

JURONG ENGINEERING LIMITED

JEL BULLETIN

MAY 2019

MCI (P) 094/04/2019

DELIVERING SAFE & RELIABLE INDUSTRIAL PLANTS

► pg. 4, 5, 6, 7

NEW YEAR MESSAGE FROM MANAGING DIRECTOR

Let me begin by wishing everyone a happy, healthy and fruitful new year. A year ago, when I wrote the new year message, we had seen the shift in the market dynamics as a result of the climate change. ► pg. 2

JML2.0 INITIATIVE: DIGITAL INNOVATION FOR PROJECT SUCCESS

JML2.0 Initiative is JML's thinking hat to adopt the latest cutting edge technology to enhance construction and safety processes. ► pg. 8



2019 MANAGING DIRECTOR'S NEW YEAR MESSAGE

Let me begin by wishing everyone a happy, healthy and fruitful new year. A year ago, when I wrote the new year message, we had seen the shift in market dynamics as a result of climate change. Governments around the world are advocating for cleaner forms of energy and some financial institutions have directed their funding towards sustainable alternatives and more efficient fossil fuel-based technologies. Along with the falling demand for fossil fueled energy projects, regulatory changes have led to delays in contract award and termination of potential projects. Changing perception and turning a slow market to our advantage will require a lot of hard work. While the pressure is on us to successfully navigate and change perception as the market evolves, we need to imbue a new mindset to secure jobs in changing markets. These would include innovating the ways to increase value for our existing customers and partners, exploring new businesses by embedding ourselves in new market trends to capture opportunities outside our traditional business.

Our success is also predicated by our ability to deliver projects without compromise on safety, quality and customer satisfaction. These outcome should drive us in the long run. Adopting such strategies will ensure JEL continues to be the best engineering and construction service provider of choice for our customers.

We will soon be turning 50 in 2021 and I am particularly proud with what our team has achieved. Many of you have been on this long journey together with the company. We have weathered business cycles, overcome insurmountable challenges and created the JEL story. Today, we have expanded out of Asia, into the Middle East and Africa. To project the

transformation of the company, we embarked on a rebranding exercise last year to enhance our brand and image. Ideas have sprung up from the ground in the few brainstorming sessions, and through these efforts, we seek to build the group's image and recognition.

Getting our foot into new markets has been no easy feat. We have made significant strides in venturing into the Middle East and Africa and have managed to increase our presence in Asia. We will also continue to actively forge strong partnerships to grow our customer base and expand our portfolio by pursuing viable renewable energy and industrial projects.

This year, we seek to continue with the Management Policies for 2014 to 2018, which have produced visible results. In the subsequent Management Policies for 2019 to 2021, we will introduce various initiatives and focus on five key areas: 1) Re-grouping and Consolidation 2) Diversification of Engineering Skillsets 3) Streamlining of our Human Capital 4) Effective Marketing and 5) Environmental, Health and Safety Culture.

I urge everyone of you to observe our core values, work towards building a more cohesive effective organization and achieve the various financial targets by 2021. As we continue to grow, there will be many opportunities for our people to grow together with the company. Make full use of these opportunities.

On the Management Policies for 2019 to 2021, we will focus on "Regrouping and Consolidation", by transferring and sharing resources, expertise and assets within our group of companies. This will enable us to keep to a lean, flexible and effective organization.

For "Diversification of Engineering Skillsets", we will invest to build our capabilities as we strive to extend our scope of services, stay relevant amidst the political and market trends and

transition into low carbon economies.

The third focus area is "Streamlining our Human Capital". We want to encourage employees to learn new skills, take up more responsibilities and be unfazed in the face of challenges. As part of the digital transformation and resource development efforts, our employees now have greater access to upgrade themselves through online training platforms as well as training conducted by in-house and external trainers.

Our fourth focus area is "Effective Marketing". In addition to strengthening our relationship with clients and partners, and rebranding efforts, we are also conscious about improving the environmental footprint in our operational activities. We will continue to support corporate social causes in the communities in which we operate.

