Keppel Group Newsletter

Keppelite

Honouring Mr Lee Kuan Yew
## Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Pages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Remembering Singapore’s Founding Prime Minister</td>
<td>3</td>
</tr>
<tr>
<td><strong>SUSTAINING GROWTH</strong></td>
<td></td>
</tr>
<tr>
<td>Keppel FELS delivers its 100th jackup rig</td>
<td>11</td>
</tr>
<tr>
<td>Achieving the milestone</td>
<td>12</td>
</tr>
<tr>
<td>Striking start</td>
<td>14</td>
</tr>
<tr>
<td>Runcorn Phase 1 commences commercial operations</td>
<td>15</td>
</tr>
<tr>
<td>New biomedical facility at Sino-Singapore Eco-City</td>
<td>16</td>
</tr>
<tr>
<td>Staying vigilant</td>
<td>17</td>
</tr>
<tr>
<td>Close collaboration</td>
<td></td>
</tr>
<tr>
<td>Stellar start</td>
<td>18</td>
</tr>
<tr>
<td>Marks of agility</td>
<td>19</td>
</tr>
<tr>
<td>Safety stewards</td>
<td>20</td>
</tr>
<tr>
<td>New appointments</td>
<td>21</td>
</tr>
<tr>
<td>Strong support for workplace wellness</td>
<td>22</td>
</tr>
<tr>
<td>Top of the game</td>
<td>23</td>
</tr>
<tr>
<td>Safe at work</td>
<td>24</td>
</tr>
<tr>
<td>Conserving water to beat the dry spell</td>
<td>25</td>
</tr>
<tr>
<td><strong>Spurring Innovations</strong></td>
<td></td>
</tr>
<tr>
<td>Innovating to reduce safety risks</td>
<td>25</td>
</tr>
<tr>
<td><strong>EMPOWERING LIVES</strong></td>
<td></td>
</tr>
<tr>
<td>Groomed for success</td>
<td>26</td>
</tr>
<tr>
<td>Developing the workforce</td>
<td></td>
</tr>
<tr>
<td>Nurturing business skills</td>
<td>27</td>
</tr>
<tr>
<td>Insights on disruptive strategy</td>
<td></td>
</tr>
<tr>
<td>Greeting the Year of the Goat</td>
<td>28</td>
</tr>
<tr>
<td>Honouring loyal service</td>
<td>30</td>
</tr>
<tr>
<td><strong>Keppelites Around the World</strong></td>
<td></td>
</tr>
<tr>
<td>Making connections in Shanghai</td>
<td>31</td>
</tr>
<tr>
<td>Paddling to victory</td>
<td>32</td>
</tr>
<tr>
<td>Bountiful feast</td>
<td>33</td>
</tr>
<tr>
<td>Show time</td>
<td></td>
</tr>
<tr>
<td><strong>NURTURING COMMUNITIES</strong></td>
<td></td>
</tr>
<tr>
<td>New Year blessings</td>
<td>34</td>
</tr>
<tr>
<td>Viva La Fiesta</td>
<td></td>
</tr>
<tr>
<td>Touching lives</td>
<td>35</td>
</tr>
<tr>
<td>Going green</td>
<td>36</td>
</tr>
<tr>
<td>Goals for a cause</td>
<td>38</td>
</tr>
<tr>
<td><strong>Keppel Volunteers</strong></td>
<td></td>
</tr>
<tr>
<td>A gift of love</td>
<td>39</td>
</tr>
<tr>
<td><strong>BACK PAGE</strong></td>
<td></td>
</tr>
<tr>
<td>Keppel REIT tops out Old Treasury Building</td>
<td>40</td>
</tr>
</tbody>
</table>

Cover image: Over 600 Keppelites across the Group paid tribute to Singapore’s Founding Prime Minister, Mr Lee Kuan Yew, in a ceremony held at Keppel Island on 25 March 2015.
Remembering Singapore’s Founding Prime Minister

Keppelite reproduces a tribute to Founding Prime Minister Mr Lee Kuan Yew by Dr Lee Boon Yang, Chairman of Keppel Corporation, at the memorial event held by the Keppel Group on 25 March 2015.

Fellow Keppelites,

We are gathered here this evening to pay our respects to our Founding Prime Minister Mr Lee Kuan Yew.

On behalf of the boards, management and staff of the Keppel Group, I offer our deepest condolences to Prime Minister Lee Hsien Loong and his family on the passing of his beloved father.

Founding Prime Minister Mr Lee Kuan Yew was both the architect and builder of Singapore. He was a visionary who devoted his entire life to Singapore. We and generations of Singaporeans to come will remain indebted to Mr Lee for laying the strong foundations to make our small country great.

Continues on page 4...
Without him at the helm for the first 31 years, Singapore could not have achieved the transformation, in his own words, “from third world to first” in one generation. His integrity and single-minded determination to engineer Singapore’s progress and success is legendary. He crafted the key policies to attract multinational corporations (MNCs) to Singapore and create jobs for Singaporeans. He would personally meet and exchange ideas with CEOs of leading MNCs to learn how Singapore could help them to do better with their investments here. I have sat in on some of these meetings and I know how carefully he went into such discussions to extract the best possible idea to improve Singapore’s competitiveness.

Mr Lee took personal interest in many critical details. For example, as Prime Minister he attended every Tree Planting Day on 2 November and continued to do so after stepping down when he was Senior Minister and then Minister Mentor. When I was serving in the Ministry of National Development, it was my privilege to attend some of these events with Mr Lee. I noticed his passion for the greening of Singapore. He wanted to know everything about the trees being planted. Where does it come from? How high will it grow when it is fully mature? Does it flower all year round? When it flowers, how long do the flowers last? And many more details. We have Mr Lee to thank for this beautiful garden city we call home.

This evening we stand at the birthplace of Keppel. Surrounding us are the beautiful and iconic condominiums built by Keppel Land, our award-winning property development arm. Where we stand is also where the world sailed in. This was where the Singapore port has its origins and today, it still contributes to the lifeblood of our country. We are privileged to be part of the Singapore story under the visionary leadership of Mr Lee Kuan Yew.

In 1968, when the British announced the withdrawal of their troops from Singapore, it put our security and economy under tremendous threat. Far from being discouraged, Mr Lee and his Pioneer Generation colleagues launched major initiatives to secure the economic future of Singapore. Later that same year, the Dockyard and Engineering department of the Singapore Harbour Board was spun off to form Keppel Shipyard, marking the beginning of the Keppel Story.

Many people in the industry will also remember his remark during the doldrums in the 1980s that the ship repair business was a sunset industry. Again, our Founding Prime Minister was demonstrating his uncanny ability to anticipate changes. At Keppel, this remark galvanised the company to venture beyond ship repair into the higher value-added offshore and marine industry. Thanks to Mr Lee’s vision and anticipation of future challenges, the re-engineering of our business led to Keppel’s present day success.
In 1998, Mr Lee graciously noted that Singapore shipyards had successfully coped with competition and had not suffered the fate of a sunset industry, as he had earlier expected. The offshore and marine industry had then contributed more than $3.3 billion a year to the economy and provided jobs for 26,000 people, with spin-offs for the retail, hotel and transportation sectors of our economy. It was, he added, a significant foreign exchange earner. However, cautious as he always was, he again warned shipyards not to be complacent. He called on shipyard workers and management to be ready to change, adapt and improve in order to seize opportunities.

Thanks to his encouragement and support, the offshore and marine industry continued to grow. Last year, Keppel Offshore & Marine alone grossed revenue of $8.5 billion and is one of Singapore’s largest employers with a 16,000-strong workforce in our yards in Singapore.

We also have to thank Mr Lee for entrusting the ground-breaking China-Singapore Suzhou Industrial Park (SIP) to Keppel. His confidence in Keppel was well-placed, leading to the successful completion of the SIP which celebrated its 20th anniversary last year. The experience gained in the SIP gave Keppel the confidence to undertake more projects in China including the Sino-Singapore Tianjin Eco-City. Today, China is an important market for Keppel Land.

Very often, Mr Lee painted the harsh reality of global competition without holding back any punches. He was a very forthright man who would call a spade a spade. He did so to inspire Singaporeans to make the special effort needed to overcome adversities and geographical limitations. Thanks to his constant emphasis on excellence and effort, Singapore has succeeded beyond expectations. Today, Singaporeans from all walks of life regardless of race and creed are able to enjoy the benefits of economic growth and prosperity. We not only survived but can look forward to a bright future.

The growth of Keppel parallels our nation’s story of success. Like Singapore, Keppel has succeeded against huge odds to achieve global leadership and recognition. Like all of Singapore, we have benefitted immensely from Mr Lee’s leadership and vision. As Keppelites, we owe him a great debt for setting the stage for Keppel to progress and prosper.

We can be proud to have measured up to Mr Lee’s challenge. We share his passion for hardwork, excellence and determination to create the future, as exemplified by our Keppel Can Do! spirit. From a small ship repair yard at this very location, Keppel is today a world leader in offshore rig construction with proprietary designs serving the global market. Keppel has also grown into a multi-national conglomerate with strategic businesses in meeting the world’s needs for energy, homes, connectivity and a clean and sustainable environment.

Our Founding Prime Minister has left us indelible values: integrity, courage, discipline and tenacity. These values are burnt into Keppel’s DNA and we will continue to practice these values. These values will continue to drive and inspire current and future generations of Keppelites.

