

A Publication of :



# Dolphin

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## DELIVERY OF WEST LINUS

**NEW CONTRACTS FOR SEMBMARINE YARDS**  
**NOBLE DELIVERY MILESTONES**  
**DELIVERY OF ORO NEGRO'S DECUS**



Subsidiaries:



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# Delivery of West Linus

**Jurong Shipyard, a subsidiary of Sembcorp Marine, has successfully delivered West Linus, an ultra-large harsh-environment jack-up rig, to Seadrill's subsidiary, North Atlantic Drilling, in February 2014.**

West Linus, a Gusto MSC CJ70-X150A jack-up rig built by the yard for Seadrill, is designed to operate in water depths of up to 150 metres and drilling depths of up to 12,190 metres.

Bound for the Ekofisk Field, an oil and gas field in production on the Norwegian Continental Shelf, West Linus is expected to commence a five-year charter to ConocoPhillips in the second quarter of 2014 for drilling operations and completion of wells at Ekofisk 2/4 Z.

West Linus is the twelfth in a series of high-specification rigs built by Jurong Shipyard in Seadrill's fleet, following the delivery of the two F&G JU2000E jack-up rigs (West Castor and West Tucana) and the first Gusto MSC CJ70 150A jack-up rig (West Elara), as well as five F&G ExD Millennium Class semi-submersible rigs (West Sirius, West Taurus, West Orion, West Capricorn and West Eclipse), two Moss Maritime CS50 MKII harsh-environment semi-submersible rigs (West Pegasus and West Leo) and a Pacific Class 375 jack-up rig (West Cressida).



◆ West Linus departing Jurong Shipyard

West Linus Specifications	
Type	Harsh-environment jack-up
Design	Gusto MSC CJ70-X150A
Water Depth	150 metres
Drilling Depth	12,190 metres
Dimensions	88.6m x 97.2m x 7.5m
Accommodation	140



◆ Delivery signed and sealed: Mr Alex Monsen, Seadrill's Vice President of Newbuild Projects, and Mr William Gu, Jurong Shipyard's Offshore General Manager



◆ Celebrating the handover of the West Linus

# Milestone Jack-up Deliveries for Noble

Sembcorp Marine's subsidiary Jurong Shipyard and Noble Corporation celebrated the successful completions of Noble Houston Colbert and Noble Sam Turner jack-up rigs in the first quarter of 2014.

## Naming & Delivery of Noble Houston Colbert

Jurong Shipyard marked the successful completion of Noble Houston Colbert, the third Friede & Goldman (F&G) JU3000N design jack-up rig built by the yard for Noble, on January 6, 2014.

The high-specification jack-up rig, Noble Houston Colbert was officially named by Lady Sponsor Mrs Tanna Daigle on January 24, 2014, in a ceremony witnessed by the senior management and key representatives from Noble Corporation and Jurong Shipyard, before leaving the yard in February.

## Delivery of Noble Sam Turner

Another milestone has been achieved by the yard upon the handover completion of Noble Sam Turner, the fourth F&G JU3000N design jack-up rig, to Noble Corporation in March 2014.

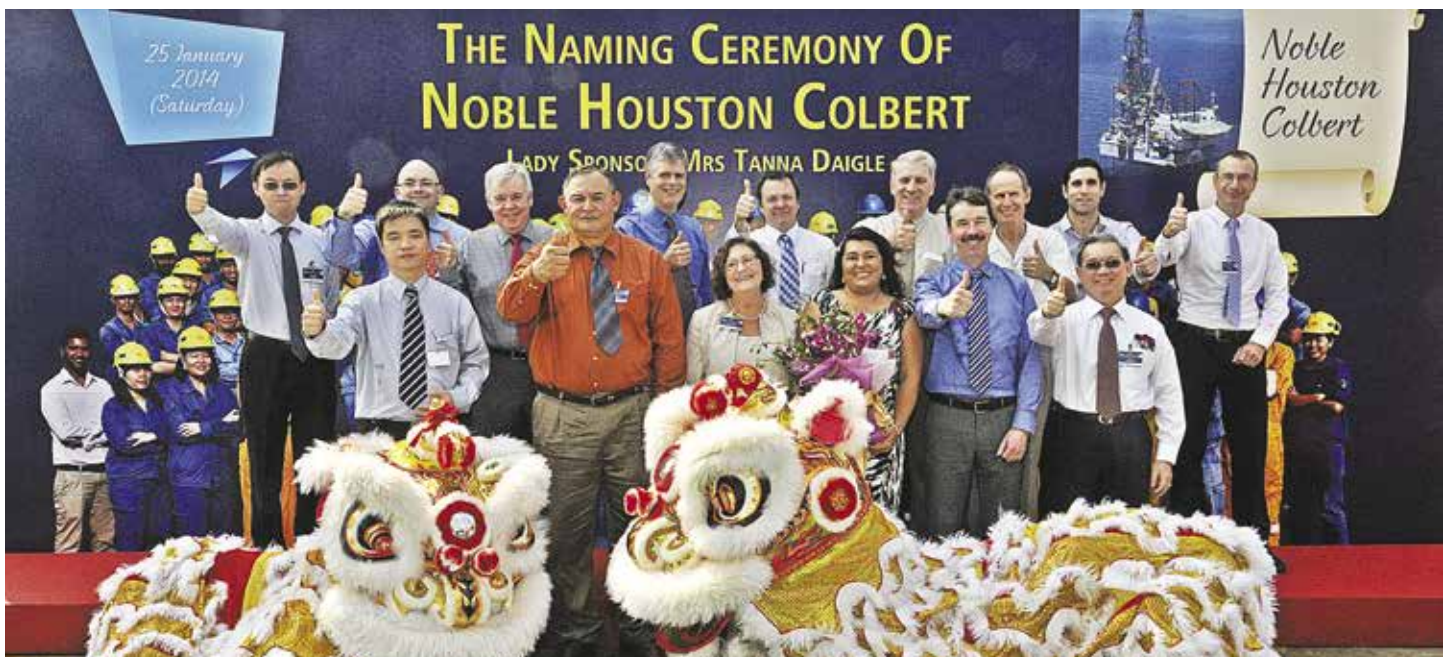
Noble Sam Turner sailed away from the yard on April 15, 2014 and is bound for deployment in Denmark on a two-year charter to Maersk Oil.



◆ Noble Houston Colbert's jack-up trial



◆ Unveiling of the plaque in honour of Noble Corporation's Rig Manager, Mr Houston Colbert



◆ Celebrating the successful naming of Noble Houston Colbert: Lady Sponsor Mrs Tanna Daigle, together with key representatives of Noble, Sembcorp Marine and Jurong Shipyard



◆ Marking the auspicious naming ceremony for Noble's third F&G JU3000N jack-up rig built by Jurong Shipyard

