

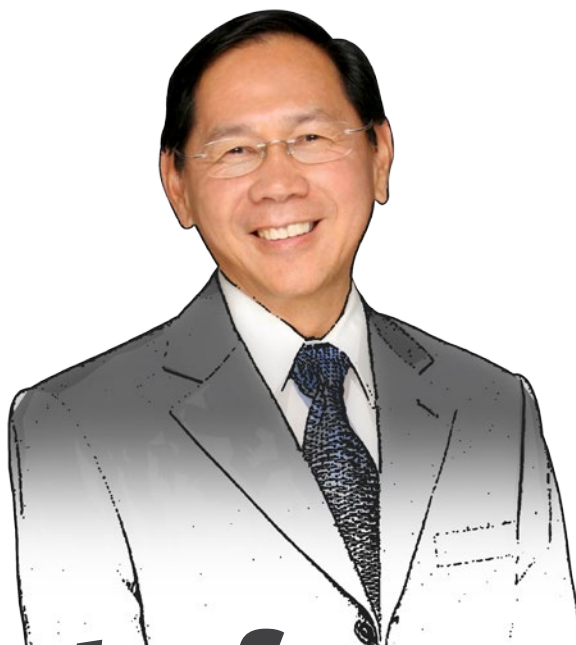
ISSUE  
12

# NSL *link*

APR  
2015

## Review 2014





# A Note from Our Executive Director

Dear colleagues

Overall performance of NSL group in 2014 was poor.

NSL Group achieved a turnover of \$426 million in 2014, slightly higher than \$422 million in 2013. The stable turnover was mainly the results of both the Dry Mix and Environmental Services Divisions which reported higher turnover in 2014. However, this was substantially offset by lower turnover by Precast & PBU Division.

NSL Group Profit before tax and exceptional items declined to \$12.1 million in 2014 owing to losses incurred by Precast & PBU Division. This was however mitigated by

better performance by Dry Mix and Environmental Services Divisions.

There were two strategic developments at NSL Group with the view to optimise shareholder's value during the year.

NSL Chemicals Ltd's lime business and limestone assets in Singapore and Malaysia were divested to Lhoist Singapore Pte Ltd. The divestment was completed on 17 Feb 2015 for a cash consideration of \$46.4 million subject to working capital adjustments. This would result in a gain of approximately \$25.5 million in FY 2015.

We have also announced in December 2014 that NSL

Engineering Holdings Pte Ltd merged with Salzgitter Maschinenbau AG (SMAG) and thereby forming the world's leading independent lifting device group in both bulk cargo and container handling. The completion of the Merger is expected to be by 2Q 2015.

I appreciate the efforts that all of you contributed to the Group throughout the past year.

Let's all continue to work in unison and strive to perform much better for 2015!

**Oo Soon Hee**

# 2014 Full Year Results

NSL Ltd reported a turnover of \$426 million, 1% higher than \$422 million achieved for the financial year ended 31 December 2014. Both the Dry Mix and Environmental Services Divisions reported higher turnover for FY2014. However, this was substantially offset by lower turnover by the Precast and Prefabricated Bathroom Unit (“PBU”) Division.

NSL Group profit before tax and exceptional items declined 25%

to \$12.1 million in FY2014. This was mainly attributable to losses incurred by Precast and PBU Division despite better performance by Dry Mix and Environmental Services Divisions.

After taking into account income tax and exceptional items, the Group reported a profit attributable to equity holders from continuing operations of \$8.7 million in FY2014 compared to \$9.2 million in FY2013.

## Group Overview

	THE GROUP		
	FY 2014 S\$'000	FY 2013 S\$'000 (restated)	Change %
<u>Continuing Operations</u>			
<b>Group Turnover</b>	425,950	421,920	1
<b>Group Profit Before Tax and Exceptional Items</b>	12,072	16,077	(25)
<b>Profit attributable to equity holders of the Company</b>	8,656	9,220	(6)
<b>Earnings Per Share (cents)</b>	2.32	2.47	(6)

## Performance by Business Divisions

Turnover (S\$'mil)	THE GROUP		
	FY 2014	FY 2013 (restated)	Change %
<u>Continuing Operations</u>			
<b>Precast &amp; PBU</b>	219.5	229.2	(4)
<b>Dry Mix</b>	88.0	75.7	16
<b>Environmental Services</b>	90.1	85.5	5
<b>Others</b>	28.4	31.5	(10)
	426.0	421.9	1

Attributable profit / (loss) before tax and exceptional items (S\$'mil)	THE GROUP		
	FY 2014	FY 2013 (restated)	Change %
<u>Continuing Operations</u>			
<b>Precast &amp; PBU</b>	(7.7)	1.2	n/m
<b>Dry Mix</b>	13.0	10.6	23
<b>Environmental Services</b>	8.8	8.4	5
<b>Others</b> (including unallocated corporate expenses)	(2.0)	(4.1)	(51)
	12.1	16.1	(25)



# Completion of the proposed disposal of NSL's Lime business in Malaysia and Singapore



In Issue 10 of NSLink, we reported that on 21 August 2014, NSL Chemicals Ltd (“NSC”), a wholly-owned subsidiary of NSL Ltd, entered into binding termsheets with Lhoist Singapore Pte Ltd (“Lhoist”) for the proposed sale by NSC’s lime business and limestone assets in Singapore and Malaysia to Lhoist.

The divestment of the lime business was completed on 17 Feb 2015 for a cash consideration of \$46.4 million subject to working capital adjustments. This would result in a gain of approximately \$25.5 million in FY 2015 to NSL.

Following such completion, NSL no longer holds any interest in NSL Lime Pte Ltd (“NSL Lime”) and NSL Chemicals (M) Sdn Bhd and its subsidiaries. About 170 staff would continue their employment under the new shareholder, Lhoist Group, following this divestment.

