Beyond the 99 August 199 August 1

National Energy completed several marquee socio-economic projects over the years including design and construction of a 1,000-unit high density housing project in the 1980s. The construction project was implemented through National Project Development Services Limited (NPDSL) headed by Mr. Prakash R. Saith, who would go on to be President of National Energy from 1999 until his early retirement in 2009. Housing units were built at Embarcadere, San Fernando and Charford Courts on Oxford and Charlotte Streets, Port of Spain. In the 1990s, National Energy also completed construction of Rivulet Road, Point Lisas and the Brian Lara Promenade urban renewal project in Port of Spain.







Partnering with communities for oil spills response







SPORTS

Students can't contain their excitement to be trained by Track & Field World Champion and multi-Olympic medalist, Ato Boldon



Investing in the next generation of national footballers; primary school students learn football skills





National Energy hosts La Brea Zonal Primary School Games, a crucial competition on the path to national qualification













Interns of National Energy's Vacation Employment Programme visit the Port of Galeota







Students learn about the world of work at Youth Forums hosted in National Energy's fenceline communities









CULTURE

Primary and Secondary school students make sweet music at the Southeast Schools Steelpan Festival





Pan in the Village features the national instrument as part of Trinidad and Tobago's 50th Anniversary of Independence





AL -Johns

All aspects of culture on display in the La Brea Got Talent competition

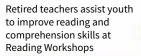




Excited about reading, these pupils started using their new library at Guayaguayare



School supplies are distributed annually to graduating SEA pupils









Youngsters learn about hardware and software at Computer Camp

Education





FAVEL**HOLLOWAY**

When did you start working at National Energy, in what position and what do you do now?

I started working at National Energy in April 2004 as an Administrative Assistant II in the Legal Department as it was called then. Over the years I was afforded numerous acting opportunities within the company and at LABIDCO. I was subsequently promoted to the position of Contracts Administration Assistant in 2014. In June 2018 the position was officially renamed as Tenders/Contracts Officer, which I still currently hold. What was your greatest achievement during your time at the company?

Apart from my promotions, being one of the first recipients of the "Bronze Star Award", which was bestowed on an employee for his/her stellar work performance. Most recently, being the Team Lead – Contracts Administration that was responsible for the successful development and implementation of SAP Ariba for the NGC Group of Companies. What do you love most about your job?

My duties and responsibilities allow me to interact with all the departments of the company, which provides a vast array of knowledge and insight into the operations of the company; of how each fraction works in tangent with the other.



MARCIAINKIM

When did you start working at National Energy and in what position and what do you do now? I started as Assistant Manager, Projects - Business and Technical Support in 2014. Now, I am

Assistant Manager, Infrastructure Planning & Development within the Investment Facilitation Department. What was your favourite company event?

The opening of the Port of Galeota in 2014 was a proud moment for National Energy, as it signified a milestone in the execution of the mandate to develop infrastructure to support the energy sector thereby creating opportunities for growing locally and regionally.

Who in your recollection, is the most memorable past employee?

Marleen Lord-Lewis, former VP Operations and later VP Business and Infrastructure Development. She headed a formidable group of departments that ensured the growth and development of the company's assets.



STUARTLEWIS

When did you start working at National Energy, in what position and what do you do now?

I started as a summer intern in June - August 2014. After that, I was fortunate to get into the Business Upstream Development (BUD) programme in January 2015 which was a two-year programme. Following the BUD programme, I was kept on in the position of Facilities & Fleet Services Assistant. I have since been confirmed in the position of Property/Fleet Management Assistant in the Procurement & Administration Department.

What was your biggest achievement during your time at the company?

One of my biggest achievements while at National Energy would be winning the NGC Spirit Award for best trainee.

What was your favourite company event?

My favourite company events include the Opening of the Port of Galeota & Fish Broth Competition at Guayaguayare.

What do you love most about your job?

Best part of my job would have to be interacting with both internal and external stakeholders of the company. I enjoy networking with individuals across the group to strengthen work relationships and build lifelong friendships.



ARIBECA**CAZAUBON**

When did you start working at National Energy and in what position and what do you do now?

I started working at National Energy in November 2011 as a Team Leader, Business Development, a title which was renamed Business Venture Manager in 2018. The position is an exciting but challenging one, as it involves careful execution of the company's core mandate - the conceptualisation, promotion, development and facilitation of new energy-based and downstream industries in Trinidad and Tobago. In a nutshell, the role entails attracting investors to Trinidad & Tobago's energy sector, assessment of project feasibilities and supporting new investors during the development of their approved projects. The challenge and perhaps most rewarding aspect of the job is the ability to still advance projects in a volatile environment that is characteristic of the energy sector.

