

# OFFSHOREMARINE

A newsletter of Keppel Offshore & Marine

January – February 2014

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## STRENGTHENING FPSO PARTNERSHIPS

**Tallest jackup rig  
for China waters**



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In recognition of the immense contributions and dedication of Mr Choo Chiau Beng and Mr Tong Chong Heong, who have retired on 1 January and 1 February 2014 respectively, Keppel Corporation's Chairman Dr Lee Boon Yang, CEO Mr Loh Chin Hua and Board of Directors hosted celebration dinners for the two Keppel men. The dinners, well attended by Directors, Keppelites, their spouses, unions and subcontractors, were memorable evenings filled with fond personal recollections and sentimental anecdotes conveyed by the two men's colleagues, subordinates, union friends and customers.

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OffshoreMarine is a bi-monthly publication of Keppel Offshore & Marine Ltd  
50 Gul Road, Singapore 629351  
Tel: +65 6863 7200  
Fax: +65 6261 7719 / 6265 1927

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# Third rig contract from UMW

Keppel FELS has secured a contract from UMW Drilling 8 (L) Ltd, a wholly-owned subsidiary of UMW Oil & Gas Corporation Sdn. Bhd. (UMW Oil & Gas), for a KFELS B Class jackup rig.

This third KFELS B Class jackup rig for UMW Oil & Gas is scheduled for delivery in 3Q 2015. The first jackup was delivered in February 2013 and the second is expected to be completed by 2Q 2014.

Mr Rohaizad Darus, President of UMW Oil & Gas, said, "The KFELS B Class rigs are efficient drilling platforms with industry-leading features and have been well-received by the market. Our first

jackup constructed by Keppel FELS, UMW NAGA 4, is currently deployed in offshore Malaysia while our second rig, UMW NAGA 5, is expected to be delivered in May this year and has already secured a charter from Nido Petroleum Philippines.

"We have acquired another KFELS B Class jackup from Keppel FELS to enable UMW Oil & Gas to accelerate the growth of our assets portfolio and meet the strong demand for premium jackup drilling rigs in the Asia Pacific region. Keppel FELS is a good partner in delivering high quality rigs on time and without incidents. Teaming up

with the world's leading rig builder is a boost to our aim of being Malaysia's premier drilling contractor."

Mr Wong Kok Seng, MD (Offshore) of Keppel O&M and MD of Keppel FELS, said, "We are glad that UMW has chosen to build a third rig to the KFELS B Class design. Having our own proprietary rig designs empowers us to customise solutions for each client to suit their unique requirements in the shortest time possible. This gives us a huge competitive advantage in terms of responding to clients' needs, which are changing with the advancement of drilling technology."

The new rig is the 75th KFELS B Class ordered since 2000. Developed by Keppel's technology arms, Offshore Technology Development and Bennett Offshore, the KFELS B Class jackup rig is able to operate in water depths of 400 feet, drilling depths of 30,000 feet, and accommodate up to 150 men.

The KFELS B Class rig incorporates Keppel's advanced and fully-automated high capacity rack and pinion elevating system and self-positioning fixation system. It provides maximum uptime with reduced emissions and discharges. For its environmentally-friendly features, the KFELS B Class design was bestowed the Prestigious Engineering Achievement Award from Institution of Engineers Singapore in 2009.



UMW Oil & Gas' first KFELS B Class jackup rig, currently deployed in offshore Malaysia, bears testament to Keppel FELS' ability to deliver high quality rigs on time and without incidents

# 500 feet water depth jackup for China waters



Mr Wong Kok Seng (left), MD (Offshore) of Keppel O&M and MD of Keppel FELS signing the contract with Mr Fan Qing Hua, Director of TS Offshore as management from Keppel and TS Offshore look on

Keppel FELS announced on 3 March 2014 a contract secured from TS Offshore Limited (TS Offshore), to construct an ultra-high specification jackup rig, one of the first with the ability to work in such deep water depths. Scheduled for delivery in 1Q 2017, it will be the first jackup built to Keppel's new proprietary KFELS N Plus design.

With its leg measuring 678 feet or about 68 storeys tall, and a maximum combined drilling load of 3,860 kips, the KFELS N Plus is able to meet stringent operating requirements for the most challenging wells. It can work at a maximum water depth of 500 feet, drill to depths of 35,000 feet, and is equipped with a 100 feet cantilever outreach.

When delivered, it is expected to be deployed in the Eastern China Sea but will also have provisions

built in to enable the rig to operate in the North Sea.

Dr Xiong Shaohui, Chairman of TS Offshore, said, "The KFELS N Plus rig is a robust and cost-efficient rig with distinctive safety and operational features. It is one of the world's most advanced rigs of its class with better drilling capabilities, a superior cantilever load performance, a larger deck space, a higher variable load and enhanced accommodations. We are confident it fills the gap for ultra-high specification rigs needed in the Eastern China Sea or almost anywhere in the world with a need for high specification and deepwater jackup rigs.

"We have chosen to build this unit in Singapore to meet specific customer requirements. Keppel FELS was probably the only yard able to provide us with such a high specification rig customised to our

needs that would be well received by the market. With their strong delivery track record, we are also assured of receiving a high quality rig on time and in a safe manner, thus minimising any need for supervision during construction. Our strategic partnership with Keppel FELS will enable us to create value on our investments and grow our presence in this industry."

Developed by Offshore Technology Development (OTD), Keppel's R&D arm, the robust KFELS N Plus jackup is an enhancement of Keppel's proprietary KFELS N-Class design, three of which have been successfully operating in the North Sea.

Mr Wong Kok Seng, MD (Offshore) of Keppel O&M and MD of Keppel FELS said, "We are delighted that TS Offshore has chosen to build their rig for the Eastern China Sea to our ultra-robust and ultra-high specification KFELS N Plus design. This rig is the combination of Keppel's unique experience in designing and building rigs both for the North Sea as well as other parts of the world. It has the versatility to operate efficiently in areas where the operating foundation conditions pose considerable installation challenges."

# 10th FPSO for Bumi Armada



(From left) Mr Richard King, Country Manager of KUPPEC Australia; Mr Chow Yew Yuen, CEO of Keppel Offshore & Marine; Yang Amat Mulia Tunku Ali Redhauddin, Chairman of Bumi Armada; Mr Hassan Assad Basma, ED and CEO of Bumi Armada; and Mr Faron Thibodeaux, Regional VP (Australia) & MD of Apache Energy, at the sail-away ceremony of Armada Claire

Keppel Shipyard marked another project milestone on 8 February 2014 with the sail-away ceremony of the Floating Production Storage and Offloading vessel (FPSO) Armada Claire for its repeat customer Bumi Armada Berhad (Bumi Armada).

Armada Claire is the tenth successful collaboration since 1997 between Keppel and long-time partner Bumi Armada. The project teams of both companies achieved over five million safe man-hours

without lost-time incidents, a testament to their strong rapport and shared commitment to safety and execution excellence.

Leased by Apache Energy, Armada Claire will support production activities of the oil and gas company in the Balnaves Field off the northwest coast of Australia. The FPSO is capable of processing 80,000 barrels of oil and 50 million cubic feet of natural gas per day, and has a storage capacity of 750,000 barrels of oil.

Keppel Shipyard's scope of work for Armada Claire included the repair and life extension of the marine system, topsides and turret; demolishing of topside modules and installation of new modules; fabrication and installation of a Riser Turret Mooring System; refurbishment of accommodation facilities, HVAC (heating, ventilation, and air conditioning) systems and flare tower; and modification of the helideck.

# Landmark arrival of P-61



Designed by FloaTEC LLC, a joint venture between Keppel FELS and McDermott, P-61 is the first TLWP to be built in Brazil

P-61, Brazil's first Tension Leg Wellhead Platform (TLWP), has arrived in the Papa Terra field, in the Campos Basin located near Rio de Janeiro, Brazil.

The TLWP P-61 was designed by FloaTEC LLC, a joint venture between Keppel FELS and McDermott focused on floating production systems. The lower hull of P-61 was built at BrasFELS, while the topsides were constructed at Keppel FELS. The components were then integrated by BrasFELS, fulfilling local content requirements.

Addressing BrasFELS, Everton Rebelo, Project Director of P-61, Petrobras, shared that the success of the P-61 project would not have been possible "without the relentless and remarkable support of BrasFELS".

Being the first TLWP designed and constructed for Brazil, the P-61 project has had its fair share of challenges. However, with good teamwork and communication between FloaTEC, Keppel, McDermott and Petrobras, this project has been able to advance soundly and steadily.

Moored by piles and tendons, TLWP P-61 will work together with the Floating Production Storage and Offloading (FPSO) unit P-63, which has begun producing oil at the field. Together, the units are able to produce 140,000 barrels of oil per day (bopd).

Petrobras has successfully achieved its target of nine offshore platform deliveries by 2013. Keppel O&M has been a part of four of the nine projects – namely, FPSO P-58,

FPSO Cidade de São Paulo, FPSO Cidade de Paraty and TLWP P-61 – underlining the group's efforts to contribute to the growing offshore and marine sector in Brazil.

BrasFELS is one of Keppel's two yards in Brazil. Operated by Keppel since 2000, the yard has delivered a number of milestone projects for the country such as three mammoth Floating Production Units, P-51, P-52 and P-56.

Currently, BrasFELS' ongoing projects include the newbuilding of six DSS™ 38E semisubmersibles, and topside fabrication and installation for three FPSO units.

# Hull arrival

The DSS™ 38E unit Urca – the first of six semisubmersible drilling rigs being constructed by Keppel Offshore & Marine (Keppel O&M) for Sete Brasil – is on track for delivery by end-2015.

Urca's lower hull, which forms the bottom half of the drilling rig, arrived at BrasFELS, in Angra dos Reis, Brazil, from Singapore on 23 January 2014.

At BrasFELS, components of the rig are being assembled into megablocks. These will soon be fitted to the lower hull using the yard's new 2,000-tonne gantry crane.

Mr Chow Yew Yuen, CEO of Keppel O&M, said, "The arrival of the lower hull of the first DSS™ 38E semisubmersible rig in Brazil marks a significant milestone for Keppel, Sete Brasil and Queiroz Galvão Óleo e Gás (QGOG). It reflects our collective resolve and commitment to execute well the construction of the six drilling rigs while meeting the local content requirement. In building the rigs for Sete Brasil, we are leveraging the synergy of Keppel's global network of yards, and the timely arrival of the lower hull of this first rig in Brazil is testament to the strength of our Near Market, Near Customer strategy."

Mr João Carlos Ferraz, CEO at Sete Brasil, highlighted the importance of the project not only for the company but for the country. "This is a time when Sete Brasil, its partners and the Brazilian



Megablocks built and assembled at BrasFELS will be fitted on the lower hull (shown above) of the first DSS™ 38E semisubmersible drilling unit that Keppel O&M is building for Brazil

society have much to celebrate. The arrival of the lower hull of the Urca drilling rig virtually seals the most important components of this semisubmersible rig. Most of what will be installed from now on will be built or assembled in the Brazilian shipyard BrasFELS and, with that, we can already expect that the minimum local content of this first semisubmersible rig will be fully achieved. The work progress of the project is quite accelerated, allowing us to predict that the rig will be delivered within the agreed deadlines."

