

Panorama CPC



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Caspian Pipeline Consortium Corporate Edition

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*Happy New
Year!*



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CPC: high efficiency and new challenges

Dear colleagues and friends,

The CPC team has worked hard this year. A huge scope of work has been fulfilled to put new facilities into operation, including PS-3, PS-4, PS-7 and three 100,000 m³ tanks at the Marine Terminal. In the Republic of Kazakhstan we have completed work at PS “Tengiz” and PS “Atyrau”. One of the year’s important events was the introduction of a new, highly efficient oil transportation management system, which is based on the latest world practices and allows minimizing the influence of human factors.

I’m pleased to note the good coordination between the Expansion Project, construction and operations teams and their success in launching new facilities in full compliance with environmental,

labor and fire safety requirements.

With the new facilities in operation, our pipeline system has become significantly more reliable and its throughput capacity has increased by eight mln t, up to an annual 52 mln t. The pipeline’s dynamic development allows us to permanently increase the volume of “black gold” transported to the Marine Terminal exceeding the 43 mln t target set for this year. It is worth recalling that back in 2014, the pipeline exported 40 mln t of oil.

The increase in oil transportation volumes contributes to the Consortium’s financials and, consequently, will help increase the funding of both operational expenses and the Expansion Project.

There are not many companies in the world, which can boast as high efficiency indicators as the Caspian Pipeline Consortium does. CPC’s availability factor is 98%.

We have more serious challenges ahead of us, and the potential of the CPC multinational team makes me confident that every mission will be accomplished. In 2016, we will complete the Expansion Project within the budget approved by the shareholders. I would like to wish the whole team a happy New Year, health, prosperity to their families and new professional accomplishments! ■

*Nikolay Brunich,
CPC General Director*

Wishing you successful work and impressive achievements!



Dear colleagues,

On behalf of the management and the team of OJSC AK Transneft I send you and your partners in CPC my greetings for the coming New Year!

We have long been closely cooperating and we know you very well as a strong and reliable team capable of fulfilling the most difficult tasks - and the Consortium faces plenty of those. Oil transportation volumes are growing at a high rate and the Expansion Project is being successfully implemented.

This year's achievements include the upgrade of existing, and construction of new pump stations in Russia and Kazakhstan, together with an increase in the number of 100,000 t tanks from four to seven at the Consortium's Marine Terminal in Novorossiysk. In this year alone, the pipeline's throughput capacity increase has increased twice.

CPC has already started repaying its debt to the shareholders even before the completion of the Expansion Project. The process is going at a good tempo, and it can be expected that the debt will be fully repaid by 2020, from when on the Consortium will proceed with dividend payments.

Given the present situation in the world, cooperation with the largest foreign energy companies and the friendly atmosphere created around CPC are of special importance, not only from an economic point of view, but on political and emotional levels too. Real achievements are visible. Specialists are undergoing practical training, the active interchange of experience goes on, and special projects are being implemented. Important events held this year with Transneft and Chevron sponsorship included the Fort Ross Dialogue, the Harvest Festival 2015 in California,

and the celebrations in Moscow marking the 70th anniversary of the historic meeting of the Soviet and American armies at the River Elbe in the spring of 1945.

The coming year will be no less eventful. CPC Expansion Project participants are facing a challenging goal of completing construction to finalise the project that will allow increasing the pipeline system's throughput capacity to the target level of 67 mln t annually (or 76 mln t per year with drag reducing agent).

I'm sending my heartfelt seasonal greetings to the multinational CPC team and wishing you successful work and impressive achievements.

Happy New Year! ■

*Nikolay Tokarev,
Chairman of the Management Committee
President of OJSC AK Transneft*



With all my heart!

**Dear colleagues and friends!
Please accept my heartfelt congratulations
on the upcoming New Year!**

Today, the CPC pipeline system is one of the largest energy investment projects in the CIS. It has combined the best practices and standards used by its shareholders. CPC employs world class specialists, whose energy, expertise, responsibility and professional approach to work contribute to the common cause. The upcoming year 2016 will become a key

one for the Expansion Project's completion.

On this occasion, on my own behalf and on behalf of National Company KazMunaiGaz, I would like to convey the most cordial season's greetings to all CPC employees and shareholders.

I'm wishing you successful work, professional growth, reliable part-

ners, warm and friendly relations in the team, good luck and prosperity to your relatives and near ones. ■

*Yours sincerely,
Kayrgeldy Kabyldin, the shareholder
representing the Government of
Kazakhstan, deputy chairman
of KazMunaiGaz Management
Committee in charge of oil
transportation*



Dear Colleagues,

Congratulations on a very successful year in which CPC realized many major accomplishments both in Base Business and the Expansion Project. We join you in celebrating the completion and incident-free operational commissioning of the Atyrau and Tengiz pump stations, PS-3, PS-4, PS-7 and Tanks 4, 6 and 8 at the Marine Terminal. During the August shutdown, a tremendous amount of work was completed at 14 different locations which resulted in the successful increase of throughput capacity to an all-time high, with over 1,100,000 barrels of oil transported to the Marine Terminal on a single day in November, and CPC now has the capacity to transport more

than 40 MTPY from Atyrau and is now transporting all volumes nominated by its Shippers.

I'm also extremely proud of your continued focus on safety. Base Business has exceeded targets for all HSE metrics and the Expansion Project has the potential to meet all but one of their HSE metrics. I was very impressed with Safety Summits that the General Director conducted and the development of the "Finish Strong, Finish Safely" program. Keep up the great work.

These accomplishments would not be possible without all of your individual contributions, and I thank you for those. I'd also like to thank Nickolay for his leadership,

and the CPC Management Team for continuing to meet the many challenges you face daily. I'm honoured to serve as the CPC-R Board of Directors Chairman, and appreciate the contributions of all the directors and shareholders in working together to ensure that CPC meets its obligations and continues to develop as a successful and thriving organization.

I wish you all the very best for the upcoming holiday season, a Merry Christmas and continued success in the New Year; Be Safe! ■

*Andrew McGrahan
President of Chevron Neftegas Inc.
and Chairman of the CPC-R Board
of Directors*



Our company's professional and multinational team is a real ocean of feelings and emotions. Love and friendship, partnership and mutual assistance, personal and team victories – what else can be more rewarding?

All these emotions have been with us in 2015 and will stay forever in our hearts. Year 2016, which is at the doorstep, promises to be no less exciting and rewarding for everyone who works here, who has faith in our cause and is willing to move ahead. ■



Safety is the key to victory

CPC CELEBRATED A "DAY OF SAFETY" IN NOVOROSSIYSK IN LATE SEPTEMBER. THE EVENT WAS ATTENDED BY REPRESENTATIVES OF ALL COMPANIES INVOLVED IN THE EXPANSION PROJECT IN THE RUSSIAN FEDERATION, AS WELL AS REPRESENTATIVES OF CPC SHAREHOLDERS AND NOVOROSSIYSK CITY ADMINISTRATION.

Opening the ceremony, CPC General Director Nikolay Brunich thanked the teams for their work and impressive results achieved in the field of labor safety, as well as industrial and environmental safety. He remarked that such rigorous observance of work performance rules and regulations became possible thanks to the day-to-day exemplary behavior of all project participants, and their attentiveness to each other.

– Now that the Expansion Project facilities have been put into operation, we will operate them with no less strict observance of all applicable safety rules and standards, – Nikolay Brunich assured his audience.

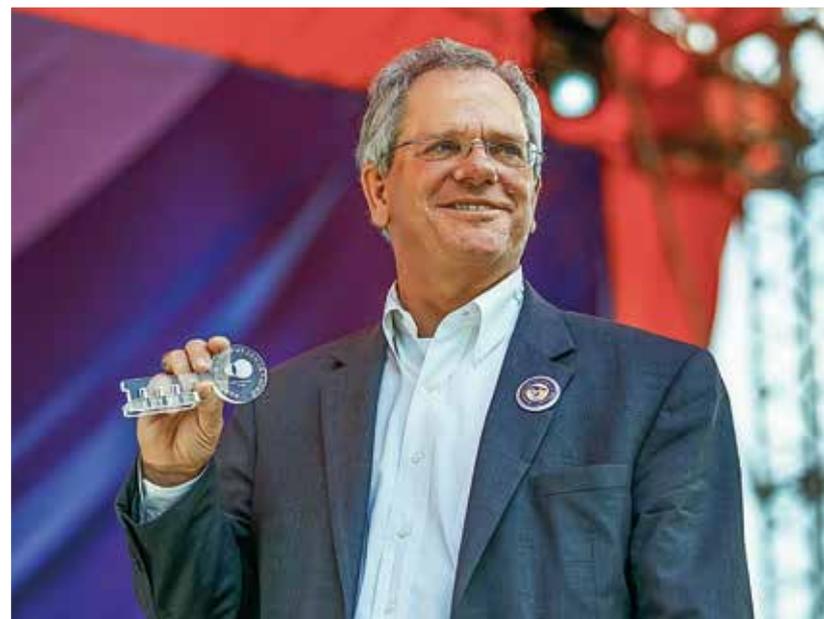
CPC Deputy General Director for projects and engineering William Simpson stressed

that Expansion Project participants were acquiring good experience in work safety, which would be useful for the whole construction industry of Russia and would be definitely in demand at other large-scale construction projects in the future.

Deputy head of the Novorossiysk administration Natalia Mayorova noted that CPC’s safety policy, viewed as the highest priority by the company, and the Consortium’s charity activity were benefitting the city’s population.

– The motto of our event is “Safety is the key to victory,” RF PS Coordinator Igor Lisin remarked.

– All our production victories obtained over the last 5 years are directly connected with





our achievements in labor safety, – I. Lysin stressed while presenting the Expansion Project’s accomplishments.

The “Day of Safety” was filled with exciting events, including safety-themed contests and other competitions in which Expansion Project participants could demonstrate their versatile skills and talents. Representatives of “Velesstroy”, “Stroinovatsiya”, “Contact-S”, “Trust Koksokhimmontazh”, “Transneftstroy” and “CS&C” proved themselves up to the mark.

The event included a round table meeting with HSE heads and specialists from the companies involved in the project and CPC shareholders. The topic of the round table meeting was “International experience

in labor safety from the example of large-scale projects”. The meeting emphasized the importance of labor safety for business performance and results. Discussions at the meeting were focused on pertinent matters of labor safety, including the need for introducing additional requirements at the corporate level. Meeting attendees expressed a shared opinion that labor safety was among the top priorities for every modern enterprise and a kind of “bridge” for international contacts and cooperation. ■

*by Yelena Belichenko,
coordinator of safety programs,
Russian PS Group*



Tanks on the march

LATE-SEPTEMBER 2015 MARKED A NEW MILESTONE IN THE CPC EXPANSION PROJECT. THE CONSTRUCTION OF THREE 100,000 M³ TANKS WAS COMPLETED AT THE MARINE TERMINAL. DEPLOYED AT THE PIPELINE'S END POINT, THE TANKS MAKE THE WHOLE SYSTEM MORE RELIABLE.

QUALIFYING FOR THE "GUINNESS BOOK OF RECORDS"

Celebrations to mark the event were attended by representatives of the CPC shareholders and the top managers led by General Director Nikolay Brunich. The Novorossiysk city administration was represented by Mayor Vladimir Sinyagovsky.

The Tank Farm expansion was a truly titanic project – the earthwork alone amounted to 5 mln m³. By comparison, the ancient Egyptians moved only 2 mln m³ of earth to build the Giza Pyramids

in about 3000 B.C. A tank's footprint is the size of a soccer field and 18,000 t of steel are needed for its construction. The work was performed at a miraculously high tempo. Tank No. 7 qualifies for the "Guinness Book of Records" as it was built in only 7.5 months.

– We are getting the tanks, along with all ancillaries needed for the Tank Farm to be operational in full compliance with international safety procedures, – Nikolay Brunich stressed speaking at the celebrations held to mark the completion of the three new tanks and their successful system tests.

GLOBAL ENERGY SECURITY

A total of 44 ancillary facilities furnished with cutting-edge automation systems have been erected within the Tank Farm, and 300 km of cable lines have been laid. Imagine, this is 25 times the distance between the city of Novorossiysk and the Tank Farm.

– When everybody is result-oriented, everything works out well, – Brunich stressed. Chairman of CPC-R Board of Directors and CNI President Andrew McGrahan, supported this by saying:

– Today is a truly important day. Even before the start of the Expansion Project CPC was a considerable, international-scale player in the oil and gas industry. And now we've made yet another major step on our way ahead. This is an important development



for global energy security, – he remarked.

ON THE WAY TO THE MAIN GOAL

What is important for global energy security is, of course, important for the city too.

– I’m certain that the CPC facilities will never have any problems with environmental or industrial safety. We organized trips for our municipal construction workers to CPC facilities to show them how work should be performed, for them to learn from your engineers and construction workers and get acquainted with your best practices, – Novorossiysk Mayor Vladimir Sinyagovsky added.

The speeches were followed by a symbolic tanker-loading: black oil-like liquid was poured into a transparent tanker model installed on

the premises of the CPC Marine Terminal.

Now the CPC Tank Farm comprises seven tanks and three more “steel giants” are being built. Eventually, the total capacity will be equal to 1 mln m³. The increase in the Tank Farm’s capacity will allow increasing oil offloading volume, which, on the Expansion Project’s completion, is to be brought to 67 mln t per year (or upto 76 mln t annually with drag reducing agents).

RESULTS OF COOPERATION

The celebrations continued with a no less pleasant event – CPC General Director Nikolay Brunich and Novorossiysk Mayor Vladimir Vinyagovsky signed a new agreement on cooperation in the social sphere. Under the agreement, CPC will allocate RUB

145 mln to fund social projects in the city.

The first project has already been approved:

the refurbishment of Municipal Hospital No. 2. The project will cost RUB 48 mln and design work is scheduled to start in the near future. Other projects pertaining to sports and public education and enlightenment are being considered.

