

# NSLink

Issue 7 January 2014



## BUSINESS EXCELLENCE THROUGH CORPORATE GOVERNANCE



## A NOTE FROM OUR EXECUTIVE DIRECTOR



Dear colleagues

Happy New Year to all, and to our Chinese colleagues, a prosperous Year of the Horse!

As we welcome to the New Year, I would like to thank you for all your efforts and contributions in 2013. On 17 November last year, NSL announced that the Group has agreed to sell its entire stake in NSL Chemicals (Thailand) Ltd which owns 22.83% stake in Bangkok Synthetics Ltd to SCG Chemicals Ltd for \$328.3m. The sale will allow NSL to better align its strategy to develop and grow our four core businesses.

I would also like to take this time to congratulate Eastern Pretech (Guangzhou) on its new plant at Zengcheng. This is NSL's largest plant in Asia Pacific and also its 7<sup>th</sup> production facility as part of its

capacity enhancement strategy to tap on the growing demand for dry-mix materials regionally.

Moving ahead, NSL would continue to seek out sustainable growth opportunities that complement our existing business.

In the current business environment, it is essential for NSL Group to have a strong foundation of corporate governance to safeguard shareholders' interests and company's assets.

Offices in Singapore have started Business Continuity Management, where Business Continuity coordinators identify potential business risks and prepare effective response and recovery plans. Read more about it in the following pages.

**A company with good corporate governance will enhance the confidence of their investors and create a competitive advantage against its competitors. I therefore request that every staff be committed to make corporate governance a success in NSL.**

Until the next issue, here's to a continued success and fulfilment in everything you do! I would also like to wish you and your loved ones good health throughout the year ahead.

**Oo Soon Hee**

# THIRD QUARTER RESULTS

**Strong performance by Construction Products division drives NSL profitability in 3Q 2013.**

NSL Group reported higher profit before tax of \$2.5m in 3Q2013 compared to a loss of \$4.7m in 3Q2012. The positive result was driven by improved pre-tax performance of the Construction Products division on the back of higher revenue, partially offset by a decline in the profitability of the Environmental Services division.

Share of loss from its petrochemical associate Bangkok Synthetic Co. Ltd (BST) narrowed to \$2.3m in the quarter from \$6.8m in 3Q2012. The share of BST loss in 3Q2012 included impairment charges of \$5.4m relating to the fire incident at its plant in May 2012.

Excluding BST, Group profit before tax improved to \$4.7m in 3Q2013 from \$2.1m in 3Q2012.



Group turnover improved 30% to \$130.2m in 3Q2013 compared to \$100.2m in 3Q2012, mainly attributable to better revenue from Construction Products and Engineering divisions.

After taking into account income tax and exceptional items, the Group reported a profit attributable to equity holders of \$2.0m in 3Q2013 compared to a loss of \$2.5m in 3Q2012.

The Group recorded a profit before tax of \$26.3m for the nine months ended 30 September 2013, marginally below the profit before tax of \$26.7m in the previous corresponding period. Turnover increased 23% from \$300.8m to \$369.4m mainly due to the Construction Products and Engineering divisions.

	THE GROUP					
	Quarter ended 30 September			9 months ended 30 September		
	2013 S\$'000	2012 S\$'000	Change %	2013 S\$'000	2012 S\$'000	Change %
<b>Group Turnover</b>	130,185	100,208	30	369,416	300,847	23
<b>Group Profit Before Tax Excluding BST and Exceptional Items</b>	4,725	2,112	124	14,796	13,539	9
<b>Share of BST Results</b>	(2,272)	(6,778)	(66)	11,475	13,148	(12)
<b>Group Profit/(Loss) Before Tax (Excluding exceptional items)</b>	2,453	(4,666)	n/m	26,271	26,687	(2)
<b>Group Profit / (Loss) After Tax</b>	2,011	(2,456)	n/m	20,953	28,230	(26)
<b>Earnings Per Share</b>	0.54	(0.66)	n/m	5.61	7.56	(26)

## NSL TO SELL BANGKOK SYNTHETICS LTD FOR \$328.3M

On 17 November 2013, NSL announced that NSL Chemicals has agreed to sell its stake in NSL Chemicals (Thailand) which owns a 22.83% stake in Bangkok Synthetics Ltd (BST) to SCG Chemicals Ltd for \$328.3m, subject to potential additional consideration which is contingent on certain conditions being met and post-completion adjustments.

The long-term strategic investment into BST was originally made as part of NSL Group's efforts to grow its Chemicals division and NSL has participated in BST's success over the last 20 years. In recent years, BST has undertaken a significant downstream investment plan and may continue to invest in new projects for the next stage of its development. The petrochemical industry is cyclical and capital-intensive, with projects requiring a long investment horizon.

In addition, BST is now no longer part of NSL's core strategy and as a result it is now in the best interests of NSL to divest this investment.

The Sale will allow NSL to better align its strategy to develop and grow its four core businesses - Construction Products, Environmental Services, Engineering and Chemicals. NSL will continue to evaluate opportunities to use the proceeds received from the sale to maximise returns for shareholders.

Based on the sale price and NSL Group's carrying value of NSCT as at 30 September 2013, the proposed sale will result in an estimated accounting gain of \$119.1m to NSL.

An EGM will be convened shortly to ratify this sale which was completed on 3 December 2013.



## NSL'S BUSINESS CONTINUITY MANAGEMENT

Business Continuity Management (BCM) is a holistic management process that starts by identifying potential threats to an organisation and the impact to business if those threats occur.

Based on the business impact analysis, BCM provides a framework for organisations to build resilience by having effective response and recovery plans to safeguard the interests of its key stakeholders. In short, a BCM-ready organisation will be better prepared to deal with any disruptive event, like a major fire or telecommunication failure, and be able to recover back to normal operations in a shorter time than other organisations.

The National BCM Programme was launched in 2008 with \$30 million national initiative by SPRING Singapore.

