

Town Hall 2025

**"If you want to reach
your goals and dreams,
you cannot do it
without discipline."**

– Mr Lee Kuan Yew

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JUN 2025



RISE TO THE CHALLENGE



We are pleased to share that, as of April, Mr Hideki Yukimura has joined the Board of JEL as a Non-Executive Director, succeeding Mr Hiroki Kobayashi.

Mr Yukimura brings with him leadership experience from the energy sector. He currently serves as the Chief Executive Officer of IHI Asia Pacific Pte. Ltd., based in Singapore. His previous roles include Senior Advisor in the Business Development Division of IHI Corporation and Managing Director and CEO of JERA Australia Pty. Ltd., a subsidiary of JERA, Japan's largest power generation company.

He began his career in 1987 with the Tokyo Electric Power Company (TEPCO), where he held various managerial positions in the Construction and Fuel Departments over nearly three decades. Mr Yukimura holds a Master of Engineering in Civil Engineering from the Tokyo University of Science and is a certified Professional Engineer (Civil Engineering).

As we welcome Mr Yukimura, we also take this opportunity to express our heartfelt thanks to Mr Hiroki Kobayashi for his dedication and service. His contributions have been deeply valued, and we wish him continued success in his future endeavors.

JEL Group Digital Transformation from SAP ECC6 to S/4HANA

As part of our digital transformation roadmap, JEL Group is transitioning from SAP ECC6 to SAP S/4HANA. This strategic upgrade further modernizes our Enterprise Resource Planning (ERP) infrastructure, enhancing agility, performance, and scalability to better support our evolving business needs and future growth.

RISE with SAP S/4HANA

The SAP's next-generation ERP platform - will deliver real-time insights, streamline operations, and advance analytics.

It enables a secure, scalable private cloud environment, along with integrated tools to automate and digitize business processes.

This strategic move supports smarter decision-making, operational efficiency, and sustainable growth across the organization.

Migration Progress

Following the successful completion of a comprehensive assessment phase, we are now in the data migration and system configuration stage. This critical phase focuses on ensuring a clean, validated transfer of data from SAP ECC6 to S/4HANA, laying a solid foundation for a seamless transition and future operations.



Strategic Change

This transition positions JEL Group to drive greater collaboration, innovation, and compliance across the organization. Enhanced data insights from S/4HANA will enable smarter, data-driven strategies, while built-in sustainability tools support our regulatory and environmental commitments.

Phase 1 of the rollout—focused on the Singapore region—is on track for completion by July this year.

IT Infrastructure Upgrade: Strengthening Network Security with Fortinet

To better support our in-office and field-based employees more effectively, in tandem with our ERP transformation, JEL's IT Department has upgraded our network infrastructure, transitioning to Fortinet's cybersecurity solutions to enhance speed, reliability, and security.

Conclusion

These digital and cybersecurity initiatives are pivotal in shaping JEL Group's future. Together, they ensure we remain agile, secure, and innovative—well-positioned for growth in an evolving digital landscape.

Progression towards Combined Cycle Phase in BHCCPP-1 Project



8 million

Safe Man-hours without LTI

The Batu Hijau Combined Cycle Power Plant-1 (BHCCPP-1) project, a 2 x 225 MW gas-based combined cycle power plant, was awarded to Jurong Engineering Limited (JEL) and PT Jurong Engineering Lestari (PTJEL) by PT Amman Mineral Nusa Tenggara (AMNT) in 2022.

Following the successful completion of performance tests and reliability runs, units #11 and #12 achieved commercial operation status on 22 May 2024 and 4 June 2024, respectively. Both units were issued GTG Commissioning Certificates. These units currently enable AMNT to export approximately 100MW of power to their smelter plant via the newly constructed substation and 33 kV line, under the open cycle phase.

Since then, the team has achieved several key milestones as they gear towards the completion of the combined cycle phase. To name a few, the Cooling Water Intake System and Cooling Tower have been completed and commissioned, all GT GSUTs



have been energized and the Fuel Gas System has been completed and is ready to receive fuel gas. Additionally, the remaining four GTG packages have undergone cold commissioning and are now prepared for hot commissioning.

As of end of March 2025, the consortium has achieved 8 million man-hours without lost time injury.

The BHCCPP-1 project has presented more challenges compared to other similar projects previously handled by JEL and PTJEL. However, as the saying goes, "When the going gets tough, the tough get going." JEL and PTJEL have consistently risen to the challenge and will continue to do so. The teams are grateful for the continued trust and support of AMNT as they work towards the successful completion of this project.

Meranti Power OCGT Project



2 x 340 MW

Power Capacity

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

MPW-AP, a subsidiary of Mitsubishi who is a global leader in gas turbine manufacturing, is supplying two 340 MW Gas Turbines and Generators (GTG). JEL is responsible for the civil works, engineering, and supply of the Balance of Plant (BOP), as well as customs clearance, inland transportation, and installation of the GTG and BOP.

Despite a compressed project timeline and challenging weather conditions, JEL successfully completed the first fire of the Gas Turbine for Unit-1 early this year, on 15 February, and synchronized it with the Power System Operator (PSO) of the Energy Market Authority (EMA) 5 days later.

The project is now moving into the phase of seeking approval from local authorities for Temporary Occupation Permit (TOP) clearance. Obtaining the TOP is a crucial step towards the project's completion.

JEL takes pride in reaching these significant milestones and looks forward to continued collaboration with all partners to achieve commercial operation by the third quarter of 2025.

