

OFFSHOREMARINE

A newsletter of Keppel Offshore & Marine

July – August 2016

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**KEPPEL TO DELIVER
BUMI ARMADA'S
FIRST NORTH SEA FPSO**

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Sail away ceremony for Armada LNG Mediterranean, an LNG Floating Storage Unit

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Legacy of service to Singapore



Chairman of Keppel Corporation Dr Lee Boon Yang (left) with the late Mr S R Nathan, former President of Singapore, at the Keppel Offshore & Marine 10th Anniversary concert held on 9 September 2012

Mr S R Nathan, Singapore's longest-serving President, passed away on 22 August 2016 at the age of 92. Before serving as Singapore's Head of State from 1999 to 2011, he had a distinguished career in public service spanning labour relations, security and diplomacy. He will be missed and cherished by all at Keppel.

In a letter to Mrs Nathan and family on behalf of the Keppel Group, Dr Lee Boon Yang, Chairman of Keppel Corporation wrote, "Mr Nathan was a 'President for all people' who inspired many with his dedicated service to the nation, nurturing spirit and grace. He established

a legacy of service and care for underprivileged Singaporeans by setting up President's Challenge which has benefited over 500 welfare organisations.

"We are very proud that Mr Nathan was a Keppelite, having served on the board of Keppel Shipyard from 1971 to 1973. He contributed with his leadership during those founding years, when Keppel expanded into the offshore business and there was change in its management from the British to Singaporeans.

"Those were transformative years which contributed invaluable to Keppel's growth story. We

will always be grateful for the contributions of Mr Nathan to the growth and development of Singapore's maritime sector, of which Keppel continues to be a beneficiary."

Through the years, Mr Nathan kept close ties with Keppel. In January 2008, Mr Nathan opened Keppel Bay Bridge, and in 2010, Keppel supported the launch of Mr Nathan's book, "Who Am I?" which helped capture the struggles and triumphs of Singapore in becoming the leading international maritime hub it is today.

Keppel was privileged to have Mr Nathan launch its philanthropic arm, Keppel Care Foundation, in 2012. The Keppel Group supports the S R Nathan Distinguished Lecture Series and the S R Nathan Professorship in Social Work at the National University of Singapore, which were set up in his name to deepen engagements between the Middle East and Asia, and promote social work education respectively.

In tribute and respect to Mr Nathan, flags at all Keppel's yards and facilities were flown at half-mast.

Building resilience, harnessing synergy

Amidst a challenging environment, Keppel's multi-business strategy continued to bolster the Group's performance in 2Q 2016. *OffshoreMarine* reproduces extracts of the speech by Mr Loh Chin Hua, CEO of Keppel Corporation and Chairman of Keppel Offshore & Marine (Keppel O&M) on the offshore and marine business.



Mr Loh Chin Hua (left), CEO of Keppel Corporation, discussed the Group's performance and outlook at the 2Q 2016 results conference

MACRO ENVIRONMENT

Although oil price has rebounded from below US\$30/bbl in January to around US\$47/bbl, the offshore and marine sector continues to face serious challenges. Given the oversupply in the rig market and falling day rates, we do not expect demand for drilling rigs to return soon. Our traditional customers, the offshore drillers, need time to repair their balance sheets. Meanwhile, oil majors continue to conserve cash for dividends and potential mergers and acquisitions, rather than spend on exploration and production (E&P).

The industry's capex cycle will take time to stabilise and recover, and we must be prepared for not only a long winter, but a harsh one. Eventually, E&P capex in the industry will return when oil majors have to arrest falling production and replenish their declining reserves to meet the world's continued demand for fossil fuels.

BUSINESS UPDATES

Keppel O&M has captured new contracts worth more than S\$460 million, year to date, which include those for four Floating Production

Storage and Offloading (FPSO) projects, a pipelay vessel and three dredgers.

We completed the acquisition of Cameron's offshore product division and have commenced the operations of Keppel LeTourneau since May this year, with offices in the United States, United Arab Emirates and Singapore.

The LeTourneau acquisition complements Keppel O&M's existing competencies. With our combined capabilities, we will be able to provide even better value-added solutions to drilling operators. It also enables us to expand our business in the provision of aftersales and aftermarket services, providing recurring income for the Group.

Despite a weak medium-term outlook for the oil and gas sector, we believe the LNG market has significant potential given the trend towards the adoption of cleaner fuel technology. Leveraging our experience and expertise in servicing vessels including gas carriers, Keppel O&M has established a 50-50 joint venture (JV) with Shell Eastern Petroleum to supply LNG bunkering operations in the

Singapore port. The JV company is expected to start supplying LNG as a fuel for ships in 2017.

Along with bunkering services, we will also be able to expand our network and clientele base to bring pull-through work such as building LNG vessels or servicing and retrofitting ships at our yards. In addition, we can leverage the JV as a marketing platform to open doors to provide other gas solutions down the value chain.

Keppel O&M continues to focus on executing its projects well, delivering on safety, timeliness and budget, to the satisfaction of our customers.

For the first half of 2016, Keppel O&M delivered a number of major projects including two KFELS B Class rigs to Grupo R and one drilling rig to Gulf Drilling International. In June, Keppel AmFELS handed over to another customer one of the world's largest Harsh Environment Enhanced Mobility land rigs and more recently in July, it delivered a jackup to Perforadora Central. Apart from rigs, Keppel O&M also delivered a liftboat and a high-specification deepwater derrick lay vessel built to our own proprietary design, amongst other projects.

Other key projects to be delivered by our yards this year include another jackup, two semis and five FPSO/Floating Storage Unit conversions.

We have received requests to defer the delivery of three jackups for Grupo R and one jackup for Parden Holdings to next year. The contracts remain valid. We will be compensated for the delays and are working towards delivering them based on the new schedules agreed upon with our customers.

Our net orderbook currently stands at about S\$4.3 billion, excluding the Sete Brasil projects which amounted to about S\$4 billion.

Since 2015, we have been taking active steps to manage costs and rightsize our operations. Although we have a lower topline, we have been working hard to maintain our margins.

Since we started rightsizing our operations a year and half ago, we have reduced our global direct workforce to date by a total of about 11,000 headcount, and about 8,600 headcount of our subcontract workforce in Singapore.

Apart from reducing variable costs, we have also worked at cutting our overheads which have come down by 20% compared to the first half of 2015.

Our cost-cutting and rightsizing efforts will continue. Beyond natural attrition, we will look at ways to reorganise and streamline our yards and resources to become leaner and more efficient. For example, we can look into integrating our engineering

resources across the different units in the Division. If necessary, we may also mothball yards with low work volumes.

For Keppel, it is not just about cost cutting. We also want to be ready, to have the ability to ramp up, when the upturn comes. As I have updated before, we will through this down cycle continue to invest prudently in R&D, in training and building capability so that we may stay at the forefront of this industry when the market turns up again.

To stay ahead of the curve, we will be agile to seek opportunities in other market segments which have been less affected by the downturn, including floating production solutions such as tension leg platforms and production semis, LNG-related solutions and services, and also non-oil and gas projects. We are also exploring opportunities to build Jones Act vessels in the US.

The harsh winter will not last forever. Our aim is to keep Keppel O&M profitable during the downturn, while at the same time, explore new opportunities and develop new capabilities to strengthen the company. This will ensure that we entrench our leadership position in the global offshore and marine industry into the future.

Fifth jackup delivered for Perforadora

Keppel AmFELS, a wholly-owned subsidiary of Keppel Offshore & Marine (Keppel O&M) in the United States, has delivered Uxpanapa, a KFELS B Class jackup rig, to Mexico's Central Panuco S.A. De C.V. (Central Panuco), a subsidiary of Mexico's Perforadora Central S.V. De C.V. on time and within budget.

The rig was christened on 14 July 2016 at Keppel AmFELS' yard in Brownsville, Texas by the owners of Central Panuco.

Uxpanapa is the the fifth jackup rig built by Keppel AmFELS for Perforadora Central and is the second jackup rig based on Keppel's proprietary KFELS B Class design.

Mr Simon Lee, President of Keppel AmFELS, said at the ceremony, "The delivery of this fifth jackup rig to Central Panuco to their highest satisfaction is a result of our close partnership backed by the yard's strong capabilities. We are proud to be Central Panuco's choice shipyard as they grow their fleet of rigs to be a premier rig operator in the region.

"As the most established shipyard in the Gulf of Mexico, we are able to understand and meet the needs of our customers. Our strong position in the gulf coupled with our execution expertise enable us to support rig owners in the region with a wide variety of solutions, including newbuilds, repairs and conversions."

