

## Empowering leaders and shaping the future.

JEL Leadership Summit 2024

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DEC 2024



RISE TO THE CHALLENGE





## Graduation of Career Development Program 3/2022



21  
Employees

On 16 July 2024, the third cohort of 21 employees from the JEL group of companies proudly graduated from JEL Career Development Program (CDP), marking the successful completion of a three-year journey towards personal and professional growth.

The CDP, a key initiative by JEL, is designed to empower our workforce, equipping participants with well-rounded knowledge and invaluable networking opportunities within the JEL group. Through this program, we aim to nurture talent, enhance skills, and ensure our people are primed to drive the company's continued success.

Beginning their journey in 2022, the participants engaged in six modules that spanned essential areas such as project management, financial management, leadership development, and contract



Graduation cum networking dinner with TJEL key staff

negotiation. They also delved into topics critical to JEL's operations, including health, safety, and environment (HSE), and ethics & compliance.

The program culminated in a series of group graduation presentations on "Reimagine JEL: Roadmap to a Transformed JEL by 2035", where participants applied their newly acquired knowledge to propose their ideas for the company's future. Managing Director Koichi Watanabe, along with other esteemed members of the Management Committee—Mr Koh Kew Sek, Mr Alan

Phang, Mr Derick Lim, and Mr Khor Tseh Jiang—commended their presentations, offering words of encouragement and inspiration.

Each graduate was honoured with a certificate and a special graduation gift, symbolizing their perseverance and achievements throughout the program. As the third cycle of the CDP concludes, we look forward to witnessing their continued growth and future successes as they carry the torch forward into the next chapter of their careers.



Workshop on "Art of Communication with Influence & Persuasion"



Group story-telling



Graduation presentation

## ASTM Grade 91 Informative Workshop



QMS team with Mr Toh Wai Thong (second from the left)

On 25 October 2024, QMS organized an insightful workshop focused on ASTM Grade 91, a critical material in high-temperature applications, resilient to corrosion due to its chemical composition 9 % chromium, 1% molybdenum and a percentage content of vanadium which makes the material become creep resistant. This event brought together 35 virtual and physical attendees from various projects and engineering backgrounds, fostering an environment of learning and collaboration among engineers.

Kicking off the workshop was Mr Khor Tseh Jiang, JEL's Corporate Affairs Division Manager, who gave an introductory speech outlining the objectives.

The workshop featured a series of presentations:

- Mr Charlito, Head of QMS, discussed the characteristics, specifications, manufacturing, and procurement of Grade 91 material.
- Mr Ferrer, a QMS Engineer, then delved into the applied engineering execution aspects, covering heat treatment, non-destructive evaluation (NDE), and the essential hardness requirements for Grade 91.
- Mr Toh Wai Thong, with his extensive real-world experience on site, contributed insights on fit-up and welding preparation.

These presentations collectively aimed to provide participants with fundamental guidelines, technical requirements, and recommended practices for handling and fabricating Grade 91 materials.

Following which, Mr Wong Chow Yee, JEL's EPC Center Manager, addressed some of the attendees' queries during the Q&A session.

Closing the workshop, Mr Koh Kew Sek, JEL's COO, emphasized the importance of understanding ASTM Grade 91 in the context of power generation and high-temperature applications.


As industries continue to evolve, such initiatives play a vital role in equipping professionals with the necessary skills and understanding to navigate the complexities of high-temperature material applications. The collaborative atmosphere fostered during this workshop is a testament to the ongoing commitment to excellence in engineering practices.





# Achievement of Open Cycle Phase in BHCCPP-1 Project



  
**2 x 225 MW**  
Power Capacity

Two years ago, PT Amman Mineral Nusa Tenggara (AMNT) awarded contracts to Jurong Engineering Limited (JEL) and PT Jurong Engineering Lestari (PTJEL) for the Batu Hijau Combined Cycle Power Plant-1 (BHCCPP-1) project – featuring a 2 x 225 MW gas-based combined cycle power plant, in West Nusa Tenggara, Indonesia.

In response to AMNT’s projected load demand, the first two units of Siemens’ SGT-800 gas turbines, designated as unit #11 and unit #12, were prioritized for completion.

Following the successful completion of performance tests and reliability runs, units #11 and #12 were certified as having achieved commercial operation status on 22 May 2024, and 4 June 2024, respectively, and were issued GTG Commissioning

Certificates. These units are set to run in open cycle mode operating on highspeed diesel.

The current operating units #11 and #12 allow AMNT to export approximately 100 MW of power to their smelter plant as needed through the newly constructed substation and 33 kV line.

Eventually, when the combined cycle phase is completed, units #11 and #12 will transition to gas operation once it becomes available.

Once again, JEL is honored to have been entrusted by AMNT with the construction of the BHCCPP-1 project and the JEL and PTJEL teams are committed to fulfilling the timely completion of the combined cycle phase.



Kudos to the team for their instrumental effort in the successful arrival of the GTG!