What would you like National Energy to look like in 10 years?

In 10 years, Trinidad and Tobago's economy will continue to transition from a fossil fuels-based economy to having development based on a green economy. I would therefore like to see National Energy evolve to be a leader in this transition, reflected in not only the types of industries that it attracts to Trinidad & Tobago, but also the way it operates internally. The company's demonstration of energy efficient best practices will motivate others in the sector and create a movement that balances economic growth with attaining national environmental goals. We are well-positioned to drive this change and positively impact the landscape of Trinidad and Tobago.

MIKHAIL**GANGADEEN**

When did you start working at National Energy, in what position and what do you do now? I started at National Energy as a summer student in 2007 and 2008 and I was employed as a full-time employee in 2012 as a Document Clerk.

What was your favourite company event?

Christmas dinner was my favourite event as the one time for the year we got together in solidarity with NGC and got an opportunity to feel cherished by the company.

What would you like National Energy to look like in 10 years? Growth in sustainable energy development is what I would like to see from National Energy in the future. Who in your recollection, is the most memorable past employee?

Eve Oliviere is my most memorable employee, as she is one of the kindest persons I have ever met.





ALICIALEE KIN

When did you start working at National Energy, in what position and what do you do now?

I started working at National Energy on 18th October 2010 as an ISM Co-ordinator. The job provided HSE support to the company's vessels and ensured we were in compliance with various bodies for vessel operations at Pt Lisas. Presently, I'm a Shore-base Operations Technician at the Port of Galeota. It entails managing port operations such as vessel berthing, shorebase operations, port maintenance and liaising with clients on a daily basis. What would you like National Energy to look like in 10 years?

I would like to see National Energy establish fully developed ports that provide services to both energy and commercial sectors. These ports should leave a lasting impression on people entering Trinidad and Tobago for the first time. It will set the tone as to what to expect from Trinidad and Tobago.

DON**CUMMINGS**

Who in your recollection, is the most memorable past employee? Undoubtedly, Mr. Vijay Lal and Mr. John Jones; both were so accommodating in supplying information and advice with my projects.

What do you love most about your job?

I really love the experience and the variety of civil engineering projects I have been exposed to here – coastal and marine, roads, buildings, drainage, utilities, industrial infrastructure, etc.







TAMARAGILDHARRY-GURDATH

What has been your favourite project in which you were involved?

It's difficult to select one but the solar house in collaboration with MEEI and UTT has always stood out to me. It was the first completely solar powered house in the country. It was amazing to see the project develop from conceptualisation to actually being able to walk into the house complete with running hot water. It was definitely a wonderful learning opportunity.

What has been your biggest achievement during your time at the company so far?

I was one of the first recipients of the NGC Post Graduate Scholarship in 2013 and the only one from National Energy in that year. This allowed me to obtain an international Master's Degree which is specifically inline with the needs of the company. Upon completion, I was given the opportunity to work throughout the company. This allowed me to better understand National Energy's mandate and how we as a company fit into the energy landscape.



What is your wish for the company?

Has it really been 15 years since I started here at NEC, now known as National Energy? I guess time really flies when you're having fun. My wish for National Energy is for continued success in the pursuit of the development of Trinidad and Tobago. Happy 40th Anniversary and congratulations to National Energy on achieving this significant milestone.

What do you love most about your job?

I love my job because I genuinely care about people and about my professional growth. There is a genuine spirit of co-operation and shared goals which revolves around helping and doing the best that I can do, to ensure the desired results are achieved for National Energy and my fellow colleagues.





KEVINPAUL

When did you start working at National Energy, in what position and what do you do now?

My first stint at National Energy was in 2010 as an intern within the Business Development Department. In 2012, I returned to the organisation as a Graduate Trainee in the Health and Safety Department, transitioning into the role of EHSS Co-ordinator. Today, I hold the position of Health and Safety Officer. **Who in your recollection, is the most memorable past employee?**

In my opinion the most memorable past employee would have been Mr. Andrew Jupiter. His vision, foresight and knowledge of the industry is unparalleled. As President, Mr. Jupiter was an exemplary leader. Though consumed by the demands to achieve the organisation's objectives, he was able to meet the needs of his subordinates.



SONIA DASENT-REDHEAD

When did you start working at National Energy, in what position and what do you do now?

I was employed in 1983 as a Secretary in the Accounting Department. Today, I am employed in the position of Assistant Accountant in the Finance and Accounting Department.