The government hopes to encourage more companies to be BCM-ready by providing financial incentives to offset some of the costs of BCM adoption.

With the help of the government grant, NSL Ltd and its subsidiaries in Singapore started on this BCM journey in the second half of 2012. Our system will be in compliance to the ISO22301:2012 standard, an international standard for business continuity management.

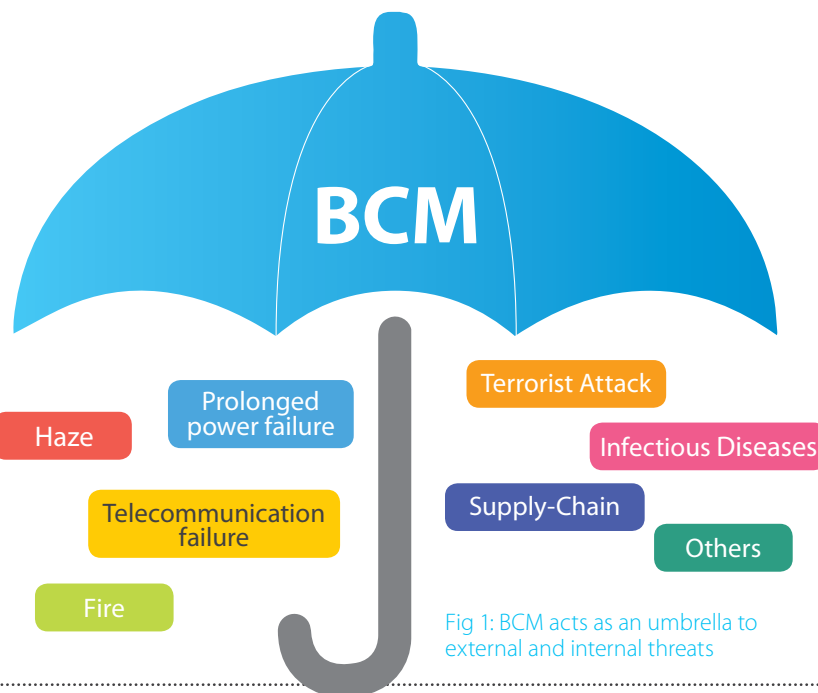


Fig 1: BCM acts as an umbrella to external and internal threats

ISO22301 has a consistent structure with other management systems standards, such as ISO9001 and ISO14001.

For the past one and a half years, we have started the BCM cycle (see Fig 2). Business Continuity (BC) coordinators and department representatives from Singapore based subsidiaries have identified potential threats, such as fire, through risk assessments, and critical business functions through business impact analysis.

BC strategies have also been planned for these identified critical business functions. Currently, BC plans are being developed, and table-top exercises and call tree exercises are being conducted.

With that, we should be able to achieve the international standard ISO22301:2012 in 2014.

Going forward, to ensure that the BCM plans and strategies remain relevant and current, we will need to review potential threats on an annual basis.

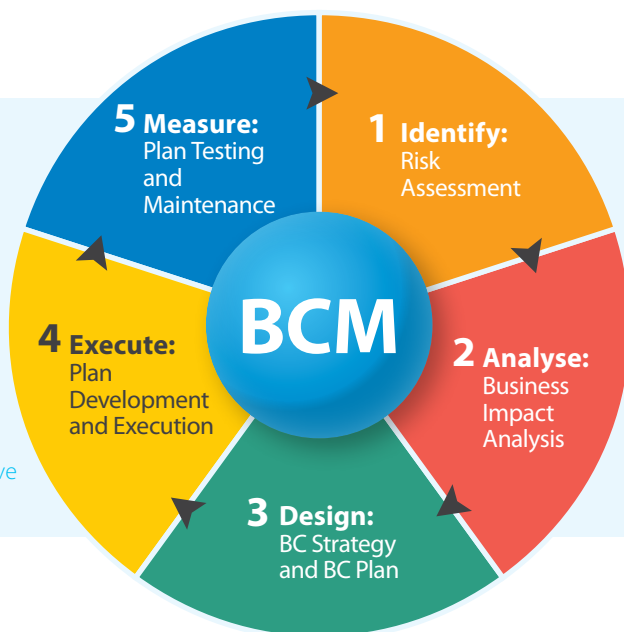


Fig 2: An effective BCM cycle



## NSL WAS AWARDED GOLD CERTIFICATE OF SUSTAINED PARTNERSHIP BY NEA

On 12-13 November, National Environment Agency (NEA) held its Clean and Green School's (CGS) Carnival at Institution of Technical Education (ITE) College West.

The CGS Carnival is an annual platform for students, educators and 3P partners to network and showcase their environmental projects and achievements.

An award ceremony was held to recognise the winners from the Environment Project Competition and acknowledge corporate partners who have played a role in educating the young. Ms Sim Ann, Minister of State, Communications and Information & Ministry of Education, was the Guest-of-Honour for the event.

NSL was awarded Gold Certificate of Sustained Partnership. Out of 32 companies that were awarded, NSL is one of the three companies who partnered more than three schools.



(Left to Right) Ms Denise Teck, Teacher, Corporation Primary School, Ms Yvette Tan, Mr Ronnie Tay, NEA CEO, Ms Sim Ann, Guest-of-Honour, Mr Matthew Yeo, Teacher, Clementi Primary School and Ms Lim Hui Shan, Teacher, Jing Shan Primary School

On behalf of NSL (who entered its 7<sup>th</sup> year of partnership with Clementi Primary School), NSL Engineering (who entered its first year of partnership with Corporation Primary School) and NSL OilChem Services (who also entered its first year of partnership with Jing Shan Primary School), Ms Yvette Tan, NSL Ltd Assistant Vice-President, Corporate Communications, received the award for NSL Group.

Corporation Primary School won a Merit Award for its campaign in reaching out to students and community to throw recyclable products into designated bins. They also created a slogan "Stop, think, throw".

