



Lamprell
Welcomes
New CEO
Christopher McDonald

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Message from the CEO

Just four days after Tony Wright and I delivered Lamprell's interim results on 22 September in London, we were delighted to announce a new rig refurbishment contract award [▶](#) page 3 from new client, Master Marine. While the

market impacted the number of rig refurbishment and upgrade projects during 2016, this award demonstrates Lamprell's continuing ability to compete in this sector which remains an area of strength for the Group.

In August we were pleased to announce the appointment of our new CEO, Christopher McDonald. Christopher has an outstanding track record with two of the most respected companies in our industry, he brings a significant depth of leadership capability and market knowledge, and I am pleased to welcome him on board. Whilst I have stepped down from my duties as CEO, I will still be in office for a transition period until mid-November after which I will take up a consultancy role until 31 March 2017.

It has been a tough couple of years for the industry and while Lamprell remains financially and operationally robust, the road has not been without its challenges. In August we announced the successful delivery of the rig Ensco 140 [▶](#) page 7. Unfortunately, due to failures in the jacking equipment that the original equipment manufacturer Cameron supplied, the rig was delivered

late which resulted in a penalty by our client, ultimately leading to a reduced revenue of US\$25 million and to a US\$35 million negative impact on our net profit for 2016. Whilst we continue to work closely with Cameron to address similar issues faced on the remaining rigs we are due to deliver in the next eight months, we are looking to recover costs and seek compensation from Cameron.

In line with current market conditions, right sizing the organisation has been a focus for Lamprell in 2016. In the first half of this year we reduced our headcount by 10% resulting in an overhead saving of over US\$5 million. In September we released Karl Roberts from his position as EVP and CCO and launched a voluntary staff redundancy programme targeting further overhead reductions. We have also reduced our yard workforce and this is planned to continue in line with normal project life cycles.

Also in September we said goodbye to Senior EVP Kevin Isles who decided to leave the company after 19 years' service to pursue other interests. Kevin has a long history with Lamprell having been hired by my predecessor Peter Whitbread in 1997 as a Mechanical Superintendent and he will be sorely missed. We wish him all the best for the future.

Despite the tough market environment and organisational changes within the company, Lamprell is in a solid position, both financially and operationally, as a result of our counter-cyclical investment which created a robust base for the company to not only ride out the storm, but also to enable long-term growth. We have a bid pipeline of US\$3.9 billion predominantly focussed on the offshore platform market and we hope to convert some of this into further wins in the near future. We continue to pursue strategic alliances in order to access larger opportunities. Our ongoing negotiations around the Maritime Yard in Saudi Arabia are progressing and we are actively pursuing FPSO opportunities through our joint venture agreement with Dubai Drydocks.

As my tenure as Chief Executive comes to an end, I'm confident that Lamprell's new CEO will be able to capitalise and build on the resilience and strong franchise of the business. Thank you to all of our readers for the support you have given me over the past three and a half years, I hope to see some familiar faces on the golf course where I plan to spend more of my time over the coming months.

Jim Moffat
CEO

Lamprell welcomes new CEO Christopher McDonald

Lamprell is delighted to welcome Christopher McDonald as its new CEO effective 1 October 2016, succeeding Jim Moffat who will be retiring from the company. Christopher, a US national, has 24 years' experience in the oil and gas EPC industry. He joined Petrofac in 2011 as Senior Vice President, Offshore Projects and Operations (UAE and Malaysia) where he helped the group's global entry strategy into the shallow water offshore EPCI market and geographic expansion into Asia Pacific. Christopher was promoted to Executive Vice-President and

Group Head of Business Development in 2012 and became a member of Petrofac's Executive Committee. From 2007 to 2010, Chris co-founded and helped to run a boutique private equity firm in London.

Prior to that he spent 18 years with Halliburton/KBR starting his career with five years in Engineering before progressing through the Sales function to become Commercial Vice President (Singapore/Australia) from 1996 to 2000 and spending seven years in London where he became Vice President and Officer with

responsibility for the KBR Development Company and the KBR/JGC gas alliance. Christopher has a Bachelor's degree in Mechanical Engineering from Cornell University.

Lamprell's Executive Chairman, John Kennedy, said: "On behalf of the Board I would like to welcome Christopher into the Group and I look forward to working closely with him. I would also like to take the opportunity to thank Mr Moffat for his significant efforts since early 2013 which have re-established Lamprell's reputation for high build quality, a world class safety



Incoming Lamprell CEO
Christopher McDonald

record and for working collaboratively with our clients."