## JU3000N Jack-Up Rig

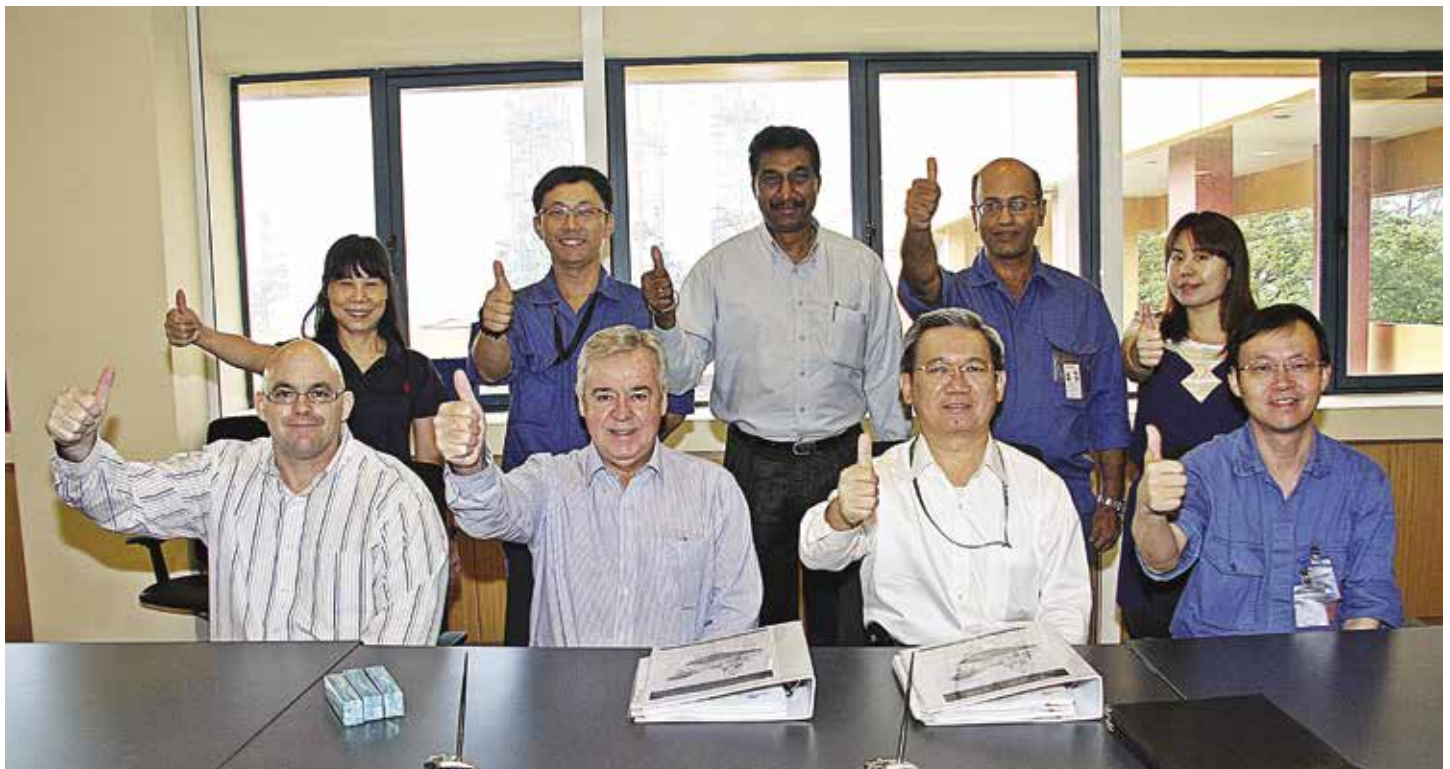
The F&G JU3000N harsh-environment jack-up rig design is a result of the combined development efforts of Jurong Shipyard, Noble and Friede & Goldman in creating an enlarged hull. F&G JU3000N jack-up design rigs offer more operational benefits, including ergonomic and efficient accommodation layout, increased deck space and placement of equipment that allows the crew to efficiently and safely carry out maintenance duties.

Noble Houston Colbert and Noble Sam Turner jack-up rigs are capable of operating in waters of 400 feet and drilling to depths of up to 35,000 feet. These jack-up rigs are suitable for operations in challenging environments including high temperature areas.

JU3000N Specifications	
Type	Friede & Goldman JU3000N
Water Depth	400 feet
Drilling Depth	35,000 feet
Dimensions	231 ft x 277 ft x 31 ft
Accommodation	150



◆ Noble Sam Turner ready for deployment



◆ Celebrating the successful handover: (seated, left to right) Mr Dennis McGrath, JU3000N Project Manager of Noble Corporation, Mr Peter Richardson, New Build Jack-ups Project Director of Noble Corporation, Mr Wong Weng Sun, President & CEO of Sembcorp Marine, Mr Wang Zijian, Executive Director of Jurong Shipyard, together with key representatives from Noble and Jurong Shipyard

# US\$1.08B Drillship Orders from Transocean

Sembcorp Marine's subsidiary Jurong Shipyard has secured US\$1.08 billion in orders to build two drillships valued at US\$540 million each, with options for three additional units from Transocean.

Scheduled for delivery in 2Q 2017 and 1Q 2018, the drillships will be built based on Jurong Shipyard's proprietary Jurong Espadon III design which represents the next generation of high-specification drillships with advanced capabilities for operational efficiency and ultra-deepwater development drilling operations worldwide.

Customised for enhanced drilling operations, the drillships feature state-of-the-art drilling facilities, a large moon pool to cater for a larger riser angle, bilge boxes designed for superior motion characteristics and a larger deck space for operational efficiency and safety. Equipped with DP-3 (Dynamic Positioning Class 3) capabilities, the drillships will be capable of operating at 12,000 feet water depth and drilling to depths of 40,000 feet, with accommodation facilities for a crew of 220 personnel.

Transocean currently owns and operates six drilling rigs built by Sembcorp Marine's yards, including three jack-ups and one semi-submersible delivered by PPL Shipyard and two semi-submersibles built by Jurong Shipyard.

"We are pleased that Transocean has chosen Jurong Shipyard as a strategic partner to build their drillships with us. We would like to thank Transocean for selecting us and for their confidence in our Jurong Espadon III design and capabilities.

**Mr William Gu**  
 General Manager, Offshore Division  
 Jurong Shipyard

# Strike-Steel of Noble Mariner

Jurong Shipyard, Noble Corporation and Statoil marked the strike-steel ceremony of the Noble Mariner jack-up rig on January 24, 2014.

Representing the most advanced and versatile of its kind in the industry, the jack-up rig will be built based on the proven Gusto MSC CJ70 design and in line with an enhanced version of Statoil's "Cat J" specifications.

The ultra-high-specification jack-up rig will have an air gap of 69 metres and will be capable of operating in water depths of up to 150 metres and in harsh environment conditions, with a maximum total drilling depth capacity of 10,000 metres.



◆ First steel cut for Noble Mariner: (from left) Mr Wong Weng Sun, Sembcorp Marine's President & CEO, Mr Peter Richardson, Noble's Project Director for New Build Jack-ups, and Mr Bernie Wolford, Noble's Senior Vice-President of Operations



◆ Project teams celebrating the strike-steel

# Revitalisation of Voyager of the Seas

**Sembcorp Marine's subsidiary Sembawang Shipyard has secured an agreement with RCL Cruises Ltd to perform the extensive revitalisation of passenger ship Voyager of the Seas in March 2014.**

Following the successful upgrading and revitalisation works on Royal Caribbean Cruises' Legend of the Seas in 2013, the 137,276 grt passenger ship Voyager of the Seas is expected to enter the yard in fourth quarter 2014 for a series of repair and upgrading works. The operation will involve upgrading the Voyager of the Seas by introducing many of the innovative and popular onboard amenities that debuted on Royal Caribbean's Oasis-class ships.

The agreement to revitalise Voyager of the Seas will further reinforce Sembawang Shipyard's position as one of the world's leading shipyards and Asia's #1 shipyard for cruiseship repairs, refurbishment and conversion.

