

OFFSHOREMARINE

A newsletter of Keppel Offshore & Marine

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WORLD'S DEEPEST FPSO

**Acquisition of LETOURNEAU
design, rig kit, and
aftermarket services**

CONTENTS

On track to delivering world's deepest FPSO	4
Engineering value	6
Seizing opportunities	9
Early delivery of UMW Naga 8	10
Repeat repair for Stena	11
Cultivating a safe and healthy workplace	19
Majulah Singapura	24
Celebrating Keppel's pioneers	27
Maximising leadership potential	29
Dedication to defence	34
Reaching out, touching lives	36

CENTRESPREAD

Top honours at WSH Awards 2015	20
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Keppel O&M stays the course with creditable results for 1H 2015.

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Enhancing capabilities with LETOURNEAU™ jackup rig designs

Keppel Offshore & Marine (Keppel O&M) announced on 31 August 2015 that it has through its subsidiary, Keppel Offshore & Marine USA, Inc., entered into a Stock and Asset Purchase Agreement with Cameron International Corporation (Cameron), to acquire Cameron's offshore rigs business, which comprises the LETOURNEAU™ jackup rig designs, rig kit business, and aftermarket services.

The LETOURNEAU™ suite of jackup rig designs are established designs that have been popular with certain market segments and have a proven track record of operating in a variety of environments.

The designs Keppel is acquiring, which include the LETOURNEAU™ Super 116E, WORKHORSE, Super Gorilla XL and Jaguar, will add to Keppel's offerings in the jackup rig market.

With the acquisition, Keppel will be able to offer customers the LETOURNEAU™ rig designs through the sale of rig kits to shipyards, or deliver ready-to-drill rig solutions from Keppel yards worldwide. The rig kits include jackup leg components, elevating units/jacking system and cantilever/skidding system. Support equipment such as cranes and anchor winches are also options in the rig kits.

Another aspect of the business is the provision of aftermarket services. With about 100 LETOURNEAU™ rigs currently operating around the world, many operators require servicing and repair of their rigs. Keppel will be able to leverage its network of yards worldwide to better meet these customers' needs. Besides repairs, upgrades and modifications, jackups are required to undergo five-year Class recertification special periodic surveys.

Mr Chow Yew Yuen, CEO of Keppel O&M, said, "This is an opportune and strategic acquisition as it will not only broaden our suite of jackup rig design offerings in this highly competitive sector, but also provide us with enhanced capabilities to service customers through the provision of expanded aftermarket sales



Keppel O&M has the expertise to build rigs of the LETOURNEAU™ design having previously completed 16 such rigs, including the COATZACOALCOS, a LETOURNEAU™ Super 116E design, which was built by Keppel AmFELS in Brownsville, USA

and services. We are confident that the long-term fundamentals of the offshore rig market remain positive."

"With the current low oil price, we have seen a slowdown in newbuild rig orders. Rig owners are instead looking at repairing and upgrading their current fleet. We believe that we can make best use of our after sales service infrastructure to service rigs of both the LETOURNEAU™ as well as Keppel FELS designs. These are popular designs operating in many of the world's offshore oil fields and rig owners can now utilise our global network of yards to service and maintain their rig assets cost-effectively.

The completion of the acquisition is subject to the fulfilment of certain conditions precedent, including relevant approvals from regulatory authorities.

Naming of Turritella



Celebrating the naming ceremony of Turritella, co-hosted by Keppel Shipyard in Singapore are (first row from left to right) Mr Philippe Barril, Chief Operating Officer, SBM Offshore; Mrs Maria Pena, Stones Business Opportunity Manager, Shell; Ms Goh Swee Chen, Chairperson, Shell Singapore; Mr Loh Chin Hua, Chairman, Keppel Offshore & Marine, and CEO, Keppel Corporation; and Mr Chow Yew Yuen, CEO, Keppel Offshore & Marine

Shell, SBM Offshore and Keppel Shipyard celebrated the naming of Floating Production Storage and Offloading unit, Turritella, in Singapore on 10 September 2015. Speaking at the naming ceremony, Mr Michael Chia, MD (Marine & Technology), Keppel Offshore & Marine, said, "Turritella is a highly complex conversion that Keppel has undertaken. We are proud to continue our relationship with our long-standing customers SBM Offshore and Shell on this ground-breaking project."



Project teams who are working on the conversion project from Shell, SBM Offshore and Keppel Shipyard celebrate after the naming ceremony

Repeat order for fuel-efficient solutions

Blue Ocean Solutions was commissioned by Neptune Orient Lines (NOL) for a repeat order to install its Emulsified Fuel System (EFS) on one of NOL's vessels, APL Southampton. The commissioning was carried out while the container ship was enroute from Hong Kong to Singapore from 6 to 10 July 2015.

This is the third time that NOL

has chosen to install Blue Ocean Solutions' EFS solution, which is a proprietary technology that can generate proven fuel savings of between 2% to 5% while lowering nitrogen oxide emissions.

After the installation, an independent performance verification made by Lloyd's Register showed that average fuel

efficiency for APL Southampton improved by 2.7% according to international standard-setting body ISO standards. Subsequent verifications by APL also confirmed that 2.8% of fuel savings can be achieved at about 80% engine load, while even more savings can be attained at lower engine loads.



Chief Engineer A. Ray (sixth from left) and CEO of Blue Ocean Solutions, Dr Jerry Ng (seventh from left), celebrating the successful installation and commissioning of the emulsified fuel system to the engines of APL Southampton together with other team members from Blue Ocean Solutions and APL

Engineering value

Keppel continues to perform creditably amidst the headwinds of the global economy and its industries. Below is a report of Keppel Offshore & Marine's (Keppel O&M) performance and developments at the 2Q & 1H 2015 results briefing by Mr Loh Chin Hua, Chairman of Keppel O&M and CEO of Keppel Corporation.

GLOBAL OUTLOOK

The global economy today is characterised by slower growth and greater volatility. The US economy appears on track for moderate expansion following a sluggish first quarter. With recent improvements in the employment situation, market watchers are expecting a Fed rate hike within this year. In her recent testimony, Janet Yellen has all but confirmed this.

Since the steep fall in oil prices last June, the price of Brent crude has rebounded from the mid US\$40 a barrel range, but still remains relatively low, hovering at about an average of US\$60 a barrel. With the recent US-Iran nuclear deal, sanctions on Iran could be lifted soon and that will increase global oil supply.

Lower oil prices for a sustained period is a reality that the oil and gas industry needs to grapple with. Longer term, when supply and demand is more elastic to price levels, many expect oil to stabilise at levels between US\$70-90. With shale oil here to stay, we may not see US\$100 oil for some time.

In Singapore, various factors including the global economic climate will weigh on us. Based on



Mr Loh Chin Hua (left), Chairman of Keppel O&M and CEO of Keppel Corporation, and Mr Chow Yew Yuen (right), CEO of Keppel O&M, shared the group's performance in 2Q and 1H 2015

advance estimates, the Singapore economy grew by 1.7% on a year-on-year basis in the second quarter, lower than the 2.8% growth in the previous quarter.

BUSINESS UPDATES

Keppel Offshore & Marine (Keppel O&M) has a net orderbook year-to-date which stands at \$11.0 billion, which is keeping our yards busy through to 2020.

Year to date, Keppel O&M secured \$1.5 billion worth of new contracts. This includes Keppel Shipyard's contract with Golar for a Floating

Liquefied Natural Gas (FLNG) conversion, which is the third of such won by Keppel.

We continue to focus on executing our projects well, ensuring safe, on-time and on-budget deliveries to our customers.

Amongst 12 major projects completed in the first half, apart from the five jackup rigs, the other noteworthy deliveries were for the fourth high-specification accommodation semisubmersible to Floatel International, and a Depletion Compression Platform to

Shell by Keppel Subic Shipyard, our satellite yard in the Philippines.

Of the ten jackups we will deliver in the second half, five KFELS B Class jackup rigs will be handed over to Mexican customer, Grupo R. We have reaped synergies working on five rigs at one time, optimising resources and improving efficiencies in the process.

BrasFELS continues to make good progress on the DSS™ 38E drilling semisubmersibles for Sete Brasil. The first three units are 90%, 63% and 36% completed.

Besides the six semisubmersibles, BrasFELS is also working on the module fabrication and integration for two Floating Production Storage and Offloading (FPSO) units P-66 and P-69 for Petrobras, as well as the repair of the drilling semisubmersible ENSCO 6002.

With the current low oil prices, we are likely to see an acceleration in the replacement cycle for aging rigs. Days are numbered for many old rigs.

It is estimated that about 94 jackups and 27 floaters around the world are more than 30 years

old. The scrapping of old rigs will hasten a rebalance of demand and supply in the offshore market and sow the seeds for the upturn.

It has also been estimated that some 238 projects in the appraisal, planning, or bidding/final design stages worldwide potentially require a floating production/storage system.

Our established track record of having completed over a hundred complex FPSO, Floating Storage Offloading and Floating Storage

Continues on page 8...



The first FLNG conversion for Golar, the HILLI is progressing on schedule and on budget

Continued from page 7...

