

# OFFSHORE MARINE

A newsletter of Keppel Offshore & Marine

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## STRONG PARTNERSHIPS



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Mexican President Peña Nieto (centre with outstretched hand) visited the KFELS B Class jackup rig YUNUEN as part of PEMEX's 77th anniversary of oil exploration.

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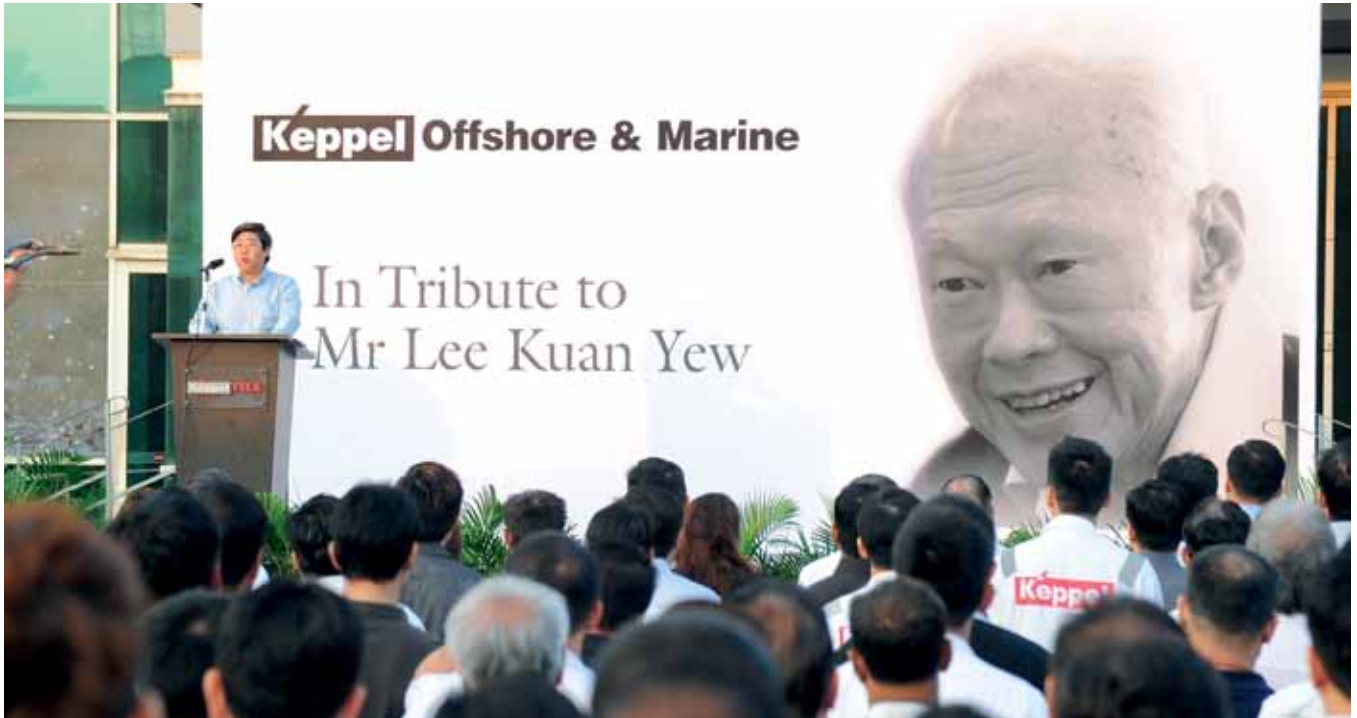
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# One man's monumental role



Mr Chow Yew Yuen, CEO, Keppel Offshore & Marine, paid tribute to the late Mr Lee Kuan Yew at the memorial event at Keppel FELS' Pioneer Yard attended by over 1,000 employees

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

As flags flew at half-mast all across Singapore to mark seven days of national mourning, Keppel paused to remember Mr Lee's monumental legacy.

## HEARTFELT TRIBUTES

In a poignant ceremony held at Keppel Island on 25 March 2015, over 600 Keppelites across the Group, led by Mr Abu Bakar, MD of Keppel Singmarine, paid tribute to Mr Lee as they collectively reflected on his invaluable

contributions, abiding passion for the nation, and support for Singapore companies such as Keppel to grow and prosper.

Having served alongside Mr Lee in the Singapore government, Dr Lee Boon Yang, Chairman of Keppel Corporation, called on Keppelites to honour Mr Lee's legacy in his address to Keppelites. Recalling how Mr Lee, in 1970, challenged Singapore's shipyards to transform the country to the largest ship repair centre between the Persian Gulf and Japan, Dr Lee exhorted Keppelites to continue to "remain hungry" and to "make the effort to grow and thrive."

Known for his brilliant intellect and fiery oratory skills, Mr Lee had a way with words not only as a writer but also as a speaker. It was

fitting, then, that Keppelites paid tribute to him by reading excerpts from his speeches that held relevance for and resonated with all present.

Ms Attyah Hassan, General Secretary of Keppel FELS Employees Union, shared on Mr Lee's reminder to the dockyard workers back in 1967 at a National Day celebration held at the Port of Singapore Authority Recreation Club, which is still pertinent today.

"While comparing the three dockyards then, Jurong, Keppel and Sembawang, he said, 'Let me tell you what the race is about: it is to see which dockyard has the initiative, the drive, the organisation, the adaptability and

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the spirit to try new methods of working to make that dockyard the best, the biggest and the most profitable in Singapore...if you don't try, then your rice bowl will be cracked. I am trying for you. But please remember you must try for yourself all the time.'

Dr Lee said, "Thank you, Mr Lee, for reminding us that we are all responsible for ourselves and that only we can shape our future. Your legacy will continue in our hearts and spirit. We will strive to be the best, to be extraordinary, to be ahead of the times."

In his condolence letter to Prime Minister Mr Lee Hsien Loong and family, CEO of Keppel Corporation, Mr Loh Chin Hua, wrote, "Keppel counts itself privileged to be a part of the Singapore story crafted by Mr Lee. He was a bold visionary and extraordinary leader, who created countless opportunities and platforms for Singapore businesses to flourish beyond our shores.

Keppel is indebted to Mr Lee for challenging us to punch above our weight. Today, Keppel is a 40,000-strong conglomerate operating in more than 30 countries worldwide. Wherever we are, we will honour Mr Lee's legacy by flying the Singapore flag high."

### **KEPPEL OFFSHORE & MARINE**

Following Keppel Group's memorial event the day before, close to 3,000 Keppelites across Keppel Offshore & Marine's (Keppel O&M's) yards in Singapore

gathered in the early morning of 26 March 2015 to remember Singapore's Founding Prime Minister, Mr Lee Kuan Yew.

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

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

should not be content with just survival."

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

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

Mr Lee's great empathy left an indelible mark on Mr Richard Tay, Yard Manager, Keppel FELS. Mr Tay, whose father was a deliveryman at Mr Lee's law firm, related how Mr Lee helped his family rebuild their home after their attic house was burnt down in 1963.



Led by Mr Abu Bakar (centre), MD of Keppel Singmarine, over 600 Keppelites stood united in tribute to Mr Lee Kuan Yew at the memorial ceremony held on Keppel Island

## Honouring the architect of modern Singapore



Dorothy Han (first row of pallbearers, extreme left) of Keppel FELS was invited by the Prime Minister's Office to be a pallbearer at the state funeral for Mr Lee Kuan Yew on 29 March 2015. (Picture credit: Ministry of Communications and Information)

As a pillar of Singapore's business community, Keppel owes a debt of gratitude to Founding Prime Minister Mr Lee Kuan Yew for laying the foundations that enabled the company to thrive. At his state funeral on 29 March 2015, Keppel was honoured to have one of its staff, Ms Dorothy Han, a Section Manager (Engineering) at Keppel FELS, invited by the Prime Minister's Office to be a pallbearer.

Dorothy was one of the three Keppelites mentioned by Prime Minister (PM) Lee Hsien Loong during his National Day Rally speech in 2014 as examples of Keppel's commitment to people development.

PM Lee had interviewed Dorothy on her journey with Keppel

FELS, where she rose through the ranks since joining as a trainee draughtsman in 1989.

Dorothy shared some reflections on the experience with Keppelite.

### ON REPRESENTING KEPPEL

"Bidding farewell to the man who has contributed so much to our nation was a pretty emotional journey for me but I am thankful for the opportunity. I was surprised when Prime Minister's Office contacted me as I did not expect to be given this privilege."