What was your favourite company event?

My favourite company event was Family Day. I loved how it brought all families together to bond and have fun. **What would you like National Energy to look like in 10 years?**

I want National Energy to remain a viable entity making a contribution to the country

and likewise the of citizens of T&T. What do you love most about your job?

I love the fact that my job is challenging, demanding and rewarding and I get to work with terrific staff who pull together to exceed those expectations daily. Also, fostering a positive environment for the growth of the company. **If you could do anything differently, what would it be?**

I would not change anything because I have a great appreciation for the many experiences and the relationships formed during my time at National Energy, from the early 'NEC' days, to NGC and following the revitalisation of National Energy.

When you retire, what would you take away from your time at National Energy?

The importance of perseverance and diligence which are necessary for success and that there will always be challenges in life.

SHELDONSYLVESTER

What was your favourite company event?

My favourite company event is our Carnival celebration. It's a welcomed distraction from the demands of the job. It gives us a chance to unwind and interact with all employees in an informal way and have some fun.

What would you like National Energy to look like in 10 years?

While maintaining its core of business development and investment facilitation, I would like to see the company grow its revenue generation business with a firm regional and international presence.

What do you love most about your job?

I love the varied nature of my job and having the opportunity to make a meaningful contribution to the positive performance of the company.

TERRENCEBOODOOSINGH

When did you start working at National Energy, what position and what do you do now?

I started working in March 2004 as a Marine Co-ordinator. The company owned and operated four tugs out of Point Lisas at that time; National Energy was NEC then and located at NuIron warehouse. The staff complement was approximately 30 persons. Currently I am Team Lead, La Brea Operations.

What was your favourite company event?

Not necessarily an event, but the choir - it represented a time when employee engagement and camaraderie were stronger.

What would you like National Energy to look like in 10 years?

A company synonymous with sustainable development. Our *modus operandi* as a nation is to exploit and if we continue along this path there would be very little left for the future generations to inherit or build on. Being an energy company, we have the right platform to lead by example; our mission and policies should be directed towards conservation and renewables in a meaningful manner. Our declared/reported profitability should not only hinge on revenue/cost but should also measure our effort in sustainable development and preservation of our resources, as the cost of managing the impacts of our projects over time is measurable and should also be reported on. CSR initiatives should also include long-term developmental programmes within communities geared towards cultural transformation to align with the new mission.





THE FUTUREIS



IN THE PAST, **TRINIDAD AND TOBAGO ENJOYED AN ABUNDANT SUPPLY OF GAS** RESOURCES PROVIDING **MULTIPLE OPTIONS TO ATTRACT AND DEVELOP NEW GAS-BASED INDUSTRIES.**

For National Energy, those bountiful times yielded inter alia, the country's first methanol and urea plants, as well as facilitation of the development of additional petrochemical and metal plants throughout the 1980s. Now, within present constraints, it is more important than ever, that we actively seek to acquire the best value for our limited gas resources in order to further economic and social sustainability of the citizens of Trinidad and Tobago.

With this philosophy strongly in its grasp, National Energy is refocusing its efforts on developing industries suitable to the reality of the current environment. Moreover, the company has recognised the need to advance a more innovative approach to energy-based and downstream project development. This is necessary given the reality of limited and competing interests for State funding, as well as the need to quickly assess and respond to internal and external factors which affect the way we continue to do business.

Over the next five years, our plan is to focus on developing industries of the future that will have a

positive impact on National GDP, lend to the economic and intellectual development of Trinidad and Tobago, and be able to sustain the energy sector with or without the availability of gas. In this regard, we are intent on leveraging our natural strengths, inclusive of, but not limited to, qualified and experienced human capital, knowledge of and access to regional and international markets, and ease of doing business.

To this end, National Energy has been involved in several strategic initiatives with a drive towards long-term sustainability. Such initiatives include, a focus on renewable energy and energy efficiency with a thrust towards the development of a solar module assembly and manufacturing sector within Trinidad and Tobago, as well as establishing National Energy as a Super Energy Services Company (Super ESCO).

Consideration of Trinidad and Tobago as a possible location for the development of a solar manufacturing facility was initially proposed in 2006, and has evolved over the past 12 years. In early 2019, the project



was reconfigured with an approach towards development of a solar module assembly plant in the first instance, taking into consideration current market conditions. Given the burgeoning installation of solar energy technologies in the Caribbean territories, this venture is envisioned to provide the region with high quality, efficient solar panels to facilitate increased deployment of solar technology in the utility, commercial, industrial and residential sectors throughout CARICOM. With this effort, we believe the integration of renewables for power generation within the Caribbean can be realised in the not too distant future.

