

## Extend Presence in The Middle East and Asia

“The differentiator for us is the unparalleled support that JEL-TJEL team offers.”

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RISE TO THE CHALLENGE



# JEL and TJEL successfully secured BCC2 Combined Cycle Power Plant Project



The EPC consortium partners, consisting of Jurong Engineering Limited (JEL) and Thai Jurong Engineering Limited (TJEL) successfully clinched the contract for the construction of BCC2 combined cycle power plant project. Earlier on 5 October 2020 at the signing ceremony which took place in Bangkok, Mr Koh Kew Sek, Chief Operating Officer of JEL and Mr Edwin Wong, Managing Director of TJEL represented the EPC consortium partners.

Located at Map Ta Phut Industrial Estate in Rayong province in Thailand, the new

combined cycle gas turbine cogeneration power plant is a project embarked by Bangkok Cogeneration Co., Ltd to replace its existing 113MW cogeneration power plant. When fully operational in 2023, the new plant will encapsulate 2 gas turbines, 2 heat recovery steam generators and 1 steam turbine and boost higher generation capacity, encompassing 146MW net power output, 100 tons per hour of demineralized water and 90 tons per hour of process steam to meet the increasing needs of industrial users in the vicinity.

As EPC service provider, our scope of work

entails the plant's basic, conceptual and detailed engineering, the supply of equipment, construction works including mechanical and electrical installation and civil work along with the overall plant commissioning and performance test.

The differentiator for us is the unparalleled support that JEL-TJEL team offers. And this project will add feather in the cap and further position us as the leading engineering and construction leader in Thailand.

# ChiaHui Phase II Expansion Project

After a hiatus, we re-entered into Taiwan by securing a contract from General Electric (GE) Global Services to perform construction services for ChiaHui Phase II expansion project. Located in Chiayi province, about 200km southwest of Taipei, the expansion project which will be powered by GE's gas turbine, will boost capacity by additional 550MW when fully operational. Our team has been entrusted the civil and piping scope of work, including the construction of the Gas Insulated Switchgear Substation (GIS) building, piping fabrication and erection. Every

project is a learning curve, as there is no such thing as a zombie mode project. Our experienced team had relied on parallels which they could draw from past projects to tackle problems wisely during the various construction stages.

Amongst the issues encountered were manpower shortage due the shorter working hours and quota on foreign workers as mandated by the local authorities, and cultural differences. This was exacerbated by travel restrictions imposed by the government due to the COVID-19

pandemic, which denied us from deploying manpower from overseas. Our team made sure every aspect of the work process had been carefully thought through even before we began work. We also exemplified strong safety culture, which contributed to the close to 72,000 manhours without lost time injury achieved as at August 2020.

With well-established and strong customer relationships built on proven service delivery, this foundation will enable us to entrench ourselves in Taiwan.

# Information Technology (IT) Initiatives Implemented in 2020

## Installation of Video Wall in Board room and Smart TVs in meeting rooms

The new normal, as advocated by some people, is supposed to be the future of work which has been brought forward by 5 to 10 years due to the sudden onset of the COVID-19 pandemic. It has no doubt accelerated the trend towards telecommuting as companies across the globe resorted to alternative work arrangements such as Work-From-Home (WFH) while meetings have taken another form – virtually, in order to reduce the disruption to business operation to minimal. To enhance our technology capability, IT department has embarked on few initiatives, including the upgrade of equipment for all our meeting rooms.



Stepping into the boardroom, you will be drawn by the aesthetically pleasing, sleek panels mounted on the wall. The nifty video wall is a four-in-one mega display with cutting-edge features which outweigh the conventional projector. The powerful array of high resolution panels support video conferencing, connecting us to colleagues and business associates worldwide, as well as interactive multimedia presentations – virtually any content. Besides the visual enhancements, the video wall is designed for maximum uptime and lower maintenance costs.

Progressively, all the meeting rooms in our corporate office will be fully equipped with video conferencing facilities, harnessing the latest electronic technology. Each meeting room will unveil a 65 – 70 inch touch screen television.



To cater for the more sophisticated devices and higher volume of virtual meetings, we recently upgraded our wired and wireless bandwidth at JEL corporate office, increasing it to 1GBPS.

## Retiring all old/outdated/Cloud incompatible laptops and desktops

Another on-going initiative is the replacement of all old, outdated and cloud incompatible laptops and desktops. With the present pandemic still looming, it is imperative for us to enhance our telecommuting capabilities, to stay operationally resilient. This exercise will complete the transformation of JEL Group from back end to front – from the migration of our infrastructure to Cloud and now the issuance of high-end, cloud-ready

and compatible laptops. More than just increased connectivity, this reinvigoration will improve our flexibility and productivity whether we operate from home or office.

