

# OFFSHORE MARINE

A newsletter of Keppel Offshore & Marine

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## PAVING ROUTES TO SUCCESS

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Singapore's Prime Minister Lee Hsien Loong (PM Lee) visited Keppel Offshore & Marine (Keppel O&M) on 25 July and 1 August to learn about the group's human capital initiatives and efforts, and showcased Keppel at the National Day Rally as a shining example of a company which recognises and builds on the capabilities of every employee.

During his first visit on 25 July 2014, PM Lee (second from right in pink) toured Keppel FELS' Pioneer Yard to better understand the people and operations behind the building of offshore rigs. Also seen in the picture accompanying PM Lee during his yard tour are Mr Chow Yew Yuen (second from left), CEO of Keppel O&M, Mr Heng Swee Keat, Minister for Education (extreme left) and Mr Mohd Sahlan Bin Salleh, ED (Operations) of Keppel FELS (first from right).

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Keppel Offshore & Marine is a subsidiary of Keppel Corporation

# Keppel to acquire 10% interest in Golar Hilli

Contracts for second FLNGV conversion are also being finalised.



Keppel Shipyard is in the process of finalising contracts with Golar LNG to perform the conversion of a second Moss LNG carrier, the GIMI, into a FLNGV. The work scope for converting the GIMI is expected to be similar to that for the HILLI, the conversion contract of which was awarded to Keppel Shipyard earlier this year in July

Keppel Corporation announced on 5 September that KSI Production Pte Ltd (KSI), an indirect wholly-owned subsidiary of the Company, has on 4 September 2014 entered into a sale and purchase agreement to acquire 10% shareholding interest in the total registered issued share capital of Golar Hilli Corporation ("Golar Hilli") from Golar GHK Lessors Limited (Golar GHK) at a cash consideration of US\$50.

Golar Hilli is the owner of the Moss LNG carrier HILLI which, as announced on 3 July 2014, is scheduled to be converted into a Floating Liquefaction Vessel (FLNGV) by Keppel Shipyard. Both Golar GHK and Golar Hilli are subsidiaries of Golar LNG, with Golar GHK currently being the sole shareholder of Golar Hilli.

The acquisition strengthens the alignment of strategic interests

between Keppel Shipyard and Golar LNG, and reflects Keppel's confidence in the prospects of Golar Hilli, the world's first FLNGV conversion project. Keppel also believes that this investment will provide an attractive risk-adjusted return.

Separately, Keppel Shipyard is in the process of finalising contracts with Golar Gimi Limited (Golar Gimi), a subsidiary of Golar LNG, to perform the conversion of a second Moss LNG carrier, the GIMI, into a FLNGV.

The Hilli FLNGV conversion contract awarded to Keppel Shipyard on 3 July had included options for another two similar units. The forthcoming conversion award of the GIMI will mark the exercise of the first of these two options.

The work scope for Keppel Shipyard in converting the GIMI is expected to be similar to that for the HILLI. Keppel Shipyard will be responsible for the provision of the design, detailed engineering and procurement of the marine systems and all of the conversion-related construction services. It is also expected that Keppel Shipyard's scope will include engaging Black & Veatch to provide design, procurement and commissioning support services for the topsides and liquefaction process. Once again, Black & Veatch's established PRICO® technology is expected to

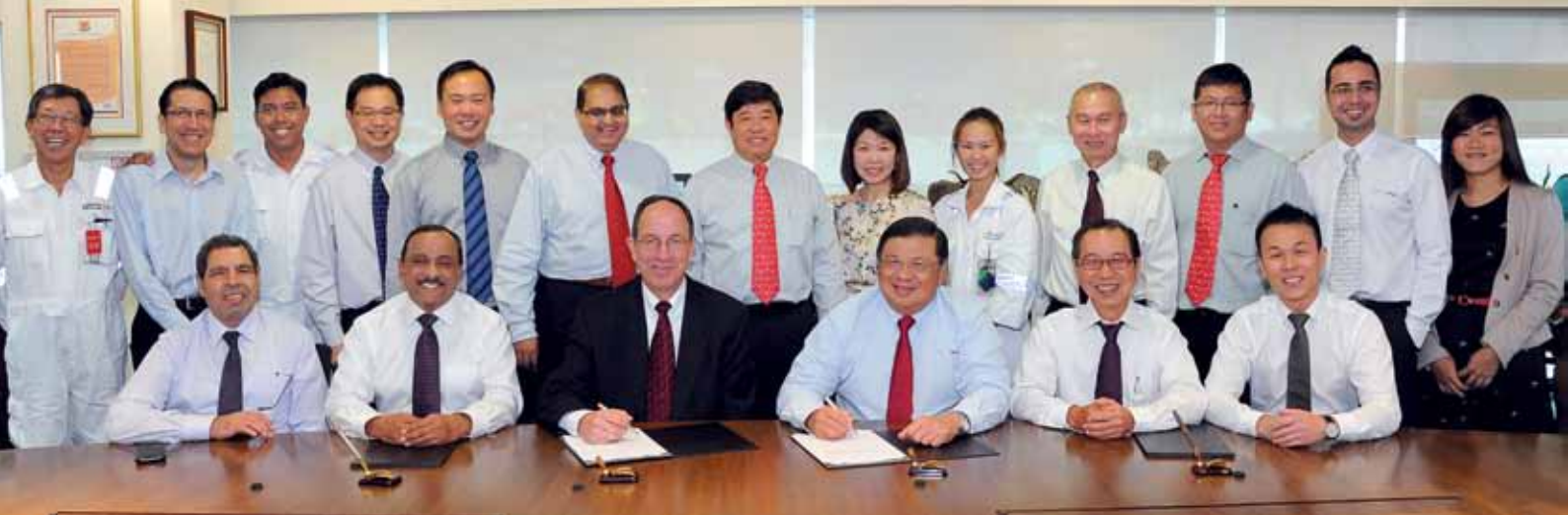
be selected for the liquefaction process.

Mr Michael Chia, MD (Marine & Technology), Keppel O&M, said, "We are happy that Golar LNG is looking into their second FLNGV conversion, and is finalising discussions with Keppel Shipyard to perform this second conversion. We look forward to the opportunity to collaborate once again with Black & Veatch, our trusted partner for the first conversion, on this potential second project. We are confident that together with Black & Veatch, we will be able to perform this second conversion to the high standards expected of us.

"This advanced discussion for the conversion of the GIMI, which follows just two months after the first firm contract with Golar Hilli, is testament to the industry's positive reception to FLNGV conversion solutions and its potential to bring small and mid-scale Liquefied Natural Gas (LNG) to market, ahead of other competing solutions."

The execution of a firm contract for the conversion of the GIMI is expected by October 2014.

# Keppel delivers fourth jackup rig to Qatar ahead of schedule



The management of GDI and Keppel O&M celebrate another successful project together as they sign the delivery of Dukhan

Keppel FELS delivered its fourth jackup rig Dukhan, to Gulf Drilling International (GDI) of Qatar on 21 August 2014, nine days ahead of schedule, on budget and with a perfect safety record.

Dukhan is a high specification rig built to Keppel's proprietary KFELS B Class design. Keppel FELS has previously delivered three similar jackup rigs to GDI; Al Khor, Al Zubarah and Les-hat.

Mr Wong Kok Seng, MD (Offshore) of Keppel Offshore & Marine (Keppel O&M) and Keppel FELS said, "We are pleased to deliver another major project to GDI early, on budget and to their highest satisfaction. It is a result of the strong partnership we have built with GDI over the years on a variety of projects. Repeat customers are a testament to the quality of Keppel O&M's products and services as well as the

effectiveness of our proprietary designs. I am confident that Dukhan will be just as successful for GDI as the three rigs we have delivered to them since 2006.

"In addition, our shipyard in Qatar, Nakilat-Keppel O&M (N-KOM), is also supporting GDI with the repair and maintenance of their rig fleet. N-KOM has recently secured a contract to build a customised liftboat for GDI. We look forward to supporting GDI as they expand their offshore fleet and presence in the Middle East."

Customised for GDI with features that enable it to work anywhere in Qatar, Dukhan will be chartered to Qatar Petroleum for five years. The KFELS B Class is equipped with larger spud cans for reduced bearing pressure which expands its operational coverage, especially in sea beds where soft soil is predominant. It includes a

15,000 PSI choke system for well control and can drill wells through 30,000 ft with a cantilever that can skid out 75 ft from the edge of the hull to drill wells. It also features offline stand building and 7,500 PSI mud pumps.