The Urca project meets Brazil's minimum 55% local content requirement.

The six DSS™ 38E units that Keppel is building for Sete Brasil are to be delivered between 2015 and 2019.

The units have progressive local content ranging from 55% to 65%.

The DSS™ 38E rigs will be capable of operating in 3,000m of water depth and drill to 10,000m. The rigs being constructed at BrasFELS will each have a length of 108 metres, operating displacement of approximately 45,000 tonnes and capacity to accommodate a crew of up to 160 people.

# Safety at the forefront

Reputed for its excellent execution, Keppel O&M also distinguishes itself with its high safety standards. In January 2014, the company was recognised by its partners for achieving safety milestones.

## KEPPEL FELS

To mark Keppel FELS' achievement of two million safe man-hours without lost-time incidents for B342 Project Dukhan, returning customer Gulf Drilling International

(GDI) presented Keppel FELS with a bonus of US\$10,000 on 15 January 2014.

Reflecting on the safety milestone, Timothy Ow, Project Manager at Keppel FELS, said, "Safety is everyone's responsibility so it is important to acknowledge the efforts of all stakeholders, including our client and subcontractors, in attaining such a feat."

Commemorating an achievement of 1 million safe man-hours without lost-time incidents for the ENSCO 5005 project, Matthew Heaviside, Project Manager at EnSCO, presented the Keppel FELS project team with a plaque on 21 January 2014.

"ENSCO 5005 is an extensive repair and upgrading project. As with all projects, it has had its fair share of challenges but it is proceeding well. The shared focus of Keppel and EnSCO on safe and prompt work activities, open communication and good



Mr Mohsen Abdelalim (right), Project Manager at GDI, presents Keppel FELS' Project Managers, Mr Timothy Ow (left), and Mr Tan Lye Soon (centre) with a cheque of US\$10,000 in recognition of B342 Project Dukhan's safety milestone of two million safe man-hours without lost-time incidents



Keppel O&M senior management and the ENSCO 5005 project team celebrated one million safe man-hours without lost-time incidents





Keppel Subic Shipyard Malampaya Phase 3 Project Manager, Mr Wong Jen Ming (left), showcasing the safety commendations presented by Shell Philippines Exploration, B.V. Site Representative, Mr Nathan Stephenson during the weekly HSSE briefing and award distribution

teamwork underpins the good progress of this project,” said Jansen Chua, Assistant Project Manager at Keppel FELS, who is in charge of the project.

The ENSCO 5005 project team, along with Mr Chow Yew Yuen, CEO of Keppel Offshore & Marine (Keppel O&M) and Mr Wong Kok Seng, MD (Offshore), Keppel O&M and MD, Keppel FELS were in attendance at the ceremony, reflecting their commitment to strong safety partnerships.

### KEPPEL SUBIC SHIPYARD

Over in the Philippines, constant monitoring, implementation and improvement of yard-wide safety programmes have ensured a safe environment at Keppel Subic Shipyard even as fabrication work for the Depletion Compression Platform (DCP) for Malampaya Phase 3 Project continues in full gear.

This commitment to safety by Keppel Subic Shipyard has earned recognition from Malampaya’s operator, Shell Philippines



Shell Vice President–Projects Operated, Mr Graham Henley (second from left) presents the safety commendations for the three million man-hours without LTI and 100 Goal Zero Days to Keppel Subic Shipyard President, Mr Leong Kok Weng (third from left)

Exploration, B.V. (SPEX) as the yard achieved more than three million man-hours without lost-time incidents and 100 Goal Zero Days in January 2014.

“The achievement of these safety milestones underscores the importance of safety as we progress towards the completion of the project,” said Mr Graham Henley, Shell’s Vice President–Projects Operated.

“Our safety culture is a product of the collective action and shared ownership of the management

and project teams of SPEX and Keppel Subic Shipyard. While we acknowledge everyone’s contribution to this achievement, we shall continue to be vigilant and avoid complacency in order to ensure that everyone goes home safely to their families after a day’s work at the yard,” said Mr Leong Kok Weng, President of Keppel Subic Shipyard.

“This project is very important to the Philippines and its people. We shall press on and work safely towards its completion and successful delivery.”

# Perfect launch for Perforadora's fourth rig

Keppel AmFELS marked a significant milestone in the construction of its fourth jackup rig for Mexico's Perforadora Central with the launch of the hull on 18 February 2014.

Marking the completion of the hull works, the rig was launched into the sea from the yard's launch way and will now undergo final outfitting, installation of the drilling equipment and remaining leg sections and commissioning prior to the rig's expected completion in 3Q 2014.

Mr Beto Sierra, Project Manager, Keppel AmFELS said, "The success and smooth launching of this rig is a culmination of the strong relationship with Perforadora Central since our first project in 2004 which is built on our commitment to quality, safety and on-time deliveries."

Keppel AmFELS currently also has another jackup rig under construction for Perforadora Central scheduled for delivery in 3Q 2015. It previously completed Tonalá, an ultra premium KFELS B Class jackup in 2004 as well as two LeTourneau S116E rigs Tuxpan and Papaloapan in 2010 and 2013 respectively, for the same customer.

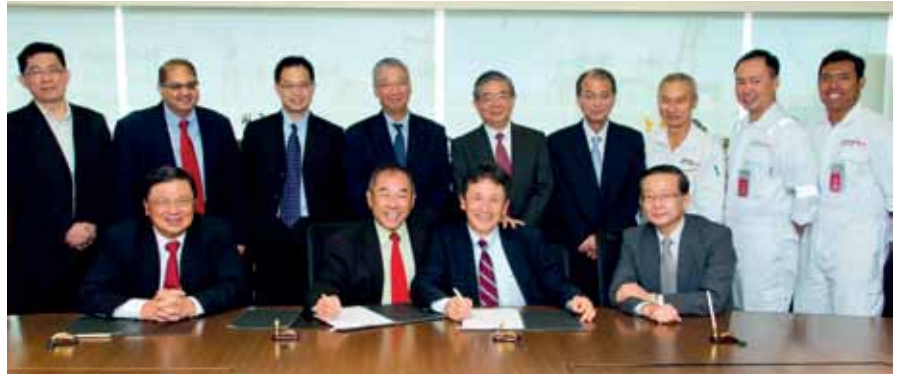


The successful rig launch from Keppel AmFELS

# Trusted repair partner

Keppel FELS has signed a contract with Japan Drilling Company (JDC) to carry out repair and modification works for Hakuryu-5 from April to August 2014.

The contract was inked on 15 January 2014 by Mr Tong Chong Heong, then-CEO of Keppel Offshore & Marine, and Mr Yuichiro Ichikawa, President and Representative Director of JDC.



Mr Tong Chong Heong (seated, second from left), then-CEO Of Keppel O&M, and Mr Yuichiro Ichikawa (seated, second from right), President and Representative Director of JDC, inked another repair collaboration between Keppel and JDC

The two companies previously collaborated on the upgrade and modification of Hakuryu-10, which was completed three days ahead of schedule in 2012.

Last year, Keppel FELS delivered the KFELS Super B Class rig Hakuryu-11 to JDC. Keppel FELS also previously completed two

KFELS B Class jackup rigs for Gulf Drilling International, JDC's joint venture company with Qatar Petroleum.

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# New tug for Baku

Baku Shipyard completed its first project, the newbuilding of a 50-tonne bollard pull azimuth stern drive tug for SOCAR Shipping, on 19 December 2013.

The grand opening of the shipyard took place in September 2013 and

was officiated by Azerbaijan's President Ilham Aliyev.

SOCAR Shipping is a subsidiary of the State Oil Company of Azerbaijan Republic (SOCAR), which has a 65% share in the shipyard. The new tug is expected

to be used to support Baku's new port and its operations.

As the Shah Deniz gas field off the coast of Azerbaijan in the Caspian Sea enters its second stage of development, activities in Baku Shipyard is expected to ramp up to support the country's growing oil and gas sector.

Already, the shipyard has been awarded contracts by SOCAR Shipping to build five crew boats. To be built to a design jointly developed by Keppel Singmarine and Shiptech, the crew boats will be well-suited to operate in the harsh environment of the Caspian Sea.



The 50-tonne bollard pull azimuth stern drive tug, SOCAR-1, is Baku Shipyard's first delivery

# Focusing forward



Keppel O&M executives, led by new Chairman Mr Loh Chin Hua and new CEO Mr Chow Yew Yuen, held two days of in-depth discussions on strategies which will drive the

The record delivery of 21 rigs which Keppel FELS, rigbuilding arm of Keppel Offshore & Marine (Keppel O&M) achieved in 2013 closed the year on a positive note. To kick start a brand new year in 2014, Keppel O&M once again gathered its executives from across its yards worldwide for a strategy brainstorming session over two days on 28 and 29 January 2014.

Held twice a year, the strategy meetings are effective platforms for the key executives of the group to share ideas and knowledge.

They also enable the Keppel O&M leadership team to review and discuss growth strategies, and how the group can sustain its market leadership position so that it can continue to create and enhance value for its stakeholders.

Mr Loh Chin Hua, who has assumed the position of Chairman of Keppel O&M on 1 January 2014, delivered the opening address, "It is an honour for me to chair Keppel O&M, which has become a world leader in the offshore & marine industry, thanks to pioneers like

Choo Chiau Beng and Tong Chong Heong. Together with new CEO YY Chow and the Keppel O&M team, I hope to take the company to even greater heights."

Mr Loh then went on to paint the macro-economic environment, which remains challenging in the near term although the longer term fundamentals of the oil and gas industry continue to be strong due to expected sustained growth in global energy demand. While 2013 was a good year for



the future growth of Keppel O&M

Keppel O&M with its record deliveries and healthy order wins, Mr Loh reminded the management team that we must not rest on our laurels and must continue to strive to do even better through focusing on the seven principles which he has outlined for Keppel Group at the start of the year. The seven principles are: Ambition; Quality Execution; People; Innovation; Enterprise and Risk Taking; Financial Discipline and Clarity of Focus.

Reiterating Mr Loh's strong

message was Mr Tong Chong Heong, who attended his last strategy meeting as CEO of Keppel O&M. Mr Tong has since handed over the CEO position to Mr Chow Yew Yuen on 1 February, and is now Senior Advisor to the Board at Keppel O&M. Mr Tong reminded the Keppel O&M team that it has taken years to build up Keppel's core competencies in the offshore & marine industry and all must work even more closely together to ensure the company stays ahead in the market.

Over the next two days, the Keppel O&M executives, led by Mr Loh, Mr Tong and Mr Chow, held in-depth discussions on the various proposed growth strategies for the company, focusing on customers' needs into the future and riding on established competencies.