## JEL held first virtual townhall meeting in September 2020

We successfully held the first virtual Townhall meeting on 4 September 2020. Unfettered by location, we had the highest number of attendees of almost 300 including participants from our overseas subsidiaries and offices from Japan, Taiwan, Bangladesh, Thailand, Indonesia, Malaysia and many more countries. We were able to transcend other barriers





# Meals-on-Wheels CSR Event



Our line-up of volunteers for October event

Our line-up of ten volunteers gathered for a group picture in front of the five cars near the front porch of JEL building. It was the first volunteering event: 'Meals-on-Wheels' – a joint project with Touch Home Care to deliver meals to homebound elderly residing in Jurong and nearby neighbourhoods. Our Managing Director, Mr Akamatsu who lent his support for the inaugural event and shared at the briefing, "This is a new event, and it's an avenue for us to engage and give back to the community, especially in Jurong area where our company is located." Our special thanks to Mrs Akamatsu, who was the special guest, for gracing the event.

The five teams, each assigned a zone, leapt into action. With an average of 15 households in each zone, our teams completed the meal delivery in considerably fast time of about two hours. Well done, Team-JEL!

Mr Charlito Almarez, Quality Assurance Engineer who had never done volunteer work before, recounted his experience:

It's heart-warming to be able to bring a smile on the face of the elderly. That makes it all worth.



Mr and Mrs Akamatsu

Another participant from EPC division was Ms Koh Pei Ying.

It was exceedingly enjoyable. During the meal delivery, we encountered this block in which walking aids had been installed along the corridors and doors of all units. It struck me the struggles of the old folks who have mobility difficulties, and how they have to cope on a daily basis. There's one thing I am sure of – we can and should do more. Through this Meals-on-Wheels event, I witnessed how teamwork can make meal distribution easier and timely. Together, we can help more people in our community.



Thank you volunteers for creating a fabulous sense of community among us with your enthusiasm, excitement and generosity.



At Touch Home Care



Packing Meals

## Recent Appointments



Mr Srinivasan Veeramani

Mr Ronnie Lim



Mr Srinivasan Veeramani has taken over the reins from Mr Ronnie Lim, as General Manager of Construction Centre, effective from 26 September 2020. Mr Veeramani joined JEL in 1990 as a Mechanical Engineer. With a career which spans over three decades, he has had held multiple leadership roles. Before his current appointment, he was the Senior Head of C4 department.

Tackling the intricacies of the construction of different power plants with ease, Mr Veeramani's acute knowledge and operational experiences had contributed to the successful completion of various power plant projects in the region, including the more recent - Siddhirgani combined cycle power plant project in Bangladesh and Duyen Hai coal-fired power plant project in Vietnam.

Despite the challenge of the transition from a project manager to a divisional leader, Mr Veeramani is not one to be easily fazed, which is quite in line with his understated character and focus on the outcome of the project rather than himself. As someone who has been leading by example and continuing to espouse our core values, his immediate priorities entail the injection of agility and broader integration of the entire project processes – from planning to execution and controls, and to accelerate the use of technology to achieve the optimal results for our clients.

Throughout his tenure as a member of the Senior Management team, Mr Ronnie Lim had been an invaluable member. He was instrumental in forging new ties and deepening relationship with key customers. He instituted a rigorous approach in monitoring of the construction process and instilling discipline in the way that project costs were managed. Mr Ronnie will continue to contribute to the organisation as a Senior Construction Specialist.



Practical session to put out fire

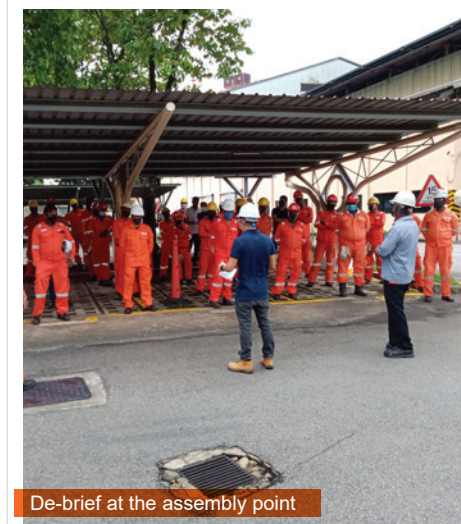
## Emergency Evacuation Exercise

HSE department conducted an emergency evacuation at JML's metal fabrication workshop, next to our corporate office on Saturday, 12 September 2020. Due to COVID-19 situation, the drill was conducted in a smaller scale to comply with the safe management measures. In total, 53 workers participated in this exercise.

Clear objectives were set out by the Safety Committee before the drill, enabling them to strive for the desired outcome. Amongst them, to continually test the operational readiness of the workshop occupants in the event of an emergency; for the workshop occupants to be familiarized with the fire safety evacuation procedures; and to identify gaps for improvement.

We glanced at the timer – less than 5 minutes was all it required for the participants to report to the predesignated assembly point, and in an orderly manner after the fire alarm was triggered. This was immediately followed by the attendance taking by the Fire Wardens to ensure all headcount were accounted for. Finally, the Fire Safety Manager de-briefed the participants of the results achieved during this exercise versus the targeted objectives.

A fire extinguisher practical session was conducted following the evacuation drill. The workshop occupants gained confidence as they learned to put out fire using the fire extinguishers through live fire simulator.

