

# NSLink

Issue 10 October 2014



## LEADERSHIP AND AGILITY





## A NOTE FROM OUR EXECUTIVE DIRECTOR

Dear colleagues

The year 2014 is coming to an end. 2014 has been a challenging year and I would like to take this opportunity to thank everyone for their commitments and efforts.

NSL Group budget process for 2015 will begin shortly. Overall, for our operations – cost pressures are ever pressing and competition is always inevitable. There is a need therefore to continue to strive for cost and productivity improvements in all aspects of our work. I remain confident that these challenges will be met with passion and commitment from the whole team.

For strategic thrusts and priorities, we continue to engage with our Board on our transformation process with the view to maximise value to stakeholders. As part of this process, we announced on 21 August the proposed sale of our lime business in Malaysia and Singapore. Please refer to page 5 for more details.

For this issue of NSLink, we are focusing on leadership and agility.

### **You don't need a title to be a leader.**

Leadership skills can be found in any person, not necessarily only in people with titles like CEO, manager, supervisor or team leader. Each of us, by virtue of

our very human nature, has the natural instinct to lead and achieve great things. Thus, I would like to encourage each individual to keep leading in their respective responsibility even if it's without a title.

### **Agility is essential in the fast-changing world.**

With the evolution of communications technology in the last two decades, the speed of information exchanged across borders has increased tremendously. One's agility to react to industry changes is now an essential factor to success.

It is therefore important to keep ourselves abreast of industry trends, through active participation in international exchanges and conferences.

By doing so, we can keep our fingers on the pulse of the markets to create and capture opportunities.

With the positive leadership and agility present in our organisation, let's all work towards a better and effective working environment. I hope everyone will fulfil great accomplishments this year and I wish everyone a better year in 2015!

**Oo Soon Hee**

## NSL ACHIEVED 3% REVENUE GROWTH FOR 2Q2014

- Group registered a turnover of S\$129.9 million
- Profit before tax (excluding exceptional items) declined to S\$4.6 million due to absence of share of profits from BST and lower contribution from the Construction Products division

	QUARTER ENDED			6 MONTHS ENDED		
	2Q2014 S\$'000	2Q2013 S\$'000	Change %	2014 S\$'000	2013 S\$'000	Change %
<b>Group Turnover</b>	129,905	126,262	3	253,654	239,231	6
<b>Group Profit Before Tax</b> (Excluding BST and Exceptional Items)	4,608	6,260	(26)	8,770	10,071	(13)
<b>Share of BST Results</b>	-	2,588	n/m	-	13,747	n/m
<b>Group Profit / (Loss) Before Tax</b> (Excluding Exceptional Items)	4,608	8,848	(48)	8,770	23,818	(63)
<b>Exceptional Items</b>		(2,315)	n/m	9,957	(600)	n/m
<b>Group Profit Before Tax</b>	4,608	6,533	(29)	18,727	23,218	(19)
<b>Profit Attributable to Shareholders</b>	3,263	4,421	(26)	16,097	18,942	(15)
<b>Earnings Per Share</b>	0.87	1.18	(26)	4.31	5.07	(15)

NSL Ltd registered a higher turnover of S\$129.9 million in 2Q2014 compared to S\$126.3 million in 2Q2013. The 3% improvement in turnover was achieved as a result of increases in revenue from the Environmental Services and Engineering divisions and despite challenging conditions faced by its precast operation in Singapore.

The Group Profit before tax (excluding exceptional items) declined 48% to S\$4.6 million in 2Q2014 compared to S\$8.8 million in 2Q2013. The decline was largely due to the absence of share of profits from Bangkok Synthetics Co., Ltd ("BST") in 2Q2014 as against a profit contribution of S\$2.6 million in 2Q2013 prior to BST's disposal in December last year.

Excluding BST, Group Profit before tax (excluding exceptional items) declined 26%. The weaker performance was due to lower contribution from the Construction Products division, partially mitigated by improved pre-tax profit from the Engineering division. The Construction Products division's precast operation in Singapore registered lower sales and was affected by higher production costs. In Malaysia, its precast operations were also adversely impacted by the higher cost associated with the project delays. Engineering division recorded a 60% growth in pre-tax performance on the back of higher spreader deliveries.

After taking into account income tax and exceptional items, the Group reported a profit attributable to equity holders of S\$3.3 million in 2Q2014 compared to S\$4.4 million in 2Q2013.

For the six months ended 30 June 2014, the Group recorded a 6% increase in turnover to S\$253.7 million. Group Profit before tax (excluding exceptional items) was 63% lower due to the absence of share of profits from BST. Excluding BST, Group profit before tax (excluding exceptional items) declined 13% to S\$8.8 million in 1H2014. Profit attributable to shareholders for 1H-2014 was S\$16.1 million as compared to S\$18.9 million in 1H-2013.

## PROPOSED DISPOSAL OF NSL LTD'S LIME BUSINESS IN MALAYSIA AND SINGAPORE AND LIMESTONE BUSINESS IN MALAYSIA



On 21 August 2014, NSL Board of Directors announced that NSL Chemicals Ltd ("NSC") has entered into binding conditional termsheets with Lhoist Singapore Pte Ltd on the proposed sale of Chemicals group's lime business and assets in Singapore and Malaysia.

The lime business was previously set up to be an integral part of the supply chain for the former Steel Division.

Following the divestment of the Steel Division, the lime business has been operating as an independent lime supplier in the competitive regional markets. After much due consideration, it is deemed opportune to divest this business and focus on growing its other core businesses and seeking new businesses.

The proposed transaction will generate gross cash proceeds of approximately

S\$49.1 million. Based on the NSL Group's carrying value in Lime division as of 30 June 2014, the proposed transaction will result in an estimated accounting gain of S\$28.2 million to NSL.

The Board and management of NSL are continuously evaluating the long-term growth strategy for each of its portfolio businesses. This process includes assessing organic growth opportunities and optimising shareholder's value.



## BE MORE THAN A LEADER BY DESIGNATION

**A wise man once told me: “When you look behind and see no one following, you are probably not a true leader.”**

Years later, these words continue to ring true as we see what is common among the recent listing of “50 World Greatest Leaders” by FORTUNE magazine – Pope Francis, Warren Buffett, Bill Clinton, Aung San Suu Kyi, Dalai Lama, etc. – has a following rallying after them. They must be doing something right. And we can certainly learn a lesson or two from them.