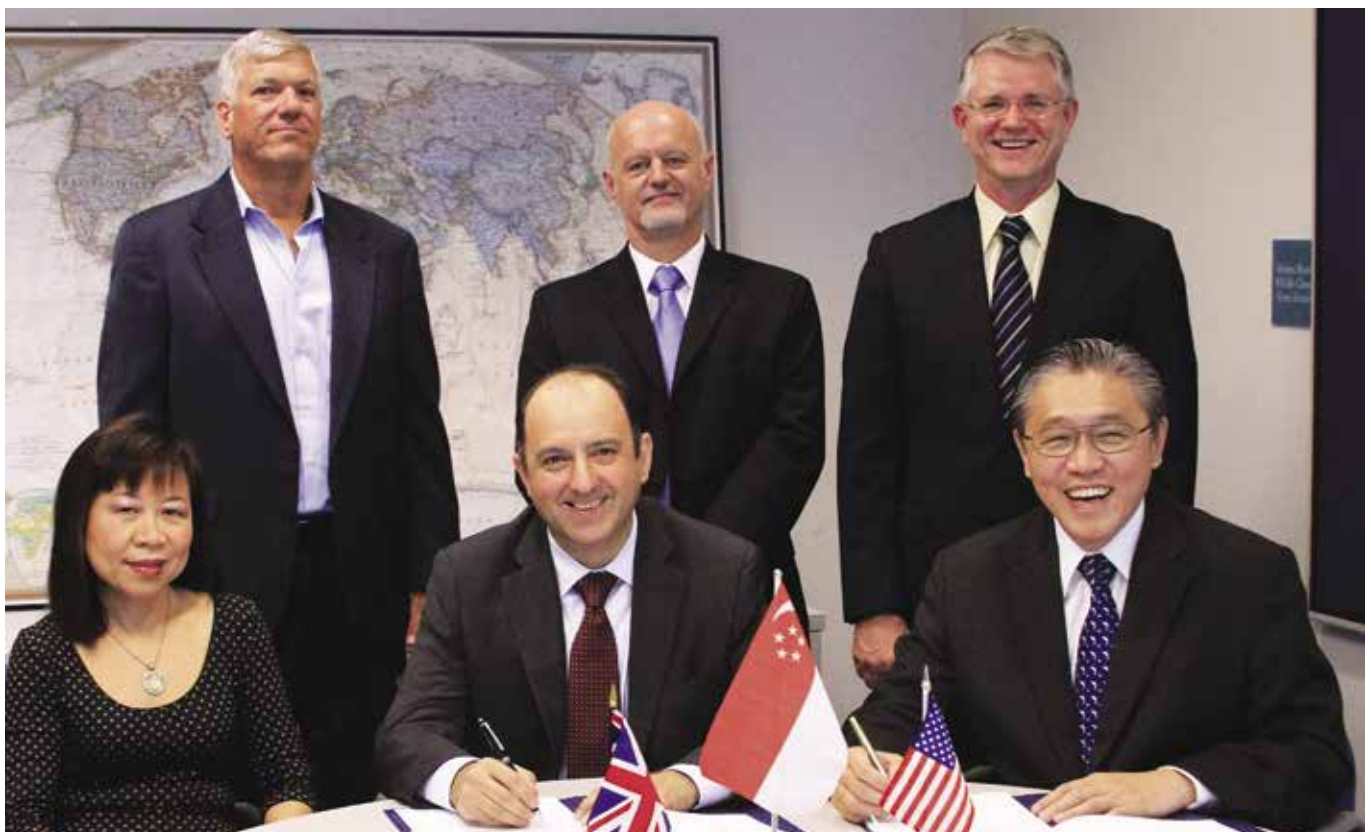
Mr Ong Poh Kwee, Deputy President of Sembcorp Marine and Managing Director of Sembawang Shipyard, said: "We have over the recent few years, focused strongly on the development of our fast-growing niche markets, one of which is the cruise ship repairs/upgrades and conversion market."



◆ Legend of the Seas undergoing its refurbishment work at Sembawang Shipyard in 2013

"Sembawang Shipyard is a very technically competent and efficient shipyard, and as such, is one of our preferred partners."

**Mr Kevin Douglas**  
Vice President, Technical Projects and Newbuild  
Royal Caribbean Cruises Ltd



◆ Contract signing with long-term customer partners – (clockwise from top left): Mr Joseph Miorelli, Royal Caribbean Cruises' Director of Technical Projects – Newbuild, Mr Kevin Douglas, Royal Caribbean Cruises' Vice President of Technical Projects – Newbuild, Mr William Baumgartner, Royal Caribbean International and Azamara Club Cruises' Senior Vice President of Marine Operations, Mr Ong Poh Kwee, Sembcorp Marine's Deputy President and Sembawang Shipyard's Managing Director, Mr Minas Miliaras, RCL Cruises' Associate Vice President of Marine Operations, and Ms Wong Lee-Lin, Sembawang Shipyard's Executive Director





## US\$214.3M Contract from Marco Polo Marine

Sembcorp Marine's subsidiary PPL Shipyard has signed a turnkey jack-up rig contract worth US\$214.3 million with Marco Polo Drilling Pte Ltd, an indirectly wholly-owned subsidiary of Marco Polo Marine Ltd (MPM), as well as the grant of an option for two sequential units of similar jack-up rigs in February 2014.

To be built based on the yard's proprietary Pacific Class 400 (PC 400) design, the high-specification and high-performance deep-drilling offshore jack-up rig is scheduled for delivery in fourth quarter 2015.

This new rig will be capable of operating in deeper waters of 400 feet and drilling high-pressure and high-temperature wells to depths of 30,000 feet.

Capable of jacking at full preload, the PC 400 jack-up rig will be equipped with full catering facilities and amenities with accommodation for 150 people on board in one-man and two-man cabins.

"The signing of the agreement with PPL Shipyard is an epochal moment as it marks the start of a significant leap forward in terms of our operations and service offerings.

Mr Sean Lee Yun Feng  
Group CEO, Marco Polo Marine



◆ Mr Sean Lee, Group CEO of Marco Polo Marine, and Mr Wong Teck Cheong, Managing Director of PPL Shipyard, at the contract signing with Marco Polo Marine

## Oro Negro Project Milestones

Three proprietary Pacific Class 400 (PC 400) jack-up rigs under construction in PPL Shipyard achieved various milestones in the first quarter of 2014.

Based on PPL Shipyard's PC 400 design, these high-specification jack-up rigs are capable of operating in deeper waters of 400 feet and drilling high pressure and high temperature wells to depths of 30,000 feet.

Oro Negro has ordered six PC 400 design jack-up rigs from PPL Shipyard, with the sixth unit scheduled for delivery at end-2015.



◆ Decus, the second Pacific Class 400 jack-up rig delivered to Oro Negro



## Delivery of Decus

PPL Shipyard and Oro Negro celebrated the successful completion of Decus, the second in a series of six PC 400 design jack-up rigs built for Oro Negro, on February 19, 2014.

Officially named by Lady Sponsor Ms Elena Ochoa, wife of the Ambassador of Mexico to Singapore, His Excellency Rogelio Granguillhome, Decus will be chartered to Pemex for deployment at the Gulf of Mexico.



◆ Mr Alonso Del Val Echevarria, Chief Legal Counsel of Oro Negro, and Mr Wong Teck Cheong, Managing Director of PPL Shipyard signing the documents for the delivery of Decus



◆ Representatives from Oro Negro and PPL Shipyard at the naming ceremony of Decus, on February 18, 2014

## Launch of Impetus

Impetus, the third unit of PC 400 design jack-up for Oro Negro, was launched on February 4, 2014. The high-specification jack-up rig is scheduled for delivery in the last quarter of 2014.

## Keel-Laying for Animus

Oro Negro and PPL Shipyard marked the keel-laying of Animus, the fifth PC 400 jack-up rig built for Oro Negro in February 2014. Upon completion, Animus will be bound for deployment at the Gulf of Mexico.



◆ Launch of Oro Negro's third PC 400 design jack-up rig, Impetus



◆ Project team at the keel-laying of Oro Negro's fifth PC 400 jack-up rig, Animus.