Besides the four jackup rigs Keppel has built for GDI, N-KOM, its joint venture shipyard with Qatar Gas Transport Company, is constructing a self-propelled and self-elevating liftboat customised for GDI. N-KOM has also been awarded a six-year repair and maintenance contract for GDI's fleet of jackup rigs operating in the Middle East.

# World's largest jackup rig delivered

Delivered seven days ahead of schedule and on budget, XLE-2 is the second of three such rigs that Keppel is building for Maersk.

The mammoth jackup rig, XLE-2, was delivered by Keppel FELS to Maersk Drilling on 7 August 2014. The rig, which will be named at a ceremony in Norway in October 2014, is a XL Enhanced (XLE) harsh environment jackup rig. It has been customised for operations in the North Sea and has been chartered by Det norske oljeselskap ASA (Det norske) for deployment in the Ivar Aasen project in Norway for five years.

Mr Chow Yew Yuen, CEO of Keppel Offshore & Marine (Keppel O&M), said, "This is the largest rig in the world and we are proud to have delivered it seven days ahead of schedule. It is a result of the close partnership we have developed with Maersk Drilling.

"We are grateful to have been chosen time and again to assist in the expansion of Maersk Drilling's premium fleet. Just five months ago, we delivered Maersk Intrepid, the first such rig to Maersk Drilling and we look forward to completing the third rig on time or early, on budget, and safely as well."

Collaborations between Keppel and Maersk Drilling span the design, engineering, repair and construction of a variety of rigs and ships. The companies have partnered on 12 newbuilding rig projects to-date, including the three XLE rigs.

Mr Claus V. Hemmingsen, CEO

of Maersk Drilling and member of the Executive Board in the Maersk Group, said, "The XLE-2 is part of our series of ultra-harsh environment rigs for the North Sea and enables us to further solidify our strong position in the Norwegian jackup market. These ultra-high specification rigs are preferred by our customers for the safety and efficiency gains they offer.

"This early delivery is the reason Keppel FELS, with their strong

track record and technological capabilities, was chosen to build three of the XLE rigs. Our combined expertise and common safety, quality and performance standards have enabled us to deliver winning solutions to international oil companies and the industry."

The XLE rig has a leg length of 206.8m (678ft) and is designed for year round operations in the North Sea, in water depths up to 150m (492ft).



Another job well done as Keppel O&M and Maersk Drilling management celebrate the delivery of the second XLE rig. At the ceremony were Mr Wong Kok Seng (front row, third from right), MD(Offshore), Keppel O&M and Mr Frederik Smidth (front row, second from right), Chief Technical Officer & VP of Maersk Drilling

# Strong safety record



Keppel O&M won 35 Workplace Safety and Health (WSH) Awards at the event this year

Holding true to Keppel Offshore & Marine's (Keppel O&M) core value of upholding high safety standards, the group garnered a total of 35 Workplace Safety and Health (WSH) Awards at the event ceremony held on 18 July 2014.

Keppel O&M's performance this year tops last year's record of 29 awards, affirming the group's continued drive in safety.

Organised by the WSH Council and supported by the Ministry of Manpower, the annual awards ceremony recognises organisations and individuals who have contributed to achieving excellence in workplace safety and health.

Keppel O&M clinched 33 awards in the Safety and Health Award Recognition for Projects (SHARP) category, while Keppel Shipyard

bagged the WSH Innovation Award for implementing an improved method in lifting thrusters.

The revised method uses a jig which can be adjusted to hold thrusters of various sizes, thereby improving stability during transportation and minimising any injuries caused from mishandling. This has not only led to safer work practices but also generated manpower savings and increased productivity.

The WSH Council was not the only one impressed by the thruster lifting jig. A client of Keppel Shipyard was so impressed that they purchased the jig for future maintenance of their vessel's thruster.

Apart from Keppel Shipyard, Keppel Singmarine also clinched

the WSH Performance (Silver) award for its strong workplace safety and health management systems. This makes it Keppel Singmarine's sixth straight win for this award.



The team from Keppel Shipyard developed a jig to safely lift and transport thrusters, and hold it in place for repairs. The jig not only improved safety, but also resulted in 50% manpower savings over the entire transportation and overhauling process

## Keppel Offshore & Marine WSH Award Winners 2014

### WSH SHARP AWARDS

#### KEPPEL FELS

- Ensco 121
- Ensco 120
- B347 Maersk GustoMSC CJ70-X150MD
- B332 Maersk GustoMSC CJ70-X150MD
- Ensco 122
- HAKURYU-11
- YUNUEN
- UMW NAGA 5
- Floatel Victory
- Hercules Resilience
- DUKHAN
- Jindal Explorer
- Ocean Patriot
- Transocean Ao Thai
- ARABDRILL 60
- AOD III
- Ensco 5005
- M1113

#### KEPPEL SHIPYARD

- PTSC Lam Son
- McDermott Derrick Barge No. 32
- OSX 2
- FPSO Armada Claire – Riser Turret Mooring Column
- FPSO Armada Claire
- Ratu Nusantara
- Perisai Kamelia
- FSO Mayumba
- Turritella

#### KEPPEL SINGMARINE

- H-382
- Fly Challenger
- H-381
- SBM Installer
- Bhagwan Dryden
- Fly Prosperity

### WSH PERFORMANCE (SILVER) AWARDS

- Keppel Singmarine

### WSH INNOVATION AWARDS FOR PROJECTS

- Keppel Shipyard (Thruster Lifting Jig)

# Forefront in China

Keppel Nantong received affirmation for its commitment to safety when it recently achieved the highest grade of safety certification from the Chinese State Administration of Work Safety. It is the first shipyard in China to achieve this certification.

The certification is awarded to large corporations which fulfill a set of stringent criteria, including having an incident-free workplace in the year prior to applying for the certification. Recently in June, Keppel Nantong also became the first shipyard in Nantong to set up a training centre with focus on safety.

To further strengthen Keppel Nantong's safety culture, Mr Yong Chee Min, Director (HSE & Special Projects) of Keppel Offshore & Marine (Keppel O&M), conducted safety workshops for Keppel Nantong's management and sub-contractors from 7 to 11 July 2014.

Areas covered include a review of the processes and systems in supporting safety management, an inventory of Keppel Nantong's current systems and initiatives, as well as a review of lessons learnt from past incidents within Keppel O&M's yards.



Keppel Nantong is the first shipyard in China to achieve the highest grade of safety certification from the Chinese State Administration of Work Safety

# Preferred port of call

With strong operational capabilities and extensive experience in all types of rig projects, Keppel Offshore & Marine (Keppel O&M) remains the choice partner for repair and upgrading services for international owners and operators.

## ENHANCEMENT FOR TRANSOCEAN

Keppel FELS is undertaking for Transocean the repair and upgrading of the arctic semisubmersible (semi) rig Polar Pioneer which arrived on 11 July 2014.

The yard's work scope for this project includes accommodation upgrades, drilling and mooring systems refurbishment, ventilation systems upgrades, and the replacement of cranes and lifeboats. The project is expected to be completed in the last quarter of this year.

## UPGRADE FOR ENSCO

On another major project, Keppel FELS successfully completed the upgrading and refurbishment of the drilling semi ENSCO 5005 for its long-time customer Ensco.

Through the dedication and vigilance of the Keppel FELS and Ensco project teams, more than two million safe man-hours were clocked on ENSCO 5005.

The project was conferred the 'Safety and Health Award Recognition for Projects (SHARP) Award' at the Workplace Safety and Health (WSH) Awards 2014 ceremony on 18 July 2014. This award was presented by Singapore's WSH Council, and supported by the Ministry of Manpower (see story on page 6-7).

ENSCO 5005 departed the yard on

26 July 2014 for Myanmar, where it will support the operations for Thailand's PTT Exploration and Production Public Company Limited (PTTEP) in Myanmar.

## REPAIR FOR NOBLE

Noble Paul Wolff, a semi drilling rig of Noble Drilling, called on BrasFELS on 22 May 2014 for repair and maintenance works, including the removal of its thrusters. BrasFELS completed the job safely and promptly.

Mr Gary Davies, Project Manager of Noble Drilling, commended the team, "The performance by the BrasFELS team over the past weeks has been reliable and professional. When faced with the need for flexibility or to overcome adversity, the team quickly adapted and performed flawlessly."



