



# JURONG ENGINEERING LIMITED

## BULLETIN

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### New Year Message from MD/CEO Mr Hiroshi Ide

I have great pleasure to report that the Group has continued to deliver creditable financial results for the period ended December 2016. Our revenue was ahead of plan, against a challenging backdrop given the global economic slowdown. Our profit before tax for the second half of the year outperformed the first. To align with the financial year end of IHI Corporation, the Company's financial year end will be changed from 31 December to 31 March.

All our core businesses have established good presence in the global market. During the year, we commenced work for an EPC project in Mozambique, and were also involved in the construction of a combined cycle power plant in Myanmar. The performance of our construction and maintenance businesses was exceptional as we achieved new records for sales and profits. Needless to say, this would not have been possible without the continued support and trust of all our business partners and customers. At the same time, I would also like to thank the Management and Staff for their dedication and hard work.

Effective 1 January 2017, there has been a transition in our Senior Management. Mr Koh Kew Sek has taken over as the Chief Operating Officer from Mr Tsai Chau Ching. Under Mr Tsai's leadership as Chief Operating Officer, JEL flourished and achieved new milestones in terms of new jobs secured, record sales and profits. He played a pivotal role in charting the strategic directions of the Group, and the successful expansion of our geographical footprint of our core businesses. Mr Tsai will continue to play an active role as advisor to JEL.

We have gained traction in the initiatives implemented by the various departments and subsidiaries through the launch of the five-year "JEL Group Management Policies". Particularly noteworthy is the furtherance of the Group's integrated business model through various platforms including human resources, finance, risk management, technology, marketing and safety initiatives. People are our most important asset. As such, we have designed development and training programmes to support career growth, management succession and continuity. We remained strong financially and continued to support the growth expansion by ensuring

financial flexibility to access capital for our investment requirements. In view of the uncertain global economic outlook, cost containment and productivity enhancement strategies will be introduced to cushion the impact of economic slowdown and to maintain profitability.

We will be launching the five key core values which define our "DNA"—namely: Diligence, Continuous Learning, Shared Ownership, Customer Satisfaction and Respect. These core values resonate with us and form the foundation of our company that differentiate us from our competitors, and will continue to shape us.

As always, work safety remains a key priority. Accidents and injuries are preventable. We must strive to achieve zero accidents at our workplaces.

I hope JEL will one day be a focal point for construction and engineering services in the markets we operate.

Taking this opportunity, I wish everyone good health and success in the New Year.



### JEL Welcomes New MD/CEO

JEL welcomes Mr Masao Akamatsu, our new Managing Director and Chief Executive

Officer. He will be taking over the position from Mr Hiroshi Ide with effect from 1 April 2017.

Mr Akamatsu was previously the Director and Chief Operating Officer of IHI Asia Pacific Pte. Ltd. He worked in various management positions in both Japan and Taiwan with IHI's Group of Companies for the past 30 years.

Mr Hiroshi Ide, who was the Managing Director and Chief Executive Officer of

JEL since April 2013, has been promoted. He will assume his new position as Executive Officer of IHI Corporation and Vice President of Resources, Energy & Environment Operations from 1 April 2017. JEL would like to take this opportunity to thank Mr Hiroshi Ide for his invaluable contribution and wish him the very best in his future endeavours.

## Change in Key Appointments with effect from 1 January 2017

In every organisation, smooth transition and development of talents are critical to long term sustainable growth



*Mr Tsai Chau Ching*

Mr Tsai Chau Ching started his career with JEL in 1985 as a project engineer and slowly moved up the ranks. He has completed many key projects with excellent results, including the Senoko incineration plant, Port Dickson simple cycle power plant and Kanom combined cycle power plant. During his tenure, he made great effort to groom young engineers, providing them with opportunities, closely monitoring their performance, and giving them guidance. His technical expertise and business acumen gained him the respect from colleagues and clients alike. He believes in leading by example and has a reputation for having a no-nonsense attitude.

Mr Tsai assumed the position of Chief Operating Officer (COO) in 2006 and stepped down as COO on 1 January 2017. The few years before his appointment, JEL was beset with a plethora of problems on all fronts—dwindling sales, poor cash flow, office politicking, etc. Under his leadership, Mr Tsai set out to regroup the project groups and strengthen the EPC management teams. The situation gradually improved and things began to fall into place.