# Powering ahead on LNG

Nakilat-Keppel Offshore & Marine (N-KOM) in Qatar has entered into an agreement with MAN Diesel & Turbo Qatar to work together to modify and repower a Q-Max vessel to use Liquefied Natural Gas (LNG) as an alternative fuel.

When completed for Qatari LNG producers Qatargas and RasGas, the modified Q-Max vessel will have the world's first low-speed marine diesel engine that can also run on LNG.

Integration and completion works will be carried out at N-KOM's yard facilities. The vessel's modification will be made using MAN Diesel &

Turbo's proprietary ME-GI (M-Type Electronically Controlled – Gas Injection) system that will help the vessel's engines meet current and future emissions standards set by the International Maritime Organisation.

Mr Abu Bakar, CEO of N-KOM said, "With growing demand for green solutions in the marine industry, our collaboration with MAN Diesel & Turbo is timely. When the prototype Q-Max vessel with a ME-GI system proves successful, it could potentially pave the way for more conversions of vessels to utilise clean LNG-powered engines."



N-KOM is working with MAN Diesel & Turbo Qatar to convert a Q-MAX vessel which will have the world's first low-speed marine diesel engine that can also run on LNG

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# Solutions for sustainable shipping



Blue Ocean Solutions' Emulsified Fuel System consistently achieves fuel savings of 2-5%

Keppel Offshore & Marine's subsidiary, Blue Ocean Solutions (BOS), has been developing innovative, environmentally-friendly and fuel-efficient solutions for vessel owners, in tandem with the growing demand for sustainable products in the marine industry.

In particular, BOS' Emulsified Fuel System (EFS) has gained traction among ship owners amidst rising fuel prices. Its emulsified fuel technology provides proven fuel savings of 2-5%, on top of reductions in nitrogen oxide emissions by 10-15%. BOS is currently one of only a handful of companies globally which can lay claim to achieving such fuel savings consistently.

Fortifying this claim are the latest results from a performance test conducted in October 2013 with APL Lolite, a container ship owned by Neptune Orient Lines (NOL). The verification results by Lloyd's Register, an independent classification society, confirmed that APL Lolite achieved a minimum of 2% fuel savings when using BOS' EFS.

This is not the first time that NOL, the shipping and logistics company that owns APL Lolite through its unit APL, has installed EFS on its vessels. The company had tested the system on Neptune Crystal, a cargo ship belonging to NOL, in the 1980s.

# Taking the helm



Mr Simon Lee, President of Keppel AmFELS

Mr Simon Lee has been appointed President of Keppel AmFELS with effect from 1 January 2014. He will report to the board of Keppel AmFELS and Mr Chow Yew Yuen, CEO of Keppel Offshore & Marine (Keppel O&M) and Chairman of Keppel AmFELS.

Mr Lee, 40, has garnered extensive overseas experience over his 19 years with Keppel. In 1998, he was seconded from Keppel FELS to Keppel AmFELS in Brownsville, Texas. In 2004, he was posted to Keppel O&M USA in Houston, Texas. Prior to his current position, he was Vice President (Operations) of Keppel FELS Brasil.

Mr Lee has project and shipyard expertise in engineering, procurement, construction, hook-up and commissioning of offshore drilling rigs and production platforms. He has managed various projects on drilling rigs, production platforms, FPSO module fabrication and integration.

Mr Lee holds a Master of Business Administration (MBA) from University of Houston, Texas and a Bachelor degree in Naval Architecture and Offshore Engineering (First Class Honours) from University of Strathclyde, Glasgow, Scotland.

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## Winning partnership

Keppel Singmarine and Gaztransport & Technigaz (GTT) signed a Technical Assistance and License Agreement on 8 January 2014 for the design and construction of Liquefied Natural Gas (LNG) carriers using GTT's membrane containment systems. GTT is a leading global company in the design of membrane containment systems for maritime transportation and storage of LNG. Keppel Singmarine is currently the only shipyard in Singapore with a license for GTT's design.

Mr Hoe Eng Hock, MD of Keppel Singmarine, said, "This win-win partnership allows us to incorporate GTT's innovative solutions in



Mr Philippe Berterottiere, Chairman and CEO of Gaztransport & Technigaz (front row, third from left) and Mr Hoe Eng Hock, MD of Keppel Singmarine (front row, fourth from right), exchange a firm handshake to mark the start of a winning partnership

our design and building of LNG carriers. With an established track record of delivering over 400 specialised vessels, we understand our industry's need for quality and safe solutions. With this partnership, we are confident of meeting this requirement."

Both companies will now be able

to leverage each other's expertise and experience in specialised shipbuilding and LNG technology to cater to global demand for optimised and high quality LNG carriers. As demand for LNG to fuel transportation grows worldwide, the need for small to medium-scale LNG carriers and bunker ships is also expected to rise.

# Global collaboration



EU Ambassadors to the Philippines, including representatives from Shell Philippines Exploration, B.V. and the Philippine Economic Zone Authority at Keppel Subic Shipyard for a visit on 20 February 2014

A delegation from the European Union (EU) visited Keppel Subic Shipyard to learn more about the yard's operations as well as the construction of the Depletion Compression Platform (DCP).

The development of the DCP forms Phase 3 of the Malampaya Deep Water Gas-to-Power project, which is led by the Philippine Department of Energy and supported by a consortium comprising the Malampaya project operator, Shell Philippines Exploration, B.V. (SPEX), and its joint venture partners, Chevron Malampaya LLC and the Philippine National Oil Company-Exploration Corporation.

The delegation comprised EU Ambassador Guy Ledoux; Austrian Ambassador Josef Muellner; Belgium Ambassador Roland Van Remoortele; Italian Ambassador Massimo Roscigno; German Chargés d'Affaires a.i. Michael Hasper; Dutch Ambassador Hero de Boer; Romanian Ambassador Mihai Sion; Czech Deputy Head of Mission Jan Vytopil; Greek Ambassador Nicholaos Verghis;

and French Commercial Counsellor Marie-Jose Connan.

"We are happy to welcome the EU delegates to the Malampaya Phase 3 fabrication yard and showcase a technological innovation where a gas platform is being built for the first time in the country," said Mr Sebastian Quiniones, SPEX MD and Malampaya Asset Manager.

"The scale of this European investment is significant by any measure. Several European companies are involved in this endeavor that promises to secure an important source of revenue for the Philippine people while creating new jobs for well-trained Filipinos in their country," said EU Ambassador Ledoux.

Keppel Subic Shipyard earlier embarked on a yard development programme to enhance its capabilities to take on offshore work. Late last year, it inaugurated its 1,500-tonne gantry crane, which is the largest in Southeast Asia in terms of capacity.

Apart from improving its hardware, Keppel Subic Shipyard has also been building on the capabilities of its workforce through its training facility, Keppel Subic Training Centre.

"Keppel Subic Shipyard and our subcontractors have been working hard on the DCP project, and we are glad to have this opportunity to showcase this unique project to the EU diplomatic corps. With good team work between SPEX and Keppel Subic Shipyard, we are confident that the project will continue to make safe and steady progress," said Mr Leong Kok Weng, President of Keppel Subic Shipyard.

At the Malampaya gas field, the DCP will be deployed next to an existing shallow water production platform. The platform is designed to maintain the current availability and deliverability of natural gas from the Malampaya field by regulating the gas export pressure and flow rates.



# Partnership forged over time

At Shell's celebration of its 100-year presence in the Philippines, Pilipinas Shell Petroleum Corporation and Pilipinas Shell Foundation, Inc. (PSFI) presented awards to its partners which have made invaluable contributions in resources and expertise to the positive transformation of the lives of underprivileged Filipinos.

Keppel Batangas Shipyard (KBS) was one of the organisations recognised at the event, which was held on 25 January 2014.

"Our partnership with Keppel has made a positive impact on the lives

of out-of-school youths and their families," said Mr Edgardo R. Veron Cruz, Executive Director of PSFI.

"This partnership has been forged stronger over time as we take our share of responsibility for building the community where we operate," said Mr Boey Thim Ming, Senior VP, Shipbuilding, Keppel Batangas Shipyard, who accepted the award on behalf of the shipyard.

"My life has changed for the better after learning how to weld at Keppel Batangas. Now, I am able to earn a living for my family," said

KBS-PSFI scholar Aijan Avance who is now working at Keppel Shipyard in Tuas, Singapore.

KBS-PSFI scholars receive technical vocational training in shipyard trades at the Keppel Batangas Training Centre (KBTC). The scholars undergo apprenticeship at the yard where their newfound skills are applied. In 2013, KBTC trained 40 KBS-PSFI scholars in structural welding or scaffolding.



Keppel Batangas Shipyard SVP, Shipbuilding, Mr Boey Thim Ming (fourth from left) with PSFI Executive Director Mr Edgardo R. Veron Cruz (third from right), and other awardees and Shell officers during the thanksgiving dinner award presentation ceremony

# Warm welcomes



Mr Michael Lodge (centre), Legal Counsel and Deputy Secretary-General of the International Seabed Authority, met with Keppel O&M's senior management

From inter-governmental partners to students, Keppel Offshore & Marine (Keppel O&M) welcomed numerous delegations curious to learn more about Keppel O&M and how it maintains its leadership in the industry.

## **INTERNATIONAL SEABED AUTHORITY**

Keppel O&M hosted a visit by Mr Michael Lodge, Legal Counsel and Deputy Secretary-General of the International Seabed Authority (ISA) on 22 January 2014.

During his visit, Mr Lodge toured the yard and met with senior management of Keppel O&M, giving him an opportunity to better understand its technological capabilities, operational track record and research initiatives. He was also briefed on the Keppel-NUS Corporate

Laboratory and its research thrusts of Future Systems, Future Yards and Future Resources, the latter includes a focus on developing core competencies in environmental impact assessment and environmentally-benign exploration and collection of mineral resources in the deep sea.

Established under the 1982 United Nations Convention on the Law of the Sea, ISA is an autonomous international organisation that oversees all mineral-related activities in the international seabed area beyond the limits of national jurisdiction.

Keppel subsidiary Ocean Mineral Singapore (OMS) had earlier submitted an application to the ISA to carry out deep-sea exploration for polymetallic nodules. These nodules, which lie on the seabed,

contain precious minerals such as manganese, cobalt, nickel and copper. The Singapore government is the sponsor of OMS' application.

### **ENRICHING YOUNG MINDS**

Keppel Offshore & Marine (Keppel O&M) recently hosted visits by undergraduates eager to learn about the industry and the factors behind Keppel O&M's success.

On 13 January 2014, 21 students and two lecturers from Saudi Arabia's King Fahd University of Minerals and Petroleum (KFUPM) gained a first-hand understanding of Keppel O&M Technology Centre (KOMtech). During a

visit hosted by Mr Anis Hussain, Programme Director at KOMtech, the contingent learned about Keppel's technological innovations, its business practices, research and development initiatives and the value of hands-on experience in engineering jobs.