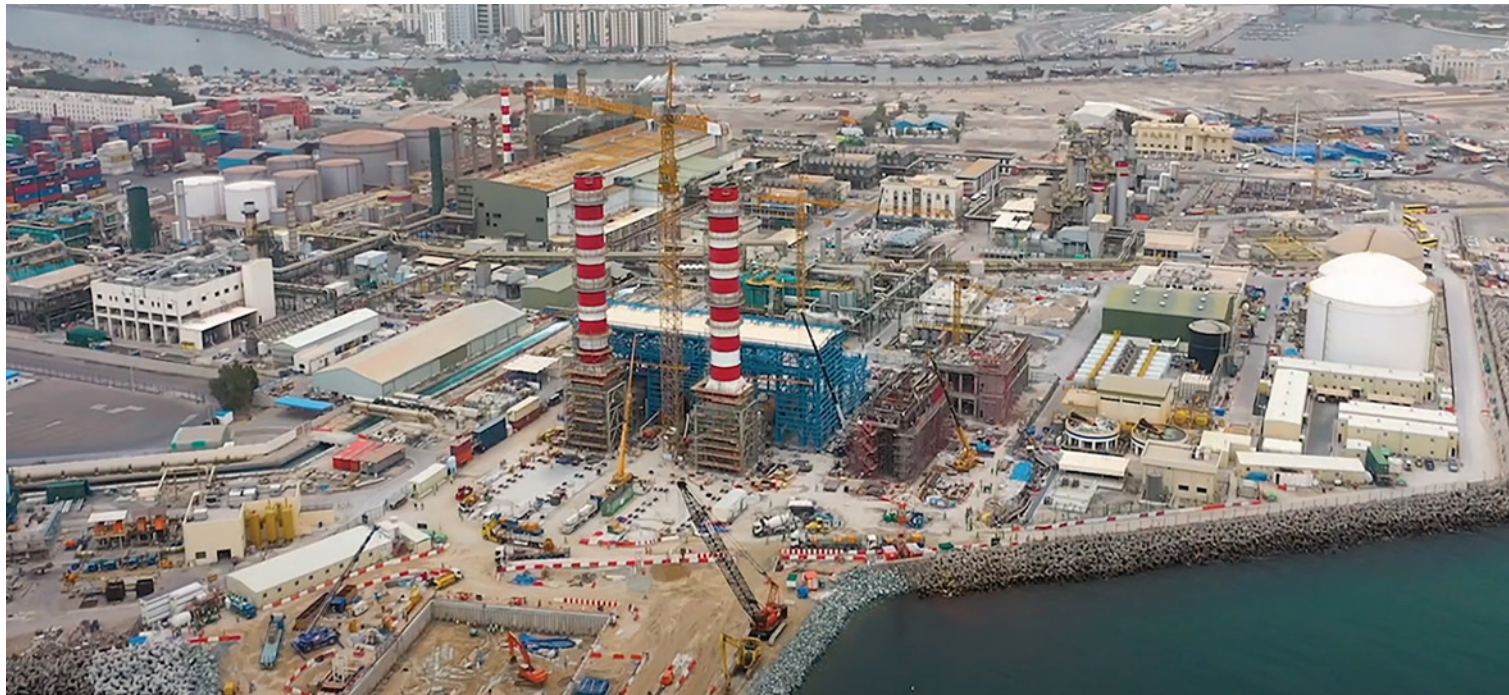


De-brief at the assembly point



Demonstration





# Layyah 1,100MW Combined Cycle Power Plant Project in Sharjah

**JML** has been entrusted the construction of 1,100 MW Layyah project located in Sharjah, UAE by ELSEWEDY POWER (ESP), who has formed a consortium with Japan's Mitsubishi Power, Ltd. for this expansion project.

The combined cycle power plant (CCPP) consists of multiple shaft gas and steam turbine units, including 2 gas turbines (M701F), 2 heat recovery steam generators (natural circulation, triple pressure, reheat type) and 1 steam turbine (MPW two cylinders tandem-compound double-exhaust, condensing reheat) configuration with nominal capacity of about 1,100 MW of electrical output without extraction steam and about 900 MW of electrical output with extraction steam of 690 tons per hour. The gas turbines are designed for firing natural gas as main fuel and fuel oil as backup fuel. Besides, the power plant will have a steam extraction to be used in a desalination process. Sea water will be applied to condenser cooling and closed cycle cooling water system of gas turbines and steam turbine auxiliaries.

In combined cycle operation the plant will provide a gross power output of around 1,100 MW. The steam extraction at GT base load for any ambient temperature between minimum and maximum site temperature is considered at a flow rate of 690 tons per hour.

Mechanical activities for open cycle system

have been completed by September 2020, whereas construction for the combined cycle system which began in June 2020, is expected to be operational by March 2021.

Our maintenance subsidiary was initially awarded the open cycle package and the related BOP piping works. Subsequent contract ensued for the erection of 2 HRSGs and combined cycle equipment including the steam turbine. It was a proud moment for the team when they achieved a record time of 22 days for the erection of two 65-metre-high bypass stacks concurrently, leveraging on the precision planning and execution by our team. The pre-assembly of the stack pieces took place simultaneously by 2 days gap. The team went to great lengths to plan for the material transportation – shifting from laydown area to site, managing with limited storage and determining the assembly area at the site. A tower crane was used to speed up the exhaust stack erection, in ensuring that the stipulated sequence and execution timeliness were met and work carried out within the safety standards.