– Today’s agreement is the latest of many such agreements signed with the local administrations along the pipeline’s entire route, – CPC Deputy General Director Leonid Bokhanovsky commented. – Now we are signing one with the Novorossiysk city administration. We have special relations with the city, relations based on solid and detailed programs, which bring tangible results. ■

by Pavel Kretov



New, modern, high-tech!

THE FIRST OF THE PUMP STATIONS ON THE EXPANSION PROJECT'S SCOPE IS PUT INTO OPERATION. PS-3 LOCATED NEAR THE VILLAGE OF KEVYUDY IN THE IKI-BURUL DISTRICT OF KALMYKIA WAS LAUNCHED FOR PERMANENT OPERATION ON NOVEMBER 20, 2015.



An interview for the Russian television: Andrew McGrahan, Alexei Orlov and Dennis J. Fahy

A symbolic valve was solemnly opened by CPC General Director Nikolay Brunich, First Deputy General Director Dennis J. Fahy, Chairman of the Board of Directors Andrew McGrahan and the head of the Republic of Kalmykia Alexei Orlov. The launch ceremony was preceded by a detailed guided tour around the station organized for the guests of the ceremony by the Central Region's specialists. The ceremony went on to the accompaniment of TV and photo camera flashes and clicks as it gathered by a whole crowd of both federal and regional media people.

PS-3 is equipped with four high-tech mainline pumps connected

in parallel. Together with other newly constructed pump stations, it will allow increasing the pipeline's throughput capacity by 8 mln t per year.

At this moment the station pumps 7,000 m³ of oil per hour. Imagine, it is about two trainloads!

– At this moment the station pumps 7,000 m³ of oil per hour. Imagine, it is about two trainloads! When the system reaches its full capacity, the station will be pumping 12,000 m³ of oil per hour, – CPC General Director Nikolay Brunich noted standing at the monitors.

Without doubt, that high transportation volumes require most attentive attitudes to industrial safety and environmental protection. CPC First Deputy General Director, Operations, Dennis J. Fahy is a very experienced oil industry manager with a 35 year long record of work in various regions. Speaking at the ceremony he stressed that in terms of the level of provision with modern equipment the Consortium is among the world leading oil transportation companies.

– The modern equipment is operated by highly skilled specialists, which is most important for ensuring pipeline's accident free operation, – Fahy stressed.

PS-3 is currently fully staffed with employees who have taken all necessary trainings as required under both the applicable law of the Russian Federation and CPC internal regulations. The station is operated by rotating teams. The level of automation allows the station to be operated by only about 20 people/shift.

CPC-R Chairman of the Board of Directors Andrew McGrahan thanked all participants of the Expansion Project for their successful work on the project in general and at PS-3 in particular.

PS-3 was built as part of the Expansion Project Phase 2. The construc-

tion was started by the general contractor company, Stroinovatsiya, in July 2012. Construction and installation work was completed in December 2014 and commissioning work was started. Comprehensive tests were successfully completed at PS-3 in September 2015.

PS-3 was the site where CPC has for the first time used the Pre-Start Safety Review (PSSR) – a new procedure of verifying a facility’s readiness for receiving and handling oil flow. A team of experts performs a thorough check of facility readiness, including the equipment, the quality of the construction and installation work and the readiness of personnel and workplace conditions, the focus being on operational and personnel safety. At PS-3, both the equipment and the people passed the PSSR with excellent marks, which was reflected in the conclusive statement.

After the launch ceremony, the head of the Republic of Kalmykia Alexei Orlov and CPC General Director Nikolay Brunich awarded the most distinguished specialists for their excellent performance, high professionalism and distinguished personal contribution to the development of the oil industry.

The head of the Republic of Kalmykia emphasized that the new station means not only more jobs for the people and additional tax income and charity contributions, but also instills

confidence in the future development of the republican economy. Kalmykia also accommodates PS Komsomolskaya, which was upgraded in 2014, and PS-2,

which is nearing completion and is scheduled to be put into operation in 2016. ■

by Pavel Kretov



Symbolic valve opened



Launch of PS-3. Commemorative photograph

The Atyrau launch

IT HAD BEEN A MUCH ANTICIPATED EVENT BOTH IN RUSSIA AND KAZAKHSTAN, AND NOW IT HAS HAPPENED – AND ENTERED CPC HISTORY. SEPTEMBER 9, 2015 MARKED THE COMPLETION OF THE EXPANSION PROJECT'S PHASE 1 IN KAZAKHSTAN.



Nikolay Brunich

Shareholders, representatives from the Consortium, contractors, oil and gas companies and the regional administration arrived in Atyrau for the occasion. In the opening speech it was stressed that the “CPC project was a flagship of pipeline transport of the Republic of Kazakhstan and the Russian Federation”.

Deputy Akim of the Atyrau regional administration Timurzhan Shakimov greeted those who had gathered for the celebration.

– It is symbolic that the launch of the Expansion Project's Phase 1 has coincided with the 80th anniversary of pipeline transport in Kazakhstan, – he remarked. – For the Atyrau region CPC is one of the largest investment projects in the field of energy with foreign capital involvement. CPC employs modern technologies and world class innovative approaches. This guarantees technological and

environmental safety, which is an important factor for the region's population. The Expansion Project has created over 3,000 temporary and 350 permanent jobs. As a socially responsible company, CPC is building kindergartens, sports grounds and hospitals, and helping those who are in need.

JSC KazTransOil Deputy General Director for Development Bulat Zakirov congratulated those in attendance on behalf of the Kazakh shareholder and went on to say:

– The CPC pipeline is the main export route for Tengiz and Karachaganak oil. CPC is a strategically important infrastructure company for the Kazakh oil industry and a symbol of successful and mutually beneficial cooperation between Russia, Kazakhstan and their oil companies. CPC has proven its commercial soundness in

providing reliable and competitive services, and today it is a profit-making enterprise implementing the Expansion Project without external borrowing.

The speaker expressed gratitude to the leadership of the Consortium as well as to the management and contractor companies for their work and their readiness to overcome difficulties and constructively resolve all work-related issues. Addressing the shareholders, Bulat Zakirov thanked them for their permanent attention and whole-hearted support of the Expansion Project.

Kazakhstan Pipeline Ventures General Director and CPC-K Chairman of the Board of Directors Timur Rakhanov said a few words about the Caspian Pipeline Consortium's history, emphasizing that 11 shareholders had managed to find



Timurzhan Shakimov

common ground, respecting each other's interests.

– Today, CPC is a quintessence of the experience of all members of its international team, formed with due respect for the applicable laws of Russia and Kazakhstan,

including environmental protection and construction requirements, – he noted. – There are no other such examples in Kazakhstan. I hope another example of this kind will be the launch of the Kashagan field, to transport the oil from which the Expansion Project has been to a considerable extent implemented. Many thanks to the CPC leadership which manages to work successfully in a climate of different mindsets, practices and experiences.

OJSC AK Transneft Deputy Vice President Nikolay Savin spoke on behalf of CPC's Russian shareholder. The following is an excerpt from his speech.

– CPC is a consolidated

team of specialists capable of meeting the challenges of the Expansion Project.



Timur Rahanov

I want to say many thanks to the designers, contractors and specialist organizations. We cannot afford to slow down, but must gather strength and complete the project in 2016.

Chevron Neftegaz Inc. senior advisor for external relations Sergey Turinov conveyed congratulations on the completion of the Expansion Project's Phase 1 in Kazakhstan from CPC Board of Directors Chairman and Chevron Neftegaz Inc. President Andrew McGrahan.

The Expansion Project's Kazakh segment PS and pipeline coordinator Talgat Ukasov outlined the endeavors put in for the day's event to occur.

– An 88-km pipeline segment was put into operation last year and is currently operating successfully. Directional drilling technique was used for laying pipes under the River Ural below the riverbed thus excluding any negative impact on the river's ecosystem. The pipeline's new segment was constructed using pipes that will ensure the



Kirsten Brixton



Launch time

long-term and accident free operation of the system. The control and monitoring system SCADA installed allows online monitoring of oil transportation and loading and the status of the support facilities and their technological systems. Protection from potential pressure surge is ensured by a pipeline surge relief system installed at PS Atyrau. Similar systems are planned to be installed at A-PS-4 and A-PS-3A which are currently under construction.

As a result of implementing the Expansion Project's Phase 1, 27 ancillary facilities were put into operation at PS Atyrau and 22 – at PS Tengiz. After its reconstruction, PS Atyrau has become capable of receiving additional capacity of up to 7.4 mln t of oil per year, and PS Tengiz an additional 9 mln t of oil annually from the TCO field.

CPC General Director Nikolay Brunich thanked everybody who had

taken part in the Expansion Project's Phase 1 in Kazakhstan. Noting the major contributions put in by the KPV management company and the KSS general contractor, he called on all to maintain the pace. Of course, Brunich highly appreciated the work of the Eastern Region Operations Service.

– The fall of the ruble and tenge is creating some difficulties for our work, but we will find ways to successfully complete all our facilities, – Nikolay Brunich confidently stated.

Completing the ranks of celebratory speech-makers, CPC-R Liaison Manager Kirsten Brixton stressed that “the most difficult moments were the Expansion Project's start and its finish”.

– I would like to wish success to all the Expansion Project's participants, I wish for all work at A-PS-4 and A-PS-3A to be performed to high quality and with due respect for all safety requirements, – Kirsten Brixton remarked.



The celebrations included awarding those who had made major personal contributions to the successful completion of the Expansion Project's Phase 1.

...We are approaching the moment of culmination of celebrations in Atyrau. A tele-bridge between PS Tengiz, PS Atyrau and Operations Control Center at the Marine Terminal in Novorossiysk is switched on. Standing at the dais, Eastern Region Manager Sarsembay Murinov receives accurate reports from the pump station heads and Operations Control Center's controller on the readiness of the facilities for the launch. Then, Sarsembay Murinov makes his report to Nikolay Brunich

– All tests of the installed equipment and facilities have been completed and the facilities are ready for launch into operation as part of the Expansion Project's Phase 1.

The General Director invites representatives of the regional administration, shareholders, managers and CPC veterans to come to the symbolic launch button. To the accompaniment of an ovation and TV and photo cameras the button clicks, pressed by the simultaneous push of many hands.

After that, everybody who wanted to had the opportunity to leave their signature and have his or her photo taken beside the now-famous button.

On the same day, participants of the ceremony visited the modernized PS Atyrau.

CPC has many such solemn moments ahead, including the most important one – the completion of the Expansion Project. ■

by Ekaterina Suvorova

With self-belief



Dear colleagues,

The ending year 2015 was marked by many important events for Kazakhstan. The republic solemnly celebrated the 80th anniversary of the pipeline industry. We've successfully completed CPC-K Phase 1 Expansion Project and we have built new major social facilities. Twenty-seven facilities were put into operation in the course of PS Atyrau refurbishment, including two mainline and four booster pumps, a pipeline surge relief system, three oil metering units, two VFRT-20000 tanks and an indoor switchgear.

PS Tengiz scope of work within the Expansion Project included three mainline pumps, a pig launcher, an oil metering unit, etc. In November 2015, PS Tengiz became capable of accepting an additional of up to 9 mln t of oil annually. We continue the construction of new intermediary pump stations: A-PS-4 (near the village of Ganyushkino) and A-PS-3A (near the village of Akkistau). Two VL-220 kV high voltage power lines and two 220/10 kV substations are being put into operation at A-PS-3A and A-PS-4. Pipeline system's modernization is accompanied by major social projects in

the Atyrau region along the pipeline route. In 2015, we revamped the Atyrau maternity hospital into a modern perinatal center and opened a kindergarten for 160 children in Atyrau. We continue the construction of two more kindergartens: one in the village of Akkistau and one in the city of Kulsary.

Attention to socio-economic development of the regions of presence is a must for a modern business. Being a socially responsible company, CPC-K cares for the improvement of the people's lives.

On behalf of the CPC-K Expansion Project team I would like to convey my most cordial greeting on the coming New Year and Christmas. I wish you and your near ones good health, cheerfulness, optimism, prosperity, successful work and peaceful skies! Let the year 2016 continue everything that was good in this year and become a year of rewarding breakthroughs and joyful events! Let self-belief stay with you forever along with the hope for the future and the love of your relatives and friends! ■

by Talgat Ukasov,
Coordinator of PS and pipeline
construction in Kazakhstan

The second homeland of Adzhit Manku

AO NGSK KAZSTROYSERVICE PROJECT DIRECTOR ADZHIT MANKU, WHO IS RESPONSIBLE FOR CONSTRUCTION WORK ON ALL THE FOUR PUMP STATIONS EAST OF THE RUSSIAN BORDER, CAME TO KAZAKHSTAN FROM TROPICAL INDIA. IT TOOK HIM A WHILE TO GET USED TO THE LOCAL CLIMATE, BUT SUCH DIFFICULTIES ARE NOW LONG FORGOTTEN.

– I can safely say now that Kazakhstan has become my second homeland. In the 25 years of my construction career I have worked in many different countries – like the UAE, Qatar, Turkey – but I’ve been working in Kazakhstan for 12 years now, and that is longer than anywhere else, – says Adzhit.

Over those years he has had the chance to take part in many large-scale and important construction projects in the Republic, including enhancing the production capacity of Tengizchevroil, laying gas and oil pipelines, and constructing gas conditioning plants. Now he is working with the CPC Expansion Project.

– I regard my work at the CPC sites as a prestigious job, – Adzhit continues. – There’s the highest quality standards, the best world construction experience, the most advanced technologies. And, of course, there’s the unique approach to health and safety management.

His working week is four days at the pump stations and three days in the office. And every day two or three of Adzhit’s 10 working hours are dedicated to safety and quality control issues, which he takes extremely seriously.

