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## Message from the CEO

As we move into the second half of 2014, Lamprell continues to perform well, delivering projects on schedule, safely and on budget, as well as winning more work. In early June I met many employees face to face when presenting at the CEO Town Hall meetings and I hope you found these useful and informative. Shortly after presenting at the Town Halls, I was pleased to announce

that Lamprell had received yet another contract award, this time from Petrofac Emirates L.L.C. ("Petrofac") for the fabrication and delivery of 29 modules which will be constructed in our Jebel Ali Facility, read more about this on page 8. Our main focus in 2013 and early 2014 was steadying the ship, which clearly we've now done. In 2014 we are delighted to have rebuilt our order book, winning significant awards from both new and existing customers, and conversion of our bid pipeline remains a top priority.

As announced on 28 August, you will have seen that we delivered excellent financial results for the Company for H1 2014 based around strong operational performance. Our market share remains strong in its core markets and the Group continues to see high levels of enquiries and bid activity with a robust pipeline of opportunities. Key highlights include:

- Revenues are up by US\$ 125.7 MM as compared to H1 2013
- Net profit from continuing operations jumped from US\$ 11.8 MM to US\$ 46.1 MM
- Over US\$ 900 million of new awards secured from January to August 2014

- Order book of US\$ 1.2 billion (as at 30 June 2014)
- Bid pipeline of US\$ 4.9 billion (as at 30 June 2014)

A fundamental element of our updated strategy is to leverage our key strengths, namely our strong safety record, high build quality, timely delivery, commitment to reliability, our reputation for working collaboratively with our clients for success, our skilled workforce and our strategically-located facilities. Broader market conditions around our core markets remain competitive but these new contract awards demonstrate our clients' confidence in our project execution, the value we offer and our renewed financial strength. We have made significant progress in refocusing the business on its core activities and our objective is to capitalise on opportunities in those core markets where the business has strong established positions. There were a record number of rigs being ordered last year however we have recently seen a softening in the market. While I am broadly positive about the rig market in the longer term, I am a little cautious as there are a significant number of jack ups currently under construction on spec, mostly in China. There are however a growing number of opportunities in the Offshore and Onshore markets which we need to convert into backlog in the coming months to refill the Jebel Ali and Sharjah yards.

Project Evolution is progressing well and generating some early returns with a number of material productivity improvements and cost efficiencies which you can read more about on page 15. Our continued focus on operational excellence has resulted in a strong first half performance; at the same time our safety track record during that period has been world class. We are trying to instil that culture of continuous improvement that we have discussed previously and we must all strive towards that, whether that means improvements in safety, quality, cost controls or otherwise. I want us all to work together to achieve the same goal, a stronger, better and more effective business. I am very proud of where we are today and want to thank everyone at Lamprell for all their hard work to date, your efforts have helped us secure what looks to be a bright future.

**Jim Moffat**

# HSES Update

## IOSH Awards Presented to Lamprell Employees



Standing from L to R: VP HSES Alan Robson, Antony Alphonse, Ravi Kumar, Abdullah T Kader, Joseph Varghese, M P Suresh, CEO Jim Moffat, P K Rajesh, C Rajan, Harish C Acharya, Antony Gregory, Dileep Kumar, Saji Pappachan

CEO Jim Moffat presented successful candidates with their IOSH Managing Safety certificates at a ceremony held at Hamriyah in early July. The

candidates were members of a second batch of supervisory personnel to undertake the course which provides the knowledge and tools to tackle

health and safety issues within their respective teams and improve health and safety performance throughout Lamprell. The interactive courses were held over four days and consist of training in assessing and controlling risk, understanding legal and moral duties and responsibilities, hazard identification, investigation of accidents and incidents, measuring performance and protecting the environment. The course concluded with a written assessment and project which twenty of our supervisors completed successfully. Further courses are planned with the aim of training all our supervisors by the end of 2014.

## Man-Overboard Drill Held in Sharjah

A *Man-Overboard* drill was conducted from the GTO-395 barge at Lamprell's Sharjah main yard in early August as part of on-going HSES awareness and emergency exercise program training for our Sharjah facility. The drill was conducted under the supervision of the HSES Department and was witnessed by client teams from Leighton and Technip. With the use of a mannequin, the scenario stimulated a person falling into the sea and becoming unconscious and

there after being recovered from the sea. Effective communication and team work was required to rescue the 'man overboard' to safety and those involved in the rescue included the HSES team, the boat operator, a rescue boat with the emergency response team and a medic. The drill ended safely and a closeout meeting was held to review the key points and lessons learned. The drill team were rewarded with incentives from HSES Manager John van der Berg.



