

OFFSHORE MARINE

A newsletter of Keppel Offshore & Marine

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MOVING AHEAD WITH MEXICO

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Keppel Offshore & Marine received a total of 29 Workplace Safety & Health (WSH) Awards conferred by the WSH Council and Singapore's Ministry of Manpower on 30 July 2013. Mr Satya Ranjan Das Biswa Nath Das (above right), a project supervisor from Keppel FELS, received the WSH Awards from Mr Hawazi Daipi (above left), Senior Parliamentary Secretary for Education and Manpower, for his exemplary leadership and management of the safety of workers under his charge.

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Celebrating with Keppel Corporation



Maximising for Mexico

With Mexico continuing to focus on growing its oil and gas sector, Keppel FELS has secured contracts to build two additional jackup rigs for the Mexican market, from Mexican drilling company Grupo R and Parden Holding, a company based in Uruguay.

Both rigs are scheduled for delivery in 4Q 2015, and are intended for operations in offshore Mexico. The jackup rigs will be built to Keppel's proprietary KFELS B Class design. These contracts bring the total number of KFELS B Class jackup rigs ordered for the Mexican market since 2010 to 12.

Mr Wong Kok Seng, MD (Offshore) of Keppel Offshore & Marine and MD of Keppel FELS, said, "We are delighted that Grupo R has chosen to build another jackup rig of the KFELS B Class design with us. It is an affirmation of their confidence in our rig designs as well as our project execution capabilities. The KFELS B Class is an industry leading jackup design with a proven track record in the Gulf of Mexico.

"We are also glad to be able to support Parden Holding with their

very first high specification jackup rig as they aim to penetrate the offshore oil and gas market in Mexico. When completed in 2015, we would have 66 KFELS B Class rigs in the market."

Mexico's President, Enrique Pena Nieto, announced in March this year that the country's proven reserves of oil and gas at the start of 2013 has risen to 13.87 billion barrels of crude-oil equivalent. PEMEX, the Mexican national oil company has stated their aim to increase production with plans to add between eight and 12 offshore platforms to its drilling fleet. In its quarterly results in February 2013, the company unveiled investment plans of US\$25.3 billion for 2013, of which US\$20 billion will be targeted at upstream activities.

Mr Ramiro Garza Vargas, CEO of Grupo R, said, "Mexico is aiming to boost oil production through increased E&P with PEMEX looking for a number of new high specification rigs that can optimise their operations. The addition of this premium jackup rig to the four KFELS B Class jackups we ordered earlier will enable us to meet their

requirements and strengthen our position as the leading player in Mexico's drilling industry.

"Building repeat rigs in a leading yard like Keppel FELS will ensure standardisation of high quality rigs delivered safely and on time for our customers. We are also able to reap efficiencies in the construction, training, daily operations and maintenance."

Customised to the requirements of Grupo R and Parden Holdings, the rigs will be able to operate in water depths of up to 400 feet and drill to depths of 30,000 feet.

Developed by Keppel's technology arm, Offshore Technology Development, the KFELS B Class rigs incorporate Keppel's advanced and fully-automated high capacity rack and pinion jacking system as well as Self-Positioning Fixation System.

In recent months, Keppel FELS has delivered three KFELS B Class rigs to Mexican customers Oro Negro and CP Latina. Two other similar rigs, the Tonalá and Ocean Scepter, have also been operating successfully in Mexico.

With the new orders from Grupo R and Parden Holdings, Keppel has 21 KFELS B Class rigs on its orderbook

Celebrating milestones

Keppel FELS recently marked successful milestones for four Mexican rigs which are under construction at the yard.

On 1 July 2013, Grupo R's first three jackup rigs – Cantarell I, Cantarell II and Cantarell III – held their strike steel ceremonies at the same time. The rigs are being built simultaneously and will be able to leverage shared resources for improved efficiency. They are scheduled for delivery between 2Q to 4Q 2015. Grupo R is also building another two rigs with Keppel for delivery in 4Q 2015.

Notwithstanding their different cultural backgrounds, the teams from Grupo R and Keppel have bonded quickly, sharing the same goal of achieving on-time and zero-incident deliveries.

Witnessing the ceremony was Mr Chow Yew Yuen, CEO-designate and COO, Keppel Offshore & Marine, and Mr Jorge Witte, Project Director of Grupo R.

On 15 July, another Mexican jackup rig, Kukulcan, had a keel-laying ceremony. The rig is the second of two being built for Mexican national oil company, PEMEX.

The keel-laying comes just two months after its strike

steel ceremony, reflecting the excellent progress of the project. Celebrating the milestone were the teams from PEMEX and Keppel FELS led by Mr Antonio Vargas Cardenas, Project Manager of PEMEX and Mr Ting Shing Mau, Project Manager, Keppel FELS.



Cutting steel to mark the start of the construction of the first three Grupo R jackup rigs are Mr Chow Yew Yuen (third from left), CEO-Designate and COO of Keppel O&M with Mr Jorge Witte (seated), Project Director of Grupo R, Ms Wong Xin Yi (back row, second from right), Project Manager, Keppel FELS and Mr Roy Tan (back row, first from right), Project Manager, Keppel FELS



Representatives from Keppel, PEMEX and GL Noble Denton marked the keel-laying ceremony of Kukulcan. Present at the ceremony were Mr Ting Shing Mau (third from left), Project Manager, Keppel FELS, Mr Antonio Vargas Cardenas (fifth from right), Project Manager of PEMEX, and Mr Ognian Todorov (second from right), Project Director of GL Noble Denton

Delivering La Santa Maria

On 2 August 2013, Keppel FELS delivered a KFELS B Class jackup rig, to Constructora y Perforadora LATINA (CP LATINA), a private Mexican company in the energy sector.

The rig was named LA SANTA MARIA at a ceremony in Keppel FELS. Delivered on time and with a perfect safety record, it will be chartered to PEMEX, Mexico's national oil company, for deployment in offshore Mexico.

LA SANTA MARIA is the first of two high-specification jackup rigs that Keppel FELS is building for CP LATINA. The second rig is scheduled to be delivered in 4Q 2013.

Mr Wong Kok Seng, MD (Offshore) of Keppel Offshore & Marine and MD of Keppel FELS, said, "This on-time and safe delivery is a demonstration of the win-win partnership we have developed with our new customer CP LATINA.

We are glad that they have chosen the KFELS B Class as their first two jackup rigs. The premier rig of its class, the KFELS B Class has a proven track record in the Gulf of Mexico.

"LA SANTA MARIA is the third such rig Keppel FELS has delivered to Mexican customers since 2012. With another nine on order, we are well placed to be the leading provider of offshore drilling solutions for the Mexican market."

Mr Santiago del Valle Toca, Chairman of CP LATINA, added, "We chose the KFELS B Class for its excellent track record, strong capabilities and cost-efficiencies. We were also looking for a rig that could be delivered to our timeline and this early delivery has shown that Keppel FELS is the right partner for us. As we look to expand our drilling services portfolio, the acquisition of two such rigs is a strong base for us to establish a foothold in the Mexican offshore market. We are confident that the second rig Keppel is building for us will be delivered just as efficiently, enabling us to meet the demands of the market."

In addition to the second rig for CP LATINA, Keppel FELS is also building for the Mexican market one KFELS B Class jackup rig for Parden Holding, two for PEMEX and five for Grupo R. Its sister yard, Keppel AmFELS in Brownsville, Texas, delivered a jackup rig to Perforadora Central in April 2013 with another due for delivery in 1Q 2014.



LA SANTA MARIA is the first of two KFELS B Class jackup rigs Keppel FELS is delivering to Mexican customer CP LATINA

Perfect 10

Keppel FELS delivered its 10th KFELS B Class rig of the year to Asia Offshore Drilling (AOD) – which is majority owned and managed by Seadrill Limited and an associate company of Mermaid Maritime.

The jackup rig, named AOD III, was delivered on 15 July 2013 on time, on budget and with an unblemished safety record.

AOD III will join sister rigs, AOD I and AOD II, for deployment for Saudi Aramco in the Middle East. It has been chartered on a three-year contract.

Mr Pete England of Seadrill Projects said, "We are pleased

to take delivery of AOD III from KFELS. In a busy year for KFELS, the rig has been delivered on time. This is testament to the good teamwork with Keppel and to their strong execution capabilities."

Developed by Keppel's technology arm, Offshore Technology Development, the KFELS B Class jackup is designed to provide maximum uptime with reduced emissions and discharges. It incorporates Keppel's advanced and fully-automated high capacity rack and pinion elevating system, and Self-Positioning Fixation System.

AOD's KFELS B Class rigs are able

to operate in water depths of 400 feet, drilling depth of up to 30,000 feet and accommodate up to 150 men.

Mr Marlin Khiew, Senior Project Manager of Keppel FELS, said, "Building three rigs consecutively has enabled us to increase efficiency and productivity. Through these projects, we have fostered a strong partnership with AOD, enabling us to better understand their needs and consistently deliver on our promises.

"We are glad to be able to support AOD and look forward to helping them build up their rig fleet."



Shaking hands on a strong partnership were Mr Prayudh Mahagitsiri (fourth from left), AOD Honorary Chairman and Chairman of PM Group, and Mr Wong Kok Seng (fifth from right), MD (Offshore) Keppel O&M and MD of Keppel FELS, in the presence of Mr Tong Chong Heong (fifth from left), CEO of Keppel O&M, and Mr Chow Yew Yuen (fourth from right), CEO-designate and COO of Keppel O&M

Passing the baton



(From left) Mr Choo Chiau Beng, CEO of Keppel Corporation and Chairman of Keppel O&M, Mr Tong Chong Heong, CEO of Keppel O&M, Mr Chow Yew Yuen, CEO-designate and COO of Keppel O&M and Mr Loh Chin Hua, CEO-designate and CFO of Keppel Corporation

Keppel Corporation has announced the Group's holistic succession plan in charting its next lap of growth.

On 1 January 2014, Mr Choo Chiau Beng, 65, CEO of Keppel Corporation, will be succeeded by CFO Mr Loh Chin Hua. Mr Choo will also step down from his position as Chairman of Keppel Offshore & Marine (Keppel O&M).

At Keppel O&M, Mr Tong Chong Heong, 66, will be succeeded by COO Mr Chow Yew Yuen as CEO with effect from 1 February 2014.

