

Changing of the Guard Mr Abiko hands over the reigns to Mr Daita

On 5th June 2009, JEL hosted a reception at the Fullerton Hotel to bid farewell to outgoing Managing Director and Chief Executive Officer, Mr Osamu Abiko, and welcomed his successor, Mr Seiichi Daita. The function was attended by more than 200 guests and senior staff; and we were honoured to have Mr Kama, President of IHI Corporation, grace the occasion.



Mr Seiichi Daita

Mr Osamu Abiko, Managing Director and Chief Executive Officer of JEL since 2003, will move on from JEL to become the Executive Officer and Vice President of Energy Plants Operations at IHI Corporation (IHI).

Mr Abiko joined JEL at a time when the company was besieged with a plethora of problems. In the aftermath of SARS and the Gulf war,

JEL's sales for 2003 fell way below the target and plunged to a record low.

For about one and a half years, JEL was buffeted by lackluster performance and boardroom tussle, which led to the eventual buyout of JEL's entire engineering and construction business in 2005 by IHI.

Once free from the entanglement, Mr Abiko set foot to hive off some businesses, settle outstanding contractual issues, and rejuvenated the management team. He focused on restoring the morale of employees and improving JEL's profitability. Within a year, JEL was successfully turned around and put on track.

Mr Abiko made every effort to understand the strength and weaknesses of the employees. He visited project sites to show support to staff working in the frontline, and his down to earth approach earned him much respect. This enabled him to unite and work closely with employees from all work levels. As one employee put it, "Mr Abiko has brought back the glorious past of JEL."

We take this opportunity to say a big THANK YOU to Mr Abiko for his invaluable contribution and at the same time congratulate him on his promotion. We wish him every success in his new appointment.

Mr Seiichi Daita will succeed Mr Abiko as the new Managing

Director and Chief Executive Officer of JEL. Mr Daita had been with IHI since 1976; and spent many years overseas during his illustrious career with IHI - 11 years of which were in IHI's New York office. With his extensive experience in sales & marketing, we are confident Mr Daita will bring with him new ideas as well as clients/business partners, which will stand JEL in good stead in this challenging economic climate. We welcome Mr Daita on board and look forward to working with him to bring JEL to the next level.



Mr Osamu Abiko and Mr Seiichi Daita at the reception.

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Interview with Mr Kazuaki Kama, the President and Chief Executive Officer of IHI Corporation, a company that makes everything from jet engines to oil tankers

(IHI Corporation is the majority shareholder of Jurong Engineering Limited)



Mr Kama (centre with garland), and JEL's Chairman, Mr Bob Tan (3rd from right) with the key management staff.

Preparation was made way ahead in eager anticipation of Mr Kama's visit to JEL. On 5th June, all employees and management staff of JEL were positioned at JEL's office lobby and car park, anxiously awaiting his arrival. Mr Kama was promptly greeted with a hearty welcome when he arrived, and introduced to all management staff by our then Managing Director & Chief Executive Officer, Mr Osamu Abiko. This was proceeded by introductions to all divisional heads followed by photo taking sessions with all the divisions as a memento. He was then led to the Managing Director's office where a great surprise awaited him. Staff from the recreation team, dressed in their colourful ethnic costumes, welcomed him with our JEL song in one strong united voice. It was a really proud moment for all of us.

The next day, Mr Seiichi Daita, our Managing Director & Chief Executive Officer, together with Mr T J Khor, Head of Corporate Affairs Division, had some private moments with Mr Kama. Here, Mr Kama talks about IHI, his dreams for JEL and his fondness for Singapore.

Q: How is JEL different from the other subsidiaries of IHI?

A: The other subsidiaries are selling various equipments to overseas companies in the global market. In contrast, JEL - with over 4,000 people working worldwide - undertakes manufacturing, engineering, procurement and construction activities in over 25 countries. The Singapore head office alone has nearly 300 staff comprising 14 nationalities. JEL is truly amazing - a global company in its own right.