Lastly, we are constantly reviewing our safety processes and practices to ensure that there are no lapses, and that the highest safety standards are upheld in every project that we execute. Recently, JEL's 12 mandatory safety rules on work safety, which all of our workers are required to comply was introduced.

In conclusion, it is important to recalibrate ourselves for the changing times and to move forward together as a team. When our core values and actions are in alignment, a thriving culture emerges. Challenges beset us, just as in life, and many times it is beyond our control. There are some days which are smoother than others and I believe we can continue to find motivation from the tenacity of the JEL team. Together, everyone achieves more!

Masao Akamatsu
Managing Director & Chief Executive Officer

ANNUAL GROUP MEETING 2019

Held on 14 February 2019, JEL Annual Group Meeting was a full day event in which leaders of JEL group of companies gathered to plot plans and set the course for the new year. Almost 60 staff, comprising senior management from JEL, management and finance personnel from subsidiaries, project managers and heads of departments attended the meeting.

Beyond processes and results, what keeps a business going? As we pondered and reflected on the successes and not so successful encounters in the past year, it was also timely at the start of the year to remind

ourselves of our aspirations—to channel the tenacious and competitive spirit from top down, to everyone within the JEL group.

In his presentation, our Managing Director, Mr Masao Akamatsu, highlighted the key plans for Management Policies 2019 to 2021 which encapsulated our ambition to grow our businesses and to be the best construction and engineering service provider in Asia. With the fast changing landscape, Mr Akamatsu urged us to demonstrate the ability and agility to move and react quickly.

Mr Koh Kew Sek, our Chief Operating Officer, encouraged all to never resist change, but be inspired by the success stories and make a transformative move.

One of the core competencies of JEL lies in our ability to seek out synergies from within the Group. Our subsidiaries stood shoulder to shoulder and collaborated on numerous projects. Through collective efforts, we were able to deliver quality projects which exceeded customer's expectation. With the energy and dynamism of the JEL team, we know we are ready for the year ahead.



MR KOJI TAKEDA APPOINTED AS DIRECTOR

Mr Koji Takeda was appointed as a non-executive Director of Jurong Engineering Limited on 1 April 2019. He is currently with IHI Corporation and holds the position of Executive Officer, Vice President of Resources, Energy & Environment Business Area and President of IHI Plant Services Corporation. Mr Takeda has spent over 30 years with IHI Corporation in various leadership roles.

Prior to his current appointments, he was the Associate Director and General Manager of Boilers Business unit in Resources, Energy & Environment Business Area from April 2018 to March 2019. Over the years, Mr Takeda has gained extensive experience in power plant projects.

He was the Associate Director and



General Manager of Boilers Business Unit and General Manager of Business Administration Group in Resources, Energy & Environment Business Area from April 2017 to March 2018 after he assumed the position of Deputy Division Director of Boiler Plant division and

General Manager of Business Administration Group of Boiler Plant division in Energy & Plant Operations from April 2016 to March 2017.

From 2006 to 2016, Mr Takeda held various positions as General Manager of Material Group of Procurement department in Procurement Strategies, General Manager of Operation Control department in the Power Plant division, Division Director of Procurement & Construction Center in Energy Operations, Division Director of Production Center and General Manager of Production Planning department in the Energy & Plant Operations.

Mr Takeda holds a Bachelor of Arts in Law degree from Sophia University in Japan.

DELIVERING SAFE AND RELIABLE INDUSTRIAL PLANTS

As the global strategic partner for our customers, we have successfully built more than 660 industrial facilities in over 20 countries. Our recent projects add to our track record of delivering superior engineering solutions and performance to our customers.

RAPID PACKAGE 11— EO (ETHYLENE OXIDE) PROJECT

Our Malaysia subsidiary, Equator Engineering Sdn Bhd (“EESB”), was engaged by Samsung Engineering (Malaysia) Sdn Bhd to execute the mechanical works for the Rapid 11 project, located in Pengerang, in the state of Johor, Malaysia. Our team completed and delivered the project to the client on 15 December 2018.