Meanwhile, in preparation for Singapore Management University's (SMU) Business Study Mission (BSM) Brunei 2014, SMU students visited Keppel O&M on 13 February 2014 to glean insights on the challenges ahead for the rigbuilding business and Keppel O&M's strategies to stay competitive.



Students from Saudi Arabia's King Fahd University of Minerals and Petroleum visited KOMtech to learn more about Keppel's innovations



## Mission. Mettle. Mint.

The Keppel Man. Mr Choo Chiau Beng is a man on a *mission*. Casting his sights far into the future, his strides have been purposeful through time and tides. He is fired by a passion not just to survive but to excel. His *mettle* is chiseled by adversity and tested by storms. He forges a *mint* of experience for value that endures and outlasts.

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1. Mr Choo and Mrs Eileen Choo were presented with appreciation tokens by Chairman Dr Lee Boon Yang; 2. CEO Loh Chin Hua presented a specially designed photo book entitled Mission.Mettle.Mint. to Mr Choo, produced by Ms Wang Look Fung, Director of Group Corporate Affairs and Group Corporate Communications; 3. Mr Choo attributes his achievements to team effort: here with him, from left: Mr Sit Peng Sang, Director of Keppel O&M; Mr Chee Jin Kiong, Director, Group HR, Keppel Corporation; Mr Chow Yew Yuen, CEO of Keppel O&M; Mr Tong Chong Heong, former CEO of Keppel O&M; Mr Teo Soon Hoe, SED of Keppel Corporation; Mr Loh Chin Hua; and Mr Ang Wee Gee, CEO of Keppel Land; 4. With comrades from Keppel O&M: from left, Mr Abu Bakar, CEO, Nakilat-Keppel O&M; Mr Y Y Chow, CEO; Mr Michael Chia, MD (Marine and Technology); Mr Choo; Mr Burt Loh, GM (Operations), Keppel Shipyard; Mr Charles Chiam, Director, Keppel Prince Engineering; Mr Chee Jin Kiong; and Mr Ivan Lim, President, Keppel Young Leaders and GM (Operations), Keppel Shipyard; 5. Mr Choo browses through the photo book, a special collection of Keppel moments; 6. One voice in song, When you believe, by ladies from Group Corporate Communications; 7. Tugging hearts with their music – Loh Jun Hong, Keppel-supported musician (extreme left) accompanied by Keppel's own talents, Lee Kai Zhao (centre) and Alvin Lim (on piano), both from Keppel FELs; 8. His right-hand ladies, Janna Low (left) who was Mr Choo's PA for 20 years and Stephanie Tan (right) who has worked with him since 2004; 9. Good wishes and toast to a happy retirement

Such a Keppel man is Mr Choo Chiau Beng, CEO of Keppel Corporation from 2009 to 2013, who dedicated 42 years in service to the Group. In tribute to Mr Choo's contributions, board directors and senior management of the Group held a special party at the Capella, Sentosa on 9 January 2014.

Fond recollections and sentiments filled the evening of celebration where Keppelites shared personal anecdotes on Mr Choo, talented musicians took to instrument and song and appreciation tokens were presented to our former CEO and his wife, Mrs Eileen Choo.

On behalf of Keppelites,

Dr Lee Boon Yang, Chairman of Keppel Corporation, presented Mr Choo with the gift of a painting by Singapore watercolourist Ong Kim Seng, who is one of Mr Choo's favourite artists. Mrs Eileen Choo was also honoured as the Unsung Hero, that woman behind the successful man and pillar of strength. Mrs Choo was given a specially crafted bowl named Deep Blue by Singapore ceramist Iskander Jalil.

Summing up the theme of the evening, a specially designed book by Group Corporate Communications entitled Mettle. Mission. Mint, the only one of its kind with every page hand printed and handstitched, was presented

to Mr Choo by new CEO Mr Loh Chin Hua.

The book featured photographs of the days of venture, moments of trials and triumphs and lighter sides of Mr Choo many may not have seen. There are also tributes and congratulations in the book from colleagues and customers who have become Mr Choo's good friends.

In the words of Ms Wang Look Fung, Director of Group Corporate Affairs, the photo book was "a frail attempt to capture all the Keppel moments for Mr Choo over four decades".

*Continues on page 22...*

Continued from page 21...

## In tribute to Mr Choo Chiau Beng

*Over 42 years in service at Keppel, Mr Choo impacted and influenced many lives. Keppelites share personal anecdotes on Mr Choo, and express heartfelt appreciation to the man for his dedication, passion and leadership. Here are extracts of their tributes.*

“Some people would say Keppel employed Chiau Beng and gave him great career opportunities for more than four decades. That is correct. But I see more to it. I see the relationship as that of a partnership. Chiau Beng embraced and adopted Keppel as his entrepreneurial platform throughout his working life – a platform which he nurtured and transformed beyond the limits of corporate and national resources that he started out with. From a little known shiprepair yard, he participated and led in its growth into a world-class leader in offshore and marine with a Group market cap of nearly \$20b by the time he retired.

“Chiau Beng was a visionary in every sense of the term. He understood from a very early stage that to stay in the forefront of our business, Keppel has to maintain a technology edge. He believed in investing in technology and R&D to keep our solutions at the forefront of the pack...

“Today Keppel O&M has 30 proprietary products including a bold new design for a drillship. ... Fortunately for Keppel, Chiau Beng is not one to allow success to breed complacency... even as he was poised to retire, Chiau Beng

was energetically strengthening the foundation for Keppel's future. Over the past 42 years, Chiau Beng had on many occasions sought out and created new business opportunities for Keppel beyond O&M. Keppel Energy and SPC are some of these examples.

His visionary leadership was again reflected in the consolidation of the three shipyards – Keppel FELS, Keppel Shipyard and Keppel Singmarine under Keppel O&M in 2002. The consolidation unleashed synergies which enabled Keppel O&M to surpass what the three companies could achieve separately...

An old Keppelite told me that Chiau Beng had said ‘We've decided to paddle our own canoe’. This was after talks with another party fell through. Nevertheless in its first 10 years under Chiau Beng's able leadership and with strong management support, the Keppel O&M canoe had become a big aircraft carrier!

“Throughout his career, Chiau Beng has been very focused on people and talent development... He appreciated the importance of recruiting and retaining good people to boost our human capital. He took a personal interest in meeting new hires and Keppel Young Leaders, mentoring and inspiring many of them here and overseas. He formed the virtual Keppel College, which today runs global training programmes for the Group. Thanks to Chiau Beng's assiduous cultivation and inspiration of young Keppelites, we have today strong and capable hands guiding and steering our diversified interests around the world.



Dr Lee Boon Yang (left), Chairman of Keppel Corporation, presented a painting by watercolourist Ong Kim Seng to Mr Choo in appreciation for 42 years of dedication and service

“As CEO of Keppel Corporation from 2009, he broadened and deepened his interests and stewardship of the Group's diversified business interests. As Chairman of Keppel Land, he sharpened the company's focus and tightened its operations at home and in the regional markets. He established Keppel Land China to concentrate on one of our most important property markets. He restructured the infrastructure business to provide critical mass and resources for this additional wing of our interests.

“On behalf of Keppel Corporation and the Board, I thank Chiau Beng for 42 years of outstanding and distinguished service to the Group ... A large measure of what Keppel is today is the result of his vision, wisdom, diligence, exceptional mix of entrepreneurial skills and ability to motivate fellow Keppelites to strive for excellence despite the odds. Keppel is indebted to him for safely navigating the company through many challenging situations and crisis over the past four decades.

“We thank him for the steady pair of hands to chart the course.

We thank him for inspiring all Keppelites with the *Can-Do!* spirit. We thank him for playing a major role in identifying and grooming a fellow Keppelite, Loh Chin Hua, as his successor."

**Dr Lee Boon Yang**  
*Chairman,  
Keppel Corporation*

"Chiau Beng ... is a man of many sterling qualities... I will just highlight three of them which are outstanding and awe-inspiring.

"The first is his academic excellence and incisive mind. He went to the UK on a Colombo Plan scholarship and graduated with first class honours in naval architecture. He won accolades from the Harvard Business School. He has the commanding ability to see the big strategic picture and at the same time pay attention to the details.

"Secondly, his leadership and accomplishments as Chairman of Keppel Land. He spearheaded the drive to diversify our markets from Singapore to the region in countries such as China, Vietnam, Indonesia... What is remarkable is that this took place during a period of global economic slowdown and turbulence. Granted, much of the ground work took place during the years before 2009, but it was under his chairmanship that many of these projects were monetised to enhance shareholder value.

"The third quality... is his absolute dedication to one of Keppel's core values – its untiring commitment for the welfare of its people. Here I offer you a quote from one of his interviews – 'As the boss, when I see that something is not fair, I will

voice it, so that people are fairly treated...' His passion and concern for the employees ... are deeply rooted in his fervent belief that the sustainability of the Company depends ultimately on its people.

"... Even after he retires as CEO of Keppel Corporation, I am sure that Chiau Beng, in his many roles in education, philanthropy and diplomacy will be able to help Singapore address the 'endless dance between progress and inequality'."

**Mr Edward Lee**  
*Director,  
Keppel Land*

"Tough man, bold vision – this best characterises Chiau Beng.

"...I have learnt many valuable lessons from the man, but what struck me most is one particular occasion when there were just the two of us having beer after a game of golf. I apologised to him for something that had occurred at work, and he said to me – 'We have battle scars all over us. The most important thing is to learn from it.'

"I was so moved by his words. He went on to say to me, 'I know you are going through a hard time, but this is where you pick yourself up and move forward.'

"And with his words, I was fired up. We went to new markets like Russia, Mexico and all the other places ... so, thank you, Chiau Beng for your invaluable guidance."

**Mr Chow Yew Yuen**  
*CEO,  
Keppel O&M*

"Mr Choo shares his vision, mission and values with those around him, inspiring them to achieve more than what they think they are capable of. He had steered Keppel through turbulent, testing times with a vision which has been embraced by Keppelites. Even after his retirement, his values, principles and leadership will inspire us for ages to come."

**Ivan Lim**  
*President,  
Keppel Young Leaders*

"It has been said that Leadership is action, not position. I think that this best describes Mr Choo, as helmsman of the Keppel Group. He was a visionary and passionate CEO. As a boss, he was nurturing and strikingly down-to-earth.

"Mr Choo not only encouraged his team and younger persons like myself to think big and excel, he also made sure that we had the opportunities to stretch and grow.

"As a mentor, he preferred to share his life experiences and challenges, rather than fill us with his victories and vast achievements. And because he led by example, we somehow understood that we too, could achieve our dreams, as long as we believed and worked hard to pursue them."

