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Interview with **Sheldon Jadoonanan** **Maintenance Manager** Point Lisas Nitrogen Limited



Tell me something about yourself that most people in PLNL may not know?

I have a deadly fear of large water tanks. That’s why I always look towards the plant when I’m walking to the Control Room. On a more serious note, during my Secondary Education at Naparima College, I was never fond of Chemistry. In fact, I went out of my way to ensure that the school started offering Additional Mathematics at A’ Levels just so that I could have avoided Chemistry. I would never in my wildest dreams have expected to end up in a Petrochemical Plant.

How different is your experience today from when you first started at the then FMCL?

When I started at FMCL back in September 2000, I was hired as a Trainee Engineer (E&I). My days were spent trying to adapt to the environment and learn from the experienced employees. My level of responsibility was low. Much time was spent becoming proficient in our E&I Equipment. My experience is now very different. The level of responsibility is huge. The focus is no longer on knowing all of the technical details, it is now about motivating people to achieve results. It is a significant challenge and I look forward to improving as I progress in my career.

What would you say has been your most challenging experience to date in this industry? (Not necessarily at PLNL).

I would say that it was TAR 2012 and the aftermath. It was my first TAR as Maintenance Manager and it was tough. I had learnt a lot and I would like to congratulate the TAR Planning and Execution team on a job well done. The aftermath has been difficult, but I think that it is a testament to the dedication and resilience of the PLNL employees (especially Maintenance). We have struggled but we will regain our previous status.

What do you like most about working at PLNL?

I believe that there are two factors that influence whether you will enjoy a job. The first is that you must actually enjoy the technical aspects of the job. Secondly (and more importantly) you must enjoy working with the people that surround you. At PLNL I have both.

I suspect that I could enjoy the technical aspects of my job in other organizations. I am not sure that the same would hold true for the people side of it. The people that I work with at PLNL are a fun group. We work hard and we have a good time doing it. We are able to share a laugh even during the toughest of circumstances. The people is what I like most about working at PLNL.

Has there been any downside to this experience thus far?

The only downside that I can think of is that this career path consumes a large amount of time, which impacts on the amount of time that can be spent with my family. Of course this is something that we were all aware of before coming into this industry. It is a sacrifice that is made for which we reap the rewards.

In terms of the Company's Vision, what do you see as your role in making PLNL become "the preferred employer?"

Synonyms for the word preferred are desired or favorite or ideal. These words are adjectives that describe what the typical employee must think about PLNL (the employer). Achieving this vision is no easy task.

My role is relatively simple. I have worked in this organization over the last twelve years and I have cultivated relationships with our employees at all levels over that time. As a new manager, I believe that I am in a strategic position that will allow me to listen and understand the concerns of employees. I would then be able to direct these concerns through channels where they can be rectified. In summary, I see myself as a critical link in bringing employee concerns to the management group.

How do you plan to fulfill the Company's Mission during the next five years?

One of the key ingredients for the successes that we have enjoyed in the past is the good relationships that we have maintained between departments. This may have been challenged a bit over the last few months—however I intend to ensure that all Departments—Safety, Maintenance, Operations (including Process and Lab) and Materials/ Finance/HR/Admin continue to enjoy good relationships with open communication paths free from encumbrances.

It is only then that we will all be able to work together to ensure that we are able to fulfill our mission statement in each of the strategic areas—HSE, Efficient Operation, Value for our Stakeholders and Compliance.

One significant component of our mission statement relates to the development of our people. I would like to make special mention of this due to its strategic importance. Within the Maintenance Department each employee has been looked at individually and a training/developmental plan has been created which charts the course for his or her career path at PLNL. I intend to ensure that this continues and I shall also encourage other departments to develop similar plans.

Would you like to comment on the challenges you see in getting everyone at PLNL to 'live' out our Values?

Our Value Statement is broad and all-encompassing. The biggest challenge that I think we have is that we all think that we abide by the value statement 100%. If we are truly serious about positively impacting PLNL and making it a better place to work, we must be willing to challenge ourselves. Each of us must critically assess ourselves according to the specific categories in the Value Statement. We must then commit to change in areas where we are deficient.

In order to avoid the default future we must intervene in the drift.

What do you hope to accomplish during your tenure with this Company both at a personal and business level?

On a personal level I hope to continue to provide a high standard of life for my family. I hope to develop an even closer relationship with my wife and to guide and develop my son as he grows up. On a business level, I hope to continue on an upward career path with the eventual

goal of leading the company. On my way there, I expect to continue to gather the skills that are necessary for that type of responsibility.

Any closing comments:

I am grateful for the opportunity that Roberto has given me. It is a tremendous challenge. With the support that I have seen over the last several months, I am certain that we will enjoy success in 2013 and beyond. I'm not certain when this newsletter will make it to print (as it took me

a while to complete this interview) but I'd like to take the opportunity to wish you and your family a Merry Christmas and a Bright and Prosperous New Year (2013)!