### 1 Vision and Communication

Great leaders are akin to architects; their business idea is the blueprint while their vision shapes the business goals. Beyond creating and maintaining a clear vision to guide their team, they also identify tangible milestones and outcomes to encourage forward momentum.

Being able to communicate the vision across all business levels is just as important. Given companies’ increasingly complex organisational structures and the diverse workforce today, a great leader can accurately convey their vision, regardless of their teammates’ functions or locations.

#### Food for thought:

Do you have a vision? Does your team know about this vision? Or do they know if the team is on track to accomplish the vision? If your answer is “yes” to all questions, try asking five persons in the team.

### 2 Strength and Empathy

Without a doubt, the phrase “Survival of the fittest” is applicable and very true in the business world. Great leaders are typically mentally and spiritually strong. They rise up to challenges and gamely trod down paths less travelled. The strength they demonstrate fuels the team’s courage to brave difficult situations.

In the daily campaign to meet business objectives, it is easy to forget that the team is made up of people who have feelings, thoughts and dreams. People are an important resource that can quicken or impede the journey towards success. Great leaders understand this so they listen to their team’s feedback and ideas, and empower them to realise their personal aspirations.

#### Food for thought:

Can you identify with the following quote from Jim Rohn, an American entrepreneur, author and motivational speaker: “The challenge of leadership is to be strong, but not rude; be kind, but not weak; be bold, but not bully; be thoughtful, but not lazy; be humble, but not timid; be proud, but not arrogant; have humour, but without folly.”

### 3 Awareness and Agility

The rate of change today is exponential. To survive, it is necessary to change in tandem. However, most businesses are looking beyond survival, they want to grow and to stay ahead of competition.

For a leader, this translates to an acute sense of awareness and a heightened level of agility. Knowing what is happening now is a given, great leaders are on the offensive. They have a good sense of knowing what will transpire next through actively scanning the horizon ahead. They are at a vantage point to make decisions – to go according to plan or to activate the backup plans.

#### Food for thought:

Make a list of opportunities and threats that the Company is currently facing. Identify corresponding existing competencies that can help capitalise the opportunities or mitigate the threats. Are you ready for the future?

## WHICH LEADER INSPIRES ME

**Dr Low Chin Nam, Chief Strategy and Operation, NSL**

To me change is the third certainty of life. A good leader must see over the horizon, recognise change and adapt. He savours the challenges of change.

**Teo Peck Har, AGM Finance, NSL Engineering**

The traits of great leaders are to be admired. And often they are prerequisite to the management of a high performing team, propelling it to great success. But standing alone, a leader achieves nothing but mediocrity. No leader would achieve greatness without great followers. Together, they share key common traits and work in concert to attain greatness.

**Ray Parry, CEO, Raffles Marina**

A classic view on leadership from F. W. de Klerk, one of the main architects of South Africa's constitutional democracy:

"Leadership is a process of relentless self-examination, it involves values-based decision making, acceptance of the need for real change, communication of a clear and attainable vision, the willingness to take risks, a sense of timing, the need to persevere and the acceptance that change is never-ending."

I wish I could live up to just a small portion of that!!

**Jeffrey Fung, CEO, NSL OilChem**

Mr Philip Yeo, Chairman of Spring Singapore. He is not our typical civil servant and is not afraid of controversies. I admire him for his vision, courage and for being a maverick.

One of his famous quotes:

"In Singapore, we spend our time praising people who follow the rules. People should not be forced to follow the rules. If you do so, the good ones will leave; the ones who follow the rules are not necessarily the best. We're not asking them to break rules to steal money. Break rules to get a job done."

**Nea Viitanen, Finance Manager, Parmarine**

I would like to quote William Arthur Ward on leadership:

"The mediocre teacher tells. The good teacher explains. The superior teacher demonstrates. The great teacher inspires."

**Matti Mikkola, CEO, Dubai Precast**

An inspiring leader is passionate. He is able to communicate fundamental values and vision, and is able to inspire others to share that vision. His authority is built on his skills, experience and abilities. He empowers his subordinates to manage their scope through collaboration, teamwork and trust. He's not afraid to experiment with innovative ideas and learns from his mistakes.



# SHARING KNOWLEDGE ON PARMA PREFABRICATED BATHROOM UNIT



Ms Marjut Vahos posing for photos with some of our EPS colleagues (From left) Lim Chew Hin, Structural Engineer; Wilson Chong, Asst Sales Manager; Ms Marjut Vahos, Development Manager of Parmarine Ltd, Finland; Yong Chiang Boon, GM (Precast) and Jason Lim, Asst Project Manager

### Eastern Pretech (EP) participated in the one-day workshop “Prefabricating Our Future – PBU”, organised by the Building and Construction Authority (BCA) Academy on 6 August 2014.

Ms Marjut Vahos, Development Manager, Parmarine Ltd, Finland, was invited as one of the established overseas Prefabricated Bathroom Units (PBUs) suppliers to present on metal wall panels of PBUs.

Parmarine has a long history of manufacturing PBU for housing and shipping industry. Ms Marjut Vahos, who has joined the company for almost seven years, demonstrated her strong know-how of steel-based PBU and bathroom design, and articulated her confidence in the future of PARMA PBU in Singapore’s growing market.

Notably, BCA has identified PBUs as one of the game-changing technologies that will improve the construction industry’s productivity in Singapore.

The workshop covered a range of topics from good industry practices on PBU installation to design considerations of PBU in residential projects. It also included presentations from established local and overseas suppliers.

PBU has been widely used in the world, especially in western homes, hostels and hotels. In Singapore, both the Housing Development Board and private developers have explored the use of PBU in many developments. To date, EP has delivered over 7,200 units of steel cassette PBU for private and public projects.



Ms Marjut Vahos presenting the PARMA Bathroom Unit system



# EDUCATING AND INSPIRING THE YOUNGER GENERATION

**Given that many public projects in Singapore are built using precast technology, Eastern Pretech (EP) presents a valuable learning resource for students who are training in the areas of architectural design and technology.**

EP's wealth of experience in the prefabrication and precast building components in the construction industry enabled us to share about the design and construction methods used in both public and private housing.