Mr Kama (centre with garland) with members of JEL's Social Recreation Club.

Q: What is your expectation for JEL?

A: JEL is a role model for IHI. I feel that it should remain an independent company; and develop its sales to enable it to be financially self-sufficient, while adopting good risk management.

Q: Let's move on to the staff of JEL, any message for them?

A: I deeply appreciate the warm welcome from everyone. The thing that strikes me most about the staff is their high staff morale. The company should encourage staff to continue working and building on their team spirit and maintaining this high level of staff morale.

Q: From your experiences and interactions during this visit, has JEL met your expectations?

A: (Laughs) In all honesty, I have been given the heads up by Mr Abiko, given information on JEL and briefed on what to expect before I came. However, I must say that this visit has met all my expectations and more. I was particularly and pleasantly surprised by the genuine warmth extended to me by the JEL staff, and truly impressed with the JEL spirit.

Q: What is your opinion of Singapore?

A: I find Singapore to be a pleasant and clean place. One of the things that most impressed me was the friendliness of the people. I was also fascinated by the energy of the people here. Fortunately for me, the weather is not as hot as I had been forewarned; in fact, it is quite bearable. I would not mind living in this beautiful city.

Profile on JEL's Chief Operating Officer - Mr CC Tsai



Our Chief Operating Officer, Mr Tsai Chau-Ching, joined JEL in 1985. He started off as a Senior Engineer in the Tuas Incinerator Plant Project, where JEL undertook part of the civil as well as mechanical scope of works as Mitsubishi Heavy Industries' (MHI) sub-contractor. This was MHI's first Incinerator Plant Project involvement in Singapore.

Mr Tsai proceeded to work on MHI's second and third Incinerator Plant Projects in Singapore, first as Site Manager, then as Senior Project Manager. His rapid promotions within a short span of time were testimony of the management's appreciation of his exemplary work attitude and capability.

Mr Tsai's first involvement with JEL's overseas projects began in 1986, where he was involved in the erection of the China Shajiao B (2 x 350 MW) Power Station in Guangdong Province, China, where Toshiba was our client in respect of the Turbine portion of the Plant.

After successfully completing the China Shajiao 'B' Power Station, Mr Tsai's next assignment was the Senoko Incinerator Plant Project in 1989, which he again successfully completed in 1992 with the client's commendation.

Mr Tsai was then promoted to the position of Deputy Project Manager and put in charge of the operations of JEL's subsidiary in Thailand. In 1996, Mr Tsai was promoted to the position of Senior Project Manager, and this time was put in charge of Power Plant Projects in Thailand such as Wang Noi, South Bangkok, Khatnom, Rachaburi Power Plant, as well as Engineering, Procurement and

Construction (EPC) projects in Saha and Rojana, amongst others. Those were his heydays as JEL's Senior Project Manager.

In 2003, he rose to the position of General Manager of JEL's Power Plant Division, where he focused his attention on EPC Power Plant Projects in Indonesia. Notwithstanding that, he also continues to lead JEL's expansion and involvement in the Gulf States, Middle East and Africa.

In the eyes of many, what sets Mr Tsai apart from the rest of his peers, among other things, is his sound understanding and technical knowledge of the Power Plant erection process. This was clearly demonstrated in all the projects he was involved in. Needless to say, all EPC Projects under his charge have been completed successfully.

In 2007, Mr Tsai succeeded Mr U Thant Zin as Chief Operating Officer. As Chief Operating Officer, Mr Tsai is tasked with taking charge of JEL's Power Plant, Industrial Plant and Engineering Divisions.

As a person, Mr Tsai comes across as stern but charming, compassionate but impartial and wise. He has a clear understanding of JEL's needs and strengths, and makes informed and precise decisions without taking unnecessary risks.

Mr Tsai is also not one who is afraid to share his knowledge and experience. He is respected by both subordinates and clients alike for who he is, and not who he is perceived to be. He is known to take good care of his subordinates' welfare and is known to clients as one who can react promptly to resolve problems.