Project Aurora

Advancing Towards CCGT Completion



Considerable progress has been achieved since the 130 MW Project Aurora began in March 2023. On 31 August 2024, the first gas turbine unit went into service, and on 28 September 2024, the second unit followed. Both gas turbines are now in commercial operation after the Owner, N.U.R. Generation Sdn. Bhd. granted the Taking Over Certificate (TOC) for the open cycle phase.

With continued perseverance, the teams are optimistic that they will be able to hand over the CCGT in time to effectively meet the increasing energy needs of NUR and the users of the industrial park.

Project Aurora have safely completed 2.75 million man-hours without lost time injuries thus far.

JEL and EESB have effectively accomplished several significant milestones for the Combined Cycle Gas Turbine (CCGT) phase, such as the safety valve pop-up test, steam blow of pipes, alkaline cleaning of the HRSG, and the HRSG hydro test.

Steam quality improvement initiatives, air-cooled condenser hot cleaning, and steam turbine bypass operation are all moving along nicely. Following these were the first synchronization of the steam turbine generator in April 2025 and the entrance of steam to the steam turbine.

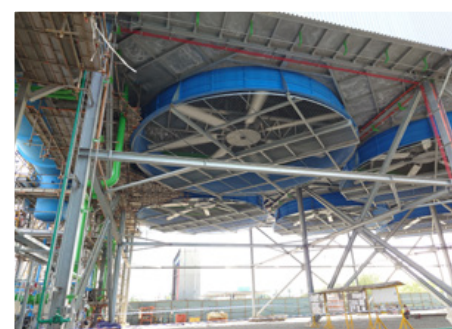
Following full load operation, plant commissioning, and operation sequence testing, the CCGT will then go through performance and plant reliability tests.



130 MW
Power Capacity



2.75 million
Safe Man-hours without LTI



PLP 100 MW

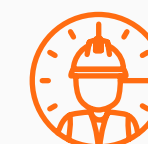
Open-Cycle Gas Turbine Project



In July 2024, JEL was appointed as the construction contractor by PacificLight Power Pte Ltd (PLP) for the 100 MW of Fast Start Ancillary Service (FSAS) Project in Jurong Island.

The project includes two Siemens SGT-800 gas turbines, collectively delivering a total output of 100MW. These units are essential for enhancing the resilience and stability of Singapore's power grid during demand surges, unplanned outages, or reserve shortfalls. The gas turbines, which were purchased by PLP from Siemens, were installed by JEL.

Since its signing, the project has achieved several significant milestones. Late last year, the stack erection for both gas turbine units and placement of the gas turbines and their respective generators were successfully completed. In February, commissioning officially commenced. The fuel gas line completed its chemical cleaning, followed by



487,450
Safe Man-hours without LTI

the successful energization of the gas turbine step-up transformer in March. Throughout the project's progress, safety has remained a priority, with JEL attaining 487,450 man-hours without lost time injury as of March.

These milestones did not come easy as the team faced logistical challenges, particularly due to disruptions arising from the Red Sea shipping crisis, which resulted in a delay of more than six weeks in the delivery of critical equipment. Despite these unforeseen circumstances, JEL successfully achieved commercial operation in June 2025, marking the completion of the project within Q2 as planned.

This achievement underscores JEL's robust project management capabilities and reinforces its position as a reliable and efficient EPCC contractor. Notably, this development also represents one of the fastest erection timelines for Siemens SGT-800 gas turbines globally.



100 MW
Fast Start Ancillary Service

Keppel Sakra Cogen 600 MW Combined Cycle Plant

Keppel Energy Pte Ltd has awarded a contract to a consortium comprising Jurong Engineering Limited (JEL) and Mitsubishi Power Asia Pacific Pte Ltd (MPW-AP) for the engineering, procurement, and construction of a 600 MW combined cycle power plant project. This decision reflects confidence in the state-of-the-art J-class gas turbine, the first hydrogen-ready gas turbine in Singapore, supplied by MPW-AP, and the comprehensive plant construction expertise of JEL.

Since the contract signing on 30 August 2022 and the groundbreaking ceremony on 19 July 2023, the consortium has been steadily progressing towards project completion. As of March 2025, the cumulative overall project progress stands at 91% and the EPC team has achieved 1,000,000 safe man-hours.

To date, all major equipment (gas turbine generator, heat recovery steam generator, generator step-up transformer and 230 KV Gas Insulated Switchgear (GIS)) has been installed. Several key milestones, including the 230 KV GIS High Voltage Alternate Current test and the termination of the 230 KV oil filled cable from SP power grid to GIS direct current high voltage test, have been conducted. The next step would be the backfeed to the 230 KV GIS, which has been planned for mid-April 2025.

Additionally, site acceptance tests (SAT) for the GSUT and medium-voltage switchgear



have been completed, while SAT for the low-voltage switchgear, unit auxiliary transformer, and battery and direct current uninterruptible power supply system are ongoing.

On the civil front, the construction of the seawater intake and outfall structures have been completed, while the installation of the undersea GRP Intake Pipes is underway. Mechanical installation of the stop log, band

screen, traveling screen, and main cooling water pumps are in progress.

With these milestones attained, the team is now focused on the final stages of the project. The completion of the power plant is scheduled for the first quarter of 2026, marking a major step forward in Singapore's energy resilience and sustainability efforts.



Mr Tony Goh (on the left), Head of Sales & Tendering, was invited to Samsung E&A office in Seoul to receive the plaque from Mr Han Seongmin under their Construction Management Team.