The increasing popularity of precast construction coupled with the objective of enriching the learning experience of students have prompted schools such as Singapore Polytechnic and Ngee Ann Polytechnic to organise site visits to EP. These visits present opportunities for the students to see the theory they learnt in practice and acquire knowledge concerning current industry trends and technological developments.

Seeing the benefits the factory tours have brought to the students, the Schools have made these visits an annual affair. This year, 60 students from the School of Architecture & the Built Environment, Singapore Polytechnic, accompanied by three lecturers, visited EP on 25 July 2014.



Sharing from their wealth of knowledge

Hosted by Wilson Chong, Assistant Sales Manager, Steve Castro, Production Manager, and Jeffrey Liew, Senior QA Engineer, the entourage was given a tour of the plant and an introduction to EP's production facilities. The session, which saw an active exchange of questions and answers, lasted approximately two hours.



Students from Singapore Polytechnic enjoying their "out-of-classroom" learning experience





# PROJECT HIGHLIGHTS FROM EASTERN PRETECH MALAYSIA

We are delighted to share some highlights of our recent projects, particularly on a few of our current anchor projects. These include works done for the Klang Valley Mass Rapid Transit (KVMRT) Project, and the second IKEA outlet in Cochrane, Malaysia.

## KLANG VALLEY MASS RAPID TRANSIT (KVMRT) PROJECT



Bird's eye view of elevated KVMRT alignment



SBG Segment at Sepang Casting Yard

Segmental Box Girder Segment (SBG) Casting is a relatively new field to Eastern Pretech (Malaysia) Sdn Bhd. Nonetheless, we are determined to deliver a high quality product. Through managerial support and our staff's resolve and commitment, 84% of the total segment was successfully casted, and to date, 44% have been delivered to site.

We have had prior experience dealing with tunnel segments, which we were required to supply and deliver to our client. The casting of the KVMRT underground tunnel segments was successfully completed in May 2014, and we are currently in the midst of delivery. Our tentative target date for complete delivery of all segments is by the end of year 2014.

## IKEA JALAN COCHRANE PROJECT

We have successfully secured the second IKEA outlet project in Malaysia. In spite of the challenges faced in this project, the team remains dedicated and undaunted, overcoming all obstacles and continuing to deliver superior and uncompromised quality. The building is steadily taking shape with five units of cranes on-site working tirelessly around the clock to ensure that the project is completed on schedule. To date, we have completed 14% of the building installation works.



Works in progress



Part of the building on its way to completion

### EXPANDING PRESENCE IN CHINA AND MALAYSIA

**E.MIX has been at the forefront of Asia's growing building material industry, with active participation in various regional exhibitions that allows the company to reach out to a vast network of architects, interior designers, and building industry specialists.**

These gatherings are not only helpful in generating new leads for regional sales teams, but also present an enriching learning experience for all who were involved.



With the co-operation of our venture partner, Zui Loong, the E.MIX China booth occupied a prominent spot within the venue

Recently, E.MIX China participated in the 2014 China (Guangzhou) International Stone and Technology and Equipment Exhibition, held from 8 to 10 July. Located at a prominent spot, the E.MIX booth received a considerable number of visitors, particularly for the live demonstration sessions that gave in-depth explanations on features and benefits of the new Stone Fixing & Caring System, which was shown in an exhibition for the first time.



The E.MIX China booth at the International Stone and Technology & Equipment Exhibition attracted a considerable number of visitors



The well-decorated E.MIX Malaysia booth at the ARCHIDEX 2014 exhibition



Product samples and packaging being creatively displayed on a wall

In Kuala Lumpur, E.MIX Malaysia was involved in the highly anticipated ARCHIDEX 2014 from 25 to 28 June, which showcases the latest in architectural innovations, engineering feats and industrial designs. Using a creative and innovative approach, E.MIX Malaysia displayed various top selling product samples and packaging on a wall, allowing visitors to have an overview of the products. The booth was a success thanks to the engaging layout, and E.MIX Malaysia staff also had the opportunity to network with other professionals in the industry.



E.MIX's new Stone Fixing & Caring System was showcased in an exhibition for the first time



# Feature

## Construction Products

### E.MIX CHINA AWARDED MULTIPLE ISO CERTIFICATES

The E.MIX production plant in ZengCheng, GuangZhou, which opened in late 2013 has recently been awarded with multiple ISO certificates, namely ISO 9001:2008, ISO 14001:2004 and OHSAS 18001:2007. This achievement signifies that the plant has reached international standards in quality management, environmental management, as well as occupational health and safety management systems.

Over the years, the E.MIX Group has been striving to establish a modern, systematic and professional management system that complied with international standards. Being awarded multiple ISO certificates few months into full operation at ZengCheng plant motivates the Group to continue striving for excellence and continuous improvement – providing the best possible products and services to the construction industry.



The E.MIX production facilities located in ZengCheng, Guangzhou was opened late 2013



The half-completed pathway that lorries can utilise



Precast concrete wastes being reused to create a pathway for lorries

### A LITTLE EFFORT GOES A LONG WAY

E.MIX employees in Bemban, Malaysia's plant, have initiated a project to reduce dusty roads that arise from a lack of a proper roadway. Currently, lorries drive on bare sand when entering or leaving the premises, causing muddy holes to form during the rainy seasons.

With some innovative thinking, a low-cost and environmentally friendly solution was proposed: use precast concrete wastes – namely "Test Cubes" – to build a concrete pathway which lorries can utilise. Started in early March, the project is now halfway to completion thanks to the great teamwork displayed.

As a famous English saying goes: "A little effort goes a long way." Similarly, E.MIX Malaysia staff have demonstrated that seemingly small ideas can translate not just into cost savings for the organisation, but also into creating a better working environment for all.

E.MIX Malaysia has set a fine example in demonstrating that waste can be turned into a useful resource with a little creativity and sound teamwork.

# Feature

## Environmental Services

### LEADERSHIP STYLE: THE OILCHEM WAY

#### Why Leadership Matters

Competitions are won not based on sheer strength, talent, or team spirit alone. They are won under the guidance of strong and inspirational leaders, as can be seen through the fate of English Premier League football club Manchester United (MU). Under the former long-serving manager Sir Alex Ferguson, the club won 13 English Premier League titles and two European Champions Leagues. However, with the appointment of his successor David Moyes, MU failed to qualify for the Champions League for the first time since 1995. A leader can truly make or break a team, and this serves as a lesson not only for MU's management board, but also for other leaders handling teams and organisations.

