

## JEL Group Townhall

“ Next phase of growth will depend not only on individual expertise, but on how well we connect that expertise across boundaries.

– Daisuke Muraoka

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JUN 2026



RISE TO THE CHALLENGE

## Leadership Transitions at JEL: Welcoming New Appointments



Mr Daisuke Muraoka

JEL is pleased to announce the appointment of **Mr Daisuke Muraoka as Managing Director and Chief Executive Officer**, effective 1 April 2026. Mr Muraoka brings with him extensive engineering and leadership expertise, having held senior roles at IHI Corporation and previously contributed to JEL's EPC Centre as Head of Department (Process & Equipment). Most recently, he led IHI Corporation's Financial Planning and Analysis Group, where he oversaw strategic financial planning and enterprise performance management. He holds a Master of Engineering degree from Yokohama National University.

JEL extends its heartfelt appreciation to Mr Koichi Watanabe, who served as Managing Director and CEO from 1 April 2021 to 31 March 2026. Under his leadership, JEL strengthened its position as a trusted partner in engineering, construction, and maintenance across the region.



Mr Kensuke Yamamoto

In addition, JEL is delighted to welcome **Mr Kensuke Yamamoto and Mr Chan Swee Huat to the Board of Directors**, effective 1 April 2026. Mr Yamamoto, Managing Executive Officer and President of the Business Development Division at IHI Corporation, joins as a Non-Executive Director. Mr Chan, former CEO of YTL PowerSeraya Group and current advisor to IHI Asia Pacific, brings extensive experience in the energy sector and board leadership. They succeed Mr Noriaki Miura and Mr Ryoji Aoki, whose valuable contributions from 2023 to 2026 are deeply appreciated.



Mr Chan Swee Huat

Looking ahead, JEL is confident that Mr Muraoka's leadership, together with the guidance of its newly appointed Board members, will steer the company toward new opportunities for growth and continued success.



## Appreciation for Our Project Site Teams

Public holidays are typically a time for colleagues to pause, recharge, and enjoy precious moments with family and friends. At our project sites, however, teams continue to keep operations running seamlessly, even on these special days. In recognition of this dedication, the Human Resources (HR) & Administration Division set out to bring festive cheer and heartfelt appreciation directly to our site staff, who worked tirelessly through the holidays.

To add a festive touch during the year-end season, the HR & Administration Division prepared thoughtfully curated goodies, beautifully packed into charming Santa Claus gift bags. These tokens of appreciation were distributed across all project sites in Singapore, ensuring that every site staff member received a

meaningful reminder of our gratitude.

On Christmas Day, representatives from HR and Management visited project sites to celebrate alongside employees who remained committed to operations. Christmas cakes and sparkling juice were shared, intentionally chosen in place of champagne as many colleagues needed to stay on duty, allowing everyone to celebrate safely while at work. The atmosphere was further enlivened with "Christmas Pong," a festive twist on the classic beer pong, which brought laughter, friendly competition, and excitement, with participants winning cash and voucher prizes.

The celebrations continued into the New Year, as site employees and our valued subcontractor partners gathered for a lucky

draw. Every participant walked away with a prize, setting a joyful and positive tone for the year ahead.

During Hari Raya Haji, the site team organized a buffet lunch for the staff, creating a warm and inclusive environment where everyone could come together and share in the festive spirit.

The smiles, laughter, and positive energy shared during these celebrations truly reflected the strong camaraderie and unity within our JEL family.

To all our site teams and partners—thank you for your dedication, resilience, and commitment. Your efforts do not go unnoticed, and we are proud to celebrate these moments together as one JEL.



# ANNUAL

## HSE Conference

The 13<sup>th</sup> Annual JEL Group HSE Conference 2026 reaffirmed our commitment to safety as a core value across all operations. Our MD & CEO, Mr Muraoka, emphasised that safety is fundamental not only to project success, but also to business sustainability and the well-being of our workforce and their families.



As JEL continues to undertake larger and more complex projects, our COO, Mr Koh, highlighted the growing need to strengthen capabilities in commissioning safety, enhance communication across teams, and ensure effective coordination during critical project phases.

The conference also reinforced the importance of proactive safety practices – improving near-miss reporting, strengthening accountability for subcontractor safety, and building competencies in civil and system-related risks.

Moving forward, JEL remains committed to achieving zero accidents by strengthening our safety culture, upholding our Mandatory 12 safety rules, and fostering collective responsibility across all projects and partners.



## JEL Group Meeting

During the session, updates on FY25 project progress and financial performance were provided, while outlining FY26 initiatives, upcoming opportunities, and projected outlooks. The discussions provided a comprehensive view of the Group's operations and reinforced alignment across all business units.

Addressing the Group, our MD & CEO, Mr Muraoka, emphasised that as JEL takes on larger and more complex projects, the way we work must evolve. Stronger collaboration between HQ and subsidiaries is essential, and breaking down silos will be key to delivering projects effectively. He highlighted that integration must become our default operating principle as we move forward.