A *Man-Overboard* drill was held as part of an emergency rescue exercise in Sharjah

## New Fire Evacuation Process Rolled Out at Lamprell

Lamprell is making some important changes to the way the Group carries out office fire evacuation drills. A series of fire warden training sessions were conducted during July and August for our volunteer Fire Wardens. Alan Robson, VP of HSES explains "This change could have a significant impact should we experience a fire in one of our offices. Whenever a

fire alarm is activated the role of the Fire Warden is to make sure that all personnel have evacuated their assigned area. An important point to remember is that the Fire Wardens are expected to assist in the evacuation and not to fight fires. Once the Fire Wardens have assisted in evacuating their assigned area, they will report to the Fire Marshal and confirm if their

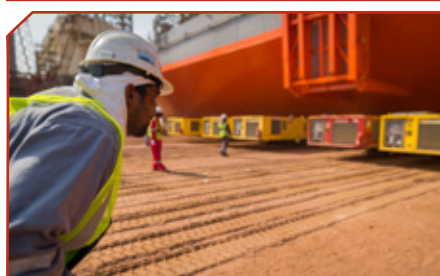
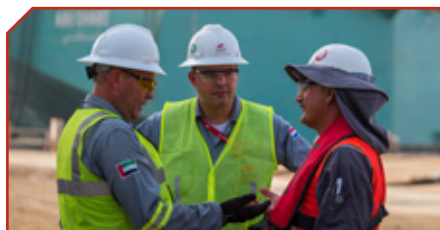


area is fully evacuated or not." These new changes will be introduced in September 2014.

# New Build Jack Up Rigs

## Jindal Pioneer Loads Out in Hamriyah

The Jindal Pioneer Project is progressing well, the rig was loaded out successfully in August, incident and injury free for our client Dev Drilling Pte Ltd who form part of the DP Jindal Group. Project Manager Daan Noothoven van Goor commented "The entire team is performing well in getting work completed. Major milestones have been met safely, on schedule and to Lamprell's high quality standards. These successes are thanks to the project team comprising of our yard employees, office based support staff and many subcontractors. We continue to receive positive support from our Client and I would like to thank everyone involved for the great achievements to date." Equipment installation is on-going and commissioning work has started. Prior to load out the project team completed the transportation and installation of the accommodation module sections for the Cameron/LeTourneau design S116E rig. Now that the rig is loaded out, work will continue along the quayside and the team look forward to achieving the next milestones before sail away which is scheduled in Q1 2015.



Jindal Pioneer during load out which took place on 27 August



The Jindal Pioneer Project team get together after safely loading out the 116E jack up rig

## Ensco Steel Cutting Commences

The Ensco 140 and Ensco 141 steel cutting ceremonies took place on 21 July and 10 August respectively at Lamprell's Hamriyah fabrication yard. Senior representatives from Lamprell and Ensco each said a few words reiterating a high focus on safety, quality and schedule throughout the project, prior to the official plate cutting taking place. Vice President of Projects, Niall O Connell said that "This is considered a landmark project for Lamprell and the start of a long and fruitful relationship with one of the world's biggest jack up operators, Ensco".



Steel plate cutting was marked in July for the Ensco 140 project



Workshop Manager Robert Foy (F) and Production Engineer Manoj Varghese (B) switch on the machine to mark steel cutting for the Ensco 141 project in August



## Greatship 2 Hindu Prayer Ceremony and Safety Milestone

The Greatship Chaaru project team held an 'Engine Start' Hindu Prayer Ceremony on 13 July in the Hamriyah GS2 engine room which was attended by Greatship 2 Project Manager Prasad Menon and his team as well as the Lamprell project team. The ceremony marked the

start of engine commissioning. Along with the engine start up milestone, the team completed accommodation integration on schedule. Prior to this, celebrations were held on 6 July when the Greatship team achieved their second one million manhours without a day away from work case milestone.

Project Manager Zadok Van Winden commented "I am extremely proud to be part of this team and want to thank everyone on the project for all the great work done in a safe manner to accomplish this milestone."



Greatship Chaaru Project Manager Prasad Menon switches on the main engine during the GS2 engine start up ceremony



GS2 Engine Start Hindu Prayer Ceremony

# Rig Refurbishment

## Successful Delivery of Frontier to Millennium Offshore Services



Lamprell and MOS conversion teams prepare for MOS Frontier sail away

Lamprell delivered the 290 Persons on Board capacity, 300ft operating depth capability jack up Accommodation Service Vessel (ASV) Frontier to its client, Millennium Offshore Services in July after successfully converting the unit from a jack up drilling rig. Lamprell performed a complete conversion from an MLT 116C jack up drilling rig, previously known as the Trident IV A, into a mobile jack up ASV over a ten month period. The project achieved a major milestone by being the first ever jack up drilling rig refurbishment

project Lamprell has brought onto land. This has been the largest rig conversion and refurbishment project in Lamprell's history and we have seen significant operational achievements on this highly complex and technically challenging project. The contract for the Frontier was signed in September 2013 and the completed ASV departed Lamprell's Sharjah yard on 13 July for operations in the Timor Sea. Commenting on the delivery, CEO Jim Moffat, said "I am pleased to announce the completion and delivery of this jack up ASV to our client, Millennium Offshore Services. This project has achieved an excellent safety record of 3.8 million man hours without a day away from work case. With labour peaking at 1,800 persons per day during the busy period, this safety statistic is a truly world class achievement. I want to thank the Lamprell and MOS conversion teams for all their hard work in reaching this milestone."



