imperial College London (ICL) and the University of New South Wales (UNSW).

Professor Stephen Tyson, the Principal Investigator of the project said, "This project represents a transformational moment for UTB. We are showing that UTB and its research partners are capable of delivering the highest quality of research to local industry. We are employing and training young, Bruneian engineers and technicians and I am very proud of their achievements."

The focus on local capabilities is echoed by the 12 Bruneian researchers and technicians who are employed to support the project – a true testament highlighting Bruneian talents who are creating solutions for an industry-wide technical problem.

What's Next?

With research outcomes progressing the project, the research team is refining the calibration of the lab equipment to match its current counterpart – a sand retention testing facility in Houston.

Paired with continued and consistent sand retention testing experiments that can hopefully come to commercial fruition, this opens up a potential not only for UTB to have the capability to test all types of sample screen, but to be the testing hub in the Asia region.

Amal Majeedah Aji, BSP contract holder for the project, shared positive outlook on the project.

"Through this project, not only do we see close collaboration between BSP and UTB, but the opportunity to deepen local understanding on sand screen designs that could positively impact life of our wells. This project is a great example of public-private partnership to create local capabilities that will progress Wawasan 2035 of having highly-skilled individuals."



Researchers and participants congregated in UTB to discuss on key findings from the study



Datin Paduka Professor Dr Dayang Hajah Zohrah Haji Sulaiman, Vice Chancellor of UTB during her visit to the lab



PEF 2022: FUELLING MINDS FOR FUTURE TALENTS

Since 2018, the Petroleum Engineering Forum (PEF) has been a platform to foster knowledge and share ideas between industry experts and academic scholars. Themed “Fuelling Minds for Future Talents”, this annual conference has provided all parties the opportunity to not only enhance their studies with applied industry knowledge, but to showcase technical studies and advanced technologies utilised in the industry today.

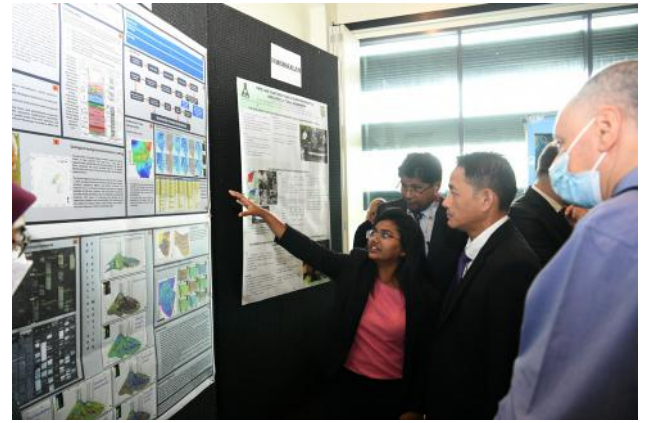
This year’s edition was held in collaboration with Universiti Brunei Darussalam (UBD) on Wednesday, October 12 2022, at Pro Chancellor Arts Centre, UBD. In addition to following up on themes from previous years (i.e. showcasing the roles of BSP’s petroleum engineers and geoscientists), PEF2022 also shed light on the importance of exploring opportunities in the changing energy landscape, bringing even more technical disciplines on board.

Following conference-style structure, the forum featured three keynote speeches, six plenary presentations, two interactive workshops and 15 interactive exhibitions. The exhibitions were enlivened with equipment demonstrations as well as visual aids.





Pengiran Dr Mohammad Iskandar bin Pengiran Hj Petra alongside other attending guests touring the exhibition



Part of the technical professionals present at the event was Shirley Sikun, Head of Energy Transition in BSP

During these sessions, experts ranging from BSP technical professionals, industry players as well as academics discussed topics such as rock outcrop studies, improved oil recovery, artificial lift, geochemistry, abandonment, digitalization, data management and carbon capture and storage (CCS), as well as research trends in these areas.

However, the programme does not merely focus on exclusive knowledge transfer. It is also about honing young talents for the future.

“Close collaboration between BSP and universities and polytechnics creates opportunities for students to network for the future, making them future-proof as we are able to identify which gaps will need to be closed,” said BSP Chief Petroleum Engineer Gert-Jan Mohammed Ziad Reijnders.

Over 150 students and staff from UBD, Universiti Teknologi Brunei and Politeknik Brunei attended the one-day forum, which was opened by BSP Chief Petroleum Engineer Gert-Jan Mohammed Ziad Reijnders and officially launched by UBD Acting Vice Chancellor Yang Mulia Pg Dr Mohammad Iskandar bin Pg Hj Petra.

In his speech, the Acting Vice Chancellor highlighted UBD and BSP’s close ties and collaboration since 1993 in supporting graduate and undergraduate programmes plus extending further support through internship placements.