Congratulations to the three schools for their participation and efforts to advocate environmental awareness to the young.



Ms Sim Ann, interacting with Corporation Primary School Students



Clementi Primary School's partnership with NSL Ltd started since 2007



First year partnership with NSL OilChem Services: Jing Shan Primary School Environmentalists proudly showcase their booth

# Feature

## Construction Products

### EASTERN PRETECH MALAYSIA UPDATES

#### SMRT Project – Supply and Delivery of Concrete Sleepers



SMRT Concrete Sleepers



Eastern Pretech Malaysia (EPM) is proud to announce that they have clinched the award of supply and delivery of concrete sleepers from Balfour Beatty-Gammon JV for SMRT Corporation Ltd's project.

SMRT Corporation aims to upgrade its current infrastructure to cater to the ever-growing demand in the future. It has embarked on a project to replace timber sleepers on the North-South and

East-West Lines in Singapore. This exercise which is currently ongoing begun in November 2012 and is expected to be completed by December 2019.

Although the quantity is insignificant, the order will be strategic as it marks another milestone for Eastern Pretech in penetrating into a new market in Singapore.



SMRT Sleepers Moulds

#### New Major Projects Secured

EPM continues to secure other new projects in Malaysia:



Project: Matrade Exhibition Centre  
Kuala Lumpur

Client: Daewoo Engineering &  
Construction Co. Ltd.

EPM Scope: Design, Supply & Delivery  
of Hollow-Core Slabs and  
Precast Trenches



Project: Bus Rapid Transit (BRT)  
-Sunway Line, Selangor

Client: Sunway Construction

EPM Scope: Design, Supply & Delivery of  
EP Precast System

# CREDIT CONTROL IN EASTERN PRETECH HONG KONG

The granting of credit creates a healthy base of regular and loyal customers. However, with the fragile economic situation and intense competition, more control and monitoring processes are critical in order to minimise the risk of bad debts.

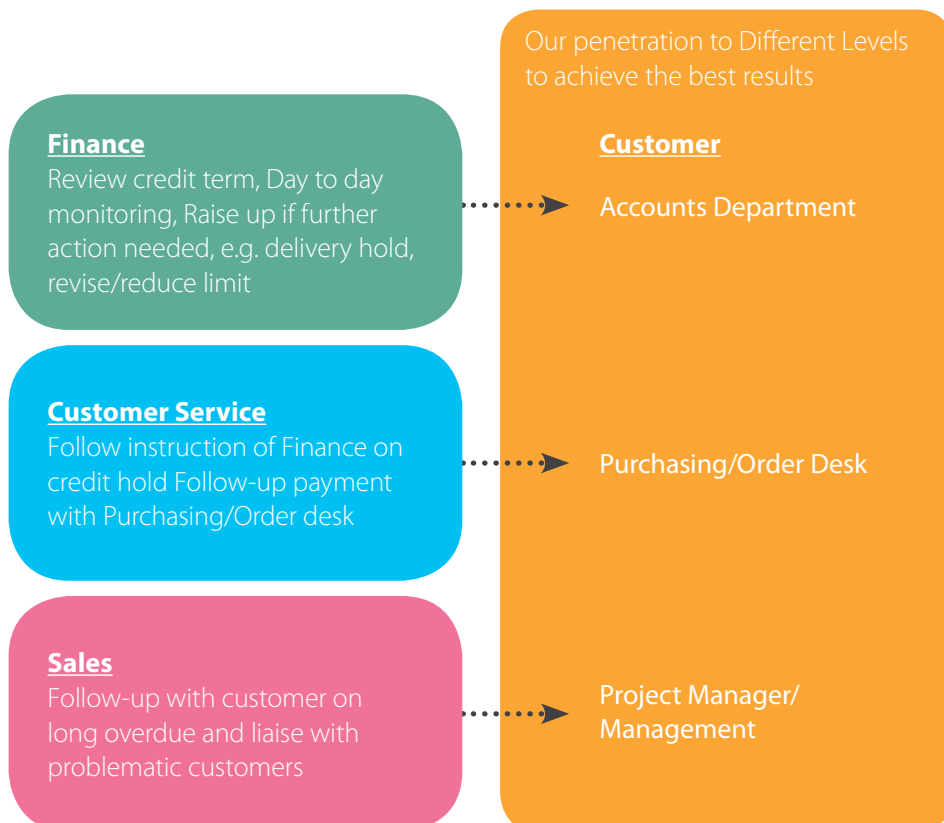
## Achievements

Eastern Pretech Hong Kong (EPHK) has implemented the credit control policy since 2008. The Account Receivable (AR) has reduced from 65 days to 50 days over five years. The percentage of bad debts has also reduced quite significantly.

	2008	2013
Account Receivable Days	65	50
Percentage of bad debts	0.43%	0.17%

## EPHK's key to success

The close working relationship between the Finance, Customer Service and Sales departments helped achieve optimum results for credit control.



Some practices that EPHK would like to share:

- 1 Over 95% of new customers are traded in cash on delivery (COD) terms
- 2 Rigid credit days (30 days) and credit limit. Credit assessment by Finance and endorsement of credit term by different levels in accordance to Corporate Authorisation guidelines
- 3 Customers' projects on hand and estimated turnover are reviewed regularly and credit limit will be adjusted accordingly.
- 4 A credit hold process in SAP as an internal alert and follow-up
- 5 Suspension of delivery procedure in place
- 6 Credit Review in the monthly management meeting



# OPENING CEREMONY OF EASTERN PRETECH (GUANGZHOU)'S NEW PLANT IN ZENGCHENG



(From left) Mr John Koh, Director of NSL; Mr Bo Yong Biao, Zengcheng Municipal Government representative; Mr Andy Ip, CEO of Eastern Pretech Hong Kong; Prof Cham Tao Soon, Chairman of NSL; Mr Pan Zheng Huan, Director of Science Economic Trade and Technology Bureau of Zengcheng City; Dr Tan Tat Wai, Director of NSL Group

200 guests from all over the world gathered to celebrate the official opening ceremony of E.MIX Group's Plasters and Motars Plant in Zengcheng on 27 September 2013.