Uxpanapa will be chartered by



Uxpanapa is the the fifth jackup rig built by Keppel AmFELS for Perforadora Central and is the second jackup rig based on Keppel's proprietary KFELS B Class design

PEMEX, the Mexican national oil company, for work in offshore Mexico. Keppel AmFELS' past collaboration with PEMEX includes having built two 220-men accommodation modules for Pemex in 2006, as well as repairing and servicing a total of 18 rigs for various drilling operators that have been chartered by PEMEX over the years.

Mr Patricio Alvarez Morphy Orvañanos, Senior Vice President of Central Panuco added, "We are pleased to receive the Uxpanapa, another high quality jackup rig from Keppel AmFELS on time and on budget. In the current challenging market conditions, oil companies such as PEMEX prefer highly cost-efficient and reliable equipment such as the KFELS B Class jackup rig, which has a proven track record operating in Mexico. The Tonalá, our current

KFELS B Class jackup, has been performing outstandingly for PEMEX.

"As we grow our presence in the Gulf of Mexico, we are glad to be able to count on Keppel AmFELS as our preferred yard in providing excellent services and offshore rig solutions that are well-regarded by our customers."

Keppel AmFELS previously completed Tonalá, an ultra premium KFELS B Class jackup, for Perforadora Central in 2004, followed by three LeTourneau S116E rigs – Tuxpan in 2010, Papaloapan in 2013 and Coatzacoalcos in 2014.

As a group, Keppel O&M is the leading rig provider to the Mexican market, having delivered 16 projects, including this latest rig, with another four on order for Mexico.

Fifth anchor handling tug for Seaways

Keppel Singmarine has successfully delivered its fifth anchor handling tug to Seaways International (Seaways) on time and with a perfect safety record. The tug was named Seaways 24 during a ceremony at Keppel Singmarine on 8 August 2016.

Seaways 24 is a multi-task anchor handling tug that is designed to carry out an array of offshore activities. The vessel is equipped with Class 1 and 2 fire-fighting capabilities, Class 1 oil recovery capabilities and a host of other equipment, and comes with a designed bollard pull of 120 tonnes.

Mr Abu Bakar, MD of Keppel Singmarine, said, "We are pleased to deliver our fifth anchor handling tug to our long-standing client Seaways. Given our years of extensive experience in constructing and designing a wide variety of ships, we are confident that Seaways 24 will prove to be another valuable addition to their global fleet."

Captain Ashish Nijhawan, Chairman of Seaways Group, added, "We have built a strong partnership with Keppel over the years, and they have demonstrated their capabilities in executing and delivering quality products. As we continue to grow our presence in the global offshore marine industry, we look forward to working even more closely with Keppel to meet the needs of the oil and gas industry."



Celebrating at the naming of Seaways 24 were management from Keppel Singmarine and Seaways International which included (front row, L-R): Captain Ashish Nijhawan, Chairman of Seaways Group; Mrs Roma Nijhawan, Lady Sponsor and Director of Seaways Group; and Mr Abu Bakar, MD of Keppel Singmarine



Seaways 24 is the fifth AHT unit that Keppel Singmarine has delivered to Seaways International to-date

Running a tight ship

The focus for Keppel Offshore & Marine (Keppel O&M) is to retain its capabilities and remain profitable amidst protracted headwinds in the oil and gas sector. Mr Loh Chin Hua, Chairman of Keppel O&M and CEO of Keppel Corporation, underscored this in his opening remarks at Keppel O&M's biannual strategy meeting held from 16 to 17 August 2016.

Mr Loh emphasised that despite the challenges, there are also opportunities that Keppel O&M can seize to develop new capabilities to strengthen the company, and entrench its leadership position in the global offshore and marine industry. He said, "As we grapple with our immediate challenges, it is important not to look solely at the problems that we need to solve. We are also here to set the course for the future."

He added that Keppel O&M can

draw from the wide range of capabilities within the Group to create new solutions for sustainable urbanisation. In particular, the Group's integrated asset manager, Keppel Capital, can also be tapped to bring in co-investors to seize opportunities in large-scale projects.

The meeting convened heads of local and overseas operations in Singapore to update one another on the market outlook for their respective geographies, as well as deep dive into growth prospects, strategies, initiatives and potential areas for greater collaboration.

Providing an overview of the operating environment in the offshore and marine industry, Mr Chow Yew Yuen, CEO of Keppel O&M reiterated the need to remain agile in responding to shifting market conditions through rightsizing, and the pursuit of opportunities in new segments.

"When the going gets tough, the tough get going. This is the time when we can show up our mettle and resilience."

*Mr Chow Yew Yuen
CEO
Keppel O&M*

Sharing his experience of having been through several industry cycles, Mr Chow said, "When the going gets tough, the tough get going. This is the time when we can show up our mettle and resilience. Even as we work at rightsizing the company, we need to keep the group together and ensure that younger talents continue to take heart in the company's future."

With oil price expected to remain low for some time, Mr Chow challenged his team to explore how the design and construction of rigs can be made more cost efficient. He also affirmed that the company would continue to invest prudently so as to emerge stronger and more resilient in the upturn.

Encouraging the team to look critically into adapting current technologies and know-how for new applications, he said, "We are not just in the offshore and marine business, the technology that we have can be used in multiple areas. We also need to look internally at how we can work and relate with one another to become more productive and efficient."



Senior management from across Keppel O&M's operations worldwide gathered to set the course for the company's future

Harnessing collective strength

As part of the Keppel Offshore & Marine (Keppel O&M) Group, Keppel Singmarine can leverage the individual strengths across its many global yards, in line with Keppel O&M's newbuild strategy. This was one of the key themes discussed at Keppel Singmarine's inaugural strategy workshop on 30 June 2016.

The full-day workshop brought together key management from Keppel O&M, Keppel Singmarine and overseas Business Unit heads from Keppel Nantong Shipyard, Keppel Singmarine Brasil, Nakilat-Keppel Offshore & Marine, Arab Heavy Industries, Baku Shipyard and Keppel AmFELS.

In his opening address, Mr Abu Bakar Bin Mohd Nor, MD of Keppel Singmarine, emphasised the importance of harnessing the collective strength of Keppel O&M. By tapping on each yard's strengths and expertise, resources and strategically located facilities, Keppel O&M is well positioned to deliver innovative newbuild solutions to customers.



Mr Michael Chia, MD (Marine & Technology), Keppel O&M (centre) leads a panel discussion with Mr Abu Bakar, MD of Keppel Singmarine (right) and Mr Edmund Lek, ED (Operations), Keppel Singmarine (left) during Keppel Singmarine's inaugural strategy workshop

Mr Michael Chia, MD (Marine & Technology), Keppel O&M, concurred with Keppel Singmarine's unified approach, exhorting young talents that the company has groomed to leverage the Group's in-depth knowledge and expertise in key markets to bring Keppel O&M forward.

Enhancing value

The International Association of Drilling Contractors (IADC) IADC/ Society of Petroleum Engineers (SPE) Asia Pacific Drilling Technology Conference and Exhibition was held in Singapore from 22 to 24 August 2016. Mr Chris Ong, MD of Keppel FELS, was one of the four distinguished speakers at the opening session of the conference where he shared his views on the challenges and opportunities for drilling companies amid the market downturn.

Addressing conference attendees, Mr Ong shared about Keppel FELS'

strategies to deal with the low oil price environment. In response to a low rig utilisation rate, he said that the yard is optimising rig design to bring about lower capital expenditure and operating expense through improved rig safety as well as higher rig efficiency.

On top of product improvements, Keppel is also seizing opportunities in the downturn to expand its service offerings to customers. Mr Ong shared that with the acquisition of the LETOURNEAU™ business, Keppel is able to broaden its product and service offerings

by offering additional rig designs and providing aftersales and aftermarket services to existing jackup rigs currently in the market.



Addressing attendees of the IADC/SPE Asia Pacific Drilling Technology Conference and Exhibition, Mr Chris Ong, MD, Keppel FELS, shared about Keppel's strategies to enhance value in a challenging market condition

Looking out for safety

Across Keppel Offshore & Marine's 20 yards, safety promotion campaigns are organised regularly to highlight specific risks while encouraging safe behaviour and best practices.

KEPPEL FELS

"Intervene! Don't Look Away!" was the slogan for Keppel FELS' 20th

Health, Safety and Environment Excellence Promotion Campaign launched on 26 July 2016.

The month-long campaign called upon Keppelites and key stakeholders including union leaders, clients, subcontractors and vendors to reaffirm their commitment to safety,

empowering all employees and contractors to stop any unsafe work behaviour that they may come across at the yards.

Mr Chow Yew Yuen, CEO of Keppel Offshore & Marine, shared, "With everyone's commitment, we will continue to cultivate a culture where our stakeholders take ownership of the safety and well-being of not just themselves but their co-workers as well."