Participants of PEF2022 together at the event



FUTURE-PROOFING THE NEXT GENERATION: BSJV SCHOLARSHIP SIGNING

The Brunei Shell Joint Venture (BSJV) Companies held a contract signing ceremony for seven (7) exemplary students under the BSJV Scholarship Scheme at the Indera Samudra Grand Hall, The Empire Brunei. The BSJV companies awarding the scholarship are Brunei Shell Petroleum Co. (BSP), Brunei LNG (BLNG) and Brunei Shell Marketing (BSM). The awarded students will pursue higher education in local universities Universiti Brunei Darussalam (UBD) and Universiti Teknologi Brunei (UTB). Upon successful completion of their studies, they will join the BSJV companies as young professionals.

Present as the Guest of Honour was Yang Berhormat Datin Seri Setia Dayang Dr Hajah Romaizah binti Haji Mohd Salleh, Minister of Education. Also in attendance were Yang Mulia Awang Haji Azhar bin Haji Yahya, Permanent Secretary (Energy) Department of Energy, Prime Minister's Office; Yang Mulia Dr Haji Azman bin Ahmad, Permanent Secretary (Higher Education), Ministry of Education; Yang Mulia Dr Hazri bin Haji Kifle, UBD Vice-Chancellor; Yang Mulia Datin Paduka Professor Dr Dayang Hajah Zohrah binti Haji Sulaiman, UTB Vice-Chancellor; Agnete Johnsgaard-Lewis, Country Chair of Shell Companies in Brunei and Managing Director of BSP; Yang Mulia Muhammad Norshafiee bin Dato Paduka Haji Abdul Jalil, Managing Director of BSM; Hajah Zainab M.A Omar, BSP Human Resources Director; senior government officials; officials from the awarding BSJV Companies; and local leading universities as well as parents of the scholarship recipients.

In her opening remarks, Agnete Johnsgaard-Lewis, Country Chair of Shell Companies in Brunei and Managing Director of BSP, reiterated BSJV's unwavering commitment to nurture local talents, develop our people with a broad range of capabilities and skills and ultimately contribute to the aspirations of Wawasan Brunei 2035 - providing a robust and high-quality talent pipeline for the company, the energy industry and the nation.

As Bruneians and as future leaders of the BSJV Companies, Agnete reminded the students to continue to learn, relearn and upskills themselves to remain relevant and be "future-proof" especially in this ever-changing environment.

"Master your field, take pride in your work and focus on developing yourself professionally and personally to be "future-proof", agile and ready to take on any challenges that may come your way," she further shared.

Hajah Zainab M.A Omar, BSP Human Resources Director, echoed the need for the students to be agile and ready to take on any challenges that they may face.



BSJV Directors and Guest of Honour with BSJV scholars

"This is in line with the Titah of His Majesty Paduka Seri Baginda Sultan Haji Hassanal Bolkiah Mu'izzaddin Waddaulah Ibni Al-Marhum Sultan Haji Omar 'Ali Saifuddien Sa'adul Khairi Waddien, Sultan and Yang Di-Pertuan of Negara Brunei Darussalam, during the 34th Universiti Brunei Darussalam (UBD) Convocation ceremony, where His Majesty calls for graduates to be "future-proof" and employable," Hajah Zainab stated.

The prestigious event also saw the presentation of the "First Class Achiever 2021/2022" awards to 10 students presented by the guest of honour, Yang Berhormat Datin Seri Setia Dayang Dr Hajah Romaizah Binti Haji Mohd Salleh, Minister of Education. Three of the recipients have already joined the companies as professionals while the remainder will start in September 2022.

The BSJV scholarship scheme was first introduced 50 years ago, in 1972 and since then, more than 830 scholarships have been awarded. Through this scheme, young Bruneians have been able to pursue higher education locally and abroad, returning to be further developed as highly-skilled BSJV professionals and ready to contribute to the economy of Brunei.

Earlier this year BSP embarked on its BSP Bersatu journey, BSP's long-term strategy to continue Sustainably Powering Brunei. The biggest enabler for BSP to realise the BSP Bersatu strategy is the company's greatest asset - its people, or known as 'Orang Kitani'. BSP takes immense pride in its diverse and highly-skilled BSP professionals who demonstrate commercial acumen, technical expertise and pride in executing quality work to "future-proof" BSP.



Agnete Johnsgaard-Lewis delivering her opening remarks



Minister of Education presenting token of appreciation to a BSJV scholar



BSP AND SHELL INKS MOU FOR CCS FUTURE

As a step towards its commitment to explore solutions for Greenhouse Gas management, Brunei Shell Petroleum (BSP) has signed a Memorandum of Understanding (MoU) with Shell Eastern Petroleum (Shell) to explore the feasibility of carbon transport and storage options for Brunei Darussalam and Singapore.