The team performed well. The success of the project demanded teamwork, discipline and coordination among every function to ensure alignment of project objectives. We erected and installed a total of 3,465 tons of steel structure and 8,420 tons of equipment, including two reactors, 189,711 DB of pipe lines, 8,748 sqm of equipment insulation and 22,077 m of piping insulation and 7,972 sqm of fireproofing.

Other than the main scope of works,

additional scope of work involving the catalyst loading work for the two reactors was awarded to EESB, underscoring our skills, experience and commitment to deliver projects on time and within budget. Work commenced in November 2018 and was successfully completed in December 2018.

The project achieved 3,891,962 safe man-hours without lost time injury (“LTI”) by end December 2018. This achievement was possible due to the strong support from EESB’s management and the unwavering dedication from staff and workers.

Currently, we are retaining a team of piping and steel structure personnel to support the commissioning team from Samsung Engineering in the start-up phase. This project is expected to achieve provisional acceptance by April 2019.





Stock image for illustrative purpose

RAPID PACKAGE 5— STEAM CRACKER COMPLEX

The Pengerang Integrated Complex (“PIC”) in southeastern Johor, consisting of a Refinery and Petrochemical Integrated Development (“RAPID”) and other associated facilities, is owned by Petrolia Nasional Bhd (“Petronas”).

The PIC is designed to produce differentiated petrochemicals to meet the domestic demand for petroleum products. The consortium, consisting of Toyo Engineering Corporation and Toyo Engineering & Construction Sdn Bhd, was awarded the engineering, procurement, construction and commissioning (“EPCC”) contract for the construction of the Steam Cracker Complex (“SCC”). There are two propylene fractionator process columns—one of which is the tallest process column in Malaysia. An ethylene fractionator process column is also housed within the SCC. The steam cracker facility, with a production capacity of 3Mtpa of ethylene, propylene and C4–C6 olefin products, will supply feedstock for the petroleum complex.

Equator Engineering Sdn Bhd (“EESB”), our subsidiary in Malaysia, was awarded the steel structure and piping erection works package. Incidentally, the erection works for the steel structure and piping were near the compressors—the most complicated area in the entire SCC project.

Work commenced in February 2017. We encountered challenges due to the narrow working space shared by all subcontractors which made access

difficult. As a result, our trailer could only deliver materials from lay down to the erection area once a day. Likewise, it was also an arduous task to relocate our construction machines and equipment, such as cranes. Harnessing the skills and experience of our team, we liaised closely with our client and other subcontractors to find solutions and adjusted work plans accordingly to facilitate the work process. To overcome the space constraint, we adjusted our working hours to transport materials before dawn or at night after regular working hours.

Resilience is vital in our line of work because of the tough working conditions and unpredictable climate. Driven by the unbridled passion of our workers, we were able to meet the high standards of quality control stipulated by the client, including the requirement to document the erection works after client’s inspection and approval.

With sheer determination and flexibility in project execution, work progressed faster than scheduled. Mechanical completion was achieved in November 2018, with a remarkable safety record of 2 million man-hours without lost time injury. The quintessential performance of the team has again proven to our clients that their projects will be built to vision.

In every project, we create the affinity and monumental experience for our clients by focusing on maximum operational efficiency and transforming ideas into reality.

RAPID PACKAGE 15— AIR SEPARATION UNIT PROJECT

Linde Malaysia Sdn Bhd and PETRONAS Gas Bhd (“PGB”) established a joint venture company, Pengerang Gas Solution Sdn Bhd (“PGSSB”), to build a state-of-the-art industrial air gas facility producing gaseous oxygen and nitrogen to supply the needs of PETRONAS’ large-scale Refinery and Petrochemical complex (“RAPID”) in southern Malaysia. The facility also produces liquid argon for sale to the local market.

PGSSB awarded the contract to Linde Engineering—Linde Engineering AG and Linde Engineering Malaysia, for the engineering, procurement, construction and commissioning of two trains of air separation units and associated storage facilities. It employs Linde’s air separation technology which offers high energy efficiency and operational reliability.