New contract award from Master Marine



Lamprell signed a contract with Jacktel AS, a subsidiary of Master Marine, on 4 October for the upgrade of the mobile operating unit "Haven" as an accommodation vessel for the Statoil "Johan Sverdrup" field. Seated from left to right: Statoil Project Manager Amund Røland, Lamprell General Manager Offshore Rig Refurbishment and LRS division Hani Elkurd, Lamprell Chief Operating Officer Niall O'Connell, new Lamprell CEO Christopher McDonald, Jacktel AS Executive Chairman Bjørn Henriksen and Jacktel AS Project Manager Roy Hallås. Standing left to right: Statoil Technical Lead Erlend Eggebø, Statoil Principal Consultant Supply Chain Management Trond Skjæveland, Jacktel AS Installation Manager Geir Edwardsen, Jacktel AS Engineering Manager Henrik Hjelm, Lamprell Senior Project Manager Frank Conner, Jacktel AS Construction Manager Henrik Mork, Lamprell Project Manager Zadok Van Winden, outgoing Lamprell CEO Jim Moffat, Lamprell Proposals Manager Nelson Mackie and Jacktel AS Procurement Manager Hilde W. Helgøy. Missing: Lamprell VP Commercial Dan Wibberley

Lamprell is pleased to announce that it has received a new contract award from Jacktel AS, a wholly owned subsidiary of Master Marine AS, for the upgrade of the mobile operating unit "Haven" as an accommodation service vessel for the Statoil "Johan Sverdrup" field, offshore Norway. Lamprell Chief Executive Officer Jim

Moffat said: "Lamprell has a well-established track record for undertaking major rig refurbishments and so it is pleasing to receive this contract award for work in connection with one of the most prestigious projects in the North Sea. We look forward to working closely with the various project partners on this exciting new project."

The scope of work includes procurement, construction and installation of extended legs and new suction caissons. Lamprell will fabricate the new leg sections and suction caissons in its Hamriyah yard in the United Arab Emirates. After transportation of the constructed rig

components to Norway, Lamprell will assemble and install them on the Haven unit in collaboration with local Norwegian construction service provider, Coast Centre Base AS. The works are scheduled to complete in Q2 2018. Master Marine is a new client for the Group and this contract is valued at approximately US\$ 90M.

HSES Update

41 new Lamprell auditors qualified



Lamprell qualified 41 new auditors in June

In early June an in-house QMS Auditors training course took place at Lamprell's assessment and training centre. The course qualified 41 internal auditors for the ISO 9001:2015 standard allowing them to carry out audits for the Group.

These auditors belong to various departments, divisions, and facilities of the Lamprell Group, and can now contribute to the continual improvement of the company.

The course was organised by the Quality Assurance

division of the HSESQ Department, with QA manager Sanjay Jain as the course trainer. Thanks go to QA staff members Feroz Haneefa Kutty and Ashraf Kalnad for the pivotal roles they played in the preparation of the course material.

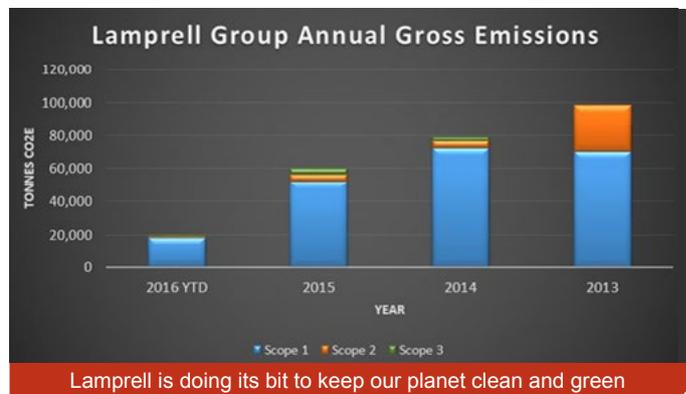
The event was supported by VP HSESQ, Alan Robson and Group Quality Manager, Suresh Amin, with Alan distributing certificates to all successful participants during an awards ceremony held on 23 June.



Lamprell goes green with CDP

The Carbon Disclosure Project (CDP) is a worldwide initiative encouraging organisations to measure and submit data of their greenhouse gas emissions. Lamprell's CDP for 2015 came back with positive results, indicating a decrease in gross CO₂ emissions for a consecutive year. Aided by Project Evolution, Lamprell's greater control over energy output has led

to a marked improvement in company efficiency. This has been facilitated by employees turning off lights and AC units when they're not in use, using water conservatively, reporting leaks immediately, and segregating waste effectively. These efforts have contributed to CO₂ emissions per unit of revenue decreasing by 8.18%, and emissions per manhour worked being



Lamprell is doing its bit to keep our planet clean and green

cut by 7.76% when compared with 2014 results. These small tasks have, cumulatively,

contributed to Lamprell being far more environmentally friendly.

Annual hand injury and line of fire safety campaign update

Hand injuries are a common yet avoidable occurrence in the

construction industry. As such, Lamprell launched an annual campaign

wherein we intermittently publish a series of Hand Injury and Line of Fire Safety awareness videos. Lamprell VP of HSESQ Alan Robson commented: "In addition to this, mandatory Tool Box Talks, briefs which aim to improve the safety of our employees, are issued prior to every working day." In tandem with the Tool Box Talks, the HSES

team placed posters and banners around the yards as part of the wider awareness campaign, again with the goal being to improve our safety standards. In 2015 Lamprell had 41 hand injuries across the group, whereas at the end of August for this year, the count was 16 proving that our safety campaign efforts are paying off.



