





MOMENTUM
Issue #10: July 2015

On The Cover

Mark Wilson, Business Unit Leader, BP Global Acetyls (at left) was given a guided tour of the Atlas Plant at Point Lisas by (l-r) Albert Dinoo, Plant Superintendent (Ag.) and Theron Alexis, Manager, Maintenance.

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Charles Percy, Managing Director & President, Methanex Trinidad Limited

COURAGE: THE CENTREPIECE OF LEADERSHIP

It takes courage to go first, to lead change and inspire others to follow your guidance. This rarely happens through words alone. It generally requires action and tenacity to hang on until the goals are achieved. But it's not easy.

Demonstrating leadership courage - whether it's having an uncomfortable conversation, communicating when you don't have all the answers, or making a decision to move ahead on a new project - can be scary. Yet it's precisely the kind of behaviour that fosters trust and sets a crucial example for others to follow at a time when they'd rather hunker down and wait for the storm to pass.

So, what is courage? One dictionary states it is "mental or moral strength to venture, persevere and withstand danger, fear, or difficulty." Consultant and author, Dr. John Izzo, expresses it this way: "Part of courage is the ability to face whatever are the inner blocks or demons or barriers that keep you from becoming the fullest person you can be in the world. A lot of courage is really about facing yourself."

Courage is most readily related to battlefield situations where quick thinking saves lives, whether in the strategy room or in the trenches. But leadership courage can just as easily be seen in all aspects of life where people can bring about extraordinary change by taking a stand on things that matter. Within our company, family units and communities, people are stepping out with courage to change what is no longer working effectively, to speak up when most people remain silent.

In addressing a group of young leaders recently, I noted that it takes courage to realize dreams and to give meaning to our values. As next generation leaders, leaving a legacy of lasting significance will be the result of acting courageously. This requires a willingness to face the truth regardless of how painful it might be. If fear causes us to retreat from our dreams, we will never give the world anything new.



COURAGE: THE CENTREPIECE OF LEADERSHIP

I also pointed to character which provides a leader with the moral authority to bring people together. The character of leaders is always on display. We may possess talent and natural ability to make an impact, but it is character which will carve out our legacy. Character is the will to do what's right even when it's hard.

When we choose to lead every day, we choose aspirations of long-term significance over short-term measures of success. However, courage, like leadership, is a choice. As John Maxwell, author of numerous books on Leadership, noted: "It's been said that there are two kinds of people in life: those who make things happen and those who wonder what happened. Leaders have the ability to make things happen."

Our Trinidad team is demonstrating this principle in action, as we restructure to continuously improve reliability and to sustain our operations well into the future.

The exercise is putting employees in new leadership roles where, in some areas, they will be responsible for multi-disciplined teams of professionals. Among other things, it is creating opportunities for career development and personal growth in new directions.

In changing the way we work, some level of uncertainty is natural. In coaching emerging leaders, we convey that uncertainty is a permanent part of the leadership landscape. It is the responsibility of leaders to bring clarity into the midst of the uncertainty, not to remove the uncertainty. By communicating openly and frequently, even when we do not know all the answers, and inviting feedback, we will bring employees along the change process for everyone to truly engage in the vision for a better way, a better solution.

In simple situations too, courage makes a meaningful difference. A plant operator requesting a senior manager to

sign the visitor board before going to the plant site ensures not only adherence to the procedure but demonstrates concern that visitors to plant areas are accounted for. We have to hold ourselves responsible for modelling the behaviours we expect of others – this is leadership at all levels.

Leadership courage can be seen in all aspects of life where people can bring about extraordinary change by taking a stand on things that matter.

Recently, a member of our Trinidad Inspection Team, Rai Dookran, stepped up quickly and offered a workable solution to the Static Team at Methanex in New Zealand, for repair work on plant equipment. Rai's display of working in one global Methanex team, his proactive and creative response, and his tenacity in getting the solution to the decision-makers was inspirational and earned him plaudits at both sites. Giving credit to those around you is an important demonstration of courageous leadership that motivates more employees to step out with suggestions and new ideas.