As a young Engineer from Taiwan starting his career in Singapore, Mr Tsai has risen from humble beginnings to helm JEL as its Chief Operating Officer.

Showdown at Taman Jurong Superbowl



On 20th May 2009, after a hard day at work, staff from Mitsubishi Heavy Industries (MHI) and JEL met up at Taman Jurong Superbowl for a night of games, drinks and great prizes. Starting off the event was JEL's Miss Candy Liow, the Master of Ceremonies, who encouraged everyone to do their very best for their respective teams.

There were five (5) teams each from JEL and

MHI participating in the event making it a total of ten (10) teams. With lots of supporters from both companies cheering on their teams, both teams played their hearts out in their attempt to win the

coveted top prize of NTUC vouchers. The event also witnessed both JEL's Head of Industrial Plant Division, Mr Ronnie Lim, and MHI's Project Director, Mr Yoichiro Ban, participating in the games.

At the end of the event, the teams from JEL managed to emerge victorious and made a clean sweep of all the available prizes. The teams from MHI vowed to learn from their experience and train harder to avenge their defeat. The event ended with the prize giving ceremony.



Establishment of a new Joint Venture Company

Jurong Engineering Limited is pleased to announce the successful collaboration between ShinMaywa Industries Limited, Japan (ShinMaywa) and JEL with the establishment of a joint venture company known as Shinmaywa JEL Aerotech Pte. Ltd (SJAT).

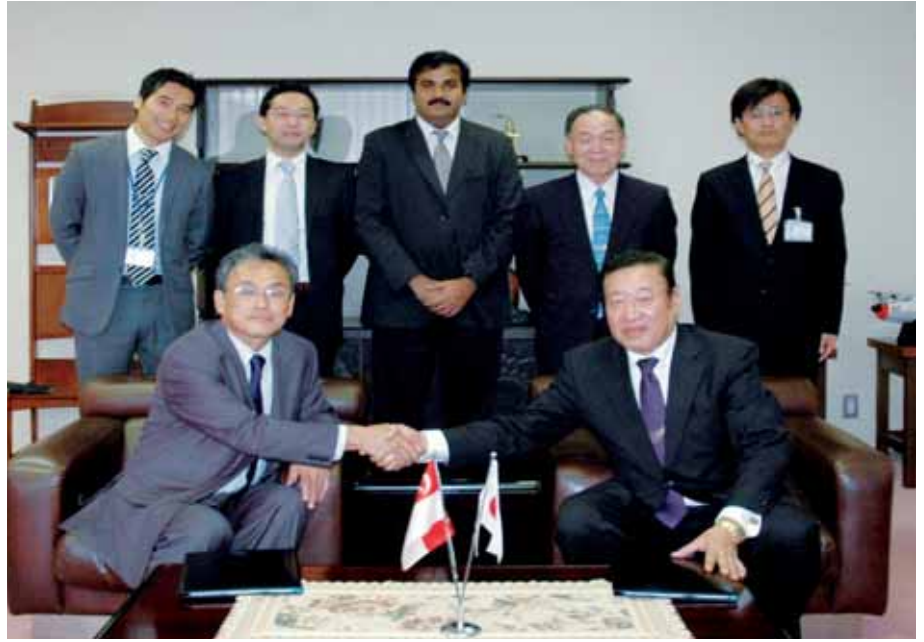
ShinMaywa is one of the world's leading manufacturers of Passenger Boarding Bridges and requires no introduction. JEL has worked hand in hand with ShinMaywa for a long period of time, providing fabrication and installation services to ShinMaywa in previous projects.