As part of our hand safety campaign we asked all our yard employees to participate in a hand signing activity aimed at promoting hand safety and creating further awareness of the campaign

Water use reduction initiative launched

In an effort to improve the sustainability performance of the organisation and reduce operational costs, Lamprell recently invested in water flow attenuators for the Hamriyah Phase 1 facility. These attenuators ensure that flow from water fixtures across the site are in-line with the rates advocated by sustainability bodies such as LEED

and the Abu Dhabi Urban Planning Council. Lamprell Environmental Coordinator David Enders said: "The impact of these devices upon gross and intensity water consumption will be monitored for a short period before similar projects are implemented at other Lamprell organisational facilities."



Water attenuators have been fitted at Lamprell's Hamriyah facility in order to improve our sustainability performance and reduce operational costs

New Build Jackup Division News

NDC rigs on track for delivery and completion

The NDC team is moving from a construction-led programme into the commissioning phase of the programme. The rig “Al Gharbia”, commonly known as NDC7, is scheduled to be delivered before year-end. With 98% construction completion and commissioning in full swing, the team is busy bringing the various rig systems online. The NDC 8 “Al Hudairiyat” rig was launched on 11 August and the drill package was subsequently rolled on which was a significant milestone in the construction schedule. “Al Hudairiyat” was floated off our load-out barge and towed back to the quayside on the same day which is a remarkable achievement for the team and an excellent model to follow

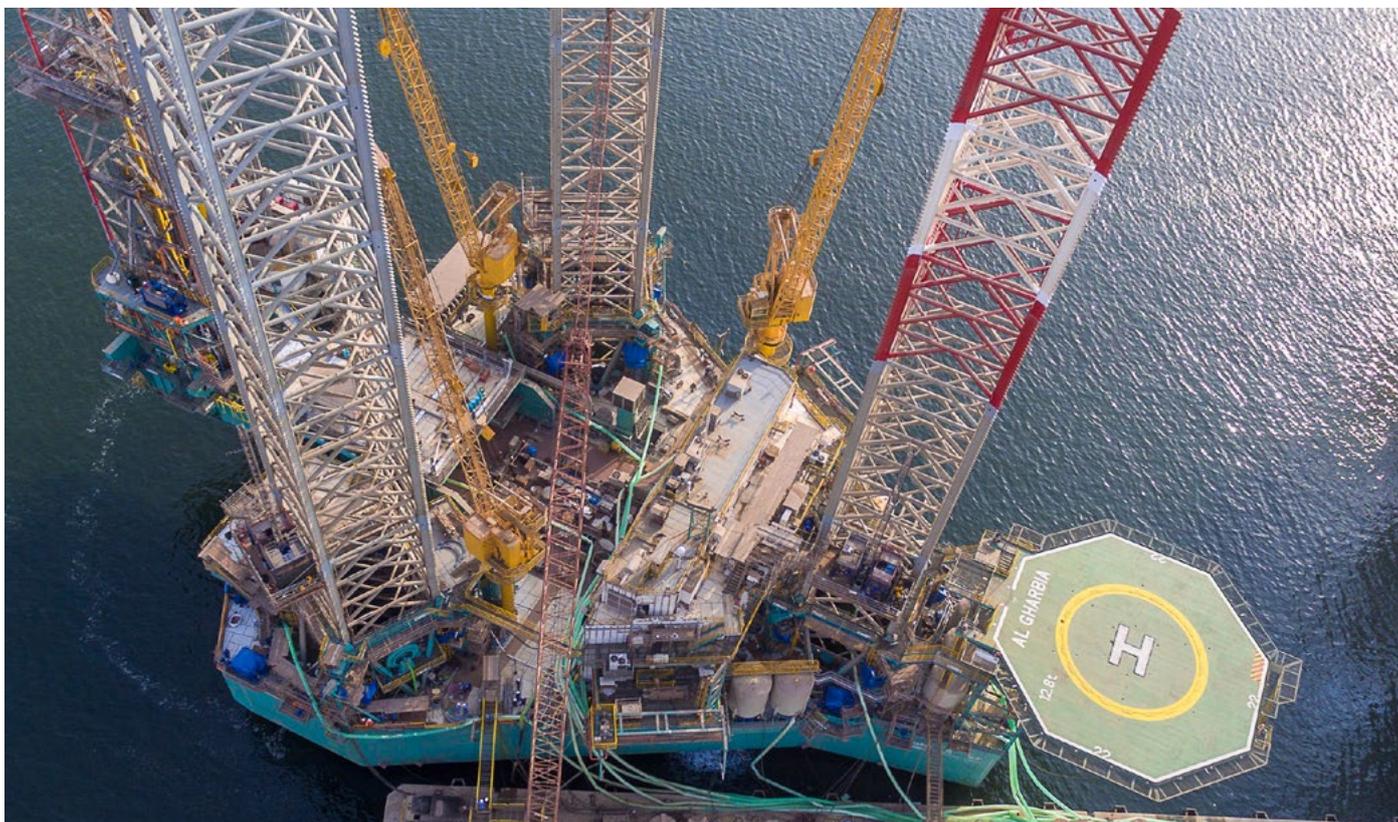


Rig NDC 8 “Al Hudairiyat”

on for future projects. On 18 September the NDC9 “Al Lulu” accommodation module was lifted on to the main deck of the rig. Lamprell’s engineering