According to Adzhit, construction workers in Kazakhstan receive real assistance from Moscow specialists. Thanks to their active participation, problematic issues typical for any large-scale construction project, are solved much more quickly.

– The shareholders, clients and contractors are working in a team towards the same goal. That is the right thing to do, that is how it should be, – says Adzhit.

He was born in Delhi. His parents also work in construction. Adzhit’s father took part in the construction of many oil and gas facilities in India.

– He represented the clients, though. He wanted me to get an



education and become a construction contractor: they are very active and energetic people, their life involves constant movement. Those are the qualities my father hoped to see in me, and I hope I’m living up to his expectations, – AO NGSK KazStroy-Service project director Adzhit Manku says in conclusion. ■

by Pavel Kretov



Adzhit Manku at the A-PS-4 construction site

Constructors are grateful people ...

IT TAKES A GOOD PROJECT, SUSTAINABLE FINANCING AND PROFESSIONAL BUILDERS FOR CONSTRUCTION WORK TO ADVANCE STEADILY, SCHEDULES TO BE STRICTLY ADHERED TO, AND FACILITIES TO BE PUT INTO SERVICE. IS THAT ALL IT TAKES? NO, THERE'S MORE. IT ALSO TAKES A RELIABLE LOGISTICS SERVICE!



Natalia Dryamova, AO NGSK KazStroyService manager, is the person who solves the many administrative issues that arise during the construction of the CPC Expansion Project facilities in Kazakhstan.

– When people ask me about what I do, I usually say that it involves everything that's not directly related to construction, – says Natalia Dryamova.

Natalia and her team provide a comfortable living environment and good nutrition in the construction camps. They are responsible for virtually everything, from the canteen menu to trailer cleaning. The menu at the CPC Expansion Project sites is excel-

lent: salads, hot dishes, a choice of two main courses, fruit and pastries.

– At the moment we are getting more staff at the A-PS-4 construction site (“CPC Panorama” interviewed Natalia in May 2015), and we have to rapidly provide extra accommodation and expand the canteen, – Natalia continues.

The construction works at PS Atyrau were being finished, and all the things needed were being transferred from there to both A-PS-4 and A-PS-3A.

During winter 2014-2015 Natalia was almost permanently based at PS Tengiz, given that the situation at the construction sites required her attention.

– It was cold, it was snowing, my clothes were drenched, and there I was, meeting the arriving KamAZ trucks, – remembers Natalia. It's curious that when Natalia landed this job with KazStroyService back

in 2009, the HR department was sceptical about its new employee: “This job isn't easy, there's no end to business trips, we have already got through six people in the role.” But Natalia insisted that she had made a conscious choice and her abilities matched the task. And so, for six years now, there hasn't been a single KSS construction project that has been able to do without her.

Natalia shares the nomadic life of the building contractors. She lives in the same trailers as everyone else and knows what can be improved in the builders' living conditions and what issues need immediate attention.

– Do the construction workers ever thank you for the great conditions you create for them? – we asked Natalia a final question.

– Of course they do. Constructors are really grateful people! ■

by Pavel Kretov



Sarsembay Murinov: “Time is on our side”

NOW THAT PHASE ONE OF THE EXPANSION PROJECT HAS BEEN COMPLETED IN KAZAKHSTAN, ALL RESPONSIBILITY FOR THE FACILITIES LIES WITH THE OPERATIONS PERSONNEL. THAT WAS THE STARTING POINT FOR THE “CPC PANORAMA” INTERVIEW WITH EASTERN REGION MANAGER SARSEMBAY MURINOV.

– Mr. Murinov, what are the tasks that the operations team now faces?

– The most important task we face today is to ensure the successful integration of the new equipment into the main business processes. We have encountered a number of difficulties, which we had not expected, during commissioning and initial operation. Such problems are being resolved, our team is working to identify their causes in order to prevent their reoccurrence in the future, and the personnel is acquiring experience of operating new types of equipment. This process takes time – we are learning, and in this sense, time is on our side.

The operational personnel of PS “Tengiz” and PS “Atyrau” are facing special challenges, since many innovations were introduced at those locations in the course of the Expansion Project. The volume of new equipment installed at PS “Atyrau” is over 2 times the amount present at the station before the refurbishment.

– What results have been achieved through joint efforts between the Expansion Project and operations teams?

– Most of all, it is the increased volume of oil transportation

through the Tengiz-Novorossiysk oil pipeline. The volume of oil transported by CPC-K to the Marine Terminal increased from 28,712 mln t in 2013 to 35,211 mln t in 2014, and this year we hope to increase it further to 38 mln t. Of course, a lot depends on our oil dispatching counterparts. They have their own maintenance schedules and their own difficulties, like all businesses. Nevertheless, we view the target set for Kazakh oil transportation volume as fairly realistic. CPC-K facilities are ready for that. For example, new 4,700 m³/h pumps have been installed at PS “Tengiz” to replace 3,150 m³/h pumps. Today we are

– As far as the Expansion Project is concerned, yes. But we have tasks in the usual course of business. In order to improve working conditions for the personnel of PS “Atyrau”, plans call for building a new canteen, which is currently being designed. The existing canteen was assembled out of prefabricated modules some 15 years ago, and it is fairly cramped. Also, we need a new first aid station. Life is short, and it is very important to create the best possible working and living conditions for people, provide them with social support, especially in the present unstable economic situation, high inflation and price hikes for food...

We view the target set for Kazakh oil transportation volume as fairly realistic. CPC-K facilities are ready for that

ready to handle the whole volume of oil produced by TCO, which is expected to be about 26 mln t this year. During the first eight months of this year the volume of Tengiz oil transported through the pipeline was 2,1 mln t more than in the same period of the previous year.

– Would it be correct to say that, as far as the operating stations are concerned, construction is history now?

Many representatives of foreign companies live in Kazakhstan and Russia and they know at first hand how the fall of the national currencies has impacted the incomes of the Consortium employees. Our shareholders are the same people as any of the CPC team members. They will definitely welcome the idea of additional support for personnel whose efforts help increase the throughput capacity of the CPC pipeline system. From the perspective of my age, I feel

obliged to say that life is really short and we should create the very best conditions for people for them to live in comfort and feel that they are being taken care of. A man should fulfil himself, develop and see the world not at some point in the future, but exactly when he is in his prime.

– As a supervisor, you always speak good of your team, valuing each individual, and it was your idea to mark the birthdays of the Eastern Region employees on the year 2015 calendar.

– The appearance of the portraits of those marking jubilees this year, our managers and ordinary employees, on the calendar pages was received with enormous warmth by the team. Attention to each individual is something really precious. Great people work here with us. The Eastern Region's team is very stable, and the average age of our employees is 43. People feel comfortable with CPC. Nobody leaves us for other companies, except if offered a higher position. But quite a few want to come to work with us from other organizations.

– Mr. Murinov, this interview will be published in the "CPC Panorama" New Year issue. Would you like to pass on any special season's greetings to the team?

– In the coming year, I wish the CPC team to successfully complete the Expansion Project, integrate new equipment into the system and increase oil transportation volumes. I wish all the very best to our oil suppliers, shareholders and our countries. It is most important that we have lived and worked under peaceful skies, and were healthy and happy. ■

Interview by Ekaterina Suvorova



Afterword

THE SOLEMN LAUNCH OF THE EXPANSION PROJECT'S PHASE 1 IN KAZAKHSTAN IS NOW A PAGE IN CPC HISTORY. FOR THIS BEAUTIFUL CELEBRATION TO TAKE PLACE A GREAT DEAL OF EFFORT AND EMOTIONS WERE DEMANDED.

On the day after the celebrations, we visited PS Atyrau and met with the participants of the historical event.

– Every construction project has its nuances, its advantages and drawbacks, and always involves responsibility for the scope of the work entrusted to you, – PS Atyrau head Askar Tazhigulov commented. – We should try hard not to let down our management and the Company, to do everything for the Company to have the very best reputation. Yesterday, when we walked around the station together with the other guests, I happened to meet face-to-face with KazTransOil Deputy General Director for Development Bulat Zakirov. He recalled how he saw PS Atyrau 18 months ago when the grounds had been excavated all around, with pits and dirt everywhere after the rains. "When I entered the station now, I asked myself if it really was the station I had seen before..." he remarked. The team tried really hard so that the station would be transformed. In my opinion, credit should be given to the achievement of the Eastern Region's management which had properly set the priorities. The station's team had worked really hard. Throughout the last week before the launch they worked extra hours every day to make the grounds look beautiful. Of course, I must thank the construction team – KBB and their subcontractors as well as our contractors – Bioservice and Starstroy.

Until February 2015, – Askar continued, – the grounds of PS Atyrau were divided into Area of Operation (Area "A") and Area of Construction (Area "B"). Now the wire fence has been removed and the station has become an integral whole. Next spring we will plant shrubs and trees here.

Adding to the beauty of the "rejuvenated" PS Atyrau is the avenue of trees leading

to the station. Thanks to attentive care, all the trees planted have survived and are growing. Conveying his impressions of the tele-bridge in which he had taken part the day before, Askar Tazhigulov said:

– Sitting in the control room, we attentively watched the solemn ceremony in Atyrau, we saw and heard all the speakers at the dais. When the tele-bridge was established, we switched on and made our report on the station's readiness for the launch. Everything went smoothly. Not for nothing had we rehearsed it thoroughly the night before. We wanted to look and sound like professional anchors, – Askar smiled. – We understood that this was important for the Company's image. This morning I was very pleased to hear Eastern Region Manager Sarsembay Murinov speaking on the telephone and expressing his thanks to PS Atyrau team for the successful preparation for the Expansion Project's Phase 1 launch.

One center of attention in the PS Atyrau control room is a beautiful bunch of flowers brought by shift supervisor Berik Abugaliev. The day before, he was among the awardees at the Atyrau ceremony. He took the flowers he had been presented with not home, but to work.

– It is always pleasant when your work is appreciated, – Berik said. – In my opinion, it is a shared victory for the whole team.

Out of his 30-year service record in pipeline transport, he has worked with CPC-K for 15.

– This is an excellent Company, I like everything here. I really enjoy working together with true professionals who are also just nice people, – Berik concluded. ■

by Ekaterina Suvorova

Result is our common accomplishment

I CAME TO WORK WITH CPC ONE YEAR AGO. I MUST SAY, THAT WAS NOT AN EASY DECISION FOR ME, GIVEN THAT I HAD BEEN WITH OJSC ZARUBEZHNEFT FOR 16 YEARS BY THEN. HERE AT CPC I HAD VERY LITTLE TIME TO ADAPT AND GET THE HANG OF THINGS.

From the very first day I had to pick up the ropes, all the more so given that it was the time of annual reporting. I had to go through all accounts, including work with shareholders, audit results, asset assessments... In a word, I got submerged into the daily routine.

Department of Finance Day, celebrated in November 2014 and attended by representatives from all the regions, including Kazakhstan, was very helpful for my integration into the team.

Shortly after that, I had the opportunity to visit the Marine Terminal near Novorossiysk and then I visited the Eastern Region - Atyrau and Astana. It turned out that my priority tasks were connected with CPC-K. I managed to quickly get acquainted with Kazakh law requirements in respect of major taxpayers, in which category CPC-K was recognized in January 2015. With active support from our Kazakh shareholders, meetings were organized between CPC-K management



Alexey Khodakov: "My first year with CPC was marked by getting acquainted with the Company, CPC-R and CPC-K teams, and coming to grips with the challenges and specifics of work."

Warm and constructive relations between myself and Berend Hazelaar, Deputy General Director, Finance, were established from

ry-taking of the main assets and materials. These measures are expected to help achieve better integration and quality of accounting, optimize its efficiency with a focus on analytical work. Serious attention is paid to ensuring the accounting system's succession consistency in respect of all operations related to the Expansion Project with a focus on the main business.

This year's milestone event for the Company and for the Department of Finance was the implementation of the shareholders' decision to begin debt repayment

and officers from the Kazakh Ministry of Finance and the State Revenue Committee. As a result of consultations between the RF and Kazakh ministries of finance, CPC-K was given the status as an RF taxpayer.

the very start of my work with the Consortium. Joint plans for 2015 included reinforcement of accounting procedures, introduction of a transparent accounting system embracing settlements with suppliers and invento-

The first stage of the process is currently underway, which involves organization of workplaces of the main business and Expansion Project accounting specialists within a

shared working environment. Our specialists will now be literally working in close touch with each other.

Further consolidation of the CPC financial team was the focus of,

ed in finding an original and inventive format of the celebrations where everybody was an active participant and nobody was indifferent. Business games made everyone involved in team formation processes on various



The Department of Finance Day 2015 was particularly interesting and useful!

and was given comprehensive discussion at the CPC Department of Finance Day marked

levels. This year's milestone event for the Company and for the Department of Finance

In effect, financial reporting is a kind of a mirror accurately reflecting the Consortium's business results as a picture of numbers. The ultimate financial result is a superposition of the results of all business units of the Company and is our common accomplishment

in Moscow on November 19. Those attending expressed a joint opinion that this year the management of the main business and Expansion Project financial service had succeed-

was the implementation of the shareholders' decision to begin debt repayment. According to estimates made by the Department of Finance, this year CPC-R and CPC-K have the opportunity

to repay a total of \$1,5 bln to the shareholders. \$1,05 bln has been paid to date, and a further \$450 mln is planned to be remitted by the year's end. This is in all respects a positive development and it definitely works to improve the Company's financial performance indicators.

My first year with CPC was marked by getting acquainted with the Company, CPC-R and CPC-K teams, and coming to grips with the challenges and specifics of work. Perhaps not everything that was originally planned has been achieved, but as the saying goes: "Moscow was not built in a day." Most important is our willingness to go ahead and to keep pace with progress. The task of financial specialists is to keep track of the Company's development, launch of new facilities, changes in the payroll, and to keep financial records in strict compliance with the applicable laws of RF and Kazakhstan as well as the regulations and internal documents adopted by the Company shareholders. In effect, financial reporting is a kind of a mirror accurately reflecting the Consortium's business results as a picture of numbers. The ultimate financial result is a superposition of the results of all business units of the Company and is our common accomplishment achieved through the purposeful and devoted efforts by all CPC-R and CPC-K teams.