### ON MR LEE'S LEGACY

"When I was young, my parents often encouraged us to listen to Mr Lee's speeches but I never quite understood why they were so insistent. As I grew up, I began to understand that Mr Lee did all that

he could to fulfill his promise to give Singaporeans a better life. For that, I deeply respect him.

### ON THE DISCUSSION OF HOW BEST TO HONOUR MR LEE

"During the memorial event at Keppel FELS, I shared with fellow Keppelites that without Mr Lee, we would not be able to enjoy this safe and beautiful country that we proudly call home. From the clean water I drink to the education I receive, which has in turn enabled me to build my career at Keppel FELS, Mr Lee has made a huge difference to our quality of life.

"I think the best way I can express my gratitude is to give my all in everything I do so that I can continue the legacy that Mr Lee has left for us."

# Seventh KFELS B Class jackup for Enesco to work in UAE

ENSCO 110, which was delivered by Keppel FELS earlier this year to Enesco, has received a three-year contract with National Drilling Company (NDC), one of the largest drilling contractors in the Middle East, commencing operations in offshore United Arab Emirates.

ENSCO 110 is the seventh KFELS B Class Bigfoot jackup rig currently in Enesco's fleet and is the latest generation of the series.

Mr Wong Kok Seng, MD of Keppel Offshore & Marine (Offshore) and Keppel FELS, said, "Our KFELS B Class design has proven to be the

industry benchmark successfully working in many parts of the world. ENSCO 110 is the latest generation rig that has been further enhanced with increased performance and cost-efficiencies as well as improved safety and environmentally-friendly features.

"We are honoured to be able to again deliver to Enesco, one of the world's leading offshore rig operators, another high quality rig of our proprietary design safely, on time, and on budget. We have a win-win partnership with Enesco having delivered some 19 newbuild projects since 2000."

ENSCO 110 has a nominal variable deck load of 7,500 kips and a cantilever load of 2,500 kips. It includes a 1.5 million-pound derrick, TDS-8 top drive and 4-ram 15,000-psi BOP. Customised enhancements include dual drilling fluid capability and accommodations for 150 persons on board.

The six other KFELS B Class rigs in Enesco's fleet include ENSCO 104, ENSCO 105, ENSCO 106, ENSCO 107, ENSCO 108 and ENSCO 109.

Keppel FELS has also delivered seven semisubmersibles as well as three ENSCO 120 series jackup rigs based on the KFELS Super A Class design to Enesco with another under construction. In addition to newbuild projects, the yard also modified the drillship, ENSCO DS-6.



ENSCO 110 is the seventh KFELS B Class Bigfoot jackup rig currently in Enesco's fleet and is the latest generation of the series

# Strength to strength for Keppel Nantong



Keppel Nantong Shipyard launched the first of the two ice-class supply vessels that it is helping to build for Keppel Singmarine ahead of schedule on 10 March 2015

Keppel Nantong Shipyard has been growing from strength to strength, progressing well on its projects while receiving accolades for excellence in operations.

## **EXECUTION EXCELLENCE**

Work on the construction of two ice-class supply vessels by Keppel Nantong Shipyard for Keppel Singmarine has been progressing well. The first vessel was launched on 10 March 2015, in a record period of just five months after the keel laying milestone. The second vessel was also launched ahead of schedule on 19 March 2015.

The vessels are among three ice-class vessels that Keppel Singmarine has been contracted to build by Bumi Armada Berhad (Bumi Armada). Two of the three vessels are being built in Keppel

Nantong Shipyard, leveraging the synergy of Keppel Offshore & Marine's global network of yards.

After the commissioning and sea trials are completed, both vessels will be delivered to Keppel Singmarine's yard in Singapore. The third vessel for Bumi Armada, an ice-class multipurpose duty rescue vessel, is targeted to be launched in 2Q 2015.

## **BENCHMARK IN HEALTH AND SAFETY**

As a testament to Keppel Nantong Shipyard's indefatigable efforts in ensuring a healthy and safe working environment for all its stakeholders, the shipyard in Nantong, China, recently received an award for being a model enterprise in occupational health and safety in 2014.

The award recognises the shipyard's efforts in the development and effective implementation of an occupational health and safety management system and the continuous strengthening of workplace safety training. For instance, one of the enhancements Keppel Nantong Shipyard made to its workplace environment was the installation of equipment to improve the absorption of hazardous dust in paint workshops.

The award was presented by Mr Qi Kai, Deputy Director of Nantong City Safety Administration of Work Safety, to Mr Edmund Lek, President of Keppel Nantong, on 13 March 2015.

# New life for Songa Venus



The project teams from Keppel FELS and Songa Opus Offshore Drilling celebrating the successful delivery of Songa Venus

Besides newbuilding work, Keppel FELS remains busy with rig repairs and refurbishments and recently delivered the semisubmersible Songa Venus to Songa Opus Offshore Drilling (SOOD), a joint venture company between Songa and Opus Offshore.

The rig, which arrived on 26 November 2014, was delivered on time and with a perfect safety record on 24 April 2015, after undergoing a five year Special Periodic Survey (SPS) as well as general repairs, refurbishment and system upgrades on the deluge lines and manifolds, among other things.

In a letter of appreciation to Keppel FELS, Mr Wicknesh

Marathayah, Technical Manager, Songa Opus Offshore Drilling, wrote, "On Behalf of the Songa Opus Offshore Drilling Team, we would like to extend our sincere thanks and appreciation to the Keppel FELS Team for the successful delivery of the MODU – Songa Venus. The team has played a pivotal role in the successful project execution for us to take delivery of our vessel within the target date upon the completion of our Class Renewal scopes. We look forward to working together with the continued efforts and support for the next project, MODU – Songa Mercur."

Keppel FELS' Assistant Project Manager, Mr Andrew Ong said,

"We are pleased to be able to deliver this rig in a timely and safe manner to Songa Opus Offshore. This is a result of the strong capabilities, experience and teamwork of the Keppel FELS and SOOD project teams. As the rig is 39 years old, there were extensive renewal works and it was an achievement to complete it in the short time frame for the rig to be ready for its next assignment."

Songa Venus has been since been deployed for work in offshore Russia in the Sakhalin field. A second semisubmersible, Songa Mecur, which arrived in Keppel FELS in January 2015, is also undergoing a five years SPS and similar upgrading works.



# Striking start

## Keppel FELS commences construction on Transocean and JDC projects.

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

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

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

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

series of high quality rigs to their schedule and requirements."

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

Keppel FELS teamed up with JDC over several projects and has always delivered to the customer's exacting standards. Hakuryu-11, the first KFELS Super B Class delivered to JDC in 2013 has been performing

excellently in the field. Apart from newbuilding projects, Keppel Offshore & Marine's (Keppel O&M) yards in Singapore and the United States have also collaborated with JDC on the repair and maintenance of rigs such as Hakuryu-5 and Hakuryu-10.

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



Celebrating the strike steel ceremony are (from left to right) Mr Alex Taveira, ABS; Mr Shawn Yeo, Project Manager, Keppel FELS; Mr Thomas Tan, ABS; Mr Chris Ong, ED (Commercial), Keppel FELS; Mr Mohd Sahlan, ED (Operations), Keppel FELS; Mr Keith Teo, GM (Marketing), Keppel FELS; Mr Chow Yew Yuen, CEO, Keppel O&M; and Mr Doug Brown, Transocean Project Manager



Having previously worked on several winsome projects, the management of JDC and Keppel FELS are confident of yet another successful partnership on Hakuryu-15

# Thrice the success for MTOPS



Together with MTOPS, BrasFELS celebrated 250,000 safe man-hours on the FPSO Cidade de Itaguaí project

BrasFELS and MODEC and Toyo Offshore Production Systems Pte Ltd (MTOPS), a JV between MODEC and Toyo Engineering Corporation, celebrated 250,000 safe man-hours on the FPSO Cidade de Itaguaí project on 29 April 2015.

FPSO Cidade de Itaguaí is BrasFELS' third project Floating Production Storage and Offloading (FPSO) project with MTOPS. The unit is on track for delivery in the second quarter of 2015.

Mr Marlin Khiew, Vice President (Operations) of BrasFELS, said, "Since FPSO Cidade de Itaguaí arrived at BrasFELS early this year, the BrasFELS and MTOPS project

teams have been working closely together to ensure the smooth progress of the project. Indeed, it is the teams' constant vigilance and good teamwork which enabled this 250,000 safe man-hours achievement.

"I would like to commend the project teams for their efforts, and I urge them to continue to push ahead on the remaining work scope towards a safe, on time, within budget and high quality delivery."