In leadership, success is succession. Those coming along behind must be able to take what is offered and build on it. I encourage all our young leaders to not let fear bind you to mediocrity; to know the direction in which you want to grow and where you want to end up, even if your plan is not failsafe. I urge you to want to make a difference. ●

MENTORING CREATES ORGANIZATIONAL MOMENTUM

by **Hermese Alexander**, Senior Human Resources Advisor

Methanex Trinidad Limited produces methanol, that's no secret. But what's secret no more is the success of our Mentoring Program.

Methanex in Trinidad volunteered to pilot a corporate-wide Mentoring Program in 2012. Upon the conclusion of the pilot, the Trinidad team committed to making the program a mainstay of our annual employee development activities. Now spanning 18 months, the program provides a formal avenue for the site's managers to share their expertise and experience with younger professionals who fall into one of several categories: high potential employees (upward mobility potential); high professional employees (technical expert potential); new recruit and new leader/supervisor.

Participants' testimonials have re-confirmed what a sound investment mentoring is in the future of the Methanex Trinidad site, the wider Methanex Corporation and, serving the national need, the development of talent in Trinidad and Tobago.

A range of literature on mentoring highlights certain key benefits for organizations. These include:

- Transfer and/or increase of knowledge, skills and abilities between the more experienced and the developing talent.
- Increased employee engagement for the employee whose employer is seen to be making an investment in his/her development.

- Strengthened organizational value system as new employees become part of the organization's culture.
- Dismantling organizational silos through the networks that mentoring assists in creating.

While the soundness of the literature is undeniable, it is infinitely more compelling when, by experience, you can add to the integrity of the research. In our program's short history, we have been able to prove the utility of mentoring. Between the pilot and the first cohort of the full program, Rishi Paryag, Team Lead – E&I Engineering, had the benefit of both roles. Rishi was a new supervisor when he entered the program as a mentee. The pairing with a member of the Site Management Team provided a personal guide who would accompany him through this period of adjustment and gave him confidence in the transition to the new supervisory role.

Through a series of sharing, he understood the business much better and was able to apply this learning in coaching and mentoring his team. Mentoring allowed him to create more context for his team and provide a better understanding of the organization's needs; both are useful in designing solutions to challenges.

The utility of the mentoring was also extended to his mentee - Brandon Gildharry, a Relief Shift Supervisor in the Plant Operations team. Indeed, it was as a mentor that Rishi noted how much preparation went into making the mentor/mentee relationship effective. Inventive and expansive thinking allowed him and Brandon, himself a new leader, to get past conflicting work schedules and create space and time for this development opportunity.

Rishi offered some tips for future mentors and mentees:

1. Never miss an opportunity to mentor.
2. Always enter with an open and expansive mind-set: you learn more that way.
3. Preparation is the key to success! ●

Mentors and mentees meet informally: (l-r) Mushtaq Mohammed, Brandon Gildharry, Hermese Alexander, Charles Percy, Duane Modeste and Shakti Jagmohan.



EXPANDING LEADERSHIP PERSPECTIVES

The Trinidad team was pleased to welcome 18 leaders from global Methanex as the first module of the company's Courageous Leadership Program (CLP) got underway in March. The CLP is one segment of Methanex's Global Leadership Suite - an integrated leadership development curriculum customized for leaders at all levels of the organization.

This growth experience is consistent with our culture of continuous improvement and emphasis on learning and development. Designed to accelerate and enhance participants' leadership capability, the Courageous Leadership Program includes three modules over an 8-month period, each hosted at a global Methanex location.

In Trinidad, the team toured the 2-plant facility at Point Lisas, getting an up-close look in the control room at how a methanol plant is operated. A session with the Site Management Team added another perspective to operating in the local downstream sector and understanding some of the regional issues that impact our global business.

For Annabel Cuypers, Manager, Human Resources at Methanex Asia Pacific, it was an enriching experience with a big focus on introspection. "Leadership is a journey that starts with knowing yourself in order to unleash the potential in others," she said.