Regasification Units conversion projects, coupled with a growing pool of in-house FLNG expertise, puts us in good stead to offer quality solutions to some of the challenges faced by the offshore LNG industry.

The global FLNG industry is expected to attract more than US\$65 billion of investments from now through to 2020, driven by rising costs of onshore LNG terminals. Asia-Pacific, in particular, is expected to draw

a majority of investments in the FLNG sector with its sizeable line-up of regasification and liquefaction projects.

Our gas strategy and suite of products for the offshore gas industry will provide some cushion to the current weak demand for drilling rigs.

Even as we await the upturn in the drilling market, we are not resting on our laurels. From 2010 to the present, we have secured

\$11.2 billion worth of contracts for non-drilling solutions and services. This marks a 64% increase over the preceding five-year period from 2005-2009.

Our expanding suite of innovative solutions will put us in pole position to capture more work in the non-drilling markets, which up till now remain resilient as proven by our order wins year-to-date.

Launching the Giant in Nantong



Management and project teams from Keppel Nantong and Boskalis celebrated the launch of submersible barge Giant 7

Keppel Nantong marked a significant milestone on 2 August 2015 when it launched the submersible barge that the shipyard is building for Smit Shipping Singapore (Smit Shipping), a subsidiary of Royal Boskalis Westminster Group.

The barge was launched ahead of schedule, and is estimated to be ready for delivery by September this year.

To be named Giant 7 when completed, the barge marks the third unit that Keppel Nantong has

built for Smit Shipping. The first two barges, Giant 5 and Giant 6, were delivered on budget, ahead of schedule and with perfect safety records on 20 December 2014 and 20 January 2015 respectively.

Seizing opportunities

Faced with the challenges of a low oil price environment and uncertainty in the global economy, Keppel Offshore & Marine (Keppel O&M) and its respective business units have been busy strategising on improving efficiencies, seizing opportunities, adding value and leveraging synergies.

These and other key topics were discussed at the biannual Keppel O&M strategy meeting held on 4th and 5th August 2015.

Senior executives from across the Group's units around the world had gathered to update on their respective regions, provide a market review as well as the growth prospects, strategies and initiatives.

Kicking off the session, Chairman of Keppel O&M and CEO of Keppel Corporation, Mr Loh Chin Hua

emphasised the need to execute well and build on core strengths while keeping an eye on the future.

With Keppel O&M's strong growth over the years and prudent investments, the company has the resources to seize opportunities for growth and maximise value during a downturn.

Mr Chow Yew Yuen, CEO of Keppel O&M reiterated that "we must not waste a crisis," whether it is improving processes, securing key equipment for a bargain or expanding into new geographical and product markets.

The session was also an opportunity to share on and extrapolate lessons from different working experiences. At Keppel Subic shipyard, the construction of the Philippines' first depletion

compression platform (DCP) for Shell helped them to align their safety standards and procedures as well as improve their capabilities in building the DCP.

In order to construct the DCP in the dry dock, Keppel Subic took the opportunity to tailor the yard development for larger offshore fabrication work. The project achieved nine millions man-hours worked without lost-time incident and significantly reduced incidents of dropped objects through new initiatives.

This was also helped by a worker incentive program which helped to motivate workers and boost productivity. In addition, a strong team spirit developed among the project team members through healthy lifestyle activities such as the Malampaya Cup.



The two day strategy meeting by Keppel O&M saw more than 50 participants from around the world gathering to discuss on growing the company

Early delivery of UMW Naga 8

Keppel FELS has delivered UMW Naga 8, a KFELS B Class jackup rig, to Malaysia's UMW Oil & Gas Corporation Berhad (UMW-OG). It was completed 32 days ahead of schedule, on budget and with a perfect safety record.

This is the third KFELS B Class jackup rig that Keppel FELS has delivered to UMW-OG.

The first jackup – UMW Naga 4 – was delivered in February 2013 and is currently servicing the contract of Petronas Carigali in Malaysia, while the second – UMW Naga 5 – was delivered in April 2014 and is currently working in Vietnam.

At a delivery ceremony held at the yard on 29 August 2015, Mr Chris Ong, Deputy Managing Director

of Keppel FELS, said, "The safe and early completion of a third rig for UMW-OG bears testimony to the win-win partnership between our companies. We are glad to be able to support UMW-OG, having built three jackup rigs to our proprietary KFELS B Class design.

"This design is the industry choice for robust, efficient and economical performance and it has helped our customers to secure charters even in the current low oil price environment. All the KFELS B Class rigs we have delivered around the world this year are gainfully employed and performing well, and we are confident that UMW Naga 8 will be a valuable asset to UMW-OG."

UMW Naga 8 is the 7th consecutive rig Keppel FELS has delivered this year within contract schedule, on time and on budget. The yard is also on track to complete 15 rigs in 2015 as contractually scheduled, making it the second highest number of deliveries in a year following its record delivery of 21 rigs in 2013.

Besides being the global leader in the design and construction of offshore rigs, Keppel FELS is also well sought after for repair and modifications projects. UMW Naga 3 is currently docked in Keppel FELS for its five-yearly special periodic survey (SPS), as well as for maintenance and repair works.



UMW Naga 8 is the third KFELS B Class jackup rig that Keppel FELS has delivered to UMW-OG. It was completed 32 days ahead of schedule, on budget and with a perfect safety record

Repeat repair for Stena

The strong track record of Keppel Verolme saw the yard secure a contract from repeat customer Stena Drilling for the repair and upgrade of Stena Don, a harsh environment semisubmersible (semi).

The semi was docked in Keppel Verolme's large dry-dock no. 7 on 12 August, 2015, after the removal of its six thrusters at the deep water location in the Port of Rotterdam.

Part of the yard's work scope for this project is a midlife upgrade for the fourteen year old vessel,

which includes maintenance and renewal of the drilling equipment and accommodation. The rig will undergo its regular Special Periodic Survey (SPS) as well as maintenance works, thruster overhauls and a painting program.

Work on the project is expected to complete in two months.

Mr Harold Linssen, Managing Director of Keppel Verolme said, "We are glad to be able to support our customers in the region who continue to regularly come back to us for maintenance and upgrade works.

"As the premier yard in the region, we have the capabilities to take on a variety of projects and offer value-added services. Customers come back to us because our projects are well executed on time, on budget and safely for all our customers."

The rig previously visited the Keppel Verolme yard for dry-docking, inspection and maintenance in 2010.



Repeat customer Stena Drilling regularly send their rigs such as Stena Don, to Keppel Verolme for repairs and upgrades

Steady progress in Brazil

With strong operational capabilities and expertise, Keppel Offshore & Marine (Keppel O&M) continues to make steady and safe progress on its projects in Brazil.

DELIVERY OF ENSCO 6002

Celebrating another significant milestone, BrasFELS successfully completed repair works on the semisubmersible drilling rig ENSCO 6002 for its long-time customer Ensco.

Mr Alex Oliveira, Project Manager of Ensco, thanked BrasFELS for its teamwork with Ensco. He noted that the companies' shared commitment to safety, quality execution and problem-solving enabled the safe and successful on-time delivery of the project.

Mr Ron Couet, Director, Capital Projects, of Ensco, was pleased with the professionalism of Keppel and commended the consistency of services at its shipyards around the world. Having worked with Keppel's shipyards in Singapore, the US, Netherlands and Brazil, Mr Couet observed that at all these locations, there was strong mutual trust and understanding between the Keppel and Ensco teams.

He also noted the efforts BrasFELS made to continuously enhance its services, with improvements gleaned from BrasFELS' previous repair projects for Ensco, such as the ENSCO 6001, applied to ENSCO 6002.

Keppel O&M and Ensco are long-standing partners, having collaborated on numerous jackup, semisubmersible and drillship projects over the years.



Marking another successful project between BrasFELS and Ensco are (from left) Mr Kwok Kai Choong, CEO and President of Keppel FELS Brasil; Mr Marlin Khiew, Vice President (Operations), BrasFELS; Mr Airton Rodrigues, Assistant Operations Manager of BrasFELS; Mr Alex Oliveira, Project Manager of Ensco; and Mr Ron Couet, Director, Capital Projects of Ensco



ENSCO 6002 leaving the shipyard on 29 July 2015 after successful repair works



At the 6 million safe man-hours ceremony for the FPSO P-66 project, three of the project's best workers received recognition for their exemplary behaviour



Mr Gareth Ng (right), Project Manager of BrasFELS, receives a congratulatory plaque from Mr Antonio Maceiras (left), Executive Manager of Sete Brasil

SAFETY MILESTONES

Attesting to its dedication to the safe and quality execution of its projects, BrasFELS achieved two million safe man-hours on Urca, a DSS™ 38E semisubmersible rig on 16 July 2015. As of 2Q 2015, the unit is more than 90% complete.

On 12 August 2015, the yard also celebrated more than six million safe man-hours for FPSO P-66. The shipyard has since completed its modules fabrication workscope, and has started commissioning works for the modules integrated.

Expressing his appreciation of Petrobras' trust and support, Mr Marlin Khiew, Vice President (Operations), said, "In our safety journey, we need the support of our customers and the supply chain. BrasFELS is thankful for the teamwork with the Petrobras team, and for the shared commitment to safety."