With a view to form an effective partnership, a Memorandum of Understanding (MOU) was signed between ShinMaywa and JEL on 3rd September 2008. After which, both companies duly conducted feasibility studies with the underlying objective of reviewing the benefits of setting up a joint venture company. The results of the studies convinced both companies that the formation of a Joint Venture Company would further build on each company's strengths to better manage risks and costs, to better share financial resources and technology, and to achieve economies of scale. On 26th May 2009, the Joint Venture agreement signing ceremony was held at ShinMaywa's headquarters in Kyoto, Japan. Mr Tadashi Kaneki, President & Chief Executive Officer of ShinMaywa and Mr Osamu Abiko, the then Managing Director & Chief Executive Officer of JEL, signed the said agreement.

SJAT commenced operations in Singapore on 1st June 2009. Mr Hidetoshi Matsudaira from ShinMaywa was appointed Managing Director & Chief Executive Officer of SJAT. SJAT aims to be the world's leading manufacturer of Passenger Boarding Bridges. It has set itself



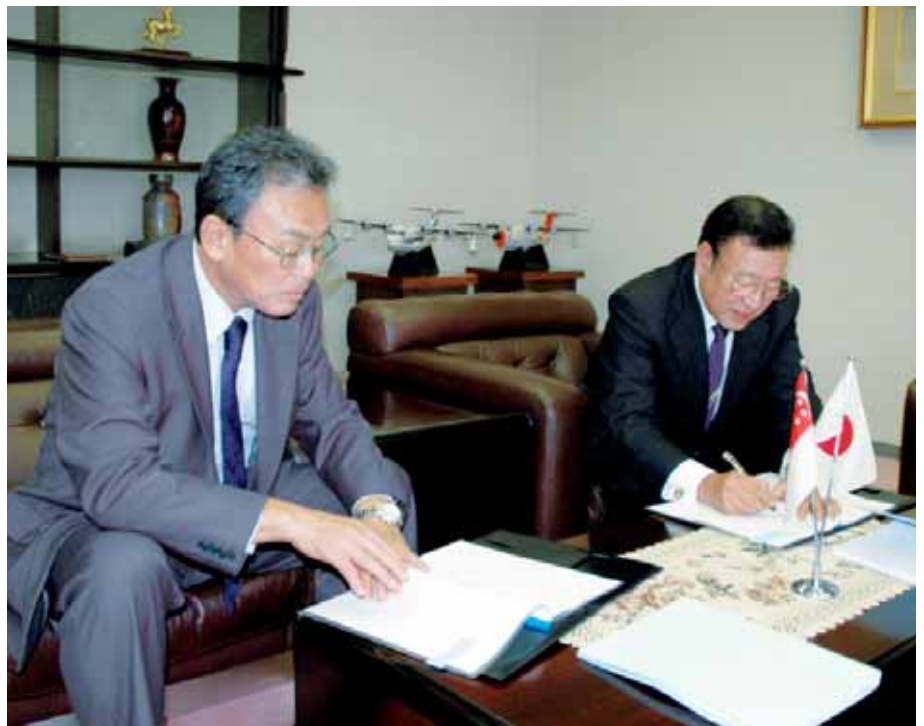
Provision of 3rd arm PBB for A380 (NLA) gate at Singapore Changi Airport Terminal 2



Mr Tadashi Kaneki and Mr Osamu Abiko 'sealing' the partnership with a handshake. On the extreme right is Mr Matsudaira, Managing Director & CEO of SJAT

goals - amongst which, is the ability to influence structural evolution for the aviation industry, to create units quickly and efficiently and to launch new varieties and designs of Passenger Boarding Bridges in the market.

The wide range of Passenger Boarding Bridges offered by SJAT to its customers range from those which service the common passenger jets, to those which service the A380 Airbus. The Passenger Boarding Bridges are not only known for its reliability and high quality, but also for its easy operation and low maintenance. The installation process of the Passenger Boarding Bridges is also straightforward and uncomplicated. With the renewed focus, SJAT's new strategy would be to explore emerging markets in South-East Asia, India and the Middle East. In the future, it aims to also diversify to other types of businesses available in the aviation industry.