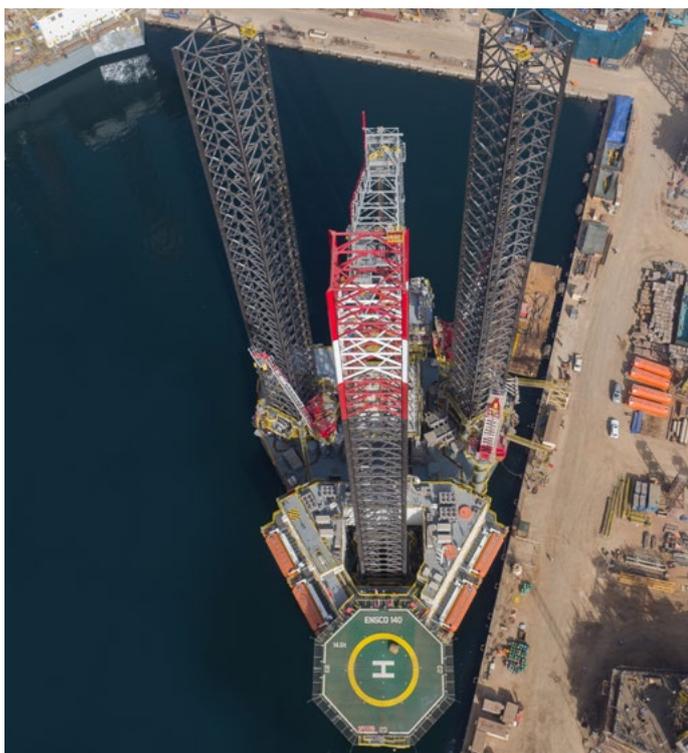
team developed an efficient lifting arrangement, which in turn saved considerable manhours and reduced the amount of temporary strengthening required as

per the older design. “Al Lulu” is due for launch in Q4 and all three projects are progressing on schedule.



Rig NDC 7 “Al Gharbia” is making steady progress

“ENSCO 140” rig delivered



Lamprell delivered the rig “Ensko 140” in August

August saw the safe and successful delivery of the rig “ENSCO 140”, a LeTourneau designed, Super 116E (Enhanced) Class mobile offshore drilling unit to our client EnSCO. Since we last reported progress, both EnSCO projects have continued to enjoy world class safety records, with a combined TRIR of 0.19. “ENSCO 140” recently underwent preparations to be warm stacked at Lamprell’s Hamriyah facility while “ENSCO 141” is nearing completion.

Over the past two months, “ENSCO 141” successfully completed a deadweight survey and cantilever

load test. All punch lists are cleared and the rig is ready for delivery after the completion of a jacking trial due to take place soon. Lamprell Project Manager Zadok Van Winden commented: “Productivity on the “Ensko 141” project has been good thanks to all the hard work that has gone into streamlining our production facilities, the related outputs, our improved build strategy and better team organisation.” Combined, the EnSCO projects have completed over seven million manhours without a DAFWC, a truly world class achievement.

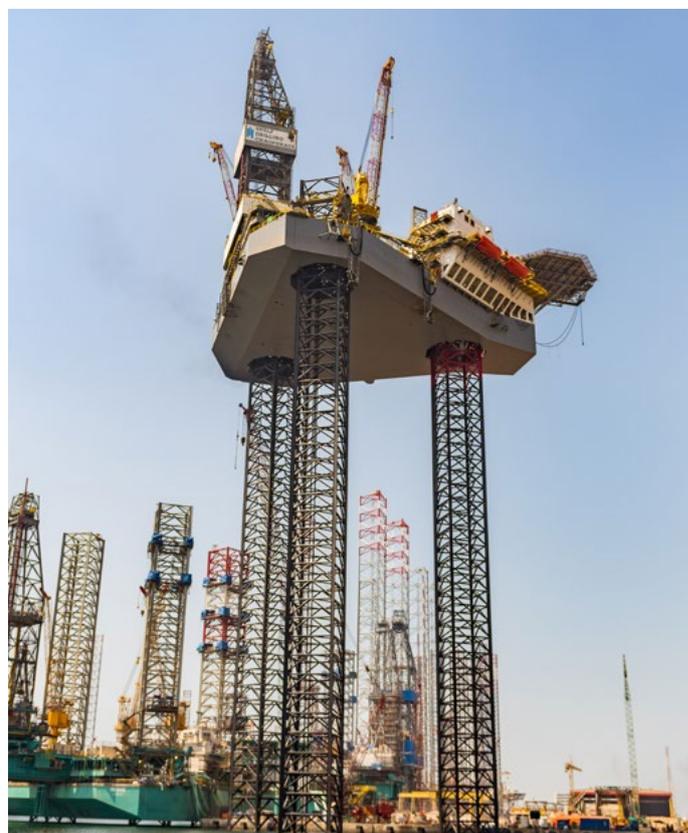
Shelf Drilling rig set sail for Thailand

Both Shelf Drilling rig project activities have been progressing as planned over the past three months with both quality and safety statistics trending well. The combined projects reached over six million manhours without a DAFWC in Q3. “This is a remarkable achievement, well done to the team and keep up the good work,” said Lamprell Project Manager Piotr Jaworski.