Through strong teamwork between Keppel FELS and Ensco, the ENSCO 5005 project clocked more than two million safe man-hours and departed Keppel FELS on 26 July 2014



Noble Drilling commended BrasFELS for completing the repair and modification of Noble Paul Wolff safely and promptly



# Gold performance by BrasFELS

BrasFELS delivered the project Floating Production Storage and Offloading (FPSO) Cidade de Mangaratiba MV24 18 days ahead of schedule to MTOPS (MODEC and TOYO Offshore Production Systems Pte. Ltd), which is a joint venture between the companies MODEC, Inc. and Toyo Engineering Corporation (TOYO). For its stellar performance, BrasFELS was presented with safe and early delivery bonus of R\$4 million by the customer in June 2014.

FPSO Cidade de Mangaratiba MV24 has been chartered by Petrobras for 20 years to process and store oil from Iracema Sul pre-salt field in the Santos Basin, offshore Brazil. The FPSO has the capacity to produce 150,000 barrels of oil per day (bopd) and 280 MM standard



MTOPS presents BrasFELS with a bonus for the safe and early delivery of FPSO Cidade de Mangaratiba MV24

cubic feet of gas per day, and has a storage capacity of 1,600,000 barrels of oil.

Mr Kwok Kai Choong, CEO and President, Keppel FELS Brasil, shared that this successful milestone is the result of the high level of co-operation from all those involved on the project, without which this win-win situation would

not materialise. "BrasFELS remains committed to complete all projects with strong adherence to our four Golden Pillars: safely; without LTI; within schedule; within cost; and within agreed quality standard. I would like to thank MODEC/ MTOPS and Petrobras for the confidence in BrasFELS and working together as a team to achieve common goals", said Mr Kwok.

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## Smooth arrival



The Hilli, a Moss Liquefied Natural Gas (LNG) carrier, sailed into Keppel Shipyard's Benoi Yard on 8 September 2014 where it will undergo the world's first-of-its-type conversion into a floating liquefaction vessel.

The conversion, undertaken by Keppel Shipyard using Black & Veatch's PRICO® technology for Golar LNG, is expected to be completed in the first quarter of 2017.

# Marking progress

With construction processes running like clockwork to ensure on-time delivery, Keppel Offshore & Marine (Keppel O&M) celebrated a number of project milestones recently.

New customer Fecon marked the start of their journey as rig owners with a strike steel ceremony on two of their three jackup rigs on 2 July 2014. The ceremony signaled the start of the construction phase of the two rigs, B371 and B372. The cut steel will be used to form blocks of the hull which will then be lifted into the drydock for integration where the next milestone of keel laying will kick off the following phase of the projects.

Joining the project teams to witness the ceremony were Mr A.P. Dobrov, representative of Fecon

as well as Keppel FELS' senior management.

The third rig in the series, B373 is scheduled to strike steel in December 2014.

All three rigs will be built to the high-specification KFELS B Class design and will be able to operate in water depths of up to 400 feet and drill to 30,000 feet deep. Customised to Fecon's requirements, the rigs will have a full 15,000 psi blowout preventer system, 75-foot cantilever outreach and be able to accommodate 150 persons.

Celebrating another significant milestone was Keppel's DSS™ 38 semisubmersible (semi) rig for Caspian Drilling Company (CDC). Construction of the rig leveraged the synergy of Keppel's

Singapore yard as well as its yards in Azerbaijan - Caspian Shipyard Company (CSC) and Baku Shipyard.

In Singapore, Keppel FELS completed the columns and bracings of the semi with a ceremony held on 24 July 2014 to mark this significant milestone. The columns and bracings would next be transported to CSC to be integrated with the rest of the rig.

CSC is currently carrying out the fabrication of the upper hull, integration, testing and commissioning of the rig while Baku Shipyard is carrying out fabrication of the pontoons and some upper hull blocks. Besides the columns and bracings, Keppel FELS is also undertaking the engineering, procurement and technical support.



Heralding the start of a strong partnership are the management of Fecon led by Mr A.P. Dobrov (standing, centre, with tie), and Keppel O&M led by Mr Chow Yew Yuen (standing, tenth from right) at the strike steel ceremony of the Fecon projects



Celebrating the accomplishment on Keppel's DSS™ 38 semisubmersible being built for CDC are the project teams and management of Keppel FELS, CSC and CDC

# Safety-first partnerships



Senior management from Keppel FELS and Maersk Drilling celebrating the safety milestones of the jackup rigs B332 and B347, a result of the strong teamwork between the teams

Underscoring its commitment to a safety first philosophy, Keppel Offshore & Marine celebrated safety milestones for its projects at Keppel Shipyard and Keppel FELS.

## **TURRET FABRICATION**

On 3 June 2014, Keppel Shipyard celebrated the achievement of one million safe man-hours without lost-time incidents on the fabrication of a turret for the Floating Production Storage and Offloading (FPSO) Turritella project that it is carrying out for SBM Offshore. The celebration also marks the first anniversary of the vessel's arrival at Keppel Shipyard.

The yard's work scope for the FPSO conversion project includes refurbishment and life extension works, upgrading of living quarters, fabrication and installation of an internal turret

mooring system as well as the installation and integration of topside process modules.

Apart from the safety achievement, the project also reached another milestone recently with the completion of a moonpool cylinder which is to be integrated into the vessel. Measuring 27m in diameter, 25m in height and weighing 1,100 tonnes, it is one of the biggest structures to be fabricated in the yard.

## **JACKUP NEWBUILDING**

Keppel FELS successfully delivered the first Gusto MSC CJ70 rig to Maersk Drilling earlier this year. Following in its footsteps, the second unit, the B332, was just delivered and the third unit, the B347, is progressing just as well. The ultra-harsh environment

jackups achieved safety milestones of eight million and six million safe man-hours respectively.

In recognition of this achievement, Maersk presented the Keppel project teams with safety bonuses of US\$30,000 dollars for each project at a ceremony held on 20 June 2014.

Mr Lars Ravn Hansen, Site Manager of Maersk, commended the project teams for their vigilance on safety and the close cooperation and hardwork in achieving this significant milestone.

Keppel and Maersk collaborations span the design, engineering, repair and construction of a variety of rigs and ships. Including the three CJ70 jackups, Keppel and Maersk have teamed up on 12 newbuilding rig projects to-date.

# Cherished ties

As a multinational conglomerate, Keppel Offshore & Marine (Keppel O&M) has established a global network of clients, industry partners, investors and government officials, with whom the group has regular exchanges to foster relations.

## CLIENT CALLS

Keppel O&M hosted a stream of visits from its longstanding customers in the months of July and August. The first visit was by Shell's Upstream International, Commercial and Business Development Leadership Team on 3 July 2014.

The delegation visited Keppel Shipyard to learn more about its

businesses, and get updates on the progress of Floating Production Storage and Offloading (FPSO) Stones project, in which a tanker is being converted to a FPSO. Undertaken by Keppel Shipyard, the FPSO will support Shell's operations in the Gulf of Mexico when completed.

Separately, on 9 and 10 July 2014, Mr Carl Trowell, the new CEO

and President of Enesco, who was appointed in June 2014, visited Keppel FELS. Accompanied by Mr Carey Lowe, Senior VP, Eastern Hemisphere and Mr Tom Morin, VP, Asia Pacific Rim, Mr Trowell was at the yard to meet up with Keppel O&M senior management as well as the Enesco personnel on the numerous projects in the yard.

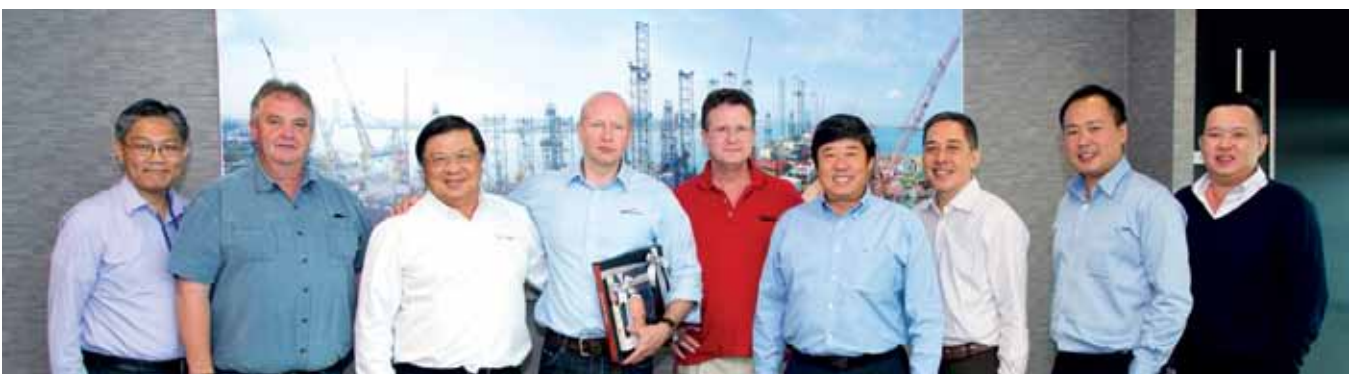
The Keppel O&M delegation who hosted him included CEO Mr Chow Yew Yuen, and MD (Offshore) Mr Wong Kok Seng.