Our COO, Mr Koh, reinforced this message, underscoring that integration is no longer optional, but a necessity in today's operating environment. Close coordination, open communication, and shared accountability across teams will be critical to successfully deliver projects and achieve sustainable growth.

The AGM concluded with a shared understanding of priorities for the year ahead and a renewed commitment to working together as One JEL Group.



Mr Muraoka  
MD & CEO



Mr Koh  
COO



Mr Gobikrishnan  
Head of HSE



## JEL Group Townhall

The recent JEL Group Townhall was more than just a routine gathering – it was a moment to reflect on how far we have come and to reset how we move forward together. As JEL continues to take on larger and more complex projects, the session challenged everyone to think beyond traditional ways of working and embrace a more connected, integrated future.

Addressing the Group, our MD & CEO, Mr Muraoka, acknowledged the strong foundation JEL has built over the years – one shaped by capable and knowledgeable individuals across the organisation. Yet, he emphasised that the next phase of growth will depend not only on individual expertise, but on how well we connect that expertise across boundaries. Silos, he shared, should not be seen as barriers, but as gateways – opportunities to bridge knowledge, strengthen collaboration, and unlock better outcomes for the Group.

At the heart of his message were two key shifts in mindset. First, the ability to take action beyond boundaries – stepping forward to close gaps, even when ownership is not clearly defined. Second, the ability to contribute to the success of others, recognising that true success today is shared success. In a more interconnected environment, how we support one another becomes just as important as what we deliver individually.

To bring this idea to life, Mr Muraoka called on everyone to embrace a One JEL Group mindset, starting with a simple but powerful

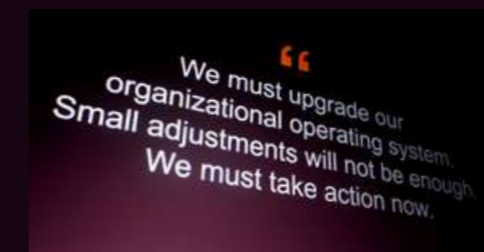
action: reaching beyond immediate teams and asking, "Is there anything I can help with?" It is through these small, consistent steps that collaboration becomes instinctive, and integration becomes part of how we naturally work.

Building on this, our COO, Mr Koh, reflected candidly on FY25 – a challenging year for the Group, shaped in part by the experience of delivering large-scale EPC power plant projects for the first time. While acknowledging the difficulties, he encouraged teams to view these experiences not as setbacks, but as

valuable lessons. By staying grounded in our core values and strengthening how we execute as a Group, JEL can emerge more resiliently and better prepared for future opportunities.

Looking ahead, Mr Koh pointed to various emerging markets as areas of potential growth, expressing confidence in JEL's ability to capture new opportunities. By leveraging our strengths as a one-stop service provider across EPC, construction, and maintenance, and continuously improving our execution capabilities, the Group is well-positioned to move forward with confidence.

The Townhall closed with a strong sense of momentum and shared purpose. As JEL continues to navigate a more complex and interconnected landscape, the focus now shifts from alignment to action – turning ideas into everyday behaviours. By strengthening how we collaborate, supporting one another, and executing collectively, we move closer towards realising the vision of One JEL Group, shaping the next phase of growth with greater confidence and impact.



# JEL Secures Second EPC Contract from PLP



As part of Singapore’s ongoing national energy strategy, the Energy Market Authority (EMA) launched a tender in early 2025 for a new generation facility (“New Facility”) on a build, own, and operate basis. PacificLight Power Pte Ltd (“PLP”) successfully bid for and secured the project.

To realise the New Facility, PLP invited proposals for an Advanced H/J Class combined cycle gas turbine (CCGT) with integrated Battery Energy Storage Systems (BESS), delivering more than 600 MW (gross). Strategically located on Jurong Island, the facility is designed to provide efficient, reliable power generation to strengthen the national grid.

A consortium comprising Mitsubishi Asia Pacific Pte Ltd (MPW-AP) and Jurong Engineering Limited (JEL) submitted a competitive bid to design, construct, test, and commission a 670 MW Hybrid CCGT Power Plant. At the core of the facility is MPW-AP’s state-of-the-art J-class gas turbine. Under the consortium’s division of responsibilities, MPW-AP will supply the gas turbine, steam turbine, and HRSG, while JEL



**670 MW**  
Power Capacity

will deliver the balance of plant and oversee overall construction. Our proven partnership once again secured the award of the EPC contract which was signed on 18 September 2025.

To safeguard project timelines, PLP had earlier reserved the gas turbine and initiated limited engineering work under a Limited Notice to Proceed (LNTP). Subsequently, PLP transferred the EPC contract to its wholly owned subsidiary, PLM Power Pte Ltd (“PLM”), via a Novation Agreement.