Our Malaysia subsidiary, Equator Engineering Sdn Bhd (“EESB”), was awarded the mechanical construction contract by Linde Engineering Malaysia Sdn Bhd (“LEMY”). The scope undertaken is extensive and includes material management and warehousing, steel structure fabrication and installation, equipment installation, critical and heavy lifting, process and utility piping installation, non-destructive examination, surface protection, insulation, installation of internals and filling works.

Linde Engineering capitalises on the know-how of our team and our ability to manage workflow to achieve the optimum outcome. Our team commenced work in August 2017 and the progress has been significant. The proximity of our prefabrication and paint shops located in Pasir Gudang, which is about an hour’s drive away from the project site, is crucial as it enables us to swiftly deliver goods and minimise costs, logistically.

During peak period from May to July 2018, we deployed about 240 skilled workers to the project site. Led by veterans, together with the collective strength of our diverse workforce which comprises of different nationalities including Malaysians, Thais, Indians, Bangladeshis, Pakistanis and

Indonesians, we managed to overcome various difficulties and challenges. The successful and on-time completion of the project is indubitably due to our close coordination, discipline and teamwork with our client and other subcontractors.

Using advanced technology, the state-of-the-art plant is operated remotely with global positioning system (“GPS”). Both trains are designed to each produce up to 21,100 Nm³/h MPGOX (gaseous oxygen), 1,900 Nm³/h MPGAN (gaseous nitrogen), 22,500 Nm³/h LPGAN (gaseous nitrogen), 800 Nm³/h LOX (liquid oxygen), 1,350 Nm³/h LIN (liquid nitrogen) and 350 Nm³/h LAR (liquid argon).

As safety is important and part of our corporate culture, we are committed to achieve zero-accident target for every project. As a result of our constant efforts for progress improvements and safety training to instil the right safety mindset to our workers, our team surpassed various safety milestones whilst ensuring quality workmanship and execution. The competency and commitment demonstrated by our team have contributed to the overall success of the project with the achievement of more than 1.6 million safe man-hours by project completion.





DOHA SEAWATER REVERSE OSMOSIS DESALINATION PLANT— PHASE 1

In May 2016, the Ministry of Electricity and Water of Kuwait appointed Doosan Heavy Industries & Construction Co., Ltd (“Doosan”) as the engineering, procurement and construction (“EPC”) contractor for the construction of a desalination plant in Doha, Kuwait. Employing Asahi Kasei’s established membrane-formation technology as pre-treatment membrane for reverse osmosis, the desalination plant when fully operational, will process 270,000 tons of sea water into fresh water, sufficient for 900,000 people’s daily consumption.

Doosan, the EPC contractor for the project, is responsible for the construction of purification units, storage facilities, pumping stations,

metering stations as well as the installation of equipment and the laying of pipelines. We were selected by Doosan in March 2017 to perform the mechanical works, comprising mainly of piping fabrication and mechanical equipment installation due to our experience and expertise in this field of work. The mechanical equipment to be installed included pumps, motors and seawater system auxiliaries, vacuum priming system, dissolved air flotation (“DAF”) system, reverse osmosis system, re-carbonation system and other auxiliary systems. In addition, our team was also entrusted to carry out non-destructive and hydro tests.

Work commenced in September 2017, and through concerted efforts, several milestones such as the installation of three pressure vessels and saturation tank were achieved. Due to the proximity of the site to the Arabian desert, it was particularly challenging to operate under the scorching heat, which can reach a high temperature of 50 degrees Celsius in the summer. Work schedule may be disrupted by sandstorms. To shield our workers from the scorching heat, water stations were set up and oral rehydration salts were supplied to ensure our workers were

properly hydrated. During the daily safety tool box meetings, workers were briefed on health and safety precautionary measures. They were also reminded to be cautious when outdoors. Safety is—and will always be—a paramount consideration for our team. We achieved a total of 624,280 man-hours without a single lost time injury and will continue to intensify our efforts to pursue our goal of zero accident.

We witnessed how hard our people worked to complete the tasks on-time. Everyone’s contribution played a crucial role in this project and we managed to overcome all the difficulties to deliver optimal results to our customer.