Enesco is a long-standing customer of Keppel, with 19 newbuild projects completed. Another two – ENSCO 123 and ENSCO 110 – are under construction at Keppel FELS. Mr Trowell visited the two rigs as well other Enesco rigs under repair such as E5002, E5005 and E5006.

Another CEO also called on Keppel FELS when Mr Ramiro



Mr Chow Yew Yuen, CEO of Keppel O&M, presenting a token of appreciation to Mr Ed Daniels, Executive VP for Upstream International Business Commercial and New Business Development of Shell



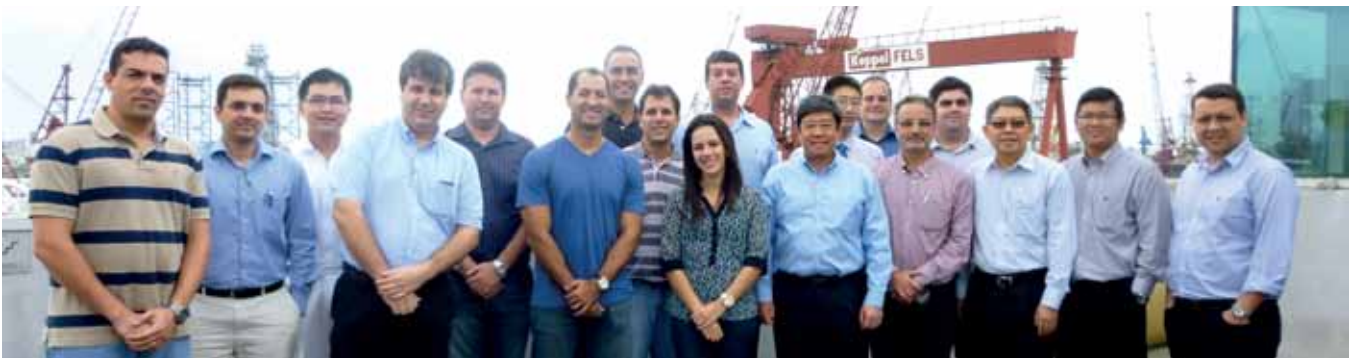
Enesco's senior management visit Keppel FELS: (2nd from left to right) Mr Tom Morin, VP, Asia Pacific Rim; Mr Wong Kok Seng, MD (Offshore) of Keppel O&M; Mr Carl Trowell, CEO and President of Enesco, Mr Carey Lowe, Senior VP, Eastern Hemisphere, Enesco; Mr Chow Yew Yuen, CEO of Keppel O&M



Mr Ramiro Garza Vargas (second from left), CEO of Grupo R, toured Keppel FELS in the company of (left to right) Mr Wong Kok Seng, MD (Offshore) of Keppel FELS, Mr Chow Yew Yuen, CEO of Keppel O&M, and Mr Chris Ong, ED (Commercial) of Keppel FELS



Keppel hosts regular site visits as part of its outreach to the international investment community



Petrobras executives, as well as Singapore Management University and University of Texas, visited Keppel O&M to learn about the organisation's best practices

Garza Vargas, CEO of the Mexican drilling company Grupo R, visited its yard on 16 July 2014.

Hosted by Keppel O&M's senior management led by CEO Mr Chow Yew Yuen, Mr Garza was given an update on the steady progress of Grupo R's five KFELS B Class jackup rigs under construction at Keppel FELS. The five rigs are on track for their scheduled delivery from the second quarter of 2015 to the fourth quarter of 2015.

On 5 August 2014, a delegation from Keppel O&M's long-time customer, Petrobras, as well as Singapore Management University (SMU) and University of Texas (UT) visited the yard to learn more

about the organisation's best practices. The Petrobras executives were on a joint education programme between SMU and UT.

Through a panel discussion with Keppel O&M led by CEO Mr Chow Yew Yuen and a yard tour, the guests learnt about Keppel O&M's operations in Singapore, as well as opportunities and challenges in the Brazilian market.

#### **INVESTOR TOURS**

Keppel and DBS Vickers jointly arranged for a group of Singapore and overseas investors to tour Keppel FELS on 30 June 2014.

During the visit, investors seized the opportunity to glean insights

from Keppel O&M CFO Mr Wong Ngiam Jih on the company's projects, business outlook and strategic directions.

The eye-opening experience enabled the investors to better appreciate Keppel's offshore and marine business operations, as well as the rig construction processes.

Over at Keppel FELS Brasil, a delegation of global investors visited the BrasFELS yard on 11 August 2014 to see first-hand Keppel O&M's efficient and timely construction of its series of DSS™ 38E semisubmersibles (semis) for Sete Brasil.

*Continues on page 14...*



The Board and Management of classification society ABS visited Keppel O&M and reinforced the strong partnership between the companies



Mr Chow Yew Yuen (third from left), CEO of Keppel O&M, presenting a wooden frame showcasing Singapore's Marina Bay skyline to Mr Feng Bin (third from right), Deputy Chief Executive of Nantong Gangzha District Government

During the visit organised by Credit Suisse, investors had the opportunity to gain insights from BrasFELS CFO Mr Low Han Kiat on the yard's operations and business outlook. They had a better appreciation of Keppel O&M's seamless project management and coordination across its global network of yards.

#### **CLASS SOCIETY**

The Board and Management of American Bureau of Shipping (ABS), a leading provider of classification services to the global

marine and offshore industries visited Keppel O&M on 21 July 2014.

The delegation included Mr Christopher J. Wiernicki, Chairman, President and CEO of ABS, as well as Mr Choo Chiau Beng, who is a Board Member of ABS and also Senior Advisor to the Board of Keppel Corporation.

ABS has classed the majority of the vessels and rigs built, converted and repaired at Keppel O&M over the years. Hosted by Keppel O&M

senior management led by CEO Mr Chow Yew Yuen, the delegation toured the Keppel yards and saw the projects that ABS and Keppel were working on.

#### **CHINESE EXCHANGE**

On 31 July 2014, Keppel O&M welcomed a delegation of government officials from Gangzha, a district in Nantong, China, where Keppel Nantong is located. The delegation, led by Nantong Gangzha District Government Deputy Chief Executive Mr Feng Bin, was in Singapore for an investment and study visit.

Apart from Keppel O&M, the Gangzha delegates also had a tour of Marina at Keppel Bay and the show flat of Corals at Keppel Bay, where they learnt about Keppel Group's property development business.

# Flying success

Keppel FELS' famed flying squad braved challenging weather conditions to undertake repairs onboard the West Ariel jackup rig as it was dry-towed from Singapore to Congo on a journey of over 40 days which began in end-June 2014.

The 23-men squad's work scope on the Seadrill rig included repairing three crane booms as well as

undertaking major reinforcements to the Remotely Operated Vehicle (ROV) deck and shale shaker deck, amongst other things. The KFELS B Class jackup, which was built by Keppel FELS for Seadrill in 2008, had first called on Keppel's Crescent yard in Singapore on 23 June 2014 for three days before embarking on its trip to Congo where it has been chartered by ENI CONGO.

In a letter to the Keppel FELS management, Mr Jan Einar Samuelsen, Seadrill's rig manager of West Ariel, said, "Despite the challenging weather conditions during the tow which lasted almost two months, the work was completed on time, on budget and most important of all, safely. Keppel FELS once again demonstrated its ability to take on challenges by excellent planning, supreme flexibility and seamless execution."

Mr Ivan Huang, Keppel FELS' project superintendent added, "We are pleased to be once again of service to Seadrill by helping them to maximise the use of their transport time with this repair. The success is a result of the commitment of the Keppel FELS team and the strong partnership we have with Seadrill."



The Keppel FELS flying squad and the Seadrill team celebrate the successful repair job onboard West Ariel during the rig's journey to Congo

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# Operational ready



Keppel FELS' new 700-tonne gantry crane at Pioneer Yard has commenced operations in September 2014.

With enhanced heavy-lifting capacity, Keppel FELS has greater flexibility in its construction process and can construct the modules of rigs in larger blocks.

The new gantry crane forms part of Keppel FELS continuous efforts

to build up the capabilities of its infrastructure and equipment.