#### Two-Way Communication

Here at NSL OilChem (NOC), communication is key and leaders value interaction with staff, encouraging two-way conversation. Beyond ensuring clear communication of the Company's vision and mission to the staff, staff are also regularly updated with the Company's financial performance and engaged in the setting of business goals and objectives through NOC's annual budget and strategy review exercises.

Informally, employees can also voice their opinions freely and be assured that their superiors will offer a listening ear. In a more structured setting, monthly tool box meetings and weekly meetings between various department heads are helpful in resolving issues faced by each department and enabling collective effort towards the provision of better customer service and higher productivity.

#### Fostering Cohesion

The NOC leadership believes that a strong team drives the Company's growth and reinforces the Company's resilience in periods of booms and recessions. For that reason, NOC is committed to an all-rounded staff development both in and beyond the workplace.

Within the workplace, sharing sessions such as townhalls and off-site meetings are conducted periodically. Outside work, retreats and annual dinners are also organised from time to time, allowing employees to interact in leisure settings. Resultantly, these activities strengthen bonds among co-workers, as well as provide much needed rest and relaxation after a hard day's work!



NOC CEO announcing new company name



NOC leaders at the corporate community games bowling event



Employees sharing feedback at NOC's off-site meeting

#### Building a Healthy Corporate Culture

Our senior leaders recognise the importance of leading by example. Therefore, they often champion participation in Sports and Recreation Club activities, such as NSL Family Day, the corporate community games bowling and corporate social responsibility activities like Melrose Home visit.



### CSR: FIRE SAFETY AWARENESS COMPETITION



Officials from the Changshu Economic Development Zone and Changshu Fire Bureau

**June is the month when various nationwide events are held to promote fire safety awareness in China.**

This year, Changshu RAM Engineering (CSR) showed its support towards the annual campaign by participating in the Fire Safety Awareness and Techniques Competition organised by the Changshu Economic Development Zone on (CEDZ) 18 June.

One of the programmes tested the techniques and skills of the participants in firefighting. Some of the highlights included setting up and spraying a fire hose, running to a fire spot within a limited time, and putting out fire using a fire extinguisher.

The event, held at the Changshu Fire Bureau, was joined by companies located in the CEDZ zone. CSR also spontaneously took part in the event by sending a team led by Safety Supervisor, Mr Sun Yu Feng.

The event facilitated interaction and exchanges between companies in fire prevention and awareness. Through the competition, our team of firefighters not only gained invaluable experience, but also sharpened their skills in firefighting.



Employees from various companies in the CEDZ zone taking part in the activities



# Feature

## Engineering

### STOP ASSUMPTIONS, STOP ACCIDENTS – SAFETY AWARENESS CAMPAIGN

**As part of the safety awareness promotion, NSE teamed up with the WSH council to bring to our staff a skit entitled “Lady Luck”.**

Through the lively performance, key topics such as poor housekeeping, taking shortcuts by not wearing PPE, falling from heights while working, and cargo falling due to over stacking were highlighted and shared with the staff. These are common areas of concern in a workplace, and the skit served as a good reminder to always make safety a priority.

The second part of the programme is “Go To Engagement”. The WSH Council staff shared about common office safety issues, including electrical hazards from water spillage, tripping over cables and injuries caused by sharp objects such as scissors.

It was a captivating skit, and our staff enjoyed it tremendously while learning more about safety in an interesting manner.

Remember, while Lady Luck may shine on you occasionally, she will not always be there to protect you from hazards. Only by working in a safe manner, you will be able to prevent accidents. Stop assumptions, stop accidents.



Learning about safety – the fun way!



Thumbs up to our lively actors for their entertaining performance

# RAM SPREADERS EXHIBIT AT THE TOC CSC EUROPE 2014 EXHIBITION

## TOC CSC Exhibitions

Exhibitions play a key part in a company's sales and marketing strategy by raising brand awareness, showcasing new innovations and creating new enquiries. It also provides a central hub that allows existing customers to meet key sales personnel to discuss new projects, formulate new enquiries, and create new business relationships. The TOC CSC Exhibitions are marked in the RAM Spreaders calendar as a particular favourite. The exhibition attracts over 300 industry professionals from more than 30 countries with an excess of 3,500 people visiting the exhibition. RAM has been attending the TOC exhibitions for over 15 years, and has experienced continued success in generating new business.

This year's three-day TOC CSC Europe Exhibition took place on 24 to 26 June and was held at the ExCel Conference Centre for the first time since it began in 1976 in London, UK.

Known as the global event for the containerised cargo industry, this particular exhibition coincides with the recent opening of the new DP World London Gateway shipping container terminal where RAM Spreaders supplied a number of container lifting spreaders and Twin40 Headblock connection, known as "SingFlex", which allows for multiple container lifts – specifically designed for mega ship container terminals.



London Excel, United Kingdom

## History of TOC CSC Exhibitions

Europe is of historical importance to TOC CSC, as it was the location of their very first exhibition back in 1976. In view of the continued successes of TOC Europe, the organisers decided to expand the exhibitions to strategic locations such as the world's key shipping hubs. This marked the beginning of TOC Asia launched in 1999, TOC Americas in 2000 and TOC Middle East in 2008.

Since 1976, TOC CSC exhibitions have grown in popularity and are now established as the most important key events of the container supply chain industry. These exhibitions provide a global forum for Ports, Terminal Operators, Shipping Lines, 3PL's and BCO's to share knowledge in moving and handling large volume of containers. It also provides exhibitors with a platform to look for business solutions and network while showcasing their products and services. A greater number of logistics providers and Cargo Owners/BCO's now attend TOC CSC looking for business solutions and to network.

Integral to the TOC CSC exhibition events, technical seminars and high-level conferences are run over the duration of the exhibition. Attended by more than 500 delegates and speakers, these conferences facilitate discussion between shipping company senior executives, logistics service providers, ocean carriers, port authorities and terminal operators. Topics under discussion encompass port development and finance, terminal efficiency with new expectations and planning, emerging economies, and fluctuations in freight rates and service changes.