## 2 x 340 MW Open Cycle Gas Turbine Project GTG on Base



GTG en route to project site

Since its award in February 2023, the 2 x 340 MW Open Cycle Gas Turbine (OCGT) project awarded to Jurong Engineering Limited (JEL) in partnership with Mitsubishi Power Asia Pacific Pte Ltd (MPW-AP) by Meranti Power Pte Ltd has made significant strides.

MPW-AP, a global leader in gas turbine manufacturing, is supplying 2 units of 340 MW gas turbines & generators (GTG). JEL’s responsibilities entail custom clearance, inland transportation and installation of the GTG.

Despite facing a compressed project timeline and challenging weather conditions, JEL successfully readied the foundation to receive both GTG units.

The first GTG unit arrived in Singapore ahead of schedule on 30 July 2024. This early delivery prompted JEL to accelerate foundation preparations to accommodate the unit and minimize unnecessary handling. Following a smooth customs clearance and inland transport, the generator was positioned on base a few days after on 3 August 2024, with the gas turbine installed a day later.

The second GTG unit arrived in Singapore on 17 September. Utilizing the Roll-on-Roll-off method, the transition from barge to land was executed seamlessly before arriving on site four days after. As planned, the second generator was placed on base on 24 September 2024, shortly followed by the second gas turbine on 25 September 2024.

The successful arrival of the two GTG units are by no means a small feat. It involved meticulous coordination among everyone, including shippers, forwarders, lifting contractors and construction contractors.

JEL takes pride in reaching these significant milestones and looks forward to continuing collaboration with all partners to ensure a smooth commercial operation come 2025.





## Milestone Achieved Project Aurora Phase 1 Completion



Project Aurora has been awarded to Jurong Engineering Limited (JEL) and Equator Engineering Sdn Bhd (EESB) by Nur Generation Sdn Bhd. This project features two gas turbines and one steam turbine supplied by Siemens Energy, delivering a total capacity of 130 MW.

The project successfully achieved Phase 1 open cycle operation with the first gas turbine generator (GTG) on 31 August 2024, followed by the second GTG on 28 September 2024. Phase 2, which involves combined cycle operation, is set to commence commercial operations on 15 July 2025. With both GTGs in open cycle operation, the plant has increased the generation capacity available to industrial users in the Kulim Tech Park by 96 MW.

As Malaysia's first combined cycle EPC project utilizing Siemens' SGT-800 gas turbines, Project Aurora has presented a steep learning curve, particularly concerning regulatory requirements and compliance. However, JEL brings extensive experience in power plant EPC with SGT-800 turbines, and we take pride in contributing our expertise to this landmark project.

The JEL and EESB teams, along with the owner, will continue to collaborate closely, united in the goal of bringing the plant to life and addressing the growing energy demands of the industrial park.

Moving forward, the teams are focused on ensuring the timely and safe completion of the combined cycle phase. We are confident in their ability to achieve this milestone, further enhancing the Group's portfolio.



IHI's Representative Director and President, Mr. Ide, visited the project site.



Inauguration Ceremony



After Plant Performance Test

## Newly Awarded Fast Start Gas Turbine Generator Project



Under the Energy Market Authority, the Energy Market Company (EMC) opened bids for the provision of 100 MW of Fast Start Ancillary Service (FSAS) on Jurong Island. Earlier in the year, Pacific Light Power Pte Ltd (PLP) successfully won the bid to build, own and operate the FSAS units.

Once operational, the FSAS will utilize two SGT-800 57 MW gas turbines from Siemens Energy AB. These units are designed to provide fast-start electricity within 10 minutes and achieve full output within an additional 15 minutes. The FSAS are essential for balancing the local power grid during unexpected demand surges, forced or unplanned outages or projected shortfall in energy reserves.



**10 mins**  
Fast Start

In July 2024, JEL was awarded a contract by PLP, taking on the responsibilities of transportation, construction, installation and commissioning for the FSAS project, which is scheduled for commercial operation on 31 March 2025.

Despite the tight project timeline, advanced planning and preparation have enabled JEL to make significant progress in a short period.

Presently, 80% of engineering tasks are completed, with major equipment purchase orders issued. Both U31 and U32 bore piling are finished, and foundation works are well underway. The firefighting pipes and foam tank have been relocated successfully, and all GT and stack embedded materials have arrived on site. The first set of lifting gear have been shipped alongside the GT main packages, which are due for arrival soon.

This project marks JEL's second open cycle power plant initiative in Singapore. It serves as a testament to JEL's expertise and reputation as a leading power plant solution provider. We take great pride in contributing to the advancement of energy solutions in our home country.