The MOS Frontier sailed away successfully on 13 July

## Hercules 261 Ready for another Five Years of Work



Hercules 261 dry-docked on two barges at Lamprell's Sharjah yard in June

That distant view of the Hercules 261 leaving the Lamprell Sharjah facility on 22 July signifies the completion of yet another successful and safe refurbishment/recertification project at Lamprell. It was a very intense 110 days that would not have been possible without the support and dedication of both the Hercules and Lamprell teams. The team executed over 120 work scopes in this short period, including a very successful dry-docking of the rig on two barges. The HAZID (Hazard Identification) workshop, led by Lamprell's VP HSES Alan Robson was instrumental in ensuring the successful and safe outcome of this activity. Other notable scopes successfully executed included leg and spudcan repairs, piping installation and replacement for multiple systems, a 10ft crane column extension, raw water tower repairs, accommodation upgrades and over 120 tonnes of steel

replacement. The combined efforts and excellent communication of both the Hercules and Lamprell HSE and production teams ensured that all risks were properly assessed and mitigated. The team endured long days, worked in extremely difficult areas and harsh weather conditions to deliver this project on schedule. All of this was achieved with only one first aid case recorded. With a tight schedule and the fact that the scope grew substantially following rig arrival, Lamprell's effective EPC processes were key in ensuring successful execution, and reinforcing the company's position as a leader in the field of rig refurbishment.



Hercules successfully sailed away in July

# Land Rig Services

## Trinidad Rig Delivered Successfully

The Trinidad rig 601 arrived at Lamprell's Hamriyah yard in July for integration and final rig up prior to mobilization to its final destination in Saudi Arabia. The project was completed fast track in less than six weeks which included layout, rig up, modification of structural, piping and electrical items, integration with the mud system which was designed and built in our DIP facility on time for the rig arrival, and final testing. Trinidad Drilling International Vice President James Thorn praised the Lamprell team by stating "I would like to congratulate Lamprell on the successful conclusion of this project in which the team delivered the rig as planned making Trinidad's first rig up in the region a success." Safety was an important factor when completing this project and the combined team



worked 24/7 for the whole duration without a day away from work case. Land Rigs General Manager Hani Elkurd further commented "My appreciation goes to the projects team led by Mark Godefroy and Nadeem Khan for their hard work and dedication to the project and satisfying the client needs."



The Trinidad 601 final rig up took place in Hamriyah in August

## Schlumberger Coiled Tubing Tower Installed in Kazakhstan

Lamprell has successfully delivered our popular coiled tubing towers to multiple clients over the past few years. The tower delivered to Schlumberger in July proved to be highly challenging due to the 100 ft height of the structure, the - 40 degree Celsius operating temperature, the larger foot print, and the additional two tonne crane and DNV and API design requirements. Thanks go to Yard Manager Suresh Chellapan who spent many days in Kazakhstan supervising the installation of the tower at the end users island.

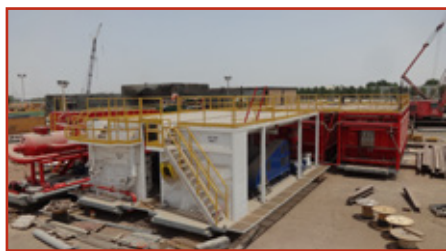


Lamprell's coiled tubing tower rigged up on an island in Kazakhstan

## Safety Milestone Celebrated in Kuwait

Lamprell's Land Rig facility in Kuwait achieved 800 days without a day away from work case in August. The team got together to celebrate with a speech from Yard Manager Khalid Khan congratulating the team and certificates were handed out to the man of the month. Land Rigs General Manager Hani Elkurd is very proud of this achievement and said "Congratulations go out to the Kuwait team, Lamprell has a strong commitment to Health, Safety, Environment and Security and, in particular, is committed to continuous improvement in its safety performance among its employees and contracting personnel. I am very proud to be heading up this team."

## Saxon Mud System Delivered On Time



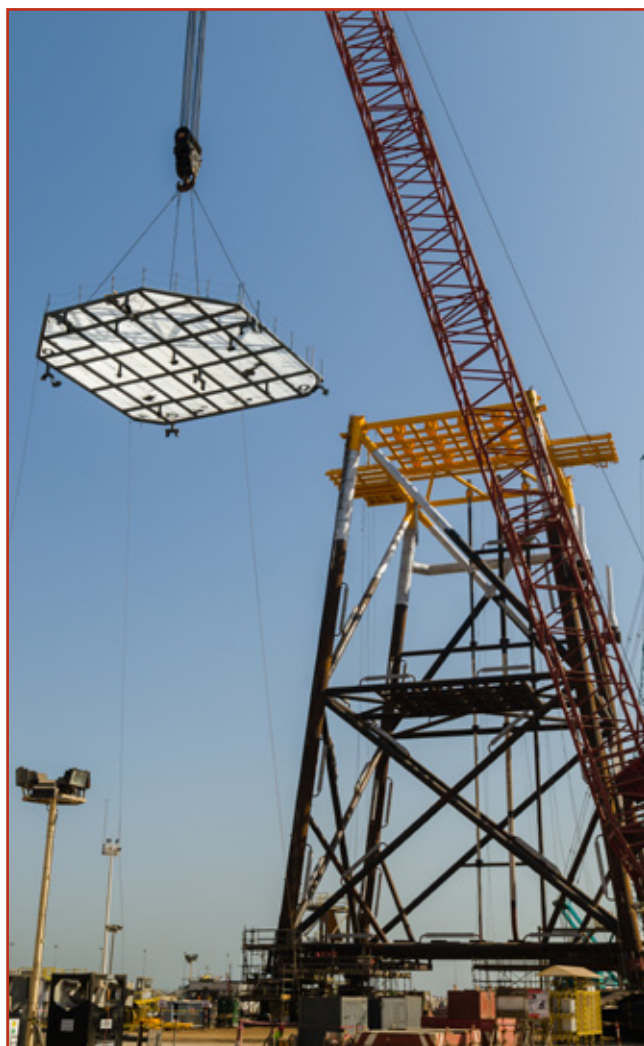
Land Rig Services successfully delivered two mud systems to Saxon in Q2