The yard also recently refurbished and upgraded its panel line workshop (refer to page 24). The new enhancements to the workshop have helped to reduce man-hours taken to produce a panel by 48%.



Prime Minister Lee Hsien Loong (centre) visited Keppel O&M twice before this year's National Day Rally to learn more about its human capital initiatives and efforts. Among the Keppel O&M management who received PM Lee during his second visit on 1 August 2014 were Mr Michael Chia (first from left), MD (Marine & Technology) of Keppel O&M; Mr Chow Yew Yuen (second from left), CEO of Keppel O&M; Mr Wong Kok Seng (second from right), MD (Offshore) of Keppel O&M and Keppel FELS; and Dr Lee Chay Hoon (first from right), GM (Organisational Development and HR) of Keppel O&M

## Paving routes to success

To prepare for his speech for National Day Rally 2014, PM Lee visited Keppel Offshore & Marine (Keppel O&M) twice to learn more about its human capital initiatives and efforts.

Singapore's Prime Minister Lee Hsien Loong (PM Lee) spoke at length, at this year's National Day Rally (NDR) held on 17 August, on the need to keep Singaporeans' pathways to success open and inclusive. While many organisations used academic qualifications as a traditional marker of merit, PM Lee emphasised that it is all the more important for organisations to provide opportunities and support for continuous growth and

learning, as well as recognition based on merit and skills.

Keppel Corporation was highlighted by PM Lee as one which believes in its people, trains them, and gives them opportunities to perform, regardless of where they started when they joined the company.

PM Lee said, "Keppel Corporation illustrates what we are trying to achieve. I visited Keppel O&M's

shipyard at Tuas recently and talked to the people, both their management as well as their staff. I was deeply impressed both by what they had achieved, and also their *Can Do!* spirit and confidence."

He added, "Keppel illustrates that you can progress by acquiring deep skills and knowledge throughout your career and there are different ways to deepen your skills and knowledge, by learning



Keppel Corporation illustrates what we are trying to achieve. I visited Keppel Offshore & Marine's shipyard at Tuas recently and talked to the people, both their management as well as their staff. I was deeply impressed both by what they had achieved, and also their *Can Do!* spirit and confidence.

*Mr Lee Hsien Loong  
Prime Minister of Singapore*

on the job or by going for higher qualifications as you work and progress swiftly or both." At the same time, he asked employers to value their staff and develop them to take on higher responsibilities.

Elaborating on these points, PM Lee shared the stories of Keppelites who joined the company with qualifications from the Institute of Technical Education (ITE) and polytechnics and have grown and succeeded with Keppel.

At the NDR, he screened videos of the interviews he conducted with Mr Abu Bakar Mohd Nor, CEO, Nakilat-Keppel Offshore & Marine (N-KOM), Dorothy Han, Section Manager, Engineering (Piping), Keppel FELS, and Roy Lim, Shipyard Manager, Keppel FELS.

## Fuelling aspirations

In a live interview conducted by Channel NewsAsia following the NDR, Mr Chow Yew Yuen, CEO of Keppel O&M, explained that the key to the company's success in developing its people lies in its meritocratic approach to its human capital strategy of attracting, engaging, recognising and developing people.

Mr Chow said, "We pay a lot of attention not only to university graduates, but also to those with ITE and polytechnic qualifications. The reason is that in our type of industry, we require people with diverse qualifications and any of them can turn out to be top talents. So as long as the employees have the motivation to succeed, we will develop and recognise them."

At Keppel O&M, there are different structured

development schemes for new hires from varying educational backgrounds.

Diploma and degree graduates qualify for the two-year Management Trainee (MT) scheme. As part of this programme, employees will engage in classroom trainings, cross department rotations, on-the-job trainings, mentorship programmes and networking sessions with senior management.

Keppel O&M has also collaborated with ITE to develop the two-year Technical Associate (TA) and Assistant Technical Associate (ATA) schemes for O' Level and National ITE Certificates (NITEC) graduates, as well as N' Level graduates respectively.



At Keppel O&M, there are different structured development schemes for new hires from varying educational backgrounds

Continued from page 17...

## SPEAKING FROM THE HEART

To prepare for his NDR speech, PM Lee visited Keppel O&M twice to learn more about its human capital initiatives and efforts.

On his first visit, PM Lee was accompanied by Minister for Education, Mr Heng Swee Keat, and Senior Minister of State (SMS) for Law and Education, Ms Indraneel Rajah.

During the visit, PM Lee engaged in a robust dialogue with 12 Keppelites from various academic backgrounds, who candidly shared their experiences at school and at work.

PM Lee also toured Keppel FELs' Pioneer Yard to better understand the people and operations behind the building of offshore rigs. Initially scheduled to stay for



Prime Minister Lee Hsien Loong (centre, in pink), Minister for Education Mr Heng Swee Keat (seated left of PM, in white) and Senior Minister of State for Law and Education Ms Indraneel Rajah (left of Minister Heng, seated) having a hearty chat with Keppelites to understand their educational background and career progression

an hour and a half, PM Lee was so impressed with Keppel O&M that he eventually stayed for three hours.

Moved by the strong Keppel culture and *Can Do!* spirit of the Keppelites, PM Lee returned on

1 August for video interviews with a few Keppelites whom he met. He personally played the role of the interviewer.

*OffshoreMarine* shares the stories from the three interviews aired as part of his NDR speech.

## The climb to become CEO

Mr Abu Bakar Mohd Nor has proven throughout his twenty-four year career with Keppel that hard work and perseverance pays off.

The diploma-holder started off his career as an Assistant Safety Officer at Keppel Shipyard back in 1990. He swiftly rose through the ranks and held various leadership positions before becoming the CEO of Keppel's joint-venture shipyard in Qatar, N-KOM.

He was sent to attend an Executive MBA course at the Singapore Management University (SMU) but he did not have the pre-requisite degree. So Keppel's management wrote a letter to SMU vouching for him. SMU accepted that and he did well in the course.

Commenting on his achievements, Mr Abu Bakar said, "The fact that I am who I am today is testament to the company's meritocratic approach to nurturing people. At Keppel, it is all about performance, delivery, the *Can Do!* spirit and teamwork."

Read more about Mr Abu Bakar and his overseas stint in Qatar on page 29.



Starting off his career as a diploma-holder, Mr Abu Bakar rose through the ranks to become CEO of N-KOM

## Manager by day, student by night

Besides overseeing a department of more than 60 people, Dorothy Han, Section Manager (Engineering) of Keppel FELS also spends three nights a week studying for a part-time diploma course.

She has come a long way since she first joined Keppel FELS in 1989 as a trainee draughtsman after completing an Industrial Technician Certificate in mechanical and electrical drafting and design.

Dorothy, who is taking a part-time diploma course in Engineering (Marine, Offshore technology) shared, "I spend most weekends on my homework but I feel very blessed that I have a supportive family. In fact, it was my husband who encouraged me to further my studies. My bosses have also been very encouraging and this motivates me to give my best at work and in school."

Dorothy's husband, Mr Tey Shaoleng added, "As what our Emeritus Senior Minister, Mr Goh Chok Tong, said, '活到老, 学到老 (you are never too old to continue learning)', I encouraged Dorothy to pursue a diploma relevant to her work so that she can further enhance her knowledge."



A mother of two teenagers, Dorothy Han said that her supportive family allows her to focus and excel in her job

## From apprentice to shipyard manager



With the support of his wife and three sons, Roy Lim is now a shipyard manager offering guidance to thousands of workers

Behind every successful man is a strong woman. Indeed, this saying holds true for Roy Lim, Shipyard Manager at Keppel FELS.

Roy joined Keppel FELS' predecessor, Far East Levingston, in 1977, juggled between work and night classes to climb his way up. During PM Lee's interview with him, Roy recounted how his wife stood by him and encouraged him through his difficult seasons at work.

Roy's wife, Ms Susan Tay, shared, "Roy is extremely dedicated to his work and he loves his job. Even during Chinese New Year, he goes to the yard to ensure that everything is in order. I told him that I will look after the family so that he can give his all at work."

## CENTRESPREAD

Continued from page 19...

### ABUZZ ON CAN-DO!

Besides the mention of Keppel in PM Lee's National Day Rally speech, there was also much buzz on Keppel's *Can-Do!* spirit across social media.



Intrigued with the innovative Keppel FELS Can Do! Barge, PM Lee took a photo of the structure and posted it on his Instagram page (right), where he highlighted Keppel's 21-rig delivery achievement and efforts to boost innovation



Lee Hsien Loong

If you didn't make it at first, don't give up but keep trying. That was the common experience that many of the staff at Keppel Offshore & Marine shared with me when I visited their shipyard this morning. They joined the shipyard after graduating from ITE or a polytechnic. Then they earned diplomas, degrees, or specialised skill qualifications, with Keppel's support.