Mr Choo and Mr Tong will be appointed as Senior Advisors to the respective Boards of Keppel Corporation, Keppel O&M and Keppel Infrastructure, thereafter.

Dr Lee Boon Yang, Chairman of Keppel Corporation, said, "Keppel

Corporation is 45 this year. Chiau Beng and Chong Heong have contributed towards Keppel's growth for 42 years and 43 years respectively. On behalf of the Board, I would like to thank Chiau Beng for his sterling leadership and invaluable contributions to the Keppel Group. We are deeply appreciative of his acceptance of the Senior Advisor role to help ensure a smooth handover and provide continued counsel from his wellspring of expertise, experience and networks.

"Together with Chiau Beng, Chong Heong has unstintingly put Keppel in the forefront of the offshore and marine business. We are pleased that he too would take on the role of Senior Advisor to the Boards of Keppel O&M and Keppel Infrastructure.

"On behalf of the Board, I would like to welcome both Chin Hua and YY Chow in their new positions and look forward to working closely with them to advance Keppel's interests."

On the new appointments, Mr Choo said, "When I assumed the position of CEO in 2009, my top priority was to make Keppel leaner and stronger. Building a sound succession of talents and leaders was a cornerstone of my team's strategy to take Keppel to the next level of growth.

"Chin Hua and YY Chow were identified and groomed, and I am glad that they have risen to the challenge. They have proven themselves to be highly capable and astute leaders with strong Keppel core values, vision and passion.

"YY Chow has grown up in Keppel, with 32 years of service. He has been instrumental in building up Keppel O&M's global reputation and leadership position, particularly in the Americas. His long posting in USA has equipped him with valuable insights and networks in the oil and gas industry. Chong Heong and I are confident that he will be able to lead Keppel O&M to stay competitive and achieve continued success.

"With the support of his colleagues and teams at Keppel O&M, I am confident that YY Chow will continue to create sustainable value for our shareholders, and shape the future of Keppel Group."

Upholding hallmark of excellence



Keppel Singmarine management, led by Mr Hoe Eng Hock (first from left), MD of Keppel Singmarine, SBM Offshore management led by Mr Pierre Morin (fourth from left), Project Manager of SBM Offshore and Lady Sponsor Ms Léonore Morin (centre) celebrate the naming of SBM Installer

Keppel Singmarine's successful delivery of SBM Installer, a prototype multi-purpose dive support construction vessel built for customer SBM Offshore, resulted from the strong teamwork between the two companies.

The vessel was named at Keppel Singmarine on 21 August 2013 by Lady Sponsor Ms Léonore Morin,

wife of Mr Pierre Morin, Project Manager of SBM Offshore.

Mr Hoe Eng Hock, MD of Keppel Singmarine, said, "This is a significant milestone in our partnership with SBM Offshore and we are proud to be able to uphold the Keppel hallmark of delivering with a perfect safety record, clocking 3 million man-hours without lost time

incident for this project." SBM Installer is a cutting-edge vessel that combines capabilities of diving support, subsea construction and anchor handling, and features a DP III (Dynamically Positioned) system. Equipped with a fully integrated 12-men saturation diving system that enables divers to work safely in depths of up to 300m, the vessel also features a 250-tonne crane to support subsea oilfield development, a 200-tonne double drum winch, four chain lockers and a stern roller for anchor handling functions.

Constructed in accordance with the latest Code for Special Purpose Ship and requirements of Clean Design, the vessel also comprises a diesel electric propulsion system that increases fuel economy and reduces emissions.

Laying the keel

Keppel Singmarine celebrated an important milestone on 6 August 2013 the keel-laying ceremony of its high-specification deepwater pipelay (S-Lay) vessel for McDermott International.

Designed by Marine Technology Development (MTD), Keppel O&M's ship design arm, the vessel, which features a 2,000-tonne crane, will be the largest built by Keppel Singmarine to date when completed.

Witnessing the ceremony were

Mr Asan Sofian, Senior Director (Operations) of McDermott, Mr John MacPherson, Project Manager of McDermott, Mr Hoe Eng Hock, MD of Keppel Singmarine, Mr Tan Cheng Hui, Director of Keppel Singmarine, Mr Au Yeong Kin Ho, GM, MTD and Engineering at Keppel Singmarine and Mr Ben Goh, Project Manager of Keppel Singmarine.

Constructed to withstand severe weather conditions, the vessel

will be fully equipped to support advanced deepwater pipe-laying operations at depths of up to 10,000 feet.



Keppel Singmarine marked the keel-laying ceremony of its high-specification deepwater pipelay vessel for McDermott International on 6 August 2013

Successful conversions

With strong mutual trust and rapport between Keppel Shipyard, SBM Offshore and OSX Brasil S.A. (OSX), the Floating Production Storage and Offloading (FPSO) project, FPSO OSX-2, has been a successful collaboration.

The vessel was named on 27 July 2013 at Keppel Shipyard by Lady Sponsor Mrs Silvia Latorre, Engineering Manager of FPSO OSX-2.

Working closely together to implement and enhance safety systems, the project teams for FPSO OSX-2 achieved a commendable safety record for the project.

Indeed, the outstanding safety efforts of the team have been recognised by Singapore's Workplace Safety and Health Council and the Ministry of Manpower. FPSO OSX-2 was one of

eight Keppel Shipyard projects to be conferred the Safety and Health Award Recognition for Projects (SHARP) Award (see story on page 12).

Keppel Shipyard also recently completed the conversion of a tanker to a Floating Storage and Offloading (FSO) unit, FSO Mayumba, for the Perenco Group (Perenco). The vessel left the yard on 31 July 2013.

For this project, Keppel Shipyard undertook refurbishment and life extension works, accommodation upgrading, installation of new machinery, mooring structures and a helicopter deck as well as tank coating works.

FSO Mayumba is the fourth conversion project that Keppel Shipyard has carried out for Perenco. Last year, the yard successfully delivered FSO Massongo.



Celebrating the naming of the FPSO OSX-2 were (first row, L-R) Mr Tong Chong Heong, CEO of Keppel Offshore & Marine, Mrs Silvia Latorre, Engineering Manager of FPSO OSX-2. Mr Michael Chia, MD (Marine) of Keppel O&M, and Mr Giuseppe Stani, MD of SBM Monaco



FSO Mayumba is the fourth conversion project that Keppel Shipyard has carried out for Perenco

Global service

Apart from design and newbuildings, Keppel Offshore & Marine (Keppel O&M) also has an established track record in providing repairs, upgrades and modification services to customers around the world. In August 2013, Keppel FELS and Keppel Verolme secured upgrade and repair contracts from repeat customers.

Keppel FELS in Singapore is undertaking the upgrade and modification of a semisubmersible (semi) for Ensco while Keppel Verolme in the Netherlands is upgrading a jackup rig for Rowan and repairing a semi for Saipem.

Mr Chow Yew Yuen, CEO-designate and COO of Keppel O&M, said, "Besides newbuilding projects, our yards are constantly kept busy with repairs and upgrades as well. The work is complementary

and we are pleased to be able to regularly service our long-standing customers like Ensco, Rowan and Saipem. Repair and modification projects usually require quick turnovers and we have the expertise, versatility and capacity to undertake a variety of work for a wide range of rigs. In addition, our global network of yards enables us to meet the needs of our international clientele wherever they are."

In Singapore, Keppel FELS is undertaking the upgrade of the semi ENSCO 5005. Work on the semi includes upgrading major systems, machinery spaces, drill floor, derrick and living quarters as well as the renewal of steel and piping systems. The entire semi and its tanks will also be painted. The project is scheduled for completion in 1Q 2014.

Over in the Netherlands, Keppel Verolme is conducting a special periodic survey (SPS) on the jackup rig, Rowan Gorilla VI, for Rowan Drilling. This includes painting of the hull, inspection of spud cans, renewal of anodes and installation of dock plugs among other things. The rig will also have its drilling equipment upgraded and is expected to be delivered by 4Q 2013.

Keppel Verolme is also completing a full SPS programme for Saipem on the semi Scarabeo 5. The yard's scope of work comprises the overhaul of the thrusters and all anchor winches, upgrading of the top drive and various modification and repairs. Scarabeo 5 is scheduled for delivery in September 2013.



Rowan Gorilla VI being towed into Keppel Verolme

Sound progress in Brazil



BrasFELS and Petrobras celebrate the strike steel ceremony of the second of six DSS™ 38E semi projects undertaken by the yard

BrasFELS, Keppel Offshore & Marine's (Keppel O&M) yard in Angra dos Reis, Rio de Janeiro, Brazil, is a hive of activity. Amongst the yard's ongoing projects are the newbuilding of six DSS™ 38E semisubmersible (semi) drilling rigs as well as the fabrication and integration of topside modules for four Floating Production Storage and Offloading (FPSO) units.

Committed to safe and prompt delivery of its services, BrasFELS continues to make steady progress on all its projects, garnering commendations from its customers.

SEMIS ON TRACK

On 30 July 2013, BrasFELS celebrated the strike steel ceremony for the second of its six DSS™ 38E units.

Marking this milestone together with the management and project teams of BrasFELS were representatives from Petroleo Brasileiro SA (Petrobras), including Mr Osmond Coelho, Jr., Executive Manager (Exploration & Production), Mr Mario Nigri Klein, Business Development Manager, and Mr Antonio Carlos Vaz Morais, Contract Manager.



Mr Airton Rodrigues (left), Project Manager of BrasFELS, received on behalf of BrasFELS a plaque from Enasco representatives, Mr Rui Faceira (centre), Project Manager and Mr Gilles Norvan (right), Construction Manager, during their visit to the yard on 24 July 2013

The six DSS™ 38E units are for Sete Brasil Participações S.A. (Sete Brasil). The rigs have been chartered by Petrobras to support its exploration of Brazil's vast oil and gas resources.

SHOW OF APPRECIATION

Enasco plc's (Enasco) Mr Rui Faceira, Project Manager, and Mr Gilles Norvan, Construction Manager, called on BrasFELS yard on 24 July 2013.

The pair had overseen the ENSCO 6000 repair project. Receiving them at the yard were the BrasFELS management and project team.