Remember when?



Neil Balgobin and Nevia Maraj and sons many moons ago (when Neil's hair was still black).



From left: Wayne Polius, Jason Williams, Allan Sinclair, Anthony Balwah, Dwayne Hicks, Fitzroy Beckett and Stephen Subero.

Independence Children's Competition





What is high blood pressure?

High blood pressure causes the heart to work harder than normal, thus putting the heart and arteries at greater risk of damage. It exists where the pressure at which blood is pushing against the walls of the blood vessels is greater than normal.

High blood pressure is commonly referred to as the 'silent killer' as there are usually no signs or symptoms at all, although sometimes, headaches, dizziness and vision problems may exist. It is because no symptoms manifest

themselves that most persons are unaware of the condition until it is well established; it is usually diagnosed when an individual has cause to visit their doctor for an unrelated ailment.

Because of this, the only way to find out if you do have high blood pressure is to have it checked by a physician or other medical professional, at least once every year, although it would be wise to increase the frequency of these checks as one gets older.

It is measured in millimetres of mercury (mmHg) and is

defined by two readings:

Systolic pressure, which represents the force of the blood as the heart contracts or beats to pump it around the body. This is the higher of the two readings, and for a normal person is usually around 120.

Diastolic pressure, which is the pressure while the heart is relaxed and filling up with blood again in preparation for the next contraction. This value is lower than the systolic, and is usually around 80.

What is considered to be an acceptable blood pressure is dependent on several factors, and a single high reading is not enough to warrant a diagnosis of high blood pressure, but the readings ought to be monitored over time to determine this.

When high blood pressure is first diagnosed, other tests may be carried out to determine if there are underlying causes, such as an infection or illness. If an underlying cause is found, this should be treated. This is usually the case in younger persons.

There is no cure for essential hypertension, which is high blood pressure not having an underlying cause. It can, however, be treated and controlled. Following a healthy lifestyle can be enough to bring blood pressure to a normal level, and lifestyle changes are usually recommended for cases of mild hypertension (above 140/90, but below 160/100 mmHg).⁴

Medication is used if lifestyle changes alone fail to lower blood pressure sufficiently. It is generally recommended for persons with the following conditions:

Blood pressure above 160/100 mmHg

Isolated systolic hypertension of more than 160 mmHg

Blood pressure of more than 140/90 mmHg, but where the patient also suffers cardiovascular disease, diabetes or damage to the heart, kidney or eyes, or who is at risk of

developing such conditions. All medication prescribed can have side effects, and different medicines may be prescribed over a period of time until the most suitable one is found.

Despite the lack of symptoms, hypertension can lead to heart attack, stroke, kidney damage and other medical problems. In over 90% of the cases, an exact cause for high blood pressure cannot be diagnosed, but its presence is usually associated with certain types of lifestyle behaviour.

If it is not treated, and is combined with obesity, smoking, high cholesterol levels and/or diabetes, the risk of heart attack increases several-fold. Arteries also suffer the effects of high blood pressure, often becoming scarred, hardened and less elastic. Hardened or narrowed arteries are unable to supply the amount of blood required by the body's organs, thus preventing them from working effectively. Another risk is that a blood clot may lodge in a narrowed artery, thus blocking the blood supply.



by Desmond Benjamin

Integrity is a fundamental watchword of our value system. This represents the conscience of Point Lisas Nitrogen Limited, along with our other values, namely: Safety, Health and Environmental Conservation; Collaboration; Respect; and Innovation.

What does the word Integrity mean?

Merriam—Webster Dictionary:
Firm adherence to a code of especially moral or artistic values.

Koch Industries: Conducting all affairs with integrity, for which courage is the foundation.

CF Industries: Conducting all of our activities to the highest standards of business and personal ethics.

What should Integrity mean to Point Lisas Nitrogen Limited and its employees?

The Organisation:

Acting in accordance with our values, “even if that means being uncomfortable, fearful or subject to criticism or attack. It often takes mental and moral strength—courage, in other words—to do the right thing” (Koch Discovery magazine, October 2012 Ed, pg 4); Doing what is right by our country, our environment, our shareholders and our current and future generation of employees; Accepting our responsibility for developing, widely communicating and living our Code of Conduct, Policies and Procedures, as is expected of the Preferred Employer.

Our Managers, Superintendents and Supervisory Staff:

To be standard bearers and models of consistency regarding our value system; To promote of at all times a culture of compliance, truthfulness and fearlessness in the protection of our values; To encourage direct reports to place ethical conduct and compliance with our values or Code of Conduct above business results or plant performance.