The project team completed all construction related activities on Shelf Drilling “Chaophraya”, commonly referred to as Shelf 1, at the end of August. Commissioning activities reached 100% in mid-September following the jacking trial which took place successfully on

26 September. Lamprell announced the completion of construction of the “Shelf Chaopraya” rig and its delivery to Shelf on 30 September. The rig set sail on 1 October to its drilling location, offshore Thailand where it has a contract with Chevron.

On Shelf Drilling “Krathong”, also known as Shelf 2, construction activities reached over 80% in Q3 with the load out and float off milestones reached as per the project schedule. The team recently completed one of the last important construction milestones, the drilling package skidding and work will continue as planned in order for the rig to be delivered in 2017.



The new build jackup rig Shelf “Chaophraya” sailed away from Lamprell’s Hamriyah facility on 1 October after successful delivery

Rig Refurbishment Activity Update

Refurbishment completed on schedule for rig “Alan Hay”



Noble's rig "Alan Hay" leaves Lamprell's Hamriyah facility on 23 August after a successful refurbishment

The arrival of the rig “Alan Hay” in our Hamriyah facility in July for upgrade and refurbishment work is testament to Lamprell’s strong relationship with

Noble, a regular client. The scope of work for “Alan Hay” included the replacement of over 100 tons of steel, cantilever push up and hold down

wear plate replacement, low and high pressure piping repairs, overhaul of the drill floor and drilling equipment, repairs and load testing of rig cranes, and finally an underwater survey in lieu of dry docking.

General Manager for the Lamprell Rig Refurb and Land Rig Services divisions Hani Elkurd commented: “In addition to the main contract work, Noble requested that we complete a significant number of other works which was challenging to incorporate into the existing schedule however the team were successful

and received much appreciation from the client.”

All work was successfully completed on schedule enabling the rig to return to work in Dubai in August. The project was particularly challenging as the work was performed during the hottest part of the year in the UAE, with an average of 250 men working on the rig per day. Noble and Lamprell worked well together to manage the heat stress issues and maintain a safe working environment for the workforce.

“ENSCO 104” refurbishment underway

Jackup rig “ENSCO 104” arrived at Lamprell’s Hamriyah facility for upgrade and refurbishment work in July. The rig, scheduled to stay with us for just over 62 days, has an extensive scope of work with a number of major undertakings including steel repair, underwater survey in lieu of dry docking, supply and installation of anodes to the legs and spud cans, repairs to the hull jacking system, re-certification of lifeboats and life rafts, low and high pressure piping repairs and the application of new coating to significant areas of the rig.

The majority of the work was carried out during the summer period, which brings a number of challenges to the project team in order to maintain productivity on the rig. To date all work has been performed in a safe and controlled way with a continued target of zero incidents or injuries. The project is progressing well and we are on schedule to meet the agreed delivery date, which is critical for EnSCO in order to return the rig to their client in Abu Dhabi.



Jackup rig “ENSCO 104” is currently undergoing refurbishment work at Lamprell's Hamriyah facility

Land Rig Services News

LRS Africa projects progress

Since entering the African market earlier this year, our LRS division has carried out ten API Category III and Category IV inspections and refurbishments for a variety of clients.

This has included works carried out in Egypt for EDC, Tunisia and Algeria for WDI and South Africa for Aban, which are relatively new market areas for Lamprell. Work scopes have included the inspection of rig masts and substructures, drilling equipment



including draw works, mud pumps and rotary tables. Our Engineering and Quality departments carried out repairs on a number of rigs as they discovered issues during the inspections and in some cases this included the complete overhaul of rig electrical systems. "We are pleased to be entering and working in new market areas and plan to continue to grow our business here in the future" said Hani Elkurd, General Manager for the Lamprell Rig Refurb and Land Rig Services divisions.

Weatherford award new LRS contract

Lamprell's LRS division was awarded a contract by WDI, one of the leading international drilling contractors, to design and build a mud system for their "WDI 878" land rig. The contract, which was awarded in June, is scheduled to be completed in four months and represents the 17th mud system that Lamprell has built in the last three and a half years. Once completed in our DIP facility, the mud system will be transported to Kuwait where it will be assimilated into the rest of the rig package.

Service Businesses

Sunbelt Safety wins new contracts and upgrades its KSA facility

In August Sunbelt's Kurdistan entity was awarded a contract with Hunt Oil Middle East to provide H₂S protection for their newly commissioned Simrit production facility. The contract, which will run for an initial period of one year, can be renewed.

In addition, Sunbelt Safety's Qatar division was awarded a H₂S service contract with client Vantage Drilling in October for a new drilling contract being undertaken with Total in Qatar. As part of the contract the offshore jackup rig "Emerald Driller" will make a yard stop at

Lamprell's Sharjah facility during which time Sunbelt Safety will rig up the H₂S cascade and gas detection system before the rig sails off to Qatar waters. The Sunbelt contract is for a period of approximately 18 months.