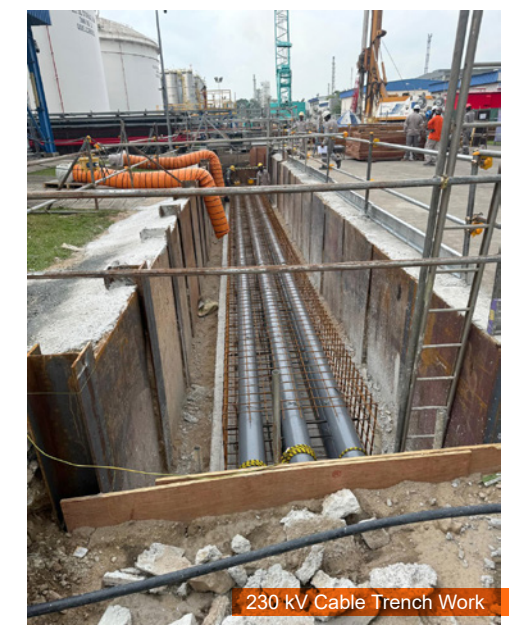
GT & GTG Foundation Formwork Removal



Foam Tank Relocation Work - Lifting Activities



Foam tank on base after relocation



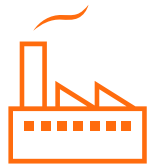
230 kV Cable Trench Work



GT & GTG Foundation Rebar Works



# Jawa 9 & 10 Project



2 x 1,000 MW  
Power Capacity

To expand the existing Suralaya coal-fired steam power plant and meet the rapidly increasing electricity demand in Cilegon, Indonesia, the Jawa 9 and 10 plants will play a crucial role. These plants will utilize Doosan Heavy Industries' ultra-supercritical boiler technology and feature two SST-6000 series steam turbines supplied by Siemens.

Since 2022, PTJEL, in collaboration with PT Doosan Heavy Industries Indonesia,



has been entrusted with five key packages: Steam Turbine Generators (STG), Balance of Plant (BOP) Mechanical, BOP Piping, Coal Handling System (CHS), and Ash Handling System (AHS).

To recover the project schedule, the team reached an agreement with Doosan to expedite progress on four out of the five main packages by deploying additional manpower, equipment, and resources.

From May to July, the teams worked diligently, often putting in extra hours to achieve critical milestone dates. Thanks to this accelerated effort, they have successfully caught up on the CHS, BOP Piping, STG, and AHS, with coal firing for both units recently achieved.

We look forward to the smooth and safe completion of the project by the first quarter of 2025.

# Lotte Indonesia New Ethylene Project SMP Package 2

The Lotte Chemical Indonesia New Ethylene (LINE) project represents a significant expansion of an integrated petrochemical facility located in Cilegon, Banten province, Indonesia. This initiative is spearheaded by Lotte Chemical Indonesia, a subsidiary of Lotte Chemical Titan Holding (LCT).

In December 2022, HEIN Global Utama awarded a contract to PTJEL for the Steel Structure, Mechanical, and Piping Erection Works (SMP Package 2). This package encompasses the installation of 4.985 tons of steel structure, 0.605 tons of mechanical components, and 97.417 diameter inches of piping.

Located within the Naphtha Cracking Center (NCC) area, SMP Package 2 includes several critical components. Notably, it features the tallest structure in the LINE project, the C3 Splitter, which requires intricate internal tray installations. The package also includes the installation of three major compressors (PGC, ERC and PRC), incorporating dry gas seal systems, essential piping for both the C3 Splitter riser pipe and the 90-inch riser pipe in the Pyrolysis Fractionator.

By January 2024, the PGC Main Compressor arrived on base as scheduled. This system consists of high-pressure (HP), low-



pressure (LP), and medium-pressure (MP) compressors, along with a turbine and lubrication oil system, totaling 385 tons in weight.

In late January, the team commenced work on the internal trays involving 11 columns. Installation presented various challenges, including limited space, sharp materials, and the need to maneuver heavy lattice beam components through 36-inch manholes. The complexity was heightened by the need for various column designs – from coalescing plates to six-pass valve trays. To ensure precision, the team conducted mock-ups prior to installation, facilitating a smooth installation process for the internal trays.

In September and October 2023, the C3 Splitter was successfully positioned utilizing a



Tower Lift System, with the help of a heavy lift company. In 11 months, the team completed the installation of all 11 internal tray columns, subsequently moving on to inspect and seal the manway at the C3 Splitter.

All main compressors at the NCC including the dry gas seals, have been installed. The team's next focus is the hydrotesting phase.

Since construction commenced in March last year, the PTJEL team has since accomplished impressive milestones: the completion of all steel structures, the erection of 107 units of static equipment and 75 units of rotating equipment, and welding of 96,245 diameter inches of piping.

We look forward to the safe and timely completion of the LINE project!

# Status Update on Thai Oil Clean Fuel Project

The Thai Oil Clean Fuel Project (TOCFP) is a large-scale petrochemical project in which TJEL has embarked on in collaboration with the consortium of Petrofac, Saipem, and Samsung E&A (UJV).

Following their successful track record in underground piping fabrication and installation, TJEL has been awarded an additional package focused on the installation of Steel Structure, Mechanical, and Piping (SMP) works. To date, they have made significant strides, achieving approximately 97% completion in both steel structure (1,347 tons) and mechanical equipment installation (3,615 tons).