A highlight of this year's campaign is a song composed and sung by winners of K-Star Search, the Keppel Group's very own singing competition. Titled Don't Look Away!, the song is being played daily in the yard to remind all Keppelites to stay vigilant.

KEPPEL SINGMARINE

Separately, Keppel Singmarine held a two-day safety promotional



Lending voices to safety are young and talented Keppelites who composed and performed the theme song for Keppel FELS' 20th Health, Safety and Environment Excellence Promotion Campaign



From management to union members, Keppelites pledged their commitment to intervene to stop any unsafe work in line with the theme of Keppel FELS' safety campaign theme

campaign from 28 to 29 July 2016. Focused on promoting positive intervention to prevent incidents, in particular hand and finger injuries, the campaign saw over 1,100 participants learning about safety best practices through various exhibits.

KEPPEL NANTONG

Over in China, Keppel Nantong launched a safety promotional campaign on 28 July 2016. Through a series of activities and contests, the campaign seeks to foster a stronger safety ownership in all Keppelites.



Attracting over 1,100 participants, Keppel Singmarine's 'Safety Day 2016' focused on promoting positive intervention to prevent incidents, in particular hand and finger injuries

Making a difference through WSH



During the WSH Conference 2016, Mr Chow Yew Yuen, CEO, Keppel Offshore & Marine, shared on the safety journey taken by Singapore's offshore and marine industry and his insights on building up a safety culture at the workplace

Mr Chow Yew Yuen, CEO of Keppel Offshore & Marine (Keppel O&M) and President of Association of Singapore Marine Industries (ASMI), was a speaker at the fourth edition of the conference which took place from 24 to 25 August 2016 at Suntec Convention Centre.

Addressing delegates from across the region and industries, Mr Chow spoke about the transformation of Singapore from a small regional ship repair centre to a global industry leader today. He also shared about the present day challenges faced by the industry as well as the multi-pronged strategies undertaken to transform safety standards in Singapore's offshore and marine sector to be amongst the highest in the world.

To contribute towards improving safety standards in the industry, Keppel regularly supports and partners national safety events. This year, Keppel Group once again supported the Singapore WSH

Conference as a Gold Sponsor. The biennial conference acts a platform for workplace safety and health (WSH) stakeholders to learn about the latest trends and developments impacting WSH.

Premier prize winner

Cementing its reputation as a premier shipyard in Asia, Keppel Shipyard won the Shipbuilding and Repair Yard Award at the ninth Seatrade Maritime Awards Asia on 15 July 2016.

The awards aim to raise the profile of maritime development across Asia and underscores the innovations and successes of companies in the region. Mr Louis Chow, ED (Commercial), Keppel Shipyard, received the award on behalf of the company. Commenting on the win, Mr Michael Chia, MD (Marine and Technology), Keppel Offshore & Marine, said, "Keppel Shipyard is committed to leveraging innovation to provide

our customers with safe and sustainable solutions of the best value. This award recognises the

team's efforts and motivates us to continue delivering on time, safely and to customers' satisfaction."



Receiving the Shipbuilding and Repair Yard award for Keppel Shipyard was Mr Louis Chow (third from left), ED (Commercial)

Drone inspections for the future

The time and manpower intensive rig inspection process may soon be a thing of the past with the usage of unmanned aerial vehicles or drones to conduct General Visual Inspection (GVI).

In July 2016, a Drone Pilot Study between classification society American Bureau of Shipping (ABS), Keppel Offshore & Marine's design arm Offshore Technology Development's (OTD) and Sky-Futures was conducted on the ENSCO 105 jackup rig that was in the Keppel FELS yard for repair work. The study aimed to assess

drones' surveying capabilities as compared to the conventional method of having personnel inspect the rig by using rope access on scaffolds.

The drone's inspection of the legs, helideck truss structure and side shell of the jackup rig, turned out photos that were detailed and comprehensive enough for experts to provide a good assessment of the work required.

Mr Sudhir K. Kuttan, Divisional Lead Surveyor (Pacific Offshore Survey Department), ABS said,

"ABS has always been at the forefront of technological advancement. We are pleased with the outcome of the demonstrations and would be interested in further exploring and expanding the potential of drones."

Mr Jessie Scott, Superintendent (Mechanical) Middle East, Africa, Asia & Pacific, Ensco, added, "Today's drone trial proved to be a success and I look forward to the next phase of integrating this new technology into the inspection of our rigs, where safety and cost savings are paramount."

Crisis ready

In a joint drill on 3 August 2016, Keppel FELS' emergency response teams were called into action in a simulated puncture of the yard's dock gate that caused the drydock to flood.

Response from Keppel and the agencies involved was rapid – affected workers were immediately evacuated to the assembly area, while a forward command post was set up at the incident site to coordinate response activities.

Officers from the Singapore Civil Defence Force (SCDF) and the Singapore Police Force were activated to assist in the rescue efforts and initiate investigations into the incident. Five Keppel personnel were discovered to be missing – four were eventually rescued while one was found “dead”.

The scenario above was just part of an exercise to test the yard's Business Continuity Management (BCM) plan. And the response from the parties involved was exemplary – five minutes for evacuation,

search and rescue deployed within ten minutes, and processes were systematically executed. Other considerations including the setting up of rooms for families affected and media were also undertaken.

Mr Ng Seng Chong, Assistant General Manager, Operations, and Chairman of the BCM Committee, said, “I am pleased that the exercise was such a success. Close working relationships with the emergency response teams such as the SCDF, Police, divers as well as internal parties provide the opportunity to familiarise ourselves with the operational procedures and respond to emergency situations in a well-drilled manner. This could be the difference between life and death.

“A lot of resources have been invested to ensure safety in our yards. It is only when we put our plans to the test can we prepare comprehensively and calmly to a variety of crisis.”

Commenting on the collaboration, Superintendent Tan Yong Hong, Commanding Officer of Jurong West Neighbourhood Police Centre, said, “Keppel FELS adopts a disciplined yet practical approach when dealing with security threats and operational contingencies. It prepares its workforce to deal with various contingencies from a simple intrusion to a mass disaster situation. From the series of exercises held, Home Team agencies benefited from the lessons learnt and gained an insight of the shipyard's operations and emergency response.”

The BCM plan was developed to identify potential threats and their impact on the organisation's operations. This in turn will help in the development of response, continuity and recovery plans to ensure the critical functions recover promptly and increase the organisation's resilience to unplanned disruptions in assets and personnel.



Keppel's emergency response readiness was put to the test during a BCM exercise in coordination with the Singapore Police Force and Singapore Civil Defence Force

Winning ideas from technology course



Senior management from Keppel O&M led by CEO Mr Chow Yew Yuen (first row, fifth from right), and Mr Chong Tow Chong (first row, sixth from right), Provost, SUTD, celebrated the completion of the inaugural KTED programme with jubilant graduates

After a grueling nine-month programme, the pioneer batch of participants in the inaugural Keppel Offshore & Marine (Keppel O&M) Technology and Engineering Development (KTED) programme marked the completion of their course with a graduation ceremony held at the Singapore University of Technology & Design (SUTD) on 13 August 2016.

A partnership between Keppel O&M and SUTD, the programme is designed to deepen the industry knowledge of Keppelites from both local and overseas yards. As part of the programme, graduates, consisting of 45 Keppelites of 11 different nationalities, had the opportunity to learn from industry leaders, researchers and academics from renowned institutions such as the Massachusetts Institute of Technology.

Participants also collaborated in multi-disciplinary teams to innovate and transform their ideas to value-added solutions for Keppel O&M. Chan Beng Guan,

Deputy Engineering Manager, Keppel FELS, shared, "The KTED programme provided a valuable platform for participants across

different business units to share ideas and knowledge, as well as to develop innovative solutions to meet market needs."

FLOATING, STORAGE, REGASIFICATION & POWER SOLUTION

Aiming to broaden Keppel O&M's product offerings in the current low oil price environment, one of the project teams, "Million Dollar Incubator", sought to develop a Floating, Storage, Regasification and Power solution. The team, who was mentored by Mr Wong Fook Seng, ED (Quality Systems/ Process Excellence), Keppel FELS, studied market conditions and observed a potential surge in power demand from developing countries, as well as a gradual preference towards green energy.

To address market needs, the team decided to design a small-scale Floating, Storage,

Regasification & Power solution (FSRP) vessel, which would build upon existing power barge designs and also tap on the company's expertise as a solutions provider in the gas value chain, such as KOMtech's LNG Fuel Vaporiser System.

The FSRP vessel that the team proposed is a self-contained power barge which eliminates pipeline gas supply and provides a greener solution for customers. Designed to be scalable, the barge would not only allow for flexible deployment and emergency response, it would also suit the varying needs of customers.