The passion of the staff for their jobs and Keppel shone through during our chat. Thank you to the team at Keppel for hosting the visit. Keep up the good work! - LHL

(Left picture) Following his first visit to Keppel O&M on 25 July 2014, PM Lee shared on Facebook that the passion of Keppelites shone through during his chat with them. PM Lee encouraged all to have a spirit of resilience and said that many who joined Keppel O&M as an ITE or diploma holder have successfully climbed through the ranks

# Encore to fuel efficiency



The teams from BOS, Diamond S and appointed surveyor, Korean Register of Shipping, celebrate the successful installation of the Emulsified Fuel System for Alpine Magic

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%.

A recent testament to BOS' proven green solutions is an order from repeat customer Diamond S Shipping Group (Diamond S) to install the EFS for its tanker Alpine Magic. BOS had last carried out a similar installation for another of Diamond S' tanker in July this year. The retrofitting of the vessel, which was dry-docked in Keppel Shipyard's Benoi Yard for other repair and maintenance work, was completed on 24 August 2014, just 10 days from the receipt of purchase order.

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## New engineering unit in Tianjin

On 30 July 2014, Keppel Offshore & Marine Technology Centre (KOMtech), the design and engineering arm of Keppel Offshore & Marine (Keppel O&M), signed a Memorandum of Understanding with the Tianjin Eco-City Administrative Committee (ECAC) to set up an engineering and technology foresight unit in the Sino-Singapore Tianjin Eco-City (Tianjin Eco-City).

The signing took place in Tianjin, China, at the seventh Singapore-Tianjin Economic and Trade Council (STETC) meeting, which was co-chaired by Singapore's Minister for National Development Mr Khaw Boon Wan and Tianjin Mayor Mr Huang Xingguo.



(Front row) Chief Representative (China) of Keppel Corporation Mr Goh Toh Sim (left) and Vice Chairman of ECAC Mr Yang Zhize (right) signed the MOU between KOMtech and ECAC for an engineering and technology foresight unit in the Tianjin Eco-City. (source of photograph: Sino-Singapore Tianjin Eco-City Investment and Development)

The unit is envisaged to carry out engineering work to support Keppel O&M's projects in Singapore, monitor the development needs and trends in the offshore and marine

industry, and engage in technology foresight research work. It is also expected to complement Keppel O&M's existing engineering office located in Shenzhen, Guangdong.

# Joint readiness



Joint Ground Deployment Exercise by Keppel O&M, SPF, SCDF and SSWG members at Keppel's Gul Yard

What happens if a riot breaks out on your premises leading to casualties and destruction of property?

To prepare for any such similar scenario, Keppel Offshore & Marine (Keppel O&M) joined hands with the Singapore Police Force (SPF), Singapore Civil Defence Force (SCDF) and its Safety Security Watch Group (SSWG) members, comprising ST Marine and Jurong Shipyard for a joint Ground Deployment Exercise on 13 August 2014.

Held annually in compliance with Singapore Maritime and Port Authority (MPA)'s requirement, the exercise aims to foster and further strengthen inter-agency collaboration and support. The first joint exercise took place in 2005 and has since formed a critical part of Keppel O&M's efforts to

ensure business continuity and to build up operational resilience.

Conducted at the Gul Yard this year, the live exercise simulated a riot of about 80 persons who barged into the yard and started a fire. It tested the responses of Keppel O&M's security and firefighting capabilities, evacuation procedures as well as coordination with other organisations.

Mr Philip Mah, GM (Group Security), Keppel O&M said, "Over the years, Keppel O&M has developed a robust system to deal with a variety of crisis situations and our plans are validated through exercises. It is part of our business continuity planning to ensure that we are ready to deal with different scenarios. We are glad to have successfully conducted this exercise and would also like to

thank the SPF, SCDF and SSWG for their close support."

The exercise was observed by senior management and personnel from Keppel O&M, SPF, SCDF and SSWG, who got together after the exercise to share on areas for improvement and lessons learnt.

Mr Wilson Lim, Commander of Jurong Police Division and Deputy Assistant Commissioner of Police, said, "Such multi-agency joint emergency exercises not only further strengthen the relationship between Keppel O&M, its SSWG members and the Home Team, but they also provide a collaborative platform for us to validate and improve our response to a riot and fire situation in a shipyard setting. I would like to congratulate all the participants for completing the exercise successfully."

# Key appointments

Keppel Offshore & Marine continues to renew and strengthen its management teams, paving the way for sustainable growth.



Mr Tommy Sam Yuin Sing

## **TOMMY SAM**

Mr Tommy Sam Yuin Sing has been appointed as CFO (Americas), overseeing all finance functions at Keppel Offshore & Marine's (Keppel O&M) business units in Brazil, the United States and Mexico with effect from 1 July 2014. He will relinquish his role as CFO of Keppel AmFELS. He will report to Mr Wong Ngiam Jih, CFO of Keppel O&M.

Concurrently, he will hold his appointments as VP of Keppel FELS Brasil, President of Bennett Offshore and VP of Keppel Offshore & Marine USA (Keppel O&M USA).

Mr Sam joined Keppel FELS as an accountant in 1994. He was seconded to Keppel FELS Brasil as CFO in 2003, appointed as VP of Keppel FELS Brasil in 2009 and VP of Keppel O&M USA in 2012. He holds a Bachelor in Economics (Major in Accounting) from Monash University in Australia.



Mr Louis Chow Wai Laye

## **LOUIS CHOW**

Mr Louis Chow Wai Laye was appointed ED (Commercial) of Keppel Shipyard on 1 July 2014. He will continue to oversee the Commercial and Marketing Department at Keppel Shipyard. Prior to this appointment, Mr Chow was Senior GM (Commercial).

Mr Chow was a seafaring Marine Engineer with a First Class Certificate of Competency from the Department of Trade and Industry (D.T.I.) before joining Keppel Shipyard in 1982 as Assistant Ship Repair Manager. Over the years, he has held key positions in Keppel Shipyard including Yard Manager from 1996 to 2002. He also headed FPSO Conversion Operations until his appointment in the Commercial Department. Mr Chow has also served in Wing Yong, a subsidiary of Keppel O&M, as its GM, and has been seconded to head several overseas subsidiaries in London, India and the United Arab Emirates.

# Outstanding service to the nation



Mr Po'ad Shaik Abu Bakar Mattar

Mr Po'ad Shaik Abu Bakar Mattar, 66, a Director in Keppel Offshore & Marine's Board, was one of six recipients of the prestigious Meritorious Service Medal at the National Day Awards this year. Mr Mattar also sits on the Council of Presidential Advisers.

The medal is awarded to those whose service and contributions to Singapore have been marked by exceptional ability, merit and conduct.

The retired senior partner of accounting firm Deloitte & Touche, said, "I share this award with my family, friends and the people I work with for their support, encouragement and guidance over the years."

# All lined up for breakthrough

The majority of innovations, however remarkable, are derived from an accumulation of incremental improvements and knowledge gains made over time. This was the case with Keppel FELS' new Automated Panel Line Workshop, which was officially unveiled at a ceremony on 30 July 2014 by Mr Chow Yew Yuen, CEO of Keppel Offshore & Marine.

Looking markedly different, the workshop has undergone an overhaul and reconfiguration, with innovative upgrades and refurbishments to enhance its efficiency.

Previously, the workflow started in the middle of the workshop and not all key work processes had dedicated stations.

The layout has since been reconfigured so that the workflow starts at one end of the workshop, with all key work processes having their own dedicated stations. In addition, the panels are now turned using a flip-over machine and moved from station to station using a conveyor system. The mechanisation of turning and moving the panels has also reduced manual handling, further improving safety and productivity levels.

There is also greater automation and mechanisation in aligning, marking, cutting and welding the panels. In the past, a significant proportion of these activities were carried out manually. Now, Keppel FELS employs a slew of customised hardware

and software to undertake these activities, while employees monitor and control the processes via user-friendly touch screens.

The workshop has also been brightened and enhanced, with ventilation of fume extractions incorporated into the machines.

These enhancements were not designed overnight. They were first conceived when the yard was faced with an increasing amount of work, and panels were not being produced fast enough in-house to meet the demand.

A team from the Keppel FELS' Production department, led by Mr Richard Tay, Shipyard Manager of Keppel FELS, found that due to the different complex configurations of their rig panels, there was no existing automated panel line system suitable for rig building. The team took time to visit and study shipyards facilities around the world, and conduct literature research into new technologies before they were able to innovate and customise a specialised automated panel line system which suits their needs.