We mourn the loss of our Founding Prime Minister. He has touched our lives and that of every Singaporean. To honour his legacy, we must constantly remind ourselves to remain hungry and to not be complacent. We must not be content with just survival. We must continue to make the effort to grow and thrive.

Thank you Mr Lee Kuan Yew for all you have done for Singapore and Keppel.

May you rest in peace.
One man’s monumental role

Singapore’s Founding Prime Minister Mr Lee Kuan Yew was the architect of modern Singapore, who oversaw its transformation from a colonial trading post into a bustling global economic powerhouse. Mr Lee passed away on Monday, 23 March 2015, aged 91.

As flags flew at half-mast all across Singapore to mark seven days of national mourning, Keppel paused to remember Mr Lee’s monumental legacy. In particular, Mr Lee’s foresight and unrelenting determination was instrumental in leading and encouraging Singapore and Singaporean companies to succeed against the odds and beyond all expectations.

WORDS OF WISDOM
In a poignant ceremony held at Keppel Island on 25 March 2015, over 600 Keppelites across the Group, led by Mr Abu Bakar, MD of Keppel Singmarine, paid tribute to Mr Lee as they collectively reflected on his invaluable contributions, abiding passion for the nation, and support for Singapore companies such as Keppel to grow and prosper.

Having served alongside Mr Lee in the Singapore government, Dr Lee Boon Yang, Chairman of Keppel Corporation, called on Keppelites to honour Mr Lee’s legacy in his address to Keppelites (for full speech please see pages 3 to 5). Recalling how Mr Lee, in 1970, challenged Singapore’s shipyards to transform the country to the largest ship repair centre between the Persian Gulf and Japan, Dr Lee exhorted Keppelites to continue to “remain hungry” and to “make the effort to grow and thrive.”
Known for his brilliant intellect and fiery oratory skills, Mr Lee had a way with words not only as a writer but also as a speaker. It was fitting, then, that Keppelites paid tribute to him by reading excerpts from his speeches that held relevance for and resonated with all present.

Ms Atyyah Hassan, General Secretary of Keppel FELS Employees Union, shared, “Our Founding Prime Minister started his political life fighting for the unions as their legal adviser and negotiator. In today’s competitive environment, his reminder to the dockyard workers back in 1967 at a National Day celebration held at the Port of Singapore Authority Recreation Club is still pertinent today.

“While comparing the three dockyards then, Jurong, Keppel and Sembawang, he said, ‘Let me tell you what the race is about: it is to see which dockyard has the initiative, the drive, the organisation, the adaptability and the spirit to try new methods of working to make that dockyard the best, the biggest and the most profitable in Singapore…if you don’t try, then your rice bowl will be cracked. I am trying for you. But please remember you must try for yourself all the time.’

“Thank you, Mr Lee, for reminding us that we are all responsible for ourselves and that only we can shape our future. Your legacy will continue in our hearts and spirit. We will strive to be the best, to be extraordinary, to be ahead of the times. While we mourn, we remain hopeful that we will not let you down. We will do whatever it takes, not only to keep our rice bowl but to make it bigger.”

Mr Paul Tan, Group Controller of Keppel Corporation and a third-generation Keppelite, reflected, “During the early days of our nation building in 1969, Mr Lee Kuan Yew, then Prime Minister, said, ‘History is valuable as a guide to the future.’ He shared the following truths, which still ring true for us today:

‘If we are to overcome our problems, we must re-affirm our determination not to allow any citizens to be persecuted because of his race, religion, language, or culture. Four great civilisations have met in confluence here. The British, Malay, Indian and Chinese came and they built a metropolis out of a fishing village near the equator. Eventually, perhaps after several generations, a separate distinct Singapore

Continues on page 8...
identity will emerge in which the differences of race, culture and religion will be more than made up by similarities in values, attitudes, and a feeling of belonging to one whole.’

“His message is clear. To meet the challenges of today and tomorrow, we must overlook our differences and stand as one.

“Later in the speech, he warned, ‘The future is as full of promise as it is fraught with danger. We cannot slacken in our efforts. Nor can we allow liberties to be taken with our stable and orderly society. Each generation has its own problems. Our generation has either to add greater strength or security to our society or watch all that we and our predecessors have built up over 150 years be lost or ruined.’

“Like Mr Lee, I believe each generation has the power to find the solutions and take charge of their own destiny. I am confident that our next generation of Keppelites will find their own way and build on what our predecessors have accomplished because, and here I quote Mr Lee, ‘We cannot afford not to succeed.’”

Representing the next generation of Keppelites, Kelvin Lum, Assistant Manager at Keppel Gas, shared an extract from Mr Lee’s National Day Message in 1984 that resonated with him.

“Mr Lee said, ‘We are in the final stage of this transition to a next generation of leaders. By this time next year, the majority in Parliament and in the Cabinet will be the younger generation. I am like the conductor of an orchestra whose star players and supporting musicians have changed. They must play as well so that the music is as full and resonant as when the old stars were the leading players. I am optimistic that it can be done.’

“His message of renewal and regeneration is very relevant to all young Singaporeans, as well as Keppelites like me. One day, it will be our turn and our responsibility to continue the ‘music’ as well as our predecessors, and dare I say, even better but perhaps not with the same instruments. Most certainly, we will play as fully and as resonantly as we can!”

HEARTFELT TRIBUTES
In his condolence letter to Prime Minister Mr Lee Hsien Loong and family, CEO of Keppel Corporation, Mr Loh Chin Hua, wrote, “Keppel counts itself privileged to be a part of the Singapore story crafted by Mr Lee. He was a bold visionary and extraordinary leader, who created countless opportunities and platforms for Singapore businesses to flourish beyond our shores. Keppel is indebted to Mr Lee for challenging us to punch above our weight. Today, Keppel is a 40,000-strong conglomerate operating in more than 30 countries worldwide. Wherever we are, we will honour Mr Lee’s legacy by flying the Singapore flag high.”

Keppelites across the Group in Singapore also paid tribute and reflected on Mr Lee’s passing. They shared their thoughts with Keppelite.

“Mr Lee Kuan Yew’s formidable vision, determination and dedication in building Singapore as a well-governed country will always be remembered. I am proud to be a Singaporean.”
Fiona Ang
Senior Executive, Marketing, Keppel Land

“I know I speak for many Singaporeans when I say that I feel a deep sense of loss at the passing of Mr Lee Kuan Yew. Singaporeans haven’t just lost a leader – we have lost the champion of our hearts. As we bid our final farewell, may we always remember that his courage and tenacity led us from humble beginnings to a country that stands shoulder to shoulder with global powers. Thank you Mr Lee.”
Candice Gomes
Assistant Vice President, Portfolio Management, Keppel DC REIT Management

“Without Mr Lee Kuan Yew, I cannot imagine how our small island state would have survived the early years of independence to become the efficient, world-class island nation it is today. We owe him a debt of gratitude; may his contributions always be remembered by Singaporeans and the world. Our works, achievements and the Singapore brand will always be held in high regard because of him. We are proud of Mr Lee because he first made us proud of Singapore!”
Mark Lam
Assistant Manager, O&M Optimisation and Services, Keppel Infrastructure

“I am deeply grateful to our Founding Prime Minister for transforming Singapore from a backwater country to the thriving metropolis that it is today. His commitment, gumption and attention to detail are traits that we can emulate as individuals and as a company. His passing is a great loss to Singapore but we will keep his legacy alive.”
Tan Kiat Hui
Project Manager, Keppel FELS

...continued from page 7.
Over 600 Keppelites stood united in tribute to Mr Lee Kuan Yew at the memorial ceremony held on Keppel Island.

Continues on page 10...
TRIBUTES AT KEPPEL’S YARDS
Following Keppel Group’s memorial event the day before, close to 3,000 Keppelites across Keppel Offshore & Marine’s (Keppel O&M’s) yards in Singapore gathered in the early morning of 26 March 2015 to remember Singapore’s Founding Prime Minister, Mr Lee Kuan Yew.

The tribute events were held at Keppel FELS’ Pioneer and Crescent Yards, Keppel Shipyard’s Tuas Yard and Keppel Singmarine’s Benoi Yard. Representatives of management, unions and subcontractors paid tribute to Mr Lee for his vision and leadership which led to the phenomenal growth of the offshore and marine industry in Singapore.

Mr Chow Yew Yuen, CEO, Keppel O&M, said, “Without Mr Lee Kuan Yew, there would not be the Singapore of today. Certainly, Keppel would not be the global leader today in the offshore and marine industry. To honour Mr Lee’s legacy, we must constantly remind ourselves that we should remain hungry and should not be content with just survival.”

A number of employees also shared about how Mr Lee had directly touched their lives as well as that of their families.

Mr Wong Kok Seng, MD (Offshore), Keppel O&M and MD, Keppel FELS, recounted his encounters as a child with Mr Lee and his colleagues who frequented his parents’ coffee shop at Tanjong Pagar. Despite his young age then, Mr Wong was moved by Mr Lee’s passion and energy.

Mr Lee’s great empathy left an indelible mark on Mr Richard Tay, Shipyard Yard Manager, Keppel FELS. Mr Tay, whose father was a deliveryman at Mr Lee’s law firm, related how Mr Lee helped his family rebuild their home after their attap house was burnt down in 1963.
Keppel FELS delivers its 100th jackup rig

PV Drilling VI is also the fourth KFELS B Class jackup rig delivered to Vietnam.