The primary focus remains on the extensive piping installation, which consists of 71,716 Diameter Inch (DI). Currently, the team has completed about 39% of these works, including hydrotesting and reinstatement



activities. Overall, TOCFP's progress stands at 60.5%.

One significant challenge faced in TOCFP was the narrow construction site, which limited the manoeuvrability of larger equipment. To address this, the team meticulously planned the mobilization timing of vehicles and equipment to avoid overcrowding on-site, thereby minimizing additional costs and operational obstacles.

The presence of multiple subcontractors performing similar tasks initially led to interface challenges. To mitigate this, the team established frequent communication with the main contractor, ensuring that their requirements are properly relayed to facilitate



the coordination of installation activities, minimizing obstructions and delays.

As the team is operating within a petrochemical plant, it entails stricter safety requirements compared to conventional power plants. To meet these heightened standards, the team conducted rigorous training for the safety personnel. This has equipped them to effectively lead other staff and workers in adhering to regulatory criteria, particularly in the complex environments of brownfield and yellowfield areas.

Due to the various project complexities, it necessitated an extension. The original completion target has since been revised to October 2025. The team today is diligently working to finalize steel structure and mechanical installations while intensifying efforts on piping activities.

The journey at the TOCFP site continues to be a learning experience that strengthens our organization and positions us to take on greater challenges. With the team's emphasis on risk management through regular progress status reviews and flexible resource allocation to ensure all critical tasks receive the necessary attention, we are confident in TJEL's ability to once again deliver an outstanding project outcome.



### New JML Projects Secured

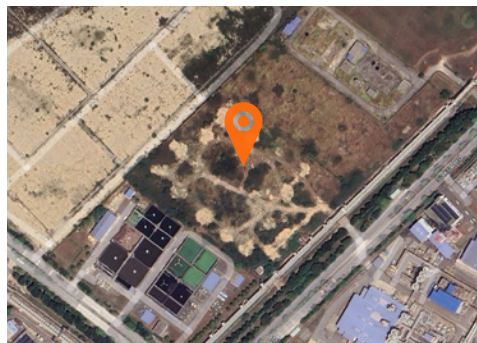
JEL Maintenance Pte Ltd (JML) is pleased to announce the successful securing of two projects: the SAK 3 Project and the Sumitomo Seika Utilities Supply Project.

#### SAK 3 Plant

The SAK 3 Project is being undertaken for Sumitomo Chemical Engineering Singapore Pte Ltd, with Sumitomo Seika Singapore as the owner, and is located on Jurong Island, Singapore. This new facility will be situated within the Singapore MMA and Acrylic Group (SMAG) complex on Sakra Road.

In response to the increasing demand for its products, Sumitomo Seika Singapore is initiating the construction of the SAK 3 plant to manufacture Super Absorbent Polymer, with “SAK-III” standing for “Singapore Absorption Keep.”

The project has been awarded to Sumitomo Chemical Engineering Singapore Pte Ltd. (SCES), who is acting as the main EPC contractor. SCES has awarded JML with two key packages: Steel Structure Works and Mechanical & Piping Works, both of which will take place adjacent to the SMAG complex.



Source: Google Earth

#### Expansion of Sembcorp Industries Utility Infrastructure

In addition, JML has recently secured the Sumitomo Seika Utilities Supply Project for Sembcorp Industries (SCI), also located on Jurong Island. With a project schedule running from October 2024 to May 2024, this project aims to enhance SCI's utility infrastructure by expanding its facilities to supply essential services comprising LP Steam (LPS), Demineralized Water (DMW), Fire Water (FW), and treatment of Wastewater (WW) at Industrial WasteWater Treatment.

JML's scope includes several critical activities, including the demolition of existing piping, detailed engineering for structure, piping, electrical systems, control and instrumentation, authority approvals, material procurement, installation of structural elements and strengthening of pipe racks, among others.

These projects are testament to the market's confidence in JML's capabilities. We look forward to the safe and smooth completion of these projects!

### Solar Projects

#### Micron Phase #2 – Largest Single-Roof Solar System in Singapore

JML is excited to reaffirm its commitment to sustainability through several ambitious projects, including the impressive Micron Phase #2 solar development in Singapore. This initiative features a 15.2 MWp rooftop solar installation at the Micron Semiconductors facility, developed by Sembcorp Solar. Notably, this marks our fourth collaboration with Micron Semiconductor Singapore and is our second largest project following the completion of Solarland3 in 2022.



Source: Google Earth

A highlight of this project is the installation of Singapore's largest single-roof solar system, boasting an impressive 8.12 MWp capacity with 14,010 PV modules. The power generated will be connected to the grid at a 22 kV network, with partial activation already completed. Full commissioning is expected by November 2024.

In June 2024, the team completed Singapore's largest carport solar installation for Micron, featuring our signature “J-carport.” This 2 MWp solar carport, also connected to the grid at 22 kV, is projected to generate enough electricity to power approximately 6,000 households annually.