**Ivana Chua**  
*Senior Manager,  
Group Corporate  
Communications,  
Keppel Corporation*

# CENTRESPREAD







1. Mr Tong Chong Heong (third from left) with (from L-R) Mr Yick Ping Wong; Mr Michael Chia, MD (Marine and Technology) of Keppel O&M; Mrs Catherine Tong; Mr Harold Linssen, MD of Keppel Verolme; Mdm Chan Shui Har, Deputy CEO of Keppel T&T; and Mr Wong Ngiam Jih, CFO of Keppel O&M; 2. Toasting to a happy retirement; 3. Mr Tong singing Frank Sinatra's 'My Way', taking over from Ivana Chua of Group Corporate Communications (GCC); 4. Mr Tong (centre) shares a light-hearted moment with Keppel O&M Board of Directors Mr Lim Chin Leong (left) and Prof Minoo Homi Patel (right); 5. Mr Loh Chin Hua (left), CEO of Keppel Corporation and Ms Wang Look Fung (right), Director of Group Corporate Affairs of Keppel Corporation, present Mr Tong (centre) with a special photo book – Grit.Guts.Gumption – detailing Mr Tong's Keppel journey; 6. Mr Tong recollecting his exploits as he flips through the photo book; 7. Dr Lee Boon Yang (left), Chairman of Keppel Corporation, presented a specially hand woven shawl to Mrs Tong which Mr Tong then draped on his wife as he thanked her for supporting him; 8. Leaving a lasting legacy with comrades-in-arms: (from L-R) Mr Teo Soon Hoe, Senior ED of Keppel Corporation, Ms Wang Look Fung; Mr Loh Chin Hua; Mrs Catherine Tong; Mr Tong; Mr Chow Yew Yuen, CEO of Keppel O&M; Mr Wong Kok Seng, MD (Offshore) of Keppel O&M and MD of Keppel FELS; and Mr Choo Chiau Beng, Senior Advisor to the Keppel Board; 9. Mr Tong expressed his appreciation to all who have supported him over his years at Keppel

## Grit. Guts. Gumption.

The Keppel Man. Mr Tong Chong Heong is the face of true *grit*, always hands-on and tenacious. He leads by walking the talk. Never say die, he commands confidence with *guts* and bold execution. Ever present yet with an eye on what's ahead, his *gumption* wins the day.

For 44 years, Mr Tong Chong Heong, CEO of Keppel Offshore & Marine (Keppel O&M) from 2009 to 2014, was at the heart of the company's accomplishments. He was there in 1972 when Keppel Shipyard became a locally-managed yard. He was there to turn FELS around in 1980. He was there when Keppel O&M was formed in 2002, instrumental to its exponential growth since then.

On 18 February 2014 at the Shangri-la hotel, Keppel's board of directors, senior management, employees and even subcontractors were there for him – in recognition and celebration of his contributions to the Keppel Group as he marked his retirement.

Photos of Mr Tong's exploits as well as accolades by friends, colleagues and customers were captured in a specially designed,

printed and hand-stitched book produced by Keppel's Group Corporate Communications department and presented to him by Mr Loh Chin Hua, CEO of Keppel Corporation.

Dr Lee Boon Yang, Chairman of Keppel Corporation, acknowledged Mr Tong's contributions. He shared, "For over four decades, Tong has led Keppel O&M with

*Continues on page 26...*

*Continued from page 25...*

passion and gained the trust and friendships of many within and outside Keppel. Whatever he set his mind on doing, he would achieve with great gusto. In the 45-year-history of Keppel, we have come across many pioneers who have contributed significantly to Keppel's success today. I am proud and privileged to declare that Tong is another such pioneer Keppelite, who will be remembered by future generations of Keppelites as a great leader. We remain indebted to Tong for his devotion to Keppel and for his determination and perseverance which has helped to put Keppel prominently and firmly on the global map of the offshore and marine industry.

"We thank you for your years of fruitful and successful service to Keppel and welcome you as the Senior Advisor to Keppel O&M and Keppel Infrastructure."

Over the course of the night, his colleagues paid tribute to his leadership with stories of his reputation for commanding awe and respect which explained his nicknames of 'Chili Padi', 'Pitbull' and 'Tiger Tong'. Keppelites aptly put on a dance performance to a song medley titled 'Eye of the Tiger' and also sang Mr Tong's favourite song, 'My Way' by Frank Sinatra.

Ms Wang Look Fung, Director of Group Corporate Affairs at Keppel Corporation, summed up, "Indeed, Tong did it his way, which has brought Keppel O&M to where it is today. Despite his strong character, Tong led with his heart and knew



Thanking Mr Tong Chong Heong (centre) for the time and energy he invested into building Keppel into a global company are Dr Lee Boon Yang (left), Chairman of Keppel Corporation, and Mr Loh Chin Hua (right), CEO of Keppel Corporation and Chairman of Keppel O&M

when to listen. That is what makes him uniquely Tong!"

She added, "Tong, you have made many momentous decisions in your life, but you agreed with me that the best decision you made is marrying Catherine, who stuck by you through thick and thin."

Recognising the role played by Mrs Catherine Tong, Dr Lee presented her with an exquisite shawl created by Javanese craftsmen with the near extinct craft of spinning, weaving, and batik-dyeing.

An emotional Mr Tong thanked his team and everyone who supported him over the years, especially his wife. He said, "I want to take this occasion to thank Catherine for all her support and understanding. I would not have been able to achieve what I have over the years without her."

They say a man's success is not just measured by what he has done but by the relationships he has built. Judging from the reception at the

party, Mr Tong has certainly been very successful.

### IN TRIBUTE TO MR TONG CHONG HEONG

Keppelites and customers express their appreciation for Mr Tong Chong Heong's 44 years of dedicated service to Keppel and the offshore and marine industry. Keppelite shares extracts of their tributes.

"Tong comes from the generation of Keppelites for whom long service is not unusual. Tong and other pioneer Keppelites laid the foundation which led to the rise of a strong, innovative and competitive Keppel Offshore & Marine (Keppel O&M) over the past four decades.

"Tong came from humble beginnings. Through sheer grit, courage, tenacity, determination, resourcefulness and a never-say-die attitude, Tong rose through the ranks and made his mark at Keppel. And what a mark he has made. Those who have worked with Tong, including many of you here, would

immediately be able to point out Tong's signature hands-on leadership style. He is detailed and meticulous to a fault, and up till his retirement at the end of January, he still walked the yards regularly to make sure the day's work is safely and properly done.

"When it comes to making a point, he does not mince his words and readily speaks his mind. Most of us are familiar with his deep baritone voice especially when he turned up the volume during heated debates. Tong has such an inimitable style of engagement and I am told he is nicknamed 'Tiger Tong' among our subcontractors. Indeed, when it comes to protecting Keppel's interests, Tong is always ready to pounce and attack if anything or anyone threatens Keppel.

"Over the years, many customers and partners have associated Keppel with the *Can Do!* spirit. A large part of this was forged by none other than Tong, who truly believes and has proven that "nothing is impossible if you set your heart and mind to do it", to quote him. Today, Keppel O&M's established track record in execution excellence is our key competitive advantage. We thank Tong for inculcating and practising the values which enabled Keppel O&M to always being on time and within budget.

"Like many others before him, Tong is a Keppel man through and through, with his life so deeply intertwined with Keppel. I must also thank Catherine for her strong support to Tong which enabled him to single-mindedly

focus on Keppel's journey to excellence."

**Dr Lee Boon Yang**  
*Chairman,*  
*Keppel Corporation*

"He was full of energy, enthusiasm, curiosity and eagerness to learn from anybody. He enrolled in various management programmes to improve, and is an excellent people person and field general. He never had a Bachelor's degree from a university but his common sense, reasoning ability and EQ are second to none. Most importantly, he takes action promptly when it is agreed."

**Mr Choo Chiau Beng**  
*Former Chairman,*  
*Keppel Offshore & Marine*  
*(2002 – 2013)*

"Mr Tong Chong Heong is an amazing individual, whose integrity, passion, and leadership have made substantial contributions to the industry leadership of Keppel O&M today. Mr Tong exemplifies the *Can Do!* spirit of Keppelites. His commanding presence comes from the respect he has earned from everyone he touched.

"Because he led by example, his fellow Keppelites genuinely wanted to please him through their hard work. The results shine through in the quality of every Keppel O&M vessel."

**Mr Dan Rabun**  
*Chairman, President & CEO,*  
*Ensco*

"Through your long and diligent leadership of Keppel O&M, you have put your mark on both

Singapore and the entire offshore drilling industry. Retiring from a position of strength and having added such value to society and to our industry is an enviable feat. Maersk Drilling and I express our sincere thanks and gratitude for our long and fruitful cooperation, and more importantly, friendship."

**Mr Claus V. Hemmingsen**  
*CEO,*  
*Maersk Drilling*

"I have known CH for many years, and I have come to appreciate and value his wise approach to business and his genuine interest in the welfare and prosperity of his colleagues and customers. I have enjoyed my friendship with CH, and I will miss his close involvement in Keppel's leadership and Transocean's business. Keppel has continued to thrive under CH's leadership, and I have benefited in observing CH's approach to leading Keppel. I wish CH the best in the next chapter of his life."

**Mr Steven L. Newman**  
*President & CEO,*  
*Transocean*

"You may call him Tiger Tong or Chili Padi Tong, but we all know he has a good heart. I have seen him with subcontractors, vendors and our people. He was always kind and caring. CH, thank you so much for training me. Thank you also for providing me with the platform, in a company which I am passionate about, to build upon what you and Chiau Beng have achieved. Thank you for your leadership and support."

**Mr Wong Kok Seng**  
*MD (Offshore),*  
*Keppel Offshore & Marine and*  
*MD, Keppel FELS*

# Lessons to impart



Mr Tong Chong Heong, former CEO of Keppel O&M, shared important lessons with Keppelites over a lunch and learn session

Having weathered the challenges of the offshore and marine industry during his illustrious 44-year career with Keppel, Mr Tong Chong Heong, former CEO of Keppel Offshore & Marine (Keppel O&M) has accumulated a wealth of experience. To retain

such invaluable knowledge among younger Keppelites, Keppel O&M's Human Resource Department invited Mr Tong, who retired on 1 February 2014 and is now Senior Advisor, to share his experience at a lunch and learn session on 27 January 2014.

Addressing over 200 Keppelites, Mr Tong distilled his wisdom into five important takeaways:

1. Do not be afraid to speak up – it is alright to disagree. However, once a decision has been made, everyone in the team should be aligned in supporting the decision.
2. Be fair in treating others and invest time and effort in cultivating relationships with stakeholders such as customers, vendors, unions and subcontractors.
3. We can achieve anything if we set our minds to it.
4. It is important to recognise good efforts and reward these accordingly. Keppel O&M's innovative spirit and growing numbers of female engineers today are a result of the company's recognition of such efforts and contributions.
5. Do not be discouraged in the face of obstacles or challenges. Continue to work hard and eventually success will be achieved.

Mr Tong spoke candidly and provided interesting personal anecdotes to illustrate his five points. He also responded to a number of questions from Keppelites, who benefited greatly from Mr Tong's sharing. At the end of the session, Mr Tong said, "I have spent 44 years in Keppel, and although I will become Senior Advisor, my heart and soul will remain very much with Keppel for a long time to come."