Consistent with local and regional renewable energy and energy efficiency goals, the Super ESCO initiative is intended to deepen National Energy's continued commitment to support the Government of the Republic of Trinidad and Tobago's (GORTT's) carbon reduction targets, by accelerating the roll-out of energy efficiency measures on a national scale. This will support the development of a new subsector within the clean energy space which promotes entrepreneurship among both young and experienced professionals. We believe that remaining relevant in the face of challenging economic times, is paramount to the continued success and development of our Nation. Consequently, in 2018 we set out to undertake a national effort for investment facilitation. This initiative lead to the launch of ttEngage, a collaborative approach towards improving investor experience, to facilitate business and infrastructure development within Trinidad and Tobago's downstream energy sector. This effort which is expected to be implemented in 2019, involves enhancing engagement of all State agencies critical in the project development process for downstream energy projects, streamlining the investor engagement process, and creating a single electronic platform of investment facilitation. ttEngage is viewed as an essential innovative instrument for navigating the global competition for investments and economic development.

Moreover, the goal of sustainability is neither an easy feat, nor one that can be accomplished alone. It involves a myriad of bodies working together, towards a common goal. In the words of Paul Polman, Chief Executive Officer at Unilever, "system-wide changes rely on a critical mass of interested parties, all willing to enter into deep partnerships and collaborations, founded on new levels of trust and a commitment to action, not debate". National Energy's approach for the future therefore encompasses the formulation of strong stakeholder relationships and partnerships, to take advantage of local, regional and global opportunities which will augur well for Trinidad and Tobago.

Furthermore, as the developer and owner of critical industry assets including industrial ports, estates and towage vessels, it would be remiss of me if I fail to acknowledge the role of our employees in the achievements of these and many other company successes. As stated by Steve Jobs, co-founder and Chief Executive Officer of Apple Inc, "great things in business are never done by one person. They're done by a team of people". No truer words have ever been spoken, as it is the combined team and the individual efforts of all our employees that have shaped the organisation that National Energy is today.

For the past four decades, our employees have unwaveringly given of their time, effort and intellect to bring projects to fruition, and ensure that National Energy remains relevant in this dynamic energy climate. Their commitment to company growth and national development has steered us well, and positioned us to successfully achieve our goals; the value of which cannot be understated. Therefore, as we embrace our new reality, it is crucial that forefront in our approach as a company, is the engagement of the employee body, and emphasis on the value of their contribution to the organisation, and more importantly our national development, if we are to achieve true sustainability.

Additionally, if we are to continue to remain relevant in the energy sector, technology will have to play a central role in how we do business. Recognising the importance of technology in the business landscape the world over, in 2018 a strategic approach to greater integration of technology in our business operations, was adopted across the NGC Group. SAP Ariba was introduced across the Group to allow for better management of our purchasing process, great control of spending, opportunity for new sources of savings, and the ability to build healthy supply chains for our business.

Not only is technology reshaping the way we conduct our day-to-day functions, but it is also anticipated that technology can help bridge cross-border gaps and enhance communication and business delivery from anywhere in the world. This is of great importance to National Energy, as we look to expand beyond the borders of Trinidad and Tobago, with the establishment of a regional office in Guyana during 2019, in the first instance.

Today, technology is enabling companies around the world to create business networks and platforms to drive innovation and growth, and level the playing field. As such, our ability to seamlessly link our operations across borders to take advantage of opportunities and provide a unified service to our customers is not only critical to our expansion into the South American region, but also to our goal of becoming a global industry player.

Therefore, while the future may seem uncertain given depressed global economic growth, neighbouring political risks, and challenging economic times, the battle for sustainability is not lost. Sustainability starts with a changing of our mind-set; thinking differently. Being innovative in our approach to energy sector development with or without gas, formulating strong partnerships, breaking down barriers to cross-border operations, and encouraging and valuing the contributions of our employees in all development efforts, are the factors that will shape our tomorrow, and guide us into a sustainable future. In the 1980s, National Energy produced the **Point Lisas Courant**, a newspaper that provided updates on the happenings at the burgeoning Point Lisas Industrial Estate. National Energy's internal newsletter was called **Nexus.**