# Precast & PBU

## 2014 Review



### Performance

Previously classified as part of the Construction Products Division; Precast & Prefabricated Bathroom Unit (PBU) Division's turnover declined 4% to \$219.5 million in 2014. This was largely due to significantly lower revenue reported by the precast operations in Singapore which was adversely affected by the absence of large-scale projects and slower progress of ongoing projects. However, this was partially offset by higher revenue from precast operations in Malaysia and Dubai on the back of higher project volume.

The Division reported a loss of \$7.7 million in 2014 mainly as a result of losses incurred by its operations in Singapore and Malaysia. The performance of the Singapore operations was affected significantly by lower sales revenue, higher unabsorbed overhead costs due to low production volume and higher costs associated with construction delays at sites. Precast operation in Malaysia was affected by project delays and cost overruns attributable to a major project. However, the prefabricated bathroom operations in Finland (Parmarine) reported growth in pre-tax performance on the back of higher revenue.



### Development Highlights

To enhance productivity and efficiency, Eastern Pretech ("EP") commissioned a carousel system for the production of its tunnel segments in its operation in Johor, Malaysia in Q4 2014. Tunnel segment is one of its precast products range that is commonly used in the construction of underground tunnels such as those required by Mass Rapid Transit in Singapore and Malaysia.

During the year, EP Singapore launched a new brand, PARMA, for its ready-to-install Prefabricated Bathroom Unit, at the BuildTech Asia Exhibition 2014 which attracted more than 6,000 people from the region. To date, EP has delivered over 7,200 units of PARMA for private and public projects in Singapore and over 200,000 units in Europe under Parmarine.



### Going forward

Precast business across the region will continue to face challenging operating conditions due to increased competition and risks associated with project execution. However, operating performance of the division in 2015 is expected to show improvement as the cost overruns encountered by its Malaysian operation for a major project has been mostly accounted for in 2014. Both the precast operations in Singapore and Malaysia are expected to deliver higher volume in 2015. Efforts focusing on cost management and productivity improvements will be stepped up.

In the PBU business, performance of Parmarine is expected to remain satisfactory. The Division will continue to promote PBU sales in Singapore and in the region.

*A new brand, PARMA, was launched for ready-to-install Prefabricated Bathroom Unit, at the BuildTech Asia Exhibition 2014.*





# Dubai Precast Received Awards for Housing Projects

Dubai Precast LLC received an Honourable Mention Award for the 2014 Precast Concrete Institute (PCI) Design Awards competition for the Four Seasons Hotel staff housing project in Dubai. Mr Matti, CEO of Dubai Precast, received the prestigious award from Roger Becker, Director of R&D in the PCI International Symposium, held in Dubai in January 2015.

The Four Seasons Hotel staff housing project is a fully precast structure with load-bearing sandwich walls, precast partitions, shear walls and hollow core slabs. The building's design is visually impressive and provides the staff with an exceptionally pleasant living environment.

PCI also held the Big Beam competition, which is intended to be an annual event in the future. Civil engineering departments from local universities are hosted by precast companies, who assisted them in manufacturing the beam according to their design. The beams are then tested in a laboratory and the winner is determined based on the load-bearing capacity and cost of the beam. This year, Dubai Precast sponsored the American University of Dubai, which won the bronze medal. The smooth interaction and cooperation between Dubai Precast, the students and professors, have led to future working opportunities.