Keppel FELS has delivered PV Drilling VI, a KFELS B Class jackup rig, to PV Drilling Overseas (PVDO), a subsidiary of PetroVietnam Drilling & Well Services Corp (PV Drilling) on time, on budget and with a perfect safety record.

It is the 100th jackup rig Keppel FELS has built since 1970, of which more than half are based on the KFELS B Class design. Developed by Keppel’s technology arm, this design has a market share of about a quarter of all jackup rigs delivered since 2000.

The naming ceremony of PV Drilling VI was held at Keppel FELS on 27 February 2015 and witnessed by guest-of-honour, Mr Nguyen Xuan Son, Chairman of PetroVietnam.

Mr Chow Yew Yuen, CEO of Keppel Offshore & Marine (Keppel O&M), said, “Keppel FELS is pleased to have reached this milestone of delivering 100 jackup rigs. This achievement reaffirms our position as the largest manufacturer of jackup rigs in the world. Over the years, we have also developed innovative rig designs for the market.

“For instance, PV Drilling VI has been built to our award-winning KFELS B Class design and is the ideal choice to meet the requirements for a wide variety of offshore environments including Vietnam. It is the fourth such rig to be delivered to Vietnam.”

The KFELS B Class rig is able to operate in water depths of up to 400 feet with a drilling depth of 30,000 feet. PV Drilling VI has been further enhanced with features like engines that meet more stringent emission standards, increased capacity for mud pit tanks, a secondary tensioning system, accommodation for 150 persons as well as a lower spud can bearing pressure for operation in areas with soft soil conditions.

Mr Pham Tien Dung, CEO of PV Drilling and Chairman of PVDO, said, “The high-specification and cost-efficient PV Drilling VI will play an important role in accelerating PVDO’s drilling programme for South East Asia and beyond. We recognise the strength of the KFELS B Class rigs as the three rigs that are operating for PV Drilling have been performing very well.

“Keppel FELS has a solid track record in delivering technologically advanced rigs with great quality and efficiency. We are glad to have built this partnership and look forward to working together on many other projects to come.”

In celebration of both the Lunar New Year as well as Keppel and PetroVietnam’s long-term partnership are (from left to right): Mr Wong Kok Seng, MD (Offshore), Keppel O&M and MD, Keppel FELS; Mr Do Duc Chien, Chairman, PV Drilling; Mr Chow Yew Yuen, CEO, Keppel O&M and CEO, Keppel Corporation; Mr Nguyen Xuan Son, Chairman of PetroVietnam; Mr Loh Chin Hua, Chairman, Keppel O&M and CEO, Keppel Corporation; Mr Do Van Khanh, President and CEO, PVEP; Mr Nguyen Quoc Thap, Vice President, PetroVietnam; Mr Pham Tien Dung, President & CEO, PV Drilling; and Mr Wong Yiam Jih, CFO, Keppel O&M.

Continues on page 12...
The delivery of its 100th jackup rig reaffirms Keppel FELS as the world’s largest manufacturer of offshore rigs. This follows its recognition by Guinness World Records in 2014 as the ‘Largest Manufacturer of Offshore Rigs’ for delivering 21 rigs in a year.

Yet, when it first started out in 1967, the yard, which was then known as FESL, was a very basic yard which built only barges and tug boats. It had no expertise in building jackup rigs even when it secured its first contract to build a jackup rig in 1969.

Against all odds, the team at FESL, which became Far East Levingston Shipbuilding (FELS) completed the jackup rig, JW McLean, becoming the first shipyard in Singapore and the region to build an offshore jackup rig in 1970. It managed to build its expertise through a technical and service agreement with Levingston Shipbuilding Company of Orange, Texas, which was a leader in jackup rig design and construction.

Following FELS’ success, other rig-building yards began setting up in Singapore. Within five years, Singapore became the world’s leading rig-building nation.

SEIZING OPPORTUNITIES
Things took a turn in 1984 when the industry was suddenly hit with a downturn and FELS was left without any work. While many yards around the world and in Singapore were forced to shut down, the company stayed resilient and took a long term view to retain its workforce and sharpen its core competencies.

It decided to take a calculated risk and build on a speculative basis. FELS was the only yard in the world building a rig in 1986, which became the most advanced harsh-environment rig at that time.

The yard’s decision to build the rig, named Monarch, paid off as there was a ready buyer when the rig was completed in 1986. The customer went on to order another four rigs from Keppel FELS.

PROPRIETARY RIG DESIGNS
Another bold but necessary move that Keppel FELS made was the setting up of its first design and development company, Offshore and Technology Development (OTD) in 1994.

OTD successfully developed a jacking system, along with a leg fixation system that greatly reduced the weight of the rig platform on the pinion gears of the jacking system. By 1997, OTD became a full-fledged jackup rig designer when Keppel FELS took the opportunity to buy the design and drawing rights for two jackup rig models, the Mod V and Mod VI.

This marked the beginning of Keppel FELS’ suite of jackup rig solutions. It first built what would eventually become known as the KFELS A Class – a harsh-environment jackup rig – in 1998. The success of the KFELS A Class led to the
trusted, reliable workhorse of the industry, the KFELS B Class.

After its launch in 2000, the number of KFELS B Class rigs either deployed or being built rose to 6 at the end of 2003, 11 at the end of 2004 and 22 at the end of 2005. PV Drilling VI is the 57th KFELS B Class rig delivered. Today, there are more than 80 KFELS B Class rigs that have been delivered or are on order.

Keppel FELS also expanded its suite of jackup rig designs to more than 10 to suit a variety of offshore conditions, from benign waters to harsh environments and to the Arctic seas.

**IMPROVING EFFICIENCIES**

As new orders for Keppel FELS grew, one major factor that enabled the yard to accomplish more within a shorter time is its technique of building rigs in modules first before joining the modules together. This way of building a rig turned the yard into an assembly line.

Modular construction also meant that some of the work could be carried out in Keppel’s overseas yards such as in Indonesia, the Philippines or China, fully utilising the resources of the group.

In addition to leveraging the synergy of Keppel’s global yards, Keppel FELS also continuously capitalised on the latest technologies, combined with its own innovations and process improvements, to enhance efficiencies.

**PARTNERSHIPS, PEOPLE AND THE WAY AHEAD**

On achieving the 100th jackup rig milestone, Mr Chow said, “This accomplishment is a testament to the strong partnerships we have built with our long-standing customers. Over the years, we have delivered projects to regular customers in places such as Vietnam, Brazil, Mexico, the Caspian Sea and the Middle East.

“Through our Can Do! spirit, we have seized opportunities through acquisitions and innovations. We have also been getting the right people and training them to grow our businesses with the aim of serving customers as a total solutions provider.

“We are able to meet and exceed industry demands by differentiating ourselves with our execution excellence and focus on technological innovation. Our accomplishments today have demonstrated the success of our strategies. This will stand us in good stead in the future.”
Striking start

With an order backlog stretching into 2017, Keppel FELS has been diligently executing its projects in clockwork fashion. It recently kick-started two KFELS Super B Class rigs with strike steel ceremonies.

Construction work on the fourth of the five jackup rigs that Keppel FELS is building for Transocean has begun. The rig, which is known as B367 or Transocean Cetus, had its strike-steel ceremony on 2 February 2015.

Keppel FELS and Transocean share a long-standing relationship spanning several significant projects. In 2013, the yard delivered three KFELS B Class jackup rigs, Transocean Siam Driller, Transocean Andaman and Transocean Ao Thai, safely, on time and within budget.

Shawn Yeo, Project Manager of Keppel FELS said, “We have a strong partnership with Transocean and a good track record of delivering to their satisfaction. Our teamwork and rapport with them have enabled us to kick-start this next project smoothly. We are confident of delivering another series of high quality rigs to their schedule and requirements.”

Separately, the second KFELS Super B Class jackup rig that will be operated by Japan Drilling Company (JDC), Hakuryu-15 or B378, had its strike steel ceremony on 2 March 2015. It was witnessed by management from JDC and Keppel FELS.

Keppel FELS teamed up with JDC over several projects and has always delivered to the customer’s exacting standards. Hakuryu-11, the first KFELS Super B Class delivered to JDC in 2013 has been performing excellently in the field. Apart from newbuilding projects, Keppel Offshore & Marine’s (Keppel O&M) yards in Singapore and the United States have also collaborated with JDC on the repair and maintenance of rigs such as Hakuryu-5 and Hakuryu-10.

Keppel’s proprietary KFELS Super B Class design can operate in 400 feet water depth and drill to 35,000 feet. With a two million pound drilling system and a maximum combined cantilever load of 3,700 kips, the KFELS Super B Class is equipped with tremendous horsepower during drilling operations.

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Keppel FELS teamed up with JDC over several projects and has always delivered to the customer’s exacting standards. Hakuryu-11, the first KFELS Super B Class delivered to JDC in 2013 has been performing excellently in the field. Apart from newbuilding projects, Keppel Offshore & Marine’s (Keppel O&M) yards in Singapore and the United States have also collaborated with JDC on the repair and maintenance of rigs such as Hakuryu-5 and Hakuryu-10.