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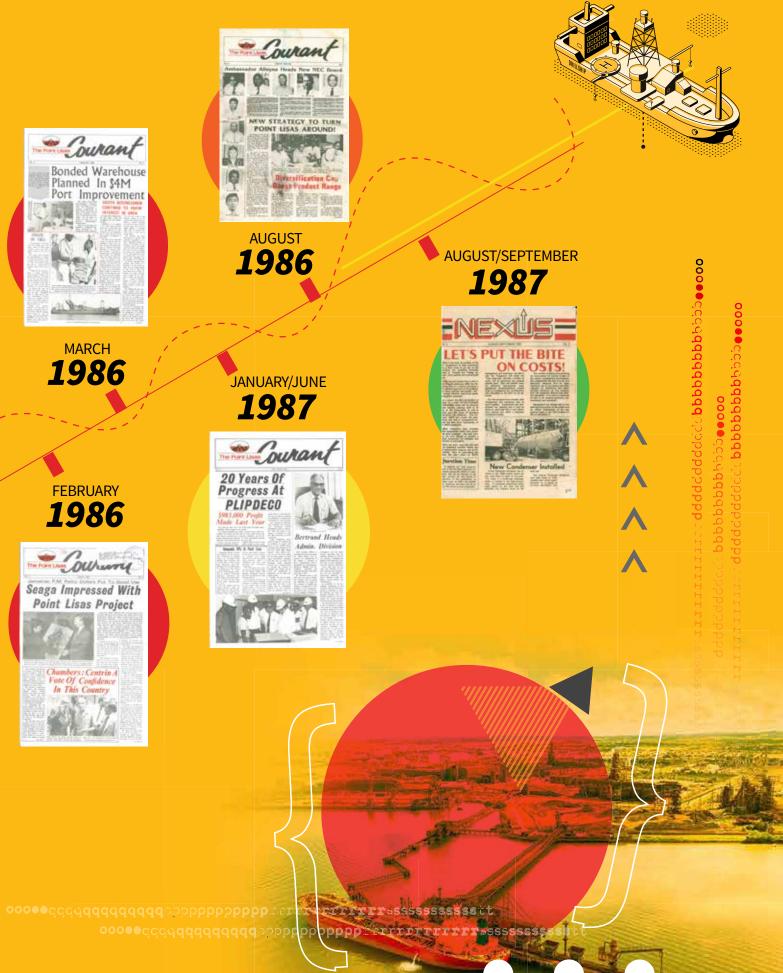
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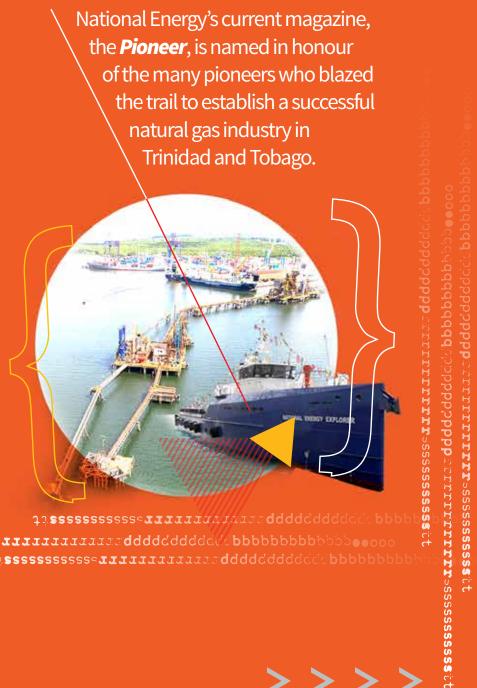
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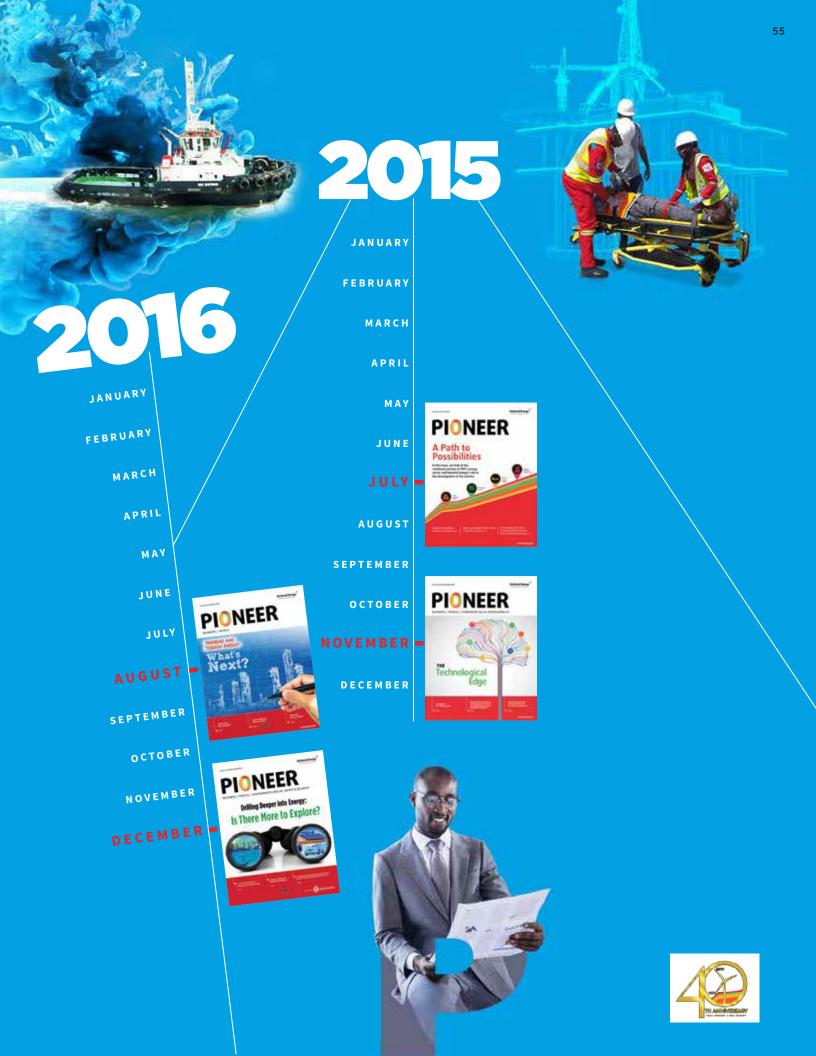
