In appreciation of BrasFELS' excellent performance on the job,

Mr Norvan presented a plaque to BrasFELS which was received by Mr Airton Rodrigues, Project Manager, on behalf of the company. Mr Wong Ngiam Jih, CFO of Keppel O&M, who was visiting BrasFELS during the period, also attended the ceremony.

ENSCO 6000 is the first semi to undergo emergency docking repairs on BrasFELS' floating dock, FS-1.

Mr Faceira said "I appreciate how BrasFELS works together with clients to deliver what has been promised and I am very pleased with the commitment and dedication shown by the team in their work."

Safety honours



Keppel O&M won 29 Workplace Safety & Health Awards, with Keppel FELS clinching 15 SHARP awards in recognition of its excellent safety record of its newbuild projects

Receiving strong affirmation for its continued drive and performance in safety, Keppel Offshore & Marine (Keppel O&M) garnered a total of 29 Workplace Safety & Health (WSH) Awards conferred by the WSH Council and Singapore's Ministry of Manpower on 30 July 2013.

In the Safety and Health Award Recognition for Projects (SHARP) category, Keppel O&M clinched 26 awards for the perfect safety record on its newbuild and conversion projects.

A project supervisor from Keppel FELS was also lauded for

his exemplary leadership and management of the safety of workers under his charge.

The WSH Risk Management Award was won by Prime Steelkit, a wholly-owned subsidiary of Keppel O&M, for its effective risk management implementation to enhance safety and health performance in its organisation.

Mr Tong Chong Heong, CEO of Keppel O&M, said, "At Keppel, safety is a core value. We work relentlessly to enhance our work practices, safety management systems and platforms to share safety lessons and innovations.

"We are very encouraged by WSH Council's recognition of the safety efforts and performance across our group. Working with the government, our business partners and our customers, we will continue to strive towards building and sustaining an incident-free work environment."

Keppel O&M continues to work closely with its customers and contractors to ensure that the group achieves sterling safety performances and upholds the highest standards of safety across its yards in Singapore and overseas.

Keppel O&M's WSH Award Winners 2013

SN	COMPANY NAME	PROJECT	SN	COMPANY NAME	PROJECT
WSH SHARP Awards			15	Keppel FELS	Project B335 Transocean Ao Thai
1	Keppel FELS	Project B329 Ensco 120	16	Keppel Shipyard	Armada Sterling
2	Keppel FELS	Project B330 Ensco 121	17	Keppel Shipyard	N'GOMA FPSO
3	Keppel FELS	Project B323 Discovery Resilience	18	Keppel Shipyard	FPSO OSX-2
4	Keppel FELS	Project B333 HAKURYU-11	19	Keppel Shipyard	FSO Massongo
5	Keppel FELS	Project B322 Discovery Triumph	20	Keppel Shipyard	Castorone
6	Keppel FELS	Project B331 Maersk MSC CJ70-X150MD	21	Keppel Shipyard	FPSO Cidade De Anchieta
7	Keppel FELS	Project B336 Laurus	22	Keppel Shipyard	FPSO Berantai
8	Keppel FELS	Project B341 Qatar 2022	23	Keppel Shipyard	FPSO Cidade De Paraty
9	Keppel FELS	Project B334 Dynamic Vision	24	Keppel Singmarine	SBM Installer
10	Keppel FELS	Project B344 West Esperenza	25	Keppel Singmarine	H-368
11	Keppel FELS	Project B345 AOD III	26	Keppel Singmarine	H-367
12	Keppel FELS	Project B321 AOD II	WSH Performance (Silver) Award		
13	Keppel FELS	Project B326 Transocean Siam Driller	27	Keppel Singmarine	
14	Keppel FELS	Project B327 Transocean Andaman	WSH Awards For Supervisors		
			28	Keppel FELS	Satya Ranjan Das Biswa Nath Das
			WSH Risk Management Award		
			29	Prime Steelkit	

Spurring safety through innovation

Before competing against teams from other companies at the WSH Awards 2013, the Keppel O&M teams had participated in the annual Safety Innovation Team (SIT) conventions held by their respective business units in June and July 2013. Winners from the conventions were selected to participate in the WSH Awards.

Sixteen teams from Keppel Shipyard competed to clinch the award for the most innovative project at the yard's convention on 12 June 2013. The winning teams impressed the judges with their novel ideas, which included the Cable Stripping Tool, a compact and ergonomically designed machine that enables users to strip out cables with minimum effort, as well as the Cable



16 teams from Keppel Shipyard participated in Keppel O&M's annual safety Innovation Team (SIT) Conventions

Drum Storage Rack, which provides safe and proper storage of cable drums at the wharf side.

Keppel Singmarine had eight teams showcasing their projects on 10 July 2013. The Gold award was presented to the team from the Marine Piping System Department. Their project, named EREM (Easy Rotate, Easy Move), aims to reduce the risks in the installation of large spools of wires onboard vessels by providing longitudinal motion to ease the movement of spools and

rotational motion for flange hole alignment using the EREM device.

Over at Keppel FELS, eight teams participated and the team from the piping department emerged tops with the Gold award for their Auto Hydraulic Hose Installer. The mechanical device uses a hydraulic system in the installation of hoses and eliminates the need for hammering, thus reducing the likelihood of finger injuries during this process.

Safety first in the Philippines



Wong Jie Ming, Project Manager of Keppel Subic Shipyard, reiterates the importance of proceeding in all activities with a safety-first mindset during the fiesta by Barangay KAPIS

Across the Keppel Offshore & Marine (Keppel O&M) Group, initiatives and programmes are regularly conducted to engage Keppelites and external stakeholders to recognise and share safety best practices. Over in the Philippines, while our two yards are working hard to complete their projects on time and on budget, efforts to ensure safe work practices have also been relentlessly carried out.

REAFFIRMING COMMITMENT

At Keppel Subic Shipyard, work continues to progress smoothly for the Malampaya Depletion Compression Platform (DCP) project, the first complete offshore platform to be constructed in the Philippines. A project for Shell Philippines Exploration B.V. (SPEX), this project is supported by Dyna-Mac Keppel Philippines Inc. (DMKP), which is fabricating portions of the topside modules.

As part of its efforts to encourage a safety-first mindset, Keppel Subic Shipyard and DMKP joined SPEX in celebrating Shell's annual

Safety Day on 19 June 2013. During the event, management and employees of Keppel Subic Shipyard, DMKP and Shell gathered to reflect on their safety journey and upcoming initiatives.

On 18 June 2013, Keppel Subic Shipyard also participated in a fiesta by Barangay KAPIS, a safety club formed in 2012 by Shell's Malampaya Phase 2 and 3 (MP2 and MP3) Project Teams. KAPIS stands for Kaligtasan sa Puso at Isipan, which can be loosely translated to "Safety in Hearts and Minds".

At the fiesta, the 800 members, including representatives from Shell, shared on safety best practices and experiences. Mr Leong Kok Weng, President of Keppel Subic Shipyard, said, "At Keppel, safety is a core value. We work closely with all our stakeholders to build a strong safety culture and safe work environment.

"We are pleased to join our valued customer Shell in celebrating

Safety Day and participate in the fiesta by Barangay KAPIS. These platforms help to drive home our safety messages and empower our employees to strive for greater excellence in safety."

ALIGNING GOOD PRACTICES

As part of ongoing efforts to align safety practices across the group's overseas operations, Keppel O&M's HSE team conducted safety workshops at Keppel Subic Shipyard and Keppel Batangas Shipyard from 8-12 July 2013. During the workshops, yard managers, supervisors and junior officers gathered to learn about safe practices at the workplace.

Mr Yong Chee Min, GM, HSE of Keppel O&M, spoke on various topics including "Keppel O&M's Safety Journey & Initiatives", "Challenges on Building a Safety Culture in the Yard", and "Roles of a Supervisor in Safety".



Apart from conducting safety workshops, Keppel O&M HSE team also conducted walkabouts at Keppel Subic Shipyard and Keppel Batangas Shipyard to understand the conditions of the yards

Reaffirming safety in Bintan

To ensure a safe work environment for its employees, subcontractors and customers, Bintan Offshore, a key satellite overseas yard in the Keppel Offshore & Marine (Keppel O&M) group, makes continuous efforts to build a strong safety culture and enhance its processes and productivity.

On 21 August 2013, Bintan Offshore launched a month-long Health, Safety and Environment (HSE) campaign to provide a platform for its yard workers and supervisors, subcontractors and vendors to reaffirm their commitment to safety.

During the launch ceremony,



Employees at Bintan Offshore affirm their commitment to safety at the launch of a month-long safety campaign

Mr Richard Tay, Shipyard Manager of Keppel FELS, who attended the ceremony as the Guest of Honour, spoke on the importance of safety and encouraged everyone to continuously strengthen the safety culture in the workplace.

At the end of the campaign, awards will be given to the department and contractor who come up tops in safety housekeeping in two separate categories – indoor and outdoor workplace.

Aligning best practices



Keppel O&M cross-business unit auditing team conduct a yard tour at Caspian Shipyard Company in Azerbaijan to understand and evaluate its safety practices

Following the conclusion of the Keppel O&M cross-business unit audit exercise carried out

at Arab Heavy Industries and Nakilat-Keppel O&M in April 2013, additional rounds of audits were conducted at Keppel Kazakhstan LLP (KKL) and Caspian Shipyard Company (CSC) in Azerbaijan in July 2013.

During the exercise at our yards in the Caspian region, the audit team took the opportunity to visit the near-completion Baku Shipyard and observe how safety guidelines are adhered to in a new and developing yard.

The inter-yard safety cross-audits serve to evaluate the

maintenance of major equipment and the overall safety culture of Keppel O&M's overseas yards. They also help to recognise good practices and identify areas for improvement that can be shared across the yards, thereby aligning the safety standards of Keppel O&M's global yards.

The first cross-audit was implemented at Singapore's Keppel FELS, Keppel Shipyard and Keppel Singmarine in November 2012. After KKL and CSC, the next audits would be held at Keppel Verolme in the Netherlands and Keppel AmFELS in the US.