The assigned area for the project is the smallest compound ever for a 1,100MW CCCP, resulting in several challenges towards constructability, selection of construction equipment and its placement at site. However, these had been overcome by proper planning, appropriate execution strategy such as the deployment of skidding techniques to install the equipment.

Particularly, during the module lifting, complications due to space constraints had been nullified. Notably, we were able to accomplish those 30 modules in 32 days, leveraging on our depth of experience, proper planning, appropriate lifting studies and coupled with the close support from client to work out the solutions to house all the cranes at same time including 800-tons crane. We constantly seek to maintain proper coordination with other contractors, with the overall progress in sight as our ethical obligation towards a strong relationship with our partners.

As COVID-19 wreaked havoc around the world, we had confirmed cases including a key staff who had since fully recovered. Enhanced precautionary measures have been implemented to ensure the safety and the wellbeing of our team including full sanitization office area, workplaces transportation vehicles and labour camps. Mass inspection tests have been made available for all.

Distinctly, our obligation towards the assigned scope was exemplified by engaging proper means through official channels to get necessary work and transportation permits during the curfew period while providing alternatives for additional resources through local suppliers. All individuals had to undergo skill and qualification test as well as COVID-19 test. We will continue to improve the resiliency of our operation towards achieving successful project completion.



# Thai Oil Clean Fuel Project

**Our** Thailand subsidiary, Thai Jurong Engineering Ltd (TJEL) has reached another milestone by securing its first project in the Oil & Gas sector – Thai Oil clean fuel project. Located in the Sriracha district in the Chonburi province in the east coast of Thailand, the decades-old Thai Oil refinery had been earmarked for expansion, to boost its overall crude oil refining capacity from 275,000 to 400,000 barrels per day and thereby increase the competitiveness and energy security of the country. Upon completion, the new facility, with enhanced energy efficiency and greater production capacity will be able to support the aviation industry and create more jobs in the economy. TJEL has been entrusted to perform certain underground piping fabrication and site erection works.

A critical success factor for smooth execution and delivery of a project hinges on the detailed progress planning before the commencement of a project. With precise execution in every phase of construction, we managed to avert complex challenges that could potentially arise resulting from the different area handover timings. Drawing on the immense experience of our team, we demonstrated proficiency in coordination, particularly between fabrication shop and site team which was a key contributing factor in ensuring that materials were delivered to site on time.

Unforeseen weather conditions were also amongst the obstacles which we

needed to overcome. Our team exhibited strength, skill and dexterity, enabling them to act swiftly in every difficult situation. We continued to focus on building stronger relationship with the client by establishing a communication channel where discussions with all parties would be possible on a daily basis and essential actions could be taken promptly.

Despite the high safety standards required for the Thai Oil clean fuel project, the COVID-19 global pandemic had disrupted our operations at fabrication shop and work site. Our team worked as diligently as we could throughout the execution phases to meet the various critical milestones.

With the pervasiveness of technology, we

continued to entrench ourselves in an innovative-led culture and explore advanced tools to aid the efficiency of our craft. For this Project, we introduced the automated welding machine as a new tool for our fabrication shop, and garnered a more desirable outcome of higher productivity and better quality.

With the concerted efforts from everyone in the team, we contributed towards the stellar achievement of 10 million man-hours without lost time injury, reflecting our full commitment to foster a strong safety culture. Our team received recognition as the Best Subcontractor of the Month in December 2020 for the Greenfield category.





# Mr Hiroshi Ide appointed as President and Chief Operating Officer of IHI Corporation

Mr Hiroshi Ide is the President of IHI Corporation; Chief Operating Officer and President of Resources, Energy & Environmental Business Area.

Since he was appointed as President of Resources, Energy & Environmental Business Area in April 2019 and subsequently as Chief Operating Officer in April 2020, IHI Group has accelerated the pace of its transformation to reposition for growth in the rapidly changing business environment. In his close to four decades with the company, Mr Ide has weathered numerous business cycles, tackling crisis boldly.

He was the former Managing Director and Chief Executive Officer of Jurong Engineering Limited (JEL) from 2013 to 2017. During this tenure, our revenue and profit grew steadily, and total contracts secured also reached a new high.

Speaking on the host of challenges in this current pandemic operating environment, Mr Ide said "As we speak, COVID-19 is still spreading erratically across the globe and beyond our imagination. Undoubtedly, our business will not escape unscathed, so we need bold and swift measures to mitigate the downside risks."

"Correspondingly, we will focus on strengthening our risk and quality management, and reinforce our safety and compliance procedures and activities," Mr Ide explained.

In his message to all employees: "If we don't transform when the environment changes, this change around us will eventually become risks to us. On the contrary, changes can lead to opportunities if we are cognizant of the situation, share openly of our opinions and information and be innovative in thinking of new ways to create distinct products and services," said Mr Ide.

"Let's strive towards a 'Resonate to Changes, Act Pre-emptively' organization. Everyone has the capacity to effect change by identifying the areas that need to be resolved within IHI, just like how we'd approach our own matters."