It was a sentiment echoed by Rawle Ramlochan, Operations Manager at the Medicine Hat (Alberta, Canada) methanol plant (and a former Operations Manager for the Trinidad plants) who felt the first module's primary focus on 'Self' was very useful. "This particular 360 degree feedback gave a great snapshot of how others truly see you now. It is instructive in my personal development and in strengthening team relationships."

Away from the classroom, participants readily connected with the program's cultural appreciation offering which included sampling of local cuisine (including 'Doubles' snack, Callaloo soup and Bake & Shark burger), live calypso music on the Avenue (a city street lined with popular restaurants and entertainment spots), historical

Annabel Cuypers (right) chats with Laurent Van Wulpen and Deborah Samaru.



Sharing a light-hearted moment with Rawle Ramlochan (centre) are Andrew Muller, Vice President, Human Resources, Methanex Corporation (right) and CLP facilitator, Andrew Russell (left).



Chris Chong-Ping (right) with Deepak Devendrappa and David Martin.

sights around the capital city's Savannah, and even a swim at Maracas Bay for some early risers.

The experience was a bit nostalgic for Chris Chong-Ping, Manager, Strategy and Corporate Development from our Vancouver-based corporate office whose family has Trinidad roots. Connecting with his extended family was a welcome addition to his short stay. Particularly pleased to have the professional development opportunity and to connect with and learn from the leadership lessons of regional managers, Chris is looking forward to the remaining CLP modules and, like other participants, is eager to apply the learning. ●



Site nurse, Juliana Pierre, facilitated workshops at the Trinidad site, along with other regional champions for Responsible Care®.



Switching on are (l-r) Reanne Rampersad, Amrit Ramnanan and Sandra Lalu.

SWITCH ON TO RESPONSIBLE CARE®

The broad umbrella of Responsible Care® covers the safety of people, care for our environment, being a good neighbour in our community to improve people's lives, and ensuring our product – methanol – is produced and delivered to our customers safely. Our commitment to Responsible Care® is underpinned by the belief that our business must have a positive impact on people's lives. Through a unique 'Responsible Care Switch On' workshop, we are engaging employees to act responsibly, with care, where we work, live and play.

Sessions on 'Managing for Responsible Care' for supervisors and managers around the Methanex world preceded the wider employee workshops. The latter were launched at the Trinidad site, with 9 sessions in May that engaged some 144 employees. The interactive learning approach allowed participants to delve into their beliefs regarding Responsible Care® and understand how the thinking and behaviours that drive results, at an individual and corporate level, are based on choices and action. Assessing risk and choosing responsibly, at work or in our personal lives, contribute to positive outcomes.

Local champions from Methanex regions are helping to facilitate and teach key Responsible Care® concepts to their colleagues. A 3-day Train-The-Trainer workshop in Trinidad equipped four persons from three Methanex regions as facilitators. They are Jane Baird and Niki Allerton (New Zealand), Jeremy Acosta (Geismar) and our site nurse, Juliana Pierre.