Collaborating on R&D

The Keppel-NUS Corporate Laboratory, a Research and Development (R&D) laboratory that was set up as an initiative between Keppel and the National University of Singapore (NUS), held a workshop on 15 August 2016 that brought management from Keppel and NUS professors together to share insights on data centres and its latest technologies.

Topics covered during the

workshop included data analytics and sensor technology, energy storage technology and sustainable urbanisation technology.

Mr Dennis Wee, GM (Business Development) of Keppel Data Centres, also shared on the outlook and trends of the data centre industry.

The corporate laboratory was launched in 2013 as a private-public initiative to develop cutting-

edge solutions for the offshore and marine industry. This was the first time that the laboratory has held a workshop with a focus on data centres.

This workshop is part of ongoing efforts to unleash synergy within the Keppel Group by leveraging the diverse expertise and resources across business units to create positive spin-offs for all.

Innovative insights

The ability to innovate and develop implementable solutions is a key competitive advantage that has been instrumental to Keppel's success. In this spirit, Keppel Offshore & Marine (Keppel O&M) organised a Learn & Lunch seminar for employees on 14 July 2016 titled, 'Innovation: Making the Change Work'.

The guest speaker, Mr Peter Ho, CEO of HOPE Technik, shared his insights about adopting new technologies and made recommendations on how the group can support innovative solutions and encourage positive organisational change.

Giam Hung Loon, Engineer (Offshore Production), Keppel Shipyard, who attended the event said, "This seminar enhanced my appreciation for innovation



Keppelites gained insight on integrating innovation into their work processes

as a long and complex process. Developing a feasible solution requires analysing the issue from various perspectives, and this process cannot be rushed."

Prepared for a pandemic

With the rise of flu pandemics in Singapore such as Zika and Mers Cov, Keppel Offshore & Marine (Keppel O&M) has been testing their processes in responding to such situations, starting with Keppel Housing.

The exercise, with oversight by Keppel O&M's Pandemic Flu Task Force, started on 23 August 2016 when Keppel Housing was put on a green alert according to the Diseases Outbreak Response System Condition (DORSCON) level issued by the Singapore Ministry of Health.

A day later, Keppel's subcontractor, Alpine, was informed that two of their employees may have been in contact with a MERS infected passenger at the airport. As the employees reside in Keppel Housing's lodges, Alpine alerted Keppel Housing which immediately quarantined the two personnel and conducted contact tracing procedures on the second day.

Subsequently, a DORSCON red alert was issued which signaled the disease was spreading.

Keppel's Acacia lodge and Cassia@Penjuru dormitory were immediately activated and within 30 minutes, appointed personnel at the lodges were equipped and on standby to screen anybody coming in or going out for symptoms. Quarantine rooms were set aside and contact tracing procedures prepared. The exercise scenarios took place over six days



Keppel Housing personnel are trained and equipped to screen all residents for symptoms of a flu pandemic

with participation from relevant business units.

The personnel had previously been trained on wearing the proper protective gear, recognising the symptoms, operating the thermometers and how to quarantine personnel. Residents from the dormitory were also called on to help during peak hours.

Mr Steven Lee, GM of Keppel Housing said, "As a large number of Keppel's workforce reside in Keppel Housing's lodges, it is vital for us to ensure we have very tight controls and are prepared in case of an outbreak of an infectious disease. We regularly conduct such exercises to train our people as well as improve coordination with the shipyards and external agencies such as the Ministry of Health and National Environment Agency. A good line of

communication and cooperation is required for us to have an effective response. The good participation by business units from table top to actual exercises demonstrate the collective strength of Keppel O&M.

"At the same time, we also ensure cleanliness is maintained and educate the residents on good hygiene standards in relation to the diseases. Other measures we are undertaking, such as our response to Zika, include ultra-low volume misting of the premises and thermal fogging of outdoor areas to kill adult mosquitoes."

Besides Keppel Housing, Keppel's yards have also conducted their own flu pandemic exercises and are taking measures to eliminate mosquito breeding sites.

Opportunities in Brazil

There are many opportunities to invest and participate in Brazil's oil and gas market. This includes its pre-salt deepwater fields as well as post-salt and even shallow water fields.

Dr Marcio Felix, Secretary of Oil, Natural Gas and Renewable Fuels at Brazil's Ministry of Mines and

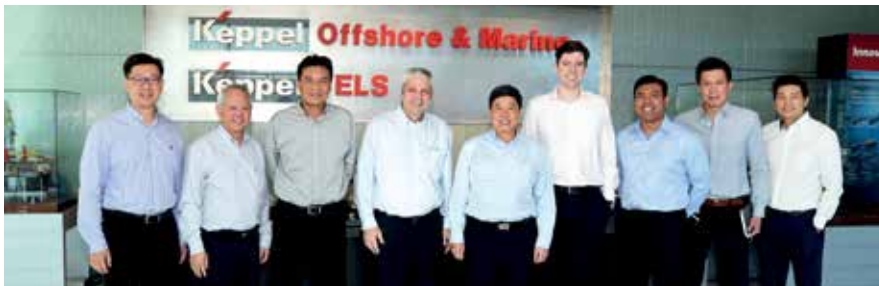
Energy, said this during his visit to Keppel Offshore & Marine (Keppel O&M) on 2 September 2016. He was met by the senior management of Keppel O&M led by CEO, Mr Chow Yew Yuen where they discussed the opportunities in Brazil.

One such prospect is the Amazon

region in Brazil which has considerable natural gas reserves and there is a potential market for Keppel's LNG solutions to meet the challenges there.

Recognising the current challenges facing operators in Brazil, Dr Felix was keen to stress that "we want to work towards retaining this long-term relationship" and that Keppel's "impressive track record" is a boost for Brazil's oil and gas industry.

While this is his first visit to Keppel's yard in Singapore, Dr Felix has previously been to Keppel's BrasFELS yard in Angra Dos Reis, Rio De Janeiro and was equally impressed by what he saw.



Dr Marcio Felix (fourth from left), Secretary of Oil, Natural Gas and Renewable Fuels at Brazil's Ministry of Mines and Energy visited Keppel O&M's senior management led by CEO, Mr Chow Yew Yuen (fifth from left) to discuss opportunities to invest in Brazil

Fostering strong ties with contractors

A group of 40 members from Keppel Shipyard's Contractor Watch Group (CWG) went on a day trip to Malaysia on 10 July 2016. Itinerary of the trip included visits to attractions in Desaru such as a fruit and an ostrich farm.

Such an event is one of the many ways that CWG builds ties between Keppel management and its contractors. Other activities include weekly lunch movie screenings, monthly meetings and safety walkthroughs, which are all part of a busy work plan focusing on safety ownership initiatives, work

force management compliances and process enhancement.

Fadley Amin, Operations Manager at Alpine Engineering Services and Chairman of the CWG, said, "This

is the second overseas engagement that CWG has organised. It is a great success, seeing how everyone had a great time and created higher rapport with one another."



Keppel Shipyard bonded with its contractors during an engagement trip to Desaru, Malaysia

Two in a row for Bumi Armada



Sending off the Armada LNG Mediterranean were Guest-of-Honour Dr Joseph Muscat (sixth from right), Prime Minister of the Republic of Malta, together with senior management from Keppel, Bumi Armada and ElectroGas Malta. Dr Muscat is flanked by Mr Chow Yew Yuen (left), CEO of Keppel Offshore & Marine, and Dr Konrad Mizzi (right), Minister within the Office of the Prime Minister

Keppel Shipyard recently commemorated two quality conversion projects, Armada LNG Mediterranean and Armada Kraken, which were completed to the satisfaction of long-standing customers Bumi Armada Berhad (Bumi Armada) in August.

SAILAWAY SUCCESS FOR LNG FSU

A sailaway ceremony was held on 1 August 2016 for Armada LNG Mediterranean, a Liquefied Natural Gas (LNG) Floating Storage Unit (FSU).

The FSU will be permanently moored to a jetty and deliver LNG on a continuous basis for the 18-year and two-month contract period to an onshore regasification plant that feeds

a 400MW base load power station.

The event was graced by Guest-of-Honour Dr Joseph Muscat, Prime Minister of the Republic of Malta. Upon delivery, Armada LNG Mediterranean will set sail for Malta where she will operate at the Delimara LNG Regasification Terminal for ElectroGas Malta.

Mr Michael Chia, MD (Marine & Technology) of Keppel O&M, said, "Armada LNG Mediterranean is the 14th conversion/upgrading project that we successfully completed for Bumi Armada. Over the years, we have developed a strong partnership with our long-standing customer, Bumi Armada, whose growth we are

proud to be a part of. This is the first LNG FSU that Bumi Armada owns, and we are happy to be able to support them as they expand their suite of solutions in offshore energy facilities and marine services."