Following the issuance of the Notice to Proceed (NTP) on 1 March 2026, PLM and the consortium have focused on permitting and preparatory works. The project is scheduled for completion within 36 months from NTP. JEL is commenced tree-cutting and soil improvement works in May, while procurement activities are progressing steadily. Orders have already been placed for long-lead items such as gas compressors, generator step-up transformers (GSUT), and 400 kV Gas Insulated Switchgear.

JEL takes pride in once again serving as a key EPC contractor for a gas-fired power plant under EMA’s master plan. Together with MPW-AP, we are committed to doing our utmost to deliver this project successfully, ensuring reliable energy solutions that support Singapore’s national energy strategy and future needs.



## BPS 120 MW CCGT Power Plant Project

Advancing on Track

# Rosmari Marjoram Shell OGP Project Nears Completion



The Rosmari Marjoram Shell OGP Project in Bintulu, Sarawak, Malaysia was awarded to EESB by Samsung E&A Malaysia in October 2023. The scope of work covers steel structure installation in the process area, equipment installation, piping field erection, module works, painting, and the installation of an LP boiler.

Today, overall progress has reached 95%, with mechanical completion targeted next. Throughout construction, EESB has achieved an impressive safety record of 5 million man-hours without incident, earning recognition from both the client and project owner, Sarawak Shell Berhad.

While the team faced several challenges, including manpower resource management, frequent rainfall in Bintulu, and material supply constraints, Samsung E&A provided strong support in resources, technical expertise, and commercial assistance. This collaboration enabled the EESB team to sustain steady progress and keep the project on track toward successful completion.



The contract for the BPS 120 MW Combined Cycle Gas Turbine (CCGT) Power Plant was signed on 25 April 2025 between Jurong Engineering Limited (JEL) and Berakas Power Company Sdn Bhd, a state-owned enterprise. Following this milestone, the Notice to Proceed (NTP) was issued on 30 May 2025.

Construction began with the first pile on 13 November 2025, and foundation works for the gas turbine generator, steam turbine generator, and heat recovery steam generator (HRSG) are currently underway. Procurement has been progressing smoothly: all longlead equipment has been secured with confirmed purchase orders, while system component procurement is advancing as planned. To date, overall project progress stands at just over 25%, with nearly 200,000 manhours recorded without a single losttime injury.

Designed to meet Brunei’s growing energy needs, the plant will feature Siemens Energy’s highly efficient and proven SGT800 gas turbines. Operating in a 221 configuration, the facility will comprise two gas turbines, two HRSGs, and one steam turbine, ensuring both reliability and efficiency.

This project represents a strong collaboration between JEL’s EPC expertise and Siemens’ advanced turbine technology. Upon completion, the BPS CCGT Power Plant will be the most efficient facility of its kind in Brunei, reinforcing the nation’s energy infrastructure and readiness for the future.

While JEL brings extensive experience to projects of this scale, the team remains vigilant and disciplined. In today’s volatile global environment, where conflicts and uncertainties can affect supply chains and operations, JEL is committed to managing the project with utmost care, foresight, and resilience. Our focus is clear: to deliver the plant safely, on time, and within budget.



## Completion in Sight for **BHCCPP1 Project**

It has been three and a half years since Jurong Engineering Limited (JEL) and PT Jurong Engineering Lestari (PTJEL) were awarded the contract to build the 2 × 225 MW gasbased combined cycle power plant in West Nusa Tenggara, Indonesia – the Batu Hijau Combined Cycle Power Plant1 (BHCCPP1).

Since gas supply became available in September 2025, the EPC contractors have worked diligently on hot commissioning of the gas turbines, HRSGs, and steam turbine in Block 2, while commencing steam blow activities in Block 1. All six gas turbine units have successfully completed the individual performance testing and have been handed over to the owner.

Although provisional acceptance of the two Blocks has not yet been achieved, the owner has taken over Block 2 operation, all gas turbines in Block 1 and the balance-of-plant systems in March 2026.

The site team has recorded a cumulative total of over 10 million manhours without a single losttime injury.

We extend our congratulations to the site team for their dedication, resilience, and commitment to safety in bringing this landmark project closer to completion.



## Celebrating COD Milestone: Keppel Sakra Cogen Project

After more than three years of hard work, dedication and collaboration between the owner and construction team, the Keppel Sakra Cogen (KSC) Project has reached a historic milestone. Awarded on 30 August 2022 by Keppel to consortium partners Mitsubishi Power Asia Pacific Pte Ltd (MPWAP) and Jurong Engineering Limited (JEL), the project broke ground on 19 July 2023 and the 600 MW Advanced Gas Turbine Cogeneration Combined Cycle Plant achieved commercial operation on 29 May 2026. The plant is Singapore's first hydrogenready plant.

The journey was not without challenges. Global geopolitical uncertainties disrupted logistics and equipment delivery, yet the

JEL team remained steadfast. Guided by a shared commitment to excellence, and through close collaboration with partner (MPWAP) and owner (Keppel), the team overcame these obstacles through meticulous planning, efficient coordination, and unwavering collaboration.