Two mud systems built at our facility in Dubai Investment Park were delivered to our Client Saxon safely, on schedule and to the highest quality standards in Q2 2014. The contract was awarded in Q4 2013 and the project team worked tirelessly to deliver the project to a satisfied client.



Lamprell's Land Rig facility in Kuwait recently celebrated 800 days without a day away from work case

# Onshore and Offshore Construction



The Jalilah B jacket lifting took place successfully in July

## Jalilah B Successful Jacket Lifting and Safety Celebration

The Dubai Petroleum Establishment (DPE) Jalilah B project celebrated completing 500,000 man-hours without a day away from work case in August, an excellent achievement for the team. Jacket fabrication was completed ahead of schedule with load out taking place at end of August. Topsides construction was also completed ahead of schedule with load out scheduled in Q3. Sail away of the jacket, boat landing and piles will also take place in Q3. The contract for this project was initially signed in December 2013 and the project team have done an excellent job delivering a top quality project to our Client Technip and DPE. "I want to thank the project team on a job well done, I am proud of all the hard work the team put into delivering this project safely and successfully," expressed Project Manager Anees Sulaiman.



The Jalilah B jacket is loaded out onto the barge



The Jalilah B topside construction was completed ahead of schedule and load out is scheduled for Q3

## Petrofac Awards Contract to Lamprell

Lamprell received a new contract award from Petrofac Emirates L.L.C. ("Petrofac") in June for the fabrication and delivery of 29 modules which will be constructed in our Jebel Ali Facility. The modules are being assembled for use in connection with the Zakum Development Company (ZADCO, one of Abu Dhabi Oil Company (ADNOC) Group of Companies) landmark Upper Zakum, UZ750 (EPC-2) field development in Abu Dhabi. The estimated total weight for all of the modules will be approximately

10,000 tonnes and we hope to add further scope to this project in the future. Lamprell is scheduled to deliver the first shipment of modules in Q2 2015, with the final pipe-rack expected to be delivered in Q1 2016. We completed similar works last year for the Laggan Tormore development in the North Sea. We have established a strong track record in the offshore and onshore construction sector which is one of our core markets, and we continue to see further growth opportunities. This positive



development is down to the hard work of our Business Development, Commercial and Legal teams.

# Engineering and Construction News

## Lamprell Completes Sajaa Full Field Compression Project



General Manager for the E&C group Emad Elatreby accepts a plaque from SNOC CEO and Sharjah Petroleum Council Secretary General Mr. Waleed Rashid Khalifa Deemas during a ceremony held at their Sajaa Plant

Sharjah National Oil Corporation (SNOC), operator of the Sajaa Asset, and Petrofac, Duty Holder Operator for the Sajaa Asset, have undertaken a Full Field Compression Project

to increase daily production and recoverable reserves through the installation of 12 gas compressors in the field areas of the asset. Petrofac awarded Lamprell E&C a contract to provide fabrication and construction services in support of this important project for the Emirate of Sharjah. The Lamprell scope included the fabrication and installation of off-skid piping works, installation of compression units, assembly and interconnecting pipe works between skids, tie-in with the existing facilities, assistance during commissioning and Site Acceptance Test. This was a complex and challenging project involving brownfield heavy lifting activities, hot work in process areas, SIMOPS as well as working in peak summer temperatures and at night.

The project also required a total 1,200 MT of equipment to be installed; the welding of 13,000 inch diameter piping and the installation of 4,000m of piping spool and 3,000m of cable. HSES performance throughout the project was very impressive, without a single day away from work case occurring during the entire operation which included more than 3000 work permits and 328,000 man-hours. At completion, the facility exceeded its incremental production upside target and is successfully operating. Petrofac presented Lamprell E&C with a Certificate of Recognition for the successful completion of the project during a ceremony held at the Sajaa Gas Plant, in the presence of SNOC, Petrofac and Sharjah Petroleum Council Management.