Mr Hiroshi Ide

## Excerpt from IHI bulletin:

**Q: What was the response from your family when they got to know of the new appointment?**

**A:** They didn't believe me as I tell jokes everyday.

**Q: What is a motto that you live by?**

**A:** 泰然自若 (Chinese Characters, pronounced as Tai-Zen-Zi-Jaku), which means to have the presence of mind and in control of situation. I am by nature an impatient person, so I recite this motto in my mind when I need to calm down. When I swing the golf club, I say 'Tai – Zen – Zi – Jaku' in my mind. Unfortunately, it seems to have less effect on the outcome of the swing!

**Q: Can you share with us episodes of failure and the lessons you learned in**

**your younger days?**

**A:** I had my fair share of mistakes. Of course, I felt embarrassed especially when I was reprimanded by my boss. But my boss continued to give me the latitude to take on challenging tasks, and that enabled me to grow. So, I want to do the same when approaching junior staff's mistakes – I do hope they will learn from these experiences.

**Q: What were some of the memorable experiences during those years that you worked abroad?**

**A:** When I was seconded to Malaysia, ex-head of Malaysia office said to me, "I am sorry but there is no big project in Malaysia now." I was stunned. Unfazed by the circumstances, I visited clients in Malaysia peninsula and Singapore week after week, and finally I could get

3 big projects within four years. Those were my enthralling experiences. During the execution of these projects, we encountered numerous difficulties, and I seldom went home. Till today, I feel sorry for my family during that period.

**Q: What is second to none to you?**

**A:** Never give up once I decide to do. When I was in my twenties, there was a coal power plant project overseas where we could not get the ITB (Invitation to Bid). As I was anxious to bid for this project, I found out client's plan to visit Japan, got hold of their hotel information and waited at the hotel lobby for two days. My persistence paid off as I finally met the client at the hotel, who eventually issued the ITB to IHI. Looking back now, it was foolhardy. I would not want anyone to go through that for goodness



JEL Birthday Walk



JEL Dinner & Dance 2016

sake. However, the takeaway is the importance of implacability.

**Q: What in your opinion are IHI's strengths?**

**A:** Two areas – technical capability and perceptiveness from actual location, actual services provided and actual circumstance.

**Q: What are you doing in holidays?**

**A:** Usually I read books or watch documentary movies. I tend to read books about international relations and international cultural exchanges. For documentary movies, 'American Factory' is the best in recent days. This movie documented the factory which was previously owned by GM, subsequently acquired by Chinese company and the development post acquisition. This movie draws the lessons

by helping us to understand the possible conflicts due to cultural differences.

**Q: What was your happiest moment recently?**

**A:** When we welcomed a new family member. My eldest son got married two years ago in Autumn, and his wife has become part of our family.

**Q: Describe yourself during your younger days.**

**A:** I enjoyed the time spent with my friends. Fortunately, I was surrounded by many excellent friends.

**Q: Are you using a pocket notebook?**

**A:** Yes. I write my schedules in my pocket notebook separately from smartphone. I refer to my notebook for the tasks ahead.



# We Care @ JEL

While we are ranting about how our world has changed in a short span of a few months due to COVID-19 pandemic, it is heartening to know that there still exists varying forms of normalcy as trying and inconvenience as it may be. Statistically, Singapore has one of the lowest fatality rate given the total confirmed cases to-date. We have been privilege to live in a much safer environment, attributable to a large extent the efficiency of our healthcare system. Our frontline healthcare workers have been brave – some at their own expense, if that is what it takes to keep us safe from the COVID-19 virus.

In solidarity with these frontline heroes and our own workers at the various work sites, we held the “We Care @ JEL” contest, rallying staff to pen down words of encouragement and wishes for the Nation’s 55th birthday. The contest spawned strong support from staff in Singapore corporate office and overseas projects. Mr Balaji from EPC division was adamant to decorate a A2 board, and not that he had his eyes on the prize for the individual category, but rather he could empathize with the healthcare workers as his wife is a staff of Ng Teng Fong hospital. The contest also uncovered the artistic side of our staff, who through their creativity, pieced together mastery artworks, filled with heartwarming handwritten appreciation messages.

We were thrilled to receive many artworks and countless messages. It was a narrow win for Finance division, whose artwork warmed the hearts of our judges. Ms Candice Tan, Head of Finance and Accounting shared with us the rationale behind their design elements: “We bounced off ideas via divisional whatsapp chatgroup. With the theme in mind, we wanted all the elements to converge. The tributes were dedicated to all who have a part to play in this fight against the virus, amongst them – our doctors, nurses, policemen, national service men, chef, cleaners and deliverymen. At the heart of the map of Singapore, we included the message for the Nation: Stay Strong Singapore. As depicted in our artwork, one way we can do so to stay strong is to be socially responsible and always have our mask on.”