*Mr Koh Kew Sek*

JEL managed to turnaround and has achieved record sales and profits in recent years. In hindsight, it was a very daring move on the part of Mr Tsai to accept his appointment, knowing full well the daunting tasks that lay ahead!

Mr Koh Kew Sek has succeeded Mr Tsai as Chief Operating Officer (COO). Mr Koh joined JEL in 1992 as a mechanical engineer. He was assigned as field engineer for the Indonesia and Thailand power plant projects. In 1999, he was appointed the operation manager of Thai Jurong Engineering Limited (TJEL), and in 2007 as Managing Director of TJEL—a position he held until the end of 2016, before his appointment as the COO of JEL. Under his watch, TJEL developed into a reputable construction company in Thailand and there was growth in our EPC power project business for the SPP developers.

With Mr Koh's leadership, we are confident of achieving a higher level of performance for the JEL Group.

Mr Ramanathan Balasubramanian, known to us as Bala has been promoted as Executive Officer in 1 January 2017.



*Mr Ramanathan  
Balasubramanian*

Mr Bala joined JEL in July 1996 as a senior engineer in the Design department. He was given the role of engineering management, coordinating the multi-disciplined engineering tasks under the guidance from the Head of Design department. He had a short stint working on Industrial projects before embarking on power plant projects, where he fully utilized his experience garnered from his previous employments.

The first phase of the Saha and Rojana power projects were the perfect launching pad for both JEL and Bala. Bala's courteous approach has received praises from clients and our parent company, IHI Corporation. JEL's foray into EPC business, the brainchild of our former COO, Mr Tsai, gave him a well-rounded experience. Through his close working relationship with Mr Tsai, he not only honed his engineering skills, but also learnt the nuances of project management—the nerve-centre for business success. He also strongly believes that the key to achieving success in any project is through proper coordination and team-work.



## Forging ahead together with IHI

Our Chairman, Mr Bob Tan, was invited by IHI Corporation to share his experiences over the past ten years, the lessons learnt, and our operating philosophy. The presentation, which took place at IHI Corporation's head office in Toyosu on 7 March 2017, was attended by around 300 IHI staff, including Board members of IHI and IHI Management. The event was graced by Mr Tsugio Mitsuoka, President and Chief Operating Officer of IHI Corporation, who also gave an opening speech.

In his presentation, Mr Bob Tan recounted the transformation of JEL since its privatization in 2005. Notably, our sales and profits have increased steadily over the years.

There are many factors at play to achieve success. Every job presents a new and exciting learning opportunity, and provides an invaluable and rewarding experience. "Focusing on organisational structure and the management team; enhancing engineering capability, risk assessment and management; project budgeting, monitoring and control, and project execution; financial management; customer acquisition and retention; and training and development are key aspects to achieve success," said Mr Bob Tan.



▲ Mr Bob Tan, Chairman of JEL, shared his experience at IHI Corporation's head office



◀ Mr Tsugio Mitsuoka, President and Chief Operation Officer at IHI Corporation, posed a question during the Q&A session



## JEL Board of Directors visit the NNEG Cogeneration Power Plant and Rojana SPP3 Combined Cycle Cogeneration Power Plant

On 14 December 2016, the JEL Board of Directors visited both the NNEG Cogeneration Power Plant and SPP3 Combined Cycle Cogeneration Power Plant. The site visit came after the Board of Directors meeting, which was held on 13 December 2016 at the Thai Jurong Engineering Limited (TJEL) head office in Bangkok, Thailand.

In the morning, the Board visited the NNEG Cogeneration Power Plant, which was completed and handed over to the owner on June 2016. The directors then proceeded to visit the Rojana SPP3 Cogeneration Power Plant, which is currently in the testing & commissioning stage and will be completed in June 2017.

Impressed by what they saw during their visits and the successful achievements by both JEL and TJEL, the Board proudly congratulated both project site erection teams for their good work.

On completion, the Board is confident that these two projects would add feathers in JEL's cap of many power plant projects that we have constructed in Thailand.

### **NNEG Cogeneration Power Plant Project**

JEL and TJEL were awarded the contract to construct the NNEG Cogeneration Power Plant from Nava Nakorn Electricity



▲ JEL Board Members at SPP3 project site

Generating Company in February 2014. The project is located in Nava Nakorn Industrial Promotion Zone in Pathumthani Province, Thailand.