I'm glad to use this opportunity to send my best wishes to all colleagues in the Consortium for the coming New Year. I wish you financial stability, dynamic development toward new professional achievements, and great personal happiness! ■

*by Alexey Khodakov,
Caspian Pipeline Consortium's
Chief Accountant*

Coordinated and result-oriented work

IN AN INTERVIEW WITH PANORAMA DEPUTY GENERAL DIRECTOR OF THE RF GOVERNMENT RELATIONS DEPARTMENT LEONID BOKHANOVSKY RECOUNTS ON THE EVENTS AND RESULTS OF THE ENDING YEAR FOR HIS DEPARTMENT.



– Mr Bokhanovsky, could you tell us how this year, 2015, was remarkable for the RF Government Relations Department?

– The ending year was both eventful and productive. To begin with, the department’s work was organized in line with the Company’s priority vector – the Expansion Project. I would like to note good coordination of both the main business and Expansion Project employees directed at achieving the main goal – putting new facilities

of the pipeline system into operation. Thanks to coordinated efforts in the field of relations with the authorities and supervisory bodies on all levels and timely obtainment of all necessary permits and approvals, the Company’s development within the framework of the Expansion Project in compliance with the applicable environmental safety standards is welcomed by the regional administrations and the population.

The company is consistently expanding the geography of its activities going beyond the areas through which the pipeline runs. This year CPC acquired the status of an observer of the International Association of Oil Transportation Companies, which was established in December 2014. The association is an important discussion club where leading oil transportation companies of Europe and Kazakhstan exchange experience and develop cooperation thus contributing to international energy security.

– Could you tell us about the development of relations with the local and federal authorities?

The Government Relations Department has established working contacts with the RF Ministry of Natural Resources and Environmental Protection. CPC emerged as the official partner of the first Russian-wide environment-themed children festival “Eco-childhood.” One of the festival’s organizers was the RF Ministry of Natural Resources and Environmental Protection. With support from the Ministry and other interested government organizations, next year CPC plans to launch a joint project of saiga antelope protection in which Russia and Kazakhstan will take part.

Deserving to be noted is the Consortium’s intensive cooperation with the RF Ministry of Transport directed at improving the situation in the sea ports, including simplification of tanker clearance procedure at the Marine Terminal. Working

Presentation buses educational institutions of the Astrakhan region



CPC leadership meeting with the governor of Stavropol Krai Vladimir Vladimirov

together, we've developed an algorithm allowing to expedite tanker clearance, which is particularly helpful when weather is bad in Novorossiysk.

We maintain regular contacts with the Federal Service for Environment, Technology and Nuclear Oversight (Rostekhnadzor). We rendered assistance to the Regulatory Affairs Group of the Expansion Project in the obtainment of necessary permits and confirmations.

In the regions we've consistently maintained constructive and transparent relations with the local authorities. Importantly, we have developed partner relations with the local authorities, CPC's reputation is good and our employees in the regions maintain permanent contacts with the local administrations. This year's favorable factor is the signing of modification agreements on cooperation with the regions, under which an additional of RUB 145 mln have been allocated within the framework of the Expansion Project for social programs in the regions. I want to remind you that in 2009-

2010, CPC-R signed cooperation agreements with the regions of company presence directed at the development of social infrastructure and improvement of the quality of life of the local population.

This April we acquired the status of a full-fledged partner with the Gubkin Russian State University of Oil and Gas. The partnership includes, among other spheres, internship and practical training

Krasnodar Krai governor Veniamin Kondratyev:

"CPC has always been a reliable partner and has always fulfilled its obligations. What is most important, the social support provided by the Consortium is tangible and is valued by the people."

Novorossiysk Mayor Vladimir Sinyagovsky:

"I want to thank the Consortium for its sound contribution to the development of the city and serious approach to social programs serving to all strata of the population, first of all the children and the youth. Our cooperation is really precious."

Stavropol Krai governor Vladimir Vladimirov:

"CPC is a reliable partner. The state of development of our cooperation has laid the foundation for at least 40 years to come. I mean for these 40 years we will have guaranteed jobs, guaranteed development of social infrastructure and social projects."

Astrakhan region governor Alexander Zhilkin:

"Despite all difficulties of the moment and the crisis, the Consortium is implementing the announced modernization program in full. Throughout these years, CPC-R has taken part in various educational, medical, social and cultural projects, which are important for Astrakhan residents."

Kalmykia republic head Alexei Orlov:

"The use of modern technologies, high social responsibility and commitment to safety and creation of good working conditions for a long time to come - all these factors form the basis for CPC-R successful and effective performance."

for students and advanced study courses for Consortium specialists.

– Charity is one of the Department's priority directions of work. Which social programs are most memorable for this year?

– This year the Company successfully continued its traditional charity programs. For example, within the framework of the “CPC for Primary School” program over 8,600 children were presented with school bags complete with school kits to a total of nearly RUB 17 mln. I would like to particularly note the “CPC for Veterans” program dedicated to the 70th anniversary of victory in the Great Patriotic War. In all regions through which the pipeline runs the Great Patriotic War veterans were given presents, food and bed sets and solemn events and concerts were organized for them. A total of RUB 11,7 mln were allocated for this program.

In the ending year the company made a sound contribution to the renovation of the municipal bus fleets. A total of RUB 120 mln were allocated for this program. In the Astrakhan region, for example, 12 IVECO DAILY school buses were

presented to the municipalities through which the pipeline runs. Municipal educational institutions in the Stavropol region will receive 13 buses by the end of the year. In the Kavkazsky district of the Krasnodar Territory, to the great joy of the local physicians, four new vehicles complete with full sets of modern medical equipment were delivered to the ambulance station. By the end of the year, the city of Novorossiysk will receive four new trolleybuses.

Over RUB 72 mln have been allocated for public health care. Modern medical equipment has been supplied to the Zhemchuyev Republican Hospital and Ikiburulsky Central Republican Hospital in Kalmykia, Astrakhan regional social rehabilitation center “Rus,” various medical institutions in Novorossiysk, etc.

We are trying to support the facilities the construction of which was funded by the Consortium. For example, we've supplied new medical equipment and furniture to the village dispensary in the Stavropol territory, the construction of which was funded as part of the Expansion Project. We delivered new equipment, furniture and a

diesel-generator unit for emergency power supply to the kindergarten in the village of Staromyshastovskaya. The kindergarten was ceremonially opened in late April this year and the ceremony was attended by our shareholders.

This year CPC rendered assistance to youth sports, culture and education.

– What would you like to wish CPC employees for the New Year?

In my opinion, most topical today would be to wish them peace. My work took me abroad for several years where I lived among people of different culture and mindset (our interviewee worked for several years as the USSR Embassy attaché in Algeria and the general secretary of the Gas Exporting Countries Forum in Qatar – Ed.). I must say, as far as the basic values are concerned, all people on the planet are common in their views. They want peaceful skies, want their near ones to be alive and healthy, want healthy children to be born and want their plans fulfilled. I wish all of us peace and health in the New Year! ■

by Ekaterina Krapivko

Leonid Bokhanovsky represented the Consortium at the international congress



Deputy General Director of the RF Government Relations Department Leonid Bokhanovsky took part in the 17th

annual international congress for oil and gas transportation of the CIS and Turkey, which took place in Istanbul on November 11-12. The congress traditionally serves as a discussion club for the leaders of the pipeline consortia and their partners from the CIS, Europe and Asia. At the plenary session “Caspian Oil and Gas: Asia vs. Europe” Leonid Bokhanovsky presented a report: “CPC: 21st Century Project.” The report featured CPC milestones and work priorities, specifically the commitment to strict compliance with international standards in industrial safety and environmental protection and high level of social responsibility. Special attention in the report was given to the Expansion

Project. Mr Bokhanovsky emphasized that the project serves to prove that an export pipeline system is in high demand in the condition of the growing oil production volumes in Kazakhstan. - CPC is an example of fruitful cooperation between international companies. It accumulates the very best knowledge and practices of different countries in the management and technical services. Through the application of world experience, synthesis of various approaches to the work organization and performance and unique construction technologies we have created one of the most effectively working pipeline systems worldwide, - Leonid Bokhanovsky stressed.

Workflow controllers

OUR PIPELINE STRETCHES A LONG WAY FROM TENGIZ TO NOVOROSSIYSK. IN ADDITION TO OTHER CHALLENGES AND HIGH RESPONSIBILITY FOR THE TEAM, THIS MEANS A COLOSSAL FLOW OF INFORMATION.



Head of the group Lydia Ismagilova

All information has to be systematized, stored, conveyed or otherwise processed.

The need for setting up an ad hoc structure to cope with these tasks within the framework of the Expansion Project was acknowledged at the very start. In the beginning, one or several people were appointed in each group to be in charge of document control and official correspondence with contractors and vendors. In mid 2010, William Simpson resolved merging document control teams of the Expansion Project's Technical Group and Administrative Group into a Document and Data Control Group under the general supervision of Administration Manager Kirill Fedotov. Since then, the group, with minor changes in its lineup, has successfully been coping with huge information

flows and coordinated the work of document control specialists of other subdivision, including regional ones.

In the very beginning it had become clear that information volumes would only grow as the project progresses, and access to documentation must be ensured for all specialists involved in the projects at any location as well as to those in charge of pipeline operation in the CPC main business division. These tasks could not be fulfilled without an electronic workflow system. From the name of the group it is clear that its responsibility is not limited to document control, but also includes the data and electronic data stored in the Consortium's huge database. The amount of information accumulated since 2009 is truly impressive: over 120,000 letters, over 200,000



Marina Shkad, Alyona Yevdokimova, Yelena Gutorova

files containing design and detailed design documents and around 80,000 files of vendor documentation. Electronic workflow systems are employed in many companies, but the Expansion Project is unique in a centralized implementation of such system. Starting from 2010, successful implementation of the SharePoint platform has been achieved thanks to the efforts of the head of the group Lydia Ismagilova and database architect Alexander Shcherbakov.

Four subgroups exist within the group, each in charge of a certain type of documentation in line with the project's specifics. Each engineer from the Technical Group is kept duly informed that all drawings, worksheets and charts will be received on time from the design institutes, checked and placed into the elec-



Document and Data Control Group, Expansion Project

tronic database, while their hard copies will be delivered to relevant construction sites in Russia and Kazakhstan.

Kazakh Institute of Oil and Gas to receive design documentation. Victoria Tishechkina is an oil industry engineer. She can speak with tech-

A document is a carrier containing information recorded in textual, audio or visual form and/or combinations thereof, which has its unique registration details so that it can be identified, and which is intended for subsequent delivery at certain times and to certain locations for public use or storage.

***Federal Law No. 77-FZ
“On the mandatory copy of documents”***

The system allows specialists in Russia or in Kazakhstan to find any drawing or document they may need anytime, day or night, in the electronic database. Specialists from the technical and design documentation team are in charge of timely allocation of documents in the database and their safekeeping. Yelena Sudyina knows all the ropes of liaison with design institutes. Together with Expansion Project’s engineers she has many times travelled to Giprovostokneft and

nical specialists in their language. Nadezhda Voloshina knows the value of design and working documentation and its importance for construction. She has a long record of involvement in both Russian and foreign oil and gas projects, and this experience is very helpful for her to effectively and properly perform her mission in the Document and Data Control Group.

Everybody knows that supplier liaison is an important part of any

project. After all, timely deliveries are critical for construction progress. Thanks to her extensive experience and superior command of English, Irina Kashirina has managed to establish and maintain effective business relations with both domestic and foreign suppliers. Going through heaps of vendor documentation packages is daily routine for Yelena Gutorova. Helping her to cope with the challenges of work is her knowledge of several foreign languages and experience of work in research and design institutes.

Work with correspondence is perhaps something best noticed by other divisions. This is a close-knit team of people who are always ready to come to each other’s help. It just cannot be otherwise: you can never forecast the amount of correspondence coming in or going out on a given day, but every letter must be timely processed so that it promptly finds its addressee be he at a construction site, in the prairies of Kazakhstan or standing under the rain in Novorossiysk. Marina Shkad and Svetlana Sverdlyakovskaya are in charge or registering letters arriving in the company. They do huge amounts of work and responsibility is very high. Document control professional Yulia Timofeyeva is in charge of sending Expansion Project’s official letters to our business partners, including construction contractors, design institutes and government authorities. She does not need a graphologist to verify authenticity of signatures, which is an important part of her work. After all, she is responsible for each letter that passes through her hands.

Our group is a converging point of all CPC divisions. We are always here to come to the help of our colleagues. We will find necessary documents, print out drawings of any size (for this purpose we have equipment, which is not inferior



Alexander Shcherbakov

to that used by design institutes), dispatch documents to a site or register an important letter. Our specialists often work late hours and are often required to travel to the construction sites. Many specialists have visited all CPC facilities as working group members. They are known and valued all the way from Tengiz to Novorossiysk.

Importantly, while doing our everyday work we create something valuable for future use. From the very start of the Expansion Project we made necessary arrangements for the documentation to be transferred to the CPC main business division after the project's completion. As a specialist for delivery and acceptance documentation, process engineer Oxana Chaikina is doing an important part of the mission. She has travelled to pump stations many times to accept documentation right at the construction site and to discuss with technical specialists which documents need to be included in documentation packages to be handed over to the Company's construction contractors. Anastasia Kalabina helps Oxana in putting together packages of delivery and acceptance documentation and their subsequent dispatch. This is a hard, painstaking and



Yulia Timofeyeva

important work. After all, along the lines of these drawings all Expansion Project facilities have been built or revamped.