ARRIVAL OF ODN TAY IV

On 7 July 2015, BrasFELS received the repair project semisubmersible drilling rig, ODN Tay IV. The vessel is scheduled to leave the shipyard in the third quarter of 2015.

With strong executional capabilities, BrasFELS has completed more than 50 repair projects over the years. All of its repair jobs have been delivered on time or ahead of schedule.



BrasFELS received the repair project semisubmersible ODN Tay IV on 7 July 2015

Track record of safety

For Keppel Shipyard's excellent safety performance during the repair work on oil product tanker, American Progress, vessel owner SeaRiver Maritime awarded the shipyard with a bonus of \$50,000.

Paul Dawson, Project Manager, SeaRiver Maritime, said, "The safety performance by Keppel Shipyard improves with each project we work on together. SeaRiver Maritime is pleased to partner with Keppel Shipyard which shares the same commitment as we have towards safety. Congratulations to Keppel for the outstanding work on American Progress!"

Keppel Shipyard's repair work for American Progress includes hull painting, installation of a new food macerator unit and new sewage tank unit, and roller chock modification. Including American Progress, Keppel Shipyard and SeaRiver had collaborated on four projects to date.

Over the years, Keppel Shipyard has built up a reputation as the global industry's trusted partner for the repair and upgrading of a diverse range of vessels. Its three yards in Singapore – Tuas, Benoi, and Gul – are able to repair and refurbish 400 to 500 vessels altogether in a year.



SeaRiver Maritime presents Keppel Shipyard with a bonus for safety excellence during the repair of its oil product tanker American Progress



American Progress, an oil product tanker, underwent repair works such as hull painting and roller chock modification at Keppel Shipyard

A first for world's largest floating dock

Nakilat-Keppel Offshore & Marine's (N-KOM) newly developed floating dock received its first vessel when Hafnia Arctic, a product tanker belonging to Cypriot ship management company Donnelly Tanker, dry-docked at the facility for repair works on 28 June 2015.

Currently undergoing trial operations, the floating dock is the largest of its kind in the world, measuring 405 metres (m) in length and 66 m in width. The dock has a lifting capacity of 120,000 tonnes and can accommodate Qatar-max (Q-Max) Very Large Crude Carriers (VLCC).

The floating dock increases the capability and efficiency of N-KOM whose facilities also include two VLCC-sized graving docks, strengthening the yard's position as a leading provider of repair

and maintenance services for gas carriers in the Persian Gulf region.

The shipyard just celebrated its 100th Liquefied Natural Gas carrier repair earlier this year.



The product tanker Hafnia Arctic dry-docking for repair at N-KOM's newly developed floating dock, which is the largest of its kind in the world

Bonding with contractors

Keppel Shipyard's Contractor Watch Group (CWG), formed to foster working relations between Keppel Shipyard management and its contractors, embarked on its first overseas engagement trip to Johor Bahru, Malaysia, on 26 July 2015.

Aiming to unite CWG members

over their common love for the king of fruits, the day excursion included a visit to a durian plantation where management and contractors bonded over the thorny fruit. Participants also enjoyed a seafood feast towards the end of day's programme at Kukup, a small fishing village in the district of Pontian.

Jason Tan, Operations Manager from Alpine Engineering Services and Chairman of CWG, said, "I am happy that everyone enjoyed themselves fully during this overseas engagement trip. With closer ties and stronger team spirit, we can better execute projects, on schedule and safely."

The engagement trip is one of the many ways that CWG builds ties between Keppel management and its contractors. Other activities include weekly lunches, movie screenings, and monthly meetings to review work and safety processes.



Keppel Shipyard management bonded with its contractors over a durian buffet in Johor Bahru, Malaysia

Safety at the core of Keppel AmFELS



Keppel AmFELS, represented by Mr Simon Lee (5th from left), President of Keppel AmFELS, received the American Equity Underwriters Safety and Health Award as the safest company in its industry for 2014

The commitment to safety at the Keppel AmFELS yard in Brownsville, Texas, USA, was demonstrated when the yard celebrated several milestones in July 2015.

It received the American Equity Underwriters (AEU) Safety and Health Award, which is given to members of the American Longshore Mutual Association (ALMA), for being the safest company in its industry for 2014.

The awards were presented at the ALMA Conference on 20 July, 2015 in Key Biscayne, Florida. Keppel AmFELS LLC has been a member of ALMA since 2003 and also received the same award in 2007 and 2009.

Another significant safety achievement by the yard in July was completing 750,000 man-hours with zero lost time incident during the construction on one of their current projects.

Together with its client, Keppel AmFELS helped reinforce the safety



Keppel AmFELS' safety achievement of 750,000 man-hours with zero lost time incident on one of its projects was a result of the close partnership with customer and contractors

culture in staff and subcontractors through activities such as weekly joint walk-arounds, safety briefings and safety awareness promotions as well as giving out rewards for safety initiatives. The project owner not only presented Keppel AmFELS with a plaque to recognise the achievement but also rewarded workers involved in the project.

One of the yard's recent safety initiatives was a hands-on fire

extinguisher training by safety supervisors for the Keppel AmFELS Office Safety Committee. The committee meets monthly to review safety initiatives, conduct walk-throughs to identify potential safety hazards, undergo specialised safety training as well as publish and distribute monthly safety alerts.

In the fire extinguisher training, a company-wide fire evacuation

drill was also conducted to test the response of the office personnel.

An essential aspect of yard safety is also security which is part of the HSES (Health, Safety Environment and Security) department. In addition to ensuring the yard is secure, the security team is also involved in enforcing safety measures such as conducting permit checks, yard walks and daily reporting.



Keppel AmFELS' office employees undergo fire extinguisher training by safety supervisors

Crisis ready

To equip key personnel from Keppel Offshore & Marine (Keppel O&M) with media management skills during a crisis, Keppel Corporation's Group Corporate Communications and Keppel O&M's Human Resources organised a crisis communications workshop for local and overseas management on 6 August 2015.

The eight participants, consisting of five overseas business unit heads and three local management staff, learnt how to prepare media statements and honed their interview skills by participating in a variety of different scenarios from live television interviews to press conferences.

One of the participants, Mr Louis Chow, Executive Director (Commercial), Keppel Shipyard, shared, "The workshop got us thinking about how we can represent our business units as spokespersons during a crisis and has been very useful in preparing us for emergency scenarios."



During the crisis communications workshop, local and overseas management from Keppel O&M participated in various role-play exercises, including an "ambush" interview (left picture), as well as a press conference (right picture)

A night at the races with customers

Gathering over a sumptuous buffet spread, 170 clients, partners and employees of Keppel FELS enjoyed rounds of adrenaline-pumping horse racing at the Sundowners party held by Keppel FELS in the Singapore Turf Club on 31 July 2015.

Mr Chris Ong, Deputy MD, Keppel FELS, shared, "I am glad that we have forged a strong partnership with many of our clients over the years. Indeed, our rigs are like champion thoroughbreds and our winning strategy of delivering our projects safely, on time and on budget continues to give our customers great confidence in us."



Mr Keith Teo (extreme left), GM (Marketing), Keppel FELS and Mr Chris Ong (second from left), Deputy MD, Keppel FELS celebrated the strong partnership that Keppel FELS has forged with its clients, including Mr Louay Laham (third from left), Head (Newbuilds), SapuraKencana Drilling, and Mr Jean-Christophe Le Guen (second from right), Business Development Manager, SapuraKencana Drilling



Employees and customers bonded over dinner and drinks during the informal dinner organised by Keppel FELS

Cultivating a safe and healthy workplace

Committed to be an employer of choice, Keppel Offshore & Marine (Keppel O&M) rolls out various programmes throughout the year to foster a conducive work environment that will boost the safety and well-being of the workforce.

KEEPING SAFE

As part of its efforts to create an incident-free work environment, Keppel FELS regularly organises Health, Safety and Environment

(HSE) promotional campaigns to ensure that safety ownership is shared at all levels from management to workers.

On 27 July 2015, Keppel FELS launched its 19th HSE Excellence Promotion Campaign at Pioneer Yard. Themed 'Stay safe, avoid the line of fire', the month-long campaign aims to remind Keppelites to recognise potential hazards in their work environment before commencing any work.

During the launch, Mr Chow Yew Yuen, CEO of Keppel O&M reminded Keppelites to look out for each other's safety and well-being. He shared, "The operations of our yards are extensive, involving a multitude of trades that are usually fast paced in nature. While we are able to identify and mitigate risks through safety measures, we also need to remain vigilant to prevent unnecessary incidents."

STAYING ACTIVE

On 1 August 2015, Keppel FELS held its 14th Active Day at Pioneer Yard to encourage a healthy and active lifestyle among Keppelites. Senior management and more than 3,000 employees worked up a good sweat as they joined fitness instructors in Bokwa, a cardio workout where participants draw letters and numbers with their feet.

This year's theme of 'Healthy living starts with me', encouraged Keppelites to adopt a proactive approach towards a healthier lifestyle.