**TOC**  
CONTAINER  
SUPPLY CHAIN  
EUROPE



# Feature

## Engineering

### RAM Spreaders Stand

Celebrating over 40 years in the container lifting industry, UK is a special place for RAM Spreaders as this was where the company's engineering roots began. Having the exhibition in the UK was both nostalgic and celebratory for RAM Spreaders.

This year's aim for RAM Spreaders was to promote "SingFlex" Twin40 Headblock, which is already being supplied to DPW London Gateway. The stand was designed to be minimalistic and relaxing with soft seats. Large graphic boards displayed RAM "SingFlex" in docking station mode and full twin 40ft container mode.

Over the three-day event, Senior and Regional Managers and Sales Agents representing Europe, Americas, Asia, the Middle East, and also Africa and ANZ joined the RAM Spreaders stand.



RAM Spreaders Stand

As with most exhibitions, visitors and customers come from around the world to discuss new projects, make enquiries and create sales leads. At this year's exhibition, the RAM Sales Team, as usual, provided the steady flow of visitors with help and support.

A number of RAM's existing customers also took the opportunity to discuss current and future projects, as well as development opportunities. Meanwhile,



Technical discussions at the RAM stand

a number of port developers and terminal operators also displayed a keen interest in learning more about the "SingFlex" functionality and flexibility. Numerous product manufacturers, including fellow exhibitors, also came to the stand to promote their products.

### RAM still a Key Supplier

With new innovations such as "SingFlex", RAM remains to be one of the world's key suppliers of container handling equipment with its continuous product development programme. It is through anticipating and meeting the practical needs of port and terminal operators that cost effective machines, such as "SingFlex", suitable for the demands of ports and terminal operators are developed.

Over the years, product developments and innovations of RAM include the Twinlift Spreader, Electric Spreader, "CentreSpread" Twinlift Spreader, the ShockAbsorb impact and noise reduction system, PinSmart® automatic twistlock handling machine, and most recently, the Revolver® bulk handling machine.



RAM Spreaders PinSmart®



RAM Revolver®



Telescopic Twinlift Spreaders with "Centrespread"

RAM Spreaders TOC exhibition schedule for the western hemisphere continues at TOC Americas in Cartagena Columbia on 7 to 9 October.





Keng Boon gave a presentation on environmentally sustainable material for road-making

## SEAISI 2014 CONFERENCE & EXHIBITION

**SEAISI Conference & Exhibition is an annual event where iron and steel making related companies meet and discuss business trends, as well as to explore market opportunities.**

The 2014 conference was held in Kuala Lumpur, Malaysia, and NSL Chemicals Ltd – upon request of the Chairman of SEAISI – presented a paper entitled: “The Environmentally Sustainable Material for Road-Making”. The experience of Chemicals Group in recycling over one million tonnes of steel slag aggregates in the past was shared with the attendees; and the methodology to design the asphalt mix using steel slag was described briefly.

The response from the ground, particularly Taiwan and Vietnam representatives, was extremely positive. The representative from Taiwan even invited NSL Chemicals Ltd to give a fully sponsored lecture by the Taiwan Steel & Iron Industries Association in National Chung Hsing University, Tai Chung, on a similar topic in September 2014.

# TEAMWORK AND INNOVATION UNDERPIN NSL CHEMICALS GROUP'S AGILITY

**Within the year, departments within the Chemicals Group have supported each other to achieve business agility and responsiveness to customer needs.**

Continuous interactions and feedback enable the teams within the NSL Chemicals Group to provide prompt response to customers and meet sales requirement from customers – leading to increased market share, and ultimately, shareholders' profit.

Visiting customers is essential in maintaining good customer relationships as it allows understanding of customer needs which may change. When the Lime Sales and Marketing Team went to Philippines in February to discuss term contract with a customer, they learned that the customer wanted to reduce the price of lime to lower operational costs. After much discussion with onsite logistics, customer production teams and their top management, the Lime Sales Team proposed an innovative win-win solution. A bigger bulk bag will be used for delivery – achieving cost saving for both parties. It also enables the customer to unload and debug the lime faster – increasing manpower productivity.

With new plants being set up in Malaysia in the past few years, the Lime Production Team has to concurrently increase the roller mill productivity and quality consistency to cope with the higher volume demand for quicklime. In response to the situation, the Lime Production Team, together with the Group Tech Department, tested a new product at the lime production plant, and subsequently at a customer's laboratory. The testing was not only satisfactory but also completed within a month. Currently, the team is working on a bigger scale of production with the customer. Such speedy response was possible because of continuous feedback and discussion between various departments, as well as good customer relationship which enabled the Lime Production Team to work directly with the customer's Quality Control and Production departments.



Mr Max Yap and Mr Lee walking to the visitors' hostel for an overnight stay in mining site

RST Sdn Bhd, which has a steel slag processing plant in Penang, Malaysia, has been trying to sell aggregates to the road construction industry. However, when a customer showed interest in steel slag aggregates, it was discovered that the size had to be 13.2mm and below. Upon understanding the customer's need and asphalt mix design specifications in Malaysia, a new asphalt mix using steel slag aggregate of the required size was developed within two months. The performance of the new mix is expected to be better than the existing mix design that uses granite.

One of the strengths of the Refractory Sales Team is capability to develop and formulate new products. Last year, one contractor who provides installation of refractory material for municipal waste incinerators requested for help to reformulate a SiC (silicon carbide) based refractory product which they purchased wrongly. Within weeks after signing a service contract, all materials were reworked, and the reworked product has been in use since April this year. The success of this product prompted the contractor to purchase it from NSL Chemicals Ltd at a premium price.



A visit to the customer's plant by Haishan, R&D (left) and Annie, Sales (right) during the Customer's Laboratory Trial.



# LEADERSHIP & AGILITY DRIVE SUCCESS AT RAFFLES MARINA

Our people are the reason for our success at Raffles Marina. To keep the day-to-day operations running smoothly at the arena, no two qualities are quite as essential as – Leadership and Agility.