Keppel’s proprietary KFELS Super B Class design can operate in 400 feet water depth and drill to 35,000 feet. With a two million pound drilling system and a maximum combined cantilever load of 3,700 kips, the KFELS Super B Class is equipped with tremendous horsepower during drilling operations.
Runcorn Phase 1 commences commercial operations

As one of the largest waste and renewable energy projects in Europe, the first phase of the facility will divert up to 425,000 tonnes of refuse-derived fuel from landfills annually.

The Runcorn Energy-from-Waste (EfW) facility’s first phase, built by Keppel Seghers Belgium N.V. and Keppel Seghers UK Limited (collectively, Keppel Seghers), in the UK, has begun commercial operations.

The Runcorn EfW facility comprises two phases of equal capacity. Phase 1 is owned by INEOS Runcorn (TPS) Limited (TPSCo). TPSCo is a joint venture between INEOS, Viridor and John Laing. Phase 2 is owned by Viridor EfW (Runcorn) Limited, a special purpose vehicle owned by Viridor Waste Management Limited.

Keppel Seghers completed Phase 1 of the facility on 18 January 2015 after successfully completing a 30-day reliability test and handed the facility to the client. Phase 1 is now being operated by Viridor on behalf of TPSCo.

Phase 1 of the Runcorn EfW plant is able to process up to 425,000 tonnes of refuse derived fuel (RDF) per annum, converting it into renewable energy comprising approximately 35 MW of electricity and 51 MW of thermal energy in the form of steam, and helping to divert more than 75% of Greater Manchester’s waste from landfill.

Mr Tan Boon Leng, ED (Waste-to-Energy) of Keppel Infrastructure, the parent company of Keppel Seghers, said, “We were able to have a good reliability run as we had been constructing the facility to the exacting quality and standards expected of us, and we are pleased to see our efforts contribute to serving the waste management needs of Greater Manchester in a sustainable manner.”

The TPSCo board added, “This phase of the facility entering commercial operation marks another step towards a more resource-efficient future, generating essential energy instead of adding to an unsustainable landfill.”

The Runcorn EfW facility features Keppel Seghers’ proprietary technologies, including water-cooled multi-stage grates, boiler, and a double dry flue gas treatment system that treats emissions to the highest standards, ensuring full compliance with EU and local air quality requirements.

Keppel Seghers is similarly executing the Engineering, Procurement and Construction contract for Phase 2 of the Runcorn EfW facility. When fully operational, the combined plant will be able to process up to 850,000 tonnes of RDF per year, making it one of the largest and most efficient Combined Heat and Power (CHP) facilities in the world. Phase 2 of Runcorn EfW is currently undergoing testing and commissioning and is expected to be handed over to its client in 1H 2015.
New biomedical facility at Sino-Singapore Eco-City

Jecho Biopharmaceuticals (Jecho Tianjin) has secured a 21.7-ha industrial site in the Sino-Singapore Tianjin Eco-City (Sino-Singapore Eco-City). The site was earlier put up for public bidding by the Sino-Singapore Tianjin Eco-City Investment and Development Co., Ltd (SSTEC) at the Tianjin Binhai New Area (TBNA) Land Development Centre.

Jecho Tianjin is a joint venture between Jecho Laboratories, Inc., an American specialty biopharmaceutical company, and Henan Zhao Teng Investment Co., Ltd, a large Chinese enterprise group with business investments in industrial, science and technology, infrastructure and real estate.

The company will be establishing a research and development (R&D) and manufacturing base for innovative biological medicine in the Eco-Industrial Park, which is located in the northern part of the Sino-Singapore Eco-City. When completed, the base is expected to create some 1,500 jobs. In addition, Jecho Tianjin also intends to use this base to host biomedical conferences, providing a platform for domestic and international professionals to exchange ideas and to share resources and solutions.

Dr Sean Zhu, GM of Jecho Tianjin, said, “The Sino-Singapore Eco-City is a choice location for us to set up our base. We can tap on the city’s special policies and conducive working environment to expand our business.”

With its strong track record in China and distinct blend of core competencies in sustainable development, the Keppel Group was entrusted to lead the Singapore consortium for the Sino-Singapore Eco-City. The Group works closely with its Chinese consortium partner, Tianjin Eco-City Investment & Development Co., Ltd (TECID), to guide the 50-50 joint venture, SSTEC, in its role as master developer of the project.

Forging stronger bonds

To further strengthen ties with Tianjin officials and partners, Keppel Corporation’s Chairman, Dr Lee Boon Yang and CFO, Mr Chan Hon Chew, visited Tianjin over the Lunar New Year to extend their well-wishes as well as visit the Sino-Singapore Eco-City.

During the annual visit, the delegation met with Mr Huang Xingguo (right), Acting Party Secretary of Tianjin Municipal Committee and Mayor of Tianjin; Mr Zong Guoying, Party Secretary of TBNA District Committee; Mr Xu Datong, Chairman of the Sino-Singapore Tianjin Eco-City Administrative Committee and Mr Meng Qun, Chairman of TECID.
Staying vigilant

As part of the Group’s continuous efforts to strengthen its risk competencies, Keppel Corporation’s Group Risk Management invited Dr Thierry Apoteker, Chairman of TAC Economics, to share with directors and senior management his thoughts on the economic outlook for 2015 and 2016.

Against the backdrop of volatile oil prices, the talk held on 6 February 2015 centred on the confluence of factors affecting oil prices. Reasoning that there has been no change in the fundamental global demand for oil, Dr Apoteker projected that oil prices would stabilise in the next two years.

The talk was followed by a lively exchange amongst the participants who shared their thoughts on the various economic and geopolitical developments in our global environment.

Close collaboration

Keppel FELS’ long-standing customer, Stena Drilling, recently sent their semisubmersible drilling rig, Stena Clyde, to the yard for its special periodic survey (SPS), which is conducted every five years. The rig departed the yard on 23 February 2015 upon the successful completion of its SPS which included mooring winch system replacements and a lifesaving equipment upgrade.

During the period that Stena Clyde was docked at Keppel FELS, Stena executives paid visits to the yard on two occasions – the first being led by Mr William Olsson, Deputy Director of Stena, on 2 February 2015; and the second by Mr Tom Welo, CEO of Stena Drilling, on 13 February 2015.

Both groups of visitors were hosted by Mr Chow Yew Yuen, CEO of Keppel Offshore & Marine (Keppel O&M) and Mr Wong Kok Seng, MD of Keppel FELS, and were taken on a tour of the yard where they saw firsthand the smooth progress on Stena Clyde.

This is the fourth time that Stena Clyde had docked at Keppel FELS for its SPS, having had its surveys conducted at the yard in year 2000, 2005 and 2010. Keppel’s past collaborations with Stena include the construction of a deepwater semisubmersible drilling rig, Stena Tay, in 1999 as well as several major repairs and upgrades of its fleet of rigs.
Stellar start

BrasFELS, Keppel FELS Brasil’s shipyard located in Angra dos Reis, Rio de Janeiro, made good progress on its integration of topside modules for two Floating Production Storage and Offloading (FPSO) vessels with the successful completion of lifting activities.

The first lifting campaign for FPSO Cidade de Itaguai MV26, BrasFELS’ third project with MODEC and TOYO Offshore Production Systems Pte Ltd (MTOPS), a joint venture company between MODEC, Inc and Toyo Engineering Corporation (TOYO), was completed on 25 January 2015, 12 days ahead of schedule.

For its stellar performance, BrasFELS’ project team received a commendation from MODEC’s project manager, Mr Richard Matten, who said, “I would like to thank the BrasFELS team for their excellent performance which has enabled 10 modules to be lifted and placed on board safely and without lost-time-incidents in just 13 days. This is a truly excellent start to the project.”

Mr Kwok Kai Choong, CEO and President of Keppel FELS Brasil, said, “The great start to this topside integration collaboration with MTOPS is a testament to the rapport we have built over the years. Let us keep up the good work and complete the project while adhering to our four Golden Pillars – safely without lost-time-incidents, within schedule, within budget and within the agreed quality standard.”

The second lifting campaign for Cidade de Itaguai MV26 was also successfully completed within the same month. All modules were lifted using a floating crane.

Similarly, lifting activities progressed successfully for Petrobras FPSO vessel, P-66. BrasFELS’ 2,000mt gantry crane was utilised to carry out the lifting for the modules. In addition to the installation and integration of topside modules, BrasFELS fabricated some of the modules.

BrasFELS successfully undertook lifting activities for two FPSOs in the first quarter of 2015.
Marks of agility

The Keppel Group's 2014 Annual Reports, aptly themed “Agility”, expound the Group's ability to respond swiftly to market and environmental changes to maintain a competitive advantage and bring about sustainable growth.

Readers will glean insights into the Group's multi-business strategies and understand how such strategies create value for stakeholders.

The robust and candid discussion on issues including materiality and sustainability, as well as key sections, such as the Chairman's Statement and Interview with the CEO, provide readers with a better understanding of Keppel's vision and culture.

To ensure that its report is user-friendly and accessible, Keppel Corporation has launched an interactive version of the report, available at www.kepcorp.com. The interactive online report has been enhanced for viewing on mainstream mobile devices.

The annual reports of Keppel's business units are available for viewing or download at the respective corporate websites.

THE POWER OF INFOGRAPHICS
A picture paints a thousand words and simple yet visually-arresting infographics help convey ideas and data at a glance.

Infographics, such as those presented in the Keppel Corporation and Keppel Land 2014 Annual Reports, combine text, images and graphs to provide readers with snapshot summaries.