Everybody knows how strictly the observance of internal standards is watched in the Company. Responsibility matrices and procedures governing work performance in CPC require confirmation and approval by responsible specialists of all departments without any exception. There is no manager in the Expansion Project who would not know Yekaterina Kalinushkina. It is she who is in charge of leading all regulatory documents through the long path of confirmations and approvals by the Company leadership.

Speaking of those who work in the group today, we should not forget to mention those who worked hand in hand with us for some time in the past. Excellent professionals and great people have moved from our group to Company's other divisions: Ruzanna Babinyan, Veronika Sergeyeva, Yana Gliznutsa, Irina Kurtulush, Yelena Karamyan and Alexander Shcherbakov. Having acquired vast experience and excellent knowledge here they succeeded in applying them in other divisions



Victoria Tishechkina

of the Expansion Project and the CPC main business.

All our open space neighbors know that we are not just a work-team of specialists, but a group of like-minded people. We find interest not only in working together, but in socializing, too. We have a lot of common topics and themes for discussion, including our hobbies, which include downhill skiing, drawing, arts and photography. Some of us like handiwork and have created really beautiful things, and some have travelled around half the world. Like every good family, our group has its special tradition. Once brought by our teamleader Lydia Ismagilova from the Foggy Albion, the tradition has taken roots in the fertile soil of the Expansion Project. The tradition is called "Secret Santa." On the New Year's Eve we take turns pulling folded sheets of paper from a hat inscribed with the names of those lucky to receive presents from their "Secret Santas" in that year. The tradition has an element of mystery and carries both the excitement of anticipation and the joy of spending a good time together. ■

*by Alyona Yevdokimova,
document control specialist*

“Sun City”

THE 43,000 PEOPLE WHO LIVE IN THE NARIMANOV DISTRICT ARE KEEN ON EDUCATION, LOVE SPORTS AND WILLINGLY PARTICIPATE IN CULTURAL ACTIVITIES. THAT IS WHY THE CONSORTIUM'S SUPPORT IN THESE FIELDS IS ACCEPTED WITH PARTICULAR GRATITUDE.

GIFT TO ATHLETES

This August we visited Narimanov. The first thing we saw was the new sports and recreation center, sponsored by the Consortium and almost ready to be put into operation. The final finishing touches were being performed in the light halls with huge windows. Soon there will be sections for soccer, tennis, fitness, rhythmic gymnastics, taekwondo and boxing. For years young sportsmen here had been training in the confined spaces of the Secondary School № 2 gym. 1,200 children study there, and that's not taking into account adults who love sports. The new sports and recreation center solved that problem.

– It's such a great gift for our school and all the people of Narimanov! – Svetlana Igokhina, the school principal, shares her joy.

– In the morning we have school PE lessons here, in the afternoon there are some after-school activities for the children, and in the evening the doors open for adult sportsmen. We are grateful to the Consortium for the corrections made to the project at our request, and for arranging athletic tracks in the area surrounding the center.

– There has never been a sports facility like this in our district. Now we can hold competitions between villages, exhibition matches, host district and regional tournaments and give a warm welcome to athletes from other cities. It's a whole new level! – Maria Barmina,



Building Centers Narimanov - social object under the CPC Expansion Project

director of the municipal public institution “Centre for Narimanov district sociocultural development”, says happily.

KEEPING UP WITH PROGRESS

After the sports centre we headed to a school where we could witness children working with an interactive table – another CPC present. The students were enthusiastically doing syllable puzzles, picking synonyms to the word “courage”: “Bravery!”, “Valour!”, “Fearlessness!”...

– We got this wonderful table a year ago, and it made the learning

process more graphic, simple and exciting, – says Evgenia Bezrukova, a teacher of Russian language and literature. – Children work on one shared play surface, facing each other, and they are learning to solve instructional tasks in a team, to produce and take coordinated decisions, and developing communication skills.

This “clever” table can be connected to the Internet and used for making presentations. The software package allows us to use this gadget for learning math, and at chemistry lessons it can be turned into a virtual lab.

Another CPC-R present to the school is an interactive white-



Teacher Eugene Bezrukov, "with an interactive table learning process became more fun"

board. It is used for classes and also for conducting the objective knowledge grading of students. It is a kind of a "window" onto the wider world: the whiteboard is used to hold videoconferences with other schools in the Astrakhan district and the Ministry of Education.

Evgenia Bezrukova and Svetlana Igokhina expressed their gratitude to the Consortium for such useful gifts, and also for conducting the "CPC for First-graders" annual program that, without doubt, has great prospects for the future.

– In 2013 we had five first grade classes, in 2014 there were seven, and in 2015 we already have nine of them! You can imagine the number of school bags we're going to need with such positive growth! – Svetlana Igokhina smiles.

AT THE METROPOLITAN LEVEL

The local community center is a cultural oasis that unites people

of different ages and interests; some recent events have made it even more attractive for the local people. Now every concert here is an unforgettable show of light and music: in 2014 the Consortium presented the center with stage equipment valued at RUB 4 mln.

– Today we are proud to have both local and big city performers on our stage, – says deputy director of the "Centre for Narimanov district sociocultural development" Irina Golikova and suggested we form our own opinion about the limitless possibilities of the new equipment.

We watched an amazing show of the local children's dance group and listened to Aleksandr Shkuratov, the lead singer of the "Sujet" ("Plot") band. The effect of the performers' artistic skills was greatly increased by the purest sound and amazing interplay of light and colour.

– It's a joy to perform at such an upscale venue, lit at a state-of-the-art level, – Aleksandr Shkuratov says after the concert. – Everyone who has performed here, including those from the big cities, has expressed their delight with the stage equipment. Many thanks to CPC! For our part, we will try to keep on increasing our artistic capabilities!

Sound engineer Andrey Golikov has worked at the community center for over 20 years; he confessed to having had trouble with the new equipment at first. Now he has become a real expert.

– Some other possibilities of the lighting equipment have yet to be discovered, this wonderful console has so much greater potential. My job has become more difficult and much more interesting! – notes Andrey.

TOGETHER WITH CPC

We were pleasantly impressed by the young and enthusiastic team, full of innovative ideas, that's "in charge" of the Narimanov district. The big picture is evident in the details. For example, much to the children's delight, the hockey rink in the regional center in the sum-



"Swan Lake" in the hockey box ...



Nurlan Kandykov "10 - 15% of the revenues of our budget depends on the success of the Consortium"



Thanks to the CPC in young athletes from Narimanov gets its own bus

mer turns into a swan lake with water attractions – small boats powered by electric batteries.

There’s no doubt that Nurlan Kandykov, head of the administration, sets the tone here. He put forward the idea of switching the district to solar power, and for that purpose a platform with solar panels is being constructed just outside the regional center – the so-called “Sun City”. Mr

Kandykov also plans to establish fuel production facilities in the

“We were geographically and economically lucky to have the oil pipeline here, to have the Caspian Pipeline Consortium operating on our land”

district. His calculations show that the annual wood waste from tree pruning would produce

enough power fuel briquets for the heating season.

– Narimanov district is part of a special economic zone, which means it has highly favourable conditions for investors: preferences at customs, VAT exemption, partial profit tax exemption, and so on, – says Nurlan Kandykov. – These measures have already stimulated interest with a number of Russian and foreign companies, meaning that soon there will be new production facilities and additional employment opportunities. The business activity of the local people will grow in proportion to such investment development.

We were geographically and economically lucky to have the oil pipeline here, to have the

Caspian Pipeline Consortium operating on our land, – Mr Kandykov continues. – The abbrevia-



Alexander Shkuratov "CPC`s gift made the stage of our Cultural Center a first-class installation"



Maria Barmina "Now that we have Sports & Recreation Centers we can organize inter-district and regional tournaments"



Igoshina Svetlana - senior representatives of CPC-R relations with regional authorities in Astrakhan Alexander Ignatiev: "Thanks to the Consortium for constant attention to our school!"

tion CPC-R has become almost a symbol for us.

First of all, it's a major employer. It is important for rural people to

be able to find highly paid work positions that demand qualification. Secondly, it's a major tax payer. It's no secret that up to 10-15% of the district's fiscal

revenue depends on the success of the Consortium. In addition, CPC-R is an enterprise that introduces new production standards. The important and pleasant fact is that CPC is our major sponsor, the one that implements social projects in the district. It is not help rendered only from time to time, we're talking about systematic work for supporting culture, education and sport. It's the "CPC to First-graders" annual program. It's the support of the veterans of the Great Patriotic War – there are very few of them still with us, and it makes the attention of the Consortium even more valuable.

– What is the district aiming at?

– At economic independence, so that we become less dependent on external factors. Our district would like to have the same major employers and tax payers as CJSC CPC-R, so that people from all layers of society can have a comfortable life here, – the Municipality Head concludes. ■

by Ekaterina Suvorova

The opening of a new sports and recreation center in Narimanov on November 12 became a true celebration of sport. The 1330 m2 sports centre hosts six training halls: for soccer, volleyball, handball, table-tennis, rhythmic gymnastics, martial arts, choreography, and a gym. The governor of the Astrakhan Region Alexander Zhilkin took part in the ceremony and expressed his gratitude to CPC for having constructed the facility in such a short time. – I'm glad that the boys and girls of Narimanov will now have the opportunity to practice sport on a regular basis and in modern conditions, – he said. He reminded the audience of the support that the Company has rendered to the region in recent years to help develop healthcare, culture, sport and education. For example, last month a similar sports and recreation center was opened in the village of Starokucherganovka as a present from CPC. The Nurimanov district, among others, also got some new school transport. – The Company pays attention to the social and economic development of the regions of its presence, – CPC General Director Nikolay Brunich pointed out. Aleksandr Zhilkin

and Nikolay Brunich encouraged the young sportsmen to achieve new victories.



A veteran of two wars

THROUGHOUT THIS YEAR THAT HAS MARKED THE 70TH ANNIVERSARY OF THE GREAT VICTORY OVER HITLER'S GERMANY, OUR NEWSLETTER HAS PUBLISHED STORIES ABOUT VETERANS OF THAT HORRIBLE WAR.

THIS PIECE IS ABOUT ALEXANDER KUZNETSOV, A RELATIVE OF THE ASTRAKHAN REGION EXPANSION PROJECT MAINTENANCE PLANNING SENIOR SPECIALIST SERGEY SMOLYANINOV.



Alexander Kuznetsov is a veteran of two wars. Therefore, he celebrates Victory Day twice a year: on May 9 he celebrates the victory over Germany, and on September 2 that over Japan. The war against Hitler's Germany ended for Alexander Kuznetsov in East Prussia.

to take revenge by seizing the oil fields of the Caucasus and Baku.

The Wehrmacht brought all their offensive forces to bear in the southern direction. Having amassed soldiers, tanks and aircraft more than twice the force

Unlike the Battle of Stalingrad, which is remembered in numerous books and historical records, the defense of Astrakhan has received unfairly little attention from historians. Astrakhan was also very important because of its role in fuel provision for the Soviet Army. A 300-km-long frontline, which ran from the Sarpa lakes through the entire territory of Kalmykia towards the Dagestan border, was heroically defended by only two military formations – the 34th Guards Division and the 152nd Separate Infantry Brigade.

After the end of the war in Europe, the unit in which Alexander Kuznetsov served was moved to the Far East. One war had ended – and another one had begun

After that he fought against the Japanese militarists in Manchuria.

Alexander Kuznetsov was called up to the front in September 1942 – at one of the most dramatic moments of the war when, after the abortive onslaught on Moscow, the German forces attempted

that Russia could group along the frontline, 80 German divisions advanced fiercely toward the Volga. Opposing them were the forces of the Stalingrad front. Alexander Kuznetsov began his service with a sub-machine gun company of the 28th Army, which defended Astrakhan on the left flank.

– There was no solid frontline because the Germans always managed to break through into our reserve. Add to this their domination in the air, which was particularly hard to cope with on the steppes of Kalmykia where there were no hills or woods in which to hide, – the veteran recalls.

The 28th Army managed to hold on, overcoming enormous hardships, through its extreme endurance. The Germans were stopped 40 km away from Astrakhan.

By the mid-fall of 1942, having received reinforcements – the 6th Tank Brigade and a regiment of “Katyusha” multiple rocket launchers – the 28th Army went onto the offensive.

It’s a little known fact that the 28th Army used camels widely as “draft power” to move its artillery installations. Initially, the Army had only a couple of dozen camels, but later over 300 animals were herded from Kazakhstan. Almost all of them perished in the war, but it is known that at least three camels even managed to make it to Berlin.

After the end of the war in Europe, the unit in which Alexander Kuznetsov served was moved to the Far East. One war had ended – and another one had begun. The 1st Far Eastern Front, to which Alexander Kuznetsov was assigned, went on the offensive on August 9, 1945. The Manchuria battles were fierce and bloody.

– We had to move through steep hills and thick woods, we were always short of water and thirsty, – Kuznetsov continues.

The news about Japan’s capitulation on September 2, 1945 was received with bursts of gunfire into the air. After the end of the war, Alexander Kuznetsov served in the army for another 10 years in the Far East and then retired with the rank of captain.

For more than 25 years now he has been a public activist and chairman of the 28th Army Veterans’ Council. As a dynamic personality, he has done a great deal for veterans’ organizations, to preserve the

Alexander Kuznetsov:

– Did we ever celebrate New Year’s at war? No, there was no time to mark peacetime holidays like that back then. I remember how we liberated the city of Elista on the dreadfully cold day of December 31, 1942. The Germans resisted us with strong defensive lines of tanks, artillery, cavalry and motorized infantry. The furious battle lasted a whole day and only by midnight had we cleared the city of the occupiers. The liberation of the capital of Kalmykia was our New Year’s Day present to the Motherland.