Board of **Directors**

Conrad Enill Chairman

Kenneth Allum

Sean Balkissoon

Arnold De Four

Board of **Director** Sandra Fraser **Marcus Ganness** Wade Hamilton Dan Martineau



Executive Management Team



DR. VERNON PALTOO PRESIDENT



wendy seow { VICE PRESIDENT } COMMERCIAL



CAMILLE BLACKMAN { MANAGER } LEGAL AND CORPORATE SECRETARIAT SERVICES / COMPANY SECRETARY



SHELDON SYLVESTER { VICE PRESIDENT } FINANCE & ADMINISTRATION



CAMILLA ARJOONSINGH { MANAGER } HEALTH SAFET



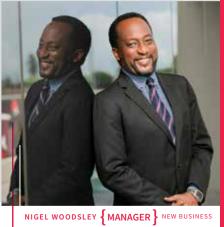
Management Team



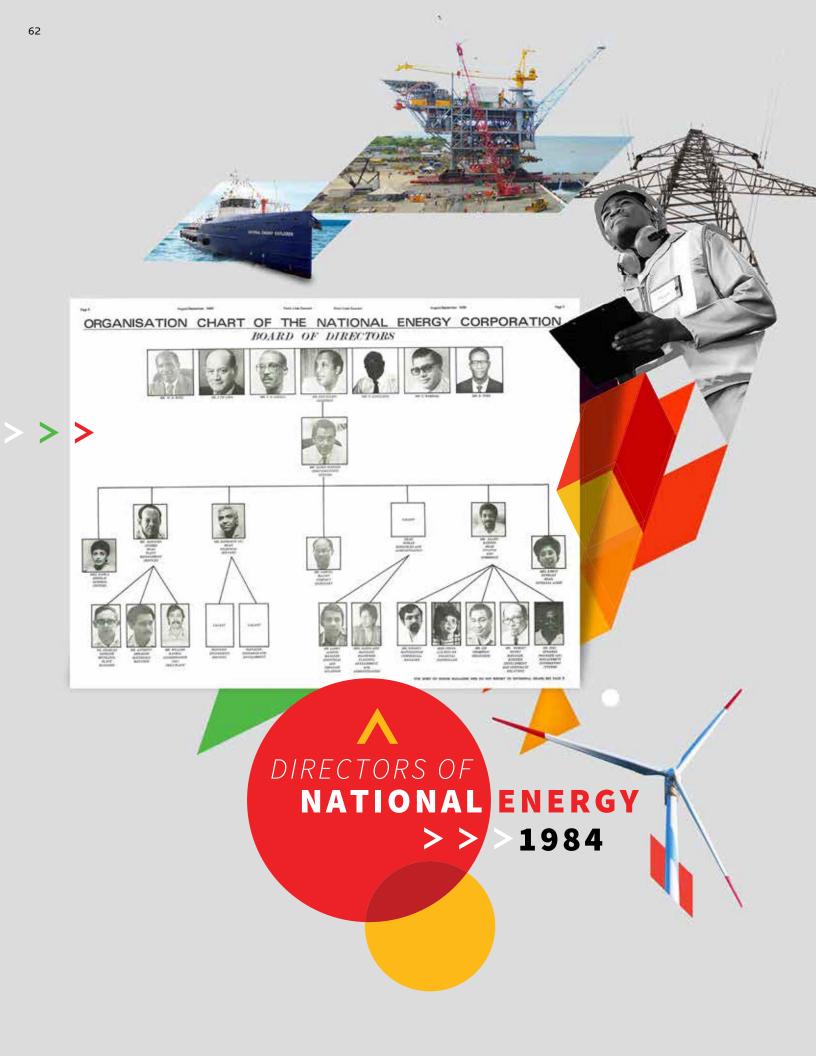
MICHELLE SCIPIO-HOSANG ASSETS



GREGORY SEALY { MANAGER } HUMAN RESOURCE & CORPORATE COMMUNICATION







Directors of National Energy

DATE OF INCORPORATION 7TH SEPTEMBER 1979

1979-2019

BOARD OF DIRECTORS	POSITION	APPOINTMENT	CEASED TO HOLD OFFICE
Prof. Kenneth S. Julien	Chairman	17/09/1979	20/03/1987
Mr. Bernard V. Primus	Vice Chairman	17/09/1979	30/10/1980
Mr. Richard A. Toby	Director	17/09/1979	20/03/1987
Mr. Wilfred Andrew-Rose	Director	17/09/1979	20/03/1987
Mr. Roderick A. Thomas	Director	17/09/1979	20/03/1987
Mr. Ganace Ramdial	Director	17/09/1979	20/03/1987
Mr. Thomas Alexander Gatcliffe	Director	17/09/1979	30/10/1980
Mr. Jack De Lima	Director	7/11/1979	20/03/1987
Mr. George H. Legall	Director	13/11/1980	20/03/1987
Mr. Doddridge Alleyne	Chairman	20/03/1987	26/03/1992
Dr. Trevor Farrell	Director	20/03/1987	01/03/1988
Mr. Ramlal Seepaul	Director	20/03/1987	01/07/1988
Mr. Kenneth Birchwood	Director	20/03/1987	01/02/1989
Mr. Leonard Lewis	Director	20/03/1987	31/01/1988
Mr. Ronald Huggins	Director	20/03/1987	26/03/1992
Mr. Dominic Mahabir	Director	20/03/1987	08/07/1988