This could potentially form part of a carbon capture and storage (CCS) hub in Southeast Asia. Under the MoU, both parties will evaluate the technical and commercial feasibility of carbon storage options in Brunei Darussalam and carbon transport solutions from Singapore.

The MoU will also enable cooperation between the two countries in developing relevant policies. This MoU complements efforts undertaken by the Government of Brunei Darussalam and Singapore to deepen cooperation in the areas of energy and green economy, such as CCS1 through another MoU signed in August this year.

“We are in a good position to leverage our existing relationships and track records in Brunei and Singapore to enable the development of a potential CCS hub in Southeast Asia,” said Agnete Johnsgaard-Lewis, the Managing Director of BSP.

“CCS will help reduce CO2 emissions from our own operations, as we transform our manufacturing footprint here into Shell Energy and Chemicals Park Singapore.” Aw Kah Peng, the Chairman of Shell Companies in Singapore, said, “It also offers a way to reduce emissions from hard-to-decarbonise industries, such as those found on Jurong Island. This will help Singapore cut its carbon footprint as we transition to a lower carbon economy.”

Shell’s target is to become a net-zero emissions energy business by 2050 and its ambition is to have access to at least 25 million tonnes a year of CCS capacity by 2035. BSP is committed to supporting Brunei to achieve its net-zero ambition.



01

Turn off the lights when not in use



02

Shut-down appliances that are on standby mode



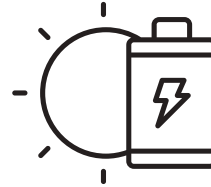
03

Switch to energy-efficient appliances



04

Pull the plug on unused appliances



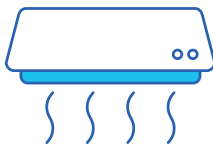
05

Use solar-powered devices

SAVE ENERGY TODAY TO ENERGISE TOMORROW

10
STEPS

To help reduce energy use in our everyday life



06

Operate air-conditioner between 23°C - 25°C



07

Wash at cold temperature



08

Carpool whenever possible



09

Maintain speed within the speed limit



10

Choose walking or cycling to your destinations



CONTINUING BSP SAFETY JOURNEY THROUGH SAFETY DAYS

Safety is and has always been BSP's number 1 priority.

It is a continuous learning journey, requiring the commitment of each and every individual in the company. Safety Day is a day where BSP, as an organisation, take the time to step back, reflect and have engaging conversations on our safety journey.

This year proves to be a special occasion as we celebrate Safety Day in two parts.



BSP Managing Director delivering the welcoming remarks



Head of HSE, Osmera Othman, engaging the crowd at the Atrium event

Part 1: Starting Work is Not the First Step

Despite the majority of workforce still working remotely in May considering the COVID-19 situation, the spirit for Safety Day still soars strong. To kick-off the conversations, a hybrid townhall was held, which encompasses both virtual and face-to-face engagements.

“Starting Work is Not the First Step”, the theme for Safety Day Part 1, leverages off the learner’s mindset which recognises learning from past experiences and mistakes. In safety, this means understanding where our workplace risks are based on what we have learned, thus creating a safe working environment – even before work has begun.

A safe working environment allows not just ourselves but everyone to concentrate on the work at hand. Only when we have recognised where the risks are and addressed its hazards, can we truly safely begin work at our office or sites.

Much like our BSP Bersatu strategy, the theme also reminds us that safety is a collective effort. We are only as strong as our weakest link and we need to make sure that our safety processes cannot be exploited. Being collective also means collaborating to ensure each other’s safety.

The townhall also reminded everyone that the work we do can directly impact the safety of others, even in remote

locations. This shows how connected we are in our safety journey - every person in every asset making every decision – everyone plays a part in keeping each and every one of us safe.

Part 2: Implementation of the 10 BSP Life Saving Rules

Safety Day Part 2 was celebrated in August, with the implementation of the new BSP Life-Saving Rules (LSR).

This change reflects the latest safety industry standard to improve how we address potential life-altering events. This new shift will also enable us to be more accountable in our actions and provide a more comprehensive guide in our ways of working and ultimately lead to simplification as we work with different business partners.

At the same time, the new BSP LSR also places the accountability on ourselves to be responsible for our own actions, as well as remind us on what we can do and how we impact safety on the front line.

While it's obvious what the rules are referring to, it also acts as a guide for our ways of working as an important element of our safety culture. While the new 10 BSP Life-Saving Rules were introduced at last year's Safety Day, the time between

launch and implementation allowed for the smooth implementation and adoption of new systems and processes in the many various work sites across BSP and its business partners.

Verification and Training: Going Digital

As a follow up to the implementation of the new BSP LSR, a mandatory 30-minute online training course has been launched for all BSP staff and business partners. The training also refreshes its participants on the next actions when they see anyone break a Life Saving Rule: by intervening and to report it. Apart from keeping records, reporting will also help us understand why the rules were broken in the first place.