"Many of us have hectic schedules and may find it difficult to set aside time for regular workouts. However, we do not need to make drastic changes to our current lifestyle. By taking small steps such as drinking adequate water or getting enough rest every night, you will notice that your quality of life will improve," Mr Chow said.



Led by Mr Chow Yew Yuen (third from right), CEO of Keppel Offshore & Marine, Keppelites pledged their commitment to safety during the launch of Keppel FELS' 19th HSE Excellence Promotion Campaign



Senior management and more than 3,000 Keppelites bonded over the Bokwa exercise during the annual KFELS Active Day

Top honours at WSH Awards 2015



Keppel won big at the WSH Awards 2015, sweeping a total of 35 awards, the highest number won by a single organisation this year

The Keppel Group clinched 35 Workplace Safety and Health (WSH) Awards on 29 July 2015, the highest number of awards won by a single organisation this year.

Organised by the Workplace Safety and Health Council (WSHC) and Singapore's Ministry of Manpower (MOM), the annual awards recognise organisations and individuals who have contributed to achieving excellence in workplace safety and health.

Of the 35 awards, Keppel Offshore & Marine (Keppel O&M) bagged 31 awards under the Safety and Health Award Recognition for Projects (SHARP) category for its exemplary safety performance as well as good safety and health management systems.

Keppel Shipyard clinched the WSH Innovation Award for the Coupler Repair Workbench. The winning project team developed a jig to help lock a coupler in place,

reducing workers' physical contact with the coupler and impact wrench and thereby minimising risks of injury.

Mr Ayyaperumal Tamizharasan, Hull and Steel Outfitting Supervisor, Keppel Singmarine, was conferred the Supervisor Award for his exemplary performance in taking care of workers under his charge by improving workplace safety and health.

For its strong WSH management systems, Keppel Singmarine garnered the WSH Performance (Silver) Award, making it the eighth consecutive win for the company.

Mr R K Jaggi, General Manager, Group Health, Safety and Environment, Keppel Corporation, said, "At Keppel, safety is not only a top priority but more importantly a core value. Across all levels of the Company, we instil the mindset

that safety is everyone's business and encourage everyone to look out for one another. Through various platforms such as training programmes, leadership courses, promotion of safety innovation, workshops, campaigns as well as feedback platforms, we strive to inculcate a robust safety culture at Keppel's yards, projects, plants, warehouses and construction sites in Singapore and overseas.

"We are very encouraged by the WSHC's recognition of our sustained safety efforts, which spurs us to continue to push forward in our quest for an incident-free workplace. Beyond awards and recognition from the industry, our greatest reward is seeing everyone return home safely at the end of every work day."

The Keppel Group has participated in the WSH Awards since it began in 2006. Other than the 35 awards

garnered this year, the Group won 39 last year, the highest number of awards ever received by a single organisation, and 32 in 2013.

LEADING BY EXAMPLE

For his exemplary performance in caring for workers under his charge by improving workplace safety, Mr Ayyaperumal Tamizharasan, Hull and Steel Outfitting Supervisor, Keppel Singmarine, was conferred the WSH Supervisor Award.

With 13 years of experience in the offshore and marine industry, Ayyaperumal is well aware of the importance of maintaining one's vigilance of workplace safety and health.

"At the start of each work day, I gather my workers for a toolbox meeting where I run through the different safety areas that they should pay attention to. I understand what drives my workers and I try to connect with them on a personal level. They work hard to provide for their families so I emphasise the importance of maintaining a strong safety culture for everyone's wellbeing."

The supervisor of 18 workers also stressed the importance for all safety supervisors to plan in advance and communicate clearly with their workers.

Keppel O&M's WSH Awards in 2015

WSH SHARP AWARDS

KEPPEL FELS

- B354 Cantarell I
- B355 Cantarell II
- B356 Cantarell III
- B357 Cantarell IV
- B358 TS Topaz
- B359 ENSCO 110
- B360 Paraiso I
- B361 Paraiso II
- B363 PV Drilling VI
- B348 Floatel Endurance
- B351 ARABDRILL 70
- B364 Transocean Cassiopeia
- B347 Maersk Integrator
- B346 ENSCO 122
- B349 YUNUEN
- R373 ENSCO 5006
- R383 HAKURYU-5
- R388 Polar Pioneer

KEPPEL SHIPYARD

- FPSO Armada Kraken
- Armada Olombendo FPSO
- NINGALOO VISION
- FPSO Turritella
- Ratu Nusantara
- Tullow T.E.N External Turret
- Turritella Turret
- Gaza FSO (Sloug Replacement) Project (Turret Fabrication)
- FPSO Bertam
- ARMADA STERLING II

KEPPEL SINGMARINE

- H386 – Khankendi
- DLV 2000
- Bhagwan Dryden

WSH PERFORMANCE (SILVER) AWARD

- Keppel Singmarine

WSH INNOVATION AWARDS FOR PROJECTS

- Keppel Shipyard
 - Coupler Repair Workbench

WSH AWARDS FOR SUPERVISORS

- Keppel Singmarine
 - Ayyaperumal Tamizharasan

Innovation to improve the welding curve

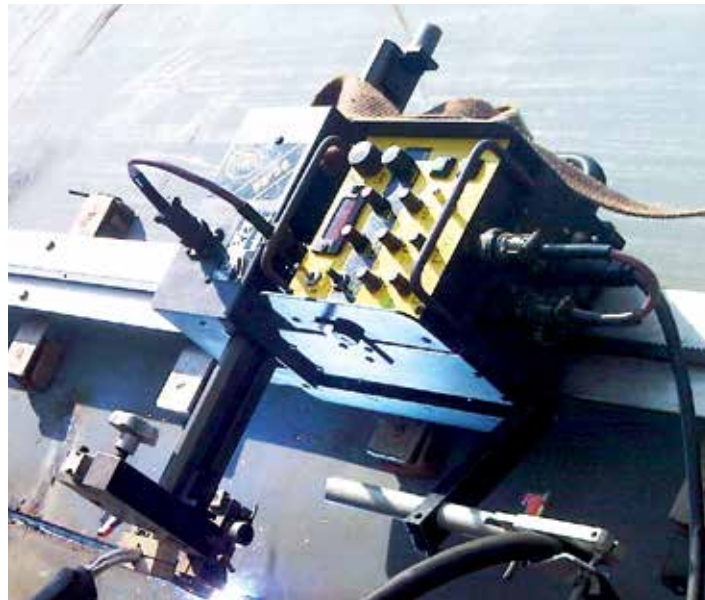
During the vessel construction process, prefabricated module blocks are first constructed at workshops before being transported to the dock or slipway to be lifted into place and joined by welding. Where two blocks are joined along a straight line, an automated machine can be employed to carry out the welding.

The automated process requires minimal handling by workers. It involves the welding machine or carriage travelling along rails parallel to the blocks, fusing them together in the process.

On the other hand, blocks with curved surfaces are more challenging and require manual free-hand welding. Depending on the experience of the welder and the sharpness of the curve, the quality of such welds can be inconsistent and may not measure up to automated welds. In some cases, re-welding has to be carried out, delaying the production schedule.

To solve this problem, a team from the Hull and Quality Assurance department of Keppel Singmarine worked on adapting the automated welding system for curved surfaces. Custom guide rails were developed that could be laid against all types of surfaces, including curved ones.

Named Bug 'O', the prototype is currently undergoing vigorous tests to ensure that the same



Consistent welding quality can be achieved with the automated welding carriage, Bug 'O', which can work on curved surfaces

level of welding quality can be consistently achieved. It has so far been used in less demanding tasks such as the joining of shell plate joints at the block construction stage.

Lee Khian Whatt, Assistant Section Manager of the Quality Assurance department at Keppel Singmarine who led the project team, said, "We are excited about the prospects and benefits that Bug 'O' can bring. Not only can greater customer satisfaction be achieved through consistent-quality welding, safety at work can also be greatly improved as automation reduces job fatigue and risk of work injuries."

More importantly, as the automated process is less manpower intensive and faster

than manual welding, the project team estimates significant savings in labour costs and increased productivity.

"It does not cost too much to produce the automated welding carriage, which is lightweight and easy to use. We believe that going fully automated is the way to go in achieving consistent quality," Khian Whatt explains.

For their efforts and innovative idea, the Bug 'O' project was one of the fifteen to be recognised under the 'Productivity Gems' category at the Keppel Group Innovation Convention held in June this year.

Insight from a life-long Keppelite

“Never regard any project that’s assigned to you as too insignificant. Once you are tasked to do a job, do it to the best of your ability. At the end of the day, the knowledge and experience that you gain from completing the project belongs to you and you are the one who benefits.”

This was but one of the many pieces of advice that Er. Seow Tiang Keng, Senior Manager of Electrical & Instrumentation (Production), Keppel FELS, shared with over 350 Keppelites during the Learn & Lunch sessions organised by Keppel Offshore & Marine (Keppel O&M) Human Resources on 19, 26 and 27 August 2015.