Mr Leon Harland, Chief Executive Officer of Bumi Armada, said, "The Armada LNG Mediterranean represents Bumi Armada's first LNG FSU that will soon form part of the chain to deliver low-carbon energy to the people of Malta. We expect this project will enable Bumi Armada to become a key player in the growing floating LNG market and it proves that we are capable of offering flexible and competitive solutions for a wide range of LNG projects."



Armada Kraken is a complex harsh environment FPSO which meets the stringent requirements for the UK North Sea

NAMING FOR NORTH SEA FPSO

Floating Production Storage and Offloading (FPSO) vessel, Armada Kraken, was named in a ceremony at Keppel Shipyard on 27 August 2016.

Armada Kraken is a harsh-environment FPSO unit that is designed for operations in the North Sea under a stringent regulatory regime. The FPSO vessel, which has a design life of 25 years without dry-docking, will be deployed to produce the heavy oil (API degree 14) found in the Kraken field in the UK sector of the North Sea.

Mr Michael Chia said, "We are happy to be entrusted by our long-standing client, Bumi Armada,

to deliver its first FPSO unit to operate in the North Sea. The Armada Kraken project has further strengthened our track record in converting sophisticated FPSOs that are designed to operate under harsh-environment conditions. With Armada Kraken, Keppel and Bumi Armada would have completed our 15th conversion/upgrading project together."

Mr Leon Harland said, "Armada Kraken marks Bumi Armada's entry into the North Sea and it underscores our commitment to deliver a high quality bespoke FPSO, that is designed to meet the challenges posed by the North Sea's harsh environment using proven technology, and incorporates a number of unique

features to ensure a safe, reliable and economical operation. The FPSO is built in compliance with the strict regulatory guidelines as defined by the UK Health and Safety Executive and Department of Energy & Climate Change regulations and is classed by DNV GL."

Keppel Shipyard's work scope for the Armada Kraken project includes refurbishment and life extension works, upgrading of living quarters to accommodate 90 personnel, installation of an internal turret mooring system as well as the installation and integration of topside process modules.

Nurturing potential

Across the group, Keppel has initiated programmes for promising young leaders to learn as well as express their ideas.



KYL successfully marked the finale of its inaugural two-day hackathon challenge involving more than 70 Keppelites across the Group

LIGHTING UP INNOVATION

The Keppelthon, Keppel Young Leaders' (KYL) inaugural hackathon challenge, kicked off to much fanfare on 22 August 2016 at the Keppel Leadership Institute.

Taking place over the course of two gruelling days, the challenge involved rapid prototyping of innovative solutions and a startup business model, which culminated in a business pitch to KYL's Management Advisory Panel comprising CEOs from across the Group.

KYL members worked throughout the day, and some into the night, huddled in intense discussions with their mentors and perfecting their business pitches. For the young leaders, it was the capstone

experience of their efforts over the past few months following a series of lean startup methodology workshops.

The moment of truth finally arrived on Day two of the challenge when the teams presented 10 business pitches. These ideas ranged from the creatively unorthodox educational theme park featuring a repurposed drilling rig, to practical process improvements for sustainability reporting.

After intense debate by the judging panel, the team from Keppel Shipyard was crowned winner of the inaugural Keppelthon for its timely and eco-conscious proposal to offer a one-stop ballast treatment solution for

Singapore-based ship owners and managers. The team also clinched the People's Choice Award, which was decided by popular vote among participants.

In his closing remarks to the tired but elated participants, Mr Loh Chin Hua, CEO of Keppel Corporation, praised the youthful enthusiasm of KYL members and encouraged them to continue innovating in their respective teams and business units.

Mr Ivan Lim, GM (Operations) of Keppel Shipyard and President of KYL, said, "We have had a good head start with our first Keppelthon thanks to the dedication of our participative young leaders and their impressive

itches. As we equip Keppel for the future, KYL will continue to draw on the Group's collective strength and fuel the spirit of innovation and entrepreneurship."

TAPPING ON EXPERIENCE

"Sometimes we forget that the simplest things in life: principles, self-awareness and thought processes, bring us to where we want to be." This was one of the many nuggets of advice that Mr Wong Wai Meng, CEO of Keppel Data Centres, shared with more than 30 Keppelites

during the Keppel Young Leaders Dialogue on 18 August 2016.

With more than 20 years' experience in the information technology industry, Mr Wong joined Keppel Data Centres on 18 January 2016 from BT Advise BT Global Services – where he was VP of the company's operations across Asia Pacific, the Middle East, Africa and Turkey. Prior to that, Mr Wong was with the Frontline Group, a homegrown startup that grew to be integrated into BT Global Services.

During the dialogue, Mr Wong discussed the various mental and cognitive models that have helped shape his personal and professional development over the years. He also shared several anecdotes of his own life experiences.

Mr Wong also reflected on the importance of mindfulness when making important decisions. "Your role in the organisation is only going to get more challenging as your career progresses. What counts is the ability to calm and manage yourself in a stressful environment," he explained.

Class act

Keppel Offshore & Marine (Keppel O&M) advocates lifelong learning and seeks to develop its people by providing scholarships for employees to upgrade themselves. One of the recipients of the Keppel O&M Scholarship, Ms Adeline Seah, Business Development Manager, Keppel FELS, was conferred two awards for her outstanding performance during her Masters' programme at Nanyang Technological University.

Adeline was part of the pioneer batch of graduates for the Joint NTU-UoM Master of Science in Project Management. Outperforming the rest of her cohort, Adeline was conferred the awards of Certificate of Excellence

(Top Student Award) and Best Dissertation Award at a ceremony on 12 July 2016.

"Being conferred both awards is a testimony of the good project management practices in Keppel FELS," explained Adeline. "My lessons, contextualised by my training at Keppel FELS, made my assignments and examinations a lot more manageable."

The four-year journey to her Masters degree has not been easy for Adeline. As a mother of two, Adeline had to juggle the commitments from her part-time studies, work and motherhood.

She added, "My strong belief of



Adeline Seah (far right), Business Development Manager (Project Management), Keppel FELS, was conferred the Certificate of Excellence (Top Student Award) and Best Dissertation Award for her outstanding performance during her Masters' programme at NTU. She is pictured here together with her fellow graduates

giving my best in everything I do, coupled with the Keppel *Can Do!* spirit, gave me strength to keep on going."

Synergising ideas



BrasFELS' Synergy team encourages employees from various departments to share and implement ideas for improvement

BrasFELS launched its Synergy Programme in April 2016, drawing on Keppel FELS' starter kit and experiences in this programme.

The programme focuses on yard-wide change management, and involves multi-disciplines and departments. The objective is to develop and implement projects to achieve cost reduction, resource optimisation and sustainability.

Serving as Programme Sponsor and Programme Director are the President of BrasFELS, Mr Marlin Khiew and the Director of Operations, Mr Luiz Caetano.

At a Synergy Workshop, Mr Khiew said, "When we work as a team, integrating various disciplines, our chances of achieving better results are even greater. Keep looking for improvements and innovation. Let's show everyone that we can be safer and more productive every day."

Overseen by the BrasFELS senior management, the Synergy Team is led by the Programme Manager Jansen Chua and Programme Supervisor Elcker Nakamura. The Synergy Team members are on a 1-year rotation in the programme.

Natalia Soma, Internal Consultant (Sequencing) of the Synergy Team said, "There are always opportunities for greater teamwork between various departments. The Synergy Programme supports all departments in having a macro vision, to improve processes not just within a department but also between departments so that the company as a whole benefits."

Gabriel Botini, Internal Consultant (Quality, Health, Safety and Environment) of the Synergy Team, added, "The Synergy Programme provides a platform for all employees to surface good

improvement ideas. It also helps these idea owners find the right teams to help them study, develop and, eventually implement their ideas."

Hugo Sgobbi, Internal Consultant (Productivity) of the Synergy Programme, said, "The programme creates a culture which is supportive of improvements and change. The success of the ongoing synergy projects demonstrated that, through good planning, reduction of waste and investments in new technology, it is possible to generate excellent gains in productivity "

Guilherme Dallora, programme champion who leads the team of Internal Consultants for the Synergy Programme, shared, "There has been great excitement and interest in the Synergy Programme. People are encouraged to be more attentive about their day-to-day work as they see that their observations and ideas can help shape stronger processes and results for the company. We are confident that the Synergy Programme will help bring better productivity, quality and safety standards while reducing operational costs."

As of September 2016, there are 216 ideas in the idea bank. Of which, 10 have been implemented successfully and 41 are in the development phase.

Total Defence Awards

Keppel's dedicated support for the National Service (NS) commitments of its employees was recognised at the Total Defence Awards 2016.