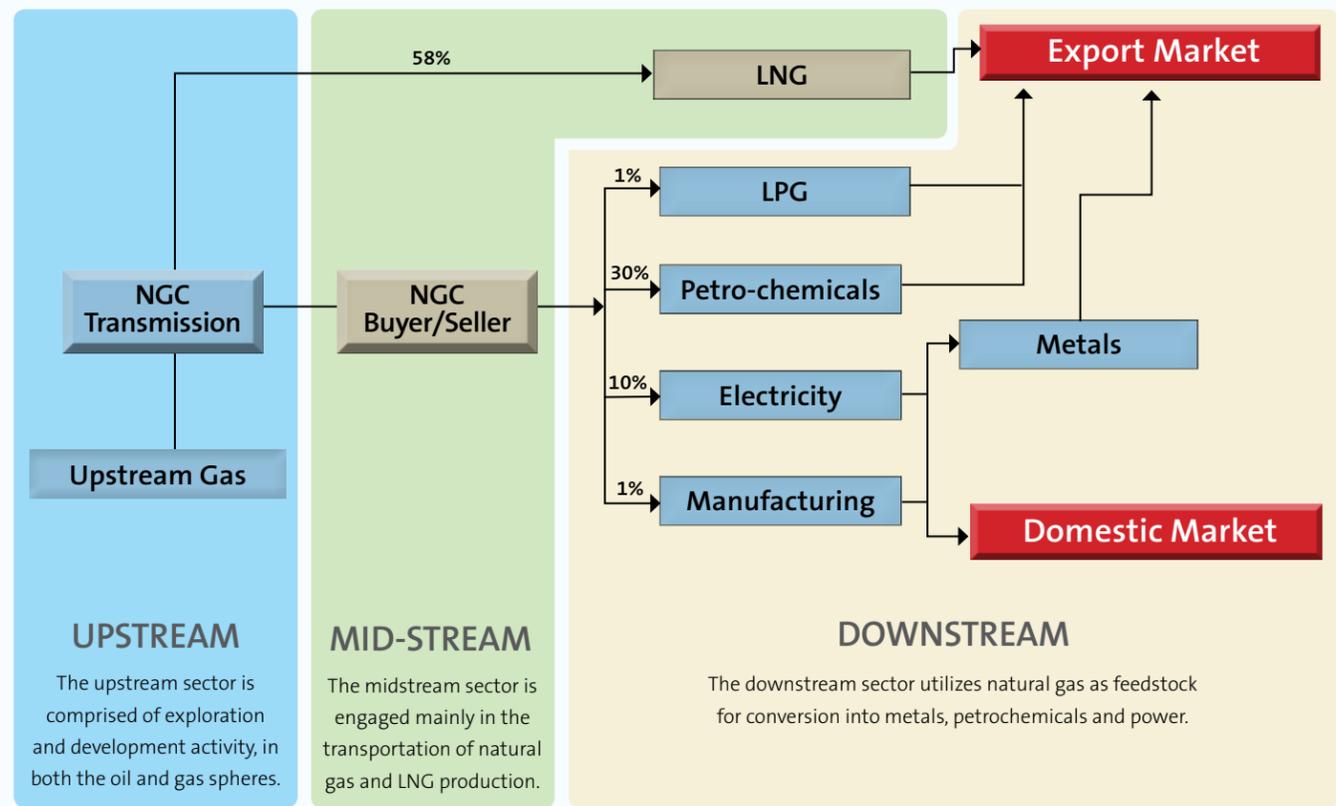
"Intense and enlightening" were Juliana's summation of the facilitators' session as so much information had to be internalised, not for delivering directly back to participants but to be used as a springboard in engaging them and supporting their conversations. "It was a valuable learning experience," notes Juliana. "Facilitating the session demanded much more than passing on knowledge; it made us reach for creative ways to communicate and hone acute listening skills to steer the conversations appropriately."

She continued: "In essence, the workshop reinforced the Responsible Care® arm of our company's culture, and reminded us of everyone's responsibility to visibly and constructively lead in making effective choices. Our role is to ensure that we, and others, speak up and take positive action every day, in this journey. It requires personal commitment."

Juliana sums up the experience, as a workshop participant and facilitator, as "impactful, on a professional and personal level" and believes the impetus for staying focused on Responsible care® was effectively communicated. "The benefit goes beyond our gates to our homes where we tend to be complacent to a degree. We need to extend our on-the-job vigilance to other areas of our lives. We will be better off if we stay switched on to what's important in our lives." ●

UNDERSTANDING THE NATURAL GAS VALUE CHAIN

By *Joanna Furlonge*, Planning & Performance Management Strategist



Natural gas forms the basis of the energy sector in Trinidad and Tobago, which contributes approximately 30 per cent of the country's revenue. The sector is made up of upstream, midstream and downstream elements as shown in the diagram at left.

The country has had a long history of oil production and a tremendous "first-mover" advantage in the monetization of natural gas. There has been growth in the natural gas sector from early consumption of 132 mmbtu in 1980 to a historic 4 bcf industry at its peak in 2010.

Pricing of natural gas varies around the world but in Trinidad and Tobago, for the downstream sector it is linked to the products which are derived from it. Hence, for our methanol production, the largest variable cost we incur is our natural gas cost.