In June Sunbelt Safety was awarded a one year services contract to provide McDermott Middle East with rental H₂S safety equipment. The scope covers work undertaken by McDermott in Qatar, Abu Dhabi and in KSA for Saudi Aramco's LTA projects. The KSA projects will be supported from Sunbelt



Sunbelt Safety's KSA workshop and service centre recently underwent a significant upgrade

Safety's newly refurbished service centre base in Al Khobar, KSA.

Finally, Sunbelt Safety's KSA workshop and service centre recently underwent a significant upgrade allowing Sunbelt Safety to fully support all operations,

including assisting in pre-qualification inspections for major projects. The facility was formally opened during an open day with some of Sunbelt's major existing and perspective clients.

Onshore & Offshore Construction News

34 modules successfully delivered for UZ750 project



Work on the Petrofac project continues after successfully delivering 34 modules

Lamprell has successfully delivered 34 modules for the UZ750 project to date, with the remaining 11 units to be delivered in the next four months. In Lamprell's Jebel Ali yard, the project team completed construction for the initial contract scope which included 29 pipe rack modules.

Mechanical completion and successful delivery of the last pipe rack module took place in September 2016 where after it sailed away successfully to its final destination, the West Zakum Island in Abu Dhabi. Similarly, the Sharjah project team also safely and successfully

delivered the last two pipe racks from its facility in September for the Central Island. "Overall the project has crossed the five and a half million manhours milestone without a DAFWC which is an exceptional achievement for the Jebel Ali and Sharjah project teams", Lamprell Project Manager Juzer Master proudly commented.

The quality performance on the project continues to be strong and the engineering phase for the remaining 11 units, consisting of three PAU's, five pipe racks and three WPAMs, is successfully nearing its end with

final documentation at completion stage.

All major structural lifts have been completed and decks are erected for the remaining modules which are all being fabricated in our Jebel Ali facility. Petrofac delivered equipment packages to Lamprell in August and these were installed on three PAU decks and the majority of structural erection work is complete. The next focus is on piping, electrical, instrumentation and telecom installation and completion for the SPAU04 and NPAU04 modules as they prepare for load out.

Piping hydro-testing and EIT pre-commissioning activities for the WPAU03 module, the heaviest weighing in at 2,700 MT, has also commenced with sail away scheduled for the West Island towards the end of 2016.

The remaining three WPAM units are also progressing as planned and the focus is on successfully completing the critical piping headers and manifolds erection on the decks. These three units for the West Island are also scheduled to leave the yard by the end of the year.

Engineering & Construction Update

Lamprell's E&C division continue to win new awards in tough market

Lamprell is pleased to announce that its E&C division recently won two contracts with client DUSUP. The contracts include the upgrade of fuel and water pipelines in

their Margham plant and a major modification and shut down hook ups to the main gas feeder network in Jebel Ali, UAE. The latter gas lines provide gas fuel to major operations within

the Jebel Ali Freezone and require careful planning and critical shutdown windows. The scope comprises of engineering, procurement and fabrication works including

hydro testing, painting, installation and civil works. The projects are scheduled for completion in 1H next year.

Heerema suction piles sail away

Q3 saw the successful load out and sail away of ten suction piles for Heerema Marine Contractors as part of TOTAL's Block 32 Kaombo Project. The units headed offshore to Angola after departing from our Sharjah facility on 28 August. The tug and barge will be in transit for 50 days where they will pass by South Africa's capital Cape Town and then sail up the coast of Africa to Angola, a voyage of some 7,000 nautical miles. They are headed directly to the Block 32 development field for installation.

The fabrication and load out was completed safely and on time and this would not have happened without the tremendous efforts of all team members who were involved. Head of Lamprell's E&C division, Darren MacDonald comments: "Many thanks go out to everyone that joined the project team in Sharjah to make this happen. Our E&C division now continue with the fabrication of the buoyancy tanks which are expected to be delivered in two batches late this year and early 2017.



The Heerema Kaombo project suction piles sailed away successfully after being delivered in August

E&C team busy with ongoing projects

After the safe and successful installation of marine loading arms back in May for the Dugas project, Lamprell has also completed the installation of the berth pipeline with welding works. To date the project runs safely and completion is expected to take place in October 2016.

The E&C team also continues to provide ongoing services to SNOC for the Saaja gas field including project management, surveys, engineering, procurement, construction, maintenance,

pre-commissioning and commissioning as part of its ongoing maintenance contract. The work sites are spread across the Sajaa gas plant, well sites, flow and trunk lines, Hamriyah Liquefied Petroleum Gas and condensate terminals.

Lamprell also continues to work at the ENOC refinery post successful shutdown and is currently completing minor mechanical works to various equipment and systems. In addition, work continues to progress well on the Falcon D punch list project, the

scope comprising of EPC work for our civil, mechanical, electrical and instrumentation disciplines with completion scheduled for Q2 2017.

On the DUSUP Margham flowlines project, the base scope is mechanically complete and Lamprell are finalising a few additional works prior to close out and demobilising. That project is on track to finish on time.