The MTOPS project team is led by Project Manager Mr Richard Matten. Expressing his appreciation for BrasFELS, Richard

said, "Let us continue to make this the best project that we have ever done together. The trust and cooperation between our teams gave us the opportunity to finish this job very well. It is a pleasure for us to work with BrasFELS".

At the event, MTOPS presented BrasFELS with a commendation plaque. In addition, BrasFELS presented three workers with certificates and bicycles for their exceptional attitude and performance.

## Steady Brazilian beat

Apart from the FPSO Cidade de Itaguaí project, BrasFELS is also making steady progress on other complex projects on hand.

### P-66 MILESTONE

The yard has successfully completed its latest lifting operations of topside modules and a flare tower for the Floating Production Storage and Offloading (FPSO) unit P-66 in April 2015.

P-66 and P-69 are two ongoing FPSO projects that BrasFELS is undertaking for Petrobras. For both units, BrasFELS is responsible for the installation and integration of topside



Lifting operations for the installation of topside modules and flare tower for P-66 progressed smoothly

modules as well as the fabrication of certain modules.

### LIFT OFF FOR SECOND DRILLING RIG

Building on its experience gained from the construction of the first DSS™ 38E drilling semisubmersible unit, BrasFELS has made progress on the second such rig, Frade.

On 13 April 2015, the yard successfully carried out the first upper hull megablock lifting operations for Frade.

The DSS™38E rigs are rated to drill to depths of 10,000 metres below the rotary table in up to 3,000-metre water depths.



Installation of upper hull modules has commenced for the second DSS™ 38E semisubmersible rig Keppel is building for Sete Brasil

# Second PSV launched at Keppel Singmarine Brasil



Keppel Singmarine Brasil celebrated the launch of its second platform supply vessel GNL 1008 on 20 March 2015

In Navegantes, Santa Catarina, Brazil, Keppel Singmarine Brasil celebrated the launch of its second Platform Supply Vessel (PSV) GNL 1008 on 20 March 2015.

The event was officiated by Lady Sponsor Ms Luciane Carrión, in the presence of Mayor of Navegantes Mr Roberto Carlos de Souza; Petrobras GM of Implementing and Chartering of Naval Units, Mr Fernando Bortoli Machado;

President of the Union of Workers in the Metal and Mechanical Industry, Electrical Material and Shipbuilding in Itajaí and Region, Mr Oscar João da Cunha; and Keppel Singmarine Brasil's management led by GM Mr Loh Kee Huat.

Expected to be completed in 4Q 2015, the PSV is built to the MTD 9045P-DE design, which has been developed by Keppel

Offshore & Marine's (Keppel O&M) ship design arm, Marine Technology Development (MTD), to meet Brazil's stringent operating environments.

# Fifth AHTS for Seaways underway



Project teams from Keppel Singmarine and Seaways International (Seaways) as well as representatives from the appointed classification society celebrate the strike steel ceremony for Keppel's fifth Anchor Handling Tug for Seaways

track with construction milestone markers like strike steel and keel laying ceremonies.

At Keppel Singmarine, a strike steel ceremony for a multi-task Anchor Handling Tug (AHT) vessel that is being built for Seaways International (Seaways) was held on 25 March 2015.

When completed in 2Q 2016, this vessel will be the fifth AHT unit that Keppel Singmarine has built for Seaways. Keppel Singmarine's longstanding partnership with Seaways started in 2005 when the two companies inked their first contract for an AHT vessel.

With a number of deliveries this year, Keppel has continued to

ensure that operations at its yards progress like clockwork, and are on

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## Steady progress on liftboat

Work on the liftboat that Nakilat-Keppel Offshore & Marine (N-KOM) is building for Gulf Drilling International (GDI) is making steady progress.

Of some 7,200 tonnes of structural fabrication work required for the project, more than half have been completed to date. These major work completed include fabrication of over 1,500 spools for the liftboat's leg piping, bilge, ballast and compressed pipings,

as well as the installation of key equipment such as the main engines, transformer, switchboard and jack-house. The next project milestone would be the erection of the liftboat's first tubular leg.

Designed by Bennett Offshore, a naval architecture and marine engineering arm of Keppel Offshore & Marine, in collaboration with N-KOM, the liftboat is expected to be completed in end 2015.



More than half of the structural fabrication work have been completed for the liftboat, which is expected to be fully constructed by end 2015

# Powering up Hope

## World's largest floating book fair leaves Keppel Shipyard.

Keppel Shipyard delivered Logos Hope, a vessel carrying the world's largest floating book fair, on 4 March 2015. The vessel's maintenance works at Keppel Shipyard comprised the replacement of her two generators, the main electrical switchboard and the installation of a new heat recovery system.

Operated by the German Christian charity organisation GBA Ships, Logos Hope is one of their four vessels which sail from port to port all year round, with the mission of offering charitable services and bringing knowledge to the communities of the ports that they visit.

Elon Alva, Marine Superintendent, GBA Ships, said, "It has been a wonderful experience working with the Keppel Shipyard team, which places not only high priority in quality delivery, but also in the safe execution of the project.

"Over the course of working together, the GBA Ships and Keppel teams have been able to communicate effectively and develop a strong rapport, which I think was the most important factor contributing to the project's success."

Logos Hope is no stranger to Singapore. In January 2014, the vessel called on her port at the

promenade of VivoCity shopping mall.

During the two weeks that the vessel was docked, members of the public were able to go onboard and peruse the vessel's more than 5,000 books on subjects ranging from science, sports, cookery, medicine and philosophy to children's titles.

After being powered up at Keppel Shipyard, Logos Hope will be calling on ports in the region before setting sail for Africa to continue on her charitable mission.

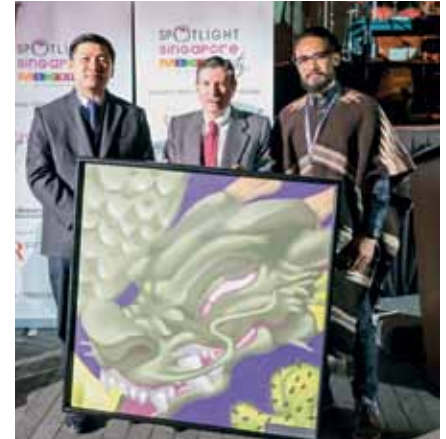


Keppel Shipyard's project team celebrating the successful completion of maintenance works undertaken for Logos Hope

# Mexico-Singapore spotlight



Mexican President Enrique Peña Nieto (centre with outstretched hand) was on board the YUNUEN jackup rig built by Keppel FELS, as PEMEX officially put the rig into service



Mr Simon Lee (left), President of Keppel AmFELS, presenting a mural by Singaporean street artist, Clogtwo (right), to Mr Fernando Álvarez del Castillo (centre), General Director of Libraries, Mexico

Keppel Offshore & Marine (Keppel O&M) has delivered 13 projects to Mexico with another seven on order, contributing significantly to Singapore's growing economic relationship with Mexico.

## **PRESIDENTIAL COMMISSION**

Keppel FELS recently delivered the second jackup rig built directly for PEMEX (see story on back page) and the first rig, YUNUEN, was put into service by Mexican President Mr Enrique Peña Nieto on 19 March 2015.

President Peña Nieto visited YUNUEN as part of PEMEX's 77th anniversary of oil exploration. He was accompanied by five governors whose states have oil facilities, namely Tabasco, Campeche, Hidalgo, Oaxaca and Veracruz.

The KFELS B Class rig arrived safely in Mexico from Singapore on 25 February 2015.

Mr Chow Yew Yuen, CEO of Keppel

O&M, congratulated PEMEX CEO, Mr Emilio Lozoya Austin, on the historic milestone, noting, "We are glad to have been of service in delivering the KFELS B Class rig to PEMEX early and on budget. It is our pleasure to have supported PEMEX over the years with numerous projects and it is my hope that we can build upon our good working relationship through the construction of more offshore rigs, both in Singapore and Mexico."

## **STRONG BILATERAL RELATIONS**

Singapore and Mexico has had 40 years of bilateral relations. To mark this occasion, Singapore led a business and cultural delegation to Mexico from 23 to 27 March 2015.

As a strong supporter of business and community programmes, Keppel O&M was the gold sponsor for Pasar Singapura – a visual arts exhibition and performance which

showcases the different cultures of Singapore and Mexico.