*Mr Matti, CEO of Dubai Precast receiving the PCI Design Award*

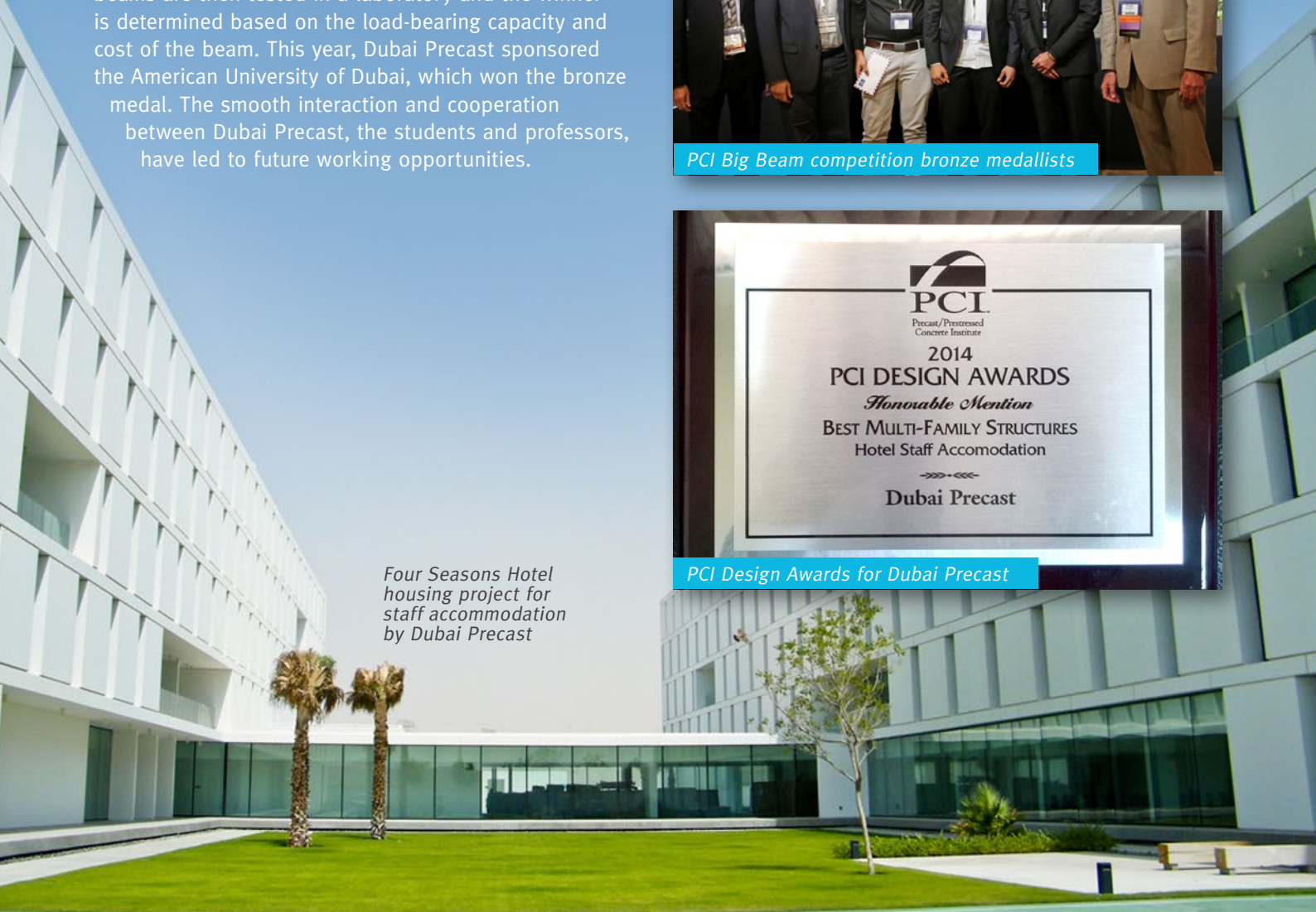


*PCI Big Beam competition bronze medallists*



*PCI Design Awards for Dubai Precast*

*Four Seasons Hotel housing project for staff accommodation by Dubai Precast*



# Parmarine's Turnover Increased 13% to \$66 million and Net Profit Improved to \$4.2 million

In 2014, Parmarine penetrated the Swedish market with Unit Bathroom (UB) deliveries. UB floor element casting capacity was expanded by establishing mould casting department for long series production.

Annual agreements with domestic clients meant domestic deliveries grew from previous year and dominated UB deliveries in 2014.

In Fire Door factory, new fire door types were presented in Hamburg SMM'14 expo in September. Developing and patenting of door types continue as shipyard's demand for doors grows over capacity, the factory picked up new laser metal workstation, one that uses design information directly. To accommodate this new machinery, the factory premises were renovated as previously cold space was taken into production use.

In early 2014, Parmarine took into use electronic invoicing system that allows employees to handle all incoming and outgoing invoices without printing them. The system has proved to be efficient. In addition, new UB 3D product design software was also taken into use, the new software creates needed information for production machinery.

Parmarine registered a turnover of EUR 41 (SGD 66) million, grew by 13% in total. Domestic sales increased by 8% while Export sales grew by 20% in the year of 2014.

Fire Doors sales achieved a remarkable increase of 77% as compared to previous year. The growth was due mainly to the European Union (EU) and other export sales.

The biggest clients were SRV Rakennus (domestic UB deliveries) with 368 UB units, Skanska Norge (export UB deliveries) with 612 UB units in sales and Meyer Werft with 1036 Fire Door (FD) units.

Parmarine's net profit before tax was EUR 2.6 mill (SGD 4.2 million). In 2013, net profit before tax was EUR 2.1 mill (SGD 3.5 million). ROCE was 24% (21% in 2013) and ROE 20% (16% in 2013).

The Board Member's meeting on 5 February 2015 was held at the Unit Bathroom Factory in Forssa. Having the board members meeting in the factory is a rare event as the meetings usually take place in Helsinki where the international airport is located.



From left to right, Mr Erkki Karinen, Ms Debbie Tan and Mr Jan Kingo, accompanied by Mr Oo Soon Hee in Forssa.



# Dry Mix

## 2014 Review



### Performance

Previously reported as part of the Construction Products Division; Dry Mix Division's turnover increased 16% from \$75.7 million in 2013 to \$88 million in 2014. This was mainly attributable to higher revenue reported by all its operations underpinned by strong demand. The improved revenue was partly contributed by the expanded production facilities in Seelong, as its two newly added production lines commenced production in second half of 2014.

On the back of its better turnover, the Dry Mix Division, which is one of the largest and branded dry mix producers in the region, improved its profit before tax by 23% to \$13 million in 2014.



### Development Highlights

In 2014, Dry Mix Division successfully clinched many key projects in Singapore, Malaysia, China and Hong Kong, such as Four Seasons Place at Kuala Lumpur City Centre and Dongguan Basketball Centre in China. The Division also introduced new products series namely spray render and skim coat in response to market needs in Singapore and Guangzhou to improve productivity on work sites.

With the expansion of another two production lines in its Seelong plant in Malaysia during the second half of 2014, the Division is now one of the largest regional producers of dry mix products. Its total production volume is over 600,000 metric tons per annum.

Adding to its 29 years of track record and experience, EMIX has not only gained recognition in the market for its superior and consistent quality products but also received better market penetration in the residential market in the regions that it operates in. In addition to the widely established skim coats and renders product series, EMIX's specialty products such as tile fix, grouts, self-leveling and waterproofing series are equally well received by its customers.



### Going Forward

Demand for the Division's products across the region is expected to remain firm. The Division will seek new opportunities to develop and market higher value products in the region.

*EMIX received better market penetration in the residential market.*





# E.MIX Unveils its New Identity

E.MIX Hong announced in December 2014 about its name change from Eastern Pretech / Gotech to E.MIX after similar changes were made by E.MIX Singapore and Malaysia earlier.