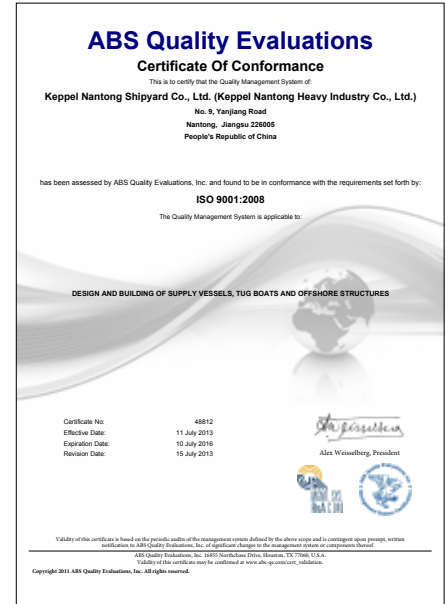
Quality assurance

Keppel Nantong Shipyard and Keppel Nantong Heavy Industries have obtained the ISO 9001:2008 accreditation, which is an internationally recognised standard for quality management system. The accreditation, which took only five months to be achieved after preparatory work began in February 2013, bears testament to the strong teamwork and Can Do! spirit of the project teams at Keppel Nantong.

ISO 9001:2008 provides companies with a set of principles that ensure a systematic approach to the management of business activities

to consistently achieve customer satisfaction. The certification for Keppel Nantong was awarded by a leading provider of management system certification services, ABS Quality Evaluations, on 11 July 2013.

The ISO certification underscores Keppel's emphasis on Customer Focus, which is one of our core values. The achievement also represents a significant milestone for Keppel Nantong Shipyard and Keppel Nantong Heavy Industries in their vision to become a world-class shipyard.



Propelling fuel savings

The Very Large Crude Carrier (VLCC) Maersk Ingrid was at Keppel Shipyard for the installation

of a Becker Mewis propeller duct and boss cap fin. The vessel left the yard for sea trials in June 2013.



Maersk Ingrid was at Keppel Shipyard for the installation of a Becker Mewis propeller duct and boss cap fin; both devices will help to improve the vessel's fuel efficiency

Mr Tommy Thomassen, Vice President of Technical Organisation, Maersk Tankers, shared that the installation of these devices and other initiatives contribute to some 8-9% of fuel savings. The exact fuel efficiency of these devices for each tanker will depend on its hull form.

Two other VLCCs, Maersk Ilma and Maersk Isabella, are likely to have similar appendages fitted at Keppel Shipyard later this year.

Maersk Tankers is expected to spend up to US\$35 million on the retrofitting across its tanker fleets.

Successful start

In June this year, Keppel FELS delivered a KFELS B Class jackup rig, ARABDRILL 50, to Arabian Drilling Company (ADC). Chartered by Saudi Aramco, ARABDRILL 50 has successfully commenced operations in offshore Saudi Arabia.

Keppel FELS is also on track to deliver its second KFELS B Class rig, ARABDRILL 60, to ADC at the end of 2013.

Mr Mohammed Umar Loan, Managing Director, Technical of ADC, affirmed, "We, at ADC, are very pleased with the addition of ARABDRILL 50 in our fleet and

would like to appreciate Keppel FELS for delivering the rig ahead of schedule. The overall project has been successful and reflected good teamwork among all parties.

"We would like to express our appreciation and thanks for all your support and hard work to make this project a successful one,

and we look forward to have same spirit of work and relationship for the ongoing project ARABDRILL 60."



Through good teamwork between Keppel FELS and Arabian Drilling Company, the KFELS B Class jackup rig ARABDRILL 50 was completed safely and promptly, and commenced operations in offshore Saudi Arabia for Saudi Aramco

Record-breaking installation



Seafox 5 and crew have delivered a record-breaking turnaround time of less than six days from departure from port of call to the installation of four foundations in Dan Tysk wind farm in the German sector of the North Sea

Within a few short months of arriving at Dan Tysk wind farm in the German sector of the North Sea, Seafox 5, the world's first-of-its-kind offshore wind turbine installer, has successfully installed half of the total 80 wind turbine foundations.

Together with the experienced crew on board, Seafox 5 celebrated the installation of the 40th foundation over the weekend of 10 August 2013. With this successful installation, Seafox 5 has delivered a record-breaking turnaround time of less than six days from departure from port of call to the installation of four foundations.

Leveraging collective wisdom



It was two days of intense but fruitful discussions among the top management of Keppel O&M's business units in Singapore and overseas during the recent round of strategy meeting

Keppel Offshore & Marine (Keppel O&M) held its second strategy meeting of the year on 12 and 13 August 2013. This keeps the momentum going, following the first strategy meeting in February, among the top executives of Keppel O&M in Singapore and overseas in charting the way forward for the group as the competitive landscape intensifies.

Apart from providing a useful platform for the key executives of the group to better understand the drivers of performance and growth among the various business units and overseas yards, the strategy meetings also serve another important function – for the leadership team to discuss and review ideas on how Keppel O&M can better meet the future needs of customers and the industry.

This recent strategy meeting was also one of the remaining meetings where Mr Choo Chiau Beng, Chairman of Keppel O&M and Mr Tong Chong Heong, CEO of Keppel O&M participated as leaders of the team. Come 1 January 2014, Mr Loh Chin Hua, currently CFO of Keppel Corporation, will succeed Mr Choo as CEO of Keppel Corporation, and on 1 February 2014, Mr Chow



Key executives from across Keppel O&M's business units in Singapore and overseas gathered for the second strategy meeting of the year on 12 and 13 August 2013 to discuss ideas and plans to take the group towards further growth

Yew Yuen, currently COO of Keppel O&M, will succeed Mr Tong as CEO of Keppel O&M. Mr Choo and Mr Tong will assume the role of advisors to the two boards thereafter.

A common and strong message which Mr Choo and Mr Tong had for the team at the meeting was the need to continue to leverage our core competencies which have been built up over the years by past and present generations of Keppelites. These collective wisdoms and lessons should be put to good use to drive further growth for the group.

"Keppel has been known for our on time and reliable service, and now we need to look at how

to provide the same quality at competitive prices. We must be faster, cheaper and better at all times. There will continue to be challenges and we will need to overcome them with perseverance and hard work. We need to keep abreast of the market trends, and come up with solutions in a timely manner which will result in value creation for ourselves and for our customers," said Mr Choo.

Another key message which Mr Choo and Mr Tong had for the team was the need to maintain a quality global workforce and to continue to build good relationships with unions and subcontractors. Mr Tong commented, "Apart from maintaining and strengthening

relationships with customers, we also need to focus on the health of the workforce. If we want to have continuous productivity improvements, then we will need to ensure the workforce and our subcontractors are well taken care of and aligned with our goals. As management, when it comes to our workers, we need to be fair but firm."

Both Mr Choo and Mr Tong ended their remarks on the first day of the strategy meeting with the call to the Keppel O&M leadership team to seize every opportunity for growth, to be nimble and flexible, and more importantly, to not be afraid of failures and to extract useful lessons from them.

Shaping the future – 45 years and beyond



Guest of Honour President Tony Tan, together with Keppel Corporation's board of directors and senior management, raised a toast to more successful years ahead for Keppel. (From L-R, front row) Senior ED of Keppel Corporation Mr Teo Soon Hoe; CEO of Keppel Corporation Mr Choo Chiau Beng; President Tony Tan; Chairman of Keppel Corporation Dr Lee Boon Yang; board director of Keppel Corporation Mr Tony Chew; Senior ED of Keppel Corporation and CEO of Keppel Offshore & Marine Mr Tong Chong Heong (From L-R, back row) CEO-designate and CFO of Keppel Corporation Mr Loh Chin Hua; board directors of Keppel Corporation Mr Danny Teoh, Mr Tow Heng Tan, Mrs Oon Kum Loon, Mr Alvin Yeo and Mr Tan Puay Chiang; CEO-designate and COO of Keppel Offshore & Marine Mr Chow Yew Yuen

The 45th anniversary celebrations marked a significant milestone in Keppel's growth journey. With history tracing back to 1859, Keppel grew from a small ship repair yard inaugurated in 1968 into a world-class solutions provider for the offshore and marine, sustainable environment and urban living industries.

Keppel was listed as a shipyard on the Stock Exchange of Singapore in 1980 and its market capitalisation then was \$396 million. Today, its

market capitalisation has grown to almost \$19 billion. The company's full year revenue and net profit have risen from about \$723 million and \$87 million in 1981 to \$13.9 billion and \$1.9 billion respectively in 2012.

In his speech at the gala dinner on 6 August 2013, Mr Choo Chiau Beng, CEO of Keppel Corporation, said, "In our businesses, we had many ups and downs especially in the offshore and marine and property cycles and we had to make some

difficult decisions – restructuring, write-downs and divestments. Through them all, we have always been careful about employee and shareholder interests and mindful of our commitment to create and grow value."

Mr Choo shared that Keppel owed its success to the development and growth of Singapore and to the strong support from shareholders, board of directors, customers, business partners, unions and Keppelites.



He paid tribute to Keppel's chairmen, past and present, such as Mr Hon Sui Sen, Mr George Bogaars, Mr Sim Kee Boon, Mr Lim Chee Onn and Dr Lee Boon Yang as well as former CEO, Mr Chua Chor Teck. He also thanked Senior EDs Mr Teo Soon Hoe and Mr Tong Chong Heong, and the current board of directors for their support, counsel and dedication to Keppel.

Expressing confidence in the future of Keppel as the new leaders assume their roles next year, he said, "As we pass the baton on to our new leaders – Loh Chin Hua, Chow Yew Yuen, Ong Tiong Guan and Ang Wee Gee – we truly value your continued support to them as they bring Keppel to the next lap of growth."



Keppel's 45th anniversary celebrations saw over 700 guests, including dignitaries from Singapore and abroad, ESM Goh Chok Tong (top picture far left); Ms Grace Fu (below picture centre), Minister in the Prime Minister's Office, Second Minister for the Environment and Water Resources and Second Minister for Foreign Affairs

"In our businesses, we had many ups and downs especially in the offshore and marine and property cycles and we had to make some difficult decisions – restructuring, write-downs and divestments. Through them all, we have always been careful about employee and shareholder interests and mindful of our commitment to create and grow value."

Mr Choo Chiau Beng, CEO of Keppel Corporation

With Singapore's President Tony Tan gracing the occasion as Guest of Honour, the gala event was also attended by about 700 eminent guests including several ambassadors and Singapore ministers – Emeritus Senior Minister Goh Chok Tong; Ms Grace Fu, Minister in the Prime Minister's Office, Second Minister for the Environment and Water Resources and Second Minister for Foreign Affairs as well as Mr Teo Ser Luck, Minister of State for Trade and Industry, Keppel's key customers, business associates and industry partners.