The event was hosted by the NSL directors and key management. It was also an honour to have the government officials of Zengcheng city, media, industry partners and other guests to grace the occasion.

This new facility is NSL Group's largest plant in Asia Pacific. It is also the 7<sup>th</sup> production facility as part of its capacity enhancement strategy to tap on the growing demand for dry-mix materials regionally.

Zengcheng plant, with an area of 20,000 square metres, has been purpose-built with the intent to house the E.MIX

Group's administrative headquarters, manufacturing plant and Research and Development (R&D) Centre under one roof. The new R&D centre has the latest equipment which reinforces the company's competitive edge and is geared to meet the needs of customers.

The official opening of Zengcheng headquarters symbolises a new start of Eastern Pretech. E.MIX Group will continue to apply and exploit technology to enhance and expand services to our customers, and to ensure the sustainable growth of E.MIX in Asia.



# Feature

## Construction Products



A welcome speech by Professor Cham Tao Soon, Chairman of NSL Group



The lion dance brought the ceremony to a climatic stage



The E.MIX Headquarters is located at Zengjiang Street East Industrial Park



E.MIX office lobby



Robotic Arm at the production line



Celebratory Dinner was held after the official opening



A group shot for this memorable occasion!



A golf tournament was held for visitors and guests the next day



E.MIX Cup Champion Trophy presented to Mr Benny Lai by Mr and Mrs Ip

Click to view the following advertisements on [Hong Kong Economic Times](#) and [Zeng Cheng Daily](#)



# Feature

## Construction Products

### PARMARINE'S NEW INFORMATION MANAGEMENT SYSTEM

Parmarine's production department is constantly flooded with information about changes that are made and negotiated before or during production of Unit Bathrooms.

To better manage the flow of information, Parmarine procured a document management system called CissBase.

CissBase aims to save and distribute information, allowing all the relevant

people access to the same files. All files can be revised and updated when necessary and then labeled as the latest version so everyone stays on the same page regarding the latest changes in production specifications.

Using CissBase also means less information is being distributed around the factory via emails. All updates are documented and can be traced back if needed. CissBase can also be used for saving all personal documents (excel

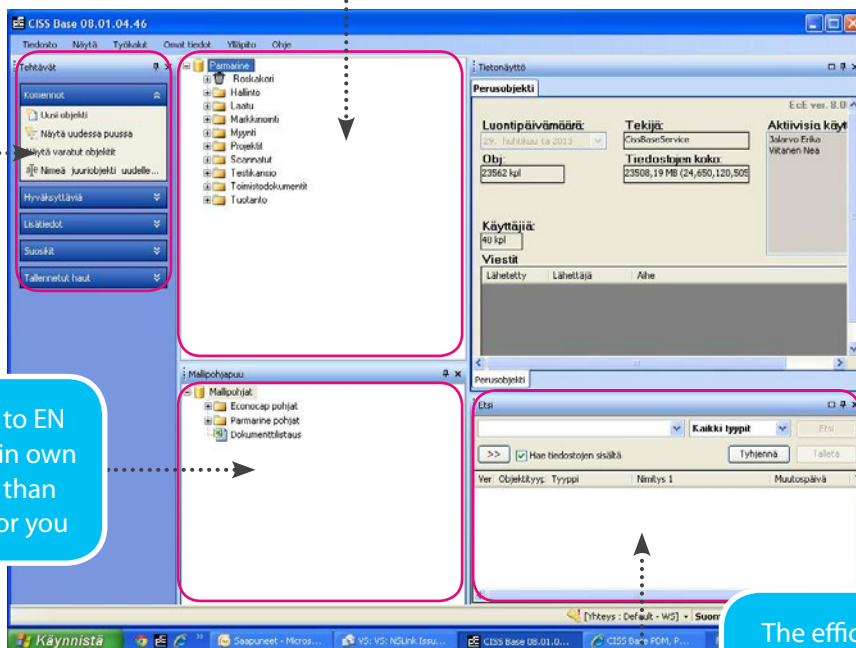
and word documents, PDF – files etc.) in a private folder that only the person in question can access.

To top it up, CissBase provides a centralised data backup system as all the data on the server is duplicated each night. This goes to folders in mutual use as well as folders in private use.

The user interface, compatible with Windows standards, with floating menu and tree structure is convenient for users

Documents, BOMs and parts are shown on tree structure. You will be able to modify, add, remove and transfer objects by drag and drop

The items according to EN standard are shown in own tree. There are more than 10,000 items ready for you



The efficient search tools (like in Google) with content search will guarantee you fast and efficient search results

A brief of how documents are saved and shared around the factory through CissBase Document Management

# NOCS PRACTISES GOOD CORPORATE GOVERNANCE

NSL OilChem Services (NOCS) believes that the commitment of every party is required to make corporate governance a success. Besides adhering to NSL's corporate governance guidelines, NOCS has also put in place the following practices:

### *Regular meeting with internal stakeholders*

The Chairman of the Board, Dr Low Chin Nam, works closely with NOCS CEO, Mr Jeffrey Fung, to plan and manage the operations of the company. Regular meetings are held with the operation team and sales and marketing teams to discuss and resolve issues that require immediate attention.

### *Detailed procurement policies and procedures*

NOCS has a detailed procurement policy and procedures in place to ensure that the goods and services procured are of the best value for money for the company. It has a framework where;

- Suppliers are evaluated and selected based on a specified number of criteria
- Competitive quotes have to be called to ensure that the company gets the best deal
- Purchases are authorised and approved in accordance with the Corporate Authorisation (CA)
- Contractors have to follow a set of service requirements given in the Integrated Management System
- Performance of Suppliers is monitored and reviewed by the Purchase department and various department Heads.