The NNEG Cogeneration Power Plant will supply 120MW of electric power and 30 ton/hr of process steam during peak periods and 78MW of electric power and 19.5 ton/hr of process steam during off-peak periods. The plant is powered by 2 units of gas turbine, 2 units of heat recovery steam generator and 1 unit of steam turbine, with associated mechanical and electrical BOP auxiliaries.

### **Rojana SPP3 112MW Combined Cycle Cogeneration Power Plant Project**

The consortium comprising IHI Corporation, JEL and TJEL was awarded

the contract for the construction of a new Rojana SPP3 Combined Cycle Cogeneration Power Plant from Rojana Power Co. Ltd in April 2015.

The power plant, which is located in Rojana Industrial Park, Ayutthaya, Thailand, will supply an output of 112MW of electric power and 20 ton/hr of process steam. The Plant consists of 2 units of gas turbine, 2 units of heat recovery steam generator, 1 unit of steam turbine and associated mechanical and electrical BOP auxiliary equipment.

As part of the contract, 1 unit of gas turbine, 1 unit of HRSG and partial BOP equipment would be relocated from the existing Rojana Phase 5 plant to the new SPP3 plant.





## Developing our Human Capital - Launch of JEL's Career Development Program

As part of the continuous effort in developing initiatives to support the career development of our employees, JEL launched a Career Development Program in 2016. The primary objective of the Program is to develop our employees' key competency skills and to prepare them for their career progressions within the JEL Group.

A total of 24 employees have been nominated to participate in the program, which comprises six modules over a period of three years. The nominated

employees will undergo training in the areas of project management, team building, MBTI, leadership development, financial management, personal effectiveness, environment, health & safety, and ethics & compliance.

The first module was launched in April 2016 in Singapore, and the second module was held in Bangkok in October 2016.

One of the highlights of the JEL Career Development Program is the networking

dinner with Management and the project team. The participants had the opportunity to interact with JEL's Management Committee members in April 2016 and members from TJEL in October 2016. Both events were graced by JEL's Managing Director, Mr Hiroshi Ide.

With plans to hold the next module training at I-STEP, a new IHI training facility in Japan, the participants are already looking forward to the third module!





## JEL Core Values – The Way We Do Business

JEL will launch our newly developed core values in April 2017.

Spearheaded by our Management Committee, the values were identified and shall define the way we do business. They underpin the culture of JEL and are crucial to achieving our strategic goals. The 5 core values are:

### • DILIGENCE

We *work hard* with *dedication* and *perseverance* to achieve success and excellence.

### • CONTINUOUS LEARNING

We *constantly improve* our knowledge and skills to stay ahead of competition in the changing global market.

### • SHARED OWNERSHIP

We strive to be *proactive* and act with *accountability* and *integrity* for the company's growth and success.

### • CUSTOMER SATISFACTION

We promise *quality* and *on-time* delivery, without compromise on *safety*, forging customers' *trust* to win repeat business and new customers.

### • RESPECT

We treat one another with *respect* and *dignity*, fostering a harmonious and cohesive environment that promotes well-being and *happiness* for all.

Mr Alan Phang, General Manager of Human Resources and Administration Division, shared that, "The core values are integral to our identity. They guide us on how we act and behave as part of this family."

Dr Ben Tan, General Manager of EPC Centre, expressed his hope for all employees to commit to practicing these core values in their daily activities.

He particularly resonates with "Shared Ownership", and explained that only by taking on responsibility and actively looking out for each other can we guard against potential issues and trap the problem before it emerges.

As a first step, a task force has been formed to communicate the core values to all employees in the JEL Group of Companies, with various members of the organization playing different key roles in instilling and nurturing the values.

Mr Koh Kew Sek, Chief Operating Officer of JEL, underscored the importance of translating the core values into behaviours when he said, "We walk the talk, and will work, train, review, reward and hire based on these values."

## JEL CORE VALUES



### DILIGENCE

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CONTRIBUTED BY MR PAUL LOW, SALES &amp; MARKETING DIVISION

## “The sky is never the limit...” – Diary of a Personal Challenge

I have never stopped dreaming of doing bigger things in my life; to challenge myself not only physically, but also to make a difference and touch people's lives in some way.

My opportunity came when I spotted a notice on the Chiang Mai 150km Ultra Marathon event popping up on a social messaging site. The Ultra Marathon would traverse considerable distance and mountainous terrain, and be a test of both physical endurance and will.