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Key customers and partners like Mr Daniel Rabun, CEO of Enso (top photo centre); government officials such as Brazilian Ambassador HE Luís Fernando de Andrade Serra (second photo right) and Ukrainian Ambassador HE Pavlo Sultansky (second photo left), played key roles in shaping Keppel to what it is today

FRIENDS, BUSINESS ASSOCIATES AND VALUED PARTNERS EXTEND THEIR WARM CONGRATULATIONS

"Keppel has done well over the past 45 years in creating value for the country and benefitting many Singaporeans. I would like to extend my best wishes to Keppel and look forward to its continued

contributions to Singapore's energy sector."

Mr Chee Hong Tat
*Chief Executive, Energy
Market Authority*

"It is an enduring relationship with Keppel that I cherish. I hold in high esteem all Keppelites all

these years as they have created not only a very strong presence in the local market but also attained remarkable success in the overseas countries, all having same distinct Keppelite DNA and peerless culture – a unique combination that culminates into an aweinspiring global success story."

Mr Seah Choo Meng
*Director,
Langdon & Seah Singapore*

"It has been our privilege to be associated with the management and staff of Keppel Corporation – a Singapore icon and trusted partner of the global industry. Keep it up, Keppel – you have made Singapore proud!"

Mr Ng Kean Seng
*Vice President and Country
Marine Manager, Lloyd's
Register of Shipping*

"Re-living Keppel's 45 years through the videos and sharing was inspiring. The story of how the company navigated through market cycles to deliver long-term growth and shareholder value sets a high benchmark for other Singapore corporates to emulate.

"With its solid track record and management team, as well as exposure to markets with positive long-term fundamentals, Keppel truly does provide an attractive investment opportunity for shareholders."

Mr Gerald Wong
Analyst, Credit Suisse

A GIFT FOR FUTURE GENERATIONS

To create a legacy for nurturing a new generation of creative and critical thinkers through art education, Keppel Corporation committed \$12 million to the National Art Gallery in support of its centre for art education which will be named the Keppel Centre for Art Education.

President Tony Tan witnessed the presentation of the cheque by Dr Lee Boon Yang, Chairman of Keppel Corporation and Mr Choo Chiau Beng, CEO of Keppel Corporation to Mr Hsieh Fu Hua, Chairman of the National Art Gallery and Ms Chong Siak Ching, CEO of the National Art Gallery.

An integral part of the National Art Gallery, the Keppel Centre for Art Education will be the first dedicated art education facility of its kind in Singapore and the region. It is projected to engage 250,000 children, youth and families every year when it opens its doors in 2015, and will provide an immersive and creative learning environment for the young, and resources for educators and researchers.

Dr Lee Boon Yang, Chairman of Keppel Corporation, said, "We have made the donation for the Keppel Centre for Art Education to enable the National Art Gallery to inculcate an appreciation and love of visual arts in young

Singaporeans. We hope the Centre will encourage the young to take an active interest in the arts and stimulate their imagination and creativity from an early age.

"The gift commemorates Keppel Corporation's 45th Anniversary and is in line with our anniversary theme of 'Shaping the Future'. We have been a longstanding supporter of the arts as we believe that a vibrant arts scene will help to forge our national identity and strengthen community ties. We are excited by the development of the National Art Gallery and firmly support its mission to grow the arts audience and make art more accessible to all."

The Keppel Centre for Art Education is prominently located on the ground level of the National Art Gallery's City Hall wing and occupies a total floor area of 910 square metres.

UNFOLDING THE KEPPEL STORY

It began with a march by tough men with bold visions. The Keppel story was unfolded over the evening through four acts covering different significant periods of Keppel's growth, taking the form of videos, music and sharing by Keppelites. It was not just a story of an organisation and its achievements but a celebration of



President Tony Tan (centre) looks on as Mr Choo Chiau Beng, CEO of Keppel Corporation (far left) and Dr Lee Boon Yang, Chairman of Keppel Corporation (second from left) present Keppel's donation of \$12 million to the National Art Gallery, represented by Mr Hsieh Fu Hua, Chairman of the National Art Gallery (second from right) and its CEO, Ms Chong Siak Ching (far right)

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a *Can-Do!* people who have made it all possible.

Befitting the momentous occasion of a 45th anniversary gala, The Young Musicians' Foundation Orchestra opened the celebrations with gusto by performing the Light Cavalry Overture composed by Franz Von Suppe, under the baton of Maestro Darrell Ang.

Keppelites Seow Tiang Keng, Senior Manager (Electrical and Instrumentation) at Keppel FELS, Simon Lee, VP of Operations at BrasFELS and Lua Shitian, Assistant Manager with Keppel Land's Corporate Development department, struck a chord with guests as they shared their experience growing with Keppel.

Keppel-supported violinist, Loh Jun Hong, tugged at heartstrings as his music accompanied images of Keppelites reaching out in community service around the world.

The last act threw the limelight on potential future Keppelites – children of Keppelites who recounted their participation in the Keppel 2013 Calendar project. As host Melissa Hyak chatted with the Keppel kids, six-year-old Owenn Phua, son of Cindy Lim, GM of Group Human Resources,

Keppel Corporation, proudly declared, "When I grow up, I want to be a Keppelite!"



Guests were mesmerised by performances by The Young Musicians' Foundation Orchestra



A peek into the future – potential future Keppelites (from left) Owenn Phua, Kritika Rajasekaran and Wee Rui, together with host Melissa Hyak

Keppel through their eyes



"The 60s and 70s were tough times but they were also exciting times. We were first managed by the British, but we locals were sure we could manage our own yard as well, if not better. I remember our GM then, the late Chua Chor Teck, and Personnel Manager, the late Lawrence Mah rallying us to take charge of our destiny. So in 1972, when the management made the bold move not to renew the consultancy contract with the British, we were ready."
72-year old Engineer
Seow Tiang Keng,
who joined Keppel in 1969



"Through Keppel Offshore & Marine, I was involved in a different kind of work – looking out for new markets, new rig owners, new oil companies to service and new business opportunities for the group. It took me to countries such as Russia, Venezuela, Mexico and Brazil. Over 19 years, I have worked in different parts of the world, explored different challenges and executed all things relating to offshore units."
Simon Lee,
who rose through the ranks from a management trainee to VP of Operations at BrasFELS



"We shared with the villagers tips on personal hygiene – it was a simple task but baby steps towards improving their lives. As I interacted with the families, I observed that although living conditions for them were harsh, the villagers were happy. It redefined happiness for me. I feel so much happier to give than to receive."
Assistant Manager at Keppel Land
Lua Shitian,
who shared her Keppel Volunteers experience

Friends from round the world



(From left) Mr Tong Chong Heong (centre with white shirt), CEO of Keppel O&M, takes Mr Jose Antonio de Figueiredo (second from left), Engineering, Technology and Materials Director of Petrobras, Mr Jose Miranda Formigli Filho (third from left), Exploration and Production Director of Petrobras and Ms Marina Barbosa Fachetti, GM (Projects) of Petrobras through the history and progress of Keppel O&M over the years, while Mr Choo Chiau Beng (far right), CEO of Keppel Corporation and Chairman of Keppel O&M and Mr Chow Yew Yuen (far left), COO and CEO-designate of Keppel O&M, look on

Known for being *Near Market Near Customer*, Keppel Offshore & Marine (Keppel O&M) has friends from around the world, and recently played host to distinguished guests from Brazil, the Philippines, and Ghana.

BRAZIL

On 2 July 2013, representatives from Petrobras S.A. (Petrobras) led by Mr Jose Miranda Formigli Filho, Exploration and Production Director, and Mr Jose Antonio de Figueiredo, Engineering, Technology and Materials Director, as well as Sete Brasil Participações S.A. (Sete Brasil) CEO Mr Joao Carlos Ferraz and CFO Mr Eduardo Musa met with Keppel O&M's management.

The group discussed the progress of ongoing projects such as the newbuilding of the six DSS™ 38E semisubmersibles for Sete Brasil, and the fabrication and integration of topside modules for two

Floating Production Storage and Offloading (FPSO) units, P66 and P69, for Petrobras.

Reflecting on the partnership between the companies, Mr Figueiredo noted, "Petrobras and Keppel have had a long relationship. We have grown together and learnt from each other over the years. Together, we have improved step by step. While there are many challenges for us in the future, I am certain that we shall overcome them and continue to grow together."

Keppel's yards in Singapore and Brazil have delivered some 20 major projects to Brazil over the years. FPSO Cidade de Sao Paulo, one of BrasFELS' recent projects, was successfully delivered to SBM Offshore in March this year. The FPSO, which is chartered to Petrobras, has struck first oil in offshore Brazil in the Lula field, Santos Basin, on 7 June 2013.

Pleased with the quality of the services of BrasFELS, Mr Formigli shared, "We are pleased that BrasFELS serves various customers, and continuously pursues new ones. It is important for a yard to have many customers as this would make its services more competitive. Petrobras will benefit from these enhanced services."

In the same week, on 5 July 2013, Keppel O&M hosted Ms Magda Chambriard, Director-General of the Brazilian National Agency for Petroleum, Natural Gas and Biofuels, other officials from the Brazilian agency as well as the Embassy of Brazil.

Ms Chambriard was in Singapore to present on the opportunities in Brazil's pre-salt and inland gas areas at a seminar organised by the Embassy of Brazil, Singapore Business Federation and International Enterprise Singapore. Mr Choo Chiau Beng, CEO of

Keppel Corporation and Chairman of Keppel O&M, delivered the opening address in his capacity as Singapore's non-resident Ambassador to Brazil.

THE PHILIPPINES

Mr Loh Chin Hua, CEO-designate and CFO, and Mr Teo Soon Hoe, Senior ED of Keppel Corporation, together with the management of Keppel O&M, welcomed Dr Lilia de Lima, Director General (DG) of the Philippine Economic Zone Authority (PEZA), and Ms Minda Calaguian-Cruz, Ambassador of the Philippines to Singapore, to Keppel O&M on 25 July 2013. The visit included a presentation and a tour of the yard.