# Flow of conversation



Keeping the conversation flowing at Keppel O&M's town hall meeting were: (from left) Mr Loh Chin Hua (left), CEO of Keppel Corporation and Chairman of Keppel O&M; Mr Tan Geok Seng, GM (Special Projects) of Keppel O&M; Mr Roy Lim, Shipyard Manager of Keppel FEL5; Mr Roger Leng, Yard Manager of Keppel FEL5; and Mr Chow Yew Yuen, CEO of Keppel O&M

Keppel Offshore & Marine (Keppel O&M) held a town hall meeting on 5 February 2014. The attendees included members of Keppel O&M's management team and union leaders.

At the gathering, Mr Loh Chin Hua, CEO of Keppel Corporation and Chairman of Keppel O&M, and Mr Chow Yew Yuen, CEO of Keppel O&M, outlined their direction for the Group's offshore and marine division.

Mr Loh said, "I have the greatest respect for former Chairman Mr Choo Chiau Beng and former CEO Mr Tong Chong Heong, as well as the people behind the scenes, which includes all of you who are here today, for growing Keppel O&M through ups and downs to be a global leader. We should be proud of our many achievements.

"We must however not be lulled into complacency. We must remain vigilant about the rapidly evolving macro-environment and guard against competition. We need to understand and study our competitors so that we can figure out how not to allow their strengths become our weaknesses."

Mr Chow indicated that the offshore oil and gas industry is growing, providing good opportunities for the group in both the shallow water and deepwater segments.

Reiterating the importance of Keppel O&M's core values, Mr Chow explained that the common commitment to these values have enabled Keppel O&M to develop critical strengths and win the trust and support of

international customers over the years.

He said that these core values remain relevant, and he believes that Keppel O&M will grow from strength-to-strength if the group's thoughts and actions continue to be guided by these values.

Addressing the union, Mr Chow pledged to continue to build on the strong partnership between the management and the unions to take Keppel O&M to greater heights.

Amongst the issues raised and discussed at the town hall meeting were succession planning, talent management and the challenges of overseas operations.

# Committed to ocean sustainability

Keppel Offshore & Marine (Keppel O&M) became a member of the World Ocean Council (WOC) in January 2014, joining a growing international business leadership alliance on ocean sustainability, science and stewardship.

The WOC is a global coalition of over 70 leading organisations from a wide range of ocean industries such as oil and gas, shipping, seafood, fisheries, aquaculture, mining, renewable energy, ocean technology, maritime law and marine environmental services.

Mr Tong Chong Heong, then-CEO of Keppel O&M, said, "At Keppel O&M, apart from sustaining our hallmark execution excellence, we also strive to be resource-efficient and incorporate environmentally-friendly features in our rigs and vessels. We look forward to being part of the collaborations at WOC to share and learn about best practices in sustainable operations."

Mr Paul Holthus, CEO of WOC, warmly welcomed Keppel's membership, stating, "The Asia Pacific region is the centre of



The International Business Alliance for Corporate Ocean Responsibility

tremendous levels and diversity of marine activity. Leadership and collaboration by the offshore and maritime sectors in the region are essential for tackling ocean sustainability challenges and opportunities."

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## Loyal service



Lim Ai Kok (photo on left), Yard Manager at Keppel Shipyard, and Dick Yeo (photo on right), Project Manager at Keppel Singmarine, were among the employees who received Long Service Awards from Mr Tong Chong Heong, then-CEO of Keppel Offshore & Marine

At Keppel Shipyard and Keppel Singmarine's Long Service Awards ceremony on 15 January 2014, 216 employees were lauded for their loyal service to Keppel, which ranged between 10 to 40 years.

Among the awardees was Lim Ai Kok, Yard Manager at Keppel Shipyard, who has forty years of fond memories as a Keppelite. He said, "There has never been a dull moment in my career with Keppel.

Overseas stints in places like Baku and Azerbaijan were especially memorable as the challenges in a foreign place were unlike any I had encountered in Singapore. Working for a global company like Keppel means that I am constantly facing new challenges and improving myself in the process."

Dick Yeo, Project Manager at Keppel Singmarine, who received a Long Service Award for his 35 years with the company, echoed the sentiment, saying, "It has been very fulfilling to work with an organisation as nurturing and dynamic as Keppel. I look forward to more such years to come with the company."

# Partners in training



To symbolise the handover of the hull structure from Keppel O&M to ITE, Mr Tong Chong Heong (right), then-CEO of Keppel O&M, presents Mr Bruce Poh (left), Director & CEO of ITE, the Facilitator's Guide to M.V. ITE



Mr Tong Chong Heong (second from right), then-CEO of Keppel O&M and Mr Bruce Poh (second from left), Director & CEO of ITE, signed a MOU to reaffirm their commitment to nurture talent for the offshore and marine industry. Mr Liew Beng Keong (left), Deputy Principal (Academic) of ITE College Central, and Dr Lee Chay Hoon (right), GM (Organisation Development), Keppel O&M witnessed the signing

Underscoring its commitment to nurture human capital in the offshore and marine industry, Keppel Offshore & Marine (Keppel O&M) renewed a training partnership Memorandum of Understanding (MOU) with the Institute of Technical Education (ITE). The MOU aims to build a steady pipeline of talent for

the offshore and marine industry.

At the signing ceremony on 17 January 2014, Mr Tong Chong Heong, then-CEO of Keppel O&M said, "The renewal of this MOU will no doubt further strengthen the collaboration between Keppel and ITE, benefitting Singapore's

offshore and marine industry for years to come. I am confident that as we continue to fortify our partnership, we will be able to respond to the rapid changes in technology taking place in the ever-evolving global marketplace."

Following the ceremony, senior management from Keppel O&M and ITE toured the Maritime Training Centre at ITE College Central, which was partially contributed by Keppel O&M. This facility offers students an inside glimpse into the offshore and marine industry and the exciting opportunities it offers. The Centre features a safety education zone and a custom-built hull structure of a tugboat contributed by Keppel O&M.

Keppel O&M and ITE signed their first MOU in 2008, forming a pioneer training partnership in the offshore and marine industry in Singapore. The areas of collaboration have since expanded, and the Keppel O&M Training Centre was established under the MOU. Housed at Keppel O&M, the training centre is ITE approved and accredited to offer the Higher National Institute of Technical Education Certificate (Higher NITEC) in Marine & Offshore Technology.

Going beyond the teaching of technical skills, ITE and Keppel O&M Training Centre also regularly organise joint enrichment and community activities for the holistic development of their students and graduates.

# A new realm of possibilities



The 28th Chua Chor Teck Memorial Lecture speaker Professor Chua Chee Kai, Chair of the School of Mechanical and Aerospace Engineering and Director of Nanyang Technological University Additive Manufacturing Centre, and moderator Mr Charles Foo, Director/Advisor of KOMtech, open drink bottles using a 3D-printed bottle opener

Imagine a world where models of new oil rig designs can be printed and tested quickly and inexpensively, design decisions can be exercised immediately and design iterations can be reproduced with rapid accuracy.

This may well become a reality in the offshore and marine industry as 3-Dimensional (3D) printing technology continues to evolve. It was one of many potential applications presented at the 28th Chua Chor Teck Memorial Lecture by Professor Chua Chee Kai, Chair of the School of Mechanical and Aerospace Engineering and Director of Nanyang Technological University Additive Manufacturing

Centre at Singapore Polytechnic on 8 January 2014.

3D printing, also known as Additive Manufacturing, is widely

touted as revolutionary as it allows for the manufacturing of complex products with unprecedented ease and versatility. Based on a digital file, 3D printers



A stimulating discussion on the benefits, potential and challenges of 3D printing took place at the 28th Chua Chor Teck Memorial Lecture



build in a layer-by-layer fashion to form a 3D product.

Addressing over 200 people, Professor Chua noted that even as 3D Printing has massive potential to become a game-changer in multiple industries – including the offshore and marine industry – there are still many challenges to overcome before it truly becomes a disruptive technology.

Established in 1986 and held annually, the Chua Chor Teck Memorial Lecture focuses on offshore and marine related topics and has benefited thousands of industry professionals and students. The lecture series is a tribute to the pioneering spirit of the late Mr Chua Chor Teck, MD of Keppel Shipyard, which was renamed Keppel Corporation in 1986.

Mr Chua was awarded a scholarship to pursue Naval Architecture at the University of Newcastle-upon-Tyne in 1965. On his return to Singapore, he joined Keppel Shipyard as a Ship Repair Manager. His talents, dedication, courage and quiet strength were recognised early on and spurred him to progress through the ranks.

Those who had the fortune to work with him found him unassuming, approachable, honest and sincere. His death was a loss to his family and all who knew him.

## Alumni affair

Celebrating Mr Chua Chor Teck's legacy as the 'most illustrious son of Keppel', about 40 members of Keppel Offshore & Marine (Keppel O&M) Alumni mingled with Keppel senior management over tea before attending the Chua Chor Teck Memorial Lecture, an annual fixture on the Alumni calendar.



Mr Loh Chin Hua, CEO of Keppel Corporation and Chairman of Keppel O&M, chatting with Keppel O&M Alumni members



Mr Tong Chong Heong (right), then-CEO of Keppel O&M, enjoys a lively discussion with old friends



Mr Chow Yew Yuen, CEO of Keppel O&M, catching up with former Keppelites such as Mr David Chin (left), Chairman of the Keppel O&M Alumni

# Greening the community

Despite its distance from the town centre, Barangay Inicbulan, the community where the 60-unit housing project Keppel-GK Eco Village have taken its roots, has not been spared from urban development. Residential houses and a few industrial operations have now replaced areas where lush greeneries used to be. Riverbanks have eroded as trees were felled for firewood or replaced with crop vegetation.

Keppel Batangas Shipyard, together with the residents of the Keppel-GK Eco Village (Eco Village) and the local government of Bauan, Batangas, the Philippines,

planted 300 new seedlings along the roadside and the banks of Sinala River, in an effort to bring back greenery to the area.

“This is our way of paying the community forward by planting trees to protect its environment,” said Rosalinda Santiago, whose family resides in the Eco Village, a housing project for needy families jointly undertaken by Keppel, Gawad Kalinga and the local government.

“We highly appreciate Keppel’s continuous support even after the turnover of the houses. This underscores the company’s

commitment to be an active partner and stakeholder in community-building,” said Barangay Chairman Maricho Ramos.

At present, the Eco Village is home to more than 300 residents, a learning center for 24 pre-school students and the Nelson Yeo Hall where community-based projects such as livelihood projects, as well as medical and dental missions are held.

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# Heartfelt thanks from Azerbaijan

In recognition of Caspian Shipyard Company’s (CSC) contributions to the Azerbaijan Diplomatic Academy (ADA), a student lounge at the education institution was named after Keppel Offshore & Marine (Keppel O&M).

CSC, Keppel’s joint venture yard in Azerbaijan, donated 175,000 Azerbaijani manats (\$275,000) towards the ADA endowment fund in 2012.