Alexander Kuznetsov shares his recollections with his great-granddaughter Varvara



Astrakhan Region Governor Alexander Zhilkin congratulates the veteran on the anniversary of the victory over Japan. September 2015

“frontline brotherhood spirit”, to immortalize the memory of the fallen heroes, and to provide social protection for veterans. Alexander Kuznetsov has been awarded the

“Honored Veteran of Astrakhan” and “Honored Citizen of the Yashkul District of Kalmykia” titles. ■

by Pavel Kretov

The seasons through the eyes of CPC employees

IN 2016 THE CPC-R OFFICE WALLS WILL BE DECORATED WITH UNUSUAL CORPORATE CALENDARS: EACH SEASON WILL BE REPRESENTED BY A PHOTO TAKEN BY A COMPANY STAFF MEMBER.

“Winter” by the driver Sergey Afanasyev is enchanting, “Spring” by Vladimir Novozhentsev breathes out freshness, “Summer” by Vitally Gavrilov invites you towards

mountain peaks, and “Fall” by Mikhail Gladkikh evokes poetic lines in your heart. The general romantic tone is set by the cover: a photo by Natalia Tchekunova

is ready to reveal a whole new world, if you pay a bit more attention to a small wild flower at your feet...

It was unbelievably hard to pick the photos for the calendar – there was a whole gallery of wonderful works by talented photographers! We hope that later we will have a chance to feature all the photos left out of the project here on the pages of “CPC Panorama”. For now we asked all those talented and enthusiastic individuals to tell us about their work.

OUTSIDE WITH THE CAMERA

I’ve been into photography since 2007. Taking photos brings me the joy of close communication with nature. Whenever I have some free time, I love going to forests and rivers and I always take my camera, because there’s always a good shot! I love shooting landscapes, water in all its aspects, nature that is awakening, blossoming or fading, and I’m trying to focus on typical seasonal features. It’s amazing how different the same place can be depending on the time of year and light. For me it’s important to try and capture my mood, my feelings and emotions with the camera.

I hope that the New Year brings my colleagues health and new professional achievements. And to those still looking to fulfil their creative potential I wish them to find a hobby to their liking, one that would allow them to unlock their creativity, and one they would be happy to dedicate all their free time to. ■

*by Vladimir Novozhentsev,
Moscow office IT engineer*



MORE THAN JUST SNAP-SHOT CAMERA PHOTOS...

I know many women photographers who took up photography after having a child. Clearly when a baby comes along, every new smile and every new step brings you the understanding that you don't want those snap-shot camera photos, you want some real, live and bright pictures. I was no exception. You start with theory, of course. Exposure, aperture, focal length, distortion and aberration – all that seemed totally incomprehensible at first. There is theory, and then comes practice, practice, and more practice. You look for the right angles, analyse composition and light, compare your work to that of other photographers that seem interesting and talented, take master-classes ...

With time you get the hang of it, your instinct awakens, you get a special view of life, and you learn the skills. I tried offering my services as a professional photographer to my friends, and it was a success. People started calling me, asking to take photos of their kids. As a photographer, I was privileged to attend such difficult photo-shoots as christenings and wedding ceremonies... It's challenging, hard and an honour at the same time, when people trust you to be there and be part of such closed family events. I mostly do child and family photos, I do stories, and I also have some staged photos in my portfolio. I only have two wishes for my friends and colleagues for this New Year and many more to come: let your loved ones be healthy, and let us all have peaceful skies above us. ■

*by Natalia Tchekunova,
Document Control Coordinator, Moscow office*





BRINGING CHILDHOOD SENSATIONS BACK

My mum bought me my very first simple snap-shot camera in the central toy store in the mid-90s. My grandfather and uncle loved photography, so I spent my childhood watching pictures appearing in slides and prints. Reverently I would take a “FAD” or a “Zenith” camera and look in the finder or through the lens of a reflex camera, trying to learn the ropes: focus control, depth, exposure... My family and I would spend evenings watching carefully framed slides on a projector. Being a city schoolboy who spent his summer vacations in the country, I kept lasting memories of the fresh air, colourful flowers, forest textures and the joy of natural phenomena. It could all be about the child’s vision – so clear and bright, with no “veiling”, with things perceived with much more intensity and contrast than adults are capable of. But it is precisely those feelings and emotions I’m trying to capture when I take up my camera.

I took to photography consciously in 2001, during my student years – the range of equipment was seriously expanding, I began travelling more and always took my camera along. In photography, like in any other field, you have to keep on developing and moving forward. Every time I load my camera, I strive to challenge myself, being my own worst critic. And of course, the process itself is a great pleasure, from a casual glance cast at the subject to the finished print.

My main genre today is landscapes, both urban and rural. It is the desire to capture something that drives me to a particular place. The trophies of my travels are the slides that never cease to impress me with the natural vividness of their colors, like a small miracle, and a window into the past. To all my colleagues for the coming year I wish you to have something new – new emotions, impressions and discoveries, while not forgetting the traditions, to be healthy and let the world keep on surprising you! Smile more on your loved ones, when you come back home from work. ■

*by Mikhail Gladkikh,
IT engineer,
Moscow office*

PHOTOGRAPHY CAPTURES TIME

It is accepted that an interesting free-time hobby allows a person to unlock his creativity, and also has a positive effect on his emotions and attitude. The camera has become an integral part of modern life. We take it to every event so that nothing escapes our notice, and so we have things to remember and show to others. But mostly what you get are ordinary dull photos with no attention paid to light, arrangement, contrast, brightness or focus, and it looks like nobody has ever heard of perspective. If you like beautiful compositions and are irritated by such chaos in pictures, you should include photography among your hobbies. Around 2006 I realised my desire to be able to create beautiful high quality shots, equal in quality to those in magazines, and so I bought my first semi-professional reflex camera. One thing led to another - I needed a new lens, then a new flash... My "disease" is still making rapid progress, limited by nothing but our family budget. What does my family say? It goes somewhat like this: Me: "Honey, I already have a landscape lens, a prime lens and a flash, now I need money for a long lens!" My wife: "There you go again, no mascara or flowers for me!"

But seriously speaking, my family knows that good photos will stay with us for the rest of our lives. What makes photography special is the fact that it can stop time and capture a moment in life that will never be repeated again. A person truly devoted to photography won't even go out without a camera.

Every walk for him is like a treasure-hunt for unique shots. Time flies when you're searching, but nothing can compare with the joy a rare shot can bring!

I dislike staged or studio photography. I mostly make stories, love unexpected shots that can disclose a person's true colours and true emotions that can't be acted out in front of a camera. I have a soft spot for the landscapes that our country is so rich in.

A photographer doesn't capture what he sees, but what he feels. There's a good saying by Ansel Adams: "Not everybody trusts paintings but people believe photographs".

For the coming year of 2016 I would like to wish great good health to all CPC employees and their families - the people who wait for them at home every day, worry for them, rejoice at their success, support them through hard times and inspire them to new accomplishments. I wish the CPC team to continue its safe, smooth and accident-free operation. Let the New Year bring business success, easy resolution of problems, respect of colleagues and management, strength and patience. Let us find joy and fulfilment in every aspect of our lives! ■

*by Vitaly Gavrilov,
PS-7 Process Units Operator*



In an interesting company

IT'S INTERESTING, DON'T YOU AGREE, TO WRITE A PIECE FOR THE YEAR'S FINAL ISSUE OF "CPC PANORAMA"? THE LAST LINE WILL, OF COURSE, BE SEASONS GREETINGS, BUT FIRST LET'S SUM UP THE RESULTS OF THE YEAR THAT'S ENDING.

Look back and ask yourself: What has been done? What important events have occurred in your life? What new people have you met, and which new places have you visited? Now look ahead: What are the first things to be done in the upcoming year, and how to make it eventful and interesting?

In 2015, I've visited new CPC facilities, including those completed and launched within the framework of the Expansion Project, as well as those still under construction and waiting for their time to come. As always, I was impressed by the scale of the CPC project, the diversity of the regions through which the pipeline runs, and the hospitality of the people who I happened to meet. The following is a brief recollection

of my impressions of the places I've been to during this year which will stay in my memory forever.

Spring, PS-3... The new pump station and the surrounding steppes are all joyfully blazing with the colors of spring and revival.

Early summer... PS-7 amid the fertile lands of the Krasnodar Krai, everywhere is swarming with greenery and promising abundant harvests. PS-7 has just been staffed, and it can be felt almost physically how the facility is gradually filling with life as people pour their energy and love into its metal and concrete.

Fall, A-PS-4A... A real Sahara! Sand all around... A camel sleepily wandering among the dunes in the distance doesn't seem the least bit strange for this landscape. The facility reminds you of a stage set erected for an old Soviet era movie shoot with its new buildings looking like ships sailing a sea of sand, with the incessant wind creating the illusion of motion. People are calmly getting on with their jobs, only covering their faces from the wind and wearing sunglasses.

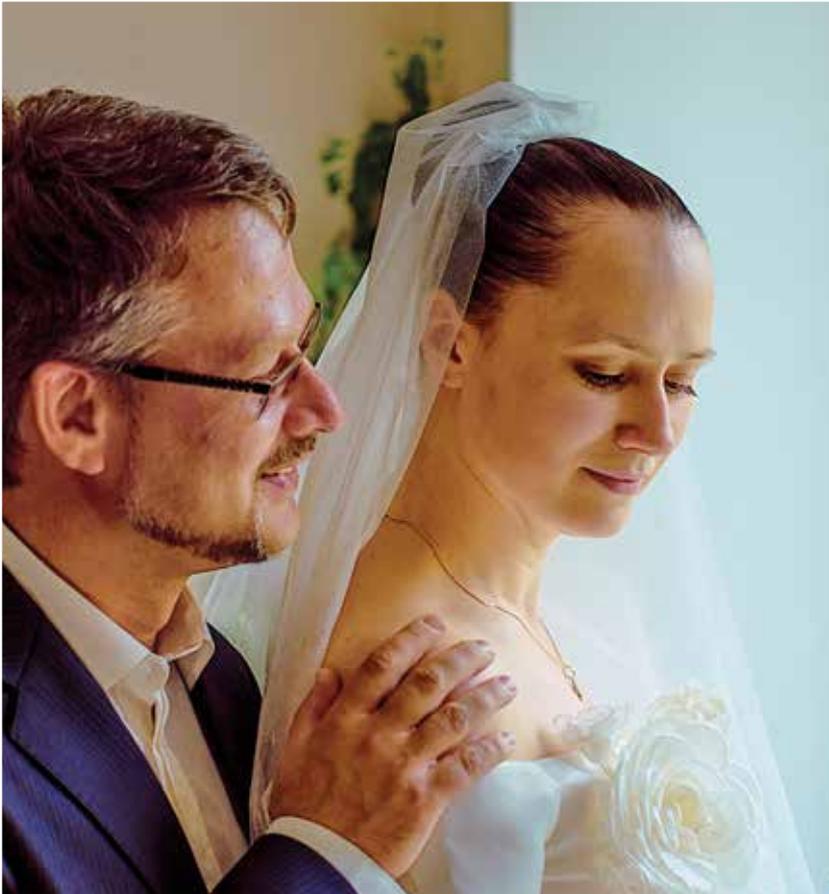
As for our department, this year was filled with events and excitement, including major tenders and projects, the introduction of an electronic workflow system for the whole company, and becoming acquainted with the Expansion Project's facilities and personnel. In every region the Administrative department staff are putting in their best efforts to ensure maximum comfort and safety for the personnel, and to provide them with everything necessary for their efficient work.

Now it's time for the greetings! Well, everyone, we're employed at an interesting company, at an interesting time. The Consortium is expanding right before our eyes, and thanks to our efforts. We are witnessing a "Big CPC" being born, and the moment of its birth is just round the corner. I wish you a fruitful and eventful New Year, 2016! ■

*by Kirill Bidinsky,
Administrative Manager,
Moscow Office*

Every change is for the better

IT'S A TRADITION AT THE TURN OF THE YEAR TO LOOK BACK AND REGRET SOMETHING WE DIDN'T HAVE TIME TO DO, ANALYZE THE REASONS FOR THAT, AND LAST OF ALL, TO START MAKING PLANS FOR THE FUTURE. BUT THERE ARE PEOPLE WHO LIVE FOR THE MOMENT, AND TO THE FULL, AND ENJOY A WHOLE RANGE OF VARIOUS EVENTS THAT CAN DEFINITELY MAKE A DIFFERENCE IN THEIR LIFE, IF NOT CHANGE IT FOR THE BETTER.



to witness the “bride-buying”, that it was like the whole street was celebrating the wedding. It was quite a show: the groom on horseback with a sword in his hand and dressed in a fluttering cloak, a retro 1939 BMW, the “Muzhiki” (Fellows) folk band with their lively Russian folk songs and dances, and the happy guests that no wedding can be without. But the most important thing was that we finally managed to gather the whole of our big family together.

Office life also saw some changes. The biggest event was the change of the General Business Department executive team. We have a new person, a highly competent professional with vast experience – Ferdinand Mamonov has long been held in high esteem by his colleagues in the oil and gas industry. I think having the chance to work with such a specialist is a great piece of luck.

A while ago I came across a saying while surfing the net: “Who cares how old your shoes are if you’re walking the streets of Paris in them!” It became a kind of a motto. In 2015 I took my good friend, my favorite bag, and my old jeans, and I set out to travel. There was Hungary with its architectural masterpieces, gloomy locals and wonderful cuisine; there was Slovenia with its perfect country life in 300-year-old houses, its ancient castles and stories to match; and there was quiet, slow-paced Lithuania with its natural springs and not always inviting Baltic Sea.

Then hectic, fascinating Thailand too, mesmerising you from the very first moment, and of course welcoming Spain with its distinct character, fiery flamenco and gastronomic specialties.