# Repair Stopovers at SIY @ Tuas

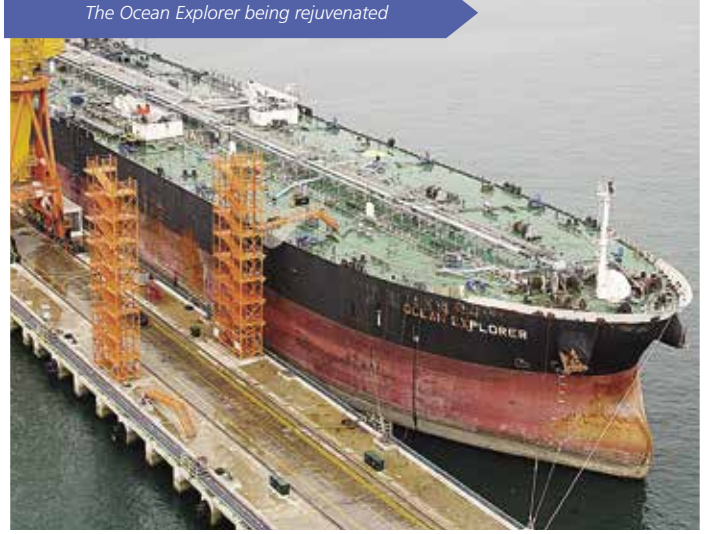
Jurong Shipyard's repair team warmly welcomed the visiting vessels during their stopover at the Sembmarine Integrated Yard @ Tuas (SIY@Tuas), for repair and maintenance works during the first quarter of 2014.

*Ocean Explorer* and *Ocean Voyager*, two 108,929 dwt crude oil tankers measuring 245.07m x 42.00m x 22.8m from Ocean Tankers, visited the Tuas yard for a series of inspection and renewal works.

First to arrive at the yard in January, ***Ocean Explorer*** underwent anchor and shipside valves inspection, tailshaft wear-down and rudder clearances. While receiving overhaul works on her motors and boiler mounting valves / safety valves, the vessel underwent renewal works on her locations cargo hold cell guides, aft provision and hose handling cranes wire, COT guard rail, anchor windlass brake lining and winch bearing bush. The ship also received hull blasting and painting before leaving the yard during the month. The ***Ocean Voyager***, which docked at the yard for repairs in February, received routine engine room and underwater repairs before sailing off in early March 2014.

***Nautilus***, a 307,284 dwt Euronav Ship Management vessel from Greece, made a short visit to the yard in February for a quick restoration. The 332.85m x 58.08m x 31.00m tanker received repair works on her hose handling crane platform and port side E/R fans. The vessel's cargo pumps and ME exhaust pipe spark arrestor wire were renewed as the hydraulic motor winch was replaced. Fabrication of the accommodation ladder's protecting covers, hydraulic pipe tray and engine room strainer cover had been completed prior to her departure in the same month.

The *Ocean Explorer* being rejuvenated



The *Ocean Voyager* undergoing routine repairs



The *Nautilus* calling in for repairs



A chemical tanker managed by Unix Line Pte Ltd, **Eastern Quest**, entered the yard in February for repairs. The scope of works for the 8,871 dwt tanker measuring 113.98m x 18.20m x 9.75m entailed hull grit-blasting and painting, pin holes welding repair, renewal of fresh water lines on the main deck as well as cropping of pipes and insertion of flanges. Following the repairs, the vessel left the yard in the same month to continue on the next leg of her journey.

Fairstar Heavy Transport's **Fjell** left the yard in February after a series of overhaul works. As part of the operation, the semi-submersible heavy transport vessel received renewal of thruster gearbox, funnel painting and installation of deck half pipe to improve her performance.

The Jurong Shipyard team welcomed Chevron Shipping Company's 45,671 dwt oil tanker **Oregon Voyager** when it called at the yard in late February for repair and maintenance. The 188.90m x 32.20m x 19.75m vessel underwent main deck hydroblasting, piping, king posts, superstructure and engine casing coating repairs as well as the new installation of white box and marine gas oil chiller system. In addition to hull washing, blasting and painting, renewal works were also carried out to the vessel's mooring winches brake drums, generator exhaust gas silencers and rudder neck bush. The successful sail-away of the vessel in March reflects the solid teamwork and strong alliance between Jurong Shipyard and Chevron in bringing about repairs of the highest quality and safety standards.

The Eastern Quest in top form



Repairs in progress for FJELL



Shaping up the Oregon Voyager



Tokitsu Maru basking in the dock



NYK Ship management's 305,484 dwt crude oil tanker, **Tokitsu Maru**, arrived at the integrated yard for repairs and surveys in February. The overhaul operation on the 333m x 60.03m x 29.10m vessel included survey of the main engine bearings and overhaul of the cylinder cover, piston, diesel generator and auxiliary boiler. Other repair works entailed sea chest cleaning, scraping, painting and anode renewal. The vessel also had her hull painted before leaving the yard in March.

Fei He awaiting freshening up



**Fei He**, a 4,210 TEU containership measuring 275.10m x 32.20m x 21.50m, called at the Tuas new yard in February for major renewal works on her steel shell plates. Owned by Shanghai Ocean Shipping Co Ltd, the container vessel continued with the next leg of her journey in March following the completion of repairs.

A crude oil tanker from South Korea set off in April after her successful repair and survey at the Tuas new yard. Measuring 330.27m x 58.40m x 31.00m, the 301,345 dwt **OS Concord**, owned by Syncro Shipping Co, received various repair works including sea valves overhaul as well as renewal of the damaged hull shell, gaskets and hull anodes. Survey works on the vessel's tailshaft withdrawal, auxiliary boiler, EGE and rudder clearance were completed prior to giving the vessel hydroblasting and a fresh coat of painting.

The OS Concord regaining her beauty



*Ayrton II In the midst of repairs*

**Ayrton II**, a 51,260 dwt chemical tanker, docked at the new yard for a series of repair works in March. Managed by Capital Ship Management Corporation, the 183.00m x 32.21m x 19.10m vessel underwent survey and deck seal repair, chain locker steel work, panama chock fabrication and valve overhaul. The vessel also had her deck seal blasted and glass flakes coated before heading off in the same month.

In April 2014, the 17,599 dwt tanker **Polaris** sailed in the Tuas yard for a survey and steel repairs. Owned by KSIM Co. Ltd, the 144.00m x 22.60m x 12.50m oil tanker left the yard in the same month to continue her voyage.

**Adriatic I**, a 30-year-old jack-up rig owned by Shelf Drilling Holdings Ltd, arrived at the Sembmarine Integrated Yard @ Tuas in March 2014 for repair works on her chords and spud can jetting lines. After receiving outfitting works on deck, the rig set off in mid-April for her next assignment.

*Polaris during her stopover**Adriatic I fresh from repairs*



# FY2013 Net Profit at \$556M

Sembcorp Marine recorded a full year net profit of \$556 million for the financial year ended December 31, 2013, amid a challenging operating environment.



◆ FY2013 results briefing in progress

Group net profit in 2013 at \$556 million was 3% higher as compared with \$538 million recorded in 2012. Excluding the non-operating items, the Group's net profit of \$553 million in 2013 was 11% higher as compared with \$500 million in 2012.

Operating profit at the Group level was \$644 million, a 16% increase from \$554 million in 2012.

Group turnover of \$5,526 million in 2013, a 25% increase from \$4,430 million in 2012, was mainly attributable to higher revenue recognition with more rig building projects achieving initial progressive recognition in 4Q 2013 resulting in a 23% increase in turnover from \$1,378 million in 4Q 2012 to \$1,693 million in 4Q 2013.

The Board of Directors recommended a total final one-tier tax-exempt cash dividend of 8 cents per share, comprising a final ordinary one-tier tax-exempt cash dividend of 6 cents per share and a final special one-tier tax-exempt cash dividend of 2 cents per share. Including the interim one-tier tax-exempt cash dividend of 5 cents per share paid on August 29, 2013, the total dividend will be 13 cents per share, which translates to a payout ratio of 49% for 2013.