Excellent Partner for the Year Samsung E&A

At the beginning of this year, our esteemed client, Samsung E&A, selected JEL as an excellent partner in appreciation of our people's support and collaborative spirit. This accolade is a testament to the hard work, dedication, and synergy that our people have consistently demonstrated in every project we undertake.

We are truly grateful for this recognition and look forward to strengthening this valuable partnership, contributing to the success of Samsung E&A's projects and achieving our mutual goals.

Looking ahead, we eagerly anticipate the opportunities that lie ahead, confident that our combined expertise and dedication will unlock even greater milestones in the future.



Initiatives

As a company with one of its three core businesses in construction, high-quality standards for work processes are not just key to projects but essential. As such, QMS has recently taken the lead in optimizing inspection processes within JEL.

At project sites, it is common for pipe identification details to be written directly on the piping with all relevant information detailed on the piping itself – a laborious process. Furthermore, for smaller pipes, due to their limited space, it was often not feasible to include all the necessary details.



Hence, to resolve this issue, QMS has rolled out a new initiative to create a QR code that shall be placed on such pipes. Through the simple act of scanning the QR codes, the project site teams can easily identify the pipes, update their fit-up, welding and inspection status onto the digital forms that have been embedded with the QR codes – ensuring real time tracking and accuracy. Anytime the site team updates the information on the respective pipes, the information will be reflected immediately on SharePoint.

Today, this initiative has been successfully implemented in the Keppel Sakra Cogen Plant project and has also been recognized as an innovative solution by JEL's ISO auditor.

This implementation shall also work in tandem with an intricate database system created using Microsoft Access. Leveraging on digitized forms that shall be embedded into QR codes and displayed on site, quality inspection teams can simultaneously complete the forms with their mobile phones while conducting on-site inspections. This is unlike the common situation at many project sites where every quality inspector had to

Before



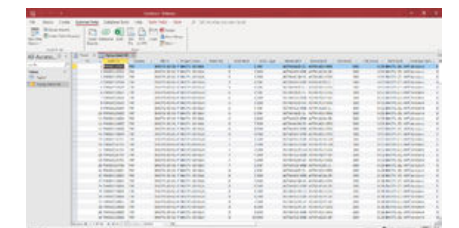
After



take down information through mediums such as papers before inputting said data onto Excel or Word to generate inspection reports. Needless to say, producing such reports has been time-consuming.

With this digitized system, the quality inspection teams can save time and improve their work efficiency. Finally, through the completed digitized forms that are automatically uploaded and stored in a secured database, a final inspection report can be easily generated. On top of which, this database which is stored on the Cloud allows easy retrieval and access to all data.

Digitized forms setup with new database



While this initiative has just begun its first round of pilot testing under the piping discipline, the QMS team aims to progressively expand to cover all disciplines in civil, mechanical, electrical/instrumentation, painting and insulation, in the future. By leveraging on both the database, QR codes and digitized forms, it will undoubtedly benefit both the site teams and quality inspectors – thereby elevating quality standards within JEL.

Rehabilitation of Doha West Power & Water Distillation Station

In response to the rising electricity demand outpacing supply, the Kuwaiti government has initiated a large-scale rehabilitation work for its existing oil and gas-fired power plants.

The Ministry of Electricity and Water (MEW) opened bids for the rehabilitation of the Doha West Power Plant, which comprises eight units, each with a capacity of 300 MW.

Following a competitive bidding process, a consortium comprising IHI and HEISCO successfully secured the contract in December 2024. JML, as part of the Internal Consortium with IHI, has been entrusted with scope of work mostly encompassing the replacement of boiler pressure parts including hydro test, replacement of burners, soot blowers, boiler drum internals among others and inspection of spring hangers.

Today, the JML team has received the Purchase Order from IHI allowing the team to get a head start on this 5-year project. Set to officially commence by September 2026, the first unit is expected to be rehabilitated and operational in 2027.



Source: Google Earth

Repeat Client for Sanofi EVF Vaccine Facility Project

Within the Singapore biomedical landscape, French pharmaceutical leader Sanofi has launched its second manufacturing facility in Tuas Biomedical Park—an \$800 million investment poised to redefine vaccine production. Known as “Modulus”, this 58,000 m² facility is the world’s first modular vaccine plant, designed to rapidly switch between different biopharmaceutical products using 34 interconnected production modules.

JML is proud to have played a role in this project, contributing to the successful execution of Phase 1 from June 2022 to June 2024. Their scope encompassed full Mechanical, Electrical, Instrumentation, and Extra Low Voltage (ELV) works, marking our first foray into the pharmaceutical sector. This fast-track project demanded parallel engineering and construction efforts, requiring agility, precision, and close collaboration with Sanofi and global equipment suppliers.

Despite facing significant challenges—including a three-month delay in civil works—our team rose to the occasion. Through a comprehensive constructability study and meticulous coordination with multiple contractors, we managed to avoid clashes in the complex engineering



and construction environment. Our team’s commitment enabled us to deliver comprehensive documentation packages (VTOP and CTOP) in line with Good Documentation Practices (GDP) and eventually hand over the project in time.

Our performance and dedication in Phase 1 have earned us the trust of our client, leading to the award of Phase 2, which will run from March 2025 to December 2025. This phase will mirror the scope of Phase 1, reinforcing our role as a key partner in bringing Modulus to full operational capacity by mid-2026.

As Sanofi prepares to hire 200 professionals in engineering, data analysis, and technology, we are honored to contribute to a project that not only advances global health but also strengthens Singapore’s position as a hub for biomedical innovation.