In recent years, the supply of natural gas has contracted as the upstream sector needed extended periods to perform key maintenance work, as well as due to faster depletion of well

reserves, than expected. This has translated to lesser volumes of gas being available to the same consumer base. While there has been some increase in upstream activity, geared towards the increase of available gas, there is a time lag in being able to bring these resources online.

An alternative avenue for improving gas supply would be access to cross-border reserves, which are shared with Venezuela. While progress has been made around the sharing of these reserves, there still needs to be further agreement on commercial arrangements for the monetization of the reserves.

Natural gas will continue to provide significant revenue for the country in the upcoming years. However, if the current decline continues, there will have to be new paradigms developed around the industry to ensure that it can continue to operate, especially with the major changes in the global energy environment. There are many new players in this sphere and technology continues to develop, which allows for many more regions to become energy self-sufficient.

METHANOL APPLICATIONS: TRADITIONAL

Methanol is a clear, biodegradable, liquid petrochemical typically produced from natural gas.

- Formaldehyde:** The principal methanol derivative, this chemical building block is used to produce synthetic resins used in adhesives for plywood and carpeting. Also used in textiles, dyes, drugs, paper & leather.
- Acetic Acid:** Used as a solvent and in the manufacture of rubber, plastics, acetate fibers and pharmaceuticals. Much of the world's acetic acid is used to produce vinyl acetate monomer (VAM) for use in paints and adhesives.
- Methyl Methacrylate (MMA):** Used as a monomer in the manufacture of methacrylate resins and plastics (e.g. Plexiglas, PVC). Also used in LCD TV and computer screens, molding/extrusion powder and coatings.
- Other:** Other chemical uses and derivatives include: methylamines, silicones, windshield washer fluid, etc.

METHANOL APPLICATIONS: ENERGY

Methanol is a cleaner-burning, alternative source of energy.

- Methanol to Olefins:** Methanol has emerged as a competitive feedstock to naphtha in the production of olefins used in plastic production.
- Fuel Blending:** Direct blending of methanol with gasoline is cost competitive and reduces tailpipe emissions.
- DME or Dimethyl ether:** DME is a methanol-based synthetic fuel similar to LPG, which can be directly blended with LPG or used as a diesel replacement.
- Biodiesel:** Biodiesel is a renewable fuel alternative to diesel.
- Fuel Additive:** MTBE is a fuel component that, when added to gasoline, helps reduce emissions.
- Other Applications:**
 - Marine Fuels
 - Methanol to Power
 - Methanol Fuel Cells

Items made from methanol are all around us – we use them every day – and they range from paints to plywood, polyester to pharmaceuticals, DVDs and CDs. Methanol is the chemical building block that is used in making so many industrial and consumer products. Increasingly, it is used in energy-related applications which consume approximately 40 per cent of the world's methanol.

Its versatility helps to make a valuable environmental contribution as methanol can make gasoline burn cleaner and produce fewer exhaust emissions when used as a fuel additive. It can be used as an agent to promote removal of nitrate pollution from municipal waste water and it's also an ideal power source for fuel cell technologies used in electronics and transportation applications.

A clear, biodegradable liquid that is a naturally occurring substance (also known as Methyl Alcohol), methanol is manufactured commercially in a catalytic process using natural gas as the principal feedstock. In following the principles of Responsible Care®, we adhere to industry standards that govern the safe and environmentally sound management of this chemical over its life cycle, partnering with stakeholders and our customers in safe handling practices. ●