#### Changi Airport Terminal – 19.5 MWp Rooftop Solar

Changi Airport Group (CAG) is embarking on a significant initiative to install photovoltaic (PV) systems on the rooftops of its buildings, taking another step towards Singapore's clean energy goals.

Developed by Keppel Energy Nexus (KEN), JML has been awarded the EPC contract for the installations across Terminal 1 (7 MWp), Terminal 2 (8 MWp), and the Cargo Complex (4.5 MWp).

Construction at the Cargo Complex is completed and set for activation in November 2024, while work at Terminals 1 and 2 is progressing, with commissioning anticipated in December 2024.

This project marks our fourth venture in the aviation sector, following successful installations for Singapore Airlines, SATS Terminal, and ST Aerospace. Each of these projects sets a benchmark for executing installations in passenger airport terminal environments, where safety, discipline, and quality are held to the highest standards.



Source: Google Earth

### JML Recognized at the Southeast Asia's Premier Solar EPC Event

We are thrilled to announce that JML has been presented with three distinctive awards for the first time in the Southeast Asia's Premier Solar EPC event held on 27 August 2024.

The event, organized by SolarQuarter – a leading global media company in solar energy – was attended by most of the major developers in the Southeast Asia Region.

Companies were evaluated on a range of criteria, including their past projects, how challenges were addressed, the adoption of innovative technologies and their respective benefits. A thorough selection process, which included questions from the selection committee, ensured that only the most deserving companies were recognized.

JML received the following awards:

- **Company Choice Award:**  
Most Preferred Company of the Year (EPC/O&M)
- **Project Excellence Award:**  
Excellence in Project Health, Safety, and Environment (HSE) Practices
- **Individual Category:**  
Young Leader of the Year

These accolades reflect JML's commitment to excellence and innovation in the solar sector. We are excited to witness their continued growth in the future!



Mr Nagappan, CEO & MD of JML, collecting the Company Choice Award.



Project Excellence Award



Individual Category



# Insider CONVERSATION

Meet Mr Anil Kumar Dhoundiyal, a Department Manager (M4) from JEL Maintenance Pte Ltd (JML), as he shares how his passion for energy solutions aligns with his work.



**When you first joined JML, what was your initial role as opposed to today? What is your current role and key responsibilities?**

I joined JML in August 2011 as a Lead Engineer, and over the past 13 years, I have become one of the department heads for projects and oversee our renewable business. My primary responsibilities include project management and driving the growth of our renewable energy business segment – with a primary focus on solar.



Team outing to Kuala Lumpur

**What drives your enthusiasm and passion?**

As a power plant enthusiast with a background in fossil fuel plants, I am driven by a passion for innovation. Now that I'm spearheading JML's renewable business, I'm eager to leverage my previous experience to contribute to sustainable energy solutions.

**Do you have a personal motto or philosophy that guides you?**

I believe in embracing challenges, staying open to new ideas, and persevering through obstacles. This mindset fuels my work and fosters my continuous personal and professional growth.

**Which project you've worked on is the most memorable for you?**

That would most definitely be my first project in Singapore, the "Denka HP-LP Steam Supply Project" for which I was a Lead Engineer under Electrical and Instrumentation.

My experience leading up to this were projects in the Middle East and South Africa, whereby the design standards differ significantly from Singapore's standards. On top of that, my experience in the construction aspect was in India, whereby there are differences in the way HSE and compliance processes are carried out.

Despite the challenges, this EPC project provided me with a thorough understanding on Singapore's standards and HSE culture

on-site which proved to be invaluable as I eventually took on other Singapore projects.

**Can you share a significant challenge you've faced in your career, how you overcame it, and how you stay motivated and resilient during such times?**

When we first expanded into solar projects in 2018, we faced major issues with construction quality. With the highly competitive environment in the solar business compounded with limited know-how, it gave rise to a steep learning curve for all of us.

However, recognizing the potential to grow in this rapidly growing green energy sector, it motivated us to persevere. As such, we established an in-house engineering team and a dedicated quality team, along with specific training programmes focused on Zero Punch motivation. We also sourced major suppliers from overseas to improve procurement costs and revamped our execution strategy without compromising quality and safety.

As a result, we managed to achieve sustainable growth and profit margins while maintaining high quality and HSE standards. Our hard work eventually earned us the award for Most Preferred EPC (Solar) and recognition for HSE compliance this year.

**What skills or qualities do you think are essential for success in your field?**

Success requires a mix of technical expertise and strong project management skills to plan, budget, and execute efficiently. Leadership and teamwork guide our efforts while problem-solving and innovation help us overcome challenges.

**What emerging trends or innovations in your field are you most excited about?**

I'm particularly excited about innovations in energy storage and smart grids. Advanced battery storage solutions and technologies like hydrogen energy are revolutionising how we store and distribute renewable energy.

Additionally, AI-driven energy management and digitalisation are enhancing the efficiency of power grids by optimising energy flow and improving forecasting.