Sixth “J-Carport” Solar Project in Singapore

Last year, JML was awarded the Solarized Carport 1.04 MWp project by SSMC Singapore, located at their Semiconductor Production Facility. This project marks a significant milestone as our sixth “J-Carport” — our signature solarized car park solution — and our second-largest carport installation to date, following the 2.02 MWp Micron Carport project.



1.04 MWp



This project spans from October 2024 to December 2025, encompass the design, procurement, and construction of civil, mechanical, photovoltaic (PV), and electrical systems. Key features include 279 car lots, 4 bus bays, 72 motorcycle lots and 130 meters of covered linkway.

To optimize solar yield without compromising the site’s green ratio, existing trees shall be replaced with smaller plants.

The development is being carried out in three phases to minimize disruption, with additional parking areas created to accommodate users during construction.

As with any major infrastructure project, challenges have arisen and were tackled with teamwork and coordination. Weather disruptions significantly impacted civil works, requiring frequent dewatering using ECM tanks to maintain momentum. Additionally, fire safety integration required a careful tie-in with the existing building’s fire hose reel system.



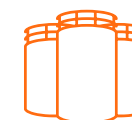
Today, the project is progressing steadily. The Phase 1 civil works are nearly complete, with 90% of excavation, casting, and backfilling done. Linkway excavation is also complete, and rebar laying is underway. This allows Phase 1’s structural installation to begin in April and PV panel installation to commence in May.

With completion targeted for December 2025, this project represents another bold step in Singapore’s clean energy journey.

Tank Construction for Data Centre Project

The data centre market in Southeast Asia has experienced robust growth over the last few years, driven by increased internet penetration, accelerating digital transformation, and rising demand for cloud services and AI. Malaysia is at the forefront of this data centre expansion.

In October 2024, Gamuda Engineering Sdn Bhd awarded JML Maintenance Sdn Bhd (JMLM) the EPC contract for constructing three make-up water tanks at Google’s hyperscale data centre project in Malaysia.



3 Make-up Water Tanks

The construction of the tanks is currently underway and is expected to be completed by August 2025.

The JMLM team is utilizing the hydraulic jacking-up method and advanced welding techniques such as AGW (Automated Girth Welding for circumferential seams) and EGW (Electro Gas Welding for vertical seams). These methods enable shorter construction times and ensure safer construction practices.

This project marks a significant milestone for JMLM, positioning the company to pursue further opportunities in M&E works for data centre construction.

Celebrating WOMEN in JEL Group's Engineering

In this segment, we share the inspiring stories of **Ms Zaihana Abdul Rahman** and **Ms Nisha Verma**. Both were recently commended with the PCM (Process Construction and Maintenance) 10-Year Tenure Women in Engineering Award by ASPRI. We hope their journeys empower you.



ASPRI Award Ceremony



Breaking Barriers and Leading Change

Ms Zaihana Abdul Rahman

Looking back, I remember when I first decided to pursue mechanical engineering, I was met with scepticism because it was a male-dominated field. However, I had a clear vision of what I wanted to achieve, even though I knew the road would be challenging. This led me to begin my career as a mechanical engineer in JEL's construction department.



Over the years, I seized every opportunity that came my way and had the privilege of working in various countries like Thailand, Brunei, Vietnam, Argentina, and Myanmar. As I transitioned from an engineer to a

Project Manager in the EPC department, I faced numerous obstacles, but with the support of my mentors and colleagues, I was able to overcome them.

It is heartening to see how far we've come. As of 2024, women make up 33% of Science and Engineering professionals in Singapore — a significant increase from when I started. This progress is not only encouraging but also deeply satisfying, as it reflects the growing inclusivity and diversity within the engineering industry.

Ms Nisha Verma

Receiving the PCM 10-Year Tenure Women in Engineering Award was one of the most unforgettable moments of my life. When my name was announced, I was filled with excitement and disbelief. My heart was racing. It felt incredibly rewarding to be recognised for all the hard work, dedication, and determination I've put in over the years.



As I walked up to the stage, I felt both proud and deeply grateful to JML management and my dear colleagues who have been with me throughout my 8-year journey at JML. Their guidance and the opportunities they've given me to take on new challenges have been key to my growth. Most importantly, I want to thank my family—without their unconditional support, I wouldn't have reached this level of success.

Looking back on this journey, I feel incredibly humbled and proud. I joined JML under proposals, and today I am supporting projects—this transition is a reflection of the trust and belief the management has placed in me. This award is not just a personal achievement; it represents the support, mentorship, and teamwork that have shaped my journey. My time at JML has been filled with continuous learning, challenges, and growth.

The Power of Mentorship

Ms Zaihana and Ms Nisha credit much of their success to the incredible mentors they've had along the way. At JEL and JML, both women were given the space and support to take on new challenges, thanks to the guidance and encouragement from senior leaders.

For Ms Zaihana, mentorship was key: "I have been fortunate to work for the leaders in JEL who provided opportunities for me to learn and grow and with encouragement along the way."

Similarly, Ms Nisha shares, "My mentors at JML always believed in my potential. Their trust gave me the confidence to step into leadership roles and tackle difficult projects."

Empowering the Next Generation Starts with You

Reflecting on their journeys, Ms Zaihana and Ms Nisha agree: the road to success in engineering may not always be smooth, but the rewards are immense. Taking the unbeaten path requires resilience, continuous learning, and the courage to take bold steps into the unknown.

Perseverance and mentorship have undoubtedly been key pillars in both Ms Zaihana and Ms Nisha's success. They faced challenges, learned from them, and grown stronger because of them. When asked to advice other women in the engineering field this is what they said:

Ms Zaihana: "Take bold steps, grab every opportunity ahead, and continue to inspire others so that more women will take up this exciting career."