In a note to Chandru Rajwani, President of CSC, Mr Natig Hajiyeu, President of ADA Foundation, shared, “The room named after

Keppel O&M now serves as the writing centre of ADA. It is one of the liveliest and most productive spots at our ADA campus. Your support plays an important role in the making of the best education institution in Azerbaijan.”

CSC’s close ties with ADA have enabled the yard to send its employees for further training at the university. These mutually beneficial ties will further strengthen when Mr Rajwani joins ADA’s School of Business Advisory Board in early 2014.



Students from Azerbaijan Diplomatic Academy expressing their appreciation for Caspian Shipyard Company’s contributions towards the enhancement of the facilities at their institution

# Making merry

Keppelites across Keppel Offshore & Marine celebrated the end of a fruitful year in 2013 and looked ahead to 2014 with a slew of celebrations. From donning Mexican sombreros to playing limbo rock, Keppelites enjoyed bonding with colleagues and taking a well-deserved breather.



Photo 1 & 2: Playing to the theme of Mexican Fiesta, Keppelites at Keppel FELS celebrated the record delivery of 21 rigs on 23 December 2013 with colourful dances, games and delicious Mexican food  
Photo 3 & 4: Keppelites at Keppel Shipyard celebrated another year of hard work to the "limbo rock" song and by bonding with each other at their year-end party on 24 December 2013  
Photo 5 & 6: Over at Keppel Singmarine, Keppelites were all smiles as they came together to enjoy a scrumptious lunch at their year-end party on 24 December 2013

# Flourishing fraternity



Senior management of Keppel O&M, KFEU and KSEC stand united with the three rocks in the KOM Gardens representing the three parties

Valuing its strong ties with contractors and vendors, Keppel makes it a priority to foster open communication and develop solid relationships with this key stakeholder group.

## **TOAST TO PARTNERSHIP**

The Keppel FELS Subcontractors Executive Council (KSEC) held its second Annual Dinner on 13 February 2014. Formed in 2008, KSEC represents over 150 subcontractors.

Keppel FELS delivered a record 21 rigs last year, a mammoth feat which would not have been possible without the close cooperation and high degree of mutual understanding with its subcontractors.

Mr Chow Yew Yuen, CEO of Keppel Offshore and Marine (Keppel O&M) thanked the

subcontractors for their dedication and emphasised the importance of effective labour management in developing a motivated and productive workforce. On nurturing harmonious labour-management relations, Mr Chow underlined the need for mutual trust, respect and understanding to promote open and constructive dialogue.

## **COMMUNITY IN BLOOM**

Like a garden nurtured with dedication, the partnership between Keppel O&M, its subcontractors and unions have flourished because of the commitment from all parties to build strong relations.

The Keppel Offshore & Marine Gardens (KOM Gardens) was inaugurated on 21 January 2014 as a tribute to the close-knit community built over the years.

Inspired by the camaraderie he saw during the annual Keppel FELS Subcontractor's Night in October 2013, Mr Low Eng Cheong, ED of Crest Industries and former Chairman of KSEC, put forth his idea of creating a garden to reflect the strong relationship between Keppel O&M and its subcontractors.

With contributions from Keppel O&M management, Keppel FELS Employees Union (KFEU), KSEC and 34 of Keppel O&M's subcontractors, KOM Gardens came into fruition.

Mr Low said, "The design of KOM Gardens was inspired by gardens from the Ming Dynasty, and symbolises nobility, trust and respect between all three parties.

"It is something tangible to represent our partnership. Hard

work goes into making a garden beautiful. Similarly, a lot of effort is invested in strengthening our relationships.”

**LIST OF SPONSORS**

- Keppel FELS Employees Union
- Keppel FELS Subcontractors Executive Council
- Aal Tech Marine & Industrial Engineering Pte Ltd
- Another Marine Pte Ltd
- Crest Industries Pte Ltd
- E&W Engineering Pte Ltd
- Ensafe Systems Pte Ltd
- Eugene Ship Furnishers
- Express Engineering (Marine) Pte Ltd
- Ferns & Kris Marine Engineering Pte Ltd
- Fourseas Electrical & Engineering Co Pte Ltd
- GSH Marine Engineering Pte Ltd
- Heatec Jietong Pte Ltd
- Jackstaff Engineering Pte Ltd
- Lal Marine & Construction Pte Ltd
- Leong Chuan Marine Pte Ltd
- Mantech Group
- Mectrade Engineering Pte Ltd
- Mencast Subsea Pte Ltd
- Multi-Task Engineering Pte Ltd
- New & Novel Engineering Pte Ltd
- Onda Industries Engineering Marine Pte Ltd
- RJS Engineering And Marine Services Pte Ltd
- Sin Hong Thai Engineering Pte Ltd
- Sincastle Enterprises Pte Ltd
- Sino Marine Technologies Pte Ltd
- Siong Leng Engineering Pte Ltd
- Straits Innovation Pte Ltd
- Tech Offshore Marine (S) Pte Ltd
- Tech-Growth Engineering Pte Ltd
- Ultra Marine Engineering Pte Ltd
- United Carpentry & Trading Pte Ltd
- UOS Pte Ltd
- V-Tech Marine Engineering Pte Ltd
- Wah Onn Marine Pte Ltd
- Yong Cheong Marine & Engineering Pte Ltd



Keppel O&M management and their subcontractors celebrate a successful partnership

# Muscle up

Keppel Offshore & Marine's migrant workers gamely flexed and posed at the Keppel Housing Bodybuilding Competition on 14 December 2013.

The competition aimed to promote fitness and camaraderie among migrant workers and was held at Acacia Lodge, one of five subsidised dormitories developed and managed by Keppel Housing.

With more than three months to prepare for the competition, all 26 participants underwent robust trainings with three experienced gym instructors engaged by Keppel Housing.

Mr Steven Lee, GM of Keppel Housing, said, "We are always looking for new and meaningful activities to engage our residents and the bodybuilding competition

is just one of such activities. "The passion that our workers put into whatever they do, such as preparing for the competition

during their free time, is a reflection of the Keppel *Can Do!* spirit."



Participants hard at work preparing for the Keppel Housing Bodybuilding Competition



Mr Steven Lee (centre with thumbs up), GM of Keppel Housing, together with the well-sculpted participants of the Keppel Housing Bodybuilding Competition

# GLOBAL NETWORK

**Keppel Offshore & Marine Ltd**  
(Head Office)  
50 Gul Road Singapore 629351  
Tel: 65 6863 7200  
Fax: 65 6261 7719  
www.keppelom.com

**SINGAPORE**  
**Keppel FELS Ltd**  
(Pioneer Yard 1 – Head Office)  
50 Gul Road Singapore 629351  
(Pioneer Yard 2)  
55 Gul Road Singapore 629353  
(Shipyard Road)  
31 Shipyard Road Singapore 628130  
(Crescent Yard)  
60 Shipyard Road Singapore 628131  
Tel: 65 6863 7200  
Fax: 65 6261 7719  
www.keppelfels.com  
Email: marketing@keppelfels.com  
Contact Persons: Wong Kok Seng, Managing Director  
Aziz Amirali Merchant, Executive Director (Engineering)  
Keith Teo, General Manager (Marketing)

**Keppel Shipyard Ltd**  
(Tuas Yard – Head office)  
51 Pioneer Sector 1 Singapore 628437  
Tel: 65 6861 4141  
Fax: 65 6861 7767

(Benoi Yard)  
15 Benoi Road Singapore 629888  
Tel: 65 6861 6622  
Fax: 65 6861 4393  
(Gul Yard)  
55 Gul Road Singapore 629353  
Tel: 65 6861 3007  
Fax: 65 6862 3645/7

www.keppelshipyard.com  
Email: ks@keppelshipyard.com  
Contact Persons: Chor How Jat, Managing Director  
Louis Chow, Senior General Manager (Commercial)  
Mah Chan Wah, General Manager (Commercial – Shiprepair)

**Keppel Singmarine Pte Ltd**  
15 Benoi Road Singapore 629888  
Tel: 65 6861 6622  
Fax: 65 6862 1792  
www.keppelsingmarine.com  
Email: singmarine@keppelsingmarine.com  
Contact Persons: Hoe Eng Hock, Managing Director  
Poon Tai Lum, General Manager (Commercial/Marketing)

**Keppel Offshore & Marine Technology Centre (KOMtech) Pte Ltd**  
31 Shipyard Road Singapore 628130  
Tel: 65 6591 5450  
Fax: 65 6265 9513  
Email: KOMtech@keppelom.com  
Contact: Dr Foo Kok Seng, Executive Director  
(Shallow Water Technology)  
Aziz Amirali Merchant, Executive Director (Deepwater Technology)

**Offshore Technology Development Pte Ltd**  
55 Gul Road Singapore 629353  
Tel: 65 6863 7409  
Fax: 65 6862 3465  
Email: felsotd@pacific.net.sg  
Contact Person: Dr Foo Kok Seng, Executive Director

**Deepwater Technology Group Pte Ltd**  
50 Gul Road Singapore 629351  
Tel: 65 6863 7163  
Fax: 65 6863 1739  
Email: aziz.merchant@keppelfels.com  
Contact Person: Aziz Amirali Merchant, Executive Director  
Email: anis.hussain@keppelfels.com  
Contact Person: Anis Altaf Hussain, General Manager

**Marine Technology Development Pte Ltd**  
15 Benoi Road Singapore 629888  
Tel: 65 6860 2858  
Fax: 65 6862 2562  
Email: chenghui.tan@keppelsingmarine.com  
Contact Person: Tan Cheng Hui, Senior General Manager

**Asian Lift Pte Ltd**  
23 Gul Road Singapore 629356  
Tel: 65 6668 4222  
Fax: 65 6668 4333  
Email: asianlift@asianlift.com.sg  
Contact Person: John Chua, General Manager

**Keppel Smit Towage Pte Ltd**  
23 Gul Road Singapore 629356  
Tel: 65 6668 4222  
Fax: 65 6897 8056  
Email: kst@keppelsmit.com.sg  
Contact Person: Ben Chew, General Manager (Regional)  
Jerry Wong, General Manager (Singapore)

**AUSTRALIA**  
**Keppel Prince Engineering Pte Ltd**  
Level 2, Riverside Quay, 1 Southbank Boulevard,  
Southbank, Vic 3006, Australia  
Tel: 613 9982 4589  
Fax: 613 9551 0624  
Email: cchiam@ozemail.com.au  
Contact Person: Charles Chiam, Director

**AZERBAIJAN**  
**Caspian Shipyards Company Ltd**  
South Bay, KMNF Basin, Baku AZ1023, Azerbaijan  
Tel: 994 12 449 9930  
Fax: 994 12 449 9931  
Email: csc@csc.az  
Contact Person: Chandru Sirumal Rajwani, President

**Baku Shipyards LLC**  
Garadagh District, Salyan Highway  
Baku AZ 1083, Azerbaijan  
Tel: 994 12 446 4944  
Fax: 994 12 446 4947  
Email: marketing@bakushipyards.com