“We opted for a 3D protruding effect, and we did so by recycling used cardboards,” said Ms Tan. Mr Derick Lim, General Manager of Finance division who accepted the prize on behalf of the team further added, “I’m glad everyone from the Finance team contributed, including those who have been



**Winners:** Roldan Alain J. Montalvo, Vishnu, Sathesh, Balaji M.V.S, Takahiro Shoji, Mark Sum Kar Wai, Finance Division



Mr Paul Low, Head of Corporate Marketing department presented the artworks to representative from Tan Tock Seng Hospital

working from home in Malaysia and our colleague from Japan, Mr Takahiro Shoji. In times of global crisis, we need to help one another. In this instance, our colleague in Singapore extended assistance to convey the well wishes from our overseas colleagues.”

Having to reside at the dormitories, JML’s workers could commiserate with the healthcare workers, who have gone the extra miles to take care of their well-being. They too, submitted their repertoire of artworks. Their excitement spurred others from JML Group to also dedicate their feisty artworks. In recognition of their enthusiasm, the organizing committee decided to hand out special prizes of S\$100 voucher and

goodies bag each to top 3 winners from the dormitory category.

We have gifted the artworks to Tan Tock Seng hospital. Do look out for the artworks on display if you happen to be near the hospital.



# JEL Maintenance Updates

## Sembcorp Solar: Installation of 5MW Solar Power at Micron

JML has further expanded its solar energy business in Singapore by securing a contract from Sembcorp Solar for the construction of a car park and the installation of 5MW PV Solar Power at two of Micron Semiconductor Asia Pte Ltd (Micron Singapore)’s NAND facilities — one site is located at Woodlands Industrial Park (Fab 10X) while the other facility is at North Coast Drive (Fab 10W).

Leveraging on the success of similar projects completed in recent years, JML has been selected to perform the scope, encompassing engineering, procurement and construction (EPC), civil, structural and installation of PV solar panels. The project is underway and on track to complete by December 2020.

## Baker Hughes: Civil, Building, Architecture and Structural Works

JML was recently awarded a greenfield project by Sumitomo Chemical Engineering Singapore Pte Ltd to perform civil and structural works for the construction of Baker Hughes’ chemical manufacturing plant in Singapore.

The scope is expansive, consisting of 40,000 metres of piling works, 15,000 cubic meters of concrete works and 1,000 tonnes of structure which will be designed and built for non-process area. Preparatory work is nearing completion, paving the way for work commencement in September 2020. The project is scheduled for completion by November 2021.

## Sembcorp: High Pressure to Medium Pressure Letdown Stations

JML has been engaged by Sembcorp Utility (SUT) to carry out work for the high pressure to medium pressure letdown stations at three locations: Chemical Industries (Far East) Ltd, Mitsui Bisphenol Singapore Pte Ltd and Mitsui Phenol Singapore Pte Ltd in Jurong Island, Singapore.

We commenced work for this lump sum turnkey project in August 2020. Our responsibilities are wide-ranging including engineering, procurement, construction, design, manufacture, erection, installation as well as testing and commissioning. We remain committed to deliver the project to customer’s satisfaction by improving costs and schedule efficiency.

## WSH Innovation Award 2020

JML has clinched the Gold prize for the Workplace Safety and Health (WSH) Innovation Award 2020, under the Process and Chemical category. Our winning entry was Virtual Reality (VR) simulation for flare seal replacement at Exxon Petrochemical Plant. With the aid of the VR technology, we were able to immerse in the environment and simulate the critical work processes from the dismantling of existing flare seal, disconnecting pipes at height to installing the new seal. The team was elated to be recognised for its effort to adopt innovative tool which created value-enhancing performance for customer.

Presented by Workplace Safety and Health (WSH) Council and supported by

the Ministry of Manpower, the annual WSH Awards recognise organisations and individuals who have contributed to

achieving excellence in workplace safety and health.





## Thimithi aka Fire Walking Ceremony

Thimithi, also known as fire walking ceremony is a Hindu religion practice where devotees walk across a fire pit as an act of faith and devotion to Goddess Drowpathi. In Singapore, fire walking is held only in Sri Marriaman Temple, located in Chinatown.

"I started to participate in fire walking since I was 20 years old," Mr Vanan recollected. "One week before Thimithi, I had to observe my fast, followed by another 2 days after completion of the walk. Fasting means full vegetarian meals as well as abstaining from alcohol and intimacy."

Fire walking has become part of me. No matter what, I will always try my very best to participate in the ceremony every year.

I have been a volunteer with Sri Marriaman temple for many years. Prior to the fire walking session many rituals and prayers will be carried out in the temple. I had taken on different responsibilities throughout the

years. Last year, I was assigned to the fire pit area. Together with another volunteer, we had to make sure the intensity of the fire is at a safe level for the devotees to perform the ritual walk," added Mr Vanan.

"In the most recent ceremony, I was assigned to the milk pit where the devotees dipped their feet into the milk pit to cool down after they successfully crossed the fire."

Typically, the event will draw 4,000 devotees every year. Due to COVID-19 pandemic, only 60 volunteers from Sri Marriaman temple participated. Although the number of participants were reduced drastically, nonetheless the responsibilities were far more challenging than previous years due to the many rules which were enacted arising from the pandemic.

Every year is a new challenge and learning process for me and I am thankful to have



had participated in the ceremony this year despite the circumstances.

