

# THE GIFT OF DISASTER

How you respond  
determines success



# 5 KEYS



DEATH

POLITICAL DEMONSTRATION

PERMIT REFUSAL

HIGHWAY COLLAPSE

EXTREME WEATHER















\$15,000





1,000,000





Sydney 2000

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OCTOBER 22 2010

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# Full hit of GFC on Australian business revealed

Chalpat Sonti



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MORE

Just how badly, or well, businesses survived the global financial crisis and other economic turmoil of the past two years is evident from new official figures.

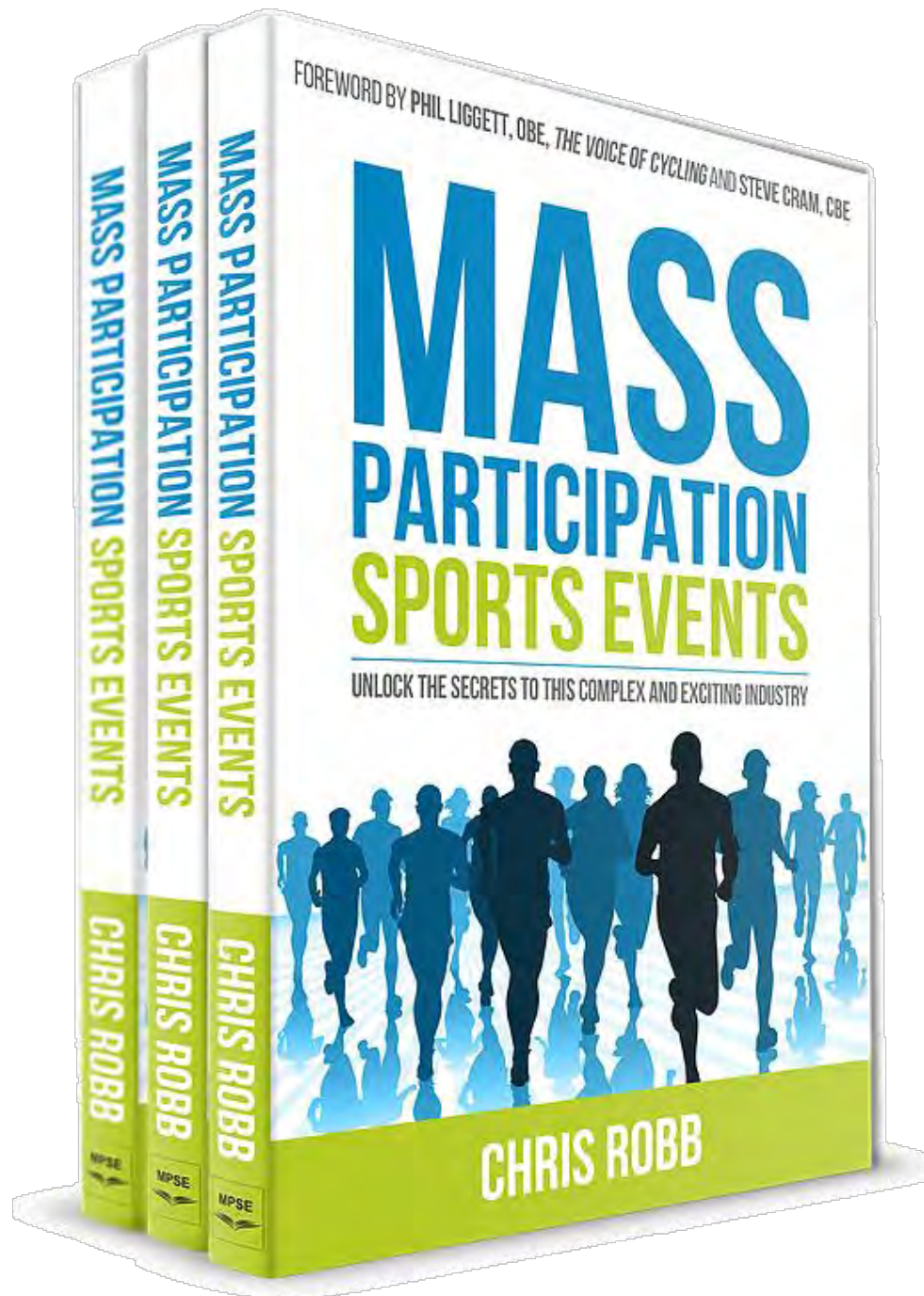
Australian Bureau of Statistics data shows in the two years from June 2007 - encompassing the boom and subsequent bust - more than 638,000 Australian businesses shut up shop.

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# 5 KEYS





# POWER OF PAUSE





















# POWER OF PAUSE



Gather Information  
& Clarify Issue



Engage Stakeholders



Agree Plan





PLAN



# MRT worksite collapse wrecks Nicoll Highway

- ◆ One dead, three hurt, three missing
- ◆ Thousands of commuters hit
- ◆ Highway will stay closed for months

By SHARON LOH

A MASSIVE collapse of a Mass Rapid Transit (MRT) construction site yesterday afternoon wrecked a stretch of Nicoll Highway, which will now be closed for many months.