## Corporate Governance



### *Regular credit review and control of Accounts Receivable balances*

A robust credit control policies and procedures which outline the credit evaluation process and control procedures helps to manage the financial risks of credits granted to customers.

Credit meeting is held at least once a month where the CEO, various department heads and the team of sales executives come together to review the collection status, outstanding balances, status of credit proceedings, latest credit information of every customers to assess their creditworthiness. Steps are taken for prolonged outstanding balances of customers including the issue of demand letters, stoppage of services and in the very extreme cases through legal means to ensure that the outstanding balances are collected and financial risks are properly managed.

### *Integrated Management System*

The implementation of an Integrated Management System (IMS) was recognised and awarded in December 2012 with certification to ISO 14001, OHSAS 18001 and SS506 Part 1 & 3 by Certification International (Singapore) Pte Ltd.

The IMS enables the company to take a structured approach on implementing and monitoring its environmental, safety and occupational health (ESH) performance. Annual IMS objectives and targets are set, internal ESH audit conducted, and IMS procedures and safety risk assessments are reviewed as part of the Company's continuous improvement programme to raise its IMS performance.



# Feature

## Environmental Services

### NSL BOARD MEETING AT NOCS

On 6 November 2013, NSL OilChem Services (NOCS) hosted NSL's Board meeting for the first time. NSL's directors and management were received by NOCS' management and had an authentic Hakka-cuisine buffet lunch together.

After the Board meeting, NOCS' management presented an overview of the Environmental Business, followed by a plant tour to enable the Board of directors a better understanding of its operations.



(Left) NOCS CEO, Mr Jeffrey Fung and NSL's Chairman, Prof Cham Tao Soon



Group photo taken at NOCS slop reception wharf



Safety briefing by NOCS Operations General Manager, Mr Robert Lim



At NOCS workshop



### STRATEGY MEETING 2013

In October 2013, the management and staff from various departments of NOCS held its off-site Strategy Meeting 2013 at Sunway Lagoon, Kuala Lumpur, Malaysia.

With the theme set as “Scaling New Heights”, the main objective of the trip was to present a report that includes the following:

- Review of performance for 2013 against what was planned last year
- 3-year plan which includes market analysis, competitor analysis, threats, opportunities, and growth strategy
- Budget for 2014 and forecast for 2014 – 2016 (including CAPEX and cashflow)

In the run up to the annual event, 28 staff members were split into five teams representing each of NOCS’ divisions (Industrial Waste, Logistics, Lube Re-refining, Slop Processing, and Trading) to prepare for the above report.

During the report presentations, which were facilitated by four representatives from Corporate Development Department and two representatives from NOCS, issues on the soundness of the teams’ plans and megatrends were seriously pondered upon.

The off-site meeting provided facilitators and staff members with a conducive environment for focused discussions. In the evening after the presentations, the group visited the newly opened i-City; a RM 5 billion ultrapolis that is designed as an international business hub by day and a lifestyle haven by night.

Everyone present was mesmerised by the amazing forest of man-made maple and pine trees which were brightly illuminated by over one million LED lights with seasonal light-scape themes.



# Feature

## Engineering

# A NEW ERA OF CLEAN BULK LOADING BEGINS WITH RAM REVOLVER

RAM Spreaders pioneered the design and development of its revolving spreader with integrated lid lifters and side support.

This product has been successful in drawing new bulk exporters to the port as well as convincing existing port users to make the switch to a containerised bulk solution.

The system helps to reduce supply chain costs and increase the existing port volume by at least 20%, as it uses existing port equipment and facilities. It provides the missing link in the logistics chain for small scale exports and those in remote locations.

### RAM Revolvers make its Mark

RAM has delivered the first batch of three RAM Revolvers to DP World Adelaide for handling containerised iron ore shipments from Australian mining company, IMX in January 2011.

Till date, IMX has exported more than two million tons of iron ore using RAM Revolver. The containers are handled within the port, by rail and at the mine with standard container handling equipment such as straddles and reach stackers.

The project allowed IMX to export its product efficiently with low capital investment while meeting all the strict environmental requirements. It has enabled DP World to develop new businesses.



Revolver with lid lifter

### Serving Different Needs

RAM has developed a variety of Revolvers to meet customers' needs. It encompasses designing revolvers for ship to shore crane, ship crane, mobile harbour crane and reach stacker in sizes of 20 feet and 40 feet.

RAM has also designed and delivered self-powered, light weight revolver with lid lifter to work with ship cranes for customers in Australia. Recently, RAM has supplied a 40 feet revolver to its customer in Africa, together with innovative container design, capable of handling multiple density range of bulk cargo.



The variety of RAM Revolver products



### A New Era

A new era of clean bulk material loading begins with containerised bulk handling systems. It benefits small miner and underutilises container port. RAM has 14 units in operations around the globe, handling different types of bulk cargo and containers. The success and acceptance of the revolver system is driven by following factors:

- A low cost solution for bulk loading as it uses the existing infrastructure in the port
- Environmentally-friendly with zero dust emission from bulk cargoes to vessels
- Exporting bulk shipment more efficiently than conventional bulk loading process

### RAM Revolver's Groundbreaking Achievement

31 August 2013 was a glorious day for RAM Spreaders, Elitheni Coal and Transnet Port Terminal.

A media briefing was held to celebrate the successful loading of MV Mishima, the biggest bulk carrier vessel ever to dock at the Port of East London. It was also to mark the first ever export cargo of coal from the Elitheni mine using RAM Revolver.

RAM representative, Krishna Murari, Assistant Principal Engineering, joined the meeting and met the Premier of the Eastern Cape, Honourable Noxolo Kiviet, Chief Executive of Transnet Port Terminal, Karl Socikwa, CEO of Elitheni Coal, David Nel, and CSO of Elitheni Coal, Mazizi Msutu.