DG Lilia de Lima is no stranger to Keppel O&M's operations in the Philippines. Keppel Subic Shipyard has been operating in the Subic Shipyard – Special Economic Zone since 1996, while Keppel Batangas Shipyard has operated in the Keppel Philippines Marine – Special Economic Zone since 2007.

Registered with PEZA as Export Ecozone Enterprises, Keppel Batangas Shipyard and Keppel Subic Shipyard have access to a range of fiscal incentives in the Philippines.

Given Keppel O&M's extensive ties to the country, the company was invited to speak on its experiences

in the country at the Seminar on Doing Business in the Philippines, held on 24 July 2013 in Singapore. Mr Toh Ko Lin, President of Keppel Philippines Marine, Inc., represented Keppel O&M at the event.

GHANA

Ghana, West Africa's second-biggest economy, expects oil production in the country to more than double to 250,000 barrels a day by 2021 and is looking to tap on its significant number of new discoveries since 2008.

The country's Minister of State for Development Authorities (Office of President), Maj (Dr) Mustapha Ahmed, visited Keppel O&M on 8 July 2013 to gain better insight into the Group's oil and gas activities and explore opportunities for future collaboration.

He was accompanied by Mr R.A.Y. Anamoo, Director General of Ghana Ports and Harbour Authority, and Mr Ruben Atepkpe, Executive Chairman of Mecowa (Merchant Company of West Africa). Hosted by Keppel O&M's senior management led by CEO Mr Tong Chong Heong, the delegation toured Keppel FELS and Keppel Shipyard and went away impressed by what they saw.

Keppel has completed several projects for Africa over the years, including the conversion of Floating Production Storage and Offloading vessels and repair of jackup rigs.



Dr Lilia de Lima (second from left), Director General (DG) of PEZA, and Ms Minda Calaguian-Cruz (second from right), Ambassador of the Philippines to Singapore, were warmly welcomed at Keppel O&M by Mr Loh Chin Hua (left), CEO-designate and CFO of Keppel Corporation, and Mr Teo Soon Hoe (right), Senior ED of Keppel Corporation



Mr Tong Chong Heong (third from left), CEO of Keppel O&M elaborating to Ghana's Minister of State for Development Authorities (Office of President), Maj (Dr) Mustapha Ahmed (second from left) on Keppel's proprietary products

Making it count



Edmund Mah, GM (Finance) of Keppel O&M, shares insights from his finance career with the Singapore Accountancy Commission

Keppel Corporation is among the first companies to become an Accredited Training Organisation (ATO) for the Singapore Qualification Programme (QP), which provides a pathway for individuals from accounting as well as non-related backgrounds to attain a professional accreditation as a Chartered Accountant of Singapore.

Mr Edmund Mah, GM (Finance) of Keppel Offshore & Marine (Keppel O&M), who represents the Group as a Training Principal for the Singapore QP, was recently interviewed by the Singapore Accountancy Commission (SAC). *OM Newsletter* highlights excerpts of the interview.

Q: Your role in finance has brought you around the world, hasn't it?

Edmund: Yes, Keppel believes in giving its staff a lot of exposure. In 1994, I was posted to Ho Chi Minh City, Vietnam, to set up the accounting systems for our

shipyard as well as manage relations with partners and the local authorities. Vietnam was just opening up to foreign investors then and it wasn't easy navigating the new laws and requirements.

Later, I left Keppel briefly before rejoining the Group via its property development joint venture, which was embarking on an overseas township project. I returned to Keppel Offshore & Marine (Keppel O&M) in 2001 and was tasked to take on the CFO role at our shipyard in Texas where I spent almost five years before returning to Singapore.

Q: What were some of the challenges you faced in your role as CFO?

Edmund: Besides managing the financial aspects of the company, you also have to look at other business areas. Challenging as it may be, the rewards were priceless. Upon returning to Singapore in 2006, I was appointed the financial controller of Keppel Shipyard and, in 2010, became GM (Finance) of Keppel O&M. In my current role, I travel regularly to meet with the CFOs and finance teams of our overseas units.

Q: What are some of the aspects you enjoy most about your current role?

Edmund: I get to look at things from a more global perspective, and every day is different because of new challenges that arise. I also enjoy interacting with our CFOs and finance teams from around the world. The fact that we are among

the world's best when it comes to constructing these complex mammoth structures that drill for oil and gas is something that I am very proud of.

Q: How does enterprise risk management factor into your role?

Edmund: Keppel O&M is a project-based company and our shipyards have multiple jobs taking place simultaneously. The company prides itself on delivering projects safely, on-time and on-budget. As accountants and finance professionals, we assess, monitor and report risks that may impact its ability to do so.

For example, we'll conduct a thorough risk assessment of each new contract before taking it on. And once we've committed to a project, we'll track the risk indicators and prepare mitigating actions. We also examine the macro-conditions of the countries in which we operate; this involves currency matters and local regulatory frameworks, for example.

Q: Keppel Corporation is among the pioneering companies to become an ATO for the Singapore QP. What is the significance of Keppel's participation?

Edmund: Given the nature of our industries, Keppel's talent pool comprises more engineers than accountants. As we grow our businesses overseas, we will need a strong pool of accountancy and finance professionals. Singapore QP is one platform where we can develop and train our staff well.

Growing with Singapore

In celebration of Singapore's 48 years of independence, Keppel FELS held a National Day Observance Ceremony on 12 August 2013. Starting with a flag-raising ceremony, participants recited the Singapore pledge. The annual event was attended by Keppel Offshore & Marine (Keppel O&M) management, Keppel FELS Employees Union (KFEU) Executive Committee members, as well as Keppel FELS employees who work at Pioneer Yard.



Guest of Honour Mr David Ong Kim Huat (front row, second from right), Advisor to KFEU and Member of Parliament for Jurong GRC, joined Keppel O&M management, KFEU Executive Committee members, as well as Keppel FELS employees to recite the Singapore pledge at Keppel FELS' National Day Observance Ceremony

Advisor to KFEU and Member of Parliament for Jurong GRC, Mr David Ong Kim Huat, graced the event as Guest of Honour.

Mr Tong Chong Heong, CEO of Keppel O&M, shared, "On this occasion, we honour 48 years of

Singapore and the stories that have helped make us who we are. The Keppel story is very much a Singapore story. This year, Keppel celebrates its 45th anniversary. Our growth has been in tandem with our nation's remarkable rise."

The event also saw the company honouring 59 of its long-serving employees whose hard work over the years have contributed to the progress of Keppel and the Singapore rig-building industry.

National support



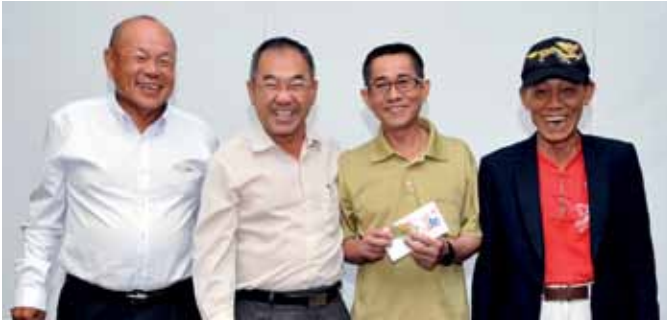
Mr Michael Chia (centre), MD (Marine) of Keppel O&M, receiving a Commander's Coin on behalf of Keppel Shipyard from BG Lam Shiu Tong (right), the Commander of the 2nd People's Defence Force, while Mr Abu Bakar Mohd Nor, CEO of N-KOM looks on

Brigadier General (BG) Lam Shiu Tong, the Commander of the 2nd People's Defence Force, presented Keppel Shipyard with a Commander's Coin in recognition of the company's support and commitment towards National Service.

BG Lam visited Keppel Shipyard on 28 June 2013. He was hosted by Mr Michael Chia, MD (Marine) of Keppel Offshore & Marine (Keppel O&M) and Mr Abu Bakar Mohd Nor, CEO of Nakilat-Keppel Offshore & Marine (N-KOM) and holding the NS appointment Brigade Commander, 27th Brigade, 2nd People's Defence Force.

Touring Keppel Shipyard, BG Lam has learnt about Keppel O&M's business and operations.

Celebrating evergreen Keppelites



Smiles abound at the Keppel O&M retirees appreciation lunch held on 29 June 2013. (Clockwise from top left) Mr Tong Chong Heong (second from left), CEO, Keppel O&M, posing for a photo on stage with the retirees who performed at the lunch; Conveying his appreciation to the retirees at the lunch, Mr Choo Chiau Beng, Chairman of Keppel O&M and CEO of Keppel Corporation was all smiles as he chatted and shook hands with the retirees; Mr Chow Yew Yuen (standing), COO and CEO-designate, Keppel O&M, going around to thank the retirees for their loyalty and long service to the company. To his left is Mr Leong Hon Fai, a Chargehand at Keppel FELS who is the longest serving Keppelite in the 2013 batch of retirees; Mr Hoe Eng Hock (second from left), MD, Keppel Singmarine, served in the Keppel Group for nearly 38 years and is among the 97 Keppelites to have reached retirement age this year

People have always been the lifeblood of Keppel. As such, we also appreciate retiring and evergreen Keppelites who have contributed to the growth and development of the Group.

On 29 June 2013, Keppel Offshore & Marine (Keppel O&M) held an Appreciation Lunch for 97 Keppelites who have reached, or are reaching retirement age this year. Many of them are continuing work with Keppel O&M. These Keppelites have served an average of 32.8 years with Keppel O&M in functions spanning Commercial, Engineering, Machinery, Security and Operations, among others.

Among the retiring Keppelites are Mr Hoe Eng Hock, MD of Keppel Singmarine, who has served in the Keppel Group for close to 38 years, Mr Toh Ko Lin, ED of

Keppel Singmarine and President of Keppel Philippines Marine, Inc who has dedicated 24 years to the Group.

Mr Wong Weng Ong has stepped down as President of the Shipbuilding and Marine Engineering Employees' Union (SMEEU) as of 5 July 2013 after serving almost four decades. He will now serve as Consultant to SMEEU. Another true blue Keppelite is Ms Foong Han Oi, Personal Assistant to Mr Tong Chong Heong, CEO of Keppel O&M, who has served in Keppel for 43 years.