## Financial Highlights

Description (\$'m)	Year			FY 2013	FY 2012	% Change
	4H 2013	4Q 2012	% Change			
Turnover	1693	1378	23	5526	4430	25
Gross Profit	229	174	32	708	695	2
EBITDA	213	176	21	745	648	15
Operating Profit	188	148	27	644	554	16
Pre-tax Profit	189	163	16	665	630	6
Net Profit	182	167	9	556	538	3
Net Profit, exclude Nol	182	126	45	553	500	11
EPS, basic (cents)	8.73	8.00	9	26.61	25.81	3
NAV (cents)	-	-	-	128.21	116.80	10

## Business Review: Turnover by Segments

Description (\$'m)	Year			FY 2013	FY 2012	% Change
	4H 2013	4Q 2014	% Change			
Repair	163	167	(3)	681	642	6
Rig Building	1,197	870	38	3,564	2,356	51
Conversion & Offshore	314	330	(5)	1,204	1,395	(14)
Others	19	11	78	77	37	n.m
Total	1,693	1,378	23	5,526	4,430	25

For details, please refer to the full year 2013 financial statements at [www.sembmarine.com](http://www.sembmarine.com)

## Outlook Highlights

- Net order book of \$12.3 billion with completion and deliveries till 2019.
- The Group remains focused on its core business amid the volatile economic conditions and competitive landscape.
- The Group is well-positioned for long-term sustainable growth with the opening of the new 73.3-hectare integrated yard at Tuas in August 2013, which features an innovative, work-efficient design, advanced automation and optimised facilities.
- Demand remains strong for Sembcorp Marine's big docks, including the four VLCC drydocks at the Sembmarine Integrated Yard @ Tuas Phase I facility.
- Construction on Estaleiro Jurong Aracruz is on track to commence initial operations in second half 2014.



◆ Senior management addressing the media and analysts at the results briefing



◆ Mr Wong Weng Sun, President & CEO of Sembcorp Marine, responding to queries after the briefing



◆ Mr Tan Cheng Tat, Chief Financial Officer of Sembcorp Marine, interacting with analysts



# 51<sup>st</sup> AGM & EGM

**Sembcorp Marine held its 51st Annual General Meeting (AGM) and Extraordinary General Meeting (EGM) on April 22, 2014.**

The AGM and EGM provided the shareholders an opportunity to learn of the developments in Sembcorp Marine, cast votes on proposed resolutions and share their feedback.

Well-attended by over 200 shareholders and observers, the meeting served as a good platform for the board and management to actively engage and interact with the Group's shareholders.



◆ A fruitful meeting with the shareholders



◆ A good turnout at the AGM and EGM



◆ Interactions between Mr Wong Weng Sun, Sembcorp Marine's President & CEO, and shareholders

# Award of SIY @ Tuas – Phase II Contract

**Sembcorp Marine has awarded the construction contract for the development of the Sembmarine Integrated Yard @ Tuas (SIY @ Tuas) Phase II to Zhen Hua (S) Engineering Pte Ltd, a subsidiary of China Harbour Engineering Co Ltd (CHEC), on January 8, 2014.**

The turnkey construction contract includes the design and development of the 34.5-hectare second phase of the Sembmarine Integrated Yard @ Tuas, a 206-hectare integrated yard facility being developed in three phases, located adjacent to the new yard Phase I facility.

Phase II construction work has commenced and is expected to be completed in three to four years.



◆ Sembcorp Marine President & CEO, Mr Wong Weng Sun (seated, second from left), and Zhen Hua Singapore Engineering Chairman, Mr Wang Jiayin (seated, second from right), signing the turnkey construction contract for the Sembmarine Integrated Yard @ Tuas – Phase II development



# Changes to the Board

**Sembcorp Marine's Board witnessed a chairmanship change and several new developments which took place with effect from April 22, 2014.**

## Tan Sri Mohd Hassan Marican Succeeds Mr Goh Geok Ling as Board Chairman

Tan Sri Mohd Hassan Marican assumed his new appointment as the Chairman of Sembcorp Marine, following the stepping down and retirement of former Board Chairman Mr Goh Geok Ling during the 51st AGM and EGM on April 22, 2014.

Appointed as Chairman and Director on 14 February 2006, Mr Goh Geok Ling has made immense contributions during his eight-year tenure at the helm of the Board. Prior to his retirement, he served as Chairman of the Executive Committee and Executive Resource & Compensation Committee and a member of the Nominating Committee.

Succeeding Mr Goh as Board Chairman, Tan Sri Mohd Hassan Marican assumed his roles as Chairman of both the Executive Committee and Executive Resource Committee and a member of the Nominating Committee. Concurrently, Tan Sri Mohd Hassan Marican has also stepped down as a member of the Audit Committee.

Tan Sri Mohd Hassan Marican is an industry veteran in the oil and gas sector with over 30 years of experience in finance and management. He joined Sembcorp Marine's Board on October 1, 2011, after his retirement as President & Chief Executive Officer of Petroliaam Nasional Berhad (Petronas) in 2010, and was appointed Deputy Chairman on August 20, 2013.

"With his extensive experience in the oil and gas industry coupled with his vast knowledge in finance and management, Tan Sri Mohd Hassan Marican is well-positioned to steer Sembcorp Marine into its next phase of growth and transformation.

**Mr Goh Geok Ling**  
Former Chairman of Sembcorp Marine



◆ Newly appointed Chairman Tan Sri Mohd Hassan Marican (left) succeeds Mr Goh Geok Ling (right) who has retired as Chairman of Sembcorp Marine's Board after eight years at the helm

"Mr Goh's contributions to the Sembcorp Marine Group are immeasurable. We have benefitted from his wise and judicious leadership in steering the Group as Chairman of the Board as well as Chairman of our key subsidiaries of Jurong Shipyard, Sembawang Shipyard and SMOE.

**Mr Wong Weng Sun**  
President & CEO of Sembcorp Marine

## Board Developments & New Appointments

The following changes and appointments to the Board have come into effect since April 22, 2014.

- Mr Eddie Teh Ewe Guan, appointed a Director to the Sembcorp Marine Board on April 30, 2013, stepped down as a Director due to his heavy commitments in Hong Kong. The Board records its heartfelt appreciation to Mr Teh for his invaluable services during his tenure.
- Mr Koh Chiap Khiong, a non-executive and non-independent Director, was appointed as an Audit Committee member in place of Tan Sri Mohd Hassan Marican who had stepped down as an Audit Committee member.
- Mr Eric Ang Teik Lim, a non-executive and independent Director, was appointed as an additional member of the Board Risk Committee.



# Greenwave 2014

**Sembawang Shipyard, a subsidiary of Sembcorp Marine, continued to make new breakthroughs in its environmental outreach efforts with the success of its Green Wave Environmental Care Competition 2013, which drew a total of 270 project entries and a high level of participation from 1,100 students.**

A total of 47 winning teams were recognised during the Green Wave 2013 awards presentation ceremony, graced by Guest-of-Honour Mr Lawrence Wong, Acting Minister for Culture, Community and Youth and Senior Minister of State, Ministry of Communications and Information, held on February 13, 2014 at Marina Mandarin.

This year's project entries covered a diverse range of green issues and challenges including environmental pollution, global warming, resource scarcity and environmental conservation. The projects were assessed by a distinguished panel of judges from co-sponsors BP Shipping and Shell International Eastern Trading Company as well as governmental health and environmental bodies, tertiary institutions and industry partners, based on their originality, relevance and environmental impacts.