Post Safety Day: The Conversation Never Stops

To make sure that we continue the conversation on safety, about 90 Safety Day Ambassadors were appointed to facilitate mini-safety day events for both parts of the BSP Safety Day with their respective teams, business lines and assets. This cascading effect is aimed to further strengthen the understanding around the subject matter. The ambassadors supported their leaders in the delivery of the safety day message to their teams so that we all can go home safely, every day.



BSP Leadership Team finds out more about new LSR on driving safety



BSP staff and business partners had interactive learning experience at the H2S booth



Live video streaming of the kick-off was also broadcasted at the Atrium, BSP Head Office



**Obtain authorisation
before overriding or
disabling safety-controls**



**Obtain authorisation before
entering a confined space**



**Keep yourself and others
out of the line of fire**



**Follow safe
driving rules**



**Verify isolation and zero
energy before work begins**



**Work with a valid
permit when required**



**Plan lifting operations
and control the area**



**Control flammables
and ignition sources**



**No alcohol or drugs
while working**



**Protect yourself
against a fall when
working at height**

**GET TO
KNOW BSP'S
REFRESHED
LIFE-SAVING
RULES!**



برونى
BRUNEI



SLOW DOWN

IN WET WEATHER & KEEP TO THE SPEED LIMIT



CARING FOR THE COMMUNITY: BSP HOSTS COMMUNITY TOWNHALL

In the heart of its operations, social performance continues to be one of BSP's core beliefs. Social performance means building strong relationships with people, understanding the communities' concerns and managing the impacts of our everyday operations.

This is part of BSP's commitment to being a responsible organisation while delivering its goals to continue Sustainably Powering Brunei.

One way of building this relationship is through consistent communications and engagement. The Social Performance and Non-Technical Risks team in BSP ensure this happens between the business and the community.

This year, BSP was honoured to host more than sixty community leaders, government officials as well as non-government organisations at its quarterly community townhalls. On December 6, the final townhall took place at the Seria Energy Lab (SEL).

The half-day event began with a breakfast networking session between BSP and the community leaders. Soon after, presentations took place delivered by colleagues from Panaga Health as well as LiveWIRE Brunei – two organisations that had opened their doors to members of the public.

Dialogue sessions during the engagement provided valuable opportunities for all parties to raise their concerns on any BSP activity.

"Alhamdulillah, it has been four years since I have been in my role and since then, I have never had difficulties in expressing our concerns related to any BSP activities in our hometown," expressed Acting Village Head of Kg. Sungai Teraban, Zaini bin Hj Kaderi.

Reflecting on the same notion, Miss Gloria Lau, Drainage Engineer from Jabatan Kerja Raya (JKR), shared that the community townhall is a great initiative from BSP.



BSP Corporate Manager, Hj Mohd Jaafar bin Hj Awang Bakar, delivering the welcoming remarks

"It helps us know more about upcoming BSP activities and how it would impact our society. Our relationship goes a long way back – I have been here for five years now, and the relationship was already in place before my time."

The community townhall is just one of the many initiatives made by the company to keep a close tie with the community. Recognising the need to involve external stakeholders to ensure smooth project execution, social performance also means engaging residents at their homes, making sure the business are aware of the social impact projects bring to communities as well making sure BSP remains to be the sustainable and responsible company it is today.

"Building and maintaining relationships with our fenceline communities is part and parcel of being good neighbours. BSP has forged enduring partnerships with our communities for more than nine decades – we will continue building on this for many years to come," shared Social Performance and Non-Technical Risks Lead, Suffian Zainal.



LiveWIRE representative, Bobby Hassan, presenting on business opportunities



Dialogue session between community members and presenters



Community leaders enjoying the marine life exhibition at SEL



Paramedics from Emergency Responders testing out SEL helicopter simulation



BSP BERSATU ROADSHOW: TOGETHER TOWARDS THE NEXT JOURNEY

Early in the year, BSP was proud to launch its refreshed strategy: BSP Bersatu. In light of a changing external and global landscape, the strategy aims to ensure the organisation achieves long-term profitability and longevity to continue and operate as the Premier Energy employer in Brunei for the next decade and beyond. The strategy also instil the 'Pride in BSP' workforce to deliver beyond Oil and Gas production, but also to drive purposeful delivery in a future-proof organisation.

Recognising the integral role of an engaged organisation, the BSP Bersatu Roadshow was kicked-off on Monday, October 3, 2022 at the BSP Head Office. The week-long programme featured topics that encompassed across the business – the upstream Oil and Gas value chain from Exploration to Decommissioning and Restoration, including supporting functions to ensure that BSP continues to produce Oil and Gas safely, reliably and responsibly.