Our Employees

To understand and comply with the Company’s values and Code of Conduct; To raise your voice if you observe behaviour contrary to our stated values or code of conduct; To be truthful to yourself and your organization; and To be discerning about right from wrong and courageous in your defense of what is right.

On Thursday 20th September 2012 at 7:31 am, the plant was taken offline in preparation for the TAR start. This shutdown coincided with a major gas curtailment by NGC which resulted in numerous downstream operators scheduling TARs at the same time. It was recognized very early that this would result in competition for resources. A PLEA Sub-Committee was formed comprising personnel from the affected downstream operators who were mandated to share information in order to streamline their individual plans. From all indications, this approach was successful.



A comprehensive safety plan was developed that included the use of contracted safety officers who reported directly to PLNL Safety Personnel on all the jobs. This approach, with other elements, worked well resulting in zero Lost Time Accidents! Congratulations everyone!

Our peak manpower was 938 persons on daylight. We wish to recognize the efforts of all who contributed to this successful turnaround. We will continue to reap the benefits of our hard work in years to come.



Point Lisas Nitrogen Limited has maintained its partnership with Habitat for Humanity T&T in 2012 in its poverty eradication exercise as well as its mission to turn hope into homes by building simple, affordable homes for families in need. This year the partnership was responsible for the erection of three (3) homes for Sharon Singh, Cecelia Small and Elliot Ramlochan.



Foundation of the Singh's home with the old home behind.

Sharon Singh's completed home.



Cecelia Small's completed three-bedroom home. Ms. Small, her two children and the three children of her recently deceased sister will very soon get a fresh start, together in their new home.



Site preparation for Cecelia Small's foundation



Dedication Ceremony for the homes was held on Wednesday December 12 at 1.30pm. At left is C Pooran of Habitat, C Parris and R Mantellini, President, PNLN, and the home partners, S Singh, E Ramlochan and Mr & Mrs Small.

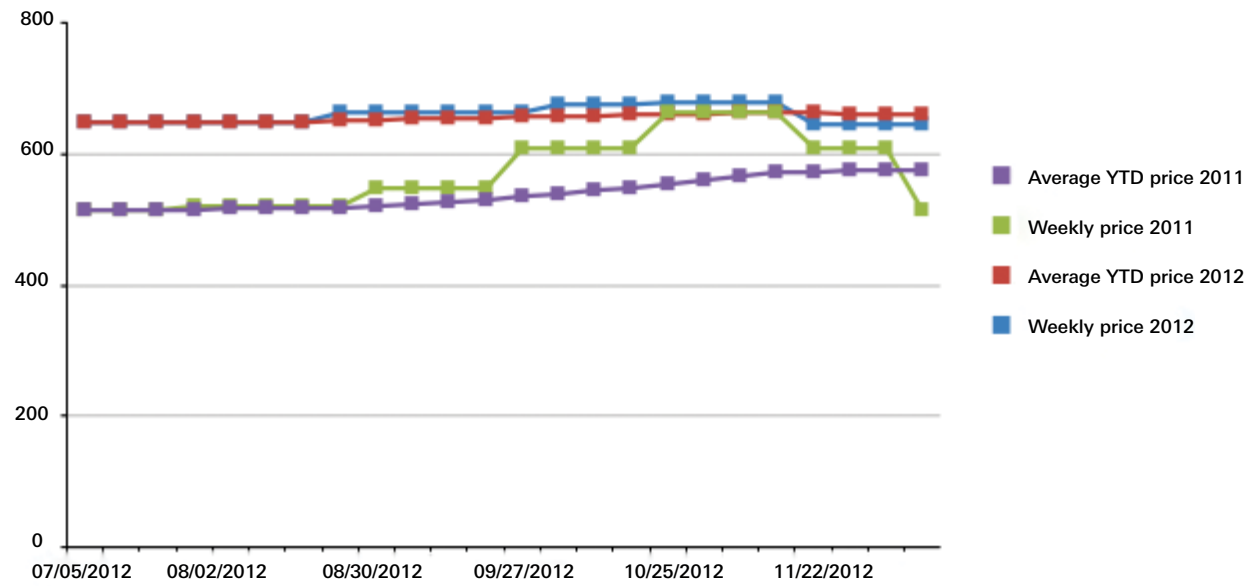


Elliot Ramlochan's house: Start of the project (above) and the current status (right). He hopes to move in early in 2013.









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Janelle Parris

Dave Francois Jr

Ann Marie Ramsundar-Radhay

Charmaine Parris



P.O. Bag 38, Couva Post Office,
North Caspian Drive,
Point lisas Industrial Estate (North) Point lisas,
Trinidad, West Indies.
Tel: 1 868 679 3625/ 3776/ 8
Fax: 1 868 636 3786