In Abu Dhabi, engineering is nearing completion for the Galfar project, material has been delivered and

fabrication commenced on the six H₂S high pressure gas vessels in our Sharjah yard. This is a key project for Abu Dhabi and there have been several audits and client visits which have been successful. The project is progressing safely as per the schedule and will be completed in December. Similarly, the design and fabrication of the deaerator package for the Yibal Khuff project in Oman is progressing as planned. The scope of carbon and stainless steel vessels and internals is on track for delivery in Q2 2017.



Lamprell completed the installation of the berth pipeline for the Dugas project, one of many initiatives the team is currently working on

HR Activities

“Lamprell’s Got Brains” Launched

Building on the success of “Lamprell’s Got Talent”, our HR department introduced “Lamprell’s Got Brains”, a quiz challenge in which 21 teams from various departments competed for the title. Over several hours on 16 August at our Hamriyah facility, teams were gradually eliminated. In the end the “Quizzards of Oz” from the IT/ERP department secured fourth place, “Brainiac’s” from Engineering came in third place, “New Build

1” from Projects made it second place and out of this group, the eventual winners and deserving champions of “Lamprell’s Got Brains” were the “HR Tuskers” from the HR & Admin department. The final was attended by a large audience with Group HR and Admin Manager Julian Panter awarding the finalists and winners with their trophies and prizes. A huge thanks goes out to all involved in organising yet another successful event.



(L to R) Kris, Gerard and Francis from “New Build 1” came in second place



Engineering’s “Brainiac’s” (L to R) Amit, Cowan, Sahil and backup Gokul secured the third spot



IT’s “Quizzards of Oz” secured fourth place (L to R) Charlene, Suhaib and Bhat



Champion team “HR Tuskers” (L to R) Vysakh, Damodar and Sreejith celebrate their victory with an delighted Julian who crashed the team photo

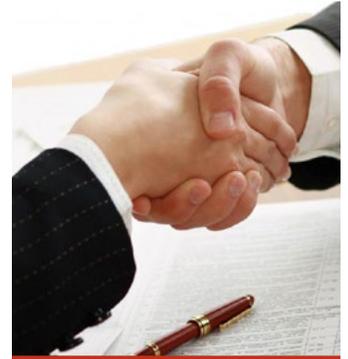


New contract awards for O&M division

Lamprell's O&M division successfully retained a contract for one of its major clients, ENOC Processing Co. LLC (EPCL). In an extensive re-bid exercise, the team secured a scope of work for mechanical, warehouse and miscellaneous manpower and services for a period of three years

which started in September 2016. The ENOC group of companies, which includes EPCL, 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 high quality of services provided by Lamprell and we look

forward to achieving many more milestones together. In addition, July saw our O&M division secure a new support services project for McDermott Middle East, Inc and is supplying qualified welders for a skids and jackets fabrication project.



Lamprell's O&M division continues to secure new work

Healthy hydration talk held at Lamprell

In July, Lamprell welcomed Nutritionist Stephanie Wakefield from Anglo

Arabian Healthcare to deliver a series of lectures on healthy hydration.

Whilst visiting three of our main sites, namely Jebel Ali, Sharjah, and Hamriyah, Stephanie stressed the importance of staying hydrated, especially throughout the hot summer months.

overall well-being. Water is required in a vast number of bodily functions, ranging from temperature regulation, to flushing out toxins. Lamprell strives to keep its employees safe, especially during the summer months when heat stress is a real concern.



Expert Nutritionist Stephanie Wakefield presented a Hydration Wellness lecture at Lamprell's facilities in July

With water making up approximately 60% of the human body, Stephanie pointed to its essential role in maintaining one's

Jim Moffat presents final CEO Town Hall before retirement



Lamprell CEO Jim Moffat presented his final townhall in August

Lamprell CEO Jim Moffat presented his final Town Halls over seven sessions to employees in August. Topics of discussion were presented in the usual

format of "where have we been", "where are we now" and "where are we going", and the presentations were well attended as usual. Jim covered some

of the topics which you can read more about in the Company's interim results posted on our website and he also took the chance to thank everyone for their

tremendous support over the past three and a half years during his tenure. We wish Jim all the very best for his well-deserved retirement.

Lamprell Bids Farewell to CEO Jim Moffat



“heaviest load lifted by SPMT trailers“. 2015 saw further positive operational improvements including the launch of Project Evolution, a programme to deliver material productivity improvements and cost efficiencies, as well as the continued implementation

With over 35 years’ experience and having worked for some of the industry’s giants, Lamprell welcomed Jim Moffat as Chief Executive Officer in March 2013. During his time at Lamprell he has steered the organisation through some challenging times. By the end of 2013, the Company’s business performance had recovered well and we had returned to profit after a difficult 2012. In 2014, the Company enjoyed the most successful year in its history which included record operational, financial and business performance. A rights issue and refinancing were both successfully completed and Lamprell was even recognised by Guinness World Records for the

of Compass, a new ERP system. Both of these projects have been highly successful. As we all know, 2016 has been a more challenging year due to the low oil price environment. We sat down with Jim for a final interview to ask him about his future plans and we look back at his time while at Lamprell.

What are the major highlights of your tenure with Lamprell?