## DNO Contracts Renewed

DNO and the Lamprell Engineering & Construction (E&C) group recently renewed two contracts, the first is an extension of two years for the Saleh Field which has been effective since May and the second is a six month extension for the Bukha Fields project which became effective in July. DNO entered into engineering, operations and maintenance contracts with the E&C group for its offshore fields rehabilitation and upgrade work in the UAE and Omani waters back in 2009. Since then, Lamprell has been awarded five successful renewals. During these years, the E&C team has been executing engineering,



The E&C group received an extension for the Saleh and Bukha Field projects from DNO

procurement and construction with major completed tasks including the installation of special structures, deck extensions, boat landings, heavy

duty valves, high pressure piping, equipment rooms, utility modules, flare booms and all related electrical and instrumentation activities. General Manager for the E&C group Emad Elatreby congratulated his project team and stated "We are very proud of the excellent safety record for these contracts; we have now completed five years with no day away from work cases. With all activities being carried out on DNO's offshore brown field platforms, this is a truly excellent safety achievement and I want to thank everyone involved for all their hard work."

## DUSUP Inspection Contract Awarded

Dubai Supply Authority (DUSUP) awarded the Lamprell E&C group a contract for inspection work for their Margham plant on 9 July. The scope includes inspection of piping, heat exchangers and liner vessels for the scheduled expansion project with completion scheduled in Q4. DUSUP plays a key role in Dubai's energy

program by sourcing and distributing natural gas and LNG to the various power generation and industrial sectors in Dubai. This project award demonstrates Lamprell's continuing support for the development of UAE energy and oil & gas infrastructure to cater for future developments.

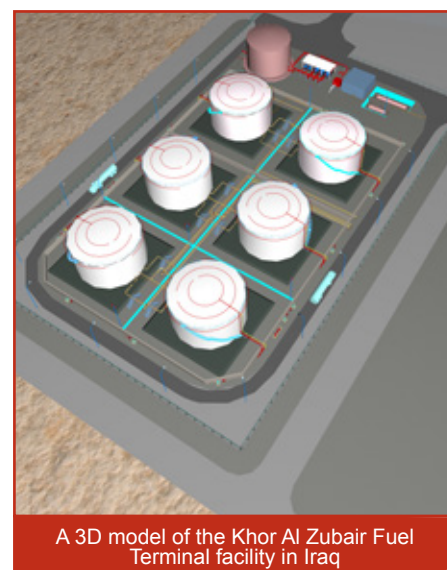


Lamprell was awarded an inspection contract for the DUSUP Margham plant in Dubai

## A Journey with SKA International Group

The Lamprell E&C group started working with the SKA group in 2012 following an award for Front End Engineering Design (FEED) for a new Jet A1 storage tank and loading/unloading facility at Ras Al Khaimah airport. In 2013, the SKA Group awarded E&C another FEED in a bid to augment their existing Khor Al Zubair Fuel Terminal facility in Iraq by adding Fuel Oil Storage Tanks and a loading facility. Later that year, the SKA Group awarded E&C a pre-FEED in a bid to construct Gas Oil Storage Tanks and a loading facility in Kampala, Uganda. By 2014, the SKA Group awarded E&C with yet another FEED for Phase II to expand

their existing Khor Al Zubair Fuel Terminal facility in Iraq to increase the capacity due to market demand. The FEED for all the above mentioned projects included vertical steel tanks of 5,000 m3 to 10,000 m3 capacity, fuel filtration facilities, loading and unloading stations or gantries, fire protection, drain systems, associated piping, civil works, mechanical scope as well as electrical and instrumentation works. "With this continuing repeat business, we look forward to working closely with SKA International Group to continue this relationship and join them for the site erection of their projects," General Manager E&C Emad Elatreby stated.



A 3D model of the Khor Al Zubair Fuel Terminal facility in Iraq

## Twenty Pressure Vessels Successfully Delivered to Petroserv



Lamprell successfully delivered twenty pressure vessels to Petroserv in July

The Lamprell E&C group successfully delivered 20 pressure vessels to Petroserv Qatar in July, which will be installed in Dukhan as part of an EPIC contract for the Mitigation Burn Pits Project, with Qatar Petroleum (QP) being the end user. Scope of work included mechanical design,

fabrication and supply of eleven closed drain vessels and nine knock out drums with ASME code stamps, all of which were delivered safely and on schedule. The E&C group is also making progress with two other pressure vessel projects for different clients once again with QP as the end

user. These projects are scheduled to be delivered by the end of 2014. Lamprell E&C continues to focus on growing this business based on the excellent track record and global qualifications we have achieved over the past 25 years.

## New Central Document Control Group at Lamprell

In early August Lamprell introduced the new Central Document Control Group, which will streamline the document management processes across all facilities. This initiative will benefit the Company as it implements uniform document management practices across our facilities, projects and is aimed at improving communication with project personnel, clients, subcontractors and vendors. This Group, under the administrative control of Lamprell Engineering, is expected to

simplify documentation, distribution, tracking and archiving ensuring easy accessibility and traceability of important information, project documentation and close-out information. There are also synergies due to centralization resulting in resource optimization. Multiple projects and departments are making use of the new document control processes and controls with the main handlers being Projects, Engineering, QAQC, Procurement and Commissioning.