The veteran Keppelite who has been with the company for over 45 years also spoke about his involvement in the development of Keppel’s Tuas Shipyard in 1975. As

an electrical engineer, Mr Seow, or TK as he is fondly known, gamely rose to the challenge to build the entire electrical system of the yard from scratch, looking into every detail, from the feasibility studies to the eventual design, supervision and final commissioning of the system.

TK added, “When I was asked to be in charge of Tuas Shipyard, some of my friends commented, ‘You are only a salaried worker. Why should you do so much when you are not paid a consultant’s fee?’ However, I saw it as a golden opportunity to be involved in a mega project and I learnt a great deal from handling this assignment.”

Indeed, TK has gained much experience from the myriad of local and overseas projects that he has handled since joining Keppel as an electrician at the age of 29. Recounting his past

projects, including the start-up of a power plant in the Suzhou Industrial Park, China, as well as the final construction phase of Sedona Residential Suites in Hanoi, Vietnam, TK shared that he saw every new project as a challenge to overcome and was undeterred even when sent to foreign places.

The 75-year-old stalwart who currently oversees the installation and operation of electrical systems on oil rigs and other floating platforms will be retiring in mid-September 2015.

He left younger Keppelites with the following advice, “Never stop learning. Even at my age, I still make it a point to attend public lectures. I may not understand everything but I tell myself that even if I absorb just 5% of what is delivered, I will still benefit from the knowledge that I have accumulated over time.”



Er. Seow Tiang Keng’s (sixth from left) passion and exuberance for life shone through during the Learn & Lunch sessions as he shared the highlights of his 45-year career with Keppelites

Majulah Singapura

Joining in the celebration of Singapore's Golden Jubilee, Keppel Offshore & Marine marked the occasion in various ways in the month of August.

KEPPEL FELS

In a show of solidarity and strength, more than 3,000 Keppelites attended Keppel FELS' National Day Observance Ceremony on 11 August 2015, decked out in red and white to celebrate Singapore's Golden Jubilee.

Recounting the various trials and tribulations that Singapore faced during her early days of independence, Guest-of-Honour, Mr Lim Swee Say, Minister for Manpower, credited how the nation's progress and transformation to the hard work and resilience of Singaporeans.

"Keppel FELS is a very good example of the progress that Singapore has made in the last 50 years. You have more than achieved what Mr Lee Kuan Yew challenged you to do, which is to become the biggest ship repair centre between the Persian Gulf and Japan. What you have achieved here at Keppel FELS is indeed remarkable and something all of you can be proud of," Mr Lim added.

Mr Chow Yew Yuen, CEO of Keppel Offshore & Marine (Keppel O&M) spurred Keppelites to rise to the challenges in the industry.

He said, "We have found ourselves in this situation several times before but with each downturn, we learnt valuable lessons and



Guest-of-Honour Mr Lim Swee Say (fourth from right), Minister for Manpower, celebrated the nation's Golden Jubilee with Keppel O&M's management, union leaders and Keppelites



Ms Chin Siew Fei (third from left), Charge d'affaires of Singapore's Embassy in Brazil; Mr Ho Khok Yong (third from right), Communications Officer of Singapore's Embassy in Brazil; Mr Marlin Khiew (extreme left), Vice President (Operations) of BrasFELS; and Mr Low TiauTong (second from left), Director (Special Duties) of BrasFELS, at Keppel's SG50 celebrations in Brazil

emerged stronger than before. It will not be any different this time round. We need to press on, continually adapt, innovate and leverage technology to meet the industry's needs."

During the ceremony, 218 dedicated employees including Mr Loo Leong Huat, Section Manager, Naval Arch Engineering Department and Ms Attyah Hassan, General Secretary of Keppel FELS Employees Union were also recognised with long

service awards for their hard work which have contributed to Keppel and Singapore's progress over the years.

KEPPEL FELS BRAZIL

On 8 August 2015, Singaporean employees seconded to Keppel FELS Brasil and BrasFELS shared a little taste of home with colleagues and their families from India, the Philippines, Malaysia, Myanmar and Brazil. Bonding over local dishes like bak kut teh and carrot cake, they gathered to

celebrate Singapore's 50th year of independence with song and festivities.

The event, held in Angra dos Reis, Rio de Janeiro, was also attended by the Charge d'affaires of Singapore's Embassy in Brazil Ms Chin Siew Fei.

Mr Marlin Khiew, Vice President (Operations) of BrasFELS, said, "I am glad that Keppelites from various nationalities are able to join our SG50 celebration, and share in this significant moment

for all Singaporeans. The nation's growth story is something that we can all seek inspiration from."

KEPPEL SMIT TOWAGE

Keppel Smit Towage also celebrated SG50 with its employees. The company is also celebrating 25 years of growth since 1991, expanding from four tugs to a fleet of 74 and one barge.

Mr Pieter van Stein, Managing Director of Keppel Smit Towage said, "Throughout our journey, we

have overcome many adversaries and grown stronger each and every single time. We recognize that the most important asset in our company is in fact not our tugs or equipment, but the people whom make up KST."

To demonstrate this, a month's salary was given to each of the four tug masters who were instrumental in ensuring safety and zero accidents during tug operations.

Nurturing the next generation

Keppel Credit Union (KCU) awards annual book prizes to recognise children of KCU members who have achieved academic and technical excellence for the year. At its annual awards ceremony on 15 August 2015, a total of 25 KCU Book Prize Awards amounting to \$13,000 were given to children with outstanding results in PSLE, GCE 'N', GCE 'O', GCE 'A' Levels, local university, NITEC Certificate, NITEC Higher and NITEC Diploma.

Receiving the book prize for the NITEC Higher Certificate Category was Mr Tan Shi Cong. He enthused, "I am proud to receive the award. My hard work has paid off and I can use some of the money to buy the things that I've always wanted!"

Siblings Koh Zheng Wei and Koh Wee Xin both received awards at tertiary level. Wee Xin shared, "The award helps to motivate and reward recipients. We will use the money for our university expenses."

In addition to financial services and assistance in times of need, KCU also offers various welfare benefits such as term life insurance, medical-aid grants, subsidised eye checks and Long Membership Awards.



Children of KCU members were rewarded for their academic and technical achievements at the 2015 KCU Book Prize Awards

Global HR sharing



Some 150 HR personnel from across the Keppel Group came together for the inaugural Global HR Conference where senior management including Keppel Corporation CEO Mr Loh Chin Hua (third from right) engaged Keppelites in a dialogue session

Some 150 HR personnel from across the Group attended the inaugural Global HR Conference held from 13 to 15 July 2015 at the Keppel Leadership Institute.

Reflecting the global footprint that Keppel's businesses now occupy, 27 delegates hailing from operations in Brazil, China, India, Indonesia, Qatar, the Netherlands, Bulgaria and Azerbaijan, joined their Singapore-based HR colleagues at the conference.

The conference brought out Keppel's core value of collective strength – HR colleagues intent on learning together, sharing their best practices and overcoming challenges to become One Keppel with strong business units to achieve the Group's Vision 2020.

Many described it as a most engaging and energising week. HR colleagues learnt from each other through robust breakout sessions and group sharings.

"It has been an enlightening experience. Through the various

presentations and sharings amongst colleagues from across the globe, we learned the different practices that originate from different cultures that could be used to improve the work processes at our respective business units," shared Karina Mendonca from Keppel FELS Brasil.

Her sentiments were echoed by Maureen Prins of Keppel Verolme, "Every country has its own culture and values. It is very important to find something all HR managers have in common and at the same time, we must learn to respect the differences. We share our experiences so that we may learn from each other and grow together."

There were also many takeaways gleaned from experiences shared by organisations reputed for their best practices such as Unilever, Sirota, Mercer and KPMG. Topics covered included HR transformation, HR business partnering, employee engagement and HR data analytics.

Interaction with senior management continued into the networking dinner after the dialogue session. Over dinner at Faber Peak, the HR teams enjoyed the new camaraderie formed and breathtaking views of the birthplace of Keppel, formerly Keppel Shipyard and now Keppel Bay.

The conference ended on a high note with site visits to Keppel's operations and facilities which were insightful cross business-unit experiences.

As Mr Loh Chin Hua, CEO of Keppel Corporation and Chairman of Keppel O&M, aptly put it, "As Keppel grows into a global company, we must have global practices to compete with the best.

"We will need to build up new capabilities and the right people to grow our businesses or even to embark on new ones in future to get Keppel into the next S curve growth path."

Celebrating Keppel's pioneers

Singapore's Jubilee year was an opportune occasion for Keppel to also pay tribute to its own pioneers. Themed 'Pioneers of Keppel', the Keppel Offshore & Marine (Keppel O&M) Alumni Dinner was held on 23 July 2015 at the Holiday Inn Orchard.

The event attracted a record of about 180 Keppelites, most of

whom have retired from their positions at Keppel O&M.

Guests who turned up to rekindle the camaraderie and recall the golden days included senior management from Keppel Corporation and Keppel O&M, directors from Keppel Corporation, as well as Keppel Management Committee members.

Injecting energy and buzz to the event were members from Keppel Young Leaders and young talents from the K-Star Search, representing the new generation of Keppelites. They were there to learn from the pioneers as well as to share their talents.