In these sessions, attendees were enabled to have face-to-face dialogues with fellow staff, leaders and subject matter experts to understand how we all play a role in contributing to BSP as the backbone of Brunei's economy, and how each part of the business in the integrated value chain can collaborate effectively to pay for a brighter and more sustainable tomorrow.

In her welcoming remarks, BSP Managing Director, Agnete Johnsgaard-Lewis shared "Today, we take a step back to understand what we need to do to ensure that we are ready for the journey that lies ahead because the world has changed, and we have to learn to adapt and be agile, deliver today while building the foundation for tomorrow."



BSP Managing Director delivering the welcoming remarks



BSP Leadership team at the dialogue session with staff

The launching event included a performance check-in with the organisation as well as several dialogue sessions between staff and the BSP Leadership Team (BSPLT) on how we can deliver our ambitions in an integrated and efficient manner.

BRINGING THE OUTSIDE IN

Today, Brunei Shell Petroleum remains to be the backbone of Brunei’s economy and the key contributor to the nation’s oil and gas revenue and export earnings. Sustaining this contribution is more important than ever in a world that is increasingly reliant on stable sources of energy.

To further raise awareness and alignment with Wawasan 2035, BSP hosted a session with guest speakers from Wawasan Brunei 2035 Office, Manpower, Planning and Employment Council (MPEC) Secretariat and Brunei Climate Change Secretariat (BCC).

“We have built a portfolio that has contributed to Brunei’s 2035 ambition through local employment, development of local capabilities and driving environmental initiatives. Let’s take today as an opportunity to reflect on what we have contributed, and how we can partner to foster a more prosperous relationship with our government counterparts to pave progress for Brunei Darussalam,” Agnete further shared at the interactive panel session.

As the organisation looks ahead to a future that brings in digitalisation, energy transition and human capital development, BSP will stay true to its purpose and commitments towards cleaner energy where sustainability and our decarbonisation journey will continue to evolve so we can play a leading role in the future of energy.



187 EMPLOYEES FETED FOR LONG SERVICE



BSJV Directors and the Guest of Honour with recipients of the 40 years long service recipients

With close to 5,700 years of service contribution to BSJV companies, an equivalent of approximately 12 million man-hours worth of knowledge and experience, 187 BSJV employees were celebrated on September 18, 2022 at the The Rizqun International Hotel.

Present at the event as the Guest of Honour was Yang Berhormat Pehin Datu Lailaraja Major General (R) Dato Paduka Seri Haji Awang Halbi Bin Haji Mohd Yussof, Minister at The Prime Minister's Office.

Also in attendance at the occasion were Yang Mulia Awang Haji Azhar Bin Haji Yahya, Permanent Secretary (Energy), Department of Energy at the Prime Minister's Office, Yang Mulia Mohammad Nizam bin Haji Ismi, Acting Deputy Permanent Secretary (Energy), Department of Energy at the Prime Minister's Office, members of the Brunei Shell Joint Venture Companies Board of Directors and members of the leadership teams from the respective BSJV Companies.

"It is a great honour to host this auspicious event to celebrate the 187 long-service recipients who have shown true loyalty and dedication to the companies they work for," said Agnete Johnsgaard-Lewis, Country Chair of Shell Companies in Brunei and Managing Director of Brunei Shell Petroleum. "In BSJV, our people are our most valuable asset. I am immensely proud of the diverse and highly-skilled professionals that we have today and over the years, who demonstrate commercial acumen, technical expertise and pride in executing quality work to "future-proof" the BSJV companies."



35 Years long service recipients



30 years long service recipients

"I am personally proud of the resilience I have seen from our colleagues and business partners in BSJV, especially in overcoming the challenges faced during the COVID-19 outbreak. Many of you were amongst the energy frontliners who have had to make difficult compromises and be away from your families for long periods of time. I'd like to thank you for your selfless service and hard work to continue powering the nation," Agnete further shared.

Speaking on behalf of the recipients at the annual event was Haji Jasmein Haji Mohd Said, 52, who shared his extraordinary journey and experience of over 30 years and how he has seen the BSJV Companies grow. Starting in Brunei LNG as an Operator Technician back in 1991, his hard work and dedication has rewarded him with a great career path in Production and Operations, and he is currently the Head of Operational Safety under Health, Safety, Security and Environment for Brunei LNG.

"Challenges will always be there but it's how you handle them that makes a difference. My advice to my fellow colleagues has always been to not be too caught up with these challenges but rather to focus on how to solve them instead," said Haji Jasmein as part of his speech.

He urged BSJV employees to continue performing their Amanah in accordance with the demands of the country adopting values of ethics, wisdom, honesty and integrity.

The event concluded with the presentation of the long-service awards to the recipients.