All parties agreed and recognised RAM Revolver's achievement to be groundbreaking for future clean bulk loading in South Africa.



Elitheni Coal CSO, Mazizi Msutu addressing the media and guests



From left: Mazizi Msutu, Honourable Noxolo Kiviet, Premier of the Eastern Cape and Krishna Murari, Assistant Principal Engineer, RAM Spreaders



### WE ARE A FAMILY!

Some 630 employees and their families gathered at the company's compound on 14 September 2013 to celebrate ChangShu RAM Engineering (CSR) family day and mid-autumn festival.



The CSR workplace was transformed to a family venue!

CSR's family day marked a significant milestone as it launched the formation of CSR Charity Foundation.

Company directors including Dr Low Chin Nam, Mr Chia Tong Hee and Mr Philip Lee took time out from their busy schedules to participate in this memorable event.

All participants were entertained by an array of activities! There were booths set up for people to guess riddles. Theme-park styled amusement equipment

comprising of bull riding, basketball shootout, ball pool for kids and an inflatable castle were brought in for the staffs to enjoy a light moment with their spouse and children.

A health screening counter was also set up for a licensed doctor to provide basic health checkup like blood pressure measuring and pulse check for the participants.

Many were glad and entertained when some talented employees and



Changshu Orphanage Home children performed a song and dance item

family members went on the stage to sing and dance. Lucky draws were also held!

The CSR Family Day at the company's premise was a great opportunity for the staff to show their family members their workplace and the company's products which they have played a part to produce in one way or another. The showcased products were mainly CentreSpread® twinlift spreader and the Revolver®.



# Feature

## Engineering

### CSR Charity Foundation

CSR has taken a step further on its social responsibility by establishing the CSR Charity Foundation. The foundation will serve as a platform in which the Company could interact with the society and help build a better local community.

The charity foundation was launched on the same day as CSR Family Day 2013. A committee comprising the Company's management and staff was set up in overseeing the planning and activity of this philanthropic endowment.

The funding of the foundation activities will come from the company management and staff donation. The first donation drive was kicked off within the Company prior to the CSR Family Day. It attracted spontaneous and generous contribution from the staffs.

The first benefiting charity organisation of the CSR Charity Foundation is the Changshu Orphanage Home. The children from the orphanage home were invited to join in the Family Day

where they put up a marvellous dance performance. As a token of appreciation, a plaque was presented to the Company by Madam Chen, the Dean of the orphanage Home.

Read more about the home visit to Changshu Orphanage Home in the "Staff Bulletin" section!



Hang in there!



Colleagues attending health-screenings



Slam dunk!



Cowboy in action!



The childrens' castle



The ChangShu RAM Engineering Family

# Feature

## Chemicals

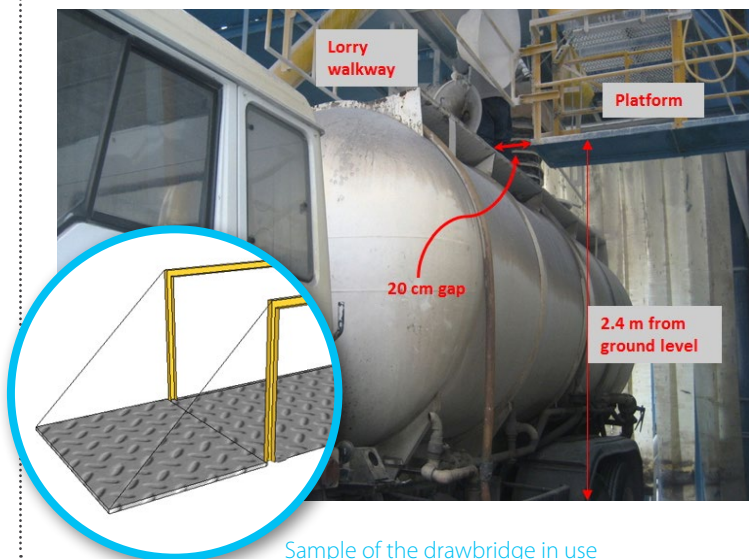
### NSC LATEST SAFETY SUGGESTIONS

NSC launched a safety suggestion scheme in March 2013. The scheme aims to encourage staff at all levels to feedback on unsafe work and facilities they come across, and if possible, to suggest a better and safer method to work around it.

After three months, the safety team has consolidated eight suggestions which are deemed constructive and helpful to further reduce risks within the workplaces in NSC. To encourage and thank their efforts, a small token of appreciation were presented to the proposers.

Here are some of the proposals that are implemented, thanks to those who have initiated the safety efforts!

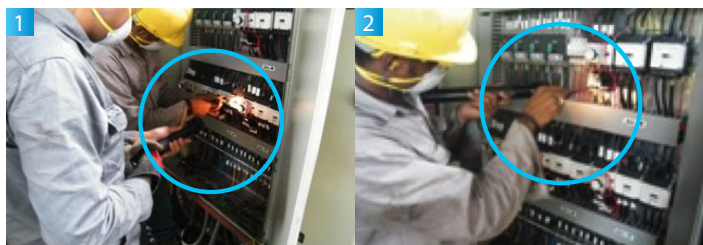
#### Introduction of Drawbridge for the gap between the platform and vehicle



Sample of the drawbridge in use

#### Introduction of Headlamp

##### Before



1. Workers carry out repair works with one assistant holding the torchlight.
2. To check the circuit, one has to hold the torchlight while using his other hand to use the test pen.

##### After



1. With the headlamp attached to the helmet, the operator can perform some of his work without the help of another assistant.
2. Without having the need to hold the torchlight, the operator can remove jammed metal from the jaw crusher with both hands.

#### Introduction of Drain Cover and Triangular Platform





### RAFFLES MARINA TURNS 19!



Having a ball of fun!