The highlights of the evening were the presentations by Keppel Steward Mr Tay Kim Kah and Senior Advisor of Keppel Corporation, Mr Choo Chiau Beng. Mr Tay paid tribute to the late Mr George Bogaars, a former Keppel Chairman, and gave insights to his contributions as well as little known facts about him. Later in the evening, Mr Choo shed more light on how Keppel's pioneers not only survived but thrived developing proprietary products such as the KFELS B Class rig to propel Keppel O&M into a global leader.

The sharing sessions by Keppel's pioneers in turn inspired young Keppelites to put their best foot forward for the company. Teo Wei Kiat, Senior Project Manager, Operation, Keppel Shipyard, said, "Seeing our pioneers and current leaders share such strong bonds does give a sense that Keppel is backed by rich history and strong fundamentals. The seniors spoke on their experience over decades of service at Keppel and during overseas postings. It was indeed an enriching evening for us younger ones."



Keppel pioneers from across the Keppel O&M group coming together



Keppel Corporation Senior Advisor Mr Choo Chiau Beng (at podium) recalled how Keppel Offshore & Marine grew to become the world's foremost rig designer and builder by developing its proprietary KFELS B Class rig

Scholarships for the best and brightest



Keppel Group senior management with the newest recipients of the Keppel Group Scholarship

Keppel continues to seek out talented individuals who will drive its businesses forward.

The Keppel Group Scholarship identifies bright young sparks with the diligence and zeal to grow with Keppel and propel the company into the future. Each year, the Keppel Group Scholarship Selection Committee selects the most suitable candidates from hundreds of applications submitted by high achievers from top academic institutions.

On 24 July 2015, four outstanding individuals were awarded with the scholarship at Keppel Leadership Institute. The scholars had undergone a rigorous selection process.

Professor Bernard Tan, Chairman of the Keppel Group Scholarship Selection Committee, shared, "Having been on the committee

for over 25 years, I have been privileged to witness the growth of our scholars, many of whom have carved out very successful careers with the Group. Our scholars' excellent academic track record is by no means the only basis of our selection, nor necessarily the most important. Their passion and pursuit of excellence in various fields, be it sports, music or community service, resonate with Keppel's values."

Keppel's scholars undergo intensive development through classroom and workplace trainings, rotations across departments within their business units, and receive mentorship and networking opportunities with senior management during their tenure with Keppel. High potential candidates are groomed for leadership and receive executive development and training.

Prof Tan added, "To our scholars, I would say that there is a wealth of opportunities for you to grow personally and professionally at Keppel. Seize them and stretch yourself to realise your fullest potential."

Newly minted Keppel Scholar, Samuel Tay, is pursuing mechanical engineering at the National University of Singapore and will commence his career with Keppel Offshore & Marine upon graduation. He enthused, "I am grateful to be awarded the Keppel Group Scholarship, as it shows that management sees potential in me. Keppel is a large conglomerate with a global footprint. I look forward to working hard and do my best for the company, and at the same time, gain some overseas exposure during the course of my career. I believe that the experience will be invaluable."

Maximising leadership potential



Participants of the Keppel Group's inaugural Emerging Leaders Programme (pictured here with senior management) were guided with a case-study workshop and courses aimed at promoting self-awareness and development, as well as leadership skills required for effective teamwork in complex environments

Keppel's inaugural Emerging Leaders Programme (ELP) kicked off on 27 April 2015 and involved 31 participants from across the Group.

The blended-learning programme entailed four days of training sessions and an online learning platform. The programme culminated on 6 August 2015 with project presentations to senior management.

Developed in consultation with an established executive education provider, the ELP is aimed at promoting self-awareness and development, as well as leadership skills required for effective teamwork in complex environments.

Participants were guided with a case-study workshop and courses on "championing innovation and change", "building a collective team mindset" and "creating high team performance", among others.

Grouped into six teams and guided by senior management from various business units who served as executive sponsors of the programme, participants shared their findings on various topics, including how Keppel could leverage the capabilities of each business unit to seize opportunities in China and India.

Other presentations touched on talent management strategies, innovation, corporate social responsibility, and how Keppel

could harness information technology and data to its advantage.

On his experience as a course participant, Yew Teik Kheng, Assistant Project Manager at Keppel Shipyard, shared, "I presently manage a team of around 20 people, supervising them on repair projects. The greatest challenge that I have is in understanding the unique needs of all individuals in order to inspire their commitment towards the same goals. Through the course, I have learnt some techniques to do this. The self-assessment sessions have also helped me to define my own brand of leadership."

Man of fortitude

When Mr Lam Khee Chong was tasked to manage Baku Shipyard in Azerbaijan as its General Manager in February 2014, he had little reservation about relocating to a new country, choosing instead to focus on the challenging task ahead. After all, the 50-year-old had worked in many different countries throughout his career with Keppel, including Kazakhstan, Brazil and Norway, and adjusting to a new culture did not pose a huge challenge for him.

Yet, soon after moving over, the seasoned traveller found himself having to get up to speed on local Azeri customs and etiquette when a conflict between an Azeri and an Indian employee took place in the yard.

“There was a misunderstanding between the Azeri and an Indian expatriate due to their different cultures. The Indian was speaking loudly to one of the local employees and another fellow Azeri took offence as he felt that his Indian colleague was being aggressive and confrontational. Back in Singapore, it was pretty common for us to talk loudly in the yards and we can be very straightforward with one another, so I didn’t think it was a big deal. This episode really underscores the importance of cross-cultural understanding on the job.

“I came to learn that the Azeris are a very warm bunch and they are used to friendly greetings. For instance, it is common for men to greet each other with a kiss on the



Wherever he is based, KC always looks forward to visits by his family members. Pictured above are KC and his wife enjoying an evening walk in Baku

cheek or a salaam, a respectful bow signifying peace. This understanding has shaped how I deal with my local clients and how I treat my Azeri employees as well.”

On top of getting acquainted with the Azeri culture, Khee Chong or KC as he is also known to his colleagues, also had to learn the ropes quickly to manage his 1,400-strong organisation. He shared, “I started off in engineering before moving on to project management. Being in charge of a single project is entirely different from managing an entire shipyard as there are so many different aspects that I need to look into, from employees’ welfare to business strategies.

“I am fortunate that my team, who was totally new to me when I went over to Baku, has been supportive. Ultimately, my goal is to replicate in Baku Shipyard, the same *Can Do!* spirit seen in our local Singapore yards. We are also working hard to create a nurturing environment where employees are given the means and tools to succeed in their career.”

Of course, it is not all work and no play for the father of three children, aged 24, 22 and 15 years old respectively. During his free time, KC enjoys a game of golf or sings karaoke with his colleagues and friends.

Reflecting on how each city provides him with unique experiences, KC shared, “I’d encourage Keppelites to step out of their comfort zone and go for overseas postings when given a chance so that they learn the different working dynamics in foreign lands. In Singapore, there are systems in place and everything runs pretty smoothly under the watchful eyes of many. However, when you’re overseas, you’ll constantly be thrown with surprises and you have to think on your feet and work with limited resources. This will definitely strengthen and fortify your character.”

For a city that is renowned for its harsh winds, Baku has definitely toughened KC in the one and a half years that he has been there.

Singaporean host in Brazil

As one of the largest Singaporean companies operating in Rio de Janeiro (Angra do Reis), Keppel FELS Brasil is a strong supporter of Singaporean activities in the state and frequently plays host to visiting delegations from its home country.

NATIONAL OLYMPIC COUNCIL VISITS

With the Summer Olympics coming up in 2016 in Rio de Janeiro, Brazil, representatives of the Singapore

National Olympic Council (SNOC) were in the city for a seminar on the Rio 2016 Olympics.

On 16 August 2015, Keppel welcomed the council led by Mr Low Teo Ping, Chef de Mission, Mr Chris Chan, Secretary General, and Mr Antony Lee, Director.

Mr Marlin Khiew, VP (Operations) of Keppel's BrasFELS shipyard shared on the company's operations in Brazil as well as the

sights and sounds of Rio de Janeiro with the visiting delegation.

BrasFELS shipyard has been managed by Keppel Offshore & Marine (Keppel O&M) through Keppel FELS Brasil since 2000.

SUPPORT FOR COMMUNITY

Besides being consummate hosts, employees of Keppel FELS Brasil and BrasFELS also actively support the community.

When the Charge d'affaires of Singapore's Embassy in Brasilia, Brazil, Ms Chin Siew Fei, called on BrasFELS on 18 August 2015, she presented a letter of appreciation from the Embassy to BrasFELS for their support of the Embassy. In addition, she also presented a letter to Mrs Betty Mok, Administrator of BrasFELS to recognise her contributions for going out of her way to help a fellow Singaporean who was admitted to a hospital for emergency attendance. Betty has been nominated jointly by Singapore's Ministry of Foreign Affairs and its Embassy in Brazil to receive the PS21 Star Customer Award 2015.

Ms Chin commended Keppel and BrasFELS for cultivating men and women who look out for others. She also thanked Keppel and BrasFELS for contributing to stronger bilateral ties between Singapore and Brazil.