Mr. Kenneth Dalip	Director	20/03/1987	26/03/1992
Mr. Unanan Persad	Director	20/01/1987	26/03/1992
Mrs. Mary King	Director	20/03/1987	26/03/1992
Mr. Malcolm Jones	Chairman	26/03/1992	20/03/1996
Mr. Frank Look Kin	Director	26/03/1992	03/03/2004
Mr. Kenrick Haynes	Director	26/03/1992	20/03/1996
Ms. Sharon Christopher	Director	26/03/1992	02/02/1996
Mr. Ramnarine Ramdass	Director	26/03/1992	28/02/1996





Directors of National Energy

DATE OF INCORPORATION 7TH SEPTEMBER 1979

1979-2019

BOARD OF DIRECTORS	POSITION	APPOINTMENT	CEASED TO HOLD OFFICE
Mr. Kenneth Birchwood	Director	20/03/1996	23/10/2001
Mr. Ansar Ali	Director	20/03/1996	27/08/1997
Ms. Indera Sagewan	Director	20/03/1996	23/10/2001
Mr. Errol Mc Leod	Director	27/08/1996	23/10/2001
Ms. Myrnelle Akan	Director	23/10/2001	04/02/2002
Mr. Vishnu Ramlogan	Director	23/10/2001	24/01/2002
Mr. Franco Siu Chong	Director	23/10/2001	31/01/2002
Mr. Wilfred Espinet	Director	23/10/2001	04/01/2002
			/ /
Mr. Frank Look Kin	Director	26/03/1992	03/03/2004
Mr. Keith Awong	Chairman	01/02/2002	26/09/2007
Mr. David Small	Director	27/02/2002	03/05/2004
Mr. Prakash R. Saith	Director	20/02/2002	09/08/2004
Mr. Errol Mc Leod	Director	11/07/2002	28/04/2010
Mr. Wilson Lalla	Director	20/03/2003	03/05/2004
Mr. Lisle Ramyad	Director	11/07/2002	03/05/2004
Mr. Keith Awong	Chairman	03/05/2004	20/07/2004
Mr. Barry Barnes	Director	03/05/2004	30/10/2010
Mr. Malcolm Jones	Director	03/05/2004	01/06/2010
Prof. Kenneth S. Julien	Director	03/05/2004	30/10/2007
Mr. Andrew Jupiter	Director	03/05/2004	22/09/2004
Mr. Leroy Mayers	Director	03/04/2004	30/10/2010
Mr. Errol Mc Leod	Director	03/05/2004	28/04/2010
Mr. Prakash R. Saith	Director	03/05/2004	09/08/2004