**How do you envision the future of your industry, and what role do you hope to play in it?**

I envision the future of the power sector and oil and gas construction being driven by smart grids, advanced energy solutions, and sustainable practices. Digitalisation and AI will enhance project efficiency and safety. My role will focus on leading projects that integrate these technologies to ensure operational efficiency and sustainability.

**As a leader, what do you believe is the most important quality for effective leadership, and what can individuals do to personally make a difference in their roles?**

Personally, I find the most important quality for effective leadership is empathy—the ability to understand and connect with your team's needs and perspectives.

Even if you are not a team leader, I believe every individual should lead by example, as your juniors will eventually learn from you. Moreover, being adaptable, staying open to feedback, embracing challenges, and supporting your team, can help to create a positive impact and inspire others.

**Congratulations on receiving the Young Leader of the Year award! How has this recognition influenced your approach to leadership and your goals moving forward?**

Thank you! This recognition has strengthened my belief in adaptability, innovation, and perseverance. It motivates me to enhance my leadership by empowering my team, fostering collaboration, and driving sustainable growth. Moving forward, I aim to expand our renewable energy initiatives and ensure our projects make a meaningful impact on both business and sustainability.



**How do you maintain a healthy work-life balance, and what are your favourite ways to unwind?**

With my hectic work schedule, I make the most of my free time by engaging in outdoor activities and pursuing hobbies that help me disconnect and recharge. These breaks are essential for staying sharp and productive, even when things get busy.

**Finally, is there a quote or piece of advice that inspires you, or something interesting you'd like to share that might motivate others?**

There is a quote I saw from a poster in the office of my first boss which has really stuck with me throughout my career:

“  
Are you here  
with a problem or  
with a solution?”

This simple question has made me think twice and reconsider approaching her with any issue. It has significantly transformed my mindset, prompting me to focus on solutions rather than just the issues whenever I tackle a tough situation.



Birthday Celebration in Office



Introduction to the Urban Farm belonging to our client



JEL Leadership Summit 2024



# JEL Leadership Summit 2024

## Empowering Excellence and Fostering Growth



Visit to IHI Corporation's headquarters in Tokyo

At Jurong Engineering Limited (JEL), we believe that our most valuable asset is our people. To reaffirm this commitment, we hosted the inaugural JEL Leadership Summit for Heads of Departments (HODs) and senior management in Japan from 4 to 8 November 2024. This milestone event gathered 51 leaders from across the JEL group of companies, highlighting our dedication to nurturing talent and advancing leadership excellence.

### Setting the Tone for Leadership Excellence

The summit was spearheaded by Managing Director and CEO, Mr Koichi Watanabe, and Chief Operating Officer, Mr Koh Kew Sek, who inspired attendees with thought-provoking insights. The central theme was succession planning, with Mr Koh sharing the Chinese idiom “青出于蓝而胜于蓝”—a powerful metaphor for the younger generation surpassing the previous one. This message perfectly encapsulated the summit's goal: equipping leaders to cultivate future generations to achieve even greater heights.

### Opportunities to Connect and Collaborate

A key highlight of the event was the visit to the Tokyo headquarters of our parent company, IHI Corporation. This provided a valuable opportunity for participants to engage with IHI's senior management, fostering collaboration and deepening organisational ties.

Most of the summit unfolded at I-STEP, IHI's state-of-the-art training campus in

Shonan. The serene environment, free from distractions, provided the perfect backdrop for immersive learning, team-building activities, and meaningful peer collaboration.

### Deep Insights Through Tailored Workshops

The agenda featured dynamic workshops, co-developed by JEL's HR team and external experts, covering critical themes such as leading change and developing the next generation of leaders. Through open discussions and collaborative activities, participants gained deep insights into navigating complex challenges and fostering organisational growth.

One standout session encouraged leaders to reflect on their personal and professional journeys. This introspective exercise fostered greater self-awareness, meaningful connections among peers, and renewed sense of purpose in their personal and professional roles.

### Beyond Development: A Transformative Experience

JEL Leadership Summit was not just a development program—it was a transformative experience that strengthened relationships, inspired growth, and reinforced our collective commitment to drive meaningful changes.

For HR, the summit was a testament to the value of creating platforms to engage, connect, and grow within the organisation. It also underscored HR's vital role in building an ecosystem that supports continuous learning and development.

### Shaping the Future

As JEL continues to build a robust leadership pipeline, the lessons learned and connections forged at the summit will pave the way for even greater success. Leaders returned with renewed energy and inspiration to drive both personal and organisational success. We applaud their enthusiasm, commitment, and contributions, which made this event a landmark in JEL's journey toward excellence.

Together, we shape a brighter, stronger future!





# Putting Employee Well-Being First with Basic First Aid Workshops



In the months of July, August, and September 2024, JEL Group hosted three in-house workshops on Basic First Aid for its employees. These workshops, aimed at equipping staff with essential life-saving skills, were met with enthusiastic participation, with a total of 61 employees from both JEL and JML in attendance.