In February 2019, our team received the Outstanding Performance Certificate from Doosan. This was a strong affirmation by Doosan on the dedication, passion and expertise of our team which further cemented our track record in the Middle East. The successful completion of this project will bring more opportunities in the Middle East as we continue to raise our technical and project management competencies to handle larger scaled sophisticated projects.

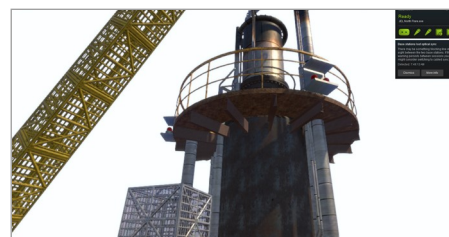
JML2.0 INITIATIVE: DIGITAL INNOVATION FOR PROJECT SUCCESS

A world-leading refiner awarded a contract to JEL Maintenance Pte Ltd ("JML") to replace the flare seal for one of its refinery plants located in Singapore. This particular flare, at 150 metres high, is one of the highest flares in Singapore. We were tasked to replace 16 tons of the flare seal at the height of 150 metres and install the necessary piping related to the replacement works using a 600 ton crane.

We identified several challenges in the planning stages, prior to the execution of the actual work. The biggest challenge encountered was the limited access to survey the work place due to the live flare. As a result, we had to conduct the project planning activities to identify modifications to existing platforms and critical processes which included the dismantling of the existing flare seal, disconnecting pipes at height, installing new seal and thereafter reconnecting the pipes, during the plant shutdown window which left us with very little room for errors and re-work.

JML2.0 Initiative is JML's thinking hat to adopt the latest cutting edge technology to enhance construction and safety processes. Initially, drones were flown to record video footage of the flare. This was challenging because of the intense radiation emitted from the live flame. With the video footage, we managed to employ Virtual Reality ("VR") technology to create an immersive flare environment. This enabled us to simulate work steps and sequence efficiently. With VR technology, we now have the capacity to study the scope in greater detail together with all stakeholders, and formulate efficient work method statement.

Leveraging on the VR technology, our workers were trained on immersive environment in our workshop to get accustomed to the workplace conditions and perform risk analysis. Multiple rehearsals were conducted with each and every step studied thoroughly and fine-tuned to achieve optimum time schedule. Mast climber was used to



access the tip of the flare during the shutdown to facilitate the movement of workers and transport equipment. The replacement works were successfully completed within two weeks with our workers mobilized round the clock.

Workers used wearable tablets, known as Realwear's Head Mounted Tablet (HMT-1) for witnessing gas tests, LoTo and remote monitoring and

mentoring. Live stream of all work activities could be monitored at the control centre at ground level through these wearable tablets worn by workers when work was performed. The adoption of this digital innovation has won us commendation from the client.

JML2.0 Initiative redefines us, and we will continue to leverage on digital innovation.

JEL MAINTENANCE UPDATES

CHIYODA: EXXONMOBIL'S PESEK GROUP II LUB STORAGE (PG2LS) PROJECT

JML was awarded the contract for the fabrication and construction of PG2LS piping project by CHIYODA Singapore. Located in Jurong Island, the Pesek refinery is owned by ExxonMobil Asia Pacific Pte Ltd. JML is responsible for fabrication, construction and testing of

14" and 16" piping, steel structure pipe racks, equipment, painting and insulation works. The contract was finalized in December 2018. The project is slated to be completed by February 2020 and will require 300 manpower during the peak of the construction

phase. This project came on the heels of the successful completion of a few projects for ExxonMobil, which is a strong affirmation of the satisfactory work and the strong ties with our customer.

HITACHI: INSTALLATION OF PROTON BEAM THERAPY (PBT) SYSTEMS AT NCCS

JML has successfully secured a first of its kind project from Hitachi Asia Ltd for the installation of 4 units of Proton Beam Therapy ("PBT") Gantries and 1 unit of Proton Synchrotron with related piping, electrical and instrumentation works at National Cancer Centre, Singapore ("NCCS"). Upon successful commissioning, NCCS and Ministry of Health, Singapore ("MOH") will be the first to implement PBT treatment system in South East Asia. As the installation contractor, JML will accumulate valuable credential. Work is expected to commence in June 2019 and be completed by June 2020.