Taken together, all the new enhancements to the workshop have reduced man-hours taken to produce a panel by 48%. They have also raised the capacity of the workshop, thereby reducing the need to outsource panel fabrication works.



The panels are now turned using a flip-over machine and moved from station to station using a conveyor system



# (App)lication to everyday life

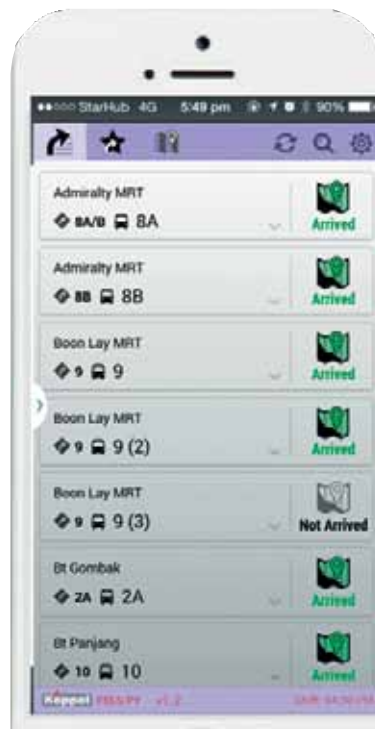
Keppel Offshore & Marine (Keppel O&M) places great emphasis on innovation and technology to constantly come up with bespoke solutions to meet the needs of its customers. Beyond serving customers' needs, the group also taps on technology to make everyday life at work more convenient and safer for its employees.

When Victor Chan, Planning Engineer at Keppel FELS, leaves his office to catch the company bus at the end of a work day, he used to have to make sure he has enough time to locate the right bus. This is because the buses of the ferry services provided by the company have different routes and destinations, and they wait at designated spots around Keppel O&M's main building depending on their arrival time.

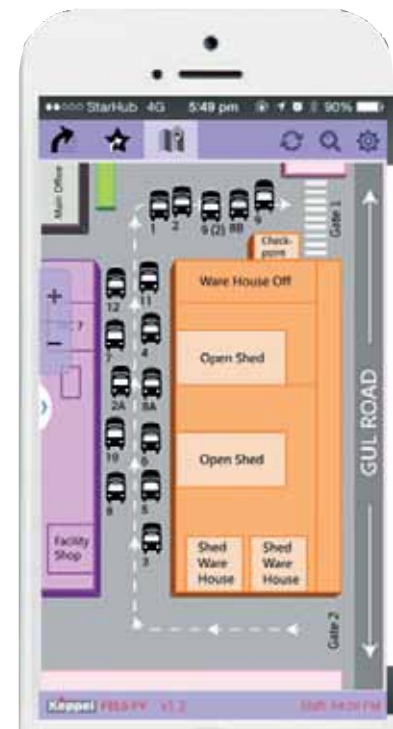
To find out where his bus is parked, Victor and all other passengers had to check the information from a whiteboard at the main building's lobby.

Wanting to improve the efficiency of this daily routine and to eliminate any potential safety hazards that Keppelites may face when boarding the bus, a team comprising Keppel FELS' Human Resource (HR), Keppel O&M's Group Information Systems (GIS) and Keppel O&M's security officers came up with an idea to solve the problem – a phone application, or app as is commonly known in short, that allows users to check the bus routes and schedules, and also real-time updates of the buses' locations as well as arrival/departure information.

Given how ubiquitous smart



The app developed by Keppel O&M GIS not only updates users on the arrival of their buses but also informs them of the exact parking location of their buses



phones are and cost-free it is for phone app users, this simple but ingenious idea was swiftly transformed into reality by the team from GIS. Within six months, GIS developed an app that allows employees to quickly check for information of their buses from the safety and comfort of their offices.

With Keppel O&M's security officers updating the arrival of the buses, as well as their respective parking locations on a daily basis, employees can now get the information they need with just a tap of their fingers.

Since the progressive roll-out of the app from June this year, over 700 Keppelites from Keppel FELS have downloaded it. For Victor, the app has made taking the company buses completely hassle-free. He shared, "The user interface is good and I also like how the app updates us on the status of the bus so that we no longer have to wait under the sun if the bus does not arrive at its usual time. I really appreciate how technology can help improve life both during and after work."

# Walking the grounds

Keppel management visited Keppel Housing's accommodation facilities on 27 August 2014 for a closer look at the latest amenities and welfare provided to residents.



During the visit to Acacia Lodge and Cassia @ Penjuru, two of Keppel Housing's dormitories, Keppel management, led by Mr Loh Chin Hua (2nd pic, standing on left), CEO of Keppel Corporation and Chairman of Keppel Offshore & Marine (Keppel O&M), and Mr Chow Yew Yuen, CEO of Keppel O&M (2nd pic, standing on right), toured their facilities such as the multi-purpose room and the counseling room and took the opportunity to interact with some of their residents

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# Shining talents

In celebration of Racial Harmony Day, approximately 1,000 Keppel Offshore & Marine yard workers came together on 16 August 2014 to support their friends at the finals of Keppel Housing Talent Search 2014. Organised by Keppel Housing for its residents, the competition, which is in its second year running, provides a platform for the workers to showcase their talents that range from singing, dancing, drama to stand-up comedy.

During the two-hour event, the audience was treated to top-notch performances by 16 finalists. Ultimately, it was Chandran Shyam's Michael Jackson mimicry

dance which won the judge's votes and earned him his Grand Champion title.

Mr Steven Lee, GM of Keppel Housing, said, "Besides its high entertainment value, Talent Search also allows residents to forge

stronger bonds among themselves through rehearsing together and cheering one another on during the competition. The participants' *Can Do!* spirit and creativity certainly shone through during their performances."



After the inaugural success of the event last year, Keppel Housing organised Talent Search once again this year for the yard workers to showcase their talents and bond with fellow residents

# Viva Brasil!

The annual Brazilian Cultural Week proudly sponsored by Keppel Offshore & Marine was especially significant this year as Brazil was host to the World Cup 2014.

Kicking off on 3 July 2014, the Brazilian Cultural Week activities

includes workshops in capoeira, samba and percussion.

For many, the main highlight of the four-day festival was the celebration of Brazilian Night, or "Viva Brasil!" held at Hard Rock Café Singapore on 5 July. The

attendees were treated to a variety of sensational performances from professional Brazilian samba dancers and renowned Brazilian singer Tonho Materia and his band, specially flown in from Salvador, Bahia, Brazil.

Master Ousado, Founder and President of the Association of Capoeira de Ouro Singapore, shared, "This year marks ten wonderful years of collaboration between the Association of Capoeira Argola de Ouro Singapore and Keppel. I am grateful for Keppel's continuous support toward our association."



Master Ousado (third from left) and Brazilian Ambassador H.E. Mr Luis Fernando Serra (second from right), seen here with two Brazilian samba dancers, were among the many guests who were present at the event

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## Sundowners with customers



Keppel FELS and their customers reinforcing their strong relationships over fun times at Universal Studios Singapore

Friends and customers of Keppel FELS had a different 3D experience from what they are used to at Keppel FELS' 3D design room when they felt the thrill of fighting evil robots on the Transformer's ride at Universal Studios Singapore on 25 July 2014.

A day of fun at the theme park was part of the Sundowners activity organised by Keppel FELS' marketing department for customers. Besides the hair raising fun of the rides, participants also bonded over dinner at the end of the day.

The casual get-together enables Keppel FELS to deepen the warm ties that have been nurtured over years of excellent collaboration with its customer, who have become both friends and partners at and outside work.

# Onward Singapore



Guest-of-Honour, Associate Professor Muhammad Faishal Ibrahim (fourth from right), Parliamentary Secretary of Ministry of Health and Ministry of Transport, joined Keppel Offshore & Marine's management, union leaders and Keppelites to celebrate Singapore's 49th birthday

Keppel FELS celebrated Singapore's 49 years of independence when it held a National Day Observance Ceremony on 11 August 2014. The celebrations kicked off with a flag-raising ceremony and a rousing recital of the Singapore pledge by Keppel Offshore &

Marine's management, union leaders and Keppelites, who were joined by Guest-of-Honour, Associate Professor Muhammad Faishal Ibrahim, Parliamentary Secretary of Singapore's Ministry of Health and Ministry of Transport.

Besides celebrating the nation's birthday, 179 long-serving employees were also recognised for their hard work over the years which have contributed to both Keppel and Singapore's progress.