The Keppel Sakra Cogen Project is more than just a power plant. It stands as a symbol of innovation, resilience, and the future of sustainable energy in Singapore. With the project now in commercial operation, JEL not only celebrates this landmark achievement, but also strengthens its confidence and capability to take on similar largescale and complex projects in the years ahead.



## Steady Progression of Al Dhafra OCGT Project

A joint venture between South Korea's Samsung C&T and local partner Trojan (STJV) was awarded the engineering, procurement, and construction (EPC) contract to develop the open-cycle gas turbine (OCGT) power plant in Abu Dhabi's Al Dhafra region. The project is owned by Abu Dhabi National Energy Company (TAQA) and represents a strategically important addition to the emirate's power infrastructure.

In October 2025, Jurong Engineering Overseas Private Limited (JELO) – Abu Dhabi Branch secured its scope of work following the successful completion of the Fujairah F3 IPP Project by its Fujairah branch.

This award reflects JEL's proven expertise and the commendable performance of our personnel in delivering complex power block and balance-of-plant piping and equipment works.

The Al Dhafra OCGT Project involves the installation of four AE94.3A gas turbines supplied by Ansaldo Energia of Italy, delivering a total installed capacity of 1,000 MW.

Safety remains a top priority, with the project achieving a significant milestone of three million man-hours without a Lost Time Injury (LTI) as of May. This accomplishment



highlights the team's commitment to operational excellence, quality, health, safety, and environmental standards.

Construction continues to advance across all units. A major milestone was reached with the successful erection of the gas turbine and generator for Unit #11. Piping works, both above and below ground, are progressing alongside the installation of fin fan coolers, structural works, electrical and instrumentation systems, and balance-of-plant equipment—all coordinated to align with the overall project schedule.

The project remains firmly on track, with the team dedicated to delivering the facility safely, efficiently, and to the highest quality standards. Once completed, the Al Dhafra OCGT Plant will provide responsive and dependable power to support critical infrastructure across the region.



## Progress Update on Thai Oil Clean Fuel Project



The Thai Oil Clean Fuel Project (TOCFP) is a major oil and refinery development undertaken by TJEL in partnership with Thai Oil Public Limited Company and EPCM-Wood. Building on its proven expertise in piping and SMP works, TJEL was awarded the remaining SMP package, covering steel structure, mechanical, and piping installations.

The steel structure installation is currently 69% complete, mechanical equipment installation has reached 41%, and piping works—totalling 46,071 diameter inches—stand at 23% completion. Overall project progress has passed the quarter stage at 26%.

As with any large-scale oil and refinery project, construction has not been without its challenges. Limited site space, initial coordination hurdles with contractors, and the stringent safety requirements typical of such facilities have all tested the team's resilience. These challenges, however, have been met head-on through close collaboration with the Owner, proactive communication, and rigorous safety training programs tailored to the complexities of brownfield and yellow-field environments.

Looking ahead, mechanical completion is targeted for January 2027. Current efforts are focused on completing steel and mechanical installations while accelerating piping activities. Beyond immediate milestones, the TOCFP is proving to be a valuable learning experience for TJEL, strengthening its capabilities and positioning the company to take on larger and more complex projects in the future.



### Third Project Secured for Sanofi's Tuas Biomedical Park

The Sanofi Manufacturing Science and Technology (MSAT) Lab marks JML's third consecutive award at Sanofi's Tuas Biomedical Park.

The project involves constructing a new laboratory within an existing operating facility at Level 3 of the Admin Block. As a brownfield development within a Good Manufacturing Practice (GMP)-regulated environment, it requires meticulous planning and execution while the wider campus remains fully operational. Close coordination with multiple validation teams will be critical to success.

Under a single integrated Engineering, Procurement and Construction Management (EPCM) package, JML's scope encompasses the black and clean process piping, HVAC systems, electrical and instrumentation works and more. Notably, JML has also been entrusted with Engineering Validation (EV)—a role typically reserved for specialised pharmaceutical firms. This reflects Sanofi's confidence in our proven Engineering Validation Facility (EVF) capabilities.

As the project commences, we are honoured by the continued trust placed in us. Successful delivery will further strengthen JML's position in biologics, vaccines, and R&D facility development.

### LifeCycle Revamp Projects Awarded by Sembcorp Successfully Delivered

JML has successfully completed two of Sembcorp's complex utility revamp projects on Jurong Island — the **SEIKA Utilities Supply Project** and the **Kuraray EVAL Utilities Supply Project** — both executed within live, highly constrained environments.

At SEIKA, works were carried out in a congested service corridor under JTC access restrictions, where pipelines carrying fuel oil, condensate, steam, fire water, and wastewater were safely demolished while adjacent systems remained operational. Hot-tapping on live LP steam headers was completed without shutdown, and pipe racks were structurally strengthened with new tiers to meet increased loading requirements. Full integration into DCS and SCADA systems was achieved, with the project delivered on schedule and without lost-time injuries.