In addition to new plans and directions for further expansion, a new set of corporate identity and product branding is progressively roll-out to support its goal of leadership in the area of dry-mix plaster and mortar business. "One compelling reason to form a new set of identity for E.MIX is that we want to align the brand image with our drives and vision for the future,"

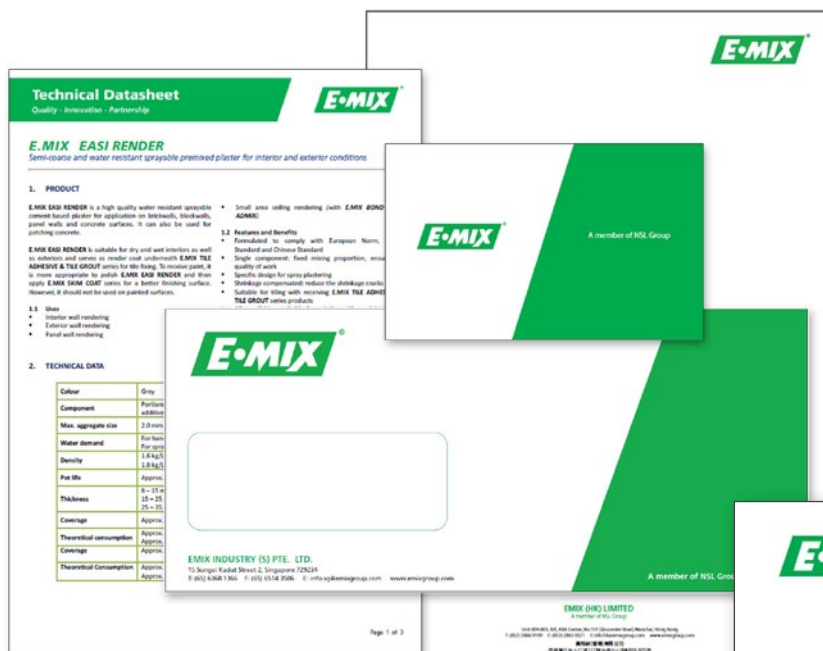
commented Mr Andy Ip, CEO of EMIX Hong Kong. "We also want to make sure the E.MIX brand is clearly differentiated from the others in the market. Now is an ideal time to transit to a new identity."

As far as branding is concerned, the identity and value of a brand is constructed through consistent communication messages, whether visual or textual. Creating a unified and positive image for E.MIX will help when communicating the benefits of the company and build a coherent image of the brand in the eyes of its stakeholders.

The new identity development was undertaken with the advice of a leading design firm and is expected to provide consistent and effective communications of E.MIX's value "Quality – Innovation – Partnership."

With a series of bold and memorable designs, the new identity would make it easy to ensure all publications, stationery, presentations, signage, email signatures and business cards are 'on brand'.

We hope you embrace and have the same excitement as we do with the new look and feel of E.MIX.



*EMIX adopted a new identity in a series of stationery to build a coherent image of the brand*

*A matching presentation template to support a consistent and effective communication of the brand to its target audience*



# Environmental Services

## 2014 Review



*The Division stepped up efforts on a number of work improvement projects, enhancing environmental control as well as safety and health performance.*



### Performance

Turnover of Environmental Services Division improved 5% from \$85.5 million in 2013 to \$90.1 million in 2014. The improved performance was mainly driven by the sales volume growth of its Recycled Fuel Oil ("RFO"), Automotive Diesel Oil ("ADO") and Waste Management operations.

Profit before tax increased from \$8.4 million in 2013 to \$8.8 million in 2014. This was largely due to improved profit contribution from the ADO distribution business, and from RFO business particularly in 3Q 2014 against a weak 3Q 2013 performance affected by offtake-disruption.



### Development Highlights

Committed to delivering the best to its stakeholders, the Division stepped up efforts on a number of work improvement projects, enhancing environmental control as well as safety and health performance. The dry dock was reclaimed to prepare for capacity expansion. New IT system was implemented to its Waste Management operations to enhance productivity and customer service.

The continuous quality improvements made by the Division's distribution arm to its Liquid Gold brand of lubricants received the approval from Mercedes Benz and accreditation from the American Petroleum Institute ("API"). The Division increased its product range and made inroads into overseas markets through the export of Liquid Gold lubricants and other automotive specialties.

To further strengthen the Division's management systems and processes, the Division embarked on the implementation of the Business Excellence framework.



### Going Forward

In the Environmental Services Division, the overall demand for ADO and Waste Management Services is expected to remain satisfactory. However, weak oil prices would have a significant impact on the performance of its RFO business.





# Engineering 2014 Review

*RAM Spreaders won the Environment Protection Award at the prestigious International Bulk Journal awards ceremony.*



## Performance

Engineering Division turnover declined 16% from \$56.7 million in 2013 to \$47.4 million in 2014 due to lower spreader deliveries. Profit before tax declined from \$6.8 million in 2013 to \$5.6 million in 2014 in line with the lower turnover.



## Development Highlights

In November 2014, together with Patrick Ports & Stevedoring, RAM Spreaders won the Environment Protection Award at the prestigious International Bulk Journal ("IBJ") Awards Ceremony held at the World Trade Center in Rotterdam in recognition for their dust free solution to cargo handling.

During the year, the Division further strengthened its RAM Revolver sale by marketing it to new territories which led to several units sold in South America.

Committed to innovation excellence, the Division developed various new product features such as anti-spill system and remote diagnostic panel which served to enhance the safety and operation of RAM Revolvers.



## Going forward

NSL Group announced that NSL Engineering Holdings Pte. Ltd. ("NSEH") entered into an agreement with Salzgitter Maschinenbau AG ("SMAG") to merge the Division's business with SMAG's grab business to form the world's leading independent lifting device group in both bulk cargo and container handling.

Upon completion of the merger, expected to be around second quarter of 2015, the Group would have a 33.33% equity interest in PEINER SMAG Lifting Technologies GmbH ("PSLT"), the merged entity. PSLT will become one of the world's leading independent lifting device Group offering a broader spectrum of bulk cargo and container lifting device solutions to port operators and crane manufacturers worldwide.

# RAM and Patrick Ports & Stevedoring Win the IBJ Environmental Protection Award 2014

17 November was a glorious day for RAM Spreaders and Patrick Ports & Stevedoring. Together with Patrick Ports & Stevedoring, RAM was presented the International Bulk Journal (IBJ) Awards at the World Trade Center in Rotterdam which was attended by guests from all 5 continents. IBJ is a prestigious and firmly established industry sector ceremony reflecting excellence in the maritime bulk industry globally.