The awards ceremony also saw the launch of next year's Green Wave Environmental Care 2014 Competition, which has for the first time expanded beyond Singapore to regional tertiary institutions. The broadening of the competition reflects Sembawang Shipyard's drive to further its environmental outreach and to provide a wider platform for students from Singapore and their overseas counterparts to share knowledge and exchange ideas for environmental improvement.



◆ Launch of the Green Wave Environmental Care Competition 2014 by Mr Lawrence Wong, Acting Minister for Culture, Community and Youth and Senior Minister of State, Ministry of Communications and Information, and Mr Ong Poh Kwee, Sembcorp Marine's Deputy President and Sembawang Shipyard's Managing Director



◆ Mr Lawrence Wong commending students on their green projects



◆ Student participants provide an overview of the project entry to Mr Lawrence Wong

"We believe in sustainable development through environmental protection, improvement and innovation. We are thus heartened that our students are proactively using the Green Wave platform to share and test out their green ideas with innovative projects and solutions to address the myriad of environmental challenges facing us.

**Mr Ong Poh Kwee**  
Deputy President of Sembcorp Marine and  
Managing Director of Sembawang Shipyard



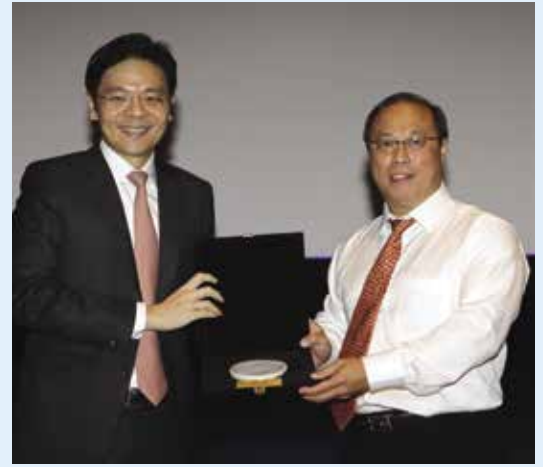
◆ Students giving the lowdown on their projects to the Guest-of-Honour

## Patron of Heritage Award

National Heritage Board (NHB) has accorded Sembcorp Marine the Patron of Heritage Award during the awards ceremony held at the National Museum of Singapore on April 25, 2014.

Graced by Mr Lawrence Wong, Acting Minister for Culture, Community and Youth and Senior Minister for Ministry of Communications and Information, the ceremony saw the award presented to some 108 individuals, corporations and businesses that have played key roles in making heritage accessible, informative and inspiring to all.

The annual award gives recognition to individuals and organisations who has demonstrated a solid support and extended huge contribution towards the preservation of Singapore's rich heritage.



◆ Mr Chua San Lye, Sembcorp Marine's Director of Group Human Resource, receiving the Patron of Heritage Award 2014 from Mr Lawrence Wong

## NTUC Plaque of Commendation Award

PPL Shipyard has been accorded the Plaque of Commendation Award from the National Trades Union Congress (NTUC), during the May Day Dinner held at the Orchid Country Club on April 29, 2014.

National Trades Union Congress' Secretary-General Mr Lim Swee Say presented the award to Mr Wong Teck Cheong, Managing Director of PPL Shipyard, in recognition of PPL Shipyard's outstanding contributions towards good labour-management relations, workers' welfare and its continuous support to NTUC-driven initiatives.



◆ Mr Lim Swee Say, Secretary-General, National Trades Union Congress, presenting the award to Mr Wong Teck Cheong, Managing Director of PPL



◆ Mr Wong Teck Cheong and PPL representatives with the Plaque of Commendation

## SSWG Awards Presentation

Jurong Shipyard was given recognition for its exemplary effort in ensuring building safety and security at the National Safety and Security Watch Group (SSWG) Awards Ceremony organised by the Singapore Police Force and the Singapore Civil Defence Force on January 17, 2014.

Conferred the "Outstanding Individual Award", Jurong Shipyard celebrated along with other 187 members who were lauded for their commendable practices in the areas of safety and security at the annual awards held at the Home Team Academy. The ceremony was graced by Guest of Honour, Mr S Iswaran, Minister, Prime Minister's Office, Second Minister for Home Affairs and Second Minister for Trade and Industry.



◆ Mr S Iswaran, Minister, Prime Minister's Office, Second Minister for Home Affairs and Second Minister for Trade and Industry, presenting the award to Mr Kevin Choong, Jurong Shipyard's General Manager of Human Resources

## EJA Port Installation

Sembcorp Marine's subsidiary Estaleiro Jurong Aracruz (EJA) has been granted the authorization to install a Private Use Terminal (TUP), by the Federal Government of Brazil, through the Special Secretariat of Ports (SEP), in January 2014.

Committed to achieving environmental sustainability, bigger port capacity and increased efficiency in ports management, the Brazilian government permits operation of private ports to foster private investments.

The EJA port is the first TUP to be built in Aracruz, Brazil, allowed to handle proprietary and third-party cargo without limitation.



◆ (From left) : His Excellency Minister Antonio Henrique Pinheiro Silveira, Ports Secretary, Office of the President of Brazil, Mr Siew Kam Onn, Finance Director of EJA and Ms Luciana Sandri, Institutional Director of EJA

## Nurturing Brazilian Talents

Estaleiro Jurong Aracruz's (EJA) second batch of trainees left Brazil in January, for a series of training programmes in Singapore.

Prior to the completion of the pioneer batch training in February, the second group of EJA trainees consisting of engineering graduates from Brazil's Instituto Federal do Espírito Santo (IFES) arrived in Singapore for further learning and on-site training.

Part of the Joint Educational Programme developed in partnership with IFES and Ngee Ann Polytechnic, the 27 trainees will embark on a three-month Technical English Course, followed by a six-month Diploma (Conversion) in Marine and Offshore Technology, at Ngee Ann Polytechnic. After course completion, trainees will then be seconded to Jurong Shipyard for a six-month on-the-job training, before returning to Brazil to kick-start work in EJA.



◆ The Second Batch of EJA Trainees

## ASEAN Ambassadors visit EJA

Estaleiro Jurong Aracruz gave a warm welcome to the Association of Southeast Asian Nations (ASEAN) ambassadors during their visit at the Brazil yard on March 28, 2014.



◆ The visiting ASEAN delegation

The delegation which included ASEAN ambassadors from Malaysia, Indonesia, Philippines, Myanmar, Vietnam and Thailand, together with the Embassy of Singapore's Chargé D'Affaires' Dr Tan Lian Choo, visited the shipyard to gain insights into the yard's capabilities and construction developments.

## State Governor Visits EJA

Espírito Santo's Governor Renato Casagrande and Secretary of Development, His Excellency Mr Nery De Rossi visited the facilities of Estaleiro Jurong Aracruz (EJA) on January 14.

Led by Mr Wong Weng Sun, Sembcorp Marine's President and CEO, and Mr Martin Cheah, Estaleiro Jurong Aracruz's President, the visit provided the guests with an overview of Estaleiro Jurong Aracruz's facilities as well as an update on the construction progress of the integrated yard.