### A Servant Leader

A good leader needs to be able to influence and inspire others, and has to be someone who can walk the talk. Our Food & Beverage Operations Manager, Thomas Pillai, demonstrates a great example of such leadership. Faithfully serving Raffles Marina for more than 19 years, he had humble beginnings as a waiter during his teenage years. Currently, he oversees four departments, namely Marina Bistro (serving Western, Local & Indian Cuisines), Discovery Pub, Banquet Operations, and Stewarding, and has 35 capable staff members under his charge.

Apart from being responsible for these four departments' daily operations, Thomas has to tackle other "hardware" and software" challenges. Particularly, the current labour crunch in the Food & Beverage industry presents manpower-planning challenges, as Thomas has to ensure that the number of staff serving at any one time is at an optimum level. In spite of challenges, Thomas puts on a warm smile and upholds excellent customer service skills, welcoming customers to their tables and remaining



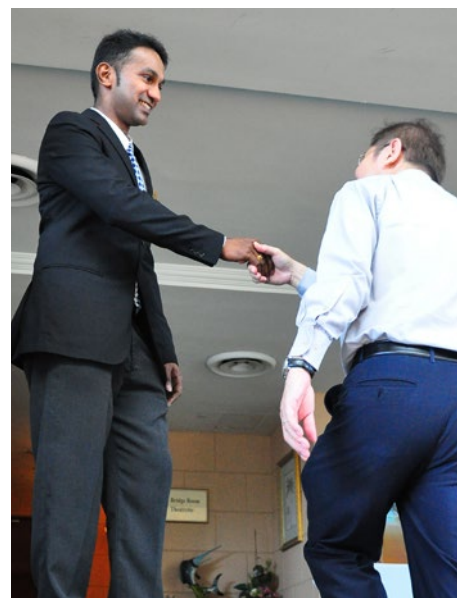
Our Food & Beverage Operations Manager, Thomas Pillai, isn't afraid of getting his hands dirty!

attentive to all their needs.

His willingness to perform multiple roles and hands-on management style has been an inspiration to many. Through his humble demeanour, Thomas shows that he is not afraid of getting his hands dirty or sees any task as beneath him. During moments of staff shortage, Thomas helps out personally – donning an apron and clearing leftover food. He even lends a hand in washing used dishes!

Even with his demanding roles, he keeps himself fit and healthy with an impressive zero medical leave record for 13 consecutive years, from 1997 to 2010, setting a good role model for his staff to emulate.

As a leader, Thomas also never hesitates to reward staff for good performance. Opportunities are given for staff to cross over to other departments to enhance their Food & Beverage knowledge through a strict but fair performance assessment. Group sharing and personal coaching sessions are also a daily affair, allowing for an exchange of customers'



Welcoming all guests with a warm smile

feedback, both positive and negative. This helps to motivate, as well as improve customer service standards.

With such a personable leadership style, it is no wonder that many staff members – even those who have left the service of Raffles Marina – are full of praise for Thomas. He has truly demonstrated leadership that not only inspires, but also touches the lives of people.

# Feature

## Raffles Marina

### More Than Just a Security Officer

In Raffles Marina, no one embodies agility as well as our Security & Night Operations Manager, Jit Singh. A familiar face, Jit started out as a Security Officer, and has been with the Club for more than 21 years. When he first started out, he was stationed alone at a partially lit boat lagoon, a sharp contrast from the bright, vibrant environment of the 5-star hotel that he was used to. However, he remains resolute that he has made the right decision, and relishes his current role of being able to make a difference to the boating community at Raffles Marina.

Security at Raffles Marina is very different as compared to most security jobs in the industry. It is more diverse, with security responsibilities extending

over land and sea. For Jit, his duties range from giving guests a morning call, to bringing in and securing incoming boats. The varied nature of his job requires him to think fast on his feet, and adapt quickly to different circumstances for the safety of all who are in the Marina.

Within the Club, Jit and his team play a very important role in giving guests a pleasant experience – from little things such as morning wake up calls for guests, issuing of towels and lockers, to even interacting with the multi-cultural community who visit the Marina. Guests may also see him hard at work after normal operating hours ferrying people in buggies, bringing in and securing boats, or patrolling the boardwalk checking the “water-line” of all parked boats to ensure that they are not taking

in water. When Jit manages to find a free moment, he maintains and repairs equipment around the area, from billiard cues to the four patrolling bicycles available. Did you also know that the beautiful decorations that adorn the arena are the handiworks of our very versatile security officers?

Truly, the value of Jit and his team goes beyond just security. They are the lifeblood of our organisation. The varied things they do translate into one single purpose – and that is to ensure the well-being of everyone at Raffles Marina. As true role models, they serve as a reminder to all of us to be adaptable and agile in whatever we do. As Charles Darwin once said: “It is not the strongest or the most intelligent who will survive, but those who can best manage change.”



A man of many talents – our Security & and Night Operations Manager, Jit Singh



### HUNGRY GHOST FESTIVAL (中元节)

The Hungry Ghost Festival is celebrated during the seventh month of the Chinese calendar. It is a time for the Chinese people to pay homage to their deceased ancestors, believed to visit the living on the 15th day. Rituals are commonly conducted on this day to please the ghosts and ward off bad luck.

It is a tradition of NSL Chemicals Ltd to commemorate the occasion. This year, the rituals were conducted on 1 August, with employees taking part by bringing food to the offering table, conducting prayers, as well as burning incense and joss paper. A feast sponsored by the employees and suppliers of NSC was held after the whole event.



Burning joss paper to pray for good health and safety



Making offerings and drawing lucky numbers



A feast after prayers



### CHANGSHU RAM CHARITY FOUNDATION BRINGS SMILES

**The Changshu RAM (CSR) Charity Foundation was recently formed in 2013 with the aim of giving back to the community.**

One of the highlights this year was a visit to the Wu-shi Old Folks' Home in Changshu town. The CSR visiting team was warmly welcomed by Home Principal, Madam Xia, along with her dedicated team of staff who have been giving attentive care to the residents for many years.

Led by Eric Ong, General Manager of NSL Engineering, Changshu, China, the CSR team handed out specially prepared gift packs consisting of toiletries, shower gel, shampoo and fruits, as well as prepared a delicious dumpling lunch. The CSR team also took the opportunity to mingle with the elderly, sharing stories and bringing joy all around.