Mr Chow said, "We have a long partnership with Mexico, having undertaken numerous offshore and marine projects for the country. Keppel's support for the economic, social and cultural exchange between Mexico and Singapore complements our strengthening business relations. We believe in engaging and nurturing communities wherever we are, with the aim of fostering closer ties and achieving a sustainable future together."

Keppel delegates led by Mr Simon Lee, President of Keppel AmFELS in Brownsville, Texas, also participated in the business forums organised by International Enterprise Singapore which involved Mexican companies such as Grupo R and Perforadora Central.

# Sea Asia showcase



Guest of Honour Mr Lui Tuck Yew, Singapore's Minister for Transport and Second Minister for Defence (fourth from right), was brought around Keppel O&M's booth at the Sea Asia exhibition hall by Keppel O&M senior management comprising (from right): Mr Chin Sze Kiun, GM (Commercial – Repair), Keppel Shipyard; Mr Chor How Jat, MD, Keppel Shipyard; Mr Michael Chia, Chairman of SMF and MD (Marine & Technology), Keppel O&M; Mr Chow Yew Yuen, CEO, Keppel O&M; Mr Abu Bakar, MD, Keppel Singmarine; Mr Louis Chow, ED (Commercial), Keppel Shipyard; and Mr Charles Sim (second from left), GM (Offshore Production), Keppel Shipyard

As a leading player in Singapore and Asia's marine and offshore industry and an active supporter of its growth, Keppel Offshore & Marine (Keppel O&M) participated actively in Sea Asia 2015 held from 21 to 23 April 2015.

Keppel O&M was among the major exhibitors which included established industry names such as PSA International and Keppel's longstanding customer Bumi Armada Berhad to showcase its global operations and range of solutions over the three-day conference and exhibition. The group was also the sponsor of the event's welcome reception.

Co-organised by Seatrade and the Singapore Maritime Foundation (SMF), Sea Asia is an anchor event held in conjunction with the Singapore Maritime Week and is well-attended by the most influential and respected leaders in the industry. Into its fifth edition, Sea Asia serves as a focal point for both the global and local maritime communities to network, explore new businesses, and showcase the latest maritime innovations, equipment and services.

One of the key highlights of this year's event was the Sea Asia Global Forum which saw

industry personalities from shipping companies, banks, and classification societies discuss trends and issues impacting the maritime industry.

Topics debated included sustainability, shipping finance and the impact of oil prices on the industry.

Sea Asia 2015 also features the Offshore Marine Forum which brought industry experts together to discuss the challenges and opportunities facing the region's offshore marine sector against a backdrop of complex operating environments.





Keppel O&M management catching up with government and industry officials, offshore and marine company representatives, trade media and analysts who converged at the Keppel-sponsored Sea Asia 2015 welcome reception

Speaking at the opening ceremony on 21 April 2015, Guest of Honour Mr Lui Tuck Yew, Singapore's Minister for Transport and Second Minister for Defence, noted Asia is fast becoming the engine of global growth and that the maritime industry needs to be prepared. "All signs suggest that Asia will drive global shipping in the coming years. Shipping patterns have shifted and will continue to move towards Asia."

Mr Michael Chia, Chairman of SMF and MD (Marine & Technology), Keppel O&M, also spoke during the opening ceremony, and said, "Sea Asia serves as a good platform for the global maritime community to

come together to discuss pertinent maritime issues, explore growth opportunities in Asia, exchange ideas and views with fellow industry players, and perhaps find solutions to the challenges that are facing the industry today.

"Through this platform, we hope to project the voice of Asia in a more concerted manner and cement Singapore's standing as a key thought-leader in maritime issues and a leading International Maritime Centre in this region."

During the opening day of Sea Asia 2015, Minister Lui visited the group's booth, where he was received by Mr Chow Yuew Yuen,

CEO of Keppel O&M, and senior management across Keppel O&M.

The day ended with a Keppel O&M-sponsored welcome reception which provided a good platform for the group's management to catch up with long-time customers and partners as well as to reach out to new and emerging offshore and marine companies.

# Accolade for innovation

KOMtech receives award for LNG-fuelled tug.



Mr Aziz Merchant (left), ED (Deepwater Technology) of KOMtech receiving the Outstanding Maritime R&D and Technology Award on behalf of KOMtech from Mr Lui Tuck Yew (right), Singapore's Minister for Transport and Second Minister for Defence

For its achievements in developing innovative solutions for the marine sector, Keppel Offshore & Marine Technology Centre (KOMtech) was recognised at the biennial Singapore International Maritime Awards (IMA) held on 21 April 2015 this year in conjunction with the Singapore Maritime Week by the Maritime Port Authority of Singapore (MPA).

The research and development (R&D) arm of Keppel Offshore & Marine (Keppel O&M) was awarded the Outstanding Maritime R&D and Technology Award for its design of an Azimuth Stern Drive (ASD) tug with a 65-tonne bollard pull capacity which can run on both Liquefied Natural Gas (LNG) and diesel fuel.

The dual-fuel engine tug design was developed at a time when natural gas is rising in importance as an energy resource and alternative marine fuel globally. KOMtech's focus on LNG solutions

is also in line with the MPA's objective of establishing Singapore as a LNG bunkering port by 2020.

While a number of companies have been developing LNG fuel gas systems (LFGS) for ships, most designs face technical challenges with more improvements needed to achieve a higher level of safety and fuel efficiency.

With these challenges to overcome in mind, KOMtech started developing a LFGS with a robust LNG vaporiser for marine applications since 2012. The fruits of the research – an innovative and patented LNG vaporiser design which was incorporated into the tug design – successfully brings together all the advantages of existing LNG vaporisers in the market.

Furthermore, compared to other LNG vaporisers, KOMtech's system has the additional advantages of being lower in capital expenditure

and operating cost, more compact, and safer.

Apart from the LNG vaporiser and LFGS, KOMtech also incorporate smart designs into its tug to enhance safety and comfort. For instance, the LNG vent and piping are arranged in such a way that the accommodation quarters in the lower deck area are situated away from the potential danger zone.

The LNG fuel is also carried in containerised, type-C ISO-certified tanks on the main deck, and re-fuelling can be as simple as replacing the empty tanks with replenished ones.

This is not the first time that KOMtech has received the award at the IMA. In 2013, KOMtech was also given the Outstanding Maritime R&D and Technology Award for its contributions to the development of feasible solutions in deepwater drilling and production.

# Insightful visit

## Chairman-Designate of Shell tours Keppel yard.

Having undertaken a number of projects for Royal Dutch Shell (Shell) over the years, Keppel Shipyard was pleased to welcome Mr Chad Holliday, Chairman-designate of Shell, on 20 March 2015. Together with Ms Goh Swee Chen, Chairperson of Shell Companies in Singapore, and Ms Euleen Goh, Non-Executive Director of Shell, Mr Holliday enjoyed a presentation and tour of the shipyard's facilities.

This included visiting the Floating Production Storage and Offloading (FPSO) vessel that Keppel Shipyard is converting for SBM Offshore.

The FPSO, when completed in the second half of 2015, will be deployed at Shell's Stones field in the US Gulf of Mexico. It will be Shell's first FPSO unit to operate in the Gulf of Mexico.

Mr Bruno Chabas, CEO of SBM Offshore, and Mr Philippe Barril, Chief Operating Officer of SBM Offshore, were part of the visiting delegation.

Hosted by Mr Loh Chin Hua, CEO of Keppel Corporation and Chairman of Keppel Offshore & Marine (Keppel O&M), the visit enabled Mr Holliday to gain deeper insight

into the operations of Keppel O&M and Keppel Shipyard as well as witness first-hand the smooth progress on the FPSO conversion for the Stones field.

Keppel O&M has collaborated with Shell on other projects, including the Depletion Compression Platform which will service the Malampaya gas field in the Philippines. The offshore platform, built by Keppel Subic Shipyard, was successfully delivered to Shell in February 2015.



Shell Chairman-designate Mr Chad Holliday (first row, fifth from right) visited Keppel Shipyard and was hosted by Mr Loh Chin Hua (first row, sixth from right), CEO of Keppel Corporation and Chairman of Keppel O&M. Also present were senior management of Keppel O&M, Shell and SBM Offshore

# Malampaya milestone

Keppel has delivered the first Depletion Compression Platform to be fully constructed in the Philippines.



The Depletion Compression Platform (DCP) being towed out of Keppel Subic Shipyard's dock to its handover site

Keppel Subic Shipyard has delivered a Depletion Compression Platform (DCP), which is an offshore gas platform, to Shell Philippines Exploration BV (SPEX), operator of the Malampaya Deep Water Gas-to-Power Project, on time and with an excellent safety record.