◆ Presentation before the yard tour



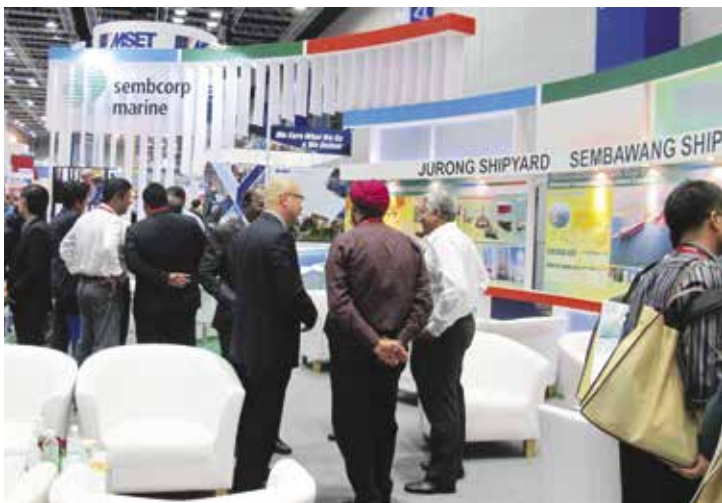
◆ Government representatives of Espírito Santo visiting Estaleiro Jurong Aracruz

# OTC Asia 2014

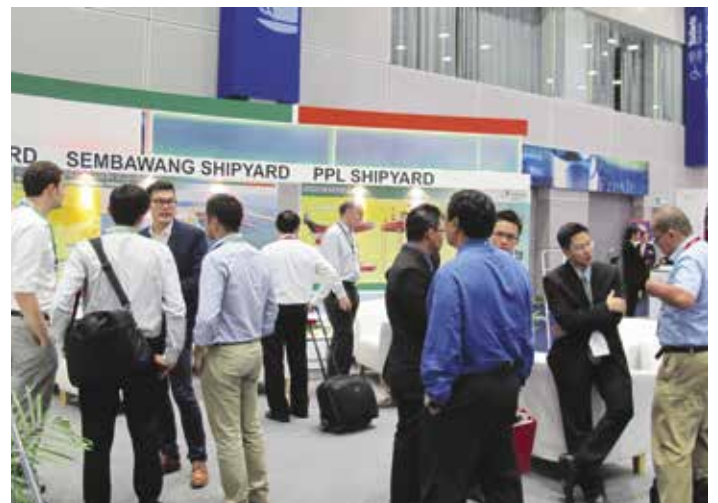
**Sembcorp Marine and its subsidiary yards participated in the inaugural Offshore Technology Conference (OTC) Asia, the region's newest oil and gas industry exhibition, held from March 25 to 28, 2014 at Kuala Lumpur Convention Centre in Malaysia.**

With over 25,000 participants and more than 200 exhibitors, OTC Asia served as an effective platform for industry professionals to meet in one of Asia's emerging oil and gas hubs to share knowledge and discover cutting-edge technologies to further the region's growth.

The Group and its subsidiaries Jurong Shipyard, Sembawang Shipyard and PPL Shipyard made a strong presence as one of the main exhibitors under the Singapore Pavilion which was organised by the Association of Singapore Marine Industries (ASMI) and supported by International Enterprise (IE) Singapore.



◆ Connecting with customers and partners



◆ Close interaction with visitors



◆ Sembcorp Marine delegation at OTC Asia, led by Mr Wong Weng Sun (eighth from left), Sembcorp Marine's President & CEO

# The Body as a Landscape

Reflecting its steadfast support of the arts and commitment to foster strong ties with Latin America, Sembcorp Marine proudly sponsored “The Body as a Landscape” exhibition, organised by the Mexican Ministry of Foreign Affairs and the Embassy of Mexico in Singapore, from April 9 to 30, 2014.

Staged at the UOB Plaza, the 20-day solo exhibition of the internationally renowned contemporary sculptor Mr Jorge Marin covered the past two decades of his extensive practice with 18 extraordinary bronze sculpture pieces depicting Mexican figurative art.

The exhibition was officially launched on April 9 by Mr Lawrence Wong, Acting Minister for Culture, Community and Youth and Senior Minister of State for Communications and Information, and His Excellency Rogelio Granguillhome, Ambassador of Mexico to Singapore, in the presence of Sembcorp Marine representatives and other key stakeholders.



◆ Mr Lawrence Wong, Acting Minister for Culture, Community and Youth and Senior Minister of State for Communications and Information (centre), His Excellency Rogelio Granguillhome, Ambassador of Mexico to Singapore (second from right), Contemporary Sculptor Mr Jorge Marin (third from right), Mr Wee Keng Hwee, Senior Vice President of Corporate Development at Sembcorp Marine (extreme right), and supporting partners opening the exhibition at UOB Plaza



◆ One of Jorge Marin's sculptures - Centaur and Angel

"This project would have not been possible without the full support of...Sembcorp Marine and its vision to strengthen its ties with Mexico also in the field of culture.

**His Excellency Rogelio Granguillhome**  
Ambassador of Mexico to Singapore

# Launch of Transformation Portal

Sembcorp Marine officially launched a new Transformation Portal on April 3, 2014 as part of efforts to further enhance employee engagement and communication links, in line with the Group's transformation initiatives.



◆ A glimpse of the Transformation Portal

Developed as a result of employee feedback from various dialogue sessions in 2013, the Transformation Portal aims to keep staff abreast of the updates and developments of Sembcorp Marine's transformation journey. The intranet

"I would like to encourage all to be continuously involved in the Transformation process, by sharing your ideas and solutions through this portal. Let us look forward to the changes ahead and overcome the challenges together.

**Mr Wong Weng Sun**  
President & CEO of Sembcorp Marine

gateway, accessible to all employees across the Group, also features learning and growth opportunities available.

**For more highlights, check out [transform.sembmarine.com](http://transform.sembmarine.com)**



# Singapore Maritime Week 2014

In its continued efforts to support and raise the profile of Singapore's maritime industry, Sembcorp Marine participated in the nation's iconic annual maritime event – the Singapore Maritime Week 2014 (SMW), held from April 6 to 11, 2014.

Now in its ninth year, the week-long event gathered the international maritime community in Singapore for various conferences, dialogues, exhibitions and social events with themes relevant to the maritime industry. Driven by the Maritime and Port Authority of Singapore (MPA), SMW is an effective platform to reach out to industry partners and educational institutions as well as promote Singapore's vibrancy and diversity as a major international maritime centre. The SMW highlights included the Amazing Maritime Hunt, International Sportsweek for Seafarers and the Asian Maritime Law and Arbitration Conference.

## Amazing Maritime Hunt

Sembcorp Marine provided strong support to MPA's industry promotion efforts through its sponsorship of the Amazing Maritime Hunt 2014. The half-day race, which flagged off on April 6 at VivoCity, drew the active participation of around 1,300 participants. Aimed at engaging different age groups to strengthen their interest in the maritime sector, the exciting and fun-filled competition tested participants' maritime knowledge and competencies at history-rich locations around Singapore, including Sentosa, the Singapore Maritime Gallery and the Asian Civilisation Museum.

At the starting line of Amazing Maritime Hunt 2014



Sembcorp Marine's participating teams showing their support at the race led by Mr Freddie Woo, Managing Director of Jurong SML





## International Sportsweek for Seafarers

To promote a healthy lifestyle and foster team spirit amongst local and foreign seafarers, MPA organised the annual International Sportsweek for Seafarers as part of SMW 2014. Held from April 9 to 12, the international sportsweek saw more than 1,000 participants, including teams from Sembcorp Marine's subsidiary yards, competing in various sports activities such as soccer, basketball, telematches and tug-of-war.

*Enthusiastic participation from the maritime community during the International Sportsweek for Seafarers 2014*



*Sharing of insights at the conference*



## AMLAC 2014

Committed to the advancement of maritime law and arbitration, Sembcorp Marine sponsored the Asian Maritime Law and Arbitration Conference (AMLAC) 2014, organised by the Maritime Law Association of Singapore (MLAS) and the Singapore Chamber of Maritime Arbitration (SCMA) from April 10 to 11, at the Supreme Court Auditorium.

The conference featured a review of significant legal and dispute resolution topics drawn from important milestones in a ship's life cycle through a mix of paper presentations and panel discussions. Top local and international professionals from both the maritime law and arbitration sectors were present for the conference, providing a great opportunity for over 200 delegates to network and discuss current issues in the industry.