SNOC representatives Mr Low Teo Ping (fourth from left), Chef de Mission, Mr Chris Chan (third from left), Secretary General, and Mr Antony Lee (fifth from left), Director, meeting up with BrasFELS representatives led by Mr Marlin Khiew (second from right), Vice President (Operations) of BrasFELS, and Mr Low Tiau Tong, Director (Special Duties) of BrasFELS, in Rio de Janeiro Brazil



Singapore's Charge d'affaires in Brazil, Ms Chin Siew Fei (third from right), and Second Secretary (Administration & Consular) Ms Christine Ho (second from right), together with Mr Marlin Khiew (right), VP (Operations) of BrasFELS, Mr Low Tiau Tong (second from left), Director (Special Duties) of BrasFELS, and Mr Pedro Pierre, Operations Manager of BrasFELS

Game on!

A highly anticipated annual affair, the Keppel Games – themed ‘Nurturing Talent, Celebrating Success!’ this year – is a platform for Keppelites across the Group to rally and bond through teamwork and sportsmanship.



Teams Atlantic, Caspian and Pacific proudly displayed their flags at the Opening Ceremony of Keppel Games 2015 held on 3 August 2015

Keppelites across the Group have been busy preparing for close to four months of intense but friendly competition.

Teams Atlantic, Caspian and Pacific have been training hard, eager to rack up points in the 15 events which culminate in a Grand Finale on 15 November 2015.

Keppel FELS Project Superintendent Michael Ng will represent Team Caspian in five events, including table tennis and 9-ball pool.

He shared excitedly, “The competition each year gets tougher but no matter the outcome, Team Caspian unites under one banner.

“After all, Keppel Games is a platform for us to foster friendships and sportsmanship.”

Simon Chen, Principal Engineer at Keppel Sea Scan and member of Team Pacific, trains three to four times a week for the 4 km long distance race.

For Team Pacific’s Xue Bing See, Engineer at Keppel Singmarine, the Games has been a chance to forge lasting friendships with her teammates. “Even after the Games, we meet often for dinner and sometimes train together for open categories in other competitions.”

Finian Lim, Engineer at Keppel Shipyard and Team Atlantic

manager, was impressed by the dedication of his Muslim teammates, who braved the rain to make the team’s meeting.

He said, “Even though it was Ramadan and they were drenched, they continued to show the spirit of teamwork.”

OPENING CEREMONY

The 12th edition of the Keppel Games opened with a bang on 3 August 2015, with senior management from across the Keppel Group and Atlantic, Caspian and Pacific team managers leading the Opening Ceremony festivities at the National Service Resort & Country Club Kranji.

WINNING DRIVE

Over 70 Keppelites participated in the first sporting challenge, golf, held on 3 August 2015. Undeterred by the slight drizzle, the players strived to out-drive, out-chip and out-putt each other.

Team Caspian emerged the clear winner with 90 points to bag the Golf Challenge Trophy.

STRATEGIC GAMEPLAN

Six teams were pitted against each other in a round-robin format during the Chess Challenge held on 15 August 2015.

Even though most of the teams displayed exceptional strategic plays, all eyes were on Atlantic

Team 1 and Caspian Team 1, who were so close in their scores that winners were not decided till the last round of play.

There were plenty of tactical moves and traps along the way, but in the end it was Atlantic Team 1's strong strategy that ultimately earned it a well-deserved victory.

TOP SPIN

Held at the Singapore Table Tennis Association on 16 August 2015, this year's Table Tennis Challenge was especially exciting thanks to the remarkable showcase of tenacity and passion by the players.

This was particularly so in the Men's Singles category, where

teams were neck and neck in many games. In one match, a rally had to be extended to 16 points before a winner emerged.

In table tennis, players win games by being the first to reach 11 points. If both players score 10 points, the first player to gain a lead of 2 points wins the game.

Even though Pacific Team 1 lost to Caspian Team 2 during the preliminary round, they persevered through to the finals to earn a rematch. It was a fast and furious final, with Caspian Team 2 ultimately emerging the winner despite a spirited challenge from Pacific Team 1.



Team Atlantic and Caspian players pitted their strategies against each other during the International Chess Challenge



Team Caspian fought their way to victory in the Table Tennis Challenge with their relentless focus and determination

Dedication to defence

As a home-grown company turned multinational conglomerate, Keppel contributes to Singapore's total defence by supporting the national service commitments of its employees. About a third of Keppel's Singapore workforce are national servicemen.

To commemorate the Singapore Armed Forces (SAF) Day, which falls on 1 July 2015, national servicemen from Keppel Offshore & Marine attended a Rededication Ceremony graced by Guest-of-Honour Mr Lui Tuck Yew, Singapore's Minister for Transport and Second Minister for Defence.

The Keppelites joined representatives of other companies, private and public sector organisations to pledge their support for national servicemen who play their part in the defence of Singapore.

Among the Keppelites in attendance was Mr Abu Bakar Mohd Nor, MD of Keppel Singmarine, who is a Colonel.

At the ceremony, Keppel Corporation and Keppel Shipyard were also recognised with a Total Defence Award each.

Representing their companies to receive the awards from Mr Lui were Mr Robert Chong, Director, Group Human Resources, Keppel Corporation, and Mr Boo Chin Tuan, GM, Operations Excellence/ Talent Management, Keppel Shipyard.



Mr Lui Tuck Yew (right), Singapore's Minister for Transport and Second Minister for Defence, presented the Total Defence Award to Mr Robert Chong (left), Director, Group Human Resources, Keppel Corporation, in recognition of the Company's support towards Singapore's security



Mr Abu Bakar (second from left), MD, Keppel Singmarine, was among the Keppel Offshore & Marine employees at the Rededication Ceremony

"A peaceful and stable environment provides a necessary foundation for businesses like Keppel to operate and thrive. The peace and stability we enjoy in Singapore cannot be taken for granted," Mr Chong said.

This year's Rededication Ceremony was particularly significant as 2015 marks the 50th year of both Singapore's independence and the formation of the SAF.

Grooving to the samba beat

Over 280 guests were treated to a spectacular night of samba dance and capoeira performances during the annual Brazilian Night held at Hard Rock Café on 29 August 2015. Organised by the Association of Capoeira de Ouro Singapore,

the party was part of the Brazilian Cultural Week which seeks to increase cultural awareness of the South American country.

Keppel Offshore & Marine (Keppel O&M) is once again a

proud sponsor of the annual Brazilian Cultural Week. Besides the popular martial art performances, guests also enjoyed songs led by renowned Brazilian singer, Carolina Soares.



Master Ousado (extreme left), Founder and President of the Association of Capoeira de Ouro Singapore, Mr Loh Chin Hua (second from left), CEO of Keppel Corporation and Chairman of Keppel O&M, Brazilian Ambassador H.E. Mr Luis Fernando Serra and his wife (fourth and fifth from right) enjoyed a night of Samba music over Brazilian snacks and drinks



Guests were treated to a wide range of performances, including capoeira, a Brazilian martial art that combines dance, acrobatics and music

Passing on knowledge

On 28 August 2015, National Volunteer Day in Brazil, young employees from BrasFELS visited the students of the public high school CIEP 302 Charles Dickens.

At the school, the volunteers from BrasFELS shared on the history of the shipyard as well as their work and academic background, inspiring the students with their experiences. Following the sharing, the students were brought on a tour of BrasFELS.

The teachers of CIEP school were all praises for the volunteers and the sharing session, which they felt provided their students

with positive role models and broadened their perspectives.

The visit to CIEP school is BrasFELS' first activity under its new community initiative "Teach-It-

Forward" (or "Passe Adiante" in Portuguese). The initiative seeks to encourage BrasFELS employees to pass on their knowledge and experiences, building up the talent pool of the community.



BrasFELS volunteers and the students of the public high school CIEP 302 Charles Dickens on a tour of the shipyard

Reaching out, touching lives

With volunteerism a key thrust of the Group's community engagement programme, Keppelites across the Group's businesses in Singapore and abroad participated in a variety of activities to make a difference in the lives of the less fortunate.

RACE TO THE TOP

Two teams of four employees each from Keppel Offshore & Marine (Keppel O&M) traded their boiler suits for sports attire and ran their hearts out in the 'Race to the Sky 2015' Vertical Marathon, held at Marina Bay Sands on 7 August 2015.

Supported by Keppel Care Foundation, the charity fundraiser for Community Chest beneficiaries involved participants racing up 57 floors to the Marina Bay Sands SkyPark.

Eugene See, Engineer, Production, from Keppel Singmarine, finished with the fastest overall time of 7 minutes and 16 seconds, while Keppel VM Team 1 emerged second overall in the corporate



In support of Community Chest, Keppelites participated in the Vertical Marathon charity fundraiser, emerging second in the corporate category

category with a combined time of 23 minutes and 1 second for its top three runners.

"This is the fifth straight year that Keppel has supported the Community Chest's fundraising efforts through the Vertical

Marathon," said Eugene. "We are pleased to be racing for a good cause. Even though the journey all the way up to Marina Bay Sands SkyPark may seem daunting at first, we were certain we would achieve a decent result since we have been diligently training for the upcoming Keppel Games."