The DCP arrived at its deployment site next to an existing shallow water platform (SWP) in the Malampaya gas field, 80km northwest of Palawan Island, in the

Philippines, on 13 February 2015, where it has since been installed and hooked up to the SWP to support the recovery of natural gas from the gas field. The development of the DCP forms Phase 3 of the Malampaya Deep Water Gas-to-Power project, or MP3, which is jointly undertaken by government agencies and private companies.

Mr Michael Chia, MD (Marine & Technology), Keppel Offshore & Marine, said, "We are grateful

to the Philippine government, Shell Philippines and our other partners for their support in this milestone project. We are proud to be responsible for the first such platform to be fully constructed in the Philippines and delivered to Shell with Keppel's hallmark execution excellence in being on time with zero lost-time incidents.

"In conjunction with the DCP project, we had upgraded our facilities such as installing a 1,500-tonne gantry crane – one



(From left) Lifting of the air cooler module; The 1,500-tonne gantry crane lifting the 62-metre long upper section of the tubular leg to an upright position; Integration of the modules after the completion of the lifting campaigns



Mr Nathan Stephenson, MP3 Company Site Representative, SPEX, and Mr Leong Kok Weng, President of Keppel Subic Shipyard, celebrate the excellent safety record of the construction of the DCP

of the biggest of its kind in Southeast Asia – to bolster the yard’s competencies in complex offshore and topside modules fabrication work. Together with our experience and expertise, it enables us to take on more major fabrication work for the Philippines and regional offshore market.”

Mr Sebastian Quiniones, MD of SPEX, added, “We thank Keppel Subic Shipyard for their vital contribution to the Malampaya Gas Project. The DCP is the first engineering marvel of its kind to be made in the country.

It introduces new developments in infrastructure and enhances the capabilities of the Philippine construction and oil and gas industry, enabling the country to become a player to watch for in the global arena and encouraging future investments into the country.

“Like the rest of the Malampaya Gas Project, the new Malampaya platform has become a symbol of pride for the Filipino nation – made by Filipinos, for Filipinos. We are confident that the DCP will service Malampaya well and enable us to support the Philippine government’s goal towards energy security.”

Keppel Subic Shipyard was responsible for the fabrication of the DCP, including the integration and pre-commissioning of the topside modules, and the fabrication of the link bridge connecting the DCP to the shallow water platform.

The DCP comprises gas compression facilities mounted on a barge deck, supported by four tubular legs on base footings.

It is designed to maintain the current availability and deliverability of natural gas from the Malampaya field through regulating the gas export pressure and flow rates.

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## Learning platform



Mr Graham Henley (third from left), Vice President (Projects Operated), Shell, presenting a certificate of appreciation to Mr Leong Kok Weng (centre), President, Keppel Subic. Also in the picture are (from left): Mr Chor How Jat (left), MD, Keppel Shipyard; Mr Antoine Bliet, Project Manager (MP2 & MP3), SPEX; Mr Simon Ong, General Manager (Projects East), Shell; Mr Nathan Stephenson, MP3 Company Site Representative, SPEX; and Mr Toh Ko Lin, Chairman and President, Keppel Philippines Marine, Inc

With the successful delivery of the Depletion Compression Platform (DCP) by Keppel Subic Shipyard (Keppel Subic) to Shell Philippines Exploration B.V. (SPEX) in February 2015, a workshop was held on 20 April 2015, bringing together management and project teams from both Keppel and Shell to share the experiences and lessons learnt from this milestone project.

Held at Mandarin Oriental Hotel, Singapore, the workshop attendees include Mr Chor How Jat, MD, Keppel Shipyard, Mr Toh Ko Lin, Chairman and President, Keppel Philippines Marine, Inc, Mr Leong Kok Weng, President, Keppel Subic, Mr Graham Henley,

Vice President (Projects Operated), Shell, Mr Simon Ong, General Manager (Projects East), Shell and Mr Antoine Bliet, Project Manager (MP2 & MP3), SPEX.

During the event, members from SPEX and Keppel Subic project teams shared their views on what went well during the project and what could have been done better during its execution. Scope of the areas discussed ranged from project management, safety, quality and engineering to execution.

The day concluded with an award presentation during which SPEX presented Keppel Subic with a certificate of appreciation in recognition of Keppel's hallmark

execution excellence in safety. Key members of the Keppel's project team were also given a plaque of recognition for their good work and commitment to safety.

The DCP is an offshore gas platform that was developed to support the recovery of natural gas from the Malampaya gas field, which lies 80km northwest of Palawan Island in the Philippines and is operated by Shell. The development of the DCP forms Phase 3 of the Malampaya Deep Water Gas-to-Power project, or MP3, and is the first of its kind to be built in the Philippines.

# P-61 achieves first oil

Brazil's first tension leg wellhead platform achieved first oil on 15 March 2015 in the Papa Terra Field.

FloaTEC Singapore, an equal joint venture between Keppel FELS and McDermott, had been engaged by Petrobras and Chevron to build and operate P-61 in 2010.

P-61's complete hull was fabricated at BrasFELS, while the topsides were fabricated at Keppel FELS and completed at BrasFELS.

In March 2014, McDermott successfully installed the integrated TLWP in the Papa Terra Field, in the Campos Basin, at a water depth of 1,180m.



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# CSC garners prestigious HSE award

As a testament to the safety standards that Caspian Shipyard Company (CSC) upkeeps, the shipyard recently emerged as one of the 39 winners in an Azerbaijan safety and health competition organised by the Azerbaijan Trade Unions Confederation.

The competition, which recognises enterprises in Azerbaijan that come up tops in creating safe and healthy work environments, received 1,650 entries from companies across various industries in Azerbaijan.

CSC was one out of only three companies in the oil and gas sector to have received the award.

The contest was held in conjunction with the international campaign World Day for Safety



Mr Ilyas Aliyev (first row, right), Deputy Chairman, Azerbaijan Trade Unions Confederation, presenting the safety award to Mr Lau Kwat Pin (first row, left), CEO, Caspian Shipyard Company, at an award ceremony on 27 April 2015

and Health at Work. Held annually on 28 April, the campaign has been observed and supported by the International Labour Organisation (ILO) since 2003; the Azerbaijan Trade Unions Confederation is a member of the ILO.

The award affirms the continuous efforts that CSC has put into creating a safe working environment. In March 2015, the shipyard achieved 8 million man-hours without Lost Time Incident (LTI) since its last LTI in August 2008.

# Sharing best practices



Mr Yong Chee Min (centre), Director (HSE & Special Projects) spoke about the different work procedures formulated for safe work at the seminar on "Confined Space Safety in Marine Industry" on 17 March 2015

As an industry leader, Keppel Offshore & Marine (Keppel O&M) regularly supports and actively participates in seminars to share safety best practices.

During the seminar titled "Confined Space Safety in Marine Industry", organised by the Association of Singapore Marine Industries (ASMI) on 17 March 2015, Mr Chin Sze Kiong,

HSE Manager, Keppel Shipyard shared about the common hazards encountered by workers who deal with confined space work in the marine industry, as well as the best practices to mitigate such safety risks.

To raise awareness on stakeholders' response to emergency situations, Mr Mohammed Nurelfi, HSE Officer, Keppel FELS, also

presented on the various rescue and evacuation operations that industry players can undertake when encountering emergency situations in a confined space.

During the Question-and-Answer session, Mr Yong Chee Min, Director (HSE & Special Projects) shared, "It is crucial that the industry recognises the hazards associated with work in confined spaces and the different risks should be identified and monitored. Seminars like this enable industry players to formulate safe work procedures and customise suitable training for all personnel working in confined spaces, thereby raising safety standards within the industry."

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# Safety outreach

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

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

N-KOM also set up a booth at the event to promote safety

awareness and provide tips for everyday activities, such as cycling and crossing the road. Activities were also organised for children to engage them in applying the safety tips they had learnt through a series of fun quizzes.

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



Children engaging in quizzes at the Safety Spring Camp, which N-KOM participated in to share safety best practices



# Security shield



Mr Chow Yew Yuen (standing, fourth from left), CEO of Keppel O&M; Mr Tong Chong Heong (standing, sixth from left), Senior Advisor to Keppel O&M's Board; Mr Phillip Mah (standing, eighth from left), GM, Security, Keppel O&M; Dr Lee Chay Hoon (standing, ninth from left), GM, Organisation Development, Keppel O&M; together with the award recipients and management team of the Keppel O&M Security Department



Mr Chow Yew Yuen (sixth from left) presenting the CEO Challenge Shield 2014 to Keppel Shipyard Benoi, with Mr Burt Loh (fifth from left), GM, Operations, Keppel Shipyard; and Mr Poongavanam holding the CEO Challenge Shield

With seven yards in Singapore constantly bustling with activity, Keppel Offshore & Marine's (Keppel O&M) security department has been vigilantly ensuring the security of the yards.