Organised by the Singapore Ministry of Defence, the Total Defence Awards gala dinner was held on 26 August 2016 at the Pan Pacific Hotel. During the dinner, Dr Mohamad Maliki Osman, Senior Minister of State, Ministry of Defence and Ministry of Foreign Affairs, presented Keppel FELS, Keppel Singmarine and Keppel Telecommunications & Transportation with the NS Advocate Award for Large Companies.



Keppel FELS, represented by Mr Mohamed Sahlan Salleh, ED (Operations) (left), was one of the three Keppel business units to have received the NS Advocate Award for Large Companies from Dr Mohamad Maliki Osman, Senior Minister of State, Ministry of Defence and Ministry of Foreign Affairs

This award is the highest accolade awarded to individuals, businesses or organisations for their exemplary support towards

Total Defence and in particular, NS. A total of 34 companies were recognised in the Large Companies category this year.

Committed to National Service

As a homegrown conglomerate, Keppel is dedicated to supporting the National Service commitments of its employees in Singapore. To

mark Singapore Armed Forces (SAF) Day, business units in the Group commemorated SAF Day on 1 July 2016.

More than 200 Keppelites from Keppel Offshore & Marine (Keppel O&M) joined senior management at a Rededication Ceremony in Keppel O&M's multi-purpose hall where they recited the SAF pledge led by Colonel (NS) Mr Abu Bakar, MD of Keppel Singmarine.



Led by Colonel (NS) Mr Abu Bakar (far left), MD, Keppel Singmarine, National Service men from Keppel O&M recited the SAF pledge, reaffirming their commitment to maintaining peace and security in Singapore

In his address, Mr Michael Chia, MD (Marine & Technology) of Keppel O&M, said, "As we celebrate SAF Day, let us remember that the peace and security we enjoy is not built overnight. It is through the hard work and dedication of SAF pioneers and soldiers that all of us are able to sleep peacefully at night."

Honouring a Keppel stalwart



Gathered to celebrate the achievements of Mr Wong Kok Seng (centre in white) were (from L to R) Mr Mohamed Sahlan Bin Salleh, ED (Operations), Keppel FELS; Mr Chow Yew Yuen, CEO, Keppel O&M; Ms Attyah Hassan, General Secretary, Keppel FELS Employees' Union and Mr Chris Ong, MD, Keppel FELS



From junior employees to veterans, Keppelites expressed their heartfelt gratitude to Mr Wong Kok Seng during the appreciation dinner

In recognition of Mr Wong Kok Seng's (or KS as he is affectionately known to peers) 23 years of stellar service with Keppel, Keppel Offshore & Marine (Keppel O&M) held an appreciation dinner for the former MD (Offshore) of Keppel O&M and Keppel FELS on 15 July 2016.

Mr Chris Ong, MD, Keppel FELS, said, "Even when we were junior officers, KS trusted us and gave us the opportunity to take on heavy responsibilities and leadership roles. We have benefitted greatly from his decades of experience and have grown tremendously under his constant guidance."

Mr Mohamed Sahlan Bin Salleh, ED (Operations), Keppel FELS, added, "From the smallest of aspects to the big picture, KS was involved in every step of the way. Back when he was Senior GM of Procurement, KS requested to walk the ground to familiarise himself with every single process in our yard operations. His attention to detail and dedication to his work are traits we should all learn from."

During the dinner, Heads of Departments across Keppel FELS presented Mr Wong with gifts of appreciation, including a John F. Kennedy fountain pen. The fountain pen marks the groundbreaking achievements of the former American President such as putting man on the moon, and likewise celebrates Keppel FELS' remarkable accomplishments under Mr Wong's leadership.

Celebrating the 'K Factor'

On 21 July 2016, Keppel's senior management and around 110 Keppel Offshore & Marine (Keppel O&M) alumni members gathered for the highly anticipated KOM Alumni Dinner at Novotel Singapore Clarke Quay. Themed 'The K Factor', this year's dinner celebrates the Can Do! spirit and unbreakable unity of both new and evergreen Keppelites.

In his speech, Mr Loh Chin Hua, Chairman of Keppel O&M and CEO of Keppel Corporation, shared that the alumni's persistence and determination during challenging times serves as a timely reminder of how the Keppel *Can Do!* spirit will prevail.

In his first public address as Chairman of KOM Alumni, Mr Tong Chong Heong, former CEO and Special Advisor to Keppel O&M, encouraged each alumnus to embody the spirit of giving.

He elaborated, "In addition to our annual gatherings and dinners, volunteerism is another channel for meaningful engagement. With a distinguishing 'K Factor', I believe that the talents of our alumni can be harnessed to nurture communities."

Other highlights include a sharing of Keppel O&M's safety journey by Mr Yong Chee Min, Director (HSE and Special Projects), Keppel O&M, and a line-up of enthralling musical performances by alumni member, Mr Chung Chee Kit, Keppel talents and K-Star winners.



It was a night to remember for Keppel's senior management and alumni members who caught up with former colleagues and longtime friends during the annual KOM Alumni dinner

Flying Singapore's flag

Around the world, Keppelites from Singapore commemorated the country's 51st National Day.



Mr Khaw Boon Wan (front row, third from left), Singapore's Coordinating Minister for Infrastructure and Minister for Transport, marked the nation's 51st birthday with Keppel Offshore & Marine's board and management, union leaders and staff

SINGAPORE

Keppel Offshore & Marine (Keppel O&M) marked Singapore's 51st birthday at a Keppel FELS National Day Observance Ceremony held on 10 August 2016.

Joining the celebration was Guest-of-Honour Mr Khaw Boon Wan, Singapore's Coordinating Minister for Infrastructure and Minister for Transport.

In his opening speech, Mr Loh Chin Hua, Chairman of Keppel O&M and CEO of Keppel Corporation, expounded on this year's National Day Parade theme, "Building our Singapore of tomorrow" and rallied Keppelites to "continue working hand in hand to contribute to both Keppel and Singapore's development."

During the ceremony, Mr Khaw congratulated 271 long service award recipients, some of whom have served Keppel for as long as 45 years.

"The Keppel Story does us proud;



Mr Loh Chin Hua (centre), Chairman of Keppel O&M and CEO of Keppel Corporation, presenting Mr Chow Yew Yuen (right), CEO of Keppel O&M, with his Long Service Award, while Mr Khaw Boon Wan (left), Singapore's Coordinating Minister for Infrastructure and Minister for Transport, looks on

its transformation mirrors that of Singapore. It shows in the people who work in the Keppel Group: confident, determined to succeed, never mind the odds. This was palpable when I joined Keppel's staff at their National Day Observance Ceremony. So many have been with Keppel for decades and continue to contribute to the company. They were proud recipients of Keppel's Long Service Awards!" Mr Khaw posted on Facebook.

BRAZIL

Over in Rio de Janeiro, Brazil, Keppelites commemorated Singapore's birthday and the nation's first-ever Olympic gold medal at a National Day Reception on 14 August 2016. Graced by Dr Tony Tan Keng Yam, President of the Republic of Singapore, the reception was hosted by the Embassy of Singapore in Brasilia.

During his address, President Tan commented on Joseph Schooling's



President Tony Tan (centre), together with sports officials and Singaporean Keppelites from BrasFELS, commemorated Singapore's birthday and the nation's first-ever Olympic Gold medal at a National Day reception hosted by the Embassy of Singapore in Brasilia (Photo courtesy of Embassy of the Republic of Singapore to Brazil)

Singapore's historic win at the Olympic Games is particularly uplifting and memorable. It is an honour to be able to commemorate Singapore's National Day and the fighting spirit of its people with President Tony Tan, the nation's leading athletes and dedicated sports officials as well as the Singaporean community in Brazil."

ONE MARCH, ONE KEPPEL

As one of Singapore's largest homegrown conglomerates, the Keppel Group joined the nation in commemorating its independence at Singapore's National Day celebrations.



Keppel's senior management, including (front row, fifth from left, from L to R) Mr Ho Tong Yen, GM of Group Corporate Communications, Keppel Corporation; Mr Thomas Pang, CEO of Keppel Telecommunications & Transportation; Mr Loh Chin Hua, CEO of Keppel Corporation and Mr Robert Chong, Director of Group Human Resources, Keppel Corporation, attended a rehearsal session to show their support for the Keppel contingent

Keppel was a sponsor of the National Day Parade (NDP) 2016 as a Major Partner. In addition, 43 Keppelites from across the Group were part of a marching contingent to usher in Singapore's 51st birthday.