But travelling was not the most significant event of the year. On July 18, 2015, my husband Oleg and I were married in the small closed town of Raduzhny. The event was originally intended to be a quiet and modest one, but at some point things got out of control and went huge! There were so many people wanting

To all my colleagues and friends I would like to wish them to be more patient with their loved ones and themselves in the coming year. I see patience as a kind of a core that helps us to get through all hardships and troubles. When things go wrong, keep your chin up, and remember – everything in its own time. Take care and look after one another, give presents, turn every day of the coming year into a small and special event. Be happy, and good luck! ■

*by Olga Privezentseva,
Administrative Assistant,
CPC Moscow office*

Passion and a spring in the soul

The year 2015 has been a notable one for me. Recently I celebrated my first year with CPC. A pleasant change in my personal life also took place this last year – I got married on April 21. I also entered the A.S. Griboedov Institute of International Law and Economics to get my second higher education in linguistics (English and Spanish languages). My first diploma of 2014 was in psychology. I began to feel that it wasn't enough and I needed something more... First I thought of getting an education in the oil industry, but that would have cost a fortune. So upon reflexion I chose languages: it broadens the mind and would be useful at work, since CPC has several foreign contractors and speaking several languages would come in handy.

On the eve of the New Year 2016 I wish myself to keep passion burning and to maintain a spring in the soul for many years to come. I want my life to go ahead in full swing! I've got the same wishes for all my relatives, friends and CPC colleagues. I wish everyone to find peace and contentment with themselves, as nothing could be worse than



not being able to come to terms with your own self. I'm also wishing health to everyone – because everything else is pointless without it. ■

by Maria Lukyanova, Administrative Assistant of Control Systems and Communications Group, CPC-R

Wishing for stability, welfare and peaceful skies!



What do I remember most about the year 2015? It was tough and full of work achievements, the most important of which was putting into operation three VFRT-100000 tanks at the CPC Marine Terminal Tank Farm. Those new tanks allow the whole pipeline system to work smoothly even during Black Sea winter gales. It took the Consortium team three long years to achieve this!

An important personal event also took place – my grandson was born, so now I'm a proud grandfather. Let him grow up a healthy and clever boy!

What wishes do I have for myself, my colleagues, my country and

all the people in the coming year? Nothing out of the ordinary – I would like everybody to have stability, welfare and peaceful skies above them. I would like all current hardships and disputes to be solved as soon as possible. And of course I'm wishing everyone to have comfort and happiness in their homes!

As far as work is concerned, I wish the CPC team and shareholders to come even more closely together as a team in order to find solutions of our shared tasks. We have many of those ahead of us! ■

by Yuri Belov, Onshore Marine Terminal Deputy Regional Manager

The advantages of a female team

IN THE MODERN WORLD THE PROFESSION OF ACCOUNTANT IS VIEWED AS A PURELY WOMEN'S JOB. STATISTICALLY, IT IS TRUE THAT ONLY EVERY TWELFTH ACCOUNTANT IS A MAN.

Why is it that this career has such a “female image”? How do those few representatives of the “stronger sex” cope with working in all-women teams?

Sergey Radov is the only man in the Moscow accounting office. He looks quite surprised when we ask him about the gender issue: what conflicts can there be when everyone is busy working?

Sergey joined CPC two years ago; before that he had worked as an



accountant at various companies, and was part of a female team in each and every one of them.

– I consider finance to be a safe and reliable industry. Working in it demands maximum attention and diligence. You don't have to think things up, there's a definite operating procedure that you have to follow very strictly. Of course, even such a sustainable field of business needs development, – he thinks.

Sergey doesn't share any general opinion on the “close-knit” women's society:

– I see no disadvantages in that. I consider the “fair sex” to be more balanced, easy-tempered and non-confrontational than men. We could learn a lot from them. Women are diligent and attentive, have a trained eye for mistakes and they like meticulous work. I enjoy working with such highly-professional colleagues.

Some ladies from other regional CPC accounting offices visited Moscow this year:

– I was happy to meet them. We've been working together for quite a while, but only communicated via phone or email. It was interesting to check such long-held opinions against new impressions. Collective training with colleagues in Moscow and St. Petersburg also left some fond memories of the year that is now departing.

For the New Year Sergey wishes all the Consortium staff happiness in their families and prosperity in their finances:

– Just enjoy coming to work, we spend such a considerable part of our lives there, let it bring us joy! May our dreams become reality, and let the debit and credit balance! ■

by Viktoria Lupko



Sport-lovers

THE PACE OF MODERN LIFE GETS FASTER BY THE DAY. MANY PEOPLE SPEND THE GREATER PART OF THEIR DAY IN THE OFFICE. THEY OFTEN SACRIFICE THEIR SLEEP AND DIET TO THEIR JOB. BUT EFFECTIVE TIME-MANAGEMENT IS NOT ONLY ABOUT TASKS ACCOMPLISHED AND REPORTS SENT IN ON TIME.

A truly efficient person is someone who manages to find time for himself in this everyday rush and never-ending flow of things to do. When we stop taking care of ourselves, we stop looking presentable, energetic and fit. But it depends on no one but us.

– In childhood, my father and my elder brother set an example. I did running, gymnastics and bar exercises with them. When I got older, I started visiting the gym.

Alexey does Thai boxing several times a week. Every day he works

colleagues? If you wish to change something about yourself, start right now. The Yougifted and YouTube channels offer thousands of video-lessons for both professional sportsmen and ordinary lovers of sports, men and women alike. You don't need a fitness club membership to find an hour every day for jogging or gymnastics. A regular routine is crucial for achieving results, so you need to exercise at least three-four times a week.

Alexey's advice to beginners is not to waste time and schedule some one-to-one sessions with a personal trainer who can find the



Alexey Volkov at the gym

A MATTER OF HABIT

Alexey Volkov, who's part of the Moscow office Procurement team, can safely be called one of CPC's sportiest employees.

– Sport is my way of life, – he states.

out for about an hour before the office, which gives him a great boost of energy. Alexey says he feels quite out of sorts the whole day if he has to skip that morning routine.

– Morning sports are a matter of habit. What advice can I give my

best exercise options and advise on diet.

– You are what you eat, it all has an impact on your body. Of course you can keep on eating bread rolls and torture yourself at the gym, but you'll see no result. Everyone is unique, so it's better to create a nutrition plan to suit yourself.

If you can't live without sweets, eat them during the first half of the day, – Alexey says. – Based on my experience, I can recommend including lots of fruit and vegetables into your diet. And don't forget the greenery – the more, the better. It's preferable to steam or boil meat and fish. The closer to bed time, the fewer calories there should be in your food.

KEEP A BALANCE

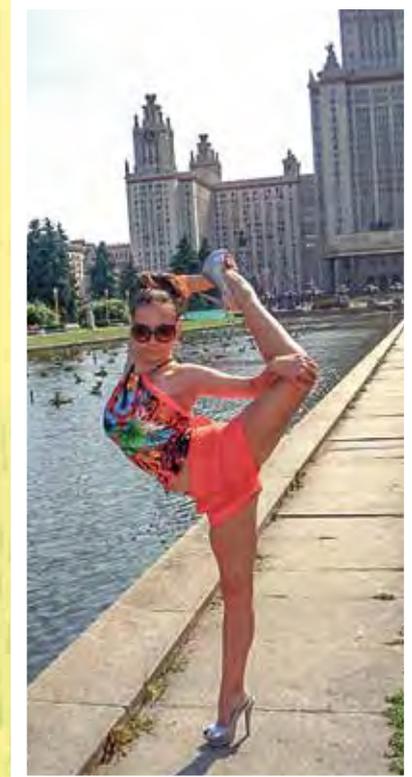
HSE administrator Mariana Yakukhina looks faultless. Her figure, posture and effortless movements show she's a sports-loving person.

Like Alexey, Mariana sticks to healthy eating habits. In her opinion, the most important thing is not to overeat, to cut down on sugar, and try to completely give up starchy foods and potatoes.

Mariana exercises both at home and at a fitness club. She's neutral about the gym, saying that it might not suit everyone.

– I prefer well-balanced types of fitness, – says Mariana, adding: – I don't do gymnastics every morning, but every other day. Working out helps to improve your general state of health and maintain your emotional balance.

What do you start with? In Mariana's view, pilates (movements borrowed from the exercise practices of the ancient Greeks and



Mariana Yakukhina: wonderful plastique!

Romans) suits people of all ages and different levels of physical aptitude. It's great for girls. Yoga and stretching are also useful for muscle-strengthening and flexibility.

She gave a few recommendations to those who want to have "a sound mind in a sound body":

– Take some snacks with you. Home-made food is much healthier than café options.

– It's good to have something close to hand – a banana, an apple, a pack of nuts or dried fruit. When you feel like having a snack, there should be no cookies or chips around.

– Take a little walk during your lunch break to limber up and get some rest from work.

– Go easy on the coffee. Drink water when you're thirsty. Coffee

might stimulate you for a short time, but it will exhaust your organism even more later.

– Take the stairs, not the elevator. Many fitness machines imitate the movements of going up the stairs – it's great exercise.

– Try to allow enough time for rest and get a good night's sleep.

If you follow Mariana and Alexey's recommendations, you can boost your work efficiency and stress-resistance, and also improve your overall physical condition. You'll always be in a good mood.

It's important to realize that a healthy lifestyle is not just a fashion trend, but something needed for the time that we're living in. We all want to be content with ourselves, our jobs, our lives. That how happiness comes. ■

by Viktoria Lupko

The waverunner

THERE'S NO DOUBT THAT ACCOUNTING IS IMPORTANT AND INTERESTING IN ITS OWN WAY. BUT I USED TO THINK THAT ACCOUNTANTS WERE SUCH ... QUIET, ARMCHAIR PEOPLE. NOTHING OLD-FASHIONED, OF COURSE, BUT NOTHING UNUSUAL EITHER.

When it turned out that I was going to write about the Chief income and expenditure accountant of the CPC Moscow office, I pictured a severe, job-oriented specialist.

I was so wrong! Maria Polupanova is fashionable, always smiling and energetic – she talks eagerly about the things that fill her life. You get the impression that Maria is successful at everything. A girl like that must be in first place at all times and places – in school, at university, at work. She can do everything perfectly on the first attempt. People admire and copy her. That's what I thought, so I asked Maria about it. Her answer came as a surprise. Maria flicks through her phone and shows me a picture of someone she herself admires:

– This is my idol. It's Bethany Hamilton.

This famous American surfer has set an example for many people. As a teenager she was attacked by a tiger shark and lost her arm. But the girl was back on her surfing board less than a month after that tragedy. Bethany returned to sport and later even took part in international competitions.

Maria smiles and admits her childhood fascination with the “wave-riders” from Hollywood blockbusters. It was then that she first decided to join these brave surfers, those “ocean-tamers”. The path from childhood dreams to actual surfing classes took several years.

During our talk Maria and I almost got carried away to the sunlit tropical shores of the Hawaiian Islands, the birthplace of surfing (he'enalu in Hawaiian, meaning “wave-gliding”). At first it was a way for fishermen to bring home their catch – they reached the shore by riding the crest of a wave. From ancient times Hawaiians have believed that water has a face that can reflect emotions. They learned to “read” the ocean and predict its mood, trying to make friends with it and become engaged in a dialog with nature, as we now say. They performed ritual dances on the shore, and wave-gliding was also meant as a ritual. The local kings were good surfers: a person with no understanding of the ocean and no surfing skills could never rule an island. Over time he'enalu became a part of everyday Hawaiian life and people wished to ride the waves on wooden boards just for pleasure. There were regular competitions that gave opportunities not only to show off your surfing skill, but also become famous for it.

The popularity of surfing in the world has been increasing over the last years. What can surfing fans do in the Russian climate?



– Look for alternatives, – Maria laughs. – It's a long way from Moscow to the ocean, so we have to think of something

For example, in central Russia you can ride the wakeboard boat waves.

Maria explains how it works. The boat is loaded either with ballast or extra people; the idea is to put more weight on one side to make a good wave for the surfer. The heaviest passenger bends overboard to enhance the effect. When the boat starts up, it almost takes water in. The surfer keeps hold of a strap for a while. When the wave picks up the board, he throws the strap back on deck and starts surf-

ing. Wakesurfing helps to develop the skill of balance. Anyone who has tried wakesurfing and later gone on vacation somewhere in Indonesia, for example, will find it easier to get up on the board and ride ocean waves.

Another option for surfers is flowride. It is relatively new for Moscow, but has already gained considerable popularity. It's a kind of aquatic training activity, or an attraction with an artificial upward water flow. It's so convenient – you don't have to wait for summer, suitable weath-

– It seems easy to people who have never tried it: “It's nothing! I can do that, too”. But when they try it, they see how difficult it is.

It's not just wakesurfing and flowride that help you to keep fit. Maria goes to the swimming pool and the gym, does balance-board exercises at home (that's a board with supports on the sides, “floating” on a special cylinder). It's clear that the balance-board helps to develop a sense of equilibrium.

– That's right, – says Maria. – You can practice the correct posi-

– It's breathtaking! – Maria laughs. – And it suits our climate, by the way. The board will carry you along the river, and all you have to do is keep your balance and navigate.

Surfing brings color to everyday life, Maria thinks. After such active water recreation work goes with a swing!

This sport requires physical training, patience, concentration and dedication. Surfing can give you things that cheer you up in no time, like a beau-



er conditions and the right (in terms of strength and direction) wind. Beginner surfers keep their balance by holding on to a special cord, while experienced riders can do without it. Various tricks can be performed on artificial waves.

– Have you ever seen anything like it? – Maria asks. – Pretty impressive, isn't it?

I like Maria's enthusiasm and nod, while she goes on with the same excitement:

tion on the board at home. The balance-board can be useful for anyone who does active sport.