Ms Nisha: "Believe in yourself, take on tough projects, and learn from every challenge. Your growth in this field will be unstoppable."

We hope you can draw inspiration from Ms Zaihana and Ms Nisha, particularly in their ability to not only overcome challenges but turn them into opportunities for growth and leadership.

To the next generation of engineers, their message is clear: you are the future of the industry, and it's up to you to break barriers, shatter stereotypes, and lead the charge. As women in engineering, we stand on the shoulders of those who came before us. The future of engineering needs you—take your place at the table and make it count. For the industry always needs bold, resilient leaders who are ready to rise to the challenge and pave the way for the generation after yourself.



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Believe in yourself, take on tough projects, & learn from every challenge.

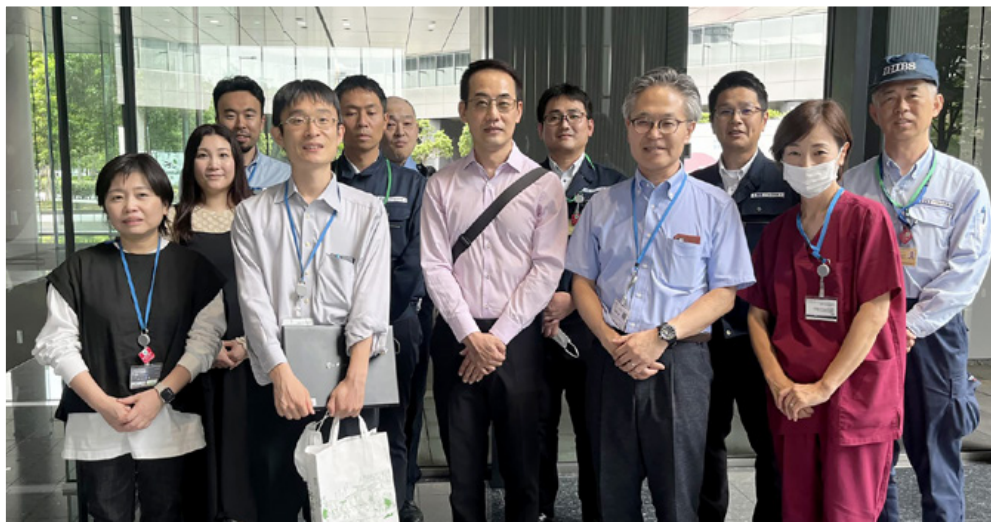
Nisha Verma
JEL Maintenance Pte Ltd
Deputy Manager

“

Take bold steps, grab every opportunity ahead, & continue to inspire others.

Zaihana Abdul Rahman
Jurong Engineering Limited
Head of Unit, EPC Management

A Second Chance at Life



*If there's one thing
I learned,
it's never too late
to start or
start again.*

28 May 2024 will be a day I will remember for the rest of my life. That morning, Candice Tan from the Finance Department and I departed for IHI Corporation in Toyosu, as we were scheduled to attend a training session the following day. It was drizzling as we set off, and upon entering the nearest entrance of Shinjuku-sanchome station, we realized there was no lift or escalator and resorted to lugging our bags down the stairs. Shortly after our arrival at IHI Office, I started feeling unwell and began pacing in the lobby, hoping it will make me feel better. However, after Candice introduced me to Kazune Mitani – an IHI employee who once worked at JEL with her – I fainted.

When I awoke, the Japanese cardiologist said that I suffered a heart attack due to a nearly completely blocked coronary artery and was rushed to angioplasty. I was subsequently placed on induced hypothermia in the Intensive Care Unit (ICU) at St. Luke's International Hospital and had gotten out of a 48-hour coma.

It was after coming to terms with my situation that I managed to speak in depth with Candice who shared that I was resuscitated at IHI, with resuscitation continuing through to the hospital. I cannot imagine how traumatic that must have been for her. I was told by the cardiologist that my heart stopped for 13 minutes at one point, and after multiple rounds of CPR (Cardiopulmonary Resuscitation) and AED (Automated External Defibrillator), my heart stopped altogether for a collective 33 minutes. I later discovered that a heart attack can reduce blood flow to the brain, causing brain cells to die within five minutes if deprived of oxygen. Hence, waking up after 48 hours instead of the expected 72 was considered a miracle.

Before this incident, I had no idea I was that unhealthy — with a nearly completely blocked coronary artery. In fact, I thought I was rather fit seeing as I led a healthy lifestyle. I swam once a week, did weight training on weekends, did not smoke and rarely consumed alcohol. After doing some research, I learned that we

should aim for 150 minutes of moderate-intensity aerobic activity per week and strength training at least twice a week. On top of that, regular exercise alone doesn't always reveal our true state of health. That's why annual health checks are so important.

The Japanese cardiologist who cared for me also explained that my heart attack could have been caused by high blood pressure, high cholesterol, lack of sleep, stress, or a combination of these factors over time. Please keep this in mind for your own health and listen to your body.

Looking back, I was truly fortunate to be in the right place at the right time. I had colleagues around me, and after I fainted, Candice and Mitani-san immediately alerted security and called an ambulance. The guard and a doctor performed CPR, and the ambulance arrived quickly. Candice and Chloe Khoo of IHI Asia Pacific stayed with me in the ambulance and helped with the hospital procedures. Had I not received such immediate attention, I likely would have suffered brain damage or physical impairment.