As I signed up for the event, I also wanted to make this race a more meaningful and rewarding experience. After pondering over several ideas, I decided to raise funds for rations distribution to the underprivileged staying in Chai Chee, Marsiling and Hougang areas.

The race was from 7 to 9 January 2017, averaging 50km over 3 days. Since participants would be staying overnight in villagers' homes, I also wanted to show my appreciation and gesture of goodwill by gifting the village children small tokens. To this end, I reached out to my friends to appeal for contributions of toys.

Training started 3 months before the race. I trained 3 times a week, clocking an average of 10km per training session. I also made it a point to train in MacRitchie Reservoir so that I could adapt to the mountainous terrain of Chiangmai. I also tried carrying a 3kg load as part of my training.

### 7 Jan 2017 (Day 1, 55km)

The night was very cold and windy. I woke up at 4am to prepare for the race start at 6am. I was so excited that I had to answer to many rounds of nature calls before the start of the race! The first stage was a 55km leg that meandered across a mountain, 3150 m above sea level. I got a little lost running up to the 2<sup>nd</sup> checkpoint, and had to make several detours before I was on the right path again some 2 hours later. I was almost hitting the cut-off timing, however, I



▲ Mr Paul Low (centre) surrounded by smiling faces



persevered on. It was a pretty tough first day as I was just starting to warm up for the uphill terrain.

### 8 Jan 2017 (Day 2, 42km)

I started the morning with pain in my left foot and my legs had swelled from exertion from the day before. In just one day, my shoes had worn out and been rendered unfit for wear. This was totally beyond my expectations, but I carried on with the race despite the pain and discomfort. What refreshed my spirit and resolve was the breathtaking scenery and picturesque temples situated along the trail, beautifully reflecting golden rays from the afternoon sun.

### 9 Jan 2017 (Day 3, 43km)

Today's race started early at 6am, and would prove the toughest yet. It consisted of a lot of uphill hikes and rocky terrain, and the afternoon heat really drained my energy further. It helped to start the day early, as we had

to traverse across plantations with no respite from the sweltering heat. We crossed streams and climbed waterfalls, crossing mountains after mountains. My foot continued to swell and I was in excruciating pain, but I rallied my resolve to finish the race, both for myself and for the underprivileged people back home. I finally reached the last checkpoint and was greeted warmly by my wife, who had been waiting for my arrival.

This experience taught me things beyond what a classroom could offer. I learned that there was truth in the saying “when the going gets tough, the tough gets going”. I was out of my comfort zone, but each time I thought I had reached my limit, somehow I still managed to soldier on. A person's willpower and strength of spirit can be more tenacious than you think!

It was also so rewarding to see the smiling, happy faces of the villagers when we gifted them with toys. It was just a small gesture, but one that they humbly accepted and genuinely appreciated. They were all praises for Singapore, saying, “Singapore, good! Good!”

I am very thankful to my friends and colleagues from JEL for contributing to the Rations Distribution fund. We managed to raise \$20,576.00 to aid those less privileged than us, which I hope will offer them some measure of comfort.

I will continue to live by the motto: “The sky is never the limit.”

## Myingyan 225MW Gas-fired Power Plant – One of the Largest Combined Cycle Power Plants in Myanmar

In September 2013, Electric Power Generation Enterprise (EPGE), formerly Myanmar Electric Power Enterprise (MEPE) of the Ministry of Electricity and Energy of Myanmar (MOEE), called for a tender to develop, finance and operate a 225MW gas-fired power plant located in Myingyan, Myanmar, to provide electricity to EPGE. Sembcorp Industries (Sembcorp), a leading utilities company, answered the call for tender and was successful in bidding for the project. On 30 March 2016, Sembcorp's Myanmar arm, Sembcorp Myingyan Power Company, entered into a power purchase agreement (PPA) with EPGE.

Recognising the expertise and capabilities of the JEL Group of Companies in the engineering, procurement, construction and commissioning of power plants, Sembcorp selected JEL to take part in the project. Synergies between the companies will be maximised in order to

complete this project efficiently.