The two parties were awarded the Environmental Protection award for their dust free solution to bulk handling. The panel of independent judges for IBJ recognised the strong environmental benefits of using the Containerised Bulk Handling solution provided by RAM Spreaders and Patrick Ports & Stevedoring for the Port of Kembla in Australia.

## The New Process

Community and mining industry demands exporting process that has no negative environmental effects

on the community. With this in mind Patrick and RAM developed a process for the North Parks mine that containerises the ore in an enclosed box for the entire logistics process only removing the lid at the bottom of the ships hatch.

The Patrick/RAM partnership enabled the customer, North Parkes mine to utilise the single logistics chain of Pacific National & Patrick Ports combined with new technology of the RAM Revolver to give a dust free process that is world's best practice. It allows the miner surety that it is using world's best practice.

From a miner's perspective, the Containerised Bulk Handling system is environmentally a very clean system due to the containers being emptied directly into the ship's hold whilst a misting system minimises a number of dust generating points. Loading rates of 15,000 wmt/day being achieved from the system helps to minimise shipping costs.

In providing Patrick with a solution to problems encountered with costs and time in the setting up of a traditional bulk handling infrastructure, RAM and Patrick were able to offer an environmentally friendly dust free containerised bulk handling solution to the Port of Kembla reducing exposure of potentially harmful dust particles into the environment.

Combining the innovation of the RAM Revolver® with the Containerised Bulk Handling process and experience in unrivalled integrated logistics business in exporting bulk commodities, Patrick Ports & Stevedoring who operate in over 40 Ports in Australia and New Zealand were successful in winning a tender in the exportation of copper concentrate at the Port of Kembla.

The contributing factors of winning the tender were on the basis of claimed environmental benefits, low cost, speed of set up and operation. When implementing the process, Patrick were able to export 150,000 tonnes of copper concentrate. The added benefit to Patrick has been the portability of using the RAM Revolver® containerised bulk handling system as it enables loading to be conducted at multiple berth operated by Patrick.



From left to right: Edwin Lammers from Sohar Port and Feezne, Frank van Laarhoven, European Sales Manager of RAM Spreaders receiving the Award for their revolutionary new containerised bulk process, and Ray Girvan from IBJ

At the International Bulk Journal (IBJ Awards) 2015



# CSR 10<sup>th</sup> Anniversary

*NSL management having lunch with German guest from PEINER SMAG Lifting Technologies GmbH after touring the CSR factory*



This year marks a significant milestone for ChangShu RAM Engineering (CSR) as it enters its 10<sup>th</sup> year anniversary. Over the years, CSR factory and capacity had expanded in tandem with the company business growth.

CSR was honoured to have distinguished guests visiting the factory. Amongst the guests were NSL Group Executive Director, Mr Oo Soon Hee and Chief Operating Officer, Dr Low Chin Nam together with the shareholders and directors of PEINER SMAG Lifting Technologies GmbH. Mr Philip Lee, CEO of NSL Engineering received the guests at the factory.

The guests visited RAM Heritage Gallery and had a factory tour witnessing the development that the factory underwent in the span of 10 years. To add to the special occasion, CSR management surprised Mr Oo with a birthday cake to celebrate his birthday, along with the CSR staff and German guests.

# CSR Annual Party

On the 13 of February, ChangShu RAM Engineering (CSR) held its annual party at Du Kou Restaurant's grand hall to celebrate the start of spring in the year of the goat and most importantly to reward staff for their effort and hard work that they have contributed to the company. The annual party also provided an opportunity for staff to spend a memorable time together and enjoy each other's company.

Apart from the sumptuous food and drinks served, there were a variety of events such as fashion displays, comedy performance and dancing and singing sessions. All the events were planned, produced, directed and casted by CSR staff. It was an enjoyable and joyful atmosphere as each event drew enthusiastic response and participation from the staff.



*NSL management and VIP guests having a toast with everyone at the Annual Party*

CSR was delighted to have Philip Lee, CEO of NSL Engineering to join the party, not forgetting the VIP guests, NSL Group Executive Director, Mr Oo Soon Hee, Chief Operating Officer, Dr Low Chin Nam and Mr Sebastian Brandes and Mr Jürgen Bialek from Germany.

Before presenting the long service award and promotion recognition to employees, Mr Oo, Dr Low and Philip personally handed out Ang Bao to each staff with best wishes for the New Year!

The day ended with a lucky draw event where everyone was hoping to be the lucky winner to walk away with the attractive prizes.



# The Viewing Tower

Many may not have discovered that there is a little known place in Raffles Marina that offers an excellent and beautiful location for a merry get-together.

The highest building in the Club and situated on the third level, the Viewing Tower was refurbished last year and reopened as a unique and new venue to those who wish to enjoy a special occasion with an exclusive view.

The private glass-panelled room can accommodate up to 15 guests and is air-conditioned for a comfortable dining experience. Stepping out, it offers unobstructed views of silhouetted yachts accompanied by the best sunset in Singapore.

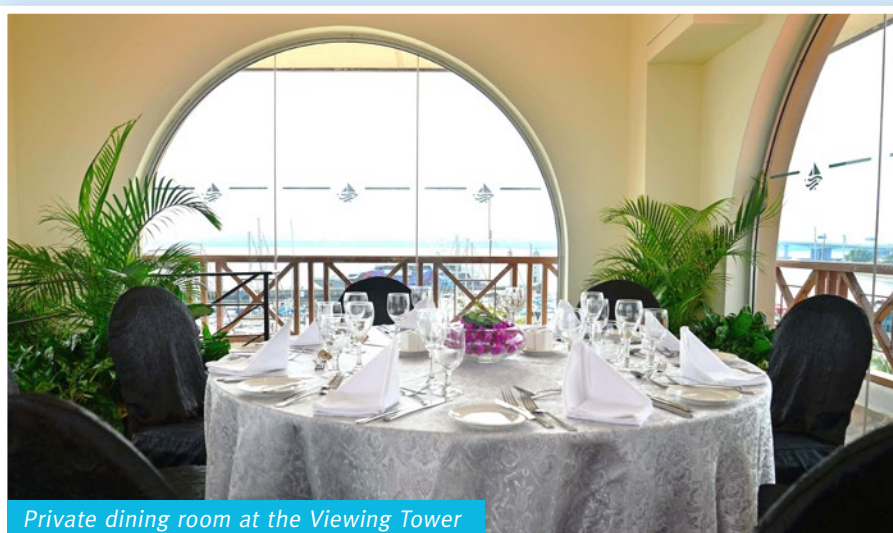
Adding to this unique experience, the banqueting team has specially selected menus suitable for a business occasion or social reception.