Separately, Keppel Land made use of infographics to paint a vivid picture of its strategies.

Arresting visuals enhance a special feature on Keppel Corporation's role in building a sustainable community.
Safety stewards

Business units across the Keppel Group regularly organise various exercises and promotional events to strengthen safety culture across the Group.

**KEPPEL INFRASTRUCTURE**

Following the success of last year’s inaugural event, Keppel Infrastructure (KI) held its second Health, Safety and Environment (HSE) Road Show from 23 February to 4 March 2015.

Apart from KI offices at Keppel Bay Tower and Pasir Panjang, the road show also travelled to Keppel Seghers Tuas Waste-to-Energy (WTE) Plant, Senoko WTE Plant, Ulu Pandan NEWater Plant, the Keppel DHCS plant at Changi Business Park and Keppel Merlimau Cogen plant.

Around 300 Keppelites and external contractors participated in the road show where they were briefed on the company’s HSE performance in 2014, as well as HSE work-plans and targets for the year ahead. KI senior management also walked the grounds to engage employees on safety.

During the road show, KI’s HSE Department updated employees on recent HSE-related incidents and initiatives, and reinforced KI’s Safety Golden Rules and “Gear Up for Safety Excellence” motto.

**KEPPEL OFFSHORE & MARINE**

Nakilat-Keppel Offshore & Marine (N-KOM) participated in the Safety Spring Camp organised by the Ministry of Interior of Qatar from 23 to 26 February 2015 in Al Khor, Qatar.

Now in its fifth year, the annual event gives N-KOM employees the opportunity to share best practices on safety and engage with the wider community in Al Khor.

N-KOM also set up a booth at the event to promote safety awareness and provide tips for everyday activities, such as cycling and crossing the road. Activities were also organised for children to engage them in applying the safety tips they had learnt through a series of fun quizzes.

During the event, N-KOM took the opportunity to showcase scale models of the vessels the company has built, and share with the public its contributions to the offshore and marine industry.

To show their commitment towards safety, staff and management of Keppel Infrastructure donned new “I Love Safety” t-shirts during the company’s recent Health, Safety and Environment Road Show.
New appointments

The Keppel Group continues to bolster its ranks through the strategic appointments of experienced personnel to key management positions.

KEPPEL OFFSHORE & MARINE
Keppel Offshore & Marine (Keppel O&M) announced two new appointments on 1 February 2015.

Mr Edmund Lek has been appointed ED (Operations) of Keppel Singmarine. Concurrently, he will continue in his role as President of Keppel Nantong Shipyard and Keppel Nantong Heavy Industry.

In his 17-year career with Keppel, Mr Lek has held various senior management positions across Keppel O&M in Singapore and overseas. He started his career with the company in 1998 as a Superintendent at Keppel Shipyard and has previously held appointments including Production System Manager of Keppel Shipyard and Yard Manager of Keppel Singmarine.

Mr Toh Ko Lin, ED of Keppel Singmarine, has been re-designated as ED (Commercial) of Keppel Singmarine. Having started his career as a Corporate Development Manager with Keppel Corporation in 1989, Mr Toh has been with the group for 25 years.

KEPPEL INFRASTRUCTURE
Ms Dinah Lee has been appointed GM, Human Resources (HR) of Keppel Singmarine.

Prior to joining Keppel, Ms Lee was the HR Director, Southeast Asia of United Technologies Corporation Building & Industrial Systems. She has previously held HR leadership positions at DHL Global Forwarding, Netdecisions Limited, Reuters Asia and Singapore Economic Development Board.

As a business partner, she was responsible for driving HR strategic initiatives at the local and regional level to support organisational development and business growth.

Over the span of her HR career, Ms Lee has led HR teams to provide the full spectrum of HR services in talent attraction, compensation, rewards, international mobility, employee engagement and staff development.

Ms Lee holds a Bachelor of Business (HR Management) from Nanyang Technological University.

Fuel for thought

I’m very determined. If I decide that something is worth doing, then I’ll put my heart and soul to it. The whole ground can be against me, but if I know it is right, I’ll do it. That’s the business of a leader.

Lee Kuan Yew
Strong support for workplace wellness

As one of Keppel Shipyard’s longstanding customers, Apache Energy has built up a strong rapport with the shipyard over the years, sharing the same deep commitment to the safety and well-being of the workers at the yard. Apache Energy recently demonstrated that commitment when it contributed US$922,500 in support of Keppel Shipyard’s safety and workers welfare initiatives, such as the Safety Training Centre and East Yard Workers’ Rest Area at its Tuas Yard.

The generous contribution marks the successful and safe completion of refurbishment works for Apache Energy’s Floating Production Storage & Offloading (FPSO) vessel, Ningaloo Vision, which achieved over 2.5 million safe man-hours without lost-time incidents.

Roger Lewis, Manager (Project Execution) of Apache Energy, said, “One key factor contributing to the safety achievement was the collaborative effort that Keppel Shipyard, Apache Energy, and our joint venture partner, INPEX, have put in to develop a robust Health, Safety and Environment (HSE) Incentive scheme with a sharp focus on leading key performance indicators.

“To further build on our joint efforts to create a safe and comfortable workplace for the workers and other stakeholders, Apache Energy and INPEX are pleased to contribute towards the enhancement and setting up of the Safety Training Centre and Workers’ Rest Area buildings.”

Apache Energy has always been an active partner in Keppel Shipyard’s HSE initiatives. The exploration and production company is represented on Keppel Shipyard’s Safety Plus Steering Committee and Safety Champions Team, regularly offering advice and sharing experience.

Such strong support from its customer proves to be encouraging for Keppel Shipyard in its journey towards HSE excellence.
Top of the game

Keppel garnered awards recently for its outstanding personnel and human resources practices.

INFLUENTIAL TREASURER
In recognition of her exceptional expertise and steadfast leadership, Ms Lynn Koh, GM of Group Treasury, Keppel Corporation, has been named one of Asia’s 25 most influential women in treasury and finance.

The list was compiled by The Corporate Treasurer magazine to inspire more women to join the business of treasury and finance, and instill in women the confidence to move up the corporate ladder.

“Even though it is an individual award, it was the strong teamwork and steady guidance from my seniors and colleagues in Keppel that made this award possible. I believe that it is the organisation that makes the person. The Keppel Group provides the environment and opportunities for individuals to learn and hone their skills to deliver the best results possible,” shared Ms Koh, who has been with Keppel since 1982.

The exclusive list comprises treasury heads of leading companies in the Asia-Pacific region, including Carrefour, Siemens and Shell. The women were selected through submissions made to the editor and interviews conducted by The Corporate Treasurer over three years.

BEST PEOPLE DEVELOPER
As the global leader in the offshore and marine industry, Keppel Offshore & Marine’s (Keppel O&M’s) key competitive edge is its quality human capital, achieved through a robust framework of attracting, engaging, recognising and developing employees.

At the 12th Annual Human Resources Management (HRM) Awards held on 6 March 2015, Keppel O&M was recognised for its outstanding human resource practices and won top awards in three categories: Best Leadership Development Award; Best Training, Learning and Development Award; and Special Recognition for the Best Graduate Development Award.

The awards bear testament to Keppel O&M’s strong leadership and management bench strength built over years of meticulous succession planning, its established engineering and research and development capabilities, and a Can Do! culture among its workforce.
Safe at work

The Architecture section at Keppel FELS Brazil’s BrasFELS shipyard was assessed to have the best Health, Safety and Environment (HSE) practices in the entire shipyard in 2014. The section was acknowledged for its efforts with a commendation plaque during the yard’s HSE Committee Meeting on 26 February 2015.

Every month, all departments at BrasFELS are evaluated by the HSE department in various areas, such as Daily Dialogue of Safety and Production (DDSP) practices, efforts in safety patrols, safety training, contributions towards healthy practices, amongst others.

Bagadi Ramana Murthy, Manager of the Architecture section at BrasFELS said, “Safety is our core value and we are very proud to have our efforts recognised through this award. It is the responsibility of every Keppelite to observe safe practices. Together, we can scale new milestones in safety.”

Conserving water to beat the dry spell

Singapore started the year with barely any rain, or at best, brief showers. As the dry spell is expected to stretch through March 2015, national water agency PUB sent out circulars to 27,000 non-domestic water users, including town councils and schools, urging them to ration water.

In response to PUB’s call to conserve water, Keppel REIT has implemented a slew of measures at its properties across Singapore.

Measures include deferring all external facade maintenance, reducing high pressure jet washing at its carparks, adjusting the water-flow rate of taps in common areas and conducting frequent checks for water leakages.
Innovating to reduce safety risks

At the Keppel Merlimau Cogen (KMC) plant on Jurong Island, operations and maintenance (O&M) crew enter a gas turbine enclosure on a regular basis to check for fuel leaks and other process abnormalities.

The volatile nature of the natural gas fuelling the turbine means that a single spark within the enclosure could lead to a fire or explosion, which will automatically lock the access door and trigger a high-pressure carbon dioxide dispersal system to extinguish the flame.

Should crew members neglect to turn the carbon dioxide dispersal system to the manual mode before entering the enclosure, any activation of the system will result in an oxygen-deprived environment.