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## Tribute to dedicated service

In conjunction with the observance of America's Independence Day, Keppel AmFELS held a Service Awards ceremony on 2 July 2014 to recognise the dedication of employees who have worked with the company over the years.

Keppel AmFELS President, Mr Simon Lee, highlighted 63 recipients as model employees who exemplify the Keppel Core Values, and presented certificates of appreciation and gifts for their years of service which ranged from five to 25.

He said, "We have a strong foundation, great people, culture

and know-how to ensure the company becomes even better and continuously grows."

Honoured with the 2014 Keppel AmFELS Employee of the Year Award was Victor Bouchot, Environmental Supervisor for HSES (Health, Safety, Environmental Protection and Security). Victor shared, "Words cannot express my feelings or gratitude for this recognition. Twenty two years ago, I had asked for a chance to be part of this great family and committed myself to work hard and to learn everything I could. I am grateful that I did."



Keppel AmFELS recognised the long services of its employees during America's Independence Day observance ceremony held on 2 July 2014

# Uniform standards



Committed National Serviceman Mr Abu Bakar Mohd Nor (left) has been promoted to Colonel. He is seen here with Dr Ng Eng Hen, Minister for Defence and Leader of the House

Given his military background, it is no surprise that those under the charge of Mr Abu Bakar Mohd Nor, CEO of Nakilat-Keppel Offshore & Marine (N-KOM), find him an exacting yet inspiring leader.

Indeed, Bakar, as he is more fondly known, emphasises discipline and safe and prompt project execution as much as he focuses on fostering a cohesive and motivated team.

His career in Keppel started in 1990, when he joined Keppel Shipyard as a Health, Safety, Security and Environment (HSSE) Officer. Over the years, he has held various leadership positions in the company, including Senior GM (Operations) of Keppel Shipyard from 2008 to 2010 and GM (Health, Safety and Environment) of Keppel Offshore & Marine (Keppel O&M) from 2009 to 2010.

Three years ago, Mr Abu Bakar was tasked to head N-KOM, which was a newly-established joint venture

between Keppel O&M and Qatar Gas Transport Company (Nakilat), the world's leading transporter of liquefied natural gas (LNG).

Despite serving overseas, Bakar continues to be a dedicated National Serviceman (NS) in the Singapore Armed Forces (SAF). He returns to Singapore once a month, during which he would participate in SAF's meetings and initiatives.

Not surprisingly, he was promoted to Colonel in June 2014. Prior to this, he served as Senior Lieutenant Colonel.

At the same time, he had to rise to the challenge of building up N-KOM's operations, workforce, customer base and network, even as he familiarised himself with local customs, policies and market conditions. Keen to understand his host country, Bakar would attend talks on Qatari culture and heritage on weekends.

He elaborated, "A lot of emphasis is placed on building interpersonal relationships in the Middle East, especially in business dealings. I was fortunate to have been exposed to the Arabic language from a young age as it certainly went a long way in enhancing business communications with the local authorities and companies."

The efforts of Bakar and his team at N-KOM has borne fruit. While still a relatively young outfit, N-KOM is recognised as one of the region's leading shipyards, and has even been presented with multiple industry awards.

"N-KOM has come a long way in a few short years. Strong government encouragement has been crucial to our success. Qatari leaders are dedicated to establish the nation as the Middle East's business hub. In line with the country's development thrusts, there is a lot of support from the authorities in developing Qatar's maritime cluster, which is essential to our operations," said Bakar.

He added, "With the Middle East's offshore energy market expanding, opportunities abound for shipyards in the region. N-KOM has become a preferred partner for rig and ship owners and operators as we help to raise the benchmark for shipyard services in the region. We appreciate the trust and confidence of the Qatari government and our customers, and will work hard in the days ahead to ensure the safe, timely and high quality turnaround of all our projects."

# Heartfelt contributions

In aid of victims of a fatal explosion at a manufacturing plant in Kunshan, Keppel Nantong organised a blood donation drive on 9 August 2014. Both cities are in China's Jiangsu Province.

Heeding the call of Mr Edmund Lek, President of Keppel Nantong, more than 50 Keppel Nantong employees stepped forward to donate blood for victims in need of transfusions.

Mr Lek shared, "We can never over-emphasise the importance of safety at the workplace. When an unfortunate accident such as this

happens, even though it does not affect us, it only feels right that we

rally resources and do whatever we can to help."



Mr Li Gang (right), VP (Commercial) of Keppel Nantong, and Mr Lim Kok Hwee (left), VP (Finance) of Keppel Nantong, were among the Keppel Nantong staff who contributed enthusiastically to the blood donation drive

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# Going the distance



(Image on left) Visually impaired runners like Hock Bee (centre) benefit from Keppel's sponsorship of all-inclusive running events like JLR 2014; (image on right) On behalf of Keppel O&M, Mr Chris Ong, ED (Commercial) of Keppel FELS (centre), received a token of appreciation from DPM Tharman Shanmugaratnam (right), in the presence of Ms Grace Fu, Minister, Prime Minister's Office, Second Minister for the Environment and Water Resources and Foreign Affairs (right)

His limbs aching and chest heaving for air, Ong Hock Bee, crossed the finishing line to one of his fastest six-km race timings at the Jurong Lake Run (JLR) 2014. Given his athleticism, it would seem at first glance that Hock Bee is no

different from the other 15,000 participants at this annual sporting event. However, Hock Bee is actually completely blind.

Hock Bee, who turns 50 this year, hopes that running will prove to

others that the visually impaired can also take on challenges and go the distance.

Assisted by sighted running guides, he and other visually-impaired runners participate in JLR with the support of corporate sponsors like Keppel Offshore & Marine (Keppel O&M). Keppel O&M is the platinum sponsor of the JLR for the second year running. More than 60 Keppelites joined JLR 2014, which held its first night race this year.

Deputy Prime Minister and Minister for Finance, Mr Tharman Shanmugaratnam, presented a plaque to Keppel O&M in appreciation of its contributions to this community initiative.

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# Propelling ahead with new deals



H.E. Dr. Mohammed Bin Saleh Al Sada, Minister of Energy and Industry, Qatar (centre) witnessed the contract signing ceremony between Chairman of N-KOM, Eng. Abdullah Fadhilah Al Sulaiti (second from left) and CEO of N-KOM, Mr Abu Bakar Mohd Nor (far left) with CEO of GDI, Mr Ibrahim J. Al-Othman (far right)

Keppel's joint-venture shipyard in Qatar, Nakilat-Keppel Offshore & Marine (N-KOM), has recently secured three construction and maintenance contracts.

The first contract, signed with leading Qatari rig operator Gulf Drilling International (GDI), is for the construction of a self-propelled and self-elevating liftboat customised for field transit operations in the Middle East and North Africa (MENA) region.

Designed in collaboration with Bennett Offshore, a naval architecture and marine engineering arm of Keppel O&M, the liftboat is N-KOM's first offshore newbuild project and is slated for delivery at the end of 2015. The liftboat will be equipped with a unique 200-tonne leg encircling crane, a large open deck space of around 800 sm, a helideck as well as an accommodation capacity for 130 persons. It will also be able to operate in water depths of up to six metres.

Able to provide a wide range of services, including well servicing, commissioning, maintenance and decommissioning of offshore platforms, a liftboat is a more efficient and cost-effective alternative to traditional offshore service vessels. Apart from accommodating a large number of offshore crew, the liftboat can also enhance overall operational safety as it is a more stable work environment with its self-elevating feature.

On the Middle East liftboat market, Mr Abu Bakar Mohd Nor, CEO of N-KOM said, "We have seen an increasing number of greenfield developments in the region, with major oil players rapidly expanding their fleet in tandem with market demand. Having already established ourselves in the ship repair market, our next step is to capture the robust regional offshore market by leveraging Nakilat and Keppel O&M's expertise to provide our customers with

quality and value-added offshore solutions."

N-KOM's second contract is for a six-year repair and maintenance of GDI's existing fleet of jackup rigs operating in the Middle East.

Mr Abu Bakar Mohd Nor added, "N-KOM has a long-standing partnership with GDI, having completed 10 repair projects for them over the past three years. These contracts signify the confidence and trust GDI has in our strong track record of safe, quality and timely deliveries."

The third contract secured by N-KOM is for the engineering, procurement, installation and construction (EPIC) of a floating jetty for new client, Qatar Primary Materials Company (QPMC). Situated in Ras Laffan Industrial City, the floating jetty will have an annual aggregates handling capacity of 7.8 million tonnes and is scheduled for completion in early 2015.