At Kuraray, JML constructed a 60-metre, 100-tonne pipe bridge across Sakra Avenue while keeping the road fully operational. The project involved piling, pile cap construction, multi-crane lifts, and temporary works engineering, supported by continuous traffic management and close coordination with neighbouring plants. A specially designed temporary support structure enabled the bridge to be built in two segments, eliminating the need for road closures. Hot-tap tie-ins on live LP steam, condensate, and LBW headers were executed safely without shutdown, and the completed bridge now supports multiple utility pipelines with full DCS and SCADA integration.



Together, these projects stand as a strong testament to JML's ability to deliver highly complex works in live environments with precision, safety, and reliability — delivering critical infrastructure without disruption to surrounding operations.

### CORA Boiler Tube Upgrading Works Proceeding with Breakthrough Automated Welding

The CORA Boiler Tube Upgrade project represents a significant capability milestone for JML.

For the first time, JML has successfully developed, tested, and qualified a fully automated welding procedure which was a highly demanding process requiring precise heat control and strict metallurgical integrity.

Previously reliant on manual welding, this innovation eliminates variability and ensures consistent, high-quality results. Benefits include lower repair rates, reduced non-destructive testing (NDT) cycles, improved productivity, and repeatable weld quality across all components—delivering true “first time, every time” performance.

Execution is progressing smoothly, with fabrication, cladding, and preparation works on track, safeguarding the critical on-site shutdown schedule.

When completed, this project shall cement JML's position in advanced boiler rehabilitation, opening opportunities in waste-to-energy, power generation, and petrochemical sectors.

### Newly Awarded NEA Boiler Retrofit

JML has been awarded the contract by MHI Asia Pacific to retrofit all six waste-to-energy (WTE) boilers at the Tuas South Incineration Plant—more than two decades after the facility was originally built by MHI and JEL.

The scope includes replacement of boiler wall tubes, installation of auxiliary equipment, structural modifications, high-temperature piping works, and renewal of refractory and insulation systems. The project will be executed in close coordination with MHI and NEA operations, with all activities carefully sequenced around ongoing plant operations.

### ESR Solar Programme, Scaling Up Industrial Renewables

JML's appointment by ESR for a 22-building, 19.4 MWp turnkey rooftop solar programme marks a strategic shift in our renewables approach.



**19.4 MWp**  
Solar Output

Moving beyond individual installations, JML is now delivering a multi-site portfolio under a unified programme model, including long-term operations and maintenance (O&M). Standardised engineering templates enable parallel execution across sites, while a dedicated solar QA/QC, commissioning, and O&M team has been established as a permanent capability.

With over 168 MW of installed solar capacity across more than 24 projects, JML is well positioned to support Singapore's accelerating industrial decarbonisation efforts and deliver renewable energy solutions at scale.

### Jimah East Power Plant — 1,000 MW Steam Turbine Major Overhaul

JML Malaysia has secured a repeat award for the second 1,000 MW steam turbine and generator overhaul at Jimah East Power Plant, following the successful completion of Unit 10 in April 2025.



This milestone reinforces the client's confidence in JML's capabilities in delivering large-scale turbine overhauls. The scope includes full overhaul works, rotor and diaphragm replacement, blasting, NDT inspections, and specialised tooling and machining.

With a planned 52-day shutdown, the project demands precise planning and execution for a scope of this magnitude. Shutdown commenced in April, with the team fully mobilised and ready.

### JML Recognized for Excellent Safety Performance

We are proud to celebrate JML's outstanding safety performance over the past year, with multiple recognitions from our clients and partners. These awards reflect our unwavering commitment to maintaining the highest standards of safety across all our operations.

#### Key Recognitions



#### Best Safety Performance Award 2025 (Sembcorp Utilities)

In recognition of outstanding safety standards across our project and maintenance works on Jurong Island.

#### Contractor Safety Excellence Award 2025 (TotalEnergies)

Awarded for exemplary safety performance across project execution.



#### SAK-3 Best Contractor Award

Achieved 2.0 million safe manhours on one of the most complex projects on Jurong Island—without a single lost-time incident.

#### Best Safety Performance Award 2025 (GE)

A strong endorsement of our safety standards from one of the world's most demanding industrial clients.



#### Contractor Safety Excellence Award 2025 (Gamuda, Malaysia)

Recognising outstanding safety performance on the Google Data Centre project—an achievement that sets a strong foundation for this new client relationship.

These accolades underscore JML's commitment to safety and serve as a key differentiator in how we operate.

We extend our heartfelt congratulations to all JML colleagues for upholding these high standards, and we encourage everyone to continue building on this strong safety culture in the years ahead.



# A Night of 70s DISCO FEVER

This year's JEL Staff Party brought the vibrant spirit of the 70s to life with a dazzling Disco Fever theme, held at the Grand Copthorne Waterfront Hotel Singapore. Guests arriving at the reception were greeted with a delightful mix of traditional Indian snacks and a nostalgic local treat — Singapore's iconic old-school ice cream, served in colourful blocks of assorted flavours and paired with crispy wafers or soft rainbow bread.