At the department's annual 'CEO Challenge Shield Award Presentation' on 10 March 2015, the efforts of the respective yards' security teams were recognised.

Keppel Shipyard Benoi was rated the best performer among the Keppel yards regulated by the Maritime Port Authority of Singapore and received the CEO Challenge Shield from Guest of Honour, Mr Chow Yew Yuen, CEO of Keppel O&M.

Led by Port Facility Security Officer (PFSO), Mr Jaganathan Poongavanam, it is the second

consecutive year the yard has received the shield. He said, "This award is a strong recognition given to our team for their commitment and teamwork in keeping the yard secure and safe. Our achievement would not have been possible without the strong support of our yard management and stakeholders."

Mr Chow commended the Security Department for their excellent work in ensuring the security of the yards, adding that the outreach efforts in promoting loss prevention and cultivating an honest culture at the workplace is yielding results. 22 personnel were recognised with letters of appreciation and vouchers for their acts of honesty in taking prompt steps to return found valuables to the security department in 2014.

He also presented commendations and testimonials to 21 Security Officers for their good work in ensuring a secure yard and detecting illegal activity.

Leveraging technology and regularly reviewing work processes will help ensure security at the yard continues to remain effective. Mr Chow emphasised that these, together with regular security exercises and audits are the best ways in building a yard security framework.

# Best people developer

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

At the 12th Annual Human Resources Management (HRM) Awards held on 6 March 2015, Keppel O&M was recognised for its outstanding human resource practices and won top awards in

three categories: Best Leadership Development Award; Best Training, Learning and Development Award; and Special Recognition for the Best Graduate Development Award.

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



Keppel Offshore & Marine's team was recognised as a top people developer at 2015 HRM Awards and Dr Lee Chay Hoon, GM (Organisation Development and HR), Keppel Offshore & Marine, received the award from Mr Ronald Smith, MD of Centre for Creative Leadership Asia and Vice President for Asia Pacific

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# Safety commendation



Mr Bagadi Ramana Murthy, Manager of the Architecture section at BrasFELS, was presented with a commendation plaque for his section's strong safety performance in 2014

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

Every month, all departments at BrasFELS are evaluated by the HSE department in various areas, such as Daily Dialogue of Safety

and Production (DDSP) practices, efforts in safety patrols, safety training, contributions towards healthy practices, amongst others.

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

# Honouring loyal service



Over 1,100 Keppelites from Keppel FELS Brasil and BrasFELS were honoured for their steadfast loyalty during a Long Service Award Ceremony on 10 and 11 March 2015



Mr Kwok Kai Choong (second from left), CEO and President of Keppel FELS Brasil and BrasFELS Shipyard, with long-serving Keppel FELS Brasil employees including (from left to right) Mr Luiz Milan, Contracts Administration Director; Mr Gilberto Israel, Commercial Director; and Mr Edmundo dos Santos, Project Director



Edilma da Silva Fernandes (right), Specialised Welder (Piping Shop), BrasFELS, celebrated her 11 years of service with Marcus Dimitrius, Piping Shop Manager, BrasFELS

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

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

"We recognise and treasure the contributions of our veterans. Some of you have been with BrasFELS since the day we started in 2000. We have transformed BrasFELS to a reliable and

high-performing shipyard with your steadfast commitment," Mr Kwok shared.

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

One of the award recipients is Edilma da Silva Fernandes, a Specialised Welder with BrasFELS' Piping Shop, who celebrated 11 years of service at the shipyard. With an unquenchable appetite for knowledge, Edilma enrolled herself for several courses with

BrasFELS' Technical School and rose through the ranks over the years. She shared, "I am touched that the company recognises our efforts and it is my honour to go on stage to represent the Piping Shop Section at this ceremonial event."

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

# Close union relations



Mr Chan Chun Sing (second row, sixth from left), Minister, Prime Minister's Office and Deputy Secretary-General of NTUC, and Mr Heng Chee How (second row, fourth from right), Senior Minister of State, Prime Minister's Office, Deputy Secretary-General of NTUC and Advisor to KFEU, met officials from Keppel FELS Employees Union to better understand the welfare of yard workers

The strong relationship between Keppel FELS and its Union is a key reason for the company's success. This was what Mr Chan Chun Sing, Minister, Prime Minister's Office and Deputy Secretary-General of the National Trades Union Congress (NTUC), learned firsthand when he visited Keppel FELS to meet the executive committee of Keppel FELS Employees Union (KFEU) on 2 April 2015.

Accompanied by Mr Heng Chee How, Senior Minister of State, Prime Minister's Office, Deputy Secretary-General of NTUC and Advisor to KFEU, Mr Chan spoke with union leaders to better understand their issues and needs. They also met with



Enjoying a hearty chat over lunch, Mr Chan Chun Sing (left), spoke with members from Keppel FELS Employees Union

Keppel Offshore & Marine senior management to learn about how the management-union partnership was built.

"Glad to see strong Union leadership working closely with

management to take care of our workers, ensuring their safety and wellbeing. This is probably their reason for achieving the Guinness Record for 21 rigs delivered in a year," Mr Chan posted on Facebook.

# Strong partnership with subcontractors

The workforce at Keppel FELS is substantially supported by subcontractors which consists of companies from different trade sections and they are represented on the Keppel FELS Subcontractors Executive Council (KSEC).

The KSEC held its fifth Annual General Meeting on 24th April 2015 to report on activities for the past year as well as look ahead to events in the coming year and elect 12 Management Committee Members.

Mr Ng Joo Kheong, Chairman of the KSEC reported on the activities which included the third Subcontractors Council Dinner on in February 2015 as well as a variety of safety and training programmes.

He said, "I am pleased to report that we have started a Work at Height Course for workers conducted in-house by certified trainers, with the training facilities such as scaffolding provided by

Keppel FELS. We are also working with the Singapore Workforce Development Agency for the development of a trainee and scholarship scheme for the employment of Singaporeans by subcontractor SMEs working in Keppel FELS. This is being done in conjunction with Keppel FELS and the Keppel Offshore & Marine Training Centre."

The Guest of Honour at the event was Mr Wong Kok Seng, MD of Keppel Offshore & Marine (Offshore) and Keppel FELS, who thanked the subcontractors for their years of support. He said, "The last few years have been very good for us. With your help and the increased capabilities of the yard, we were able to achieve the Guinness World Record of delivering 21 rigs in 2013. I am also extremely proud that last year, the yard had zero fatalities. Safety is the most important thing in the yard and I hope that we can achieve this again this year.

"We have a strong backlog of orders that will tide us over 2015 as we will be delivering 15 rigs this year and about 8 next year and we seek your cooperation to remain vigilant in your work and safety. There will be challenging times ahead as the fall in oil prices will affect our new orders in the next few years as will the Ministry of Manpower's ratio for foreign workers dropping to 1 local worker to 3.5 foreign workers by 2017.

"However, our aim is still to maintain the capacity of work in the yard. To do this, one of the ways is to have our workforce multi-task more. Maximise their skillsets to increase productivity per worker. With the reduced labour here, we will then need our overseas yards to be more productive and I want to encourage our subcontractors to work with us overseas. We prefer to have skilled workers that we can bring with us than train new workers there. That is one of the ways that we can help you.

"I want to assure you that we always take subcontractors into consideration in our manpower planning. We recognise your support over the years and in the down cycles, and we will do our best to ensure that you are taken care of. While I can't predict how long this down cycle will last, we must be prepared for the upcycle when it comes and I want our subcontractors to be ready to run with us to seize the opportunities."



At the fifth Annual General Meeting of the Keppel FELS Subcontractors Executive Council (KSEC), Mr Wong Kok Seng, MD of Keppel Offshore & Marine (Offshore) and Keppel FELS addressed the subcontractors on the need to work closely with the yard to meet the challenging times ahead

# Groomed for success

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

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

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

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



Keppelites participated in various team bonding exercises during the inaugural Technical Associate Discovery Programme, which aims to help Assistant Technical Associates and Technical Associates transit smoothly into the workforce

**"Beyond acquiring technical skills, I realised that character-building is just as important. This course has helped me in my interpersonal relationships and personal development."**

*Mohamad Yashrif Bin Mohamed Yasin, Keppel Shipyard's Technical Associate*

## Growing the talent pool

Keppel Offshore & Marine (Keppel O&M) contributes to the growth of the communities where it operates by partnering local institutions to grow the talent pool.