On 7 September 2013, the day started with a wet and wild weekend at the pool. Guests were invited to a series of water games lined up especially for families. The kids were entertained by the Hi-striker, Zorb ball and the Water Dunking Machine. Several kids from the Melrose Home were also invited and they had an enjoyable time at the pool.

Added to the bustling activities, a Nautical Bazaar was organised in the

atrium for shoppers to bargain for marine merchandise. Our boat brokers were kept busy at the BoatFest held at the lagoon, showcasing their gleaming yachts for sale.

Hawaiian-themed, this year's anniversary dinner is celebrated in conjunction with the Mid-Autumn festival. The kids were enthralled with our line-up of performances such as the bubble show, fire dancing, and the anticipated lantern



Happy 19<sup>th</sup> Birthday, Raffles Marina!

trail along with a treasure hunt around the club.

Adults were not forgotten as most of them gallantly dressed up as our "Ms Aloha" at the fashion show. What marked the closing of the event was one happy guest walking away with the top lucky draw prize of a Swiss watch, sponsored by Claude Bernard.



Taking on a giant Jenga!



Happy children with their lanterns



# CHANGSHU RAM ENGINEERING ADOPTS ITS FIRST ORPHANAGE HOME

ChangShu RAM Engineering (CSR) recently set up a CSR Charity Foundation, and its first beneficiary is Changshu's Orphanage Home. The Home is run by Madam Chen and her team of angel-hearted colleagues who care for the orphans and children with disabilities.

On 13 September 2013, a group of representatives from CSR, led by Dr Low Chin Nam, NSL Chief Strategy and Operations, Mr Chia Tong Hee, NSL Senior Vice President and Mr Philip Lee, NSE CEO, paid a visit to the Orphanage Home. The visitors were received and briefed by Madam Chen. They also took the opportunity to mingle and play with the children during the orientation.

The representatives handed over gifts including washing machines, milk powder, diapers, cooking oil and rice to Madam Chen. At the end of the visit, Madam Chen thanked CSR for its kindness. The children were also full of gratitude for the company of the visitors.



Madam Chen (lady in red blouse) looks on as the visitors interacted with the children



A caring hug goes a long way



Mr Chia Tong Hee joins in the fun



Supplies for the Changshu Orphanage Home



### CIDB BOWLING TOURNAMENT 2013

Eastern Pretech Malaysia (EPM) took part in a bowling tournament organised by the Construction Industry Development Board Malaysia (CIDB) in October 2013.

Other participants include tolls/highway concession holders such as PLUS and PROLINTAS. EPM was represented by our very crème de la crème of a pool of talented bowlers in EPM, namely Mr LP Tang, Mr Nik Zamrood, Mr Azam and our recent 2013 female bowling champion, Miss Nor Azlina.





# People

## Staff Bulletin

### NSL MADHATTERS AND MASQUERADE PARTY

NSL, NSL Engineering and NSL OilChem Services partied together on 29 November 2013 at Carlton Hotel, Singapore for its annual dinner. It was great delight to have the staff dressed up to the nines and donning their best hats and masks. It was a good time of catch-up and mingling, and being entertained with games that required teamwork and bravery (look who almost got married!). A total of 15 staff were also acknowledged for their loyalty and contributions to the companies and received their long service awards between 5 to 20 years. See the party's snapshots below!



Masks and hats on!



Helping each other to be photo-ready!



The enthusiastic NOCS colleagues!



Congratulations to Mr & Mrs



Must hit target



Grooving on the dance floor!



Stage games!



Madhatters on stage!



Congratulations to our 5 Years Long Service Awardees!



Lucky draws!



# People

## Staff Bulletin

### NSL CHEMICALS ANNUAL DINNER

On 8 November 2013, NSL Chemicals (NSC) held its Annual Dinner at the Asian Market Café, Fairmont Hotel. Themed “Colours”, everyone was dressed based on the colour assigned to their business units. The annual dinner provided staff an opportunity to mingle and get to know each other better. Games such as memory game, sling shot, scrambles and charades were held, much to the delight of employees. During the event, a total of 10 staff were recognised for their loyalty and continuous contribution to the company and received their long service award from 5 to 40 years.

Enjoy the colourful affair!



Kudos to the Annual Dinner Committee who made the evening a fun night!



A balancing act!



The NSC Family!



Let's roll it!



Having fun at Charades



Happy greens and blues!



Congratulations to all lucky draw winners!



"Give me your stickers and vote for me as the best dressed!"



Thank you for your loyalty, Long Service Awardees



Gleeful faces lit up the night



## GAME ON – NUTRITION STYLE!

48 participants learnt about nutrition information in a multi-station event organised by the NSL Sports & Recreation Club at Hort Park on 18 October 2013.



NSL Team listening attentively



Champion: NSL Chemicals!

The participants were divided into six teams to complete different tasks at eight game stations around Hort Park, Singapore. Game points are awarded for completion of the tasks. Bonus points were awarded to the team that could find the three carrots hidden in the park.

For one of the game stations that educates on sources of carbohydrates, participants had to place their hands into a box and identify the type of food using their sense of touch. To gain bonus

points, the participants had to know if the food contains simple or complex carbohydrates.

They also get to learn about calculating the total kcal per serving from reading the product label and suggest ways to reduce the intake of kcal at another station.

At the end of the day, all teams learnt about food that contain anti-oxidants and compared the differences between

typical cooking oil and extra virgin olive oil. Team members even had to draw and sing for their team members to guess health-related messages.

Finally, the first prize of \$200 was won by the team from NSL Chemicals, while the second and third prizes went to the NSL team and NSL Engineering team respectively. The remaining three teams walked away with tokens of appreciation.



"Go Team NSL Engineering!"



Team NSL OilChem Services



Team Eastern Pretech

### OFFICE SAFETY

As compared to factories and other industrial areas, the office is generally considered to be safer, with fewer safety hazards. However, workplace injuries still occur in the office and we should not be complacent.