The power plant is located about 8km south of Myingyan, which is approximately 150km from Mandalay. The combined cycle power plant consists of two sets of gas turbines, two sets of heat recovery steam generators and one set of steam turbines with the associated auxiliary equipment. The power plant will be designed to operate in both simple cycle mode as well as combined cycle mode. When fully completed in 2018, the power plant will produce 225MW of net electrical output. Under the PPA, the power plant will be operated by Sembcorp Myingyan Power Company for 22 years, after which, the power plant will be transferred to EPGE.

GT and GTG #1 / #2 on-base activities were completed in October 2016. Sembcorp Design and Construction International (SDCI) is performing the

civil works for various structures such as the cooling tower, ST/STG, switch yard, tanks, transmission towers, etc. Pipe rack fabrication has been completed. Tank materials have been delivered to the site and erection works were scheduled to start from November 2016.

The major challenges for the project relate to logistics and the import of materials. Every shipment has to pass through MIC/MOC/tax exemption and custom department checks for approval, prior to being shipped to Myanmar. This process normally takes about 30 days to complete. As the maximum weight of cargo transported via local roads and bridges is restricted to 35 tonnes, all heavy cargo needs to be transported from Yangon to Myingyan using river barges, which takes about 15 days. Moreover, moving the cargo from the temporary jetty to the project site requires crossing two backwater rivers, which is not feasible during the rainy season.

Upon its completion in 2018, this project will be one of the largest combined cycle power plants in the country. Since the last general election, Myanmar has been developing at an unprecedented fast pace. JEL is proud to have this opportunity to work with Sembcorp on this prestigious project, and contribute to the economic development in Myanmar.



## JEL Receives Certificate of Appreciation for Az-Zour North Phase 1 – IWPP Project

The owner and EPC contractor for the Az-zour North Phase 1 – IWPP Project has awarded JEL a Certificate of Appreciation in recognition of its good safety practices and safety record in carrying out the project.

Receiving this award is testament of JEL's effective workplace HSE programmes; made possible by Management's dedication and commitment to

reinforcing the value of safety to the organization and individual, identifying risk factors and putting in place the necessary resources and support to ensure the safety and welfare of the workers, and the effect of every individual pursuing a safe, healthful, and environmentally sound workplace.

JEL is committed to completing the Az-Zour North Phase 1 – IWPP project

successfully— meeting the project timeline, while still being safety driven.





## JEL Maintenance Updates

### A. TURBINE MAINTENANCE AT TIP & TSIP FOR THE NATIONAL ENVIRONMENT AGENCY

JML was awarded a contract for steam turbine maintenance works at Tuas Incineration Plant (TIP) and Tuas South Incineration Plant (TSIP) by NEA. The maintenance work was carried out by JML Malaysia's turbine maintenance team with assistance from JML Singapore's project management team. Each plant has 2 units of steam turbine from Mitsubishi Heavy Industries; and a TA (technical advisor) from the original equipment manufacturer (OEM) was available for the major overhauling of turbine works.



### B. NOVABAY PROJECT



JML was awarded a contract for the construction of a sodium bicarbonate plant in Jurong Island by Sumitomo Chemical Engineering Company (SCEC). This plant is being built for the Novacap Group from France. As main contractor for SCEC, JML carried out civil, structural, mechanical, piping, HVAC, and electrical and instrumentation works. The project is now in the finishing stage. The project team has clocked 500,000 safe man-

hours to date, for which JML was presented a Safety Performance award. With a peak manpower of 350, JML has shown once again its commitment towards its quality and safety standards, which has helped gain the confidence of SCEC and earned JML a long term association with them.



### C. KUANTAN RESIN PLANT (KRP) PROJECT, MALAYSIA

JML was awarded a project from Jacobs Engineering Malaysia for mechanical and piping package at the Kuantan Resin Plant Project. This plant is being built for Flexsys Chemicals as part of their facility expansion, and is adjacent to the existing plant at Kuantan. JML, with peak manpower reaching 300, is able to complete this project in a span of 8 months. The project is scheduled to be completed in April 2017. The project team recently celebrated 200,000 safe man-hours without lost-time injury for this project.

### D. TR-HEISCO: KNPC GT #5 FIELD PIPING WORKS

JML was awarded a project for field piping works from Heavy Engineering Industries and Ship Building Company (HEISCO), Kuwait. A new Gas Train #5 is being added along with the existing Trains by Kuwait National Petroleum Corporation in order to meet local and international gas demands. Technicas Reunidas and HEISCO are the main EPCM contractors; and they have extended the field piping fabrication and erection contract to JML. This project is scheduled to be completed in 18 months, requiring a peak manpower of 500. JML is currently in the midst of sourcing for skilled fabricators from Thailand, Malaysia and India.