### CHINA

Over in China, Keppel Nantong has been fostering collaborations with local educational institutions.

Most recently, Keppel Nantong entered into agreements with Nantong Shipping College and Nantong Institute of Technology on 13 and 16 March 2015 respectively. The agreements spell out the shipyard's intent to provide internship and employment opportunities to students from these two institutes.

Prior to the agreements, Keppel Nantong collaborated with Nantong Shipping College to have two teachers from the college provide off-site trainings at the shipyard. Through such programmes, Keppel Nantong aims to build a strong pipeline of potential talent for the marine industry while providing employees with opportunities for continuous training.

### UNITED STATES

Keppel AmFELS, in collaboration with Texas Southmost College, the Texas Workforce Solution Cameron and Brownsville



Mr Edmund Lek (third from left), President of Keppel Nantong, unveiling a plaque together with Mr Yang Ze Yu (third from right), President of Nantong Shipping College, to commemorate the collaboration between the shipyard and the school

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

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

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

**"At Keppel AmFELS, we believe in working with communities to achieve a sustainable future together. Developing and training the local youth is our long term commitment to Brownsville and our future workforce."**

*Mr Simon Lee, President of Keppel AmFELS*

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

# Speaking from experience



Mr Seow Tiang Keng (first row, centre), Senior Electrical & Instrumentation Manager, Keppel FELS, called on Keppelites to be inquisitive and to have a thirst for knowledge at the Learn & Lunch session on 10 March 2015

As part of Keppel Offshore & Marine's (Keppel O&M) mentorship programmes, regular sharing sessions led by senior management are held for them to share their knowledge and experience with younger Keppelites.

## **INQUISITIVE SPIRIT**

On 10 March 2015, Mr Seow Tiang Keng, Senior Electrical & Instrumentation Manager, Keppel FELS, spoke at a Learn & Lunch session attended by over 180 employees from across Keppel O&M.

With over 40 years of experience under his belt, Mr Seow spoke passionately about the insights and knowledge he gained through the course of his career, including the development of Suzhou Power Plant and Tuas Shipyard.

Encouraging Keppelites to always be inquisitive, Mr Seow shared, "When I first started my career with Keppel in 1969, I did not have much knowledge. I learnt through

on-the-job trainings and asked questions whenever I was in doubt. To always stay at the forefront, we need to be curious so that we can learn from others."

## **IMPORTANCE OF SAFETY**

During the 14th KOMtech Knowledge Sharing Session on 16 March 2015, Mr Charles Foo, Director/Advisor, KOMtech, shared on his experience at Jurong Shipyard when a vessel, Spyros, exploded in October 1978, resulting in 90 fatalities. At the time, Mr Foo was the Lloyds Surveyor for the vessel.

Mr Foo explained the cause of the explosion and the lessons he gleaned from the unfortunate incident to an audience of over 60 Keppelites.

Reiterating that safety is a shared responsibility, Mr Foo emphasised the importance of looking out for one another so that risks can be mitigated at an early stage and accidents can be prevented.



Recounting an incident that happened in October 1978 that resulted in 90 fatalities, Mr Charles Foo, Director/Advisor, KOMtech, stressed the importance of safe work practices during the 14th KOMtech Knowledge Sharing Session



# Fourth-generation Keppelite

For Tay Khon-Whey, Marketing Manager, Keppel AmFELS, oil rigs and ships have always been a familiar sight, even from a young age. After all, the 37-year-old had opportunities to visit Keppel's yards in Singapore and Brazil throughout his growing years.



Beach outings are a common fixture in Khon-Whey's schedule, during which he enjoys quality time with his family

Coming from a family of offshore and marine men, making excursions to shipyards was a regular part of Tay Khon-Whey's childhood. Indeed, Khon-Whey's great grandfather, granduncle and father all had long careers at shipyards.

His great grandfather, Mr Koh Peng Yam was the first Singaporean electrical foreman in the Dockyard department of the Singapore Harbour Board, subsequently re-named as PSA Singapore, and even received the British Empire Medal in 1958 for his long and illustrious career.

Down the family line, Khon-Whey's father, Mr Tay Kim Hock started off as a Management Trainee in Keppel Shipyard in November 1972 before helming Keppel FELS Brazil as CEO from June 2000 to October

2007. Mr Tay subsequently retired from Keppel in April 2009.

Perhaps, it was his early exposure to the offshore and marine industry that eventually influenced Khon-Whey's career choice later on in life. Recounting his trips to the yard as a teenager, Khon-Whey mused, "When I visited our yard in Brazil, I was impressed by the sheer size of our yard and how massive our projects are. Till today, I am amazed by how we transformed BrasFELS from scratch to the bustling yard that it currently is."

Upon his graduation in 2004, Khon-Whey joined Keppel Offshore & Marine (Keppel O&M) USA as a Project Analyst where he played a part in reviewing projects to ensure that they are delivered on time, on budget and with a

perfect safety record. After his eight-year service with Keppel O&M USA and a one-year stint in BrasFELS as a Project Controller in 2009, Khon-Whey relocated from Houston to Brownsville where he took on the role of a Marketing Manager in Keppel AmFELS.

The shift meant that Khon-Whey's family, including his children, aged four and two, had to uproot as well. Khon-Whey shared, "Having your family close to you is important as they provide an immense source of strength. Even though Brownsville is in the same state as Houston, it is not sustainable to drive four to five hours per trip to see my family."

Adapting to a new community and culture was not a huge challenge for the sprightly young man, who shared further, "I think it all boils down to taking on new opportunities and challenges with the right mindset. Houston is the largest city in Southern United States and the most populous city in Texas. It is a more bustling city compared to Brownsville, with more amenities catering to tourism. However, both cities are appealing in their own ways. I have been pleasantly surprised by what Brownsville has to offer. The city has its rustic charms, wide open spaces and many festivals that celebrate the rich Latin culture."

# Keppelites take the SEA Games stage

While many people find it challenging to fit regular exercise into their schedules, Zoe Seet, Graduate Engineer, Piping (Production), Keppel FELS, and Leow Ting Hao, Assistant Superintendent, Keppel FELS, work out six times a week, with each session lasting at least three hours.

Such intense training is part of both Keppelites' preparation to represent Singapore at the 28th Southeast Asian (SEA) Games held in Singapore from 5 to 16 June 2015. Juggling full-time jobs and grueling training sessions has certainly been a tall order but they are fuelled by their sporting passion and desire to do Singapore proud.

Zoe, who is representing Singapore in volleyball, shared, "Training can be demanding but I guess it all boils down to prioritising my

time. It helps that my bosses and family members have been very supportive."

Away from the international stage, the bubbly 25-year-old, who has been playing volleyball for almost 20 years, is active in the annual Keppel Games, representing Team Caspian in long-distance running, dragon boat, swimming and, of course, volleyball.

Ting Hao has been practising archery for 19 years and is representing Singapore as the captain of the archery team in the SEA Games. Sharing how the Robin Hood movie inspired him, Ting Hao said, "I was fascinated by how Robin Hood saved his entire village with his bow and that inspired me to take up archery."

The 30-year-old is further motivated to pay tribute to

Singapore's founding fathers by doing his best for the country. "This SEA Games is extra significant because it is on our home turf during our jubilee year. My hope is for Team Singapore to compete with passion and dedication so that we can be victorious in the SEA Games and do our founding fathers proud."

Two other Keppelites who will be at the SEA Games are Heng Yang Ling, Graduate Engineer, Keppel FELS and Yeo Teck Chye, Assistant Marketing Manager, Keppel FELS, who will be involved in the Table Tennis and Taekwondo games as Technical Officials. Having represented Singapore as an umpire for various national and international events, they were approached to officiate in the upcoming games.



As captain of the Singapore archery team, Leow Ting Hao, Assistant Superintendent, Keppel FELS, hopes to be on target for the SEA Games



Zoe Seet, Graduate Engineer, Piping (Production), Keppel FELS (back row, third from left), is ready to give her best as part of Team Singapore's volleyball squad

# Padding to victory

Since its formation in 2005, Keppel's Dragon Boat Team, fondly called Keppel Dragons, has built a track record of victories and earned a reputation of fierce determination and strength.