While I did not recall feeling any pain before fainting from the heart attack at IHI and even woke up from the coma without much discomfort, I couldn't help but feel like I had placed everyone in an inconvenient situation while in a deep sleep. I cannot imagine the level of stress, worry, and trauma I caused everyone during this process. After I fainted, JEL swiftly arranged for my brother and sister-in-law to fly in, ensuring I received timely medical care. A WhatsApp group chat was also created among certain JEL colleagues and my family members to share developments over time. I have read those messages, which were shared by my sister, and I referred to them as I share my story. Somehow, certain emotions still build up when I see those messages today.

No words can express the gratitude I have for the JEL Management, particularly Watanabe-san, Alan Phang, and TJ Khor. Special thanks and

immense gratitude go out to Candice, Wendy Wee, and Yoshimizu-san, who were with me in Tokyo and cared for and supported me throughout my time in Tokyo and after. Thank you to all other colleagues from the Managing Director's office, Legal, Corporate Affairs, Finance, Human Resources, and Administration Departments, who cared for and supported me throughout. I am thankful that JEL arranged for my sister to accompany my mother in Singapore, allowing me to focus on my recovery.

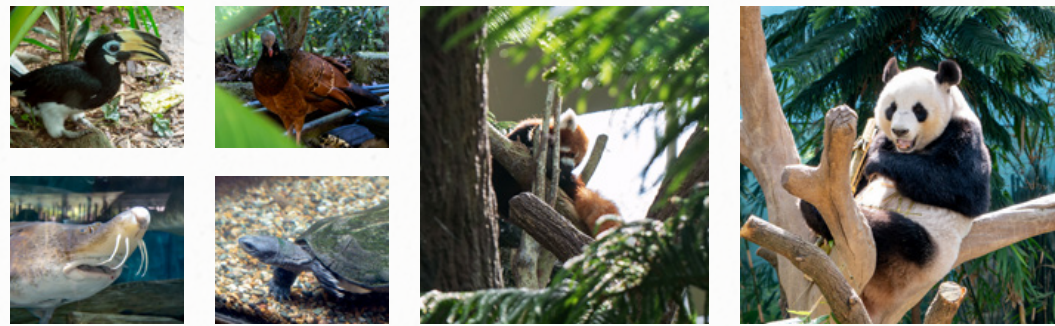
Now, when I pass by defibrillators or hear an ambulance, I think about the care I received and hope that others get the same chance for recovery.

This incident, compounded with the fact that I learned a friend passed away from an aneurysm while in Nepal before my heart attack, highlighted the fragility of life and reminded me that we should appreciate the people around us and not take life for granted.

It's natural for most of us to face moments of doubts – wishing to have done things differently or think of "what-ifs". But having gone through what I did, I find it important to take each day as it comes and seize the opportunity to do what feels right.

Two years ago, I hesitated to sign up for a language course. I kept putting it off, but on 17 April 2025, I finally took that step and attended my first class. A doctor friend who specialises in palliative care once said she would live life like there's no tomorrow. After my experience, I've come to truly appreciate the wisdom in her words. I am slowly picking up from wherever I have stopped or left off. While my change has been gradual, it's been meaningful. If there's one thing I learned, it's never too late to start or start again. I hope that by reading my story, you will feel inspired to take that first step too – whatever it may be.

Mr Lee Chee H'ung
Head of Legal Department



River Wonders

Last December, our colleagues visited Asia's first and only river-themed wildlife park, River Wonders.

At the Giant Panda Forest, home to beloved pandas Kai Kai and Jia Jia, watching these gentle giants in their naturalistic habitat was a highlight for many. Continuing to the Amazon Flood Forest, everyone marveled at the diverse aquatic life, including manatees, arapaimas, and various species of fish and plants.

The day was filled with laughter, awe, and a shared appreciation for nature's wonders. This unique experience allowed everyone to unwind and connect outside the usual work setting.

The Silent Experience Workshop

In December, we organized a workshop called "The Silent Experience" centered around spreading deaf awareness. The workshop was hosted by Ms Lau, a deaf instructor from TOUCH Silent Club who has over 22 years of experience at TOUCH Silent Club – first as a volunteer and now as a Community Outreach Executive.

During the session, our colleagues were taught basic sign language. We learned that sign languages are unique to different countries, and one needs dexterous fingers to sign properly! When communicating with a deaf individual, apart from sign language, you have multiple tools at your disposal. You can write or draw, use your phone to type or dictate (using the Google Live Transcribe app), listen and talk or even gesture. Even if you are not perfect, what matters more to a deaf person is that you try.

As the workshop drew to a close, Ms Lau answered some questions from our colleagues about the daily challenges faced by deaf individuals, which people with hearing often take for granted. For instance, some colleagues wondered what a deaf person would do in an emergency such as a fire alarm activation. In such situations, Ms Lau shared that some deaf individuals might not notice depending on the degree of their deafness. Hence, in the event of a fire alarm activation, as a person of hearing, if you can't sign and there is not enough time to explain the situation, the best way to help would be to hold onto their arm and direct them safely out of the building. However, in most daily situations,



Ms Lau E. W.
TOUCH Community Services
Community Outreach Executive (Deaf)



always ask a deaf person if they require assistance before helping.

The workshop proved to be an enlightening experience, helping many colleagues better understand the deaf community. We would like to thank Ms Lau and her deaf facilitator for the insightful workshop!



Lunar New Year Celebration

This February, JEL celebrated the Year of the Snake with a traditional lion dance performance, a ritual that seeks to bring everyone good luck.

As the festivities continued, the lion dance was followed by a lively lo hei session, where every staff member tossed the ingredients exuberantly, symbolizing their wishes for a prosperous, healthy, and fulfilling year ahead. Wrapping up the exciting morning, everyone indulged in the delicious buffet.