The Central Document Control (CDC) Group is being managed by newly appointed CDC Manager Baptist Fernandes (L) who reports to Engineering Planning & Controls Manager Anshad Kondoth (R)

# Service Businesses Update

## Sunbelt Celebrates Three Million Man Hours without a DAFWC

3,000,000  
MAN HOURS

WITHOUT A  
DAY AWAY FROM  
WORK CASE

Sunbelt celebrated achieving three million man hours without a day away from work case in August. This covers a period of nine and a half years, as well as a continuous record of zero recordable incidents over the past eight years, of which the group is very proud. Sunbelt protects assets and the environment for clients and the general public in gulf countries

including the UAE, Oman, Qatar, Saudi Arabia, Iraq and Kazakhstan. Sunbelt General Manager Hisham Bader stressed "I would like to emphasize our commitment to health and safety and on behalf of Lamprell Management I want to extend our heartfelt appreciation and gratitude to Sunbelt employees involved in this commendable achievement."

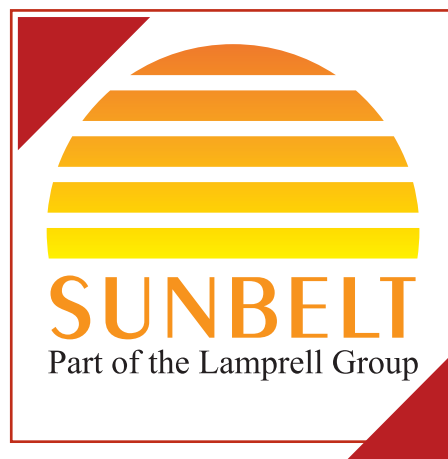
## Cylinder Re-Certification Facility Obtains US DOT Approval

In May Sunbelt's Cylinder Hydrotest facility in Dubai was recertified successfully by the Pipeline and Hazardous Materials Safety Administration for the Department of Transportation USA. The recertification is valid for five years with the next renewal due in May 2019. "Thanks go out to the team members involved in obtaining this noteworthy achievement" expressed Sunbelt General Manager Hisham Bader.



Sunbelt's Hydrotest Facility was audited and recertified in Dubai

## Sunbelt's Recent Contract Awards



Recent contract awards at Sunbelt include the provision of H2S safety services for Gulf Drilling International's Ltd (GDI) Dukhan rig in Qatar for a period of three years, once again reinforcing the groups' relationship with GDI as their preferred service provider since 2005. Sunbelt has worked on six land and five offshore drilling rigs for the GDI group. Sunbelt also won a 19-month extension on their offshore contract with Snamprogetti Saudi Arabia, a subsidiary of Saipem, for the provision of H2S protection services on two barges and a corresponding vessel, offshore Saudi Arabia. Finally, Sunbelt was successful in winning the retender for the Saipar two rig drilling contract in Kazakhstan for one year with a one year option.

## Safety Awards at Sunbelt Continue to Roll in

Clients continue to recognise Sunbelt employees for excellence in safety performance with Safety Supervisors working on the Oryx Petroleum project receiving awards for outstanding leadership, proactive involvement of H2S training programmes during drilling testing and the safe completion of the DD3 well project in Kurdistan. Sunbelt has also received citations for five weeks in a row for leading the Safety Observation Program for the KNOC drilling operation in the Sangaw Field in Kurdistan.

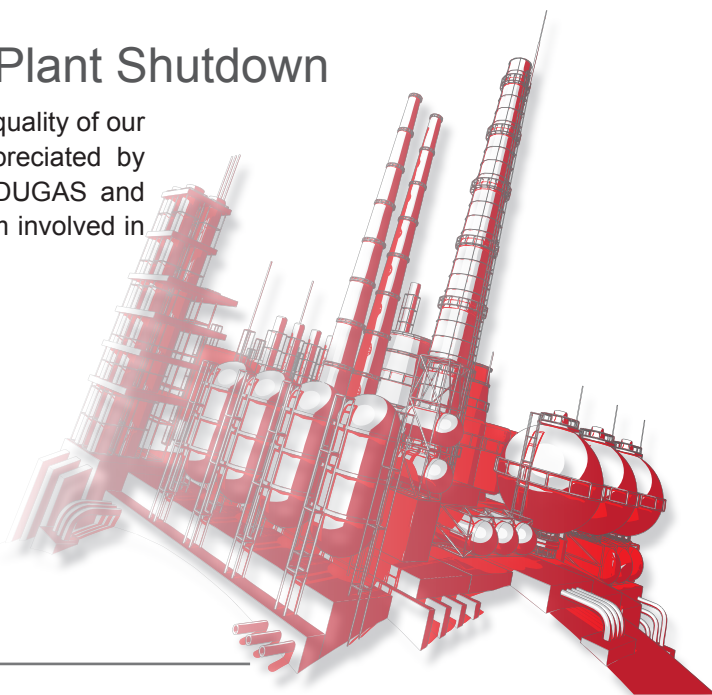


# Service Businesses Update

## Lamprell O&M Assists DUGAS with Plant Shutdown

Lamprell's Operations & Maintenance (O&M) services division successfully participated in the Methyl Tertiary Butyl Ether plant shutdown project in May for its client, Dubai Natural Gas Company Limited (DUGAS). The O&M division sourced over 300 workers in 13 different trades to support the DUGAS shutdown project in Jebel Ali, completing nearly 130,000 man-hours without a day away from work case. General Manager, O&M Services Mohamed Kunhi commented: "This is the second shutdown Lamprell has supported at this plant since

November last year, the quality of our services was highly appreciated by senior management at DUGAS and thanks go out to the team involved in this successful project."