## Price range:

Anniversary dinner at \$360.00++ per couple

Western Set Menu at \$180.00++ per person (4 to 10 pax)

Cocktail Reception Menu at \$180.00++ per person (10 to 15 pax)



Private dining room at the Viewing Tower



Furnished with elegant table setting



Beautiful view of the yacht and sunset from the Tower



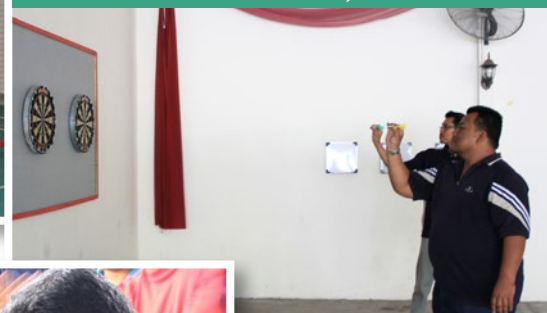
# EPM's Sports Carnival

Eastern Pretech Malaysia's (EPM) Sports, Welfare, Recreational Club (SWRC) recently held its annual sports carnival with several sporting events such as futsal, bowling, badminton, darts and arm wrestling. Led by EPM's four senior management, the employees were divided into four teams, namely the Team Hollow Core Slabs, Team R.C, Team Sleepers and Team Tunnels, that competed neck-in-neck in the events.

Points will be given for the individual sporting event and then tallied at the finale — A Telematch game to be held during the EPM's company trip and annual dinner.



Tuan Haji Zainudin and Zairie Alias at their full concentration to strike bulls-eye!



Teeth and fists clenched, who will emerge the winner?



Pre kick-off final futsal match between Team Hollow Core Slab (red jersey) and Team Tunnel (blue jersey)



The organising committee of SWRC



Mr Ng Kok Peng, CEO of EPM, with the participants of the bowling tournament held at Bukit Jalil Sports & Country Club.



# Gatherings to Deepen Relationship and Understanding between Employees

With the purpose of enhancing communication and sense of belonging amongst our management and employees, EMIX Guangzhou and EMIX Hong Kong recently held a Headquarters (HQ) visit to Singapore as well as an Annual Dinner in ZengCheng.

## HQ Visit

The visit to the HQ in Singapore was made to increase personal communication and interaction with employees in HQ and to strengthen the working relationship across the group of companies.

*Mr Andy, CEO of EMIX Hong Kong and colleagues from Hong Kong at the lobby of NSL HQ*



*Colleagues from EMIX China, Hong Kong and Singapore enjoying a delicious meal in Singapore*

## EMIX Guangzhou's Annual Dinner

EMIX Guangzhou's Annual Dinner 2015 held in ZengCheng ended with a successful bang! Throughout the evening, the attendees let themselves go and participated in all the singing, dancing and lucky draws that happened that night.

The major highlight of the evening was the Catwalk Show performed by the beautiful and handsome "ladies" that owned the runway and brought everyone's heart pumping. Everyone had a wonderful and entertaining time at the annual dinner.

*Spontaneous staff posing for a cutesy photo. Definitely best photo of the year!*



*Vincent and Andy with the beautiful "ladies"*



*At the annual dinner*



# The Ultimate Motivational Guide to Succeed



Participating and noting down points during the training



Mr Kow presenting and lecturing while our staff listens on earnestly



Activity time



Our staff and Mr Kow happily posing for a picture!

EMIX Malaysia (EIM) recognises that people is the key to an organisation's success.

To ensure that its people are equipped with leadership skills to enhance productivity and efficiency, EIM embarked on a leadership training course on the 12 and 13 of September 2014 at Hotel Mincott, Kuala Lumpur. The trainer, Mr Kow Ko Leong from NexusTAC has more than 12 years of experience in the field of providing management training and development, personal development programme and soft skills training.

15 employees consisting of executives and managers attended the leadership training and they have a few pointers to share so read on!

## Leadership

Leadership ties strongly to motivation. It is essential for leaders to motivate staff as people don't come to work feeling motivated every day. EIM is grateful that they have a good motivator as a leader – Mr Allan Yeong, General Manager of EIM. Mr Yeong often encourages new ideas and initiatives and employees to do their best at work.

A good leader is also a great listener that pays attention to the team's words and genuine thoughts. Leadership capabilities are essential in today's competitive world especially in Malaysia. Aside from members of the management, we will instil leadership skills among potential employees.

## Family

EIM strives to create a work environment that is open, trusting and fun. We work hard and play harder! We believe that without support for one another, we would be like workaholics repeating the same dull routine every day. At EIM, we value everyone and remember and celebrate their birthdays. We organise gatherings and activities for staff to bond and get to know each other better. We share, help and support each other in every situation that arises. We want to provide a working environment that makes employees feel like a family.

## Dare

The way to success is that one should not be afraid to make mistakes. One should persevere till success is achieved. We should not be worried about criticisms. We should learn to step out of our comfort zone not give up easily!

There is one simple theory that many of us take-away from the course:

**The happier and more motivated the employee, the happier the customer, the healthier the bottom line.**

# Yu Shan Trekking— A Great Chance to Rub Shoulders

To foster bonding and esprit de corps among the employees, Changshu RAM (CSR) organised a one day hill-trekking trip in November 2014, to Yu Shan (Mount Yu) located at the north-western part of Changshu city. The outing included a timed hiking competition up the hill while enjoying the stunning scenery, followed by a tea and noodle session at the bottom of the hill.