Hari Raya Lunch Buffet

In April, to celebrate Hari Raya, many staff came dressed in traditional Malay outfits and enjoyed a photo session in front of an intricately decorated lobby adorned with small ornaments that set the festive mood.

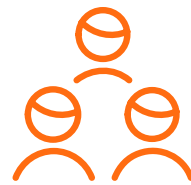
Following the photo session, our colleagues savored a feast featuring a variety of delicious dishes, including curry chicken and satays that were simply irresistible.

We hope everyone had a wonderful celebration and enjoyed the festivities!



ANNUAL

HSE Conference



Group Meeting

This year's HSE Conference was opened by JEL's Managing Director and CEO, Mr Watanabe, who underscored the critical importance of timely incident reporting – particularly by subcontractors. He highlighted that delays or failures in reporting can lead to serious legal implications, consuming significant time and resources. Mr Watanabe stressed the importance of ensuring our subcontractors' adherence to JEL's accident reporting protocol and compliance with all applicable legal and JEL safety requirements.

Mr Watanabe also drew attention to an observation over the past years – incidents arising from being caught or struck by objects were the highest amongst other types, which have resulted in hand-related injuries. He urged everyone to treat these incidents as learning opportunities, and to take proactive steps to eliminate them through targeted safety campaigns and training programs that enhance safety awareness and knowledge among all employees.

The conference featured a series of insightful presentations from our subsidiaries, who shared their achievements, valuable lessons they've learned over the past year and their initiatives moving forward.

The session concluded with a closing address by JEL's Chief Operating Officer, Mr Koh. He highlighted the increasing number of EPC projects being undertaken and the growing need to close existing gaps in commissioning safety knowledge. While construction safety remains a priority, Mr Koh stressed that equal attention must be given to improving safety practices during the commissioning phase.



Koichi Watanabe
Managing Director & Chief
Executive Officer



Koh Kew Sek
Chief Operating Officer

The Annual JEL Group Meeting was held on 8 May, bringing together leaders and key personnel from across the organisation to reflect on the past year and chart the course ahead.

The meeting commenced with an opening address by our MD and CEO, Mr Watanabe. He emphasised the importance of meticulous planning and risk management as a foundation for effective execution. Mr Watanabe also highlighted the vital role of passion in driving motivation and excellence in the workplace – encouraging everyone to find their motivating factor.

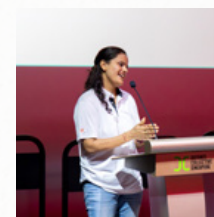
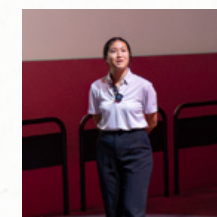
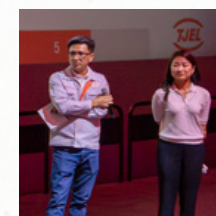
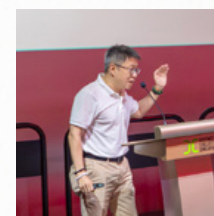
Following this, our COO, Mr Koh, delivered a candid overview of the current market landscape. While acknowledging the challenges posed by a downturn, he encouraged the team to remain resilient and adaptive. "There are still pockets of opportunity," he noted,



*and we must
TRANSFORM
to survive*

The session continued with presentations from heads of various divisions—including Construction, EPC, HR, CAD, and Finance—as well as heads and key staff from JEL's subsidiaries: JML, TJEL, EESB, and PTJEL. Each shared valuable insights into their respective teams' performance over the past year, celebrated key achievements, and outlined strategic action plans for the year ahead.

The meeting served as a powerful reminder of JEL's collective strength and the shared commitment to growth, innovation, and excellence.

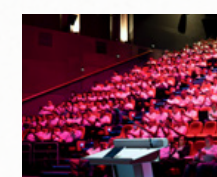


At this year's Townhall, our MD and CEO, Mr Watanabe, delivered an inspiring opening address centered around the theme "Proud to be JEL." Reflecting on the past year, he celebrated the progress we've made toward our goals, while highlighting the continued importance of maintaining strong profit margins. He pointed to three key drivers for sustainable success: investing in our people, further systemizing our work processes, and fostering a culture of learning through feedback and ownership. By staying committed to these principles, we can all continue to take pride in being part of JEL.

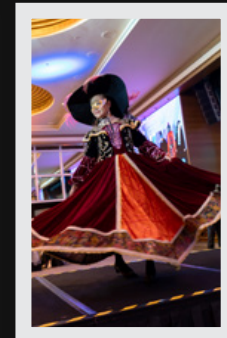
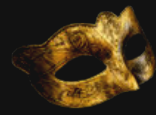
Following this, our CFO, Mr Derick, provided a comprehensive overview of our financial performance over the past year. He shared projections for the year ahead, outlining key areas to meet our targets. During his presentation, he aptly quoted Singapore's late founding father, Mr Lee Kuan Yew: "If you want to reach your goals and dreams, you cannot do it without discipline." Just as discipline is essential for personal success, consistency will be a critical factor in helping us meet our financial goals.

In a refreshing change from previous years, our COO, Mr Koh, invited representatives from various project sites to share their on-the-ground experiences. Their stories brought to life the challenges they faced, the milestones they achieved, offering a heartfelt glimpse into the dedication and resilience of our teams.