## O&M Renews ENOC Contracts

The O&M team's contracts for mechanical, warehouse & miscellaneous manpower and services and for the electrical and instruments maintenance manpower and services were renewed with Emirates National Oil Company (ENOC) in June and August, respectively, for a further period of two years. ENOC is one of the O&M division's major clients, having worked together since 1999. This extension once again

demonstrates their appreciation and confidence in the services provided by Lamprell. General Manager, O&M Services Mohamed Kunhi boasts "Our ability to provide high quality and customer oriented services are key attributes that help us build these long term associations. We look forward to achieving many more milestones and the continued successful association with ENOC."



## Awards Continue to Roll in for the O&M Group



Supervisor Lancy Pinto was honoured by DPE Offshore Installation Manager Johnson Raju for winning the Horizon Zero Hero award

Lamprell employees continued their winning streak by bagging the Horizon Zero Hero Award from Dubai Petroleum Establishment. Supervisor

Lancy Pinto was honoured by DPE Offshore Installation Manager Johnson Raju for winning the award in the presence of the DPE Offshore

Leadership team in May. The award represents our commitment to safety and the leadership exhibited by our employees.

In addition, the O&M division hosted a Perfect Attendance & Punctuality Award event in July to recognise and encourage O&M Manpower Pool personnel who have maintained good attendance records throughout the year. Thirty-one employees were awarded with gifts and certificates at the event which was held at the Saaja Camp facility.

## HR and General News

### Vision Screening Tests Held for Lamprell Employees

Lamprell invited all admin staff to take part in a wellness initiative program called 'Vision Screening' in July across all its UAE facilities. With most of us spending a large amount of time in front of our computer screens, we quite often strain our eyes. Experts recommend regular vision tests as one of the most important diagnostic and preventative measures one can undertake to protect eye vision

and health. The screenings were organised through our insurance brokers AF Willis and were carried out by Al Jaber Optical. Lamprell strongly believes in ensuring our employees are kept fit and healthy and regularly looks for opportunities to promote good health. The screenings were a great success with over 480 employees attending.



Receptionist Edna Hitalia was one of many Lamprell employees that had her vision test done at work as part of Lamprell's wellness programme

### Lamprell Assessment and Training Centre Progress Update

Since the Lamprell Assessment and Training Centre (LATC) opened its doors in Sharjah on 1 October 2013 we have seen significant use of its services. The Centre now has the ability to deliver some 34 trade-related training courses and 16 third party certification courses. Demands for specific courses are generated by yard management and we have an on-going programme to develop and implement more courses thereby raising the level of safety awareness, the standard operating procedures and technical ability associated with specific trades. We have also just added an additional classroom with a capacity of 60 that

takes our total seating capacity at the centre to around 170. In addition, we have outside equipped training bays that are designed to provide trades assessment and training in all the main trades as well as confined space training. Further, the LATC now conducts assessments on all potential new recruits, whether for core or temporary employment for all trades, and all nominations for promotion within supervisory grades. In terms of volumes, we have now passed the 170,000 man-hour mark since we opened and this comprises some 81,000 man-hours for safety training and 89,000 on supervisory and trades training and assessment.

In total, around 39,000 individuals, measured on a daily basis, have passed through the centre at some stage, including, of course, a lot of repeat participants. Lastly, and in collaboration with Project Evolution, a new welding development section has been established and some innovative welding techniques are being developed for long-term improved efficiency and productivity. LATC has so far delivered what it set out to deliver – and more – and we are grateful to the Yard Managers, Production, Operations, Projects and HSES functions for their continued contribution to its success.



Lamprell's welding school in Sharjah



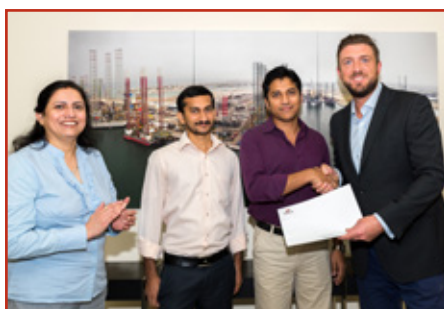
Employees receive HSE training at Lamprell's Assessment and Training Centre in Sharjah

## Employee Referrals of the Quarter

Our employee referral scheme continues to be popular and Q3 saw three new joiners successfully complete their probation periods. Newly appointed Mechanical Superintendent Robert Cougar Bennett was referred by Project Manager Mark Godefroy and joined the Land Rigs Services, API workshop team in April reporting to General Manager, LRS Hani El Kurd. Senior Designer Sagar Safarullah was referred by Senior Draughtsman, Structural Vipin Kumar and joined

Lamprell in March reporting to Project Engineering Manager Ghassan Hussein El Zarif. Last but not least, Senior Buyer Ziyad Kutty was referred by Plant Hire Coordinator Abdul Naster and joined the team in February reporting to Procurement Manager Mathew Daniel. In return for their efforts, long-standing employees Mark, Vipin and Abdul were financially compensated for their efforts in bringing these new employees on board.