## JEL Staff Party 2017



▲ Yum Yum Yum SENG! A rousing toast to JEL's continued success.

### "A family that eats and plays together."

In February, the JEL family held its annual staff party in the six-star St Regis Hotel, with many guests and colleagues from overseas subsidiaries joining in the celebration.

The theme for this year was "Bollywood Nite" and staff gamely came dressed like Bollywood stars. Some of the ladies even looked like Indian princesses in their resplendent saris. If we rolled out a red carpet, we would virtually have our very own star-studded Bollywood awards ceremony!

The evening kicked off with an opening address by our CEO, Mr Hiroshi Ide, who shared with everyone the five key core values which define JEL's "DNA", namely: Diligence, Continuous Learning, Shared Ownership, Customer Satisfaction and Respect.

With the serious business concluded, we then moved on to the "fun" part—a mass *Lou Hei* to wish for a great new year ahead! The emcee led us through the preparation of the *yusheng*, together with the recitation of auspicious wishes as each ingredient was added. Everyone then tossed the colourful ingredients sky high, in hopes of achieving higher and higher achievements in the new year. But alas, some tables clearly overdid it a little as quite a bit of the *yusheng* ended up on the tables! It was really fun, though, to do it together so boisterously.

There was never a dull moment throughout the evening as we were all kept entertained by performances such as a live magic act and an LED light dance; and when it was time for games, our staff sportingly participated in them. Particularly enjoyable was the game where contestants grooved to familiar tunes like YMCA, and some of the dance routines were hilarious!

The audience seemed to have just as much fun watching the performances as the contestants themselves had fun performing it!

Of course, there were also the lucky draw segments with many attractive prizes; accompanied by sounds of delight from the winners, along with some disappointed groans from the rest of us, as the prizes were given out one by one.

We even had an impromptu 'thank your colleagues' session with everyone giving each other relaxing neck and shoulder massages as a gesture of appreciation for all the help and cooperation given throughout the year. Hopefully, no one ended up with bruises though!

The party finally ended on a high note with the traditional singing of the JEL song and the final lucky draw segment. Led by members of JEL's Management,





▲ Everyone enjoying a well-deserved 'Thank You' massage

everyone joined together to proudly sing our very own JEL song '*Rising to the Challenge*', followed by a rousing '*YUM SENG*' to JEL's continued success! This is especially apt given the challenging times ahead, but JEL will certainly persevere and prevail!

It was an enjoyable night of fun, laughter and sumptuous food for all. The attractive lucky draw prizes just made it that much sweeter for everyone. Many staff are already eagerly looking forward to the next staff party!



► A delighted Mr Jack Ng receiving his lucky draw prize from Mrs Jane Tan (wife of Chairman, Mr Bob Tan)

## Lucky Draw Questions

For the first five (5) correct entries picked, the winners will each receive NTUC Vouchers worth S\$30.00, sponsored by the Corporate Affairs Division.

Simply answer all six questions and send your answers together with your name and address to [dewie@jel.com.sg](mailto:dewie@jel.com.sg) or to Jurong Engineering Ltd, 25 Tanjong Kling Road, Singapore 628050.

(Hint: answers can be found in this issue)

Name : \_\_\_\_\_ NRIC No: \_\_\_\_\_

Address: \_\_\_\_\_

The questions for the contest are:

1. What is the primary objective of the JEL Career Development Program? Name 5 of the training topics that would be covered during the 3-year program.  
\_\_\_\_\_
2. In MD/CEO Mr Hiroshi Ide's New Year message he mentioned JEL's core values that differentiated us from our competitors. What are they?  
\_\_\_\_\_
3. How much did Mr Paul Low help raise for the Rations Distribution Fund and for whom?  
\_\_\_\_\_
4. On which day did Sembcorp Myingyan Power Company enter into a power purchase agreement with Electric Power Generation Enterprise?  
\_\_\_\_\_
5. Name the two job sites which the JEL Board of Directors visited after their Board meeting in Thailand.  
\_\_\_\_\_
6. After completion of construction, what product will the Novabay Plant on Jurong Island produce?  
\_\_\_\_\_



Marketing enquiries, comments and feedback should be addressed to the  
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No responsibility can be accepted therefore.

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