STUDENTS EMBRACE ENVIRONMENTAL CARE



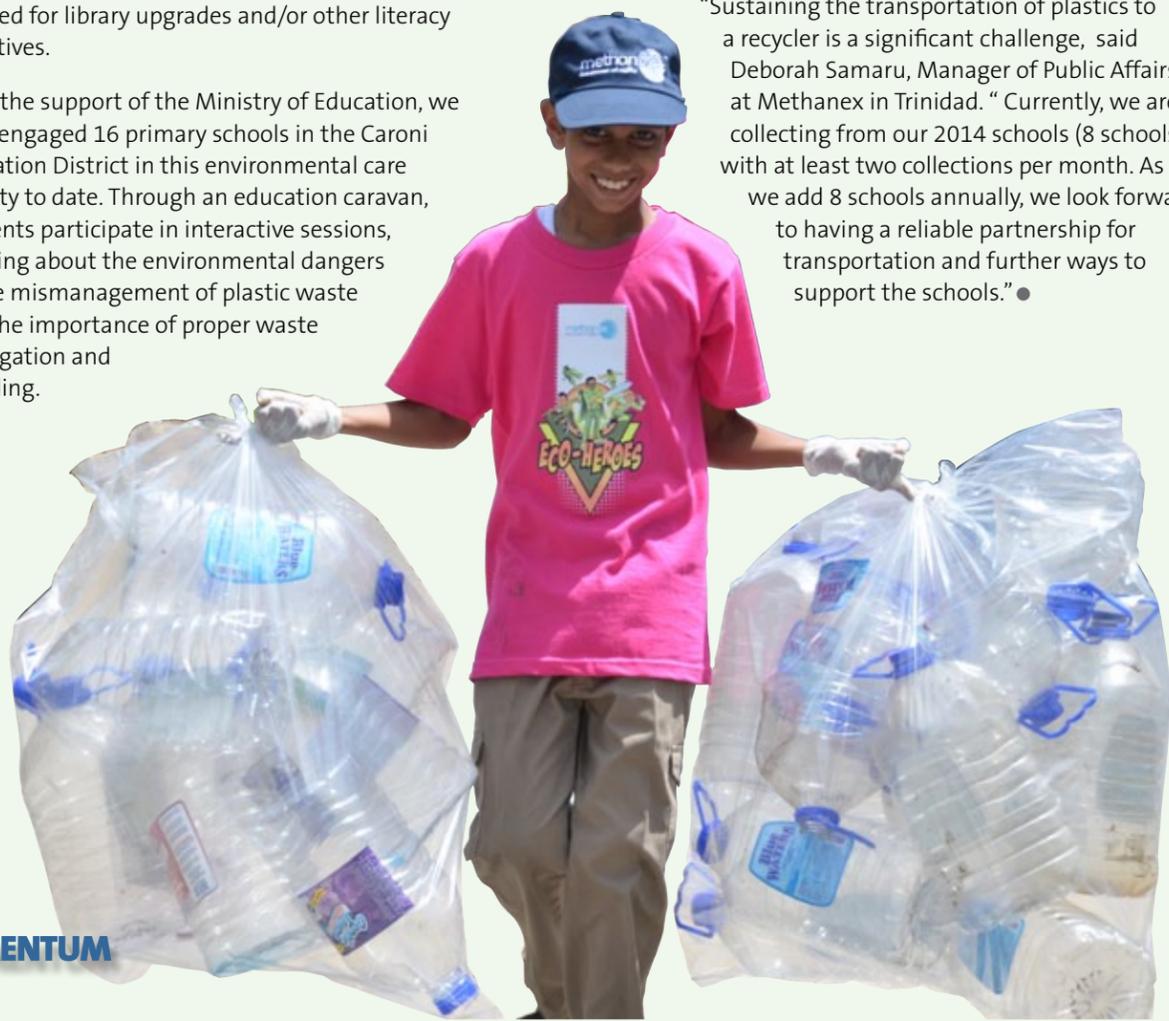
Students in the 2015 Methanex Eco-Heroes Plasti-thon have responded eagerly to the challenge of collecting a targeted total of 144,000 plastic bottles in a 5-week period. In fact, several schools have surpassed their individual target of 18,000 bottles by 100 per cent! Recycling will prevent these bottles from sitting in landfills where their decomposition might take years, or polluting water courses which could adversely impact human health and marine life.

By evolving our signature Eco-Heroes initiative from a walk-a-thon to a 'plasti-thon' in 2014, we strengthened its environmental and educational value. For each bottle collected, Methanex donates TT\$1.00 to a maximum of TT \$18,000 per school, to be used for library upgrades and/or other literacy initiatives.

With the support of the Ministry of Education, we have engaged 16 primary schools in the Caroni Education District in this environmental care activity to date. Through an education caravan, students participate in interactive sessions, learning about the environmental dangers of the mismanagement of plastic waste and the importance of proper waste segregation and recycling.