Yu Shan is one of the most famous mountains in Jiangsu province. With a length of 6.3km and a peak point at 263m, this national park is covered with rich flora, crystal clear natural pools and streams with suspension bridges at various points. Remote from the outside world, it is inevitably the best spot for serenity.

The gradual steep slope tested our stamina and we halted our exploration at a large and tranquil natural reservoir at the mountainside. A simple tea session was held at the bottom of the mountain for staff to mingle and enjoy the famous noodle with exquisite Chanterelle mushroom. At the end of the event, cash prizes were presented to the winners of the hiking competition as a token of appreciation for their participation.

The outing served as a great opportunity to promote and cultivate healthy lifestyle as well as nurture a closer working relationship for employees of all ranks.



*A group photo before the whole workforce of staff prepare for the trekking!*

# NSE Keeps the Wu Shi Old Folks Warm

The CSR Charity Foundation organised a revisit to the Wu-Shi Old Folks' Home located in Changshu town in December 2014. The Home is run by Madam Xia and a team of angel-hearted personnel that care for old folks that need special care and nursing.

The CSR visiting team, led by Mr Philip Lee, CEO of NSL Engineering (NSE) was welcomed by the principal Madam Xia and her team. The CSR team took the opportunity to mingle and chat with the elderly.

During the visit, Philip presented a winter jacket to each old folk. The donation of the winter clothing was timely as it provided warmth and comfort for the elderly during the cold winter season last December. The visit ended with a happy group photo session.

Madam Xia and the old folks expressed their gratitude to the company for the loyal support, donation and companionship provided during the visit.



*NSE Management chatting with the team at Wu-Shi Old Folks' Home*



*Friendships were formed during the visit*



# NSL Games

## 2014/2015



### Archery Coaching and Tournament 2014

More than 40 staff learned the skill of propelling arrows with the use of a bow in Archery Coaching followed by a first ever Archery Tournament at the HomeTeamNS Archery Club which the company participated in.

### Badminton & Table Tennis Tournament 2015

In a mini-league tournament, staff from all subsidiaries enjoyed the long-awaited badminton and table tennis tournament held at the Jurong East Sports Hall in the beginning of 2015. Proud winners won themselves titles, medals and vouchers.

### Tournament Results (Gold winners)

Archery Tournament	Men Category	Tan Kim Song	EIS
	Ladies Category	Hong Yiyiing	NSC
Badminton Tournament	Men Single	Jumbo Lim Boon Siang	EIS
	Men Double	Zhang Zhongbo Vincent Cheng Boon Sin	NOC
	Ladies Single	Christy Song Yoke Ching	NOC
	Ladies Double	Lim Su Cha Cheng Soo Li	NOC
Table Tennis	Men Single	Toh Keng Wah	NSE
	Ladies	Yan Linghong	EPS



Participants of the Archery Coaching Tournament

Learning how to shoot an arrow!





*Winners of the  
Badminton  
Tournament 2015*



*Winners of the  
Table Tennis  
Tournament 2015*



*EMIX Singapore  
proudly posing for  
a picture at the  
tournaments*

### **Running Events – Standard Chartered Marathon and Singapore Airlines Charity Run**

A force of more than 60 staff and their family members participated in the Singapore Airlines Charity Run 2014 and Standard Chartered Marathon 2014. NSL's Sports and Recreational Club (SRC) encourages staff participation in running events from various categories. Our staff joined the 10km Competitive Run, 5km Fun Run at Singapore Airlines Charity Run 2014 and Full Marathon, Half Marathon and 10km Competitive Run at Standard Chartered Marathon.



*Our staff participation in the Singapore  
Airlines Charity Run 2014*



# Never Underestimate the Importance of Fire Drill and Safety

With the mindset not to underestimate the importance of fire drill and safety, an improved directive plan for fire safety management was recently established and implemented at Changshu RAM (CSR) Engineering.

## Dedicated team

Led by General Manager Eric Ong, the team with dedicated staff in different functions including communication, emergency countermeasure, first aid, security and public order, and evacuation were formed. The scope of responsibility for each member during the event of fire incident is clearly specified in the plan.

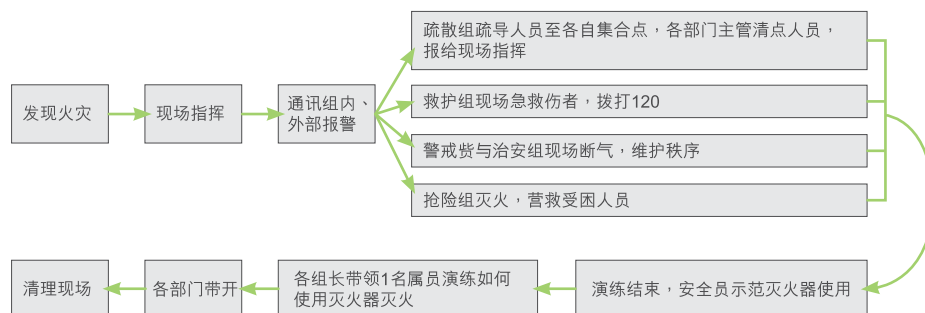
A protocol and process flow for the fire drill was established and explained with an illustrated diagram. The same protocol is endorsed by the management and made applicable in the event of actual fire incident.