The evening opened with a speech by JEL's MD & CEO, Mr Daisuke Muraoka, who warmly welcomed distinguished guests and staff while acknowledging the challenges of the past year. He encouraged everyone to look ahead with a shared commitment to "One JEL Group", emphasising collaboration and stronger execution to attain sustainable growth.

The event was graced by the presence of Mrs Muraoka, JEL Chairman Mr Bob Tan, JEL Directors Mr Chan and Mr Yukimura, and Mr Ozawa, President of IHI Energy Division.

Hosted by the ever-energetic Gurmit Singh, the evening unfolded over a sumptuous course meal, interspersed with engaging segments and lively entertainment. One of the

highlights of the night was the Safety Awards presentation, where Mr Muraoka honoured colleagues whose exemplary commitment to safety reflects one of JEL's core operating values.

The disco spirit truly came alive as colleagues took to the stage with energetic dance performances to timeless hits like "You Should Be Dancing" by the Bee Gees and "Hot Stuff" by Donna Summer. Adding to the excitement, one of our talented colleagues delivered a spontaneous and crowd-pleasing rendition of ABBA's "Dancing Queen".

Embracing the disco theme in full flair, many colleagues turned out in bold and creative outfits. Those voted best dressed were invited on stage for a final showdown, adding a fun and competitive edge to the evening.

The night concluded on a high note with an exciting lucky draw, as anticipation filled the room and winners walked away with attractive prizes presented by Mrs Muraoka.

From start to finish, the evening was a joyous celebration of the One JEL spirit — a night of laughter, recognition and shared memories that will be fondly remembered by all.

# The Focus Thief

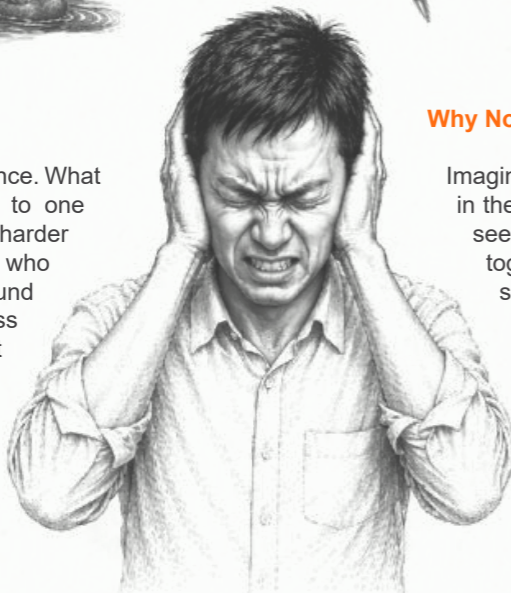


We often focus on what we see — our tasks, our screens and our deadlines — but the sounds around us shape the workday too. In an open workplace, sound is part of the shared environment. A 2025 interactive feature by The Straits Times highlighted how some homes in Singapore near busy roads, MRT lines and airports experience traffic noise levels that can exceed the World Health Organization's guideline for average road traffic noise. It is a reminder that noise is not only something we manage at work. For many of us, it starts before we arrive and continues long after we leave.



## Not All Noise Feels the Same

Hearing is not a one-size-fits-all experience. What feels like ordinary background sound to one person may feel distracting, tiring or harder to tune out for another. For colleagues who are more sensitive to sound, background noise can feel less like harmless ambience and more like a constant stream of interruption. It can make speech harder to follow, increase listening effort and leave less mental energy for the task at hand. In noisy spaces, people may also rely more on visual and contextual cues to follow conversations, which adds to the overall effort of staying engaged.



## Why Noise Awareness Matters

Imagine, a long train ride to work, repeated interruptions in the office, a noisy road outside your home, these may seem manageable on their own. However, compounded together, they can test our patience, concentration and sense of comfort across the day.

This is why noise awareness matters. Public guidance from the Singapore Workplace Safety and Health Council focuses on identifying sources, reducing exposure and creating safer environments overall. More broadly, some studies have linked long-term traffic noise exposure with wider health concerns, including stress-related effects and even associations with obesity markers.



