

**Speech by Mr Lim Chee Onn  
Executive Chairman, Keppel Corporation  
at the Opening Ceremony of Keppel Seghers Ulu Pandan NEWater Plant  
on 15 March 2007**

Mr Lee Hsien Loong, Prime Minister of Singapore

Dr Yaacob Ibrahim, Minister for Environment and Water Resources

Mr Teo Chee Hean, Minister for Defence

Dr Tony Tan, Chairman, National Research Foundation

Your Excellencies

Research, Innovation and Enterprise Council (RIEC) members,

Distinguished Guests,

Ladies and Gentlemen,

Good evening

Thank you for joining us today for the official opening of the Keppel Seghers Ulu Pandan NEWater Plant.

On behalf of all my colleagues at Keppel, I would like to express our deep appreciation to Prime Minister Lee for gracing this ceremony today.

The Keppel Seghers Ulu Pandan NEWater Plant is Singapore's and East Asia's largest water reuse plant. It has a capacity to produce 32 million gallons (148,000m<sup>3</sup>) of NEWater a day. I understand that this daily output can fill almost 60 Olympic-size swimming pools. Of greater interest is that this plant will supply more than half of Singapore's current NEWater needs. Using the same technology pioneered by PUB, the processed water will meet

the same high quality standards that the national water agency, PUB has set for all NEWater plants in Singapore. At the same time Keppel has introduced a number of engineering solutions that have reduced the footprint of the plant as well as improved its operational efficiency. These innovations have cut down both the site area and operational costs. Keppel is pleased to have delivered the Ulu Pandan NEWater Plant on schedule and to the satisfaction of our valued partner PUB.

Keppel and PUB have a long history of partnership, particularly in the testbedding of innovative water technologies. Projects undertaken jointly with PUB include the variable salinity plant, various membrane bioreactors as well as membrane distillation pilots. Incidentally, PUB subsequently donated the variable salinity plant to the Maldives in the aftermath of the tsunami in December 2004

Keppel's aim of being a leading provider of innovative cost-effective environmental solutions is in alignment with the vision of the Ministry of Environment and Water Resources (MEWR) to develop Singapore into a strong and vibrant hydro hub. We are working hard to contribute towards enhancing Singapore's water production, conservation and treatment capabilities as well as exporting Singapore's water expertise overseas. Keppel, like Singapore, is keenly aware of how technology differentiates us and enables us to stay ahead in an increasingly competitive landscape.

For this reason Keppel Seghers is actively developing both water and solid waste treatment technologies. The recent initiatives of the National Research Foundation have provided us with added incentives to elevate our R&D activities to the next level. We have recently established the Keppel

Environmental Technology Centre or KETC to drive and direct research efforts through our Centres of Excellence.

KETC will focus research efforts on energy recovery from solid waste treatment, minimizing residual by-products from waste and wastewater treatment, and membrane applications for producing water from non-conventional sources.

Research activities will be conducted in collaboration with our local Universities and Polytechnics as well as leading academic and industrial research institutions around the world. We will engage in more of such research partnerships wherever Keppel operates. This will enable us to develop technologies that meet the environmental needs of local communities.

In my view, Keppel's stakeholders have an important part to play in our R&D efforts. By way of an illustration may I cite the experience of a then small rig-building outfit known as Far East Levingston Shipbuilding Limited. From its modest beginning in 1971 it has developed to become what is now known as Keppel Offshore & Marine, and is considered by quite a few to be Singapore's global champion in rig-building with much sought after proprietary rig designs. This transition has taken many years. During this period Far East Levingston went through very trying and extremely lean years to achieve today's success. Keppel Offshore & Marine today has a global network of 17 shipyards employing more than 25,000 workers. Paramount to our success was having strategic stakeholders with long term perspective, and who appreciated the significance of what we were trying to achieve.

We now seek to replicate the success of the Offshore & Marine business in our Environmental Infrastructure business. Keppel Seghers already operates in quite a number of countries. We shall continue to drive Keppel Seghers so that over time we shall succeed in helping put Singapore on the global map as the centre of excellence for water and environmental technology.

We are deeply grateful for the strong encouragement Singapore and MEWR have given us. We look forward to their continued support so that Singapore and Keppel can play a meaningful role in creating a more sustainable global living environment for all of us.

May I in closing thank all of you once again, especially Prime Minister Lee, for your encouragement as evidenced by your presence in today's official opening of the Keppel Seghers Ulu Pandan NEWater Plant.

Thank you.