The workshops covered a range of essential first aid topics, including how to administer CPR (Cardiopulmonary Resuscitation) and use an AED (Automated External Defibrillator). Participants were also taught how to manage various injuries, including wounds, burns, and other workplace-related accidents.



The workshops were led by an experienced doctor whose extensive medical knowledge brought depth and insight to the sessions. He offered clear explanations of human anatomy, with a particular focus on heart function and the critical processes during a heart attack. This expert perspective not only enriched the learning experience but also emphasized the importance of participants' roles when administering first aid in emergencies. Despite the gravity of the subject, the sessions were lively and engaging, with the room often filled with laughter, making the learning both enjoyable and impactful.

By empowering employees with basic first aid skills, the company has taken a proactive step towards fostering a safer work environment. Participants not only walked away with valuable life-saving techniques but also gained the confidence to respond to emergencies, both within the workplace and beyond.

As JEL continues to prioritise the well-being of its staff, initiatives like these workshops underscore the company's belief that a well-prepared workforce is key to maintaining a safe and thriving workplace.



# Why Dementia Matters?

Dementia is a cognitive decline that can progress to a point where it severely interferes with daily life and functioning. While the most commonly diagnosed cause of dementia is Alzheimer's disease, there are various types stemming from Lewy Body dementia and Huntington's disease. It is also possible for an individual to be diagnosed with multiple types of dementia.

In its early stages, dementia often goes unnoticed, with symptoms varying depending on type. Common signs encompass memory loss, impulsivity and increased difficulty with balance. Unfortunately, these symptoms are frequently overlooked, not only by those affected but also by society at large.

As we strive for a dementia inclusive society, it is crucial to deepen our understanding of this condition. This is why we organized a Dementia Awareness Talk, aimed at sparking important dialogues about dementia.



## Dementia Awareness Talk

On 14 August, we invited Dementia Singapore to a Dementia Awareness Talk. Our staff gained valuable insights into dementia, including its signs and symptoms, risk factors, and communication strategies.

This talk further shared actionable steps to proactively reduce the risk of dementia through healthy lifestyle choices such as maintaining a nutritious diet, engaging in regular physical and mental activities, socializing, avoiding smoking and no (or little) alcohol.

The session also featured a poignant real-life sharing where two guests – one as a patient and the other as a primary caregiver, recounted the impact of dementia on their lives. Most importantly, this insight offered hope, demonstrating that a dementia diagnosis does not define or end one's life.



## First Volunteering at New Horizon Centre

Armed with knowledge from the talk, our staff spent a meaningful morning at the New Horizon Centre (Jurong Point) run by Dementia Singapore. The center serves individuals diagnosed with dementia, typically the elderly, who often have more energy in the morning and are eager to participate in games and activities.

The volunteering session turned out to be an incredibly rewarding experience filled with laughter and connection as the volunteers engaged in conversations and enjoyed games like Jenga and Musical Chairs with the clients.

In a world where dementia is becoming increasingly prevalent, these centers play a vital role in providing a supportive environment for individuals with dementia to socialize and keep their minds active.

Each volunteer left with unique insights, but they all shared a common understanding: acceptance, patience, and compassion go a long way in building a dementia inclusive society. 💜





## Durian Feast

The annual Durian Feast is a highly anticipated event for many colleagues eager to indulge in the highly sought after, Mao Shan Wang. With its distinct bittersweet and buttery flavor, this delicacy is perfectly complemented by Mangosteen, often referred to as the "Queen of Fruits."

It's truly a delightful midday escape!



## Bowling Tournament

This year, 18 teams competed for the top three spots in an exhilarating bowling tournament held on 2 August at the SuperBowl Keat Hong Community Club.

Prior to the big day, the players enjoyed a practice session to hone their skills.

When tournament day arrived, excitement filled the air as the players aimed to showcase their best performances. Despite the fierce competition, a spirit of camaraderie and sportsmanship prevailed, with everyone cheering each other on, regardless of their affiliated team.

Ultimately, the tournament was not just about winning; it was a celebration of friendship and teamwork, creating lasting memories and strengthening bonds among colleagues.

A special thank you to Mr and Mrs Watanabe for their invaluable support and participation in making this event a success.

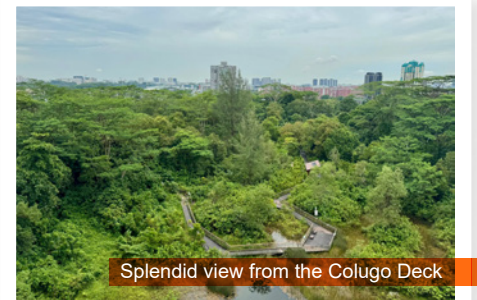


## 7th Month Prayer

The Hungry Ghost Festival kicked off with an auspicious start, featuring a series of rituals that brought colleagues together in a meaningful celebration. Several staff gathered to burn joss paper, a traditional practice believed to appease the hungry ghosts.

Following the rituals, colleagues enjoyed a scrumptious buffet that showcased a variety of delicious dishes. Lively conversations filled the air as everyone savored the food.