Mr Tadashi Kaneki, President and CEO of ShinMaywa, and Mr Osamu Abiko during the signing ceremony.

GHECO-One Project



Mr CC Tsai (8th from left) with his project team at 1st Boiler Steel Structure Erection Ceremony

GHECO-One is a new 65:35 joint venture Independent Power Plant (IPP) project between Glow and Hemaraj Development PLC (Hemaraj). This IPP project involved the construction of a 660MW Thermal Coal Fired Power Plant with a Supercritical Boiler located in Thailand's Map Ta Phut Industrial Estate (MIE) and Eastern Sea Board Industrial Estate (ESIE) in Rayong Province. The scheduled commercial operation date is estimated to be November 2011. Doosan Heavy Industries & Construction Co. Ltd. is the EPC (Engineering, Procurement & Construction) contractor for this project.

Thai Jurong Engineering Limited (TJEL) was awarded the contract by Doosan for the construction of the full mechanical scope of 1 unit of boiler and also the mechanical erection of 1 unit of Turbine,

Condenser and Heater.

TJEL was first mobilized to site in April 2009 and set up temporary facilities including a site office and labour camp. Site erection work commenced in May 2009, with the erection of the first Column on 7th May 2009 - a milestone achievement in the project celebrated by Special VIPs in a 1st Column Milestone Ceremony. Among the many distinguished guests who attended the milestone ceremony were JEL's Chief Operating Officer, Mr CC Tsai, and JEL's Head of Human Resources and Administration Department, Mr Tan Chee Hua.

This project challenged TJEL's limits and spurred it to perform its best to complete the project within schedule and at the highest quality.

However, during the initial stages staff - particularly female staff - had to bear with some inconvenience. Before the site amenities were fully set up, no toilet facilities were available nearby. In one funny anecdote, one of our female staff had to answer nature's call urgently and had to be driven to the nearest gas station to use the toilet.

The project team is made up of staff from multiple nationalities and races. Nonetheless, it is heartening to witness occasions where all staff would gather - regardless of their race, nationality or background - as one big family to have a good time after a hard day at work. The camaraderie and close working relationship amongst staff will no doubt contribute to the future success of the project.

Lamphun Biomass Power Project

In June 2009, we were awarded the biomass co-generation power project by SahaCogen Green Company Ltd. The 9.6MW Power Plant is located at Saha Group Industrial Park in Lamphun Province, Thailand.

The project consists of one biomass fuel-fired boiler, steam turbine generator

and associated mechanical and electrical auxiliary equipment. Wood chips from plantation trees are used as primary fuel.

Once completed, the plant will deliver 25 tons of process steam per hour which will be distributed to various consumers in the industrial park.

The major challenge in executing the

project lies in the timely mobilization and transportation of construction resources and plant equipment from the sea port - located about 700 kilometres south of the project site by road.

Site mobilization is still under progress and civil works recently started in July 2009.

PT Jurong Engineering Lestari (PT JEL) – An Introduction



Introductory visit by Mr Seiichi Daita to PT JEL together with Mr Osamu Abiko

PT JEL, a wholly owned subsidiary of JEL in Indonesia, was established in 1995. It specializes in mechanical, electrical and civil works.

PT JEL played an important role in the development of the 'electricity crash' programme of Indonesia and established its reputation as a responsible and reliable contractor working together with multi-national companies in Indonesia.

Indonesia has tremendous investment opportunities in the infrastructure sector, and for this reason, PT JEL strives to continue its strong presence as an engineering and construction powerhouse in the country.

Recently, PT JEL completed the Tarahan 100-MW coal-fired plant project ahead of the schedule, and the Tanjung Jati B Unit 1 & 2 coal-fired power plant project.

In respect of ongoing projects, PT JEL recently secured the Muara Tawar Extension (Gas-fired combined-cycle power plant) and Tanjung Jati B Unit 3 & 4 Expansion (Coal-fired thermal power plant) Projects. The award to PT JEL showed the level of confidence clients have on the reliability, experience and expertise of PT JEL in mechanical & electrical installation works in power plant projects.