At the end of the visit, Madam Xia and the elderly residents extended their appreciation and gratitude to the team for their companion and kind gestures. It truly was a memorable and enriching visit for all members of the CSR Charity Foundation.



CSR team cleaning the dishes after a sumptuous dumpling lunch with the old folks



General manager of CSR Eric Ong interacting with the elderly residents at Wu-shi Old Folks' Home



CSR showcased their teamwork by working hand-in-hand to prepare lunch for the elderly



The elderly enjoying the dumpling lunch specially prepared by the CSR team

### A BETTER LUNCH EXPERIENCE

This year at Changshu RAM Engineering (CSR), the focus is on encouraging staff to lunch together. To facilitate this, a caterer was engaged, and an improved lunch menu was rolled out.

Previously, CSR staff was segregated into two canteens at both ends of the plant during lunchtime. Recent renovations to the building adjacent to the warehouse have merged the two canteens into a single dining hall, in line with the objective of creating a more family-like lunchtime atmosphere and allowing staff to bond with each other over an enjoyable meal.

Covering an area of approximately 300 square metres, the new cafeteria features 160 seats and is well equipped with air-conditioners and television sets. The canteen also has two levels to accommodate more staff at any one time.

The new layout is not the only thing that impresses the staff at CSR – the shorter queuing time, improved food quality and excellent service also contributes to a better lunch experience. Particularly, the variety of familiar oriental dishes featured on the menu, and the ready smiles of the caterers found favour with the CSR staff.

Invoking a positive synergy all around, the Management is more frequently seen lunching together in the new cafeteria while the staff appear more ready to comply with cafeteria rules – including queuing up patiently, and maintaining good table manners.



### CELEBRATING THE DRAGON BOAT FESTIVAL

The fifth day of the fifth month of the lunar year (农历五月初五) is an important day for the Chinese people. It is known as Duan Wu (端午节), or the Dragon Boat Festival.

One traditional view of the origin of Duan Wu states that the festival had been intended to memorialise the famous Chinese poet Qu Yuan (屈原 340 BC ~ 278 BC). Qu was a distinguished minister

who, disgusted by the corruption of his government, committed suicide by drowning. As a show of respect for his righteousness and virtues, people threw rice dumplings, called Zong Zi (粽子), into the river so that fishes would not eat Qu's body. Racing long, narrow paddle boats, they also tried to scare the fish away with the thundering sound of drums and the fierce carved dragon head on the boat's prow. These activities subsequently became a custom where people eat rice dumplings and race dragon boat on this day.

In honour of this festival, ChangShu RAM Engineering purchased and distributed assorted Rice Dumpling Gift Sets to all the staff. Made of fragrant glutinous rice and meat wrapped in reed leaves, the Zong Zi brought a festive mood to the Company and a smile to all the staff.





### BUILDING TEAM SPIRIT OUTSIDE THE WORKPLACE

Building a cohesive team has always been one of the priorities of the E.MIX group of companies. Some key highlights of recent team building activities include a bowling tournament organised in Malaysia as well as a two-day tour for staff based in Hong Kong.

#### Malaysia: A Fun-Filled Bowling Tournament

Held on 25 May 2014 in Serdang, a group of 24 representatives from all three plants and headquarters joined in an exciting bowling tournament organised for employees of EIM. Participants were divided into four groups with six players in each, and were each given a goody bag consisting of snacks, drinks and KFC vouchers as tokens of appreciation. Some staff even brought their family along to share the excitement. The atmosphere was fun and lively, and employees developed a sense of camaraderie with each other.



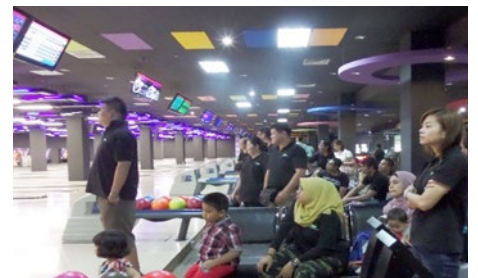
Staff members were very appreciative of the opportunity to spend quality time with each other outside the workplace



Over 60 staff from Hong Kong and their family members on an exciting two-day tour of Macau and Zhuhai

#### Hong Kong: Bonding Colleagues and Family

The two-day tour of Macau and Zhuhai for staff from E.MIX Hong Kong was held on 26 to 27 July, in which over 60 staff from both Wan Chai Office and Yuen Long production plant joined, along with their family members. The tour covered various attractions, including a much-anticipated visit to the replica of the China Summer Palace, also known as "New Yuan Ming Palace", in Zhuhai. However, the highlight of the trip was definitely the shopping as staff excitedly purchased snacks, traditional cakes, and souvenirs during their stay in Macau to remember the trip by. At the end of the tour, many staff members were quick to show their appreciation for the opportunity to interact with one another beyond the workplace.



Looks of concentration all around from both staff and their family members



Staff from the three E.MIX plants and headquarters in Malaysia coming together



Toasting to good times with colleagues and family



## HEALTHY COMPETITION THROUGH FUN, GAMES AND TEAMWORK

The Corporate Community Games (CCG), organised by the Ministry of Culture (MOC) Pte Ltd since 2000, aims to promote harmonious relationships and community bonding within the corporate sector. Advocating the message of "Beyond Competition", the event serves as a platform to promote team bonding while engaging in healthy competition through games. At the same time, it strives to bolster staff engagement as well as encourage new friendships.

This year was NSL's first time participating in CCG, but staff responded with enthusiasm. We managed to gather eight

teams of participants from all Strategic Business Units (SBU) to compete in six out of the 10 CCG events, and they played with great determination and team spirit! Some of the games that we participated in were basketball, dragonboat, table tennis, tenpin bowling, pool and futsal.

Notably, our mixed bowling team represented by Karrina Goh, Lim Su Cha, Wong Sau Jun and Tan Ken Wei made it into the tenpin bowling finals in an inspiring display of teamwork. All participants enjoyed themselves tremendously, and are already looking forward to CCG 2015!



Some inspirational quotes from participants of the CCG 2014:

"I am very proud to be part of the Dragonboat team! Despite capsizing in the middle of the competition, we decided that giving up was not an option, and we were going to keep fighting even if we came in last! We won our own battle that day at the games!"