The longest serving amongst these evergreen Keppelites is Mr Leong Hon Fai, a chargehand of the Mechanical Department at Keppel FELS, who started work at Keppel Shipyard in 1967, clocking

a total of 45.6 years of service. Mr Leong commented, "I find my work at Keppel fulfilling as it is the first company in Singapore to build offshore rigs, and I have had the opportunity to be exposed to challenging but interesting work overseas in Azerbaijan and Myanmar. I find it meaningful to be part of the team who has made Keppel into a global leader today."

At the lunch, Mr Choo Chiau Beng, CEO of Keppel Corporation and Chairman of Keppel O&M, and Mr Tong Chong Heong, CEO of Keppel O&M, expressed their appreciation to the long-serving staff for their dedication and deep loyalty to the Group.

"Over the years, Keppel O&M has differentiated itself by having a strong and productive workforce. We operate like a family and we

value loyalty and long service. I am happy to see that we have many among us who are committed to the Keppel core value of teamwork and have contributed many years to Keppel. Thanks to all of you, Keppel has grown into a large conglomerate today," Mr Choo commented.

Echoing Mr Choo's remarks, Mr Tong added that Keppel O&M has come a long way from the early days when the pioneers had to fight for the shipyard's survival, and the group's success today can be attributed to the loyal service and hard work of the many past and present Keppelites. Both Mr Choo and Mr Tong urged the younger Keppelites to emulate the good examples of past Keppelites

and to continue to work hard to sustain Keppel Group in leadership position.

Just as one chapter closes, another opens. Retirees and former Keppelites are encouraged to continue to keep in touch and share their experiences through the Keppel O&M Alumni, which organises annual networking events. Through sharing their experience, they help keep the Keppel spirit burning.

This year's Keppel O&M Alumni Dinner, held at the Carlton Hotel on 18 July 2013, was another joyful reunion.

The 'retro' themed dinner was peppered with memorable

anecdotes and fond memories, with a slide presentation by former helmsmen of Keppel Philippines – Mr Hoe Eng Hock, Mr Goh Boon Kiat and Mr Fong Ying Yew. Their sharing brought back memories of the challenging start-up days and tough economic conditions when Keppel Philippines was pushing growth. Mr Ong Tian Khiam, former Engineering Manager at Far East Levingston Shipbuilding (forerunner of Keppel FELS), also shed colour to the formative years when Singapore began the rig building business.

It was a good walk down memory lane, amidst the company of near life-long friends.



Keppel Offshore & Marine Alumni Dinner 2013 was a lively and enjoyable reunion of Keppelites past and evergreen. (Clockwise from top left) Mr David Chin (centre, in green), Chairman of the Keppel O&M Alumni Committee, gathers round the table with Keppel alumni members; Mr Tong Chong Heong (second from left), CEO of Keppel O&M, Mrs Tong (far left), Mr Chow Yew Yuen (centre), COO and CEO-designate of Keppel O&M, Mr Loh Chin Hua (second from right), CFO and CEO-designate of Keppel Corporation and Mrs Loh; Mr Goh Toh Sim (far left), Chief Representative (China) of Keppel Corporation, Mr Lai Ching Chuan (second from left), GM (Corporate Development / Planning) of Keppel Corporation, Mr Seow Tiang Keng (centre), Electrical & Instrumentation (Production) of Keppel FELS, Ms Wang Look Fung (second from right), Director (Group Corporate Affairs) of Keppel Corporation, and Mr Chee Jin Kiong, Director (Group HR) of Keppel Corporation; Mr Choo (centre) with Mr Tan Cheng Hui (far left), Senior GM (Engineering) of Keppel Singmarine, Mr Charles Foo (second from left), Director/Advisor of KOMtech and Keppel alumni Mr Quek Tee Dhye (second from right) and Mr Ronald Pereira

Running for a cause

Keppel Offshore & Marine (Keppel O&M) is the proud platinum sponsor of the Jurong Lake Run 2013, an annual sporting fundraising event organised by



Over 50 Keppel O&M participants joined some 15,000 Singaporeans at the Jurong Lake Run 2013

the Taman Jurong Community Sports Club.

On 7 July 2013, over 50 Keppel O&M participants joined some 15,000 Singaporeans from around the island in the 6-km and 10-km race segments, as well as a 3-km Community Walk-a-Jog.

Gracing the event was Mr Tharman Shanmugaratnam, Deputy Prime Minister (DPM) and Minister for Finance, who was joined by Ms Grace Fu, Minister in the Prime Minister's Office and Second Minister for the Environment and Water Resources & Foreign Affairs, as well as representatives from the Jurong GRC grassroots

organisations and various community groups.

During the event, DPM Shanmugaratnam presented a plaque to Mr Tong Chong Heong, CEO of Keppel O&M, in appreciation of the company's strong support towards the event.

This was followed by a cheque presentation to the beneficiaries, which include Club Heal, Lakeside Family Centre, Beacon of Life and Promisedland Community Services.

This is the second year running that Keppel has supported this event. Keppel Land sponsored the Jurong Lake Run in 2012.

Vertical challenge

To encourage employees to stay fit and raise funds for a good cause, Keppel Care Foundation supported the Community Chest Heartstrings Walk as a Contributing Partner, with a donation of \$40,000.

Some 50 Keppelites took part in the event on 18 August 2013, which comprised a four-km walk along the waterfront promenade of Marina Bay Sands and a vertical marathon up 57 storeys to the Sands SkyPark.

The participants from Keppel Offshore & Marine (Keppel O&M) are regular faces at the annual vertical marathon event. Among

them is Mr Wong Chou Soon, Project Manager at Keppel Shipyard who, despite his injured kneecaps, completed the marathon for the third consecutive year.

His team clinched the second runner-up position in the race under the corporate category. Chou Soon enthused, "The gruelling climb to the top of the building represents overcoming obstacles we face in our lives.

"Putting the Keppel *Can-Do!* spirit to the test, I wanted to challenge myself to accomplish the feat again this year. I also wanted to use this

opportunity to encourage the Community Chest beneficiaries who took part in the race to persevere in times of difficulty."



Celebrating their win as second runner-up of the vertical marathon, Keppelites (in red, from left to right) Wong Chou Soon, Yong Wei Der, Allan Low and Png Zhi Young of Keppel Shipyard receive their trophy from Mr George Tanasijevich (far left), President and CEO of Marina Bay Sands, joint organiser of the Community Chest Heartstrings event

The power of women



Keppel O&M's senior management enjoying a robust discussion with female Keppelites

To create a better and a more conducive working environment for females at Keppel Offshore & Marine (Keppel O&M), a staff engagement session with Keppel O&M senior management was held on 8 July 2013, attended by 140 female employees from the Production and Engineering departments across the group.

Four female employees were invited to share their experiences working in Keppel O&M. One of them was Ms Ong Keow Koon, Assistant Project Manager (Operations) at Keppel Shipyard, who shared on the opportunities she was given.

She added, "Through such sessions organised by HR, we feel appreciated and valued by the organisation. The fact that senior management from across Keppel O&M's business units could attend and spend an afternoon with us showed their commitment and interest in our development. I feel honoured to be part of a company that encourages female participation in a largely male



Ms Joanne Wong (standing), Senior Marketing Executive, Keppel FELS, joined other female colleagues to share their views about how females are contributing to the bottomline of the company

dominated industry and which gives us equal opportunities. I look forward to the exciting opportunities and challenges ahead!"

Participants also engaged senior management on pertinent issues such as ways to improve working conditions, and the company's performance and strategic direction.

During the session, Mr Tong Chong Heong, CEO of Keppel O&M, noted that more females have joined the company in

recent years and highlighted the important roles that they now play in driving Keppel O&M's growth.

A good example is Ms Wong Xin Yi who was the first female to be made Project Manager of a jackup drilling rig, which was delivered early and to the satisfaction of the Mexican customer.

The robust feedback session ended on an encouraging note that our female colleagues are vital team members across the yards in Keppel O&M.

Growing global talents



Through a rigorous work and study programme in Singapore, the young Brazilian Keppelites gained a broader understanding of Keppel and the offshore and marine industry

It is not always that you meet kindred spirits far away from home. But, to their pleasant surprise, nine young Brazilian Keppelites found much common ground with their colleagues from across the globe.

Together with colleagues from Keppel's 20 yards worldwide, the nine were in Singapore for a five-month long rigorous work and study programme, which included hands-on training at Keppel FELS, Keppel Shipyard and Keppel Singmarine, as well as a technical course at Ngee Ann Polytechnic.

Bruno Haruo Uemoto, Engineer (Crane), BrasFELS, enthused, "We got to meet Keppelites from Azerbaijan, the US, the Philippines and Qatar. Sharing on our workplaces, we discovered that while we might have slightly

different systems or procedures, our focus and values are the same – for example, we are all committed to safety, quality and good service."

Fabiano Vieria, Engineer (Electrical), Keppel Singmarine Brasil, echoed these sentiments, "Though we might be from very different backgrounds, we became fast friends and shared our knowledge and ideas readily. I think our good rapport comes from us having the same core values."

TIMELESS QUALITIES

As part of their training in Singapore, the Brazilian Keppelites got to interact with senior colleagues, who shared colourful stories on the group's growth to global prominence from its humble beginnings as a small ship repair

yard. Through their passionate accounts, it was plain to see that the group's core values have persisted not only across borders but also through the ages.

Rodrigo Alexandre Maillard, Operation (Construction), BrasFELS, elaborated, "We got to speak with colleagues who have been with Keppel some 20, 30 and even 40 years. They explained that Keppel's *Can-Do!* attitude has helped it soldier on through good and tough times, and gone a long way towards persuading customers to trust it with new ventures and landmark projects.

"Today, while Keppel's businesses in Singapore are successful, its people continue to pursue continuous improvement. I guess they know from experience that to stay relevant, it is necessary to work relentlessly towards betterment."

BROADENED PERSPECTIVES

Apart from insights into Keppel's strong culture, the Brazilians also gained a fuller picture of the group's strengths and strategies.

"I have heard quite a bit about Keppel FELS and Keppel Shipyard from my Singaporean colleagues at BrasFELS. However, I was not able to fully visualise the operations of these yards. For instance, I could not conceive how Keppel FELS organises itself to deliver 20 rigs in a single year," shared Marcelo Mazia Enami, Engineer (Hull) of BrasFELS.