Power supply in Indonesia is lagging behind the demand owing to rapid economy and population growth. Indonesia will need to construct many more new power plants to ease the power shortage problem. Backed by the track record of past successful projects, PT JEL is well-positioned to help its customers manage their energy needs.

PT JEL has moved!

PT JEL has relocated to a new business address:

10th Floor, Maspion Plaza
 Jl. Gunung Sahari Raya Kav 18
 Jakarta 14420
 Tel. : 62-21-64701178
 Fax.: 62-21-64700978



Appointment of President Director

PT JEL will appoint Mr Yap Chee Lung as its new President Director. Mr Yap, a mechanical engineer by profession,

brings with him many years of experience in the power industry. In the past 10 years, he has been with General Electrics and was involved in power projects across Southeast Asia and East Asia. He is particularly familiar with the Indonesian market, where he has built up a strong connection with major players. Mr Yap will come on board on 1st October 2009; and we take this opportunity to whole-heartedly welcome him to the JEL family.

A Joyful Birthday Celebration in JEL

At JEL, we hold birthday celebrations once every two months. June 26, 2009 was one such occasion to celebrate birthdays for 'birthday babies' born in the month of May and June. It was indeed an honour to have our Managing Director, Mr Seichi Daita, together with us in celebrating this joyous occasion.

To kick off the celebration, we heartily sang birthday songs and this was followed by a speech and birthday greeting from Mr Daita.

Continuing with the celebration, exciting and fun birthday games were organized and almost everyone present participated in the games, including our very own Mr Daita, who had an enjoyable time interacting with those present. We wish to thank all our staff for sportingly participating in all the games organized. At the same time, we also wish to thank Mr Daita for participating in the games and celebration.

After much fun, it was time to cut the birthday cake. Birthday songs were sung once again with Mr Daita taking the lead



Mr Seichi Daita (3rd from left) with the 'birthday babies' this time. One of the 'birthday babies', Mr Lee Swee Chit, made a birthday wish for JEL's continued success, on behalf of all those celebrating their birthdays. Finally, the 'birthday babies' blew out the candles.

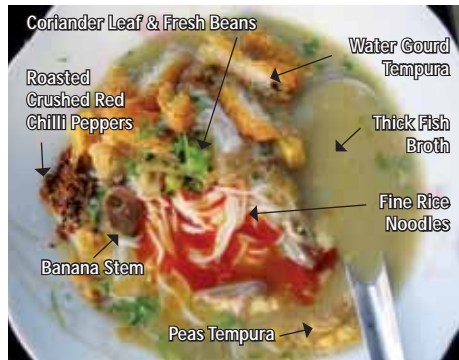
While food and drinks were served buffet style, many of us took the opportunity to have a quick picture taken with Mr Daita. It was a truly joyous occasion and we look forward to many many more celebrations to come.



'Birthday baby' Mr Lee Swee Chit making a birthday wish for JEL's continued success. With him on the right is our Managing Director, Mr Seichi Daita, with all the 'birthday babies'.

Recipe: A Taste of Myanmar

Savour Mrs. Zaw Win's recipe for Mohinga – a Traditional Myanmar Dish (Thick fish soup served with fine rice noodles)



Mohinga – Myanmar's Traditional Dish

Mohinga (pronounced "Mohingar") is considered to be Myanmar's Traditional dish. It is basically a fish soup with rice noodles, served with various accompaniments. It is traditionally eaten for breakfast – although it can be (and is) eaten at any time of the day. Such is its popularity that most urban centres throughout the country have vendors who sell it ready-made.