– Hong Yiying, NSC, Dragonboat

"Though it was my first time in a dragon boat, I had lots of fun with everyone, especially during the five training sessions. Indeed, it has been a most memorable event that I will keep close to my heart. Thank you NSL SRC for giving me the opportunity to take part!"

– Isbrena Tan, NSE, Dragonboat

"Thank you NSL Sports & Recreation Club (SRC), it was a wonderful experience teaming up with fellow colleagues and giving our all in competing with other companies. We will be back next year!"

– Tong Keng Wah, NSE, Table Tennis

"The outcome of the race was of little importance, what really mattered was that we came together to train and have fun! We displayed teamwork, bonded with each other, and chose to finish the race well in spite of difficulties – truly we are all winners in our own right! As the captain of the CCG 2014 Dragonboat team, I would like to extend my gratitude to every participant for the wonderful memories!"

– Young Ying, NOC, Dragonboat

"The games provided a great opportunity to get to know fellow pool enthusiasts from other companies. I will be sharpening my pool skills in anticipation of next year's games!"

– Gilbert Chia, NSL, Pool

"Forming a team with colleagues from other subsidiaries was a good opportunity for us to interact and learn how to work together in spite of unfamiliarity and differences. We enjoyed ourselves very much during the training sessions – we cheered, encouraged, gave pointers, and laughed together. It was a good experience and exposure, and we got to know our colleagues better outside of the workplace."

– Andy Khoo, NSC, Tenpin Bowling

"Truly it was an amazing experience. Thank you NSL SRC for the opportunity, I cannot wait to join in the fun again in 2015!"

– Ramil Espiritu Yumul, NSE, Pool

"Forming a team with colleagues from other subsidiaries was a good opportunity for us to interact and learn how to work together in spite of unfamiliarity and differences. We enjoyed ourselves very much during the training sessions – we cheered, encouraged, gave pointers, and laughed together. It was a good experience and exposure, and we got to know our colleagues better outside of the workplace."

– Andy Khoo, NSC, Tenpin Bowling

"It was a very tough race, but an extremely satisfying one. Our dragon boat actually capsized halfway through, but the whole team remained undaunted, charging ahead and not giving up until we reached that finish line! Well done to the NSL Dragonboat team, let's keep this team spirit going even in our workplaces!"

– Rony Goh, NOC, Dragonboat

### 5S FOR A CLUTTER-FREE WORKPLACE

5S is a systematic approach that aims to improve profitability, efficiency, and safety in the workplace. It was developed in Japan, and stands for the Japanese words seiri (tidiness), seiton (orderliness), seiso (cleanliness), seiketsu (standardisation) and shitsuke (discipline). These words have been adapted to English, resulting in the 5S programme.

Using this programme, we can create a better working environment for everyone. It benefits all levels of a business, from the manufacturing and industrial plants, and even to the offices.





## WHY DO WE GAIN WEIGHT AS WE AGE?

**Source:** By Teresa Cheong for Health Xchange, with expert input from the Department of Endocrinology, Singapore General Hospital.

**Excess abdominal fat is a source of vexation in middle age, but the good news is that by understanding its cause and by taking steps to control your weight, you can prevent your waistline from spreading.**

“One of the primary causes of middle-age spread is hormonal imbalance. Many women experience weight gain during perimenopause – the period leading to menopause – due to declining progesterone levels and relative preservation of oestrogen levels,” says Dr Sonali Ganguly, Consultant, Department of Endocrinology, Singapore General Hospital (SGH).

Though oestrogen dominance may contribute to the extra kilos, other reasons such as stress, a sedentary lifestyle and poor eating habits also lead to middle-age weight gain, adds Dr Ganguly, who works at SGH’s Lifestyle Improvement & Fitness Enhancement (LIFE) Centre.

### Understanding the causes of middle-age spread

#### • Lower metabolic rate

The body’s metabolic rate naturally slows down with age in both men and women. Burning less calories means gaining more kilos. You can boost your metabolism with regular exercise.



#### • Less muscle mass

The body’s muscle mass starts to shrink from the age of 30, leading to weight gain. Muscles burn more calories and keep your body lean.

#### • Weight gain in menopause

For women, the hormonal imbalance continues into menopause with oestrogen levels dropping drastically. The body responds by retaining fat so that it can draw oestrogen from fat cells. The result? More belly fat! For men, it is the fall in testosterone levels that causes weight gain around the midriff.

#### • Sedentary lifestyle

Many men and women tend to have a more sedentary lifestyle in their middle age. This further slows down the already declining metabolic rate.

#### • Stress and middle-age spread

A high-pressure job means the body tends to be under continual stress. As the stress hormone cortisol sends messages to the brain to store up fuel to fight stress, you may end up eating more. The excess calories are stored as belly fat.

### 3 simple steps to stop middle-age spread

#### • Eat a healthier diet

Try eating more lean protein and good fats such as polyunsaturated fats (essential fatty acids) and monounsaturated fats to improve the hormonal balance and stimulate the body’s metabolism. The essential fatty acids omega-3 and omega-6 are found in oily fish (tuna, salmon, mackerel),

wheat germ and seeds such as flaxseeds and nuts.

Monounsaturated fats are found in olive and sesame oils.

Eating enough quality proteins, such as those found in meat, eggs, tofu, beans, pulses and fish, supports muscle regeneration.

#### • Control your blood sugar levels

Insulin resistance is another reason why people put on belly fat in middle age.

Insulin is a hormone that regulates the body’s metabolism. However, bad eating habits (such as overeating of refined carbohydrates for instance) and excess weight can cause the body’s insulin to become less effective. This condition, called insulin resistance, leads in turn to excess glucose in the body, which is stored as fat.

Adopting a healthier diet rich in complex carbohydrates such as whole grains, legumes and vegetables will keep your blood sugar levels in check.

#### • Get back on track with exercise

Experts recommend 30 minutes of brisk walking four to five times a week and twice-weekly strength training to arrest declining metabolic rates.

Ten minutes of toning exercises three times a day, plus a weekly aerobic exercise session can also help you lose belly fat.

“Excess body fat poses serious health consequences. Type 2 diabetes, high blood pressure, and heart problems are all correlated to being overweight,” says Dr Ganguly.

Article contributed by the LIFE Centre at:



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