To address this issue, a team from KMC, comprising Senior Control & Instrumentation (C&I) engineer, Arungulavan Panchanathan; Principal C&I Engineer, Ramasamy Gunasekaran; C&I Assistant Engineer, Mani Rajasekar; Management Trainee, Yuen Wei Hao; KMC O&M, Rajesh Kumar; Alstom O&M, Senthil Kumaran; Albert Vensus Kings Lee and Vimula Anand from Hitachi, developed a comprehensive solution to reduce the risk of individuals becoming trapped in the gas turbine enclosure during an instance of fire.

Their solution, “Gas Turbine Enclosure Door Interlock System”, involves implementing a physical interlock and warning system to prevent entry into the enclosure while the carbon dioxide dispersal system is in automatic mode. The innovative idea won the Safety Innovation Project team a gold award at the eighth Keppel Safety Convention held in November 2014.

“Now, the gas turbine enclosure doors are secured using magnetic locks that can only be released by setting the carbon dioxide dispersal system to manual mode and disabling the mechanical carbon dioxide trigger lever beforehand,” explained Arungulavan.

“This means that the dispersal system will never automatically trigger while personnel are inside the enclosure. An alarm will also be activated in the power plant control room if the enclosure doors are opened when the system is still in automatic mode.”

He added, “As an additional fail-safe, the enclosure doors are secured by mechanical locks that can only be accessed by authorised personnel with override keys. These doors are also connected to a limit switch that alerts the control room of any unauthorised entry.”

Since the solution was implemented, O&M crew at KMC have been able to carry out their work in the gas turbine enclosure safely and with peace of mind.
Groomed for success

To help Assistant Technical Associates (ATA) and Technical Associates (TA) transit smoothly into the workforce after their studies, Keppel Offshore & Marine (Keppel O&M) introduced the Technical Associate Discovery Programme.

The inaugural run, held from 3 January to 14 February 2015, saw 19 ATAs and TAs from across Keppel O&M participating in team bonding exercises and self-discovery activities, aimed at encouraging them to develop a positive self-image and strengthen their soft skills.

Comprising seven sessions, the programme covered topics such as the principles of team dynamics, dealing with changes and choices and relating with colleagues.

For Mohamad Yashrif Bin Mohamed Yasin, a TA with Keppel Shipyard, the course enabled him to pick up skills and knowledge that he will be able to apply to his daily work. He shared, “Beyond acquiring technical skills, I realised that character-building is just as important. This course has helped me in my interpersonal relationships and personal development. It has given me the confidence and motivation to continue working hard to build my career.”

Developing the workforce

Keppel AmFELS, in collaboration with Texas Southmost College, the Texas Workforce Solution Cameron and Brownsville Independent School District, launched a welding programme in late 2014 that offers entry-level job certification for high school students. Held at Keppel AmFELS Training Centre, the nine-week programme aims to equip students with the skills and knowledge needed in welding operations.

The programme’s first cohort of seven students graduated in January 2015 and received a certificate of completion from Keppel AmFELS. Some of these graduates have since gone on to pursue careers with the company.

The average age of welders in the United States is 55 years old, and less than 20% of this occupational group is under 35 years of age. This programme thus aims to develop the talent pool in the welding trade and attract the younger generation to join the offshore and marine industry.

Mr Simon Lee, President of Keppel AmFELS, said, “At Keppel AmFELS, we believe in working with communities to achieve a sustainable future together. Developing and training the local youth is our long term commitment to Brownsville and our future workforce. We congratulate the first graduating class of welders and look forward to supporting the growth of more students through this programme.”
Nurturing business skills

Keppel Corporation supported the Singapore Business Case Competition (SBCC) as a Gold Sponsor for the third consecutive year. Organised by Nanyang Technological University (NTU), the nationwide competition tests students’ analytical, communication and persuasion skills in addressing real world business problems.

Held over three rounds from 24 February to 7 March 2015, more than 80 teams, comprising a total of 288 students, embarked on the adrenaline-pumping journey to solve actual challenges faced by companies.

Before the preliminary round, participants of the competition had the opportunity to pick the brains of Keppel Young Leaders (KYL). During a panel discussion, KYL members shared with participants valuable lessons gleaned from their work experience, and spoke on a range of issues confronting businesses in a complex global environment. KYL members were also part of this year’s judging panel at the semi and grand finals held on 7 March 2015.

The team “One Consulting” from Singapore Management University emerged victorious this year, and was awarded prizes worth over $1,800. Four “Keppel Best Speaker” awards were also presented to recognise outstanding presenters who have demonstrated confidence and passion in their deliveries.

Insights on disruptive strategy

Twenty-seven Keppelites formed the inaugural batch of Keppel Group participants in Harvard Business School’s “Disruptive Strategy with Clayton Christensen” distance learning course held from November to December 2014. Held over four weeks, the course aimed to impart Professor Clay Christensen’s innovative frameworks on how one can tackle challenges to create innovative growth solutions.

Prior to the course, Mr Ong Ye Kung, Director of Group Strategy and Development, Keppel Corporation, posed these questions to participants: are Keppel’s businesses subject to disruptions? If yes, what are they, and how should we respond?

Participants were immersed in a plethora of case studies, video lectures, debates and reflections accessible via the school’s digital platform. Participants were grouped into teams of four to five to discuss key module concepts, which they applied through group assignments to tackle challenges and identify opportunities for the company.

Mr Ong and Mr Robert Chong, Director of Group Human Resources, Keppel Corporation, co-hosted a follow-up dialogue session on 29 January 2015 to seek feedback from participants and share insights gleaned from the course.

Lim Ming Cheng, Assistant Manager, Group Strategy and Development, Keppel Corporation, said, “The course allowed me to understand what disruptive innovation is and how it can affect companies both positively and negatively. The skills I picked up are also applicable to one of my ongoing projects and I gained new ideas on the approaches and methodologies that I can apply to resolve some of my project issues.”
Greeting the Year of the Goat

Keppelites delighted in fun-filled Lunar New Year celebrations across the Group.

Keppel Corporation senior management and employees gathered on 27 February 2015 during a Lo Hei lunch to toss Yusheng, a traditional Chinese raw fish salad, for good luck in the Year of the Goat.

Organised by Group Human Resources, the lunch was made all the more boisterous by the appearance of Cai Shen (God of Fortune), played by Brian Higgs of Group Corporate Communications, who became a true embodiment of good fortune when he won the top lucky draw prize.

Similar Lo Hei festivities took place at Keppel Offshore & Marine (Keppel O&M) yards in Singapore. At Keppel FELS, the Keppel O&M group’s Lunar New Year celebration was enlivened with a rousing Keppel Corporation senior management, led by Chairman Dr Lee Boon Yang (fifth from left) and CEO Mr Loh Chin Hua (sixth from left), tossed Yusheng to welcome the Lunar New Year.

Playing the Cai Shen (God of Fortune) brought Brian Higgs of Group Corporate Communications luck, as he scored the top lucky draw prize.
lion dance performance. Keppel Shipyard senior management and customers celebrated strong partnerships and looked forward to strengthening them in the coming year. At Keppel Singmarine, senior management led celebrations with Keppelites and contractors.

In Shanghai, Keppel Land China put a creative spin on Lunar New Year celebrations with a boisterous costume-themed party where more than 100 staff gamely donned uniforms of different professions, such as that of pilots to belly dancers, in an atmosphere brimming with mirth.

At Taman Sutera, Keppel Land's integrated township in Johor Bahru, Malaysia, employees spread festive joy by going door to door to deliver mandarin oranges to houses and shop offices. An auspicious symbol of luck and wealth, mandarin oranges are typically presented as gifts during the Lunar New Year.

Keppel Land China celebrated the Lunar New Year in Shanghai by gamely dressing up in the uniforms of various professions.

Keppel Offshore & Marine ushered in the Lunar New Year with a boisterous lion dance. Leading the celebrations with staff were (from second from left to right) Mr Chor How Jat, MD of Keppel Shipyard; Ms Atyyah Hassan, General Secretary, Keppel FELS Employees’ Union; Mr Michael Chia, MD (Marine & Technology), Keppel O&M; Mr Tong Chong Heong, Senior Advisor, Keppel O&M; Mr Chow Yew Yuen, CEO, Keppel O&M; Mr Loh Chin Hua, Chairman, Keppel O&M and CEO, Keppel Corporation; Mr Wong Kok Seng, MD (Offshore), Keppel O&M and MD, Keppel FELS; Mr Wong Ngiam Jih, CFO, Keppel O&M; Mr Vincent Ho Mun Choong, President, Keppel FELS Employees’ Union and Mr Abu Bakar, MD, Keppel Singmarine.
Honouring loyal service

To honour the contributions of over 1,100 Keppelites who have been with the company for a decade or longer, Keppel FELS Brasil and BrasFELS held a Long Service Award Ceremony on 10 and 11 March 2015 in Angra dos Reis, Rio de Janeiro, Brazil.

Mr Kwok Kai Choong, CEO and President of Keppel FELS Brasil and BrasFELS Shipyard, expressed his appreciation towards the employees for their contribution and years of dedicated service.

“We recognise and treasure the contributions of our veterans. Some of you have been with BrasFELS since the day we started in 2000. We have transformed BrasFELS to a reliable and high-performing shipyard with your steadfast commitment,” Mr Kwok shared.

The ceremony also saw watches being presented to Keppelites to thank them for their steadfast loyalty. Addressing the audience, Mr Kwok shared, “This gift is a symbol of your years of meaningful service with Keppel and we hope that it will spur you to new breakthroughs.”