## Comparative Sound Snapshot

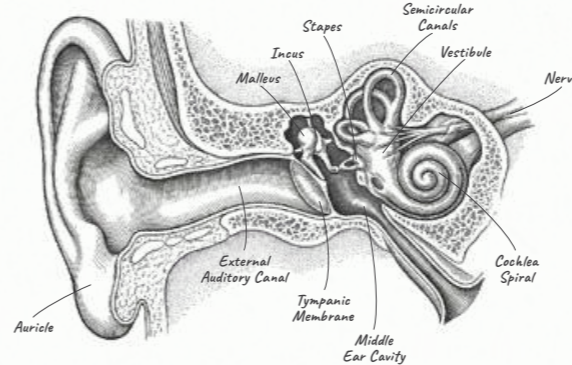
	Quiet Corner		Everyday Buzz		Busy & Bright		Turn-It-Down Territory	
Typical Level	30 dB	40 dB	53 dB	60 dB	70 dB	85 dB	95 dB	100 dB+
Common Example	Library	Quiet home	Calm street	Office	Vacuum / Busy traffic	Workshop / Train platform	Power Tool / Loud event	Concert / Fitness class
How It May Feel	Calm	Easy to ignore	Noticeable	A bit tiring	Hard to tune out	Quite draining	Very intense	Time for ear protection
Focus Vibe	Restful	Easy focus	Mild distraction	Mixed focus	Patchy concentration	Low focus reserve	Short-burst attention	Pause if possible

*Note: This table is a general awareness guide to help visualise everyday sound levels and how they may feel in reality. Sensitivity and experience can vary from person to person. For formal workplace compliance or medical guidance, always refer to official standards and qualified advice. Decibel levels follow a logarithmic scale, so even small increases can feel significantly louder.*

## The Preservation of Momentum

The impact of a sudden auditory interruption goes beyond a momentary distraction. A slammed door, a loud exchange nearby or repeated bursts of background chatter can break our train of thought faster than we realise. Even when the interruption lasts only a few seconds, regaining full concentration can take longer than expected—which is why frequent noise interruptions can make a workday feel more draining overall.

When the environment is not fully within our control, the cost is not just lost time but also mental fatigue. That is why addressing noise is not only a matter of personal coping, but also of shared habits. It takes a two-fold approach: looking after our own hearing and recovery, while building a workplace culture that supports one another's focus.



## Self-Care: Protecting Your Hearing

Even in a thoughtful workplace, hearing and focus still need some personal care. Here are a few practical habits that can help reduce the build-up of noise across the day while supporting both concentration and recovery:

- **Watch the Volume:** Turning up music to block out background noise may help in the moment, but it also increases your overall sound exposure if used constantly across the day.
- **Choose the Right Gear:** Noise-cancelling or well-fitted over-ear headphones can support focus without needing the volume too high. If using in-ear devices for long periods, comfort and ear care matter too.
- **Notice the Build-Up:** A noisy morning, a loud commute and evening activity can add up. If you have been around noise for long periods, give your ears a chance to rest whenever possible.

## Tuning Into Our Shared Workspace

Personal gear can help, but one of the most effective steps is still to reduce noise at the source. Small everyday choices can make a shared workspace more comfortable for everyone:

- **Close Gently:** Doors, drawers and cabinets can create sharp noises when handled roughly. Small gestures can prevent sudden moments that may startle colleagues nearby.
- **Move Longer Calls:** If a conversation or call is getting louder or longer, a meeting room may be the better spot.
- **Keep Volumes in Check:** Speaker audio, alerts and videos can affect colleagues around us, especially in shared spaces.
- **Mind the Surface Noise:** Hard surfaces can amplify the thud of objects. Simple additions such as mats or pads can help reduce impact noise.
- **Watch Your Voice:** During calls, it is easy to speak louder than intended, especially when using earpieces or dealing with a poor connection. A little awareness can help keep shared spaces calmer.

## A Healthy Workplace is a Considerate One

A healthy workplace is not necessarily a silent one, but a considerate one. When we become more aware of the noise we create — at home, on the move and in the office — we can make small adjustments that support one another's comfort, focus and well-being. Creating that kind of environment takes shared ownership. With greater care for the sounds we bring into shared spaces and more respect for the people around us, we can make the workplace better for everyone.

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## Dementia Singapore

Our first volunteering this year was spent at Dementia Singapore's New Horizon Centre. The session was filled with laughter as our team joined seniors in crafting colorful lanterns from red packets to welcome the Lunar New Year.

The highlight came when everyone gathered for a round of Musical Chairs — a simple game that sparked smiles connecting across generations.

Beyond the fun, the experience reminded us how meaningful it can be to share time and activities with seniors living with dementia. We are grateful to Dementia Singapore's dedicated team for their inspiring work in building a dementia-inclusive society, and we look forward to continuing our support for this important cause.



## Lunar New Year Celebration



February ushered in the Year of the Horse, and JEL welcomed it with a vibrant lion dance performance that set the tone for our Lunar New Year festivities. The traditional display, believed to ward off misfortune and invite prosperity, was met with cheers and excitement.

The celebration continued with a customary louhei and a hearty lunch buffet, shared among colleagues in a spirit of joy and togetherness. As the season closed with 元宵節 (Lantern Festival), we wished everyone happiness, success, and good fortune for the year ahead.



## Hari Raya Lunch Buffet

The month of Ramadan closed with a spirit of renewal and gratitude, and at JEL we marked Hari Raya with a festive lunch that brought colleagues together. The afternoon was filled with laughter, delicious food, and even a lively dance performance by our own talented team members.