Sebastian Lim (first row, rightmost) with Mr Hoe Eng Hock (in long-sleeved shirt), MD (Special Projects), Marine Division, Keppel Offshore & Marine and President of Keppelite Recreation Club, and Keppel Dragons team members after the Jurong Island Race where the Women's Team came in first and the Men's Team came in second

Emerging Champions in the Corporate Women's category in DBS Marina Regatta 2014, Singapore's biggest water sports festival, and finishing third place in the MR500 race which took place on 15 March 2015, the team is definitely paddling to greater heights. *OffshoreMarine* speaks to Sebastian Lim, a graduate engineer with Keppel FELS on his sporting journey.

Having started dragon boat racing at Nanyang Technological University (NTU) since 2010, Sebastian's entrance into the team seems like a natural extension from his past pursuits. In fact, Sebastian

was approached by Darryl Tai, former Keppel Dragons' Captain, on his first day at work.

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

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

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

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

# Making a difference



A resident of Charity Association São Vicente de Paulo showing off her newly manicured nails, painted by BrasFELS volunteers during their first volunteer activity for the year



Volunteers from BrasFELS having a chat with the elderly residents of the home

Keppelites strive to make a positive difference to nurture communities and positively impact lives wherever Keppel operates.

## BRIDGING GENERATIONS

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

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

## BRIDGING COMMUNITIES

Six employees from BrasFELS successfully completed repair works on a bridge connecting the neighbourhood Jacuecanga to Vila da Petrobras, located next to the neighbourhoods Agua Santa and Monsuaba.

The repairs, which took 244 man-hours, were part of BrasFELS' regular efforts to help its community. Work commenced on 16 March 2015 and was successfully completed on 27 March 2015. The structure of the guard rail was fully recovered and the bridge was given a fresh coat of paint.

The completion of the project was graced by Ms Conceição Rabha, Mayor of Angra dos Reis; Mr Aristides José da Cunha, Vice Mayor of Jacuecanga; Councilman Chapinha do Sindicato, and BrasFELS representatives.

Mr Aristides hailed the strong partnership between BrasFELS

and the municipal authorities in contributing to the community. He said, "BrasFELS has a strong relationship with our community and has helped us in many ways. We hope that this relationship is continually strengthened to improve the quality of life, comfort and safety of the community."

Mr Josaelson de Araújo, BrasFELS' Maintenance Assistant Manager, who saw the repair work through from start to finish, added, "The community needs support to do certain types of infrastructure repairs. As BrasFELS has the expertise and is always keen to improve the well-being of the local community, we are pleased to provide our resources for the benefit of the residents who use the bridge to commute in their daily lives."

The bridge not only beautifies the landscape, but serves as a safe passage used by hundreds of people every day.



Standing on the rejuvenated bridge are (from left to right) Mr Marlin Khiew, Operations Vice President, BrasFELS; Mr Low Tiau Tong, Special Duties Director, BrasFELS; Ms Conceição Rabha, Mayor of Angra dos Reis; Councilman Chapinha do Sindicato; Luiz Caetano, Operations Manager, BrasFELS; Mr Aristides José da Cunha, Vice Mayor of Jacuecanga; Luiz Fassini, Maintenance Manager, BrasFELS and Pedro Pereira, Industrial Relations Manager, BrasFELS

## Viva La Fiesta in Keppel AmFELS

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

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



Keppelites from Keppel AmFELS had a ball of a time dressing up in traditional Mexican costumes as they paraded on the company float during the Charro Days Fiesta

As the official sponsor for the past seven years, Keppel AmFELS was presented with an autographed

2015 Charro Days Fiesta poster by artist Don Breeden.

# Lights off for a cause

In support of Earth Hour, the lights at various Keppel yards, plants and buildings were switched off for an hour on 28 March 2015. Organised by the World Wide Fund for Nature, Earth Hour is a global environmental movement that galvanises the support of millions of people in over 162 countries to make a difference for the planet.

Keppel's business units around the world showed their support for energy conservation by switching off non-essential lights between 8.30pm and 9.30pm – from Keppel Offshore & Marine's yards and Keppel Infrastructure's facilities in Singapore, to Keppel Nantong Shipyard in China and Nakilat-Keppel Offshore & Marine (N-KOM) in Qatar.

In addition, educational materials in the form of posters and emails were utilised across business units to encourage Keppelites to adopt eco-friendly practices such as reducing energy consumption and practicing the "3Rs" – reduce, reuse and recycle.

Apart from switching off non-essential lights in 34 properties across Singapore, China, Indonesia, Myanmar and Vietnam, Keppel Land also encouraged its residential and commercial tenants to participate and do their bit for the planet.

In China, Earth Hour 2015 was themed "Renew Your Sky" to promote the use of renewable energy in the face of severe air pollution. In the Sino-Singapore



Keppel's operations around the world, such as N-KOM in Qatar (pictured), rallied in support of Earth Hour by turning off non-essential lights



In China, Keppel Nantong Shipyard employees signed a pledge in support of environmental protection in the lead-up to Earth Hour

Tianjin Eco-City (Sino-Singapore Eco-City), Sino-Singapore Tianjin Eco-City Investment and Development Co., Ltd. employees and their families showed their support by switching off non-essential lights and electrical appliances.

The Sino-Singapore Eco-City aims to achieve 20% renewable energy usage in the long run. SSTE, master developer for the 30 sq-km Sino-Singapore Eco-City, is a 50-50 joint venture formed by Keppel-led Singapore consortium and the Chinese consortium.

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# Eleventh jackup for Mexico

Keppel FELS has delivered a KFELS B Class jackup rig to Mexican national oil company Petróleos Mexicanos (PEMEX) safely, on time and on budget. It is the 11th jackup rig by Keppel FELS to work in Mexico.

The rig was named KUKULKAN by Lady Sponsor Mrs Valerie Pahl-Hernandez, wife of Mr Gustavo Hernandez Garcia, Director General of PEMEX Exploration & Production (E&P), at a ceremony at Keppel FELS on 30 March 2015.

KUKULKAN is the second jackup rig Keppel has built directly for PEMEX. It will join sister rig, YUNUEN, which was delivered earlier this year, and another nine jackup rigs that PEMEX has chartered from drilling contractors for deployment in offshore Mexico.

Mr Chow Yew Yuen, CEO of Keppel Offshore & Marine, said, "We are glad to deliver the second consecutive rig to PEMEX on time and on budget. In building two rigs almost simultaneously and having supported PEMEX over the years with numerous projects, we have been able to anticipate their needs and improve efficiencies in the construction process. We look forward to building upon our good working relationship through the construction of more offshore rigs, both in Singapore and Mexico.

"KUKULKAN will be the eighth KFELS B Class jackup rig to work in Mexico. The rigs have proven to be robust, efficient and economical, performing excellently for PEMEX. We have another seven such rigs



Celebrating the delivery of a second KFELS B Class jackup built directly for PEMEX were senior management of Keppel and PEMEX including Mr Chow Yew Yuen (first row, extreme left), CEO, Keppel Offshore & Marine (Keppel O&M); Lady Sponsor Mrs Valerie Pahl-Hernández (first row, third from left) flanked by her two sons; Mr Gustavo Hernández Garcia (first row, second from right), Director General of Pemex E&P; and Mr Loh Chin Hua (first row, extreme right), CEO, Keppel Corporation and Chairman, Keppel O&M

under construction for Mexico, making it the most dominant rig design and the jackup of choice for owners and operators in the region."

The KFELS B Class jackup is designed to operate in water depths of up to 400 feet and drill to depths of 30,000 feet. Developed by Keppel's Offshore Technology Development, the KFELS B Class jackup is equipped with an advanced and fully-automated high capacity rack and pinion jacking system, and Self-Positioning Fixation System.

Mr Gustavo Hernández Garcia, Director General of PEMEX E&P, said, "PEMEX E&P is committed to grow as an E&P company by retaining both our existing reserves and exploring in a variety of new

areas. In shallow waters, there are a lot of prospective resources waiting to be discovered and we need high performance jackup rigs like KUKULKAN to maximise our returns. Just two weeks ago, another rig, YUNUEN, was put into operation by Mexican President, H.E. Enrique Peña Nieto. With KUKULKAN soon to follow, we are strongly progressing towards our goal to increase oil production.

"We already have six rigs of the KFELS B Class design that have been working productively, safely and giving us a good return on investment. Keppel has repeatedly demonstrated their strong capabilities in delivering high quality rigs to our requirements and we look forward to building on this win-win partnership as we grow our fleet of rigs."