The Keppel contingent committed eight hours every Saturday to perfect their footwork for the parade.

swimming win at the Rio 2016 Olympics. President Tan said, "When our national anthem was played in the Olympic Aquatics Stadium, it was one of my proudest moments, and I am sure it was the same for all Singaporeans. This happening shortly after Singapore celebrated our 51st National Day

must have been the best birthday gift, and shows the promise Singapore's next chapter can offer."

On his experience at the reception, Mr Marlin Khiew, President of BrasFELS, said, "While every National Day is unique, this one taking place shortly after

On Keppel's participation in the parade, Mr Loh Chin Hua, CEO of Keppel Corporation, shared, "The Keppel contingent represents our business units' collective strength. We are proud of our Keppelites, and look forward to watching them march in unison, showcasing the OneKeppel spirit to the entire nation on 9 August."

Philippine odyssey

When Mr Wong Jen Ming, President of Keppel Batangas Shipyard (Keppel Batangas), was initially offered to be seconded to the Philippines, his wife was late into her first pregnancy.

“It was a difficult decision to make – the overseas posting was a great opportunity but I did not want to leave my wife alone in Singapore,” reflected Jen Ming. “I am grateful that the MD of Keppel Shipyard, Mr Chor How Jat, agreed to postpone my secondment till after my wife had given birth to our precious daughter.”

Jen Ming finally flew to the Philippines in April 2013, where he was rotated through various positions before settling down at Keppel Batangas.

He was first posted to Keppel Subic Shipyard as a Project Manager as well as VP of Operations overseeing the Malampaya Phase 3 project. In August 2016, Jen Ming succeeded Mr Tan Geok Seng as President of Keppel Batangas.

“It was great that I could start my tour of duty in the Philippines in Subic. It is quite a liveable city and I was able to adjust to the way of life here smoothly,” said Jen Ming.

However, the transition at work was not as smooth as he had hoped. “Initially, I had difficulties getting used to working with my Filipino colleagues as our working styles were different,” he said. “Since then, I have been able to adjust to the local culture as well

as enhance the discipline of our workers to improve the safety, timeliness and overall quality of our work.”

Despite the initial hitches, Jen Ming feels that his Filipino colleagues have been very accommodating and has made many steadfast friends during his time in the Philippines. He has even been invited to their celebrations and parties on several occasions.

“Their hospitality and friendliness have eased my settling in and adapting to the local lifestyle. The Filipinos like to organise parties to celebrate any occasion they feel is worth celebrating. The last months of each year leading up till New Year’s Eve are always filled with excitement! They start preparations for

Christmas celebrations as early as September,” Jen Ming enthused.

Outside of work, Jen Ming keeps active at various scenic locations across the Philippines. He plays golf at the Mount Malarayat Golf and Country Club on weekends. He also picked up scuba-diving while working in Subic Bay and has dived at several scenic sites at Subic Bay and the Bohol Islands.

Reflecting on his stint in the Philippines over the past three years, Jen Ming encourages Keppelites going overseas to seize the opportunity.

“Overseas secondment is an invaluable experience,” Jen Ming advised. “If you are given the opportunity to, do not hesitate to grab and go for it!”



Mr Wong Jen Ming (left), President of Keppel Batangas, with his daughter and wife while on holiday to Tagaytay in the Philippines

Beacons in the community

The inauguration of Keppel Volunteers Brazil took place on 28 July 2016 when BrasFELS hosted a group of special needs students on a visit to the shipyard. It was an awe-inspiring occasion when the shipyard received an Olympic Torch bearer and representatives of the Olympic Committee who disembarked from a boat into

BrasFELS during their journey through Angra dos Reis.

Led by the President of BrasFELS, Mr Marlin Khiew, Head of Mission and Charge d'affaires of the Singapore Embassy in Brasilia Ms Chin Siew Fei, as well as volunteers from BrasFELS, the students and their teachers

cheered the arrival of the Olympic delegation. The torch bearer walked the length of the yard's Finger Pier before joining the students for some photos.

"I have participated in a number of volunteer activities with BrasFELS as I believe it is my privilege and joy to be able to make a positive difference to the lives of others. It was great for BrasFELS to share the unique moment of the passing of the Olympic Torch bearer of BrasFELS with special students in the community. Their presence has made this occasion even more meaningful," said Lizandra Martinelli Engineering Supervisor from the BrasFELS shipyard.

Keppel FELS Brasil's BrasFELS shipyard has fostered an active volunteerism culture. Over the years, the shipyard's employees have extended time and talent to beneficiaries including the elderly, children and youth, as well as the environment.



As a beacon of inspiration in the community, Keppel Volunteers Brazil will continue to light the way for beneficiaries such as special needs students



BrasFELS hosted special needs students and their teachers on a visit to the shipyard in conjunction with the inauguration of Keppel Volunteers Brazil

Inspiring students

The maritime and offshore industry provides a fulfilling career with good long term prospects, despite the current challenges. This was the consensus at the third edition of the annual Singapore Maritime Dialogue held on 12 August 2016 at the PSA's Pasir Panjang Terminal.

Wayne Siek, Construction Manager at Keppel FELS, was invited as a maritime ambassador to share his experiences and to encourage students to join the industry for the long term. The dialogue welcomed 150 students from various tertiary education institutions, and was graced by Mrs Josephine Teo, Senior Minister of State, Prime Minister's Office, Ministry of Foreign Affairs and Ministry of Transport.



Panellist at the Singapore Maritime Dialogue included Mrs Josephine Teo (left), Senior Minister of State, Prime Minister's Office, Ministry of Foreign Affairs and Ministry of Transport, Mr Andrew Tan (right) Chief Executive, Maritime Port Authority Singapore and Wayne Siek (centre) who shared his experiences of working in the offshore industry

"There are always challenges to overcome, but as the saying goes, 'Tough times don't last, tough men do.' These challenges are excellent opportunities to discover yourself – develop a stronger personality and character, and push the limits of your capabilities. Despite the current slowdown in the industry, there are many opportunities to

develop ourselves together with the industry," Wayne shared.

Organised by the Singapore Maritime Foundation, the dialogue aims to create awareness and generate interest in maritime education, scholarship options and career opportunities within the Singapore maritime industry.

Golf for a cause



A strong partner of Metta Welfare Association, Keppel Offshore & Marine (Keppel O&M) once again supported the seventeenth run of Keppel Offshore & Marine-Metta Charity Golf Tournament held on 28 July 2016 at Tanah Merah Country Club (left image). Management from Keppel O&M also strengthened ties with fellow industry partners as they pit their skills against one another at the Association of Singapore Marine Industries' (ASMI) 25th Golf Championship Tournament held at Laguna National Golf & Country Club on 29 July 2016 (right image)

Battle of mettle

Teams Atlantic, Caspian, and Pacific wrestled in a clash of brawn and wits in Table Tennis, International Chess and Darts at Keppel Games 2016.

PADDLE POWER

Held on 17 July 2016 at the Singapore Table Tennis Association, representatives from the three teams gave their all, showcasing impressive forehands, backhands, spins and smashes as they vied for the highly coveted Table Tennis championship title.

After six hours of intense round-robin competition, Team Pacific emerged victorious, hauling in two Golds, two Silvers, and one Bronze medal from the various individual events.

MIND GAMES

The following week, teams engaged in a rigorous mental battle at the International Chess play-offs. Held on 24 July 2016 at the Keppel Leadership Institute, Keppelites demonstrated remarkable strategic plays as they sought to outwit and outlast.

With plenty of traps set up along the way, the outcomes of most games were almost impossible to anticipate. After a gruelling five hours of intense competition, Team Atlantic claimed the top spot for both the Team and Individual categories.

DARTING AWAY

This year's Darts Challenge was a show of precision, mental acuity and sportsmanship.



The men's doubles pairs from Team Caspian (in black) and Team Atlantic (in blue) were all smiles after an exhilarating final, which was eventually won by Team Caspian



The atmosphere at the International Chess event was intense as participants carefully contemplated each and every move hoping to outwit their opponents

A total of 42 players from the three teams were fielded for the championship trophy at Wisma AUPE on 14 August 2016.

Despite the competitive nature of the game, where an imprecise aim differentiates the players, Keppelites were cheering each other on regardless of team loyalties. The Caspian team successfully defended its overall championship title after an intense battle of precision.

The Sunday event concluded with an exchange of hearty handshakes and words of encouragement



Players from rival teams encouraged one another at the Keppel Games Darts Challenge in a show of sportsmanship

between players, who counted new friends among the winnings.

Caring for our communities



Keppel Volunteers and elderly from Thye Hua Kwan Seniors Activity Centre bonded over an enjoyable evening at the National Day Parade preview



Keppelites participated in a charity Heartstrings Walk organised by Community Chest

FESTIVE PARADE

On 16 July 2016, 20 Keppel Volunteers accompanied 20 elderly from the Thye Hua Kwan Seniors Activity Centre at Ang Mo Kio to watch the National Day Parade preview at the National Stadium. Many of the elderly beneficiaries were watching the parade live for the first time.