For those who observed the fast, their dedication and resilience inspired us all. The celebration was a reminder of the unity and generosity that Hari Raya represents, values that we hope continue to guide us in building harmony both at work and beyond.



## Volunteering with The Food Bank Singapore

A meaningful afternoon was spent with familiar faces at The Food Bank Singapore, where our colleagues came together to sort and organize food donations. These efforts help ensure that essential supplies reach families who need them most.

This was not our first time volunteering with The Food Bank — and it won't be our last. Every contribution makes a difference, and we remain committed to supporting their mission to ease food insecurity in our community.

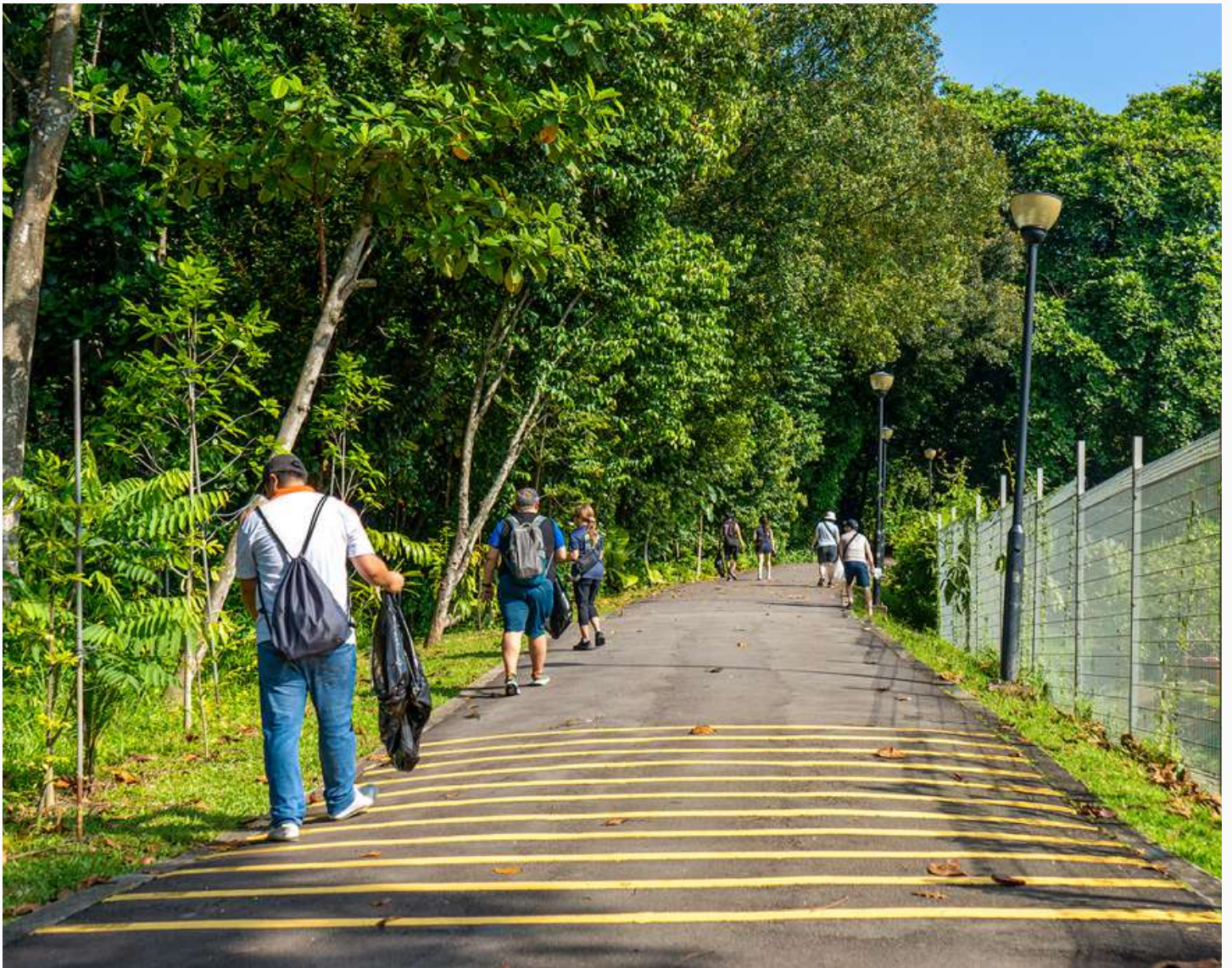


## Corporate Spin Class

In April, JEL colleagues traded office chairs with spin bikes for our very first spin class at Revolution Orchard. With a playlist curated by colleagues, the energy never dipped as every beat kept the pedals turning.

It was equal parts challenging and refreshing — a chance to recharge, bond and a great reminder of the importance of wellness and balance.





A heartfelt thank you to all participants and their loved ones who joined us at HortPark on a Saturday morning to help keep our community clean!

## 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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