25 years long service recipients



A STORY OF LEARNER'S MINDSET: FROM RIGS TO REGIONAL

With her jovial demeanour and penchant for vivid colours, Liyana Matdanan carries with her an energy as bright as the sun. Despite having been in BSP for more than a decade, her passion for her craftsmanship has never wavered.

Liyana is currently undergoing her Short Term International Assignment (STIA) as Integrated Gas (IG) Wells HSSE Advisor in the IG Home Team based in Kuala Lumpur. Integrated Gas scope pans over Wells operations in Qatar, Sakhalin, China, Australia, Malaysia and Brunei. Prior to this STIA, Liyana held the position of Senior HSSE Advisor (Drilling Rigs) & the Rig HSSE Commissioning Lead for BSP Technical Wells.

Liyana trails behind her an interesting background. Unlike most of her colleagues, Liyana does not hold an engineering degree, but rather, a B.A in Geography (Major) and English Language Studies (Minor). However, that has not hindered her career path in Wells.

Liyana entered BSP after being successful in a walk-in interview apprenticeship scheme. It was not long after that, Liyana was enrolled as an apprentice in TSW (Previously known as Technical Services for Wells). Given the choice of working in the field of Certified Welding Inspector (CWI) or Rigs, Liyana chose the latter – and so began her decade-long relationship with Drilling Rigs.

Other than pulling the feat as the once longestrunning HSE

apprentice (two and half years), upon her formal graduation into BSP's workforce, Liyana also holds the achievement of being BSP's first female Wells HSSE advisor.

"At the start of my career, I was already pushed out of my comfort zone. As I was going into a new territory, I made sure to do my own personal homework including learning the engineering jargons. I was blessed to have supportive senior colleagues who mentored and tutored me throughout the way," Liyana shared.

The support system in her workplace enabled Liyana to progress into the Shell Graduate Programme in BSP after her apprenticeship. It became a learning experience of moving from one role to another. From a grad to a commissioning lead – soon enough, Liyana wanted to learn more.



Liyana as an apprentice at TSW department

"I see STIA as an opportunity to know more about HSSE and Wells beyond BSP's perspective. Shell is a massive ecosystem and I want to learn how other Operating Unit (OU) are tackling the same shared issues."

FROM ADOPTER TO CREATOR

As an organisation that is tied to Shell group, it is common for BSP to adopt best practices, standards as well as regulations from the Group. However, oftentimes, OUs are at the receiving end of a finished product. As such, Liyana has the opportunity to be part of the creation process for an upcoming safety manual.

"As the adopters, it can be difficult for us to integrate or comprehend how rules and regulations come to us the way they do. For instance, at the scrum level & being the project manager for Wells Assist and Assure online training programme, has given me first-hand experience from the creation until execution process."

Liyana further added that communication among the IG team dynamics was also an interesting experience especially due to different time zones & COVID restrictions. While she crossed the border to be closer to the KL office, work interaction between the Integrated Gas scope was still predominantly virtual.

"This STIA experience has been more than just a professional development endeavour. You become tenacious to learn and adapt accordingly to different situations. Acclimatising not only to a new work environment, but also adapting to buying groceries only for one instead for the whole family!" Liyana joked, referring to being used to buying groceries for her family's household back home.

LEARNING: A CONTINUOUS PROCESS

Nearing the sixth month of her assignment, Liyana is just getting started. She plans to further stretch the border around her comfort zone, especially in looking into HSSE requirements in contracts and competencies.

Liyana added that she also wants to gain more experience in verifications.



Liyana with colleagues at an offshore rig



"For me, knowing where we are right now also involves benchmarking against recognised standards. It's important for us to check-in with other functions to know where we are in our performance, and how we can strive to be better than just the current best. I believe that just because things have been working well, there is always room to make it better – a leaner process, more efficient & working smart rather than working hard."

Working amongst the regional Wells General Managers and under IG Wells Vice President's leadership, Liyana is not short of resources to learn from the industry's best.

When asked about the next step in her career, Liyana further proved the learner mindset she always dons.

"For now, I am making the most of my international assignment experience. We talk a lot about "bringing the learnings of the outside world into BSP and vice-versa. I would very much like to achieve that by also sharing the tremendous dynamic work BSP has been doing (the complexity of our operations and manhours, the skills of our OrangKitani etc) to Global Shell. Similarly, secondment opportunities in the future will be ideal."

Considering her illustrious professional journey, we have no doubt that Liyana will be paving a vibrant career path in her future.