In a separate event on 27 July 2016, Keppel Volunteers treated 19 elderly from the Ren Ci Hospital to a fun-filled excursion to the Jurong Bird Park. Leong Bo Xiong, Subcontracts Officer, Keppel Shipyard, shared, "While it was a challenge pushing the wheelchair-bound elderly up the many slopes, it was rewarding to hear their stories and learn from their life experiences. Such precious interaction opportunities are hard to come by."

THE SKY'S THE LIMIT

On 31 July 2016, two teams of four

employees from Keppel Offshore & Marine traded their safety boots for sports shoes as they competed in the 'Race to the Sky 2016' Vertical Marathon, held at Marina Bay Sands on 31 July 2016.

Supported by Keppel Care Foundation, the charity fundraiser for Community Chest beneficiaries involved participants racing up 57 floors to the Marina Bay Sands SkyPark. After a hard-fought race, Keppel Team 1 emerged as 2nd runner-up.

Team captain, Eugene See, Engineer, Production, Keppel SingMarine shared, "This is my second time competing in this race. While the training is tough, knowing that it is for a good cause makes it all worthwhile."

On the same day, Keppelites participated in a charity Heartstrings Walk organised by Community Chest.

FIRST AID FOR KIDS

In line with Keppel's strong safety culture, Keppel Volunteers partnered with Agape First Aid to impart first aid skills to the children from Care Corner (Admiralty). The volunteers attended a session on bandaging methods with 30 under-privileged children between the ages of seven and 12 from the family-care centre.



Children eagerly practiced their newly acquired first aid skills on the volunteers

TOUCHING LIVES ABROAD

Keppel's spirit of volunteerism also reaches out to the far shores of Brazil and China.

Members of the BrasFELS' Alumni Programme led a winter wear collection drive in support of Project Daniel, a church-run volunteer programme to benefit the homeless in Angra dos Reis. After two months of hard work, bags of winter wear were distributed in August 2016 by volunteers to the homeless.

Rafael Cassoriello, Trainee Engineer at BrasFELS, enthused, "It is heartening to see BrasFELS employees rally behind this meaningful cause. Through our small contributions, we hope to make a positive difference to the lives of the less fortunate."



BrasFELS employees contributed bags of winter clothing to homeless individuals through Project Daniel, a programme that seeks to uplift the needy

Doing well by doing good

As a philanthropic platform for the Keppel Group, Keppel Care Foundation strives to make a positive difference in the community, doing well by doing good. Keppel Care Foundation recently lent its sponsorship and support to Football With A Heart (FWAH) and the Singtel-Singapore Cancer Society Race Against Cancer (RAC).

Proving that Keppel can indeed do well by doing good, on top of contributions to FWAH and RAC's adopted charities, Keppelites won glory for the Group by emerging champions of the FWAH five-a-side football tournament and clinching third place in the team category for RAC.



Guest-of-Honour, President Dr Tony Tan (centre) presented Team Keppel Care Captain Kumaravelu Thevar (second from left), Subcontracts Officer, Keppel Shipyard, with the Champion Trophy

Team Captain Kumaravelu Thevar, Subcontracts Officer at Keppel Shipyard received the FWAH championship trophy from Guest-of-Honour, President Dr Tony Tan, after trouncing 42 other corporate

donor teams. Kumaravelu said, "Our win was hard-fought as we were up against many strong teams. We are proud of our *Can Do!* spirit and perseverance which led to Team Keppel Care's win!"

Lending a helping hand

FRIENDSHIPS IN BLOOM

It was a rewarding morning for Keppel Volunteers and 28 senior beneficiaries from the Thye Hua Kwan Bedok Radiance Seniors' Activity (THK SAC) on 11 June 2016. Working together with rapt concentration at the Keppel Leadership Institute, they bonded over creating unique terrariums that were a riot of colours. Terrariums are delicately constructed, self-sustaining plant ecosystems which are usually housed within a jar.

Thereafter, volunteers led a karaoke and dance session for the elderly. Senior beneficiaries who were initially shy to pick up the microphones soon warmed up to the rousing encouragement and snazzy dance moves from the volunteers, which prompted them to stretch their vocal chords and sing their hearts out to popular classics such as *Chan Mali Chan*.

One of the beneficiaries who attended the session, 83 year old Mdm Teo Ah Wee, shared,

"This was my first time creating a terrarium and it was indeed a memorable experience that money can't buy. I also thoroughly enjoyed singing songs from yesteryear with the volunteers."

GIVING FROM THE HEART

In support of the Singapore Red Cross Society's efforts, Keppel Volunteers held a blood donation drive from 14 to 17 June 2016. More than 195 Keppelites came forward to support the initiative, resulting in approximately 513 lives being potentially saved.

COLOURFUL CREATIONS

On 16 July 2016, 20 Keppel Volunteers came together at the Keppel Leadership Institute to colour the lives of 29 THK SAC senior beneficiaries. Volunteers and beneficiaries jointly painted colourful works of art on paint-by-number kits.

Ravi Desetti, Superintendent, Keppel FELS, recounted, "Spending time with the elderly reminds me of the time spent with my

grandparents. I am very grateful for the wonderful opportunities to engage the elderly through Keppel Volunteers."

ENVIRONMENTAL STEWARDSHIP

As part of Keppel's environmental conservation efforts, Keppel Volunteers participated in the Intertidal Watch survey led by NParks. The surveys involve the collection of quantitative data to facilitate the sciencebased management of Singapore's coastal areas.

After receiving training from NParks in May, Keppel Volunteers joined NParks for a survey session held at East Coast Park on 23 July 2016. First-time participant Soon Ning, Graduate Engineer, Keppel FELS, shared, "Singapore's intertidal regions are under increasing stress. I am proud to be part of this data-collection initiative that aims to protect our marine biodiversity."



Elderly from Thye Hua Kwan Bedok Radiance Seniors' Activity Centre created their own terrariums with Keppel Volunteers



Keppel Volunteers and elderly beneficiaries spent an enjoyable morning painting by numbers

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New wins on old ties

From Asia to Europe and beyond, Keppel Offshore & Marine's (Keppel O&M) *Near Market, Near Customer* strategy continues to put the company in pole position to capture opportunities from around the world.

Keppel Singmarine and Nakilat-Keppel Offshore & Marine (N-KOM), a joint venture between Keppel O&M and Qatar Gas Transport Company Ltd. (Nakilat), recently entered into agreements with existing clients from Europe and the Middle East, ushering in new jobs for the Marine Division.

KEPPEL SINGMARINE BAGS ORDERS

Keppel Singmarine secured contracts from Jan De Nul Group in July to build three Trailing Suction Hopper Dredgers (TSHDs). The first two dredgers are expected to be completed in 2H 2018 while construction of the third dredger will require a notice from Jan De Nul to exercise the option within six months.

To be built to Jan De Nul's design, the dredgers will be able to

dredge to a maximum depth of 27.6m, and have a hopper capacity of 3,500m³. The two dredgers will be built to the requirements of classification society Bureau Veritas at Keppel Nantong Shipyard in China.

Mr Abu Bakar, MD of Keppel Singmarine, said, "We are pleased to receive these new contracts from long-standing customer Jan De Nul. Across the Keppel O&M group, we have undertaken a number of newbuild dredger projects as well as repairs for customers such as Jan De Nul.

"We are always on the lookout to offer value to our customers and markets, and this project is a natural extension of Keppel Singmarine's strong track record and expertise in specialised vessels. This is also in line with our efforts to deepen our presence in non-oil and gas markets where we can leverage our capabilities."

These contracts bring Keppel O&M's new order wins in the year-to-date to \$460 million.

N-KOM INKS NEW FLEET AGREEMENT

At the recent Posidonia Exhibition held in Athens in June 2016, N-KOM sealed a fleet agreement with Samos Steamship Company that made it the latter's preferred shipyard in the Middle East for vessel repairs.

Eng. Abdullah Fadhlah Al Sulaiti, MD of Nakilat, said, "We are pleased to be strengthening our strategic partnership with our client Samos Steamship through the signing of this fleet agreement. N-KOM has enjoyed successful long-standing partnerships with a number of international shipping companies, and we look forward to their continued support as Qatar continues to build its reputation as a maritime centre of excellence in the region."

Mr Anastassios Tzamouranis, MD of Samos Steamship Company, added, "We have been very satisfied with the high quality and timely repairs of our tankers by N-KOM over the years and are happy to further grow our partnership with this fleet agreement."



Keppel Singmarine strengthens its track record and expertise in specialised vessels with the securing of new dredger contracts from Jan De Nul