## Going Green, Growing Greens



Her first encounter at a rice paddy field in Laos had awakened her inclination towards Mother Nature and her aspiration of becoming a farmer. Ms Koh Pei Ying, Design Engineer from EPC division beamed with excitement as she related her experience as a farm volunteer at the gardening workshop, held on 18 November 2020. Having come from a family who loves gardening, the passion has rubbed off on her, particularly on growing their own crops for consumption. As an avid volunteer, she has had accumulated various experiences both overseas and in the local community including in Mongolia, local hydroponic farms and urban farming within the confined space of a HDB home.

Not sure whether you have a green thumb? Growing herbs is a great way to kickstart the hobby.

There has been a growing plant loving trend around the world. Whether you are new to the realm of gardening or already seasoned as a pro, we invite all gardening enthusiasts to join the newly formed Gardening Interest Group.

### D.I.Y. Instructions:

1. **Repurpose** plastic bottles — cut the top part of the cleaned bottle



2. Prepare a **sponge** or a **(net pot & sponge)** to hold the plant. Otherwise, use the top cut off part of the bottle to hold the plant



3. Prepare the **stem cutting**. Remember to keep **at least 4 leaves**. (Tip: Cut more than 4 leaves, then trim the bottom few to have a long stem)



4. Place stem cutting between the **sponge** and insert the sponge in the net pot (if any). **Fill bottle with water** and ensure that the tip of the stem touches the water.



## Enchanting Live Performance



Mr Issharuddin Abd Allim or Issha as he is popularly known, was the first to take on the stage to perform. He charmed his online audience with his repertoire of songs and ensnared their attention with his fluid performance, accompanied by the upbeat rhythm from the electric guitar, transmitted through the amplifier. Unknowingly, you found yourself instantaneously swaying along with the music.

"I started with classical guitar, and I used to hang out with a group of friends at the void deck of a HDB block, strumming our guitars," he shared. "Inspired by renowned guitarists – Tom Morello and John Petrucci, I progressed to play electric guitar," added Issha.

When probed on his performance, he let on and said, "Nearing the day, my heart was racing and the nervousness started to creep in. During the performance, my hands were shaking as it was my first time performing live even though I couldn't see my audience."

Here's a spoiler alert – this man has more sides that he has yet to reveal. Look at his other pictures for clues.

The repertoire of songs performed by Issha:

1. Church on Sunday by Greenday
2. Runaway Train by Soul Asylum
3. Zombie by Cranberries
4. Like a Stone by Audioslave
5. Streets of Uptown by ACAB
6. Kasih Jangan Kau Pergi (composed by Issha)



It was a great performance by Issha. I enjoyed myself thoroughly. The music helped to ease tension from work. I'm looking forward to more of such events, and hopefully we can watch him perform live.

”

— Charlito S Almarez  
QA/QC Engineer

A big round of applause to Issha for the great performance. It was definitely a joyous lunch hour. We hope to see you perform again. You ROCK!

”

— Ashlynn Foong  
Finance Division

JEL got talents! I was surprised that it was his first public performance and he even composed his own songs. It's a great start for CONNECTING@JEL and we look forward to more exciting programme in the near future.

”

— Subramanian Murugappan  
Corporate Affair Division





# Insider Conversation

In this issue, we chatted with Mr Wong Chow Yee, General Manager for EPC Centre who looked back on his decades of experience in the industry and shared inspiring stories.

Can you share with us your most memorable experience amongst all the projects managed by you?

I remember vividly back in 2006, I was approached by Mr Tsai, our former Chief Operating Officer to take on a job in Nigeria. Without hesitation, I accepted the task but only to realize that it was for an enormous task of handling 3 projects in different locations concurrently on a fast track basis upon mobilization and to be completed within one year. I was startled. Against the odds, with the support from Mr Tsai, I readily accepted the challenge. That was the large-scale Nigeria National Integrated Power Plant (NIPP) project of which JEL secured 3 out of the 13 contracts, comprising of the mechanical and electrical (M&E) installation, detail engineering and bulk material supply scope from Marubeni.

Located far apart, it took us 10 hours by road or 1 hour by propeller plane to conduct site survey at the three sites. Manpower mobilization, tool and equipment and other set ups were fleetly completed within two months. There were inherent operational risks including the frequent kidnaps of foreigners and widespread of malaria disease in Nigeria. Regrettably, many staff contracted malaria and a few succumbed to the disease.

We also had to deal with several issues including civil construction delay, material shortage, design and lack of owners' inputs. Due to the frequent labour strikes and heightened security concerns, the projects were temporary halted for a year.

As operational issues dragged on, the three projects finally achieved substantial completion 8 years later in 2014, significantly behind the original plan of 1 year fast track. Despite the setback, the projects were profitable, largely attributable to the tenacity and adroitness of our team which persisted through to the completion.

What are your top 3 priorities as GM of EPC Centre?

- 1. Meet Management Policies target of S\$400m contract value by 2021, focusing on securing full EPC small power producer projects, combined cycle power plant projects and renewables i.e solar power and waste-to-energy projects;
- 2. Push for renewal and succession plan.
- 3. Standardization of work procedure and processes

What is your market outlook for EPC projects for next 2 years? Are you seeing a slowdown in opportunities due to the COVID-19 pandemic?