Connecting with Wells colleagues at Shell KL

DAY IN THE LIFE OF OFFSHORE WELLS ENGINEER

1



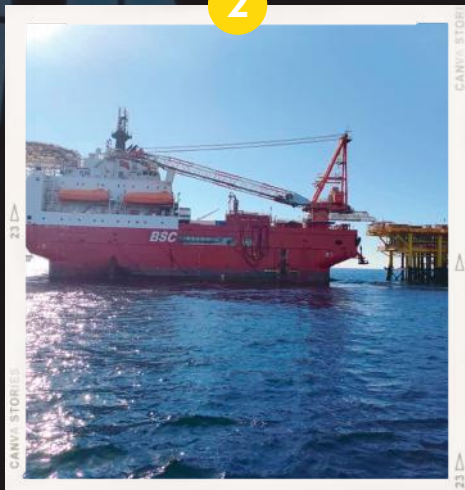
Ever wondered how BSP prolongs the life of its hydrocarbon wells?

Meet Muhammad Fitri Ali, one of the Wells Engineers in BSP currently working on Belait CSS-2 Vessel. He is part of the Technical Wells community handling well intervention operations.

Every two weeks, Fitri and many other personnel head out to sea to work on different vessels. They supervise well intervention operations that can optimise oil and gas production, keeping them at safe and satisfactory levels. This consequently extends the life of our wells.

As a BSP representative, Fitri's responsibility include upholding the Life-Saving Rules and ensuring that they are adhered to at work locations.

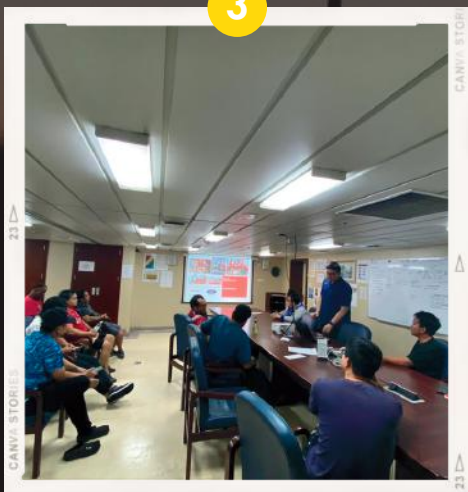
2



Fitri's work day usually begins with a team huddle. On the Belait CSS-2, morning starts with the pre-tour and shift handover meeting. During this gathering, the "General Plan" for the day is shared with all incoming shift crew.

This alignment meeting makes sure that everyone understands the job scope for the day, making sure safety is a priority.

3



On site, prior to the start of operation, Toolbox Talk will take place. A Toolbox Talk is an informal group discussion that focuses on safety, highlighting hazards and mitigations related to the job.

Everyone involved with the job for the day is required to be present and engaged. This is also the session when the job scope, plan and objectives are discussed.

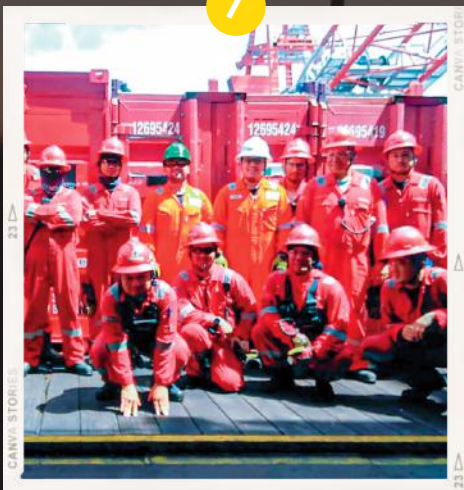
5



Sometimes, the distance away from families and friends can be hard. This is when Fitri takes comfort in the presence of his offshore family.

To ensure their home away at sea stays healthy and pleasant, they will take the chance to have a get-together events. This could be as simple as having a barbeque session, where they can enjoy good food and good company.

7



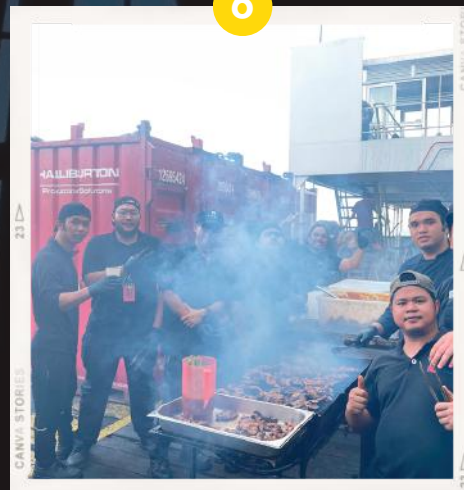
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It is the role of the BSP representative to supervise on site and work cooperatively with management to develop operational plans.

Effective supervision means that all site leaders, operators and contractors are reinforcing a consistent approach in completing a job. It is critical that all work are executed in a timely and safe manner.

6



Working offshore can come with many challenges such as mental health, seasickness or poor internet connection – while being away from families and loved ones.

"But despite the challenges, I am proud that I get to play a part alongside the team in contributing to our country. I know what it means for us to keep energy flowing for the country - what we do out here enable that."