According to the Singapore Workplace Safety and Health, the Office Administrative, Office Support and Other Business sub-sector of the Administrative and Support Service Activities industry had a total of 71 reportable workplace minor injury cases for the first six months of this year. This total excludes accidents in an office environment in other industries. Of these injury cases, the most common incident type is slips, trips and falls.



#### Here are some tips to a safer office:

##### 1. Housekeeping

- Keep floors and aisles clear of electrical cords or other tripping hazards.
- In case of slips, clean it up immediately.
- Walk slowly if the floor is wet. Place a suitable signage to warn others of slippery floor.

##### 2. Manual Handling

- If you are carrying items, do not carry so many at a time that you are unable to see where you are going.
- If the items are heavy, consider using a trolley.
- When lifting items from the ground, bend your legs and keep your back upright.

##### 3. Filing Cabinets or Shelves

- Only open one drawer at a time. After use, close it immediately so that other colleagues do not walk into it.
- Always place heavier items in the lower drawers.

##### 4. Electrical Equipment

- Do not overload an electrical power point.
- Before troubleshooting any electrical equipment, ensure that its power supply is switched off and power cord unplugged.
- Do not place electrical equipment near sources of water.

##### 5. Ladders

- If you need to reach a high location, always use a ladder. Do not use chairs.
- When using an "A" frame ladder, do not stand on the top two rungs. Ask your colleague to hold onto the ladder when you are using it.
- Use a stepladder with platform if available.

##### 6. Work Stations

- Sit upright with your feet resting on the floor when working at the desk.
- Do not clutter your desk. Files or documents not used in the past few days should be kept away in cabinets or shelves.





## HOW TO BUY AND COOK FISH TO BOOST YOUR HEALTH

**Source:** Article from Singapore Health. Original title: "Is fish always good for you?". By: Lauren Ho

**Fish is generally healthy, but the way you cook it can affect its nutritional value.**

Fish is generally good for you, and the Health Promotion Board recommends that we eat two or more servings of fish a week (one serving equals 90g cooked fish).

### *Nutrients from fish*

A diet of fatty fish like salmon, Spanish mackerel (tenggiri papan), longtail shad (terubok), tuna and sardine helps provide omega-3 fat, which can help reduce blood clots in the arteries and prevent them from hardening.

Fish is also an excellent source of lean protein that is low in saturated fat and cholesterol. In general, a cooked serving of fish provides about 20g protein (about one third of the average recommended daily intake for an adult), less than 160 calories and less than 100mg cholesterol.

Fish is also a good source of all types of vitamin B, as well as vitamins A and D. Fish provides iodine (mainly in saltwater fish), iron and calcium (found in the edible bones of canned sardine and salmon) too.

### *How to cook fish*

The way we cook fish can affect its nutritional quality, such as the fat content of a dish.

For example, in the recipe for pan-fried seabass with spicy plum sauce, you can reduce the fat content by steaming the fish instead of pan-frying it (in this case, steaming can save you 9g fat and 81 calories). Steaming does not require the addition of cooking oil, so the fat content of steamed dishes is usually low.

To ensure that cooked fish is good for the heart, you can also use healthy cooking methods such as grilling, baking, steaming, pan-frying and poaching.

You should also minimise the use of salt, sauces and oil. Instead, you can experiment with vegetables, herbs, spices and lemon juice to enhance its flavour.

### *Eat in moderation*

Although fish is good for the heart, we should still eat it in moderation (about 90g to 120g per serving). Eating at least two servings of fish per week will help protect against heart disease and stroke.

But eating large portions of fish can contribute to weight gain, especially if you eat a lot of fatty fish, which are high in calories.

A cooked serving of lean fish like red snapper and seabass usually contains less than 2.5g fat. Compare that with the 5g to 10g fat you get from the same portion of fatty fish like salmon, mackerel or tuna.

### *Fish contains cholesterol*

This table compares the cholesterol content of fish, meat and poultry. As you can see, fish has less cholesterol than meat or poultry.

Fish or meat (100g raw, edible portion)	Cholesterol content (mg)
Mackerel	55
Salmon	50
Chicken breast (skinless)	57
Pork (lean)	70
Beef (lean)	60
Lamb (lean)	80

### *5 Tips on how to buy fish*

1. Frozen fish fillets should be solidly frozen in undamaged packages.
2. When selecting fish, look, smell and touch to ensure freshness.
3. Whole fish should have skin that is bright and shiny, and eyes that protrude and are jet black with translucent corneas. The gills should be red, the scales tight, and the flesh firm to the touch, springing back when pressed.
4. Fillets and steaks should look pink and translucent, and not dull red and opaque. If there is liquid on the flesh, it should be clear and not milky.
5. All fresh fish should have a "fresh fish" aroma, and not smell off.

The information in this article were adapted from Where is the Fat? Cookbook, published by Dietetics and Nutrition Services from

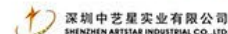
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今天白天阴天  
有小雨，气温  
11-16℃，相对湿度  
70%-95%，吹轻微  
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## 广州增城市 高迪新型建材(广州)有限公司 隆重开幕

### 最具规模的生产及研发总部 建设在美丽的增城市

具备顶尖新型建材技术的E-MIX®美特耐®干粉砂浆生产商，旗下第七间生产基地位于中国广州增城市增江街东区工业园，建筑面积达22万平方米的生产及研发总部，今天举行盛大开幕典礼。

新的生产线将继续以欧洲最先进的生产技术及设备，配合集团的专业管理，为客户提供品质优良的干粉砂浆，产品包括自流平、彩色装饰砂浆、墙面及地面找平砂浆、瓷砖粘结剂、防水涂料及外墙保温砂浆系统等。新总部的生产流程及品质监控均符合国际及中国产品认证的要求。

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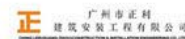
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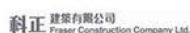
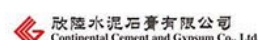
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