One of the award recipients is Edilma da Silva Fernandes, a Specialised Welder with BrasFELS’ Piping Shop, who celebrated 11 years of service at the shipyard. With an unquenchable appetite for knowledge, Edilma enrolled herself for several courses with BrasFELS’ Technical School and rose through the ranks over the years. She shared, “I am touched that the company recognises our efforts and it is my honour to go on stage to represent the Piping Shop Section at this ceremonial event.”

Having been with the company since the yard started operations in 2000, Mr Luiz Queiroz, Quality, Health, Safety and Environment (QHSE) Manager, celebrated his fifteen years with BrasFELS. He said, “I feel proud to have been with this company for so many years and to be a part of its transformation. I will continue to work hard to strengthen our operations.”
Keppelites Around the World

Making connections in Shanghai

“Those who think that the weather in Singapore is unpredictable should try a stint in Shanghai,” laughs Wong Liang Kit, Assistant GM of Business Development and Project Head with Keppel Land China.

“Over here in Shanghai, it can be 9°C one day and 19°C the next. One has to check the weather forecasts daily to decide what to wear to stay warm.”

Liang Kit oversees business development for Keppel Land China’s operations in Shanghai, and having to adapt to the erratic weather is only a small part of acclimatising in the bustling city. Since the start of his posting to Shanghai in February 2013, he has had to familiarise himself with Chinese cultural dynamics to win the trust of his business counterparts.

Liang Kit is responsible for Keppel Land China’s project, The Springdale, as well as the company’s land plot in Sheshan, and he deems it important to make an effort to network with local Chinese businessmen on a daily basis to cultivate relations and to scout for new business for the company.

He shared, “As we are of the same Chinese race, the locals automatically assume that I am familiar with the non-verbal cues or inferred meanings of certain phrases expressed during business discussions. On the contrary, picking up such subtle nuances certainly requires a fair amount of experience.

“Two popular sayings that I’ve picked up at the negotiation table are ‘领导说了算’, which translates to ‘what the leader has said will count’ and ‘领导说说而已’, which means ‘the leader is just saying it but does not mean it’. When doing business in China, it is crucial that one is able to discern between the two.

“The learning curve is indeed steep with challenges along the way but it has also been a rewarding experience with the support of my family and friends.”

Liang Kit lives in the outskirts of Shanghai with his wife and two daughters as he prefers the lush greenery in his area compared to the Metropolitan city life.

When asked if he wishes to stay in Shanghai after his current posting, he replied with a laugh, “I count myself to be very fortunate to have made many close friends here over the years and I daresay my Singaporean colleagues and I are adapting well to life in China. I am certainly open to the option of extending my stay here.”

Liang Kit and his family have well-adjusted to life in China
Paddling to victory

Since its formation in 2005, Keppel’s Dragon Boat Team, fondly called Keppel Dragons, has built a track record of victories and earned a reputation of fierce determination and strength. Emerging Champions in the Corporate Women’s category in DBS Marina Regatta 2014, Singapore’s biggest water sports festival, and finishing third place in the MR500 race which took place on 15 March 2015, the team is definitely paddling to greater heights. Keppelite speaks to two new Keppel Dragons on their sporting journeys.

For Neo Yi Ying, picking up dragon boat racing and eventually falling in love with the sport was not something she envisioned a year ago. Before coming on board the Keppel Dragon Boat Team, the finance executive from Keppel Logistics was not an active sportswoman.

“To be honest, the time I spent on sports activities has dropped significantly since my secondary school days. When I attended my first land training with Keppel Dragons, I could not even do a single inclined pull up”, she shared.

Yi Ying’s colleagues roped her in to participate in dragon boat racing at last year’s Keppel Games, and since then, she has been actively training.

To stay in competitive form, Keppel Dragons trains at least twice a week, once on land after work and once in water every Saturday. The frequent trainings have transformed Yi Ying from a dragon boat neophyte to a valuable paddler in the team.

Unlike Yi Ying’s accidental affinity with the adrenalin-pumping sport, Sebastian Lim’s entrance into the team seems like a natural extension from his past pursuits.

Having started dragon boat racing at Nanyang Technological University (NTU) since 2010, Sebastian, a graduate engineer with Keppel FELS, was approached by Darryl Tai, former Keppel Dragons’ Captain, on his first day at work.

Despite being familiar with the sport, Sebastian’s journey with Keppel Dragons was not one without hurdles.

“Dragon boating is a sport which requires deep commitment and strong self-discipline. We train intensively twice a week together as a team and hit the gym another two times a week as a small group to train our core muscles. It is difficult juggling work, family and training,” explained Sebastian.

Sebastian has recently been nominated as the new Captain of Keppel Dragons. On his leadership role, he shared, “The guidance that I have received from the Keppel Dragons committee has been very useful in easing me into my appointment as Captain. The role will undoubtedly help me hone my leadership abilities and allow me to learn to draw on and bring out the strengths of all team members.”

The team is currently gearing up for this year’s DBS Marina Regatta in May. Sebastian is confident that the unity and determination of the team will help them bag yet another victory.

Keppel Dragons welcomes anyone, with or without prior experience, to join the team. Interested parties can email Sebastian.LIM@keppelfels.com for details.
Bountiful feast

To recognise operation staff for their dedication and diligence, Keppel REIT organised an appreciation lunch reception for employees at Bugis Junction Towers (BJT) and Ocean Financial Centre (OFC).

The reception, which took place on 9 and 11 February 2015 at BJT and OFC respectively, saw about 200 employees gathering together to ring in the Year of the Goat.

Ms Ng Hsueh Ling, CEO of Keppel REIT, addressed employees at the function by thanking them for their hard work and encouraging them to continue giving their best for the company.

Employees celebrated with the traditional tossing of Yusheng, and deserving employees were recognised for their hard work during the Best Employees Presentation where they were presented with vouchers as tokens of appreciation.

For Xing Chun Hong, a cleaner at OFC, her win came as a surprise. She shared, “I did not expect my role as a cleaner to be recognised and I am overjoyed. Winning the award has boosted my morale and I will continue to give my best at work.”

Show time

Members of Keppel Young Leaders (KYL) and Keppel management came together on 24 January 2015 to catch “The Theory of Everything”, a biographical film on Stephen Hawking. An annual affair, the movie event allows KYL members to forge closer bonds amongst one another and with senior management.
New Year blessings

As a leading sustainable developer, Keppel Land seeks to give back to communities where it operates.

Since August 2013, Keppel Land Vietnam has been supporting Vinh Son School in District 7, at the outskirts of Ho Chi Minh City, Vietnam, by donating essential items, such as desktop computers.

Last year, volunteers from Keppel Land Vietnam spruced up the school with a fresh coat of paint. On 3 February 2015, four volunteers paid another visit to the school. The visit, which coincided with the annual Têt or Vietnamese New Year festivities, saw volunteers giving out traditional li xi envelopes with money for the children. The gifts symbolised well wishes for the New Year.

Ms Oanh, founder of Vinh Son School, thanked the company for its contributions over the years. She said, “Keppel Land Vietnam has been a strong pillar of support since we started operations in September 1999. Their kind donations and acts of volunteerism have impacted our children deeply.”

Mr Ryan Lower, Deputy Director, Property Management, Customer Focus Unit at Keppel Land Vietnam shared, “It is indeed a privilege to be able to contribute to this good cause. I am glad that Keppel Land gives us the opportunity to give back to the less fortunate.”

Viva La Fiesta

Resplendent in traditional Mexican costumes, Keppelites from Keppel AmFELS and their family members paraded on the company float during the 78th Charro Days Fiesta.

Keppel AmFELS is located in Brownsville, Texas, in the United States. Charro Days is a week-long celebration between Matamoros, a city in Mexico, and Brownsville that originated during the Great Depression to lift community spirits during difficult times. This year’s festival saw around 50,000 people dancing along the streets and enjoying festive food.

As the official sponsor for the past seven years, Keppel AmFELS was presented with an autographed 2015 Charro Days Fiesta poster by artist Don Breeden.
Keppelites strive to make a positive difference to nurture communities and positively impact lives wherever Keppel operates.

SPREADING THE FESTIVE CHEER
On 25 February 2015, 26 volunteers from Keppel Telecommunications & Transportation (Keppel T&T) brought the festive cheer of the Lunar New Year to some 90 senior citizens from St John’s Home for Elderly Persons. Residents of the Home were treated to a lunch and Lo Hei session, followed by a game of Bingo and a surprise appearance by Cai Shen (God of Fortune), played by Goh Wei Woon, Human Resource Manager at Keppel T&T.

Kelvin How, Management Trainee, Keppel T&T, shared his experience, “It was very heartwarming to see the faces of the elderly light up with joy. Festive occasions can sometimes be a lonely affair for those who do not get family visits. I’m glad that we managed to bring fun and laughter into the lives of residents at the home simply by spending time with them.”

BRIDGING GENERATIONS IN BRAZIL
Over in Angra dos Reis, Brazil, sixteen members of the BrasFELS Volunteers Programme kicked off their first activity for the year with a visit to the Charity Association São Vicente de Paulo, on 6 March 2015. The volunteers presented residents with an assortment of gifts from the shipyard’s employees, including fresh fruits and healthcare and personal-grooming products.