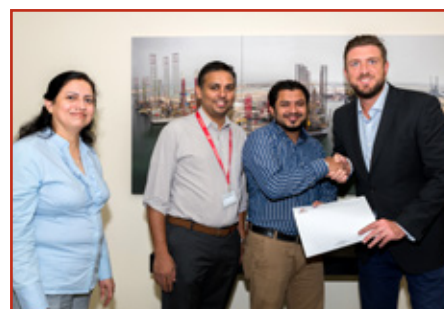
We would like to continue to encourage all of you to keep an eye on our vacancies and think about the professionals you have worked with in the past with a view to referring them to HR. To view our most recent vacancies please keep an eye on Talent Connect and our external website where jobs are being posted regularly. We look forward to receiving your CV's.



Assistant HR manager Sarita Ramani, Senior Designer Sagar Safarullah, Senior Draughtsman, Structural Vipin Kumar & Group HR Manager Julian Panter



Assistant HR manager Sarita Ramani, Mechanical Superintendent Robert Cougar Bennett, Project Manager Mark Godefroy & Group HR Manager Julian Panter



Assistant HR manager Sarita Ramani, Senior Buyer Ziyad Kutty, Plant Hire Coordinator Abdul Naster and Group HR Manager Julian Panter

## CEO Town Halls Held in Lamprell UAE Facilities

Town Halls, led by CEO Jim Moffat, were held mid-June in our Hamriyah, Sharjah and Jebel Ali facilities and were attended by all admin employees and members of the senior management team. These sessions provided an opportunity for management to review the company's recent achievements and future plans as well as discuss our 2013 financial results. Jim spoke about the company's 2014 key performance indicators, where the company was

doing well, where improvements could be made and how employees could contribute to ensure future success of the company. Project Evolution was discussed as well as the organisation's plans to reduce its corporate overhead. Safety was high on the agenda and it was once again stressed how important our HSE performance is, Jim said "A year ago several leading companies would not have even considered letting us bid as our safety performance was simply



Two Town Hall sessions were held at the Port Khalid Canteen



Four Town Hall sessions were held at the Hamriyah Canteen

not up to standard back then. We have made major improvements on the safety front but more can always be done so please keep safety in mind at all times and continue to fill out SOAP cards". The sessions were well attended and received positively, with each Town Hall lasting approximately one hour and including a question and answer session where employees were given the opportunity to raise any concerns.

## Project Evolution Road Show and General Update

A series of Project Evolution Road Shows were held at Lamprell's UAE facilities in July including Hamriyah, Sharjah, Jebel Ali and Dubai Investment Park. The purpose of these events, led by Project Director Darren MacDonald, was to better explain the various improvement initiatives we are planning around our yards to our admin workforce, enabling them to understand the reasons for the change, see the benefits of each and understand how they can support the project team. Following the road shows the Project Evolution intranet page was launched on LamprellConnect where employees can find more detailed information on each of the initiatives and where regular updates on progress, highlights and challenges will be posted. In addition a Project Evolution Project Charter was signed by steering committee members CEO Jim Moffat, CFO Jo Curin and CCO Karl Roberts as well as by Project Sponsor Kevin Isles and Project Director Darren MacDonald. Project Evolution's vision is to safely

construct best in class products at a lower cost with improved facilities, efficient people and processes. With the positive news recently announced that the rights issue has been completed, the funds required for the capital investment component of Project Evolution have been secured and allows us to move that part of the project into full swing. All sub-projects are tracking well with orders being placed for the advanced production facilities including the Hamriyah panel line, the T beam fabrication system, centralised beam cutting systems and other improvements such as the Hamriyah electrification program. Group changes such as welding improvements have been rolled out and we are seeing production and welding consumable savings on our live projects. The alternative approaches to Non Destructive Testing and more specifically radiographic testing are approved by the classification societies and the procurement initiatives are underway. Many Lamprell people are actively involved and supporting the project











Evolution Project Director Darren MacDonald presented a series of Road Shows

already which demonstrates our people's commitment to improving the Lamprell business and with this culture our future is bright.



## Certifications:

<p>Bureau Veritas</p>  <p>ISO 9001:2008 ISO/TS 29001:2010 OHSAS 18001:2007 ISO 14001:2004</p>	<p>ASME</p>  <p>U, S, PP, U2</p>	<p>National Board</p>  <p>NB, R</p>					
<p>Monogram Licenses</p> <table><tr><td></td><td>2B-0133 2C-0113 4F-0094 4F-0227</td><td>4F-0281 5CT-0531 6A-0570 7-1-0370</td><td>7K-0303 8C-0182 16A-0132 16C-0167</td><td>16C-0202 16C-0278 16D-0056 16D-0075</td></tr></table>				2B-0133 2C-0113 4F-0094 4F-0227	4F-0281 5CT-0531 6A-0570 7-1-0370	7K-0303 8C-0182 16A-0132 16C-0167	16C-0202 16C-0278 16D-0056 16D-0075
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<p>API QMS</p>  <p>2427, 1315, 0881</p>	<p>API - Q1</p>  <p>Q1-1322 Q1-1114 Q1-0633</p>						

P.O. Box 33455, Dubai, U.A.E. Tel: +971 6 528 2323, Fax: +971 6 528 4325  
www.lamprell.com

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