#BSPBERSATU
SUSTAINABLY POWERING BRUNEI
AWARDS



The BSP Bersatu Awards recognition programme seeks to recognise individuals and teams who have shown exceptional contributions to the three themes under the BSP Bersatu strategy: Build & Sustain, Simplify & Integrate, and Pride in BSP.

This high-profile programme recognises employees who have demonstrated outstanding accountability, focus and collaboration in their work to deliver positive impacts to the company.

Encompassing all this, safety remains our number one priority. To recognise individuals who are consistently committed to safety not only in carrying out their daily deliverables, but embody safety in their hearts and minds, the Safety Champion was introduced in Q3 2022 under the Pride in BSP banner.

Every month, up to three teams (one team per strategic theme) and one individual (Safety Champion) will be awarded in each nomination round.



PRIDE IN BSP - HONORARY RECIPIENT

For his expertise and work in executing his role as BSP's Chief Medical Officer during the COVID-19 pandemic in Brunei

Dr. Fakhri Junaidi

MAY BUILD & SUSTAIN

New Insights: Optimising a Post-FID Well through Subsurface Integration

The team took ownership of designing the trajectory from a new slot which led to a safe optimisation on production. The re-designed well was shorter, with lower inclination and avoided a potential reservoir fault.



MAY SIMPLIFY & INTEGRATE

Reduced Abandonment Front-End Maturation Times by 50%
Early risk and opportunity identification ensured that value-based items of a project were given full attention throughout the design life. Integrating functional specs document process has reduced maturation time from 13 months to below six months. A further reduction of four months was achieved after further enhancements in the Competitive Scoping methodology.

MAY PRIDE IN BSP

Fostering a Learner Mindset through the BSJV Value Academy

The team successfully launched the BSJV Value Academy and rolled out the "Advance Approach to Commercial Value Delivery" program to colleagues across BSJV and BGC, building a pan-organisations understanding of the Value Chain in Brunei.



JUNE BUILD & SUSTAIN

CPVJ-10 Production Continuation during Remote Vent Repair

The team managed to avert 30-day production deferment by avoiding a total shutdown of platform. This is achieved by introducing a new creative and safe method of statement for the vent repair works at CPVJ-10 platform.

JUNE SIMPLIFY & INTEGRATE

Simplification of Lab Testing Scope through Maximising In-Country Services

By insourcing lab testing within Brunei, the team has generated tangible cost savings through optimisation of core sample testing process. Through a local vendor's lab, a total of 21 core samples were tested using three test matrix with a combined homogenized sample.



JUNE PRIDE IN BSP

HR Curriculum: Capability Kitani for HR (#CK4HR)

As part of BSP's Future-Proofing journey, the Human Resource (HR) launched a webpage on Human Resource Competency Framework, creating access and enabling staff to address HR Capability Building.

JULY BUILD & SUSTAIN

A Successful "Make Well Safe" Campaign of High H2S Producing CP15 Well

Due to very significant HSSE & value exposure, the team commenced several initiatives to manage H2S production risks. After consulting relevant Technical Authorities, they managed to prevent fluid flow with high levels of H2S, consequently enabling safe well intervention.



JULY SIMPLIFY & INTEGRATE

Capital Efficiency in the PRP 10 Onshore PID1779 Replacement Project

The team has achieved 80% reduction from like-for-like option by simplifying a facility and rationalising pipeline. This enabled OPEX efficiency especially in areas of operations and maintenance.



JULY PRIDE IN BSP

SAV Approved Training Organisation

BSP has received certification from United Kingdom Civil Aviation Authority (CAA) to be an Approved Training Organisation for Part-FCL training courses. This certification enables BSP to train its pilots, saving time and achieving OPEX efficiency.

AUGUST BUILD & SUSTAIN

Beat the Target! 3.5 kboe/d from EG15L and OP11 Successes

The team managed to safely bring both EG15L and OP11 wells online. EG15L well was brought back online ahead of plan at double the production rate while OP11 well was brought back online as per timeline with the production rate higher than plan.



AUGUST SIMPLIFY & INTEGRATE

Jack-Up Rig portfolio evolution to sustain BSP Production delivery

The team managed to drive efficiency in the tendering process for the Jack-up rig portfolio through process simplification and focused resource allocation. Both Tier 1 International rig contractors were awarded with a strong track record of safety and operational performance.

AUGUST PRIDE IN BSP

Afiq Abdul Khairi Izad was recognised as the first Safety Champion for his outstanding performance as the Red Zone Warden during the S-941 Hydraulic Workover campaign. Afiq was completely focused on identifying personnel who are new to site and engaging them in a safety conversation about the ongoing hazards, the areas of site to avoid, the PPE required, and any drills planned.



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