# Long Service Awards

Sembcorp Marine's subsidiary Jurong Shipyard paid tribute to 163 employees for their years of loyal service and invaluable contributions towards the Group's sustainable growth at the Long Service Awards presentation ceremony held on January 23, 2014.

The awards were presented to acknowledge and recognise the efforts of those who have been in service for 10 to 45 years. Long Service Award recipients each received a gold coin, with additional cash rewards for certain groups.

There were 12 long-serving employees who received the award for 45 years of service, 33 recipients for 40 years, 17 recipients for 35 years, 9 recipients for 25 years, 19 recipients for 20 years, 44 recipients for 15 years and 29 recipients for 10 years.

Mr Wong Weng Sun, President & CEO of Sembcorp Marine, addressing the employees



At the awards presentation ceremony



Congratulations to the stalwarts for their 45 years of service to the Group



45  
YEARS

In honour of their 40 years of service



40  
YEARS

Recognition for their 35 years of commitment



35  
YEARS



Marking their 25 years in the Group



25  
YEARS

Appreciation of their 20 years of contribution



20  
YEARS

Gratitude for the 15-year award recipients



15  
YEARS

Acknowledging those who have served 10 years



10  
YEARS

# Visitors from Brazil

Strengthening our strong links with the Brazilian community, February 2014 saw the visits of guests from various Brazilian organisations.

## Espirito Santo Visit

On February 4, a delegation from Espirito Santo – comprising representatives from the Espirito Santo Economic Development Secretariat, Environmental Authority of Espirito Santo, Aracruz Municipality, ANTAQ (National Waterway Transportation Agency) and Espirito Santo Pilot Association – visited Sembcorp Marine's Jurong Shipyard and Sembmarine Integrated Yard @ Tuas. As part of the visit, the delegates toured the various yard facilities and gained insightful knowledge of the Group's operations and projects in progress.



◆ Mr Wong Weng Sun, President & CEO of Sembcorp Marine, interacting with guests



◆ Visiting the bridge of the floating crane



◆ The visitors getting a better understanding of the Sembmarine Integrated Yard @ Tuas

## Petrobras Visit

Jurong Shipyard warmly welcomed Petrobras and its subsidiary Sete Brasil when they visited the yard on February 18. Mr Wang Zijian, Executive Director of Jurong Shipyard, led the group of visitors from Petrobras and Sete Brasil together with the drillship project team members. The delegation was given a brief presentation highlighting the yard's capabilities and facilities, followed by a tour of the Sembmarine Integrated Yard @ Tuas and Jurong Shipyard to see the construction progress of the drillship projects.



◆ The visiting team from Petrobras and Sete Brasil, led by Petrobras Engineering Director Mr Jose Antonio De Figueiredo (third standing from left), hosted by the team from Jurong Shipyard, led by Executive Director Mr Wang Zijian (fourth standing from left)



◆ Hull inspection onboard the drillship



◆ Active discussions during the tour

## Jurong Police Division Visits SIY @ Tuas

The management team from Sembmarine Integrated Yard @ Tuas (SIY @ Tuas) played host to a delegation led by Commander of Jurong Police Division, Deputy Assistant Commissioner of Police (DAC) Wilson Lim, when they visited the new yard facility on April 16, 2014.

During the visit, DAC Lim and Jurong Police Headquarters representatives toured the premises to gain an overview of the yard's operational capabilities, dormitory facilities as well as stringent emergency preparedness and security management systems. A dialogue session with senior management was also held to share insights and explore collaborative partnerships to further bolster security and safety for employees and stakeholders.



◆ Commander DAC Wilson Lim understanding how the face-recognition gantries work



◆ Mr Chow Meng, Assistant Executive Director of Jurong Shipyard, presenting a memento to Commander of Police Division, Deputy Assistant Commissioner of Police Wilson Lim, to commemorate the official visit



◆ Members of Jurong Police Division HQ and Sembcorp Marine sharing thoughts and ideas

## Ivar Aasen Project Update

Sembcorp Marine's subsidiary SMOE has achieved 32% overall project progress for Ivar Aasen, SMOE's second mega project for deployment in the Norwegian Continental Shelf, as of April 2014.

The offshore platform integrated topside project has reported 45% progress on its engineering phase with construction and pre-commissioning activities expected to reach its peak in the first quarter of 2015.

Ivar Aasen is scheduled for completion in the first quarter of 2016.



◆ SMOE engineers and procurement personnel working closely with SMOE's partner, Wood Group Mustang Engineering at their Working office in London



## Polytechnic Students Visit

A group of students from Ngee Ann Polytechnic paid a visit to Sembmarine Integrated Yard @ Tuas on April 21, 2014.

About 160 second-year students from Ngee Ann Polytechnic's Marine & Offshore Technology (MOT) programme were given an introduction of the yard's marine and offshore engineering capabilities as well as an overview of career opportunities offered by the Group.



◆ Students from Ngee Ann Polytechnic's MOT Programme given an insight into Sembcorp Marine

## Reaching out to Investors

Sembcorp Marine welcomed a group of visitors from the investment sector at its Sembmarine Integrated Yard @ Tuas on March 31, 2014.

As part of the Invest Asean Conference 2014 organised by Maybank Kim Eng, corporate clients, institutional investors and fund managers from Malaysia took a tour around the new yard's facilities to gain a first-hand account of the wide range of marine and offshore projects in progress at the yard.



◆ Maybank visitors touring the SIY @ Tuas

## ASMI Soccer Tournament 2014

A total of seven teams from Sembcorp Marine participated in the Association of Singapore Marine Industries' (ASMI) 19th Seven-a-Side Soccer Tournament held at the Ngee Ann Polytechnic Sports Complex on April 27, 2014.

Soccer enthusiasts from Jurong Shipyard, Sembawang Shipyard, PPL Shipyard and Jurong SML participated in the annual event that was aimed at forging closer friendships and building rapport among ASMI members.

The tournament saw family members, friends and colleagues turning up at the sidelines to support the teams as they fought hard for a place in the finals. Competition was intense as the field narrowed down to the final two teams – PPL Titans from PPL Shipyard and KRC 1 from Keppel FELs. The deciding match played out to a goalless draw and went on to a nail-biting penalty shootout, where PPL Titans triumphed over KRC 1 with a score of 2-0.



◆ The tournament champions – the PPL Titans



◆ The teams in action at the ASMI Soccer Tournament 2014

## Keeping the Doctor at Bay

Jurong SML organised its Fruits and Vegetables Day, a programme to encourage all staff to eat two servings of fruits and vegetables daily, in April 2014.

The educational and insightful programme reminded all employees of the importance of having daily servings of fruits and vegetables to ensure good nourishment.



◆ JSML staff with their fruits from Fruits & Vegetables Day in April

# Musculoskeletal Injuries Talk

Jurong Shipyard, in conjunction with Jurong Health, organised awareness talks on work-related musculoskeletal injuries for employees on March 28 and April 11, 2014.

Hosted by physiotherapists from Alexandra Hospital, the talk presented helpful information on the symptoms, management and prevention relevant of work-related musculoskeletal disorders and injuries.

Generally caused by overexertion, repetitive motions and strains to the muscles, tendons, nerves or ligaments, musculoskeletal injury or disorder causes pain in the neck, shoulder, back, hands, wrists, knees and feet.



◆ Understanding musculoskeletal injuries and their prevention



◆ Learning the proper posture

# Nature Walk

To promote a healthy lifestyle and work-life balance, Jurong SML organised a team bonding activity at Singapore's Gardens by the Bay on March 8, 2014.

About 75 employees together with their family members joined in the nature walk to explore the scenic garden filled with diverse plant species. Besides enjoying the nature trail, participants also had the opportunity to appreciate plants and know their importance in the ecosystem.



◆ Jurong SML participants up close with nature