Directors of National Energy

DATE OF INCORPORATION 7TH SEPTEMBER 1979

1979-2019

BOARD OF DIRECTORS	POSITION	APPOINTMENT	CEASED TO HOLD OFFICE
Mr. Malcolm Jones	Chairman	01/01/2010	30/09/2010
Prof. Kenneth S. Julien	Director	01/01/2010	30/09/2010
Mr. Barry Barnes	Director	01/01/2010	30/09/2010
Mr. Leroy Mayers	Director	01/01/2010	30/09/2010
Mr. Errol Mc Leod	Director	01/01/2010	30/09/2010
Mr. Larry Howai	Chairman	26/10/2010	25/06/2012
Mrs. Haseena Ali	Director	26/10/2010	07/10/2015
Mr. Carlton Gibson	Director	26/10/2010	25/05/2012
Mr. Cathal Healy-Singh	Director	26/10/2010	22/05/2012
Mr. Rabindra Jaggernauth	Director	26/10/2010	22/05/2012
Mr. Clyde Ramkhalawan	Director	26/10/2010	07/10/2015
Mr. Premchand Beharry	Director	25/06/2012	19/12/2013
Mr. Roop Chan Chadeesingh	Chairman	25/06/2012	07/10/2015
Dr. Utam Maharaj	Director	25/06/2012	07/01/2013
Mr. Indar Maharaj	Director	24/07/2012	07/10/2015
Mr. Gordon Ramjattan	Director	08/01/2013	07/10/2015
Prof. Gerry C. Brooks	Chairman	07/10/2015	30/06/2019
Mr. Kenneth Allum	Director	07/10/2015	
Mr. Marcus Ganness	Director	07/10/2015	
Mr. Sham Mahabir	Director	07/10/2015	30/04/2018
Mr. Arnold De Four	Director	28/10/2015	
Mr. Wade Hamilton	Director	08/12/2015	
Mr. Hayden Gittens	Director	29/11/2016	31/07/2017

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Chairman

Director

Director

Mr. Sean Balkissoon Mr. Conrad Enill

Ms. Sandra Fraser Mr. Dan Martineau



19/02/2019

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06/08/2019



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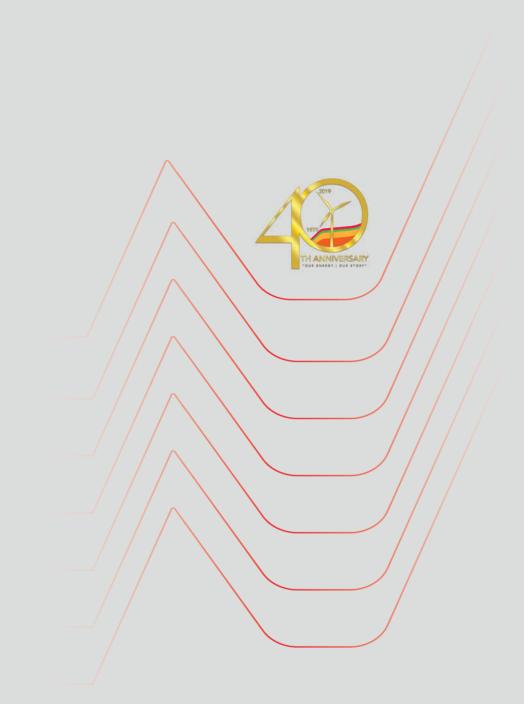
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The National Gas Company (NGC's) and National Energy's archives on the natural gas industry
 •Oral interviews

• NGC publications including annual reports and GASCO Magazine

• National Energy's publications including annual reports, the Pioneer magazine and National Energy website



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Corner Rivulet and Factory Roads Republic of Trinidad and Tobago, West Indies (t) 868 679-1156; 1061; 1138; 2453 or 636-8471 (f) 868 636-2905

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