For first-time volunteer, Vitoria Angelo, Trainee Engineer at BrasFELS, the visit was an enriching experience. Vitoria shared, “Even with dedicated caretakers in the Home, the residents brighten up whenever they receive visitors. I was touched when they asked us to come back. That was how I knew we made a difference in their lives that day.”
Going green

Keppel Land adopts a holistic and proactive approach towards environmental sustainability. The company champions eco-initiatives and engages stakeholders to adopt a green mindset through outreach programmes.

The month of March saw Keppel Land supporting two nationwide events organised in conjunction with Singapore’s World Water Day (WWD) celebrations. WWD started as a United Nations initiative to focus attention on the 768 million people who lack access to fresh drinking water and sanitation. WWD also advocates for the sustainable management of freshwater resources.

**GREEN CORRIDOR RUN**
Over 7,000 people from 69 different countries gathered at Tanjong Pagar Rail Station on 8 March 2015 to participate in the Green Corridor Run. The Guest-of-Honour of the event, Minister for the Environment and Water Resources, Dr Vivian Balakrishnan, flagged off different waves of the race. CEO of Keppel Land, Mr Ang Wee Gee and Chief Executive of national water agency PUB, Mr Ng Joo Hee, was also in attendance.

This year marks the third instalment of the run and also the inaugural edition of the Keppel Land Water Challenge, a segment of the run that allows participants to experience what it is like for those in developing countries to walk long distances daily to fetch clean water for safe-drinking and domestic uses.

As part of the challenge, over 500 participants carried jerry-cans of recycled water from the start to the finish line, clocking a total distance of 10.5km. For every litre poured into a ceremonial well at Bukit Timah Railway Station, the organisers donated a dollar to charity: water, a not-for-profit organisation that coordinates and builds clean water projects in countries in need.

CEO of Keppel Land, Mr Ang Wee Gee, said, “Our support for this year’s Green Corridor Run is in line with Keppel Land’s proactive approach towards sustainability. Keppel Land seeks to enhance the
quality of life of communities wherever we operate and we want to encourage our different stakeholders to join us as we make strides in our green journey."

Among the participants of the run were employees from Keppel Land, Keppel Telecommunications & Transportation and Keppel Logistics. Senior management, including Keppel Land’s CFO, Mr Lim Kei Hin, Keppel REIT’s Senior VP of Investments, Mr Wong Cho Wai and Keppel Land International’s President (Singapore), Mr Tan Swee Yiow, also joined in the run to show their support for this meaningful environmental cause.

About 20 staff from Keppel Land participated in the Keppel Land Water Challenge, crossing the finish line at the historic Bukit Timah Railway Station with aching arms but warm hearts.

Tan Yali, Associate at Alpha Investment Partners, who embarked on the Challenge with her partner, shared, “As I walked in the shoes of those who carry water over long distances for survival, I reflected on how lucky the people of Singapore are to have access to clean drinking water at the turn of a tap, despite not having adequate natural resources in our small city state. The Water Challenge was a meaningful experience which reminded me to never take water for granted.”

NATIONAL BUTTERFLY CAMPAIGN

On 21 March 2015, Keppel Land supported the launch of Nature Society (Singapore)’s National Butterfly Campaign as a corporate sponsor. The campaign, which aims to raise awareness of how butterflies enhance the environment, encourages the public to vote for Singapore’s National Butterfly during the campaign period of 21 March to 30 April 2015.

Mr Tan Swee Yiow, President (Singapore), Keppel Land International, said, “At Keppel Land, we take a proactive approach towards protecting our environment. Besides promoting awareness amongst our stakeholders to care for the environment, we also carry out outreach programmes to engage residents, tenants and staff at our properties to spur a green mindset. We are happy to support the National Butterfly Campaign to help raise awareness of Singapore’s natural assets.”

Deputy Prime Minister Teo Chee Hean casts his vote for Singapore’s National Butterfly as Mr Anuj Jain (extreme left), Chairman of the Butterfly Interest Group at Nature Society, Mr Tan Swee Yiow (second from right), President (Singapore), Keppel Land International and Mr Steven Neo (far right), Deputy GM of Property Management and Knowledge Management, Keppel Land look on.
Goals for a cause

In line with Keppel Land’s commitment to enrich its communities, its team in Nantong, China, recently held a charity football tournament to raise funds for the underprivileged.

Jointly organised by Keppel Land, the Nantong Economic & Technological Development Area Football Club and Yilian Chamber of Commerce’s football team, the inaugural “Keppel Cup” tournament saw 10 teams, comprising 180 players, participate in a six-week long tournament which kicked off on 6 December 2014.

Representing Keppel was a team made up of players from Keppel Land’s team in Nantong and Keppel Nantong Shipyard. The competition between teams was fierce and after 24 intense matches, Nantong Haiqing Football Club was declared champion.

To recognise players for their stellar effort and sportsmanship, an award ceremony was held at the clubhouse of Keppel Land’s Waterfront Residence in Nantong on 17 January 2015. The event drew many from Nantong’s football and philanthropic circles and acknowledged the 10 football teams for raising a total of RMB 28,600 for the less fortunate in Nantong.

Funds raised from the tournament were donated to the Nantong Social Welfare Home on 9 February 2015 for the purchase of medical devices. Besides paying regular visits to children at the Home, Keppel Land’s Nantong team plans to continue supporting the Home to improve its facilities for medical examination.

Mr Eric Cheng, Head of the Waterfront Residence project, shared, “With strong support from Keppelites and the generosity of the public, the inaugural “Keppel Cup” charity football tournament was a great success. We hope that the medical devices donated to Nantong Social Welfare Home will go a long way towards improving the health conditions of the children residing there.”
A gift of love

What could be a better day to show love than on Valentine’s Day? Keppel Volunteers seized the opportunity to do so by befriending underprivileged children from KK Women’s and Children’s Hospital and their families with an excursion to the Transformers exhibition at the Singapore Science Centre.

First-time volunteers and recently-wed couple, Shahbudi Bin Wahid from Keppel Seascan and wife, Norasilah Binte Aziz, thought it was a great idea to celebrate Valentine’s Day with good work.

Shahbudi shared, “We wanted to do something different together on Valentine’s Day. Volunteering did not only bond us closer together but allowed us to reach out to needy children. This made the day special for us.”

Keppelites from the Commercial team at Keppel FELS also showed their care by packing goodie bags for the families.

“I was heartened that many of my colleagues readily came forward with donations. We just have to take a small step for a good cause and others will follow,” shared Yeo Sio Muay, Principal Contract Officer, Keppel FELS. Sio Muay had the support of her supervisors at Keppel FELS, including Subcontracts Manager, Johnny Ng, and ED of Commercial, Mr Chris Ong.

Johnny shared, “Championing such worthy causes bonds the team as we share ideas and encourage each other to do well and do good.”

Mr Ong added, “We can support the Group’s community outreach programme by participating in the activities or thinking of ways to further support and show that Keppel is a company that genuinely cares.”

Keppel FELS’ Commercial management team supported employees’ outreach efforts. (From left to right): Johnny Ng, Manager, Subcontracts; Mr Jay Singham, GM, Estimation & Analysis; Pauline Tan, Manager, Purchasing; Mr Chris Ong, ED, Commercial; Mr Keith Teo, GM, Marketing; Ke Ching Hock, Senior Commercial Manager, Estimation & Analysis; Lim Kian Guan, Senior Manager, Logistics.
Keppel REIT tops out Old Treasury Building

The business community in Western Australia’s (WA) capital can soon look forward to a strategic landmark in Perth’s central business district (CBD) when the Old Treasury Building office tower and its annexe on the landmark Cathedral + Treasury precinct are completed in the middle of this year.

The joint owners, Keppel REIT and Mirvac Group (Mirvac), celebrated the topping out of the development in a symbolic ceremony held at the 26th level of the office tower in Perth on 12 March 2015. Officiating at the event was the Honourable Bill Marmion, Minister for Finance, Mines and Petroleum, in the presence of the Honourable Lisa Scaffidi, Lord Mayor of the City of Perth, Ms Ng Hsueh Ling, CEO and ED of Keppel REIT Management, and Ms Susan Lloyd-Hurwitz, CEO and MD of Mirvac.

Ms Ng shared at the ceremony, “This development will be a strategic landmark, housing the State Government and becoming a vibrant hub for the economy and talent. With this state-of-the-art and sustainable development, Keppel REIT and Mirvac count ourselves privileged to be able to participate in and contribute to the growth of Perth into the future.”

Featuring a modern and open façade, the office tower provides a positive and engaging experience for building occupants and visitors alike.

“Great developments should always be about the experience of people, whether those working within, walking past, or for the future generations that will inherit it as part of their city,” said Ms Lloyd-Hurwitz.

In keeping with Keppel REIT’s commitment towards sustainable developments, the building has achieved the 5-Star Green Star – Office Design v3 Certified Rating from the Green Building Council of Australia. The certification recognises the development’s key sustainable features which include its energy performance, indoor environment, water efficiency and construction waste recycling.

Keppel REIT had acquired a 50% interest in the development in March 2013. When completed later this year, Keppel REIT will have a total of five office towers in Australia. In addition to its 50% interest in the office tower and its annexe being built on the site of the Old Treasury Building in Perth, other buildings include a 50% interest in 8 Chifley Square and the office tower at 77 King Street, both in Sydney, a 50% interest in the office building at 8 Exhibition Street in Melbourne and a 50% interest in 275 George Street in Brisbane.