Keppelites from Keppel Nantong gamely heeded the call for donors at the yard's second blood donation drive

COMMUNITY SPIRIT

As part of Keppel Nantong's efforts to make a difference in the community where it operates in, the shipyard organised its second blood donation drive on 18 July 2015. More than 20 employees stepped forward to donate blood, many of whom were first-time blood donors.

Keppel Nantong's first blood donation drive was organised in August 2014 to help victims of a manufacturing plant explosion in



Keppel Volunteers and senior citizens from Thye Hua Kwan Bedok Radiance Seniors Activity Centre bonded over an evening at the National Day Parade Preview on 1 August 2015

Kunshan, Jiangsu Province, China. Encouraged by the emphatic response from its employees during the first donation drive, Keppel Nantong held a second drive in July this year to continue its support for the Nantong Blood Transfusion Centre.

UNITED AS ONE

There was a buzz in the air as Keppel Volunteers and senior citizens from Thye Hua Kwan (THK) Bedok Radiance Seniors Activity Centre (SAC) joined the scarlet streams of Singaporeans who had gathered together to celebrate SG50 at the National Day Parade Preview on 1 August 2015.

The day meant a lot to Irene Kee, Systems Engineer, Keppel O&M. Her grandmother recently suffered a stroke, and so could not attend the parade. Irene explained, "By volunteering today, I can help ensure that the elderly at the Seniors Activity Centre get a chance to revel in the celebrations today. I am also excited to be able to share my experience with my grandmother."

Lily Long, Centre Manager for THK Bedok Radiance SAC thanked Keppel for the opportunity. She enthused, "Events like these help the seniors socialise. Many of them face loneliness and are saddened by their circumstance. They feel loved and pampered when they are addressed as 'ah ma' or 'uncle' by Keppel's volunteers."

JURASSIC ADVENTURES

Children from KK Women's and Children's Hospital (KKH), one of Keppel Volunteers' adopted charities, had fun 'walking with dinosaurs' during a guided tour of the Lee Kong Chian Natural History Museum on 1 August 2015.

Visitors to the museum, which is located within the National University of Singapore campus in Kent Ridge, can browse a treasure trove of 2,000 artefacts in its biodiversity and heritage galleries.

Through organising regular recreational events, Keppel Volunteers help improve the lives of these child patients at KKH.

Caroline Chai, Senior Medical Social Worker at KKH, shared, "Our patients and their family members enjoyed the visit and guided tour very much. They felt well looked after by Keppel Volunteers, and are appreciative of Keppel's warmth and generosity."

SHARING SKILLS

To empower low-income families with information and skills to build financial stability, a group of finance professionals from the Keppel Group volunteered with the Care Corner Family Service Centre (Admiralty) to customise a financial literacy programme.

This is the first skills-based volunteerism programme supported by Keppel Volunteers. Looking to use their professional skills to help the less fortunate, the Keppelites pitched the idea to Care Corner Family Service Centre (Admiralty). With no such existing programme to help low-income families better manage their finances, the Centre was eager to make the Keppelites' ideas a reality and three workshops were held.

Thanking Keppel Volunteers for their efforts, the Centre's Project Officer-in-charge Kay Yi Xian remarked, "We are very grateful to the committed Keppel volunteers for running the financial literacy workshops for our beneficiaries. The concise and fun lessons have helped our beneficiaries from low-income families learn more about the importance of savings and financial planning, which are essential skills in helping them break the poverty cycle."

Continues on page 38...

Continued from page 37...

SPREADING JOY

Fifty Keppel volunteers put the pedal to the metal as part of Ramadhan Project Joy 2015, delivering food hampers to 600 families island-wide in just four hours. The initiative which took place on 27 June and 4 July 2015, was organised by Yayasan MENDAKI, a Malay self-help organisation dedicated to empowering the disadvantaged through education.

In conjunction with Singapore's SG50 jubilee celebrations, MENDAKI increased the quota for delivery by 100 from last year's 500 families. Undeterred, Keppel Volunteers raced against the clock to distribute all the hampers on

time in their designated districts for deliveries.

Melvin Yeo, Purchasing Officer at Keppel Singmarine, shared, "Seeing the smiles of residents as we delivered the food hampers was a humbling experience. Sometimes we get caught up with our busy schedules and lose sight of how with just a portion of our time, the smallest acts of generosity can leave a lasting impact on the community."

GROWING GARDENS

It was a calm, soothing afternoon with the elderly of Ren Ci Nursing Home as Keppel Volunteers teamed up with Anchor Green Primary School to organise a

therapeutic terrarium workshop on 2 July 2015.

The participants displayed creative gardening skills, using the process of creating terrariums to bring the young and elderly together.

Wu Wenjin, Research Engineer at Keppel Offshore & Marine Technology Centre, said, "It was our company that the elderly appreciated above all during the event. Just a couple of hours spent talking with them and hearing their stories really made their day. Keppel Volunteers provides an easily accessible opportunity for us to touch the lives of others. I wouldn't hesitate to do so again."

Cycling for a cause

Showing true mettle in support of the fight against cancer, Johan de Graaf, Project Purchaser at Keppel Verolme, joined a 28-man team in the Dutch cycling event Alpe d'HuZes 2015 held in France from 3 to 4 June 2015.

Johan was one of over 5,000 participants who scaled the Alpe d'Huez, one of the main mountains in the Tour de France, several times in succession under the motto "Never, ever quit!" As the event has a strict no-overhead policy, every euro of the over €11 million (\$16 million) raised went towards supporting cancer research through the Dutch Cancer Society, the national body in Holland for the fight against cancer.

Having lost both his wife and brother to cancer within the last six years, Johan was determined to make a difference for other cancer patients through this event.

Working together tirelessly, Johan and his team raised over €72,000 (\$107,000) through Keppel Verolme's sponsorship and donations from colleagues, friends and family.

A first-time participant, Johan shared, "It was a steep and challenging climb as we had to navigate across 21 bends over 13km, but knowing that I could bring hope to cancer patients who are fighting for their lives was reason enough for me to persevere."



Johan De Graaf, Project Purchaser at Keppel Verolme, helped to raise funds for cancer research through the cycling event Alpe d'HuZes 2015

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Keppel Shipyard secures new contracts

Keppel Shipyard secured a Floating Production Storage and Offloading (FPSO) conversion contract as well as three repair, upgrade and modification contracts.

Keppel Shipyard will be undertaking the FPSO conversion project for Armada Madura EPC, a joint venture between long-standing customer Bumi Armada and Shapoorji Pallonji Group.

Mr Michael Chia, MD (Marine & Technology), Keppel Offshore & Marine, said, "This is our third conversion and upgrading project for the joint venture. We are confident that this FPSO will be as successful as our first two FPSOs, Armada Sterling and Armada Sterling II, which have been performing excellently at the D1 field and Cluster 7 field in India respectively. This also marks our 13th conversion and upgrading project for Bumi Armada.

"FPSOs continue to be the preferred product for deepwater production and we are pleased that our customised FPSOs have proven to be efficient solutions for our customers. We will continue to work with our partners to provide more value-added and cost-efficient solutions to meet their needs."

Work on the FPSO conversion has commenced and is scheduled to complete in 3Q 2016. Upon completion, the FPSO will produce for the Madura Strait Block BD, located 65km east of Surabaya

and about 16km south of Madura Island, Indonesia.

Separately, Keppel Shipyard was awarded major repair, upgrade and modification contracts by Totem Ocean Trailer Express (Totem Ocean), Dolphin Drilling and Saipem Offshore Norway AS (Saipem Offshore). Dolphin Drilling & Totem Ocean are new customers to Keppel Shipyard while Saipem Offshore is a returning customer.

Mr Chia added, "Despite the headwinds faced by the industry due to the current low oil price environment, Keppel Shipyard continues to receive active enquiries on its wide range of expertise including repair works and Liquefied Natural Gas (LNG) solutions. By leveraging our strong track record in repair, upgrade and modification, as well as expanding on our LNG capabilities which include extensive experience in LNG carrier repairs and Floating Storage Regasification Unit conversions, we are able to continue attracting new customers while maintaining the trust of

repeat customers to keep our yards busy."

Keppel Shipyard was contracted by Totem Ocean for the world's first conversion of a large roll-on/roll-off cargo vessel to operate on a dual-fuel diesel LNG propulsion system. The work comprises a complex undertaking of the replacement of four engines, adding 2,200m³ of LNG capacity along with the addition of 47km of new cabling. When the conversion is completed, the vessel, Midnight Sun, will produce significantly less greenhouse gas and particulate matter emissions.

Keppel Shipyard's work for Dolphin Drilling's drillship, Belford Dolphin, will include renewal survey and modification, while its project with repeat customer Saipem Offshore will involve major refurbishment and upgrading works such as the installation of a new 750-tonne Abandon & Recovery winch and additional thruster, as well as a living quarters extension for a Field Development Ship.



Keppel Shipyard has completed two conversion and upgrading projects for the joint venture between long-standing customer Bumi Armada Berhad and Shapoorji Pallonji Group to date, the last completed project being FPSO Armada Sterling II (pictured) which is now operating in the Cluster 7 field in India