To close the session, Mr Koh turned the spotlight to our unsung heroes - the staff from EPC Center. He emphasized the importance of recognizing their contributions and reminded us not to overlook the vital role they play in our success. Acknowledging that JEL is amid a transformation as we take on increasingly complex projects, he stressed the need to continue integrating our EPC and Construction divisions while embracing regionalization. Mr Koh concluded with a powerful message: by working together and adapting to change, JEL will continue to be the preferred partner for construction and engineering services worldwide.



Masquerade Party



This year's Staff Party was a dazzling affair held at the elegant Ritz-Carlton, Millenia Singapore. With the enchanting theme of "Masquerade", the event inspired attendees to showcase their creativity through elaborate costumes and imaginative masks. One standout was a colleague who turned heads with a self-crafted mask modeled after the iconic Marina Bay Sands.

As the evening unfolded, our MD and CEO, Mr Watanabe took the stage to present several prestigious awards. These included recognitions for Best Safety Performance for three projects (RDMP Balikpapan project, OCGT project, Thai Oil Clean Fuel project), Best Site QA/QC Manager (Mr Renganchetty Ramalingam) under the Quality Improvement Campaign, and the top 5 winners of i-JEL 2024 – each celebrating excellence and dedication across the organization.

The celebration continued with a lively atmosphere, gourmet delights, and a surprise performance by Mr Watanabe himself, joined by fellow colleagues, adding a personal and entertaining touch to the night.

It was truly an evening filled with joy, camaraderie, and unforgettable moments. We hope everyone left with fond memories and a renewed sense of connection.



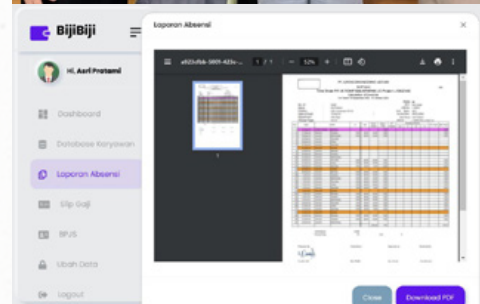
Celebrating Innovation

i-JEL 2024 Winners Announced

From August to October last year, the i-JEL 2024 campaign invited staff across the JEL Group to relook, rethink, and reassess traditional work processes and methods—from site to office—with the goal of optimizing operational excellence. The campaign focused on enhancing efficiency to improve project cash flow and profit, accelerating project timelines, elevating safety standards, and raising the bar on quality.

We are proud to announce the top five winners whose ideas stood out for their innovation, impact, and implementation.

Taking 1st place is Yundhi Wahyu Nugraha from PTJEL who initiated the idea of developing a website where payslips can both be accessed by every employee and the details uploaded by the HR. Together with his team, this website is now running, thereby greatly reduced manual labor for HR, who previously had to send pay slips to each employee via Whatsapp. Today, this website not only allows employees to access their pay slips but also includes time stamps and insurance details.



In 2nd place, Jefry Arya Dwinata from PTJEL customized a tripod that can be clamped onto a H-Beam column and used on the rails of an overhead crane that has been successfully built by him and his team. This compact tripod has improved safety during data collection and monitoring, which was typically done at height with a traditional tripod placed on narrow accessways.



The 3rd place goes to Anilkumar Dhoundiyal from JML, who proposed a high-pressure mechanical plug for hydrotest kit that does not require any hot works, cutting, beveling, re-welding and NDT. Together with his team, this plug has been implemented in the Cariflex project leading to significant time and cost savings.



In 4th place, Chion Chee Chew from JEL developed an Excel-based tool to simplify calculations for coupling alignment which has typically been calculated manually. With this, it is easier to handle and analyze large amount of data, leading to faster and more precise alignment.

5th place is shared by two teams. Elison WG and Charlito Almarez from JEL developed a QR code system for pipe identification details, allowing project teams to update information such as welding and inspection status in real-time. This innovation resolves the issue of displaying all necessary information on smaller pipes and updates are reflected immediately on SharePoint.

Also in 5th place, Dakshinamurthy Kumaradevan and Geetha Venkateswaran from JEL created a thermowell strength calculation tool using Excel. This in-house solution eliminates reliance on thermowell suppliers, ensuring alignment between thermowell connections and piping drawings, reducing potential mismatches and site modifications.

We also extend our congratulations to the recipients of the consolation prizes, whose ideas demonstrated great potential.

Danielle Heng from JEL proposed enhancing the contract review process using AI to identify standard and non-standard clauses and flag potential risks, thereby reducing manual workload.

Elison WG and Charlito Almarez from JEL suggested a Microsoft Access-based database to streamline inspection data collection across disciplines, allowing inspectors to upload forms directly to SharePoint during their rounds.

Samsulrijal DG Tapala from PTJEL introduced a method to collect dust during buffing activities using a wet burlap sack. This approach reduces visibility issues, work disruption, and health risks, while the collected dust can be repurposed as backfill material, minimizing environmental impact.

Mohd Fakhru Rizal Mukhtar from PTJEL successfully integrated tracking of GHG emissions, fuel and water consumption, waste breakdown, and spills into the Environmental Performance Monitoring framework.

Heartiest congratulations to all the winners and consolation prize recipients. Most importantly, we thank everyone who participated and contributed their invaluable ideas. Your commitment to innovation continues to drive JEL Group forward.



Our first Food Drive with Food Bank Singapore! Thank you to all colleagues who donated essential food staples such as oats, canned fish, cooking oil and rice.

During the activity, our volunteers carefully sorted donated items and checked the expiry before their final distribution to beneficiaries.

Shout-out to our Admin colleagues who helped with the transportation and delivery!





Editorial Notes

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