There have been many highlights over the last few years not only in the office but also in the playing field. We have had many sports and social events which I have enjoyed however one that stands out for me is “Lamprell’s Got Talent”, it was astonishing



to witness all the talent within the company and the incredible diversity of our team. In addition, I am extremely proud of the significant improvements we have delivered in safety, operations and finance. It has taken a substantial amount of teamwork from a large group of people who come from different backgrounds and cultures, and we have been very successful in achieving our goals.

What advice can you give to the young and ambitious who want to make it to the top?

Work hard and be professional. There are many talented people out there but the way you are differentiated is through your commitment and attention to detail to ensure what you produce is of the highest quality and is delivered on time. That is what gets you noticed.

What will you miss the most after you have left the Company?

The variety. As CEO pretty much every day is different. There is always something going on and hence work is varied and interesting.

What do you plan to do with your spare time?

In the last couple of months my wife and I have been blessed with two more grandchildren bringing the total to four, three boys and a girl. All are in Scotland. We will therefore be spending much more time with them. I also plan to spend a bit more time on the golf course.



Any ‘famous last words’ for the team you have led for the past three and a half years?

Yes - mainly thanks for all of your support! I have always believed “great teams can do extraordinary things” while those that



“moan and complain” always struggle. I think we have had our best times when we play as a team doing the part we are paid to do as well as we possibly can. I think it is a great recipe for success.

From all of us at Lamprell, we would like to thank Jim for his outstanding contributions over the past three and a half years and wish him and his extended family all the best for a well-deserved retirement.



General News

Lamprell yards approved for fabrication work by Saudi Aramco

Lamprell is pleased to announce that all three of our main fabrication yards located in Sharjah, Hamriyah and Jebel Ali have been formally 9COM-approved by Saudi Aramco to carry out fabrication works for their future projects. This positive result was achieved thanks to the excellent team effort by our Engineering,

Procurement, Production, Quality, Operations and Commercial teams following four days of intensive auditing by Saudi Aramco. Lamprell COO Niall O’Connell commented: “Obtaining this approval is a tremendous achievement and is the outcome of our technical expertise and ability to execute projects

ارامكو السعودية Saudi Aramco



Saudi Aramco granted Lamprell 9COM approval for all three fabrication yards located in the UAE

of significant complexity to high standards of safety and quality, well done

to everyone involved in achieving this major milestone.”

Glossary of Terms

CDP – Carbon Disclosure Project
 CEO – Chief Executive Officer
 COO – Chief Operating Officer
 CPAR – Pre-Assembled Racks
 DAFWC – Day Away From Work Case
 DIP – Dubai Investments Park
 DPE – Dubai Petroleum Establishment
 DSE – Display Screen Assessment
 DUGAS – Dubai Natural Gas Company Limited
 DUSUP – Dubai Supply Authority
 E&C – Engineering & Construction
 EDC – Egyptian Drilling Company
 EIT – Electrical, Instrumentation and Telecom
 ENOC – Emirates National Oil Company
 EPC – Engineering, Procurement & Construction
 EPCL – ENOC Processing Company Limited
 ERP – Enterprise Resource Planning
 EVP – Executive Vice President
 FPSO – Floating Production Storage Offloading

HR – Human Resources
 HSES – Health Safety Environment and Security
 HSESQ – Health Safety Environment Security and Quality
 IT – Information Technology
 KSA – Kingdom of Saudi Arabia
 LATC – Lamprell Assessment and Training Centre
 LRS – Land Rig Services
 LTA – Long Term Agreement
 NDC – National Drilling Company
 O&M – Operations and Maintenance
 PAM – Pre-Assembled Modules
 PAR – Pre-Assembled Racks
 PAU – Pre-Assembled Unit
 QMS – Quality Management System
 SNOC – Sharjah National Oil Corporation’s
 UAE – United Arab Emirates
 VP HSESQ – Vice President Health Safety Environment Security and Quality
 1H – refers to first half of a year

Certifications:

<p>Bureau Veritas</p>  <p>ISO 9001:2015 ISO/TS 29001:2010 OHSAS 18001:2007 ISO 14001:2004 ISO 27001:2013</p>	<p>ASME</p>  <p>U,S,PP,U2</p>	<p>National Board</p>  <p>NB, R</p>												
<p>Monogram Licenses</p>  <table data-bbox="255 1097 782 1254"> <tr> <td>2B-0133</td> <td>4F-0281</td> <td>16C-0278</td> </tr> <tr> <td>2C-0113</td> <td>7K-0303</td> <td>16D-0075</td> </tr> <tr> <td>4F-0094</td> <td>8C-0182</td> <td></td> </tr> <tr> <td>4F-0227</td> <td>16C-0202</td> <td></td> </tr> </table>			2B-0133	4F-0281	16C-0278	2C-0113	7K-0303	16D-0075	4F-0094	8C-0182		4F-0227	16C-0202	
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4F-0227	16C-0202													
<p>API QMS</p>  <p>2427, 0881</p>	<p>API - Q1</p>  <p>Q1-1322 Q1-0633</p>	<p>TRACE</p>  <p>TRACE CERTIFIED</p>												

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