With the uncertainly caused by the COVID-19 pandemic, investments for new energy projects have pared down substantially or postponed indefinitely. The affected projects include those EPC projects in Malaysia, Philippines and Singapore which we have been actively pursuing prior to the pandemic disruption.

Fortunately, we have cemented strong relationship with power plant owners/ developers in Thailand over the years.



Despite the shrinking market, there is a degree of resilience with few upcoming power plant repowering and expansion projects. In nutshell, we are optimistic given the strong momentum for EPC business in Thailand in the next few years.

What are the key competencies of EPC Centre versus your peers?

Our colleagues in EPC Centre, majority of whom are from design background. They have been trained to be assertive, confident and highly competent in their works. Imbued with our core values, they continue to assiduously learn from peers, superiors, vendors and past completed projects while also attending courses to broaden the design knowledge. Our employees are our greatest brand advocates.

Is there a favourite local food that you enjoy?

I'm not a foodie, preferring fuss-free, simple yet delicious hawker food - laksa and chicken rice are two of my favourites.

How do you relax after a day of work?

Whenever I can, I go for a jog or play tennis or badminton with friends. The post-workout euphoria helps to declutter my mind and focus on the important issues. I also plug in to different genres of music to unwind.



Mr Wong, together with former JEL Managing Directors, Mr Abiko and Mr Daiba

# Insider Picks

Many countries have implemented travel restrictions during this COVID-19 pandemic. We asked our staff to share an exotic country that they had been to during their journey with JEL. Hope they may interest you to add these countries to your travel list.



Thiha Shein  
Principle Engineer



Iraq

The Republic of Iraq in Southwest Asia. The Iraqis are friendly, kind and very much welcome foreigners who visit their country.

During my stay, I visited Erbil or Hawler, known in ancient history as Arbela which is the capital and most populated city in Kurdistan region in Iraq. One of the memorable place I visited was Erbil Citadel which apparently is the oldest inhabited place on earth and dated back about 8,000 years. There is this museum where you can find very interesting ancient cultural stuff, dress, food and so on. Entry is free and you can just walk around leisurely and enjoy the view.

Sure I recommend this place if you have opportunity in your life.



Fang Lei  
Head of Department



Algeria

The country is in North Africa, with land area over 3 million km<sup>2</sup>. Historically, it was ever conquered by the Phoenicians, Romans, Arabs, Spanish, French, and left many civilization relic or ruins.

I worked there from 2004 to 2015 as Site manager for JEL's four projects.

Timgad is a fantastic example of a Roman colonial town, and UNESCO World Heritage recognized. I visited the place during winter in 2013. There was no visitor except us that day. Everywhere was dead quiet. A question came to my mind, what about the powerful Roman Soldiers?

Not really recommended now due to security reason as it's a remote place.



Ng Boon Hong  
Senior Head of Department



Mozambique

The country is in Southern Africa. It has quite a comfortable climate all year round — a cooling temperature around 18°C.

Beautiful beaches, some interesting African historical places, dress culture of women and their traditional dress — Kapulana. Superbly large variety of fresh seafood, poultry and not forgetting the wines and draft beer...

The inauguration of the first combined cycle power plant in the Africa continent was attended by the honorable President of Mozambique with VIP guests from Japan Embassy, JBIC etc

Strongly recommend for a vacation to understand what African country really looks like instead of thinking that Mozambique is a hot and humid country.

# Lucky Draw

Please submit here: <https://bit.ly/3qjM4SS>. Five randomly picked entries with all correct answers will each win NTUC Vouchers worth \$30, sponsored by the Corporate Affairs Division. Closing date: 8 January 2021.

- 1. How many safe man-hours did TJEL achieve in Thai Oil Clean Fuel project?
- 2. Name the volunteer who stood two persons away to the left of Mr Akamatsu.
- 3. Where was the de-brief of the emergency evacuation exercise held?
- 4. Which month did we hold our first virtual townhall meeting?
- 5. Which direction of Taipei is Chiayi located?

# 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 enquires and feedback, please contact us:

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We have  
conquered  
past  
**challenges.**  
We will  
overcome  
this crisis  
**together.**

## ONLY THE **BEST** SURVIVE



"It is not the strongest or the most intelligent who will survive but those who can best manage change." - Charles Darwin

#BeTheBest  
#WeSetBenchmarks

## AGILE IS THE NEW NORM



Agility is the key to help us navigate the evolving impacts and opportunities during and post pandemic.

#MoveFast  
#Flexible&Scalable  
#Multidisciplinary  
#Adaptable  
#Value-Creating  
#Mobile

## CORE VALUES SET US APART



When the going gets tough, our core values get us going and distinguish us from competition.

#Diligence  
#ContinuousLearning  
#SharedOwnership  
#CustomerSatisfaction  
#Respect



## RETURN REIMAGINE REFORM



Return to scale quickly.  
Reimagine new ways of working.  
Reform to be the best.

#Re-energise  
#Rejuvenate  
#Reorganise  
#Transform



## RISE TO THE CHALLENGE



We have conquered past challenges.  
We will overcome this crisis together.

#BeBrave  
#BeConfident  
#BePrepared  
#GetThroughThisTogether