## Emergency evacuation maps

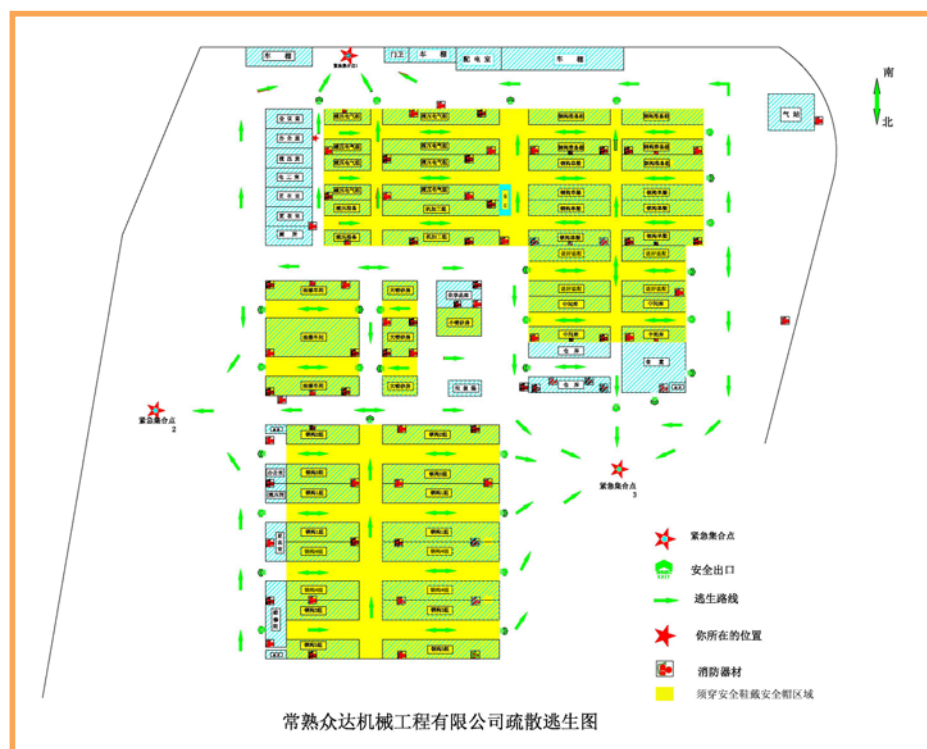
Emergency evacuation maps of different office and workshop buildings in the whole plant consisting of the floor plans, evacuation directions, emergency assembly points and legends were circulated to all the staff in the company. The maps are placed at designated places that are noticeable to everyone including visitors of CSR.

## Fire Safety Feedback Channel

A Fire Safety Feedback Channel was also set up to observe the efficiency of the fire drill plan. Parameters like duration required for evacuation, number of injured personnel and conditions of fire extinguishers during fire drill were all recorded for future evaluation to facilitate improvements towards the system.



Procedure to adhere in case of a fire emergency



CSR RAM emergency evacuation map

# Health Benefits of Exercise

*Source: By Alvin Chumari for Health Xchange, with expert input from the Department of Physiotherapy and LIFE Centre at Singapore General Hospital (SGH), a member of the SingHealth group.*

Do you have difficulty finding time to exercise? Perhaps you are too busy or too tired. Maybe you don't enjoy exercising at all. Chances are it is a combination.

You are not alone. In fact, up to 75 per cent of Singaporeans do not exercise regularly, as shown in a recent National Health Surveillance Survey.

**Not allocating time for fitness doesn't just lead to a bigger waistline, it could quite literally kill you**

According to a worldwide study published in The Lancet in 2012, lack of physical activity could be responsible for:

- 10 per cent of breast cancer cases
- 10 per cent of colon cancer cases
- 9 per cent of premature deaths due to any cause
- 7 per cent of type 2 diabetes cases
- 6 per cent of coronary heart disease cases

"Physical inactivity seems to have an effect similar to that of smoking or obesity. Adopting an active lifestyle is thus one of the best investments you could make in your own health," says Ms Cindy Ng Li Whye, Principal Physiotherapist at the Department of Physiotherapy and LIFE Centre, Singapore General Hospital (SGH), a member of the SingHealth group.

Beyond fending off major death-causing diseases, exercise can confer many additional benefits. Read on and be convinced!



With expertise from the Dept of Dermatology at:



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## Benefits of exercise

### 1. More effective weight loss

While dieting is the cornerstone of any weight loss plan, combining dieting with regular exercise will give you a potent way to shed excess kilos.

Furthermore, exercise is the best predictor of weight loss maintenance. It not only burns calories, but also increases metabolism. This is especially true for muscle-strengthening exercises. Simply put, the more muscle you have, the more calories your body burns – even when you are at rest.

### 2. A great way to relieve stress

Regular exercise, even if light, has proven to be an effective way to de-stress. This is because when exercising, feel-good brain chemicals called endorphins are released, helping to combat anxiety and depression.

In many cases, exercise can be as effective as antidepressants. By exercising regularly, patients take a proactive role in improving their health, which can improve their self-esteem and contribute to better mental health.

### 3. Better sleep

Those who exercise frequently suffer from fewer sleep problems compared to those that lead a sedentary lifestyle.

Apart from being able to doze off quickly and enjoy a more peaceful sleep at night, active people also have little trouble staying awake during the day. In fact, just 10 minutes of daily exercise can make a difference in the duration and quality of your sleep.

### 4. Reduced high blood pressure

Regular exercise also helps lower blood pressure and can

reduce dependence on blood pressure medication. “The effect of exercise on blood pressure doesn’t take long to manifest... from a few weeks to three months,” says Principal Physiotherapist Cindy Ng.

### 5. Staying in top condition well beyond your prime

In addition to improving your fitness, exercising frequently reduces your chances of getting old-age diseases:

Moderate to vigorous physical activity performed three to four times per week is associated with considerably lower incidence of fragility fractures in both women and men.

Exercise can also slow down the cognitive decline and reduce incidence of dementia.

“No matter your age, the benefits of exercise can be overwhelming. Just be sure to get a green light from the doctor before embarking on a new programme,”

Ms Cindy Ng Li Whye, Principal Physiotherapist at the Department of Physiotherapy and LIFE Centre, Singapore General Hospital (SGH)

Need help adopting a better lifestyle? The LIFE Centre at Singapore General Hospital (SGH) has a multidisciplinary team of experts who can provide you with guidance on weight management, exercise and diet.

With expertise from the Dept of Dermatology at:



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