WOOD: SUCCESSFUL COMPLETION OF EVONIK'S ME6 PROJECT

JML received the successful completion certificate from WOOD, Singapore in recognition of the on-time completion of Evonik's Me6 Project—Mechanical Package. We executed the mechanical, piping, structure and painting works. One of the highlights of this project was the installation of advance modular support system for piping known as

SIKLA, GmbH. Through the collective efforts of the team, JML clocked a remarkable 1,068,000 safe man-hours for the execution of mechanical works which mostly involved the handling of exotic materials. Our team began work back in August 2017 and through meticulous planning and dedication, the project was completed within schedule in

November 2018. During the construction, we encountered obstacles in meeting the tight schedule given the stringent quality requirements involving zirconium piping works. However, the team was not deterred. Through sheer determination, we executed the work efficiently and abided by high standard of quality and safety throughout the project.

WOOD: SUCCESSFUL COMPLETION OF EXXONMOBIL'S SLXP-2 PROJECT

In its recent brownfield project, JML was involved in the expansion of ExxonMobil Lube plant at Jurong Refinery through WOOD, Singapore, which was awarded the EPCM contract. We contributed towards the successful completion of the second lube reactor's structure, piping, insulation and fire proofing works. This project also involved major turnaround works, where we carried out day and night shifts for all tie-in works.



For its exemplary efforts in executing the project with high HSE standards within schedule in the live plant, JML was presented a Certificate of Appreciation by WOOD. With an uncompromising stance taken towards the health and safety of our workers, we were able to clock 365,980 safe man-hours for the period from November 2017 to February 2019.

HEALTH, SAFETY & ENVIRONMENT

JEL GROUP HSE CONFERENCE 2019

JEL's HSE Department has been taking the lead in recent times to raise safety awareness and inculcate a strong safety culture. Safety is always on our agenda and is one of the key initiatives in JEL Group Management Policies.

On 13 February 2019, we conducted the annual HSE conference—this was the sixth consecutive year whereby HSE managers from our subsidiaries gathered to discuss workplace safety topics including preventive measures, enhancement to safety guidelines and practices, steered by the objective to achieve the zero-accident target. Our

Managing Director, Mr Akamatsu, together with our Management Committee, Head of Departments and Managing Directors of subsidiaries were also present at the one-day conference. The conference provided the platform for our group of companies to interact, exchange ideas and information, share and promote good practices and learn the different HSE approaches adopted by various subsidiaries from different countries and cultures. In their presentations, the HSE managers covered extensive topics which constitute the fundamentals of a sound HSE system. This ranged from safety

education, training, to safety promotion programs.

“All project sites must establish a safety system right from the beginning,” said our Chief Operating Officer, Mr Koh Kew Sek. “As we take on larger boiler erection activities, we must boost our vigilance to ensure smooth execution in every construction phase. We must be cognizant of possible accidents however small it might be and not compromise on safety. Our safety program can only be successful with the support from higher management.”

“JEL MANDATORY 12” SAFETY RULES

JEL has established critical safety rules for all its workplaces known as “JEL Mandatory 12” which were officially launched in November 2018. JEL group of companies is encouraged to educate its workers and always enforce

these safety rules during the course of work. Training will be conducted through various means including banners, posters, safety induction training, quizzes and tool-box meetings etc.



EMERGENCY EVACUATION DRILL

JEL conducts emergency evacuation drills twice a year. This involves alarm activation to simulate an emergency situation and ensure that response procedures are in place.

In the recent drill conducted on 21 December 2018, upon the activation of

the fire alarm, our staff and workers evacuated the building in a calm and orderly manner, assisted by the fire wardens for every floor. This was followed by the inspection of the entire building by the safety officers to identify any code violations. The evacuation took a record time of 4 minutes, as all

occupants knew what was expected of them.

Our Managing Director, Mr Masao Akamatsu, once again rallied everyone to carry out our work responsibly, and to always uphold high safety standards.