Stirred by the positive response of participating schools, and the sheer enthusiasm demonstrated by the students, Methanex is currently exploring partnership opportunities to sustain the proper disposal of plastic bottles.

"Sustaining the transportation of plastics to a recycler is a significant challenge, said Deborah Samaru, Manager of Public Affairs at Methanex in Trinidad. "Currently, we are collecting from our 2014 schools (8 schools) with at least two collections per month. As we add 8 schools annually, we look forward to having a reliable partnership for transportation and further ways to support the schools." ●



FAMILY TEAM-BUILDER



that we are all the better for having practised our values in competition," said Charles Percy, Managing Director and President as he reflected on the overall event.

Team-building takes on new meaning when we do it with our family and friends. The relaxed atmosphere, camaraderie and bonding on a more personal level help to re-energize us and certainly strengthen relationships. This year's Family Day on April 26 introduced different team-building events, including a treasure hunt, which weaved our company's core values into family fun.

Employees were grouped into teams named after famous families from the popular HBO series, Game of Thrones: Baratheon, Lannister, Stark and Tully and earned points from 'after work' activities in the lead-up to Family Day, including a ten-over Cricket tournament and an All Fours competition. Team Baratheon powered their way through all opposition to take the cricket championship and Team Stark ruled the card tables. In the end, Team Stark emerged as the champion team, followed by Baratheon, Tully and Lannister. ●

Our theme - Throne of Values - was built around Trust, Respect, Integrity and Professionalism. "The spirit and competitive energy was intense for the events leading up to Sunday and despite the relaxing environment at the picturesque La Vega Estate, the energy certainly continued. The theme of four families competing for the 'Throne of Values' was masterful and I'm sure





Courtesy Methanex USA, LLC

FIRST METHANOL FROM GEISMAR 1

First methanol from Methanex's 1.0 million tonne plant in Geismar, Louisiana was produced on schedule on January 24, 2015. The plant was relocated from our production site in Punta Arenas, Chile. This accomplishment marks another key milestone in our organization's growth targets and global methanol leadership vision. John Floren, President and CEO of Methanex congratulated the team on an excellent job: "The Responsible Care® and safety performance during the different phases of the project has been outstanding, showing that excellent results can be achieved with commitment and dedication. This project clearly demonstrates 'The Power of Agility™' within our organization. A sincere thanks to all of the team members throughout the organization who have worked so hard to achieve this important milestone."



BP EXECUTIVE VISITS TRINIDAD FACILITY

On May 27, we welcomed Mark Wilson, Business Unit Leader, BP Global Acetyls to the Point Lisas methanol production facility. BP has a 36.9 per cent shareholding in the Atlas Plant, which is among the world's largest methanol plants. Methanex holds the other 63.1 per cent and has been managing and operating the plant since its commissioning in 2004. Mr. Wilson's focus on people was demonstrated in his interaction with employees and contract personnel as he toured the facility. In registering an overall positive first impression, he also made recommendations which are useful for continuous improvement.



Courtesy Energy Chamber of T&T

SPOTLIGHT ON METHANOL FUEL BLENDING

Methanex continued to actively support the Energy Chamber of Trinidad and Tobago's Energy Conference in 2015, as a sponsor and session presenter. Our presentation on methanol fuel blending as a viable alternative option in the local and possibly, regional fuel mix was well aligned with the Conference's theme of "Powering Development and Ensuring Sustainability". It was our second presentation on methanol fuel blending to this Conference (the first being in February 2011) and it showcased the progress being made by other countries and the benefits for the Caribbean region in terms of transportation and power generation cost reduction.



CHILDREN BENEFIT FROM MENTORING

Parents of the 20 secondary school students who benefited from our 2013/2014 'Mentoring Our Children' program highly praised the initiative at a special recognition luncheon we hosted in January. They cited improvements made by their children in the two years and thanked our employee mentors for making a difference in their growth. One student, in an emotional testimonial, pointed to improved self-esteem, more confidence in communicating before audiences and a desire to give back in helping other students. A new group of 20 students has been enrolled in the 2015/2016 program.