"It was only after I saw first-hand

the structure and logistics of the yards here that the pieces of the puzzle fell together. I realised that the capabilities of the yard is also dependent on the larger offshore and marine eco-system, which includes its customers, industry partners and suppliers."

Sergio Daniel Monteros Rojas, Commissioning (Mechanical), BrasFELS, added, "We visited Bintan Offshore in Indonesia, which supports Keppel FELS by fabricating various rig components. It was interesting to note the various type of collaborations between Keppel's yards as BrasFELS undertakes joint projects with its sister yards in Singapore too."

These collaborations have facilitated the efficient completion of mega-projects. They have also spurred the exchange of knowledge and technology. For instance, BrasFELS has worked with Keppel Shipyard to serve up the group's quality conversion services. Most recently, the Floating Production Storage and Offloading (FPSO) unit FPSO Cidade de Paraty proceeded to BrasFELS for the fabrication, integration and installation of topside modules after pre-conversion at Keppel Shipyard.

GOING BEYOND

Romeia Satie Sartori, Engineer – Shipwright (Painting), BrasFELS, commented, "Through the intensive DCMOT course and our interactions with various colleagues, we learnt about the full value chain of the offshore and

marine industry. This has given me a better appreciation of the direction of BrasFELS and Keppel as well as the needs of our customers."

Adriano Henrique Da Silva, Engineering (Piping and Hull), BrasFELS, noted, "As we grow in our careers, it is important that we know the rationale behind our customers' requests. Our understanding of their needs

will help us provide them with meaningful solutions and viable alternatives.

"I am grateful for this opportunity to come to Singapore for this work and study programme. During the time here, we really got to focus our energies on learning more about the industry and Keppel, adding to our knowledge and sharpening our skills."

Steering young minds



BrasFELS recently hosted students from NUS Faculty of Science students

Eager young minds from National University of Singapore's (NUS) Faculty of Science were at BrasFELS on 5 July 2013 to learn more about Keppel's operations in Brazil.

Through a tour of the facility, the NUS students gained a better understanding of Keppel's strategies and capabilities.

Visits to Singapore companies such as Keppel formed part of the student's two weeks programme, which is focused on Brazil's biodiversity, environmental protection and sustainable development achievements and measures.

Keeping the rivers flowing



Volunteers from Keppel Subic Shipyard helped to carry out an extensive clean-up at the Asinan and Wawandue Rivers

Clogged with waste, the waters of the Asinan and Wawandue Rivers in Subic, Zambales, in the Philippines, flood the river banks when the rainy season comes along. This is one of the unintended effects of population growth in the area as a result of economic development.

On 6 July 2013, 14 volunteers from Keppel Subic Shipyard joined hands with The Fisherfolk Association of Subic Bay, Philippine Coast Guard, the maritime police, the local

government and other community members to clean up the rivers. This is part of a series of efforts by the local community in Subic to prevent the regular floods.

President of Keppel Subic Shipyard, Mr Leong Kok Weng, shared, "At Keppel, we are committed to giving back to communities in which we operate, and are glad to support this campaign to clean up the coast and rivers of Subic. This will help ensure a cleaner and safer living environment for all."

Fostering friendship

Nakilat-Keppel Offshore & Marine (N-KOM) held its first Ghabga gathering on 31 July 2013 at the Al Wosail Ballroom at the Ritz Carlton in Doha, Qatar.

Organised in the Muslim holy month of Ramadan, the dinner was attended by N-KOM's key vendors, customers and employees, and was a platform for N-KOM to strengthen its bonds with its stakeholders.

During the laughter-filled event, CEO of N-KOM Mr Abu Bakar Mohd Nor exchanged warm Ramadan greetings with guests and partners.

A popular social tradition in the Arabian Gulf region, Ghabga is one of the meals taken during

Ramadan, and is usually a festive affair. Ghabga gatherings are held every year to promote friendship, brotherhood and a sense of community.

N-KOM is a joint venture shipyard established by Nakilat and Keppel O&M. N-KOM forms part of the Erhama Bin Al Jalahma Shipyard, a

cluster of shipyard facilities located in the Ras Laffan Industrial City in Qatar. Since its inception in 2010, N-KOM has built up a creditable track record of over 100 projects comprising LNG and liquefied petroleum gas (LPG) carriers, tankers, container ships, offshore support vessels, buoys and jackup rigs.



N-KOM gathered with vendors, customers and employees for Ghabga during the Muslim holy month of Ramadan

Making a bald statement



Only the Tough go Bald! 107 Keppel Shipyard staff and their customers rallied together to have their heads shaved on 26 June 2013 in support of Hair for Hope, a fundraising event by Children's Cancer Foundation. The "hair-razing" event chalked up more than S\$20,000 in donations



Hair today, gone tomorrow – Ms Gladys Lee, an Assistant Manager at Keppel Shipyard, loses her locks for charity



Mr Paul Ferderick (centre), Construction Manager at INPEX (a Keppel Shipyard customer) and his site team members go through a "hair-razing" experience for charity

107 Keppel Shipyard staff and customers had their heads shaved on 26 June 2013 in support of Hair for Hope by Children's Cancer Foundation. The "hair raising" event is one of several corporate social responsibility (SR) activities undertaken by Keppel's staff in Singapore and overseas gearing up for the Keppel Community Month in August.

Ms Gladys Lee, 34, an Assistant Manager at Keppel Shipyard, was the brave rose amongst the thorns who gave up her lovely locks for

charity. "I lost two family members to cancer, so this cause is very close to my heart. I told the organising committee that I will shave my head if they bring the event to the yard, and they did! I was just doing what I can for charity," she shared.

Mr Paul Ferderick, Construction Manager from INPEX, Keppel Shipyard's customer, said, "I have always wanted to go bald – so this is the perfect opportunity for me to do so, and for good cause as well!"

Keppel Shipyard raised more than S\$20,000 for Children's Cancer Foundation with the event, and achieved the most number of shaves by a corporate for this initiative.

Hair for Hope is Children's Cancer Foundation (CCF) signature fundraising event – the only head-shaving event in Singapore that serves to raise funds and awareness of childhood cancer. Hair for Hope is in its 11th year running this 2013.

Colour my world



BrasFELS employees opening a window to the world through reading and drawing with children of needy families

It was a wintry day turned sunny as the BrasFELS volunteers and children spent a fun-filled day reading and drawing.

The more than 150 books used for the reading session were collected at a donation drive organised by

Keppel FELS Brasil and BrasFELS. Inspired by the volunteers' animated story-telling, a few of the children even stepped up to the challenge of reading out loud to their friends. Following that, the children were engaged in illustrating the stories they had

just heard. To the delight of the children, prizes were presented to those who showed exceptional creativity.

Ms Fabiana Maria Diniz, a teacher at FEBEME, shared that the session was not only educational and entertaining for the children, but also helped the centre to understand their charges better.

She said, "I intend to share these drawings with a psychologist who might be able to provide some insights into the children's behaviour and personalities. With a better understanding of the children, we can then adapt our teaching styles to better reach out to them."

Let's have fun

As part of Keppel Group's commitment to give back to communities where it operates, Caspian Shipyard Company (CSC) adopted the Special Boarding School for Children with Speech Impediment, and organised a fun-filled outing on 17 August 2013 for 31 of the school's children.

Chaperoned by 15 volunteers from CSC, the children spent a memorable day at some of Baku's favourite entertainment centres such as the Seaside Boulevard and Park Bulvar Shopping Centre, where both volunteers and

children challenged one another to arcade games. The day of fun and laughter continued with the movie "The Smurfs 2", the well-loved cartoon that has moved from the television to the big screen in recent years. All the children returned to the boarding school tired but happy that they had spent an enjoyable day out.

In addition to organising outings for the children, CSC has helped the school by taking care of some of their needs such as providing 20 new dining tables and refurbished chairs for the school's canteen.



Caspian Shipyard Company volunteers and children from the Special Boarding School for Children with Speech Impediment battling it out in the arcade

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Fifth semi for Floatel

Keppel FELS Limited (Keppel FELS) has been awarded another contract by Floatel International Ltd (Floatel) to build an accommodation semisubmersible (semi).

This is the fifth contract with Floatel - Keppel FELS previously delivered Floatel Superior and Floatel Reliance in 2010, and is currently constructing two more semis – Floatel Victory and Floatel Endurance.

Scheduled for delivery in 4Q 2015, the semi will be a sister vessel to Floatel Victory and will be built to Keppel's proprietary SSAU™5000NG design.

Mr Wong Kok Seng, Managing Director (Offshore) of Keppel Offshore & Marine and Managing Director of Keppel FELS said, "We have a strong track record in the design and construction of accommodation semis. This fifth order is a reflection of the win-win partnership we have built with Floatel, the strength of our rig designs and the reliability of our execution. The SSAU™5000NG is customised for operations in deep and harsh environments with world class safety and efficiency."

"I am pleased to report that works on Floatel Victory and Floatel Endurance are progressing on schedule and we look forward to providing yet more quality vessels to Floatel safely, on time and within budget."

Able to accommodate up to



The fifth accommodation semi which Keppel FELS is building for Floatel will be a sister vessel to Floatel Victory (shown above). Built to Keppel's proprietary SSAU™5000NG design, it will be able to accommodate 500 persons, have ample recreation areas as well as office facilities while meeting the most stringent rules and regulations for worldwide operations

500 persons in one- and two-man cabins, the new semi will have state-of-the-art accommodation and recreational facilities that provide increased comfort for its occupants.

Mr Peter Jacobsson, CEO of Floatel said, "Floatel Superior and Floatel Reliance, which are in our operating fleet, are both committed on long term contract and our two new buildings, Floatel Victory and Floatel Endurance are committed for work immediately on delivery. This latest order is another significant addition to our fleet of high end accommodation vessels which will further enhance our offerings to the market."

The new semi will incorporate the latest technology such as Dynamic

Positioning (DP) 3 capability and enhanced station-keeping, enabling it to operate securely alongside fixed platforms, floating platforms and Floating Production Storage and Offloading Vessels, with a full complement of deck cranes, a large open deck area, workshops and fire fighting capabilities.

Mr Jacobsson added, "In teaming up with Keppel FELS, we are able to assure our customers of having a technologically advanced rig which is environmentally friendly and cost efficient. Gauging from past deliveries, we have always received the rigs on or ahead of time and I am confident it will be the same for our next rigs, which can then start work earlier for our customers."