



# The Samurai Spirit Speaks

Oil and gas refining plants rank among the largest, most complex systems created by man. To build these plants, we procure enormous amounts of equipment and materials from around the world. During peak construction, more than 50,000 workers from 60 or more different countries may be on site.

Communication is the key. When we speak to one another, we use our words and our hearts to initiate a dynamic interaction, binding people and technology together across nations, ethnicities and cultures.

The larger the project, the greater the obstacles are. Yet each time we find within ourselves the unshakeable spirit and faith of the wandering samurai, and use that inner strength to rise and face the challenges ahead.

While the samurai of Japanese history were men of few words, for us words are the tools we use to rally our troops and get the job done. And when completed, we pause to admire the lights of the new plant. Then at last we shed joyful tears, in silence.