**BRAZIL**  
**Keppel FELS Brasil SA**  
Rua da Quitanda, No. 86, Sala 301,  
Centro CEP 20091-005  
Rio de Janeiro, RJ, Brazil  
Tel: 55 21 2102 9400  
Fax: 55 21 2102 9425

**Estaleiro BrasFELS Ltda**  
Av. Conde Mauricio de Nassau, S/n - Jacuencanga  
23914 – 460 – Angra dos Reis, RJ, Brasil  
Tel: +55 24 3361 6000  
Fax: +55 24 3361 6258  
www.kfelsbrasil.com.br  
Email: kaichoong.kwok@keppelfels.com  
Contact Person: Kwok Kai Choong, President & CEO

**Keppel Singmarine Brasil Ltda**  
Rua Prefeito Manoel Eivaldo Muller, 3388,  
Bairro Volta Grande, Navegantes, Santa Catarina,  
Brasil. CEP88-375-000  
Tel: 55 47 3342 6460  
Fax: 55 47 3405 0170  
Email: yoonghoong.lee@keppelsingmarine.com  
Contact Person: Lee Yoong Hoong, General Manager

**BULGARIA**  
**Keppel FELS Baltech Ltd**  
54 Debar Street, Varna 9000, Bulgaria  
Tel: 359 52 684 250  
Fax: 359 52 684 252 (Admin)  
Email: office@fels.bg  
Contact Person: Lyudmil Stoev, General Manager

**CHINA/HONG KONG**  
**Keppel Nantong Shipyards Co. Ltd**  
No. 9 Yan Jiang Road, Nantong City, Jiangsu Province  
P.R. China 226005  
Tel: 86 513 8530 0000  
Fax: 86 513 8530 0007  
Email: edmund.lek@keppelnantong.cn  
Contact Person: Edmund Lek, President

**Keppel FELS Engineering Shenzhen Co. Ltd**  
3th Floor, Chiwan Petroleum Building  
Chiwan Road No. 5, P.R. China 518068  
Tel: 86 755 26851902, 86 755 26851959,  
65 68637215 (Singapore Contact)  
Fax: 86 755 26851670  
Email(China): jiongheng.ho@kfelsshenzhen.com  
Email (Singapore): jiongheng.ho@keppelfels.com  
Contact Person: Ho Jong Heng, General Manager

**INDIA**  
**Keppel FELS Offshore and Engineering Services Mumbai Pte Ltd**  
Unit 3&4, 8th Floor, Prism Tower-A, Mindspace,  
Link Road, Goregaon (West), Mumbai 400 062, India  
Tel: 91 22 4001 8888  
Fax: 91 22 4001 8898  
E-mail: kabeer.syedahamed@keppelfels.com  
Contact Person: Syed Ahamed Kabeer, General Manager

**INDONESIA**  
**PT Bintan Offshore**  
Jalan Nusantara KM 23, Kecamatan Bintan Timur,  
Kabupaten Bintan, Propinsi Kepulauan Riau, Indonesia  
Tel: 62 771 462 800  
Fax: 62 771 462 575  
Email: yauchai.nam@keppelfels.com  
Contact person: Nam Yau Chai, General Manager

**JAPAN**  
**Regency Steel Japan Ltd**  
46-59 Nakabaru, Tobata-ku  
Kitakyushu, Fukuoka 804-8505 Japan  
Tel: 81 93 861 3103  
Fax: 81 93 861 3114  
Email: ws.chong@r-sj.com  
Contact Person: Wong Chun Yu, President

**THE NETHERLANDS**  
**Keppel Verolme BV**  
Prof. Gerbrandweg 25, 3199 KK Rotterdam-Boetle  
Harbour no. 4550, P O Box 1001, 3180 AA Rozenburg  
The Netherlands  
Tel: 31 181 234300  
Fax: 31 181 234346  
www.keppelverolme.nl  
Email: mail@keppelverolme.nl  
Contact Person: Harold W.M. Linssen, Managing Director

**THE PHILIPPINES**  
**Keppel Philippines Marine, Inc**  
Unit 3-B Country Space 1 Building, Sen. Gil Puyat Avenue,  
Salcedo Village, 1200 Makati City, Philippines  
Tel: 63 2 892 1816  
Fax: 63 2 815 2581  
www.keppelphilippinesmarineinc.com  
Email: mhq@keppelpm.com or commercial@keppelpm.com  
Contact Person: Toh Ko Lin, President  
Stefan Tong, Executive Vice-President

**Keppel Batangas Shipyards**  
Keppel Philippines Marine – Special Economic Zone  
BO. San Miguel, 4201 Bauan, Batangas, Philippines  
Tel: 63 43 7271532 to 36  
Fax: 63 43 72714885 or 63 43 7271453  
www.keppelphilippinesmarineinc.com  
Email: kbs@keppelpm.com  
Contact Person: Leong Siew Loon, President

**Keppel Subic Shipyards, Inc**  
Subic Shipyards – Special Economic Zone  
Cabangaan Point, Cavag  
2209 Subic, Zambales, Philippines  
Tel: 63 47 232 2380  
Fax: 63 47 232 3350, 63 47 232 3883 to 84  
Email: all@subicship.com or commercial@subicship.com  
Contact Person: Leong Kok Weng, President

**QATAR**  
**Nakilat-Keppel Offshore & Marine**  
Erhama Bin Jaber Al Jalahma Shipyards  
Southern Break Water, Ras Laffan Industrial City (RLIC)  
PO. Box 28388, Qatar  
Tel: 974 4419 7300  
Fax: 974 4419 7301  
Email: commercial@nkom.com.qa  
Contact Person: Abu Bakar Mohd Nor, CEO

**UNITED ARAB EMIRATES**  
**Arab Heavy Industries**  
P O Box 529, Ajman, UAE  
Tel: 971 6 526 3232  
Fax: 971 6 526 3233  
www.ahi-uae.com  
Email: ahiaeme@emirates.net.ae  
Contact Person: Jimmy Loh, Managing Director

**USA**  
**Keppel Offshore & Marine USA, Inc**  
5177 Richmond Ave, Suite 1065, Houston, Tx 77056, USA  
Tel: 1 713 600 8380  
Fax: 1 713 600 8384  
Email: tommy.sam@keppelfels.com  
Contact Person: Tommy Sam, Vice President

**Keppel AmFELS, LLC**  
20000 State Highway 48  
Brownsville, TX 78523, USA  
Cell: 1 956 592 6149  
Tel: 1 956 831 8220  
Fax: 1 956 831 6220  
Email: eric.phua@keppelamfels.com  
Contact Person: Simon Lee, President

**FloaTEC, LLC**  
14701 St. Mary's Lane, Suite 250, Houston, TX 77079  
Main Tel: +1 281 870 5200  
Main Fax: +1 281 870 5210  
Email: businessdevelopment@floatec.com  
www.FloaTEC.com  
Direct Tel: +1 281 870 5556  
Mobile: +1 281 381 2781  
Email: ehnamtvedt@floatec.com  
Contact Person: T. K. Das, President

**Keppel Marine Agencies International, LLC**  
(Texas Office)  
5177 Richmond Ave, Suite 1065, Houston, TX 77056, USA  
Tel: 1 713 600 8371  
Fax: 1 713 600 8374  
Email: mike.holcomb@kmaihouston.com /  
Contact Person: Michael Holcomb, President/Director  
Mobile 1 713 816 0438  
Email: john.bajor@kmaihouston.com  
Contact Person: John C Bajor, Marketing Manager  
Mobile 1 713 922 3226

(New Jersey Office)  
15 Huddy Avenue, PO Box 417, Highlands, New Jersey, USA  
Tel: 1 713 872 8800  
Fax: 1 713 872 8801  
Email: keppelnj@comcast.net  
Contact Person: John J. Bajor, Director

**VIETNAM**  
**Keppel FELS Limited**  
Petrovietnam Tower, Suite 150M  
9 Hoang Dieu Street, Ward 1, Vung Tau City, S.R. Vietnam  
Tel: 84 64 850098  
Fax: 84 64 850089  
Email: john.chin@keppelfels.com  
Contact Person: John Chin, Country Manager

**RUSSIA**  
**Marine & Shelf Development Ltd**  
22 Mytnaya Street, Building 1 Moscow, 119049, Russia  
Federation  
Tel: 7 499 2367962  
Fax: 7 499 2367977  
Email: sergei\_vasnin@msn.com  
Contact Person: Sergei Vasnin, General Director

# Trio of triumphs

Keppel FELS announced on 13 February 2014 contracts to build three high-specification KFELS B Class jackup rigs from new customer Fecon International Corp. (Fecon).

These three rigs plus a KFELS B Class unit ordered by UMW Oil & Gas (see page 3) in the earlier part of February 2014 brings the total number of rigs on Keppel FELS' orderbook to 27.

The Fecon rigs are scheduled to be delivered progressively within 2H 2016.

Backed by experienced industrial entrepreneur, Mr A.P. Dobrov, Fecon is a new player to the offshore oil and gas industry, and is targeting the growing offshore drilling markets of Africa, Middle East, and Southeast Asia. Fecon's

leadership team has extensive connections, experience and knowledge of working in Russia and has identified offshore drilling in Russia as a strategic market with good growth opportunities.

Mr A.P. Dobrov said, "The International Energy Agency estimates oil demand in the world to increase by 1.3 million barrels per day in 2014 and Barclays forecasts global E&P spending to reach a new record of US\$723 billion in 2014, an increase of 6.1% from US\$682 billion in 2013. There is a need for more high specification jackup rigs as the replacement cycle continues and we believe the robust KFELS B Class rig will be the most efficient rig in the greatest number of locations.

"Building three premium rigs at the same time will enable us to

accelerate our presence in this industry and establish ourselves as a serious drilling contractor in the market. Being a new player, teaming up with the world's leading rig builder, Keppel FELS, will help fast-track our entry into the market. Their track record of delivering on time, without incidents and on budget will ensure we get maximum value and returns on our investment."

The cost-effective and high-performance KFELS B Class rig is able to operate in water depths of up to 400 ft and drill to 30,000 ft deep. Customised to Fecon's requirements, the three jackup rigs will each have a full 15,000 psi BOP system, 70-foot cantilever outreach and be able to accommodate 150 persons.

Mr Wong Kok Seng, MD (Offshore) of Keppel O&M and MD of Keppel FELS, said, "We are pleased that new customer Fecon has chosen to build three KFELS B Class rigs as the basis for their fleet of jackups. Our KFELS B Class rigs are the industry benchmark for jackup rigs with more than 50 delivered and operating successfully in various parts of the world including Southeast Asia, the Middle East, Gulf of Mexico and the Black Sea. I am confident these rigs for Fecon will be just as successful wherever they are deployed.

"Their efficiency, reliability, ease of operation as well as safety and environmental features make them the default rig of choice for both experienced and new operators."



Keppel has delivered 51 KFELS B Class rigs to the market since 2000, which makes up a third of the jackup rigs delivered globally