This event not only honored cultural traditions but also provided a wonderful opportunity for colleagues to come together and enjoy each other's company, making it a memorable occasion for all.



Splendid view from the Colugo Deck

## Birthday Walk

Starting October, the bi-monthly Birthday Walk introduced our September and October birthday colleagues to another side of Singapore: Rifle Range Nature Park, located in Beauty World.

This park is built upon the former Sin Seng Quarry, which has played a vital role in Singapore's burgeoning construction industry during the 80s and 90s. In 1924, a range was established to support Singapore's volunteer forces before evolving into the park we enjoy today.

As part of the Central Nature Park Network, Rifle Range Nature Park is one of the connecting points, serving as a space for people to engage with nature and for local flora and fauna to thrive.

Despite an unexpected construction that altered the original walking route, everyone enjoyed a beautiful 2 km walk through the scenic Rifle Range Nature Park. While the numerous flights of stairs added a bit of a challenge, the view and company made up for it.

Thank you to Mr and Mrs Watanabe for joining the walk!



Cheers to the fun-filled evening and new memories made!



# Insider Picks

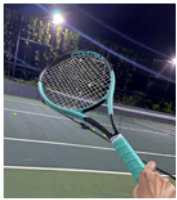
In this issue, our colleagues Lynn and Raj share their aspirations to adopt new exercises and habits in 2025. As they embark on their journeys to turn plans into action, we hope you find inspiration in their stories and wish you the best in achieving your own goals in the coming year!

**Lynn Li Ying**  
System Analyst  
IT Department



Witnessing my favorite player, Novak Djokovic's emotional victory at the 2024 Olympics (his first win after four Olympics) solidified my desire to improve my tennis. His unparalleled drive, tenacity and calmness under pressure, are similar values I strive for.

To me, tennis features a unique rhythm and flow—a complex dance between the baseline and the net, where each shot feels strategic. The mental stamina and intense athleticism required for long matches, especially in high-stakes situations, is incredibly inspiring.

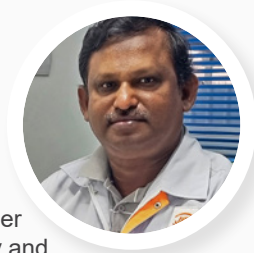


Although I enjoy racket sports and being outdoors, I have yet to properly give tennis a try apart from the basics – which I'm fortunate to have learnt from a friend with a background in tennis. As such, I am considering playing tennis at least twice a week to challenge my physical and mental skills.

One potential challenge I foresee is the initial learning curve, particularly in mastering the techniques and rules of the game. Additionally, finding consistent playing partners and fitting them into my busy schedule could be tricky. To stay motivated, I plan to track my progress using fitness apps and video logs to document my practice. Setting short-term goals, such as improving my serve or backhand, will help keep the experience exciting and measurable.

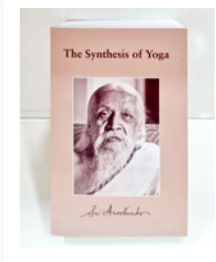
I hope to gain several benefits from this new habit, including better hand eye coordination, improved endurance and strength, particularly in my legs and core. Through tennis, it can alleviate my stress and enhance my mood. With my personal racket that I recently purchased, I'm motivated to train further. I am also considering hiring a coach to refine my techniques and deepen my understanding of the game. Hopefully, by the end of next year, I will become a much better tennis player!

**Sankariaya Pavul Raj**  
Senior Principal Engineer  
Construction Department



Stepping into my role as Site Manager has sparked a journey of self-discovery and growth. Since I took on this position for the current Keppel project, I have been focused on managing the demands of the

role, making it essential to prioritise my physical and mental well-being. Inspired by the transformative book *The Synthesis of Yoga* by Sri Aurobindo, I am considering adding a daily morning yoga routine to my schedule. This decision is also influenced by my ongoing meditation practice, which has significantly enhanced my focus, patience, and overall mental clarity.



I plan to start a daily morning yoga routine, aiming for at least 30 minutes each morning. This practice will help improve my flexibility, strength, and mental clarity, enabling me to lead my team effectively and manage on-site challenges.



Maintaining consistency may be a challenge, especially during busy periods with tight project deadlines. To stay motivated, I will set clear milestones to track my progress and celebrate small victories. I also plan to seek support from colleagues and friends who share similar fitness goals, providing encouragement and accountability.

To get started, I intend to join and engage with online yoga communities to share experiences and seek advice. Eventually, I plan to join a local yoga class for professional guidance and the camaraderie that comes with group practice. I'm excited to embark on this journey and the positive changes it will bring to my life.

## Editorial Notes

A BIG thank you to all the article contributors and editorial team members. Every reasonable care has been taken to ensure the accuracy, adequacy, validity, or completeness of the information contained in this bulletin. All information is provided in good faith and we make no representation or warranty of any kind, express or implied, regarding the accuracy, adequacy, validity, or completeness of any information contained in this bulletin.

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