Various kinds of surfing with sails are becoming popular – like windsurfing and kite-surfing. It's a combination of water and air. In windsurfing you have a sail attached to the board, and in kite-surfing your kite is your sail – it's flying and dragging you along. But the most impressive one, in Maria's opinion, is the new electric board. It's riding a board equipped with a boat-like engine.

tiful wave or an unusual manoeuvre.

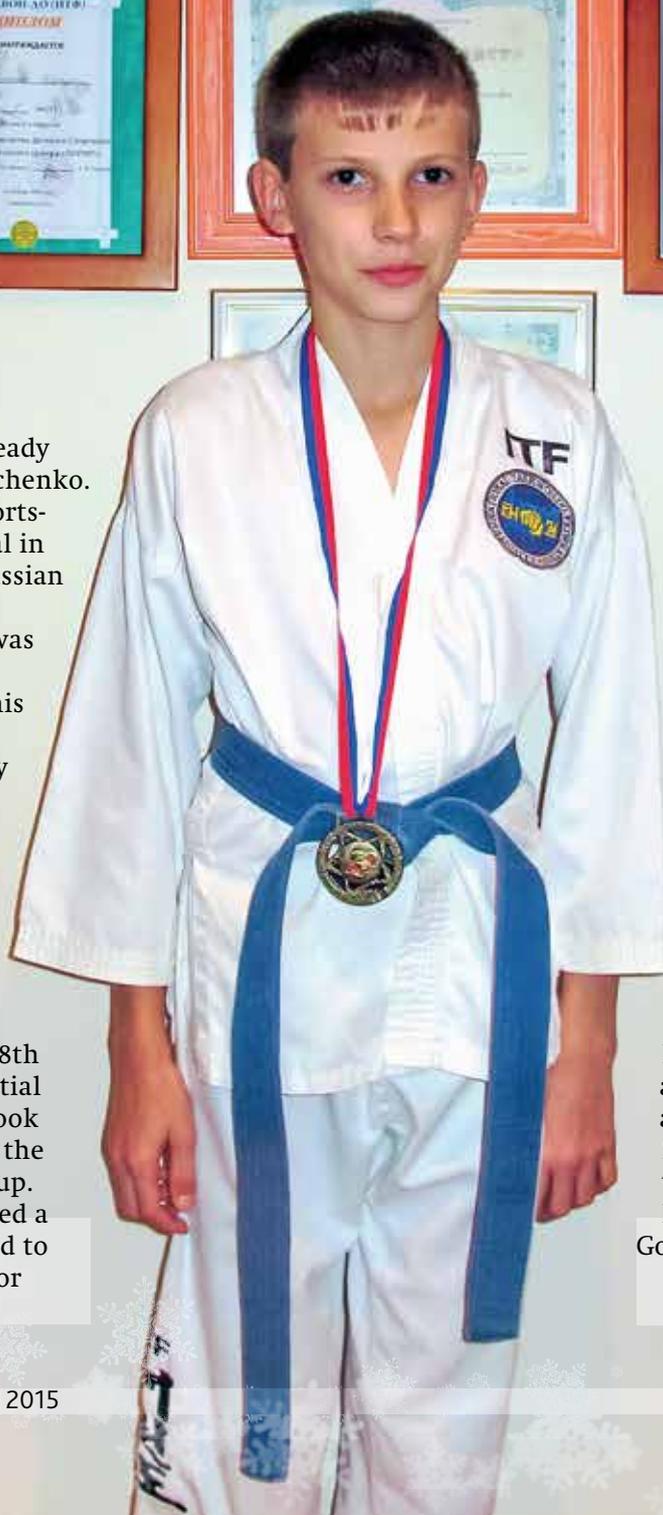
Water-gliding gives you a feeling of flying, of freedom.

– You can get enormous satisfaction by just sitting on your board in the ocean, – says Maria. – Even if you can't catch a wave, you're still filled with happiness. You suddenly feel like shouting: “Just look at all this beauty around!” ■

by Viktoria Lupko

Mission accomplished

THE 14-YEAR-OLD SON OF KONSTANTIN SAVCHENKO, THE HEAD OF THE COMMUNICATION GROUP, HAS WON THE 8TH RUSSIAN OPEN YOUTH MARTIAL ARTS GAMES.



“CPC Panorama” has already written about Denis Savchenko. A year ago the young sportsman took a bronze medal in taekwondo at the 7th Russian Open Youth Martial Arts Games in Anapa. Denis was quite content with that result given that it was his debut at national level, but he wasn’t completely satisfied: his dream was to take first prize.

And now, after a year of intensive practice, Denis Savchenko has accomplished his goal. Sportsmen from 71 regions took part in the 8th Russian Open Youth Martial Arts Games, and Denis took the gold by defeating all the other athletes in his group. In the final round he faced a strong rival, but managed to win the tough struggle for victory.

It should be noted that, regardless of all his achievements, this champion is very modest; he dislikes talking about his trophies and prefers to spend time practising and honing his skills in order to conquer new heights. Denis doesn’t neglect his studies - he’s a straight-A student.

“CPC Panorama” congratulates Denis on his victory and humbly hopes to take a little credit for his achievements, since the article from December 2014, dedicated to Denis, was titled: “A Bronze Medal with a Hint of Gold” ■

by Ekaterina Krapivko

Finding a way with Inkar

NOBODY CAN MAKE INKAR DO ANYTHING SHE DOESN'T LIKE. BUT IN HER FAVORITE THINGS SHE ACHIEVES GREAT RESULTS AND GIVES MUCH JOY TO HER PARENTS, WHO ABSOLUTELY ADORE HER.

In translation from the Kazakh language, *инкар* means “passion”, “desire”, “necessity”. When parents give this name to their child, they emphasise their wish to have a daughter.

On the table of Askar Shmanov, the Representative for Communications with the Government of the Republic of Kazakhstan, there's a picture of Inkar holding a kitten. A playful twinkle in the eyes of his beloved daughter keeps Askar in good spirits all day long. Whenever he talks about Inkar, his face lights up with a smile:

– I could call Inkar my birthday gift: she was born on January 30, the same day as me. She's turning 11 in a few days!

Her grandmother Tengesh, who has over 35 years' experience in teaching, was a great influence on forming Inkar's distinctive character and talents. When Inkar was in kindergarten, she displayed a great interest in painting. Some time later she went to a special study group. For a whole year she took classes in painting, drawing and composition... But her tutors didn't manage to find a way with the girl. She found still-life painting boring, and started gradually losing her interest in the hobby. The parents decided to stop the classes.

– To our great surprise, a year later she took to

painting again. She found some tutorials on the Internet and started learning to draw by herself, following step-by-step recommendations. She pushes me off the computer: “Dad, I want to do my drawing!” – says Askar.

With music everything went right from the beginning. Inkar has been taking piano lessons at a music school for two years now.

Both her parents and the girl's teacher Natalia Yendovskaya are very proud of her success. The music school has longstanding traditions, and is the same one that Askar's elder sister used to attend –



Inkar and her favourite model

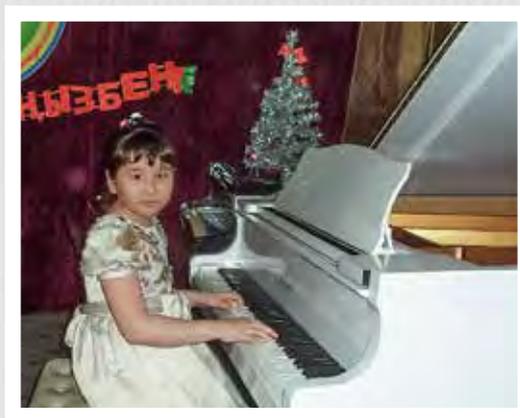
it gives open student concerts twice a year. Those concerts are for parents and family members – the audience is always full, taking photos and making videos ... For young



musicians it's a chance to get invaluable experience of performing in public. Inkar usually learns two or three new pieces for each concert, and her parents take pleasure in marking her progress.

The Shmanov family has had a new tradition for a while – at parties for guests Inkar arranges “music interludes” and plays various piano pieces for visitors. It gives pleasure to both the listeners and the girl herself.

In music and painting Inkar is following her heart, and her parents are always there for her, ready to notice and support every new twist of her talent. ■



A young talent at the student concert

by Ekaterina Suvorova

Funny little Bays

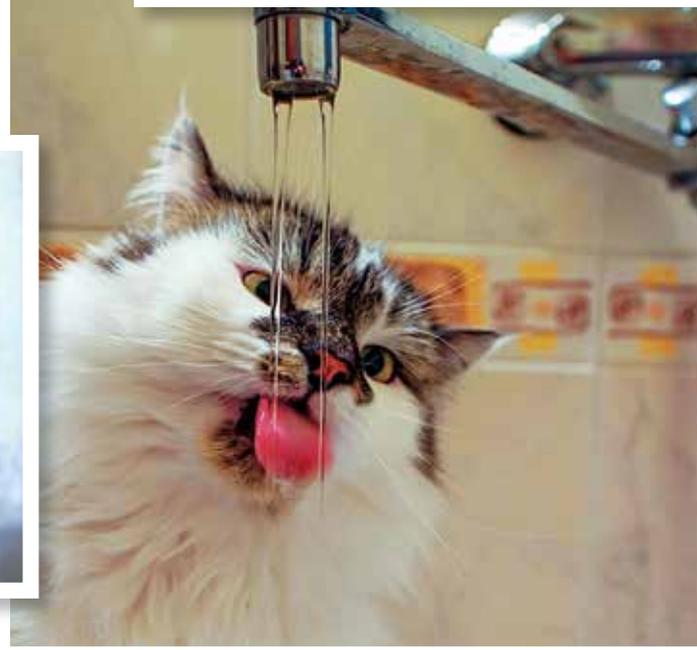
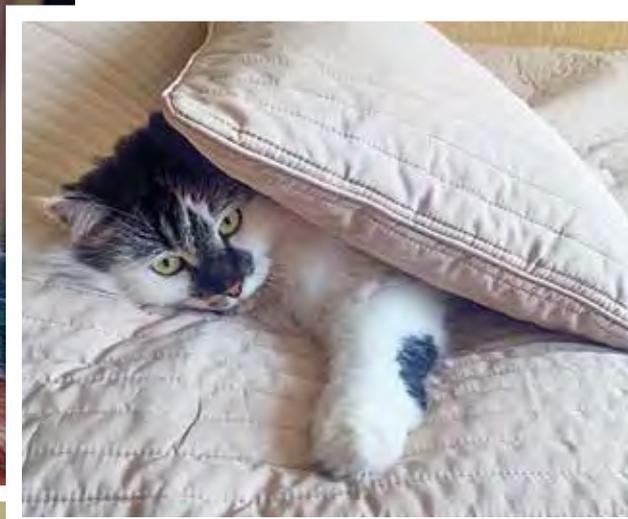
HE WAS A SMALL FLUFFY THING WHEN HE WAS BROUGHT HOME ABOUT SEVEN YEARS AGO' HE WAS GIVEN AN IMPRESSIVE NAME - BAYS. NOW HE'S A REMARKABLE-LOOKING CAT OF 6,5 KG, WITH A DISTINCTIVE CHARACTER AND FUNNY HABITS

Sleep is the one thing that's sacred for Bays. He loves when it's time to turn in and always wants to join someone by occupying some corner of the bed. The cat puts his predator instincts to work by sitting on the windowsill and watching the crows from the

15th floor. Our "hunter" is always willing to chase a laser "mouse" or play with pet-shop toys. The marks of his massive claws can only be seen on the cat tree and scratcher: Bays has destroyed a lot of those but has spared the apartment's furniture and wallpaper.

Every morning the cat races to the bathroom and demands the tap to be turned on: he likes to lap up running water. Every night when we get home from work, Bays put on his traditional "stretching show" on the carpet: "Well, aren't you going to stroke me now?" ■

by Andrey Franz



When Naida has gone

OUR DOGS – THERE ARE FIVE OF THEM – ARE THE RESULT OF OUR EFFORTS TO MAKE UP FOR THE LOSS OF NAIDA, OUR VERY FIRST, PERFECT DOG. NAIDA WAS THE FAMILY IDOL, AND SIX MONTHS AFTER SHE PASSED AWAY WE REALISED THERE HAS TO BE A DOG IN THE HOUSE.



When Lisa (Fox) turned up at our bus stop, we knew it was fate. She was chasing the crows who were trying to steal her food, and looked very much like Naida. The homeless Lisa moved from the bus stop to our apartment and turned out to be totally different in character. That's why when Dasha appeared on the doorstep of our dacha, we took her in, and so there were already two of them. I won't go on. The process of compensation lasted a few more years, and as a result we got three more dogs.

Our life is a quiet one, except for feeding time. Each of them thinks that the others are getting some extra, more delicious things, but tries not to take offence. Their obedience is beyond imagination. When we were rebuilding our old dacha and a part of the wall wasn't there any more, the dogs

still insisted on leaving through the main door, because that's the right thing to do.

There's a huge difference between having one dog and having five of them. A walk of several km is an integral part of our schedule every morning and every evening. Out in the street everyone passing by may display some inappropriate (from a dog's point of view) behaviour, and a reaction will follow. So during our walks we're watching people more than dogs.

Unfortunately, time flies and our dogs are not getting any younger. And yet, every new day of life with our dogs is a new experience, new knowledge, and a truly unique luxury. ■

by Svetlana Sokolinskaya,
Administrative Assistant,
CPC Moscow office

POEM ON DOGS

*Do you know exactly what it's like
to bring a dog into the home?
That dumb brute
will make you know yourself.*

*Your shaggy dog will need no key
to unlock your heart,
It'll adopt your habits,
and even your walk.*

*It will take in even the thoughts
buried from everyone deep inside...
Love those who've got kind dogs.
Fear those whose dogs are sullen.*

YULIA NEIMAN

Caspian Pipeline Consortium: a time-tested international project



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Works of participants of the contest of children's Christmas cards organized by the personnel department of CJSC «CPC-R»