Ingredients

- ◆ 500g whole Catfish (clean and remove head & stomach)
- ◆ 1 pkt (approximately 500gm) dried fine rice noodle
- ◆ 1/2 cup fish sauce
- ◆ 1/2 cup roasted rice flour (Roast rice grains on a pan with medium fire and grind into fine powder or buy ready-milled from a Myanmar grocery)
- ◆ 1 cup dried yellow bean/"Garam Dhal" (boiled till soft & mashed)
- ◆ 2 cups shallots/small onions (whole)

- ◆ 5 to 6 onions (grated)
- ◆ 1/2 tbsp salt
- ◆ 4 eggs (hard boiled and quartered)
- ◆ 1 Banana Stem (remove hard cover, cut young part into slices and pre-boil) (Optional)

Making paste:

- ◆ 1 square inch piece ginger (fresh)
- ◆ 1/2 tsp black pepper (ground)
- ◆ 8 cloves garlic
- ◆ 2 stalks Lemon grass
- ◆ 1 tsp ground red chillies (chilli powder)
- ◆ 1 tbsp ground turmeric (turmeric powder)

Pound ingredients together or use a mixer until a paste is formed.

Optional Ingredients:

1. Fresh lime juice or cut lime into wedges to garnish
2. Roasted crushed dried red chillies (from a Myanmar grocery)
3. Fish sauce
4. Black pepper
5. Freshly chopped coriander leaves
6. Fresh long/green bean (shredded)
7. Fried onion/garlic to sprinkle
8. Fried fish cake (cut into small pieces)/water gourd tempura/peas tempura, etc

Cooking Directions:

- ◆ Place fish, salt and fish sauce in a large pot & add enough water to cover.
- ◆ Simmer the fish for about 10 minutes.
- ◆ Take out the boiled fish, and leave the fish broth in the pot.
- ◆ Debone and remove the skin of the boiled fish.
- ◆ Add roasted rice flour to 2.5 quarts (2.5 litres)

of water and whisk. Pour mixture into a pot and boil until the mixture thickens (stir before it starts boiling). Add the mashed yellow bean into the mixture and continue boiling.

- ◆ In the meantime, fry the grated onion in a sauce pan until softened, then add in the paste and sauté for about 3 to 4 minutes.
- ◆ Add the boiled fish meat and cook it for an additional 2 to 3 minutes. Remove from heat.
- ◆ Combine cooked fish, fish broth, thickened rice flour and mashed yellow bean mixture, and boiled banana stem (optional) and return to flame.
- ◆ Keep stirring to ensure the mixture does not settle at the bottom. When it comes to boil, lower the flame and leave it to simmer for about 25 to 30 minutes.
- ◆ Add the small onions and quartered eggs, and simmer until the whole small onions are tender.
- ◆ Meanwhile, bring a large pan of water to boil, add the dried rice noodles and boil for about 5-7 minutes or until tender. Drain well.

Serving Instruction

(8 to 10 servings)

Place the cooked rice noodles in a bowl, add hot fish soup and garnish with some chopped coriander, crushed red chillies, lime, and other optional ingredients as preferred.



Lucky Draw

Contest

We are giving away 30 Golf Umbrellas sponsored by Song-Da Jurong Construction Joint Stock Company for the lucky draw contest.



Simply answer the four questions and send your answers, together with your name and address to dewie@jel.com.sg or 25 Tanjong Kling Road, Singapore 628050. (Hint: answers can be found in this issue of the bulletin.)

Name: _____ NRIC No.: _____

Address: _____

The questions for the contest are :

1. Who is the President and CEO of IHI Corporation and what are his expectations for JEL?

2. What are the challenges faced by TJEL in the GHECO-One project?

3. State what 'SJAT' stands for and name the partners involved in signing the agreement?

4. State what scope does the Lamphun Biomass Project cover and name the material used as primary fuel?

Contact

Marketing inquiries, comments and feedback should be addressed to the Business Development Section at marketing@jel.com.sg
tel: 65 6265 3222 fax: 65 6265 9842



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While every reasonable care has been taken to ensure the accuracy of the information printed in this bulletin, no responsibility can be accepted therefor.

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