JEL GROUP—SAFETY ACHIEVEMENTS



❶: Equator Engineering Sdn Bhd (“EESB”) was awarded a Certificate of Appreciation for achieving 1 million manhours without LTI by Linde for the construction of Air Separation Unit project at Rapid Petrochemical Complex.

❷: JEL (Borneo) Sdn Bhd received an award for achieving 1 million manhours

without LTI from Thyssenkrupp for the BFI Project in Brunei.

❸: PT Jurong Engineering Lestari (“PTJEL”) was presented a Certificate of Appreciation for achieving 1 million manhours without LTI by PT Hutama Karya for works carried out at the Muara Tawar combined cycle power plant project.

❹: EESB was recognized by Samsung Engineering Sdn Bhd for achieving 10 million manhours without LTI at the Rapid Package 11 EOEG project.

❺: JEL clinched the Outstanding Performance Award presented by Doosan Heavy Industries in recognition of our contribution in the Doha SWRO project.



JEL STAFF PARTY—SHANGHAI NIGHT

As guests and staff from overseas gathered at The Chevrons on 15 February 2019, together we celebrated the year as one big family.

In this year's "Shanghai night" themed annual dinner and dance, staff and guests donned in traditional costumes of vibrant colours, lifted the celebratory mood of this joyous occasion. Even though we were teleported back in time, present day technology was introduced at the party—barcode scanning to facilitate the guest registration and electronic lucky draw process. Gone are the days of tossing lucky draw slips in glass bowls!

Before dinner commenced, there were loads of activities at the foyer to entertain our guests, including GIF photo booth, strolling magician, mind analysis, rhinestone art keychain making and customized dragon and phoenix calligraphy art on fan. Dinner commenced with an opening speech by our Managing Director and Chief Executive Officer, Mr Masao Akamatsu, who also presented Health, Safety and Environment ("HSE") awards to the best performing projects in 2018.

The "Lo Hei" (which means "toss up" in Cantonese) segment added zest to the dinner party as everyone tossed and wished for great fortune and abundance for the new year. Even as we progress as a company, we must not forget the invaluable contributions and hard work of former colleagues who have retired. To acknowledge and thank them for their dedicated service, past retirees were invited to the party and presented the inaugural retirement awards.

The party proceeded with dinner being served, stage performances and games hosted by the emcee, with enthusiastic participants enjoying themselves, some of whom won prizes. Flanked by the senior management and other directors, our Chairman, Mr Bob Tan led in a rousing toast. With all glasses raised up high, everyone yelled "yum-seng", and pushed the atmosphere into a roaring finale towards the end of the dinner. As the company song was played, we sang in unison with a sense of pride and camaraderie.

With LED rings in their hands, guests and staff formed a Conga line and danced in ebullience in the dimmed ballroom. The evening ended on a high note as top prizes were given out to winners, made possible by the generosity of our sponsors. In a nutshell, it was a fun-filled night where staff got to reconnect with each other and unwind themselves.



LUCKY DRAW

Please submit your answers together with your name and email address here: <https://goo.gl/JxrJpV>. Five randomly picked entries with all correct answers, will each win NTUC Vouchers worth S\$30, sponsored by the Corporate Affairs Division.

1. Which are the 5 focused areas of Management Policies for 2019 to 2021?
2. Who is the new non-executive director of Jurong Engineering Limited?
3. What is the quantity of work done in Rapid Package 11—EO (ethylene oxide) project?
4. How many industrial facilities has JEL successfully built?
5. What is JEL's safety target?

EDITORIAL NOTES

Special thanks to all the article contributors and editorial team members.

Every reasonable care has been taken to ensure the accuracy of the information printed in this bulletin. No responsibility can be accepted therefore.

For enquiries, comments and feedback, please contact us at enquiries@jel.com.sg.



JURONG ENGINEERING LIMITED
[HTTP://WWW.JEL.COM.SG](http://www.jel.com.sg)



DILIGENCE



CONTINUOUS
LEARNING



SHARED
OWNERSHIP



CUSTOMER
SATISFACTION



RESPECT