The mid-afternoon accident near the Merdeka Bridge killed one construction worker and injured three others. Three men were missing and feared dead.

By last night it appeared that the accident occurred after a temporary supporting wall for a tunnel of the MRT's Circle Line collapsed.

There might have been more casualties, except that most of the site workers were having their tea break when the tragedy happened.

While completion of the Circle Line now looks likely to be delayed, thousands of commuters must now use alternative routes into and out of the city, and put up with congestion for several months while the highway is repaired.

The volume of traffic disrupted is unprecedented, the Land Transport Authority (LTA) said.

Everything happened very quickly yesterday afternoon.

Thai construction worker Vehakul Somchia, 28, was bringing tools down to the site at about 3.30pm when he saw a crane and wall collapse.

He dumped his tools and ran.

"I just knew that I must get off this bridge or I would fall in and die," he said. "When the crane sank into the ground there was a man inside."

Within minutes, the surrounding area caved in, leaving a gaping ravine 30m deep strewn with twisted steel beams, rubble, cranes and excavators.

Motorists ground to a halt in time, as a 100m stretch of the highway collapsed.

Home Affairs Minister Wong Kan Seng arrived at the scene and assured the public: "There is no indication that this is foul play."

Transport Minister Yeo Cheow Tong, who came in the late afternoon, said the sur-

**'THERE IS NO INDICATION THAT THIS IS FOUL PLAY.'**

—Home Affairs Minister Wong Kan Seng

**'JUDGING FROM THE SCALE OF THE IMPACT, IT WILL BE MANY MONTHS BEFORE WE CAN OPEN THE HIGHWAY.'**

—Transport Minister Yeo Cheow Tong

rounding buildings were safe, and the top priority now was the search and rescue operations, involving some 75 firefighters and rescue dogs.

The body of a Malaysian crane operator in his 40s, Mr Vadivil Nadason, was brought out at 6.15pm, while search teams worked on to find three others believed to have been driving machinery at the bottom of the site when the wall came down.

Three others were injured and taken to hospital. Two were later discharged from Tan Tock Seng Hospital — an Indian national, 25, and a Singaporean, 47, both with leg injuries.

A Thai worker, 21, with head injuries is still at the Singapore General Hospital.

Even as curious onlookers crowded the area, police cor-



A 30m-deep ravine opened up within minutes of the first collapse, which has initially been blamed on a temporary supporting wall.

WONG KWAI CHOW

doned off Merdeka Bridge and sealed all roads leading to Nicoll Highway.

The impact of the accident was felt far and wide.

As Nicoll Highway sank, gas, water and electricity cables snapped, causing power to go out for about 15,000 people and 700 businesses in the Marina and Suntec area.

Tenants and residents in the Golden Mile Complex, near the collapsed stretch, were also evacuated.

Several callers to The Straits Times said they heard an explosion, while others

reported blackouts.

Though some eyewitnesses said they saw flames flash across Nicoll Highway, the LTA said it had no evidence of an explosion.

When leaking gas was detected, Power Gas shut off the supply to the severed pipe, said Mr Rajan Krishnan, LTA's director of projects, at a news conference last night.

The loud sound of the collapsing wall "might have sounded like an explosion," he said.

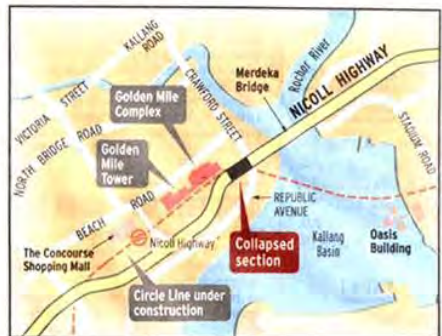
Electricity was restored at 3.50pm.

The huge boom which sounded at 3.30pm sent many office workers scurrying to their windows, to be stunned by what they saw.

From his 18th-floor office at Golden Mile Tower, Mr Vincent Chan, 28, said he heard a loud sound "like a huge aircraft approaching the building".

Rushing to the window, he saw a ball of fire on the far side of Nicoll Highway.

"Then the steel reinforcements lying horizontally across the road started to fall into the hole one by one, like



ST GRAPHICS

dominoes," he said. Others ran out of their buildings for safety.

Ms Sirirat, 48, a permanent resident from Thailand, was sewing in her shop on the first floor of the Golden Mile Complex when she heard a loud bang.

"I saw many women running out of their shops," she said. "They said: 'Gas explosion! Run for your life'. So I followed them. I thought it was a bomb."

Speaking to reporters yesterday, the Transport Minister said the LTA would now

stabilise the ground and ensure the buildings in the area remained secure.

"Tunnelling has been going on for many years but this has never happened before," he said.

"LTA will do its utmost to repair the damage and the rest of the Circle Line project will continue."

The LTA said it could be six to nine months before Nicoll Highway might be opened again.

[More reports and pictures. HOME: H1-H3]







# JPMorgan











# PLAN



Review Existing



Adapt or Create



Think Outside  
the Box



# COMMUNICATION





# COMMUNICATION





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# COMMUNICATION



Identify Stakeholders



Get all the Facts –  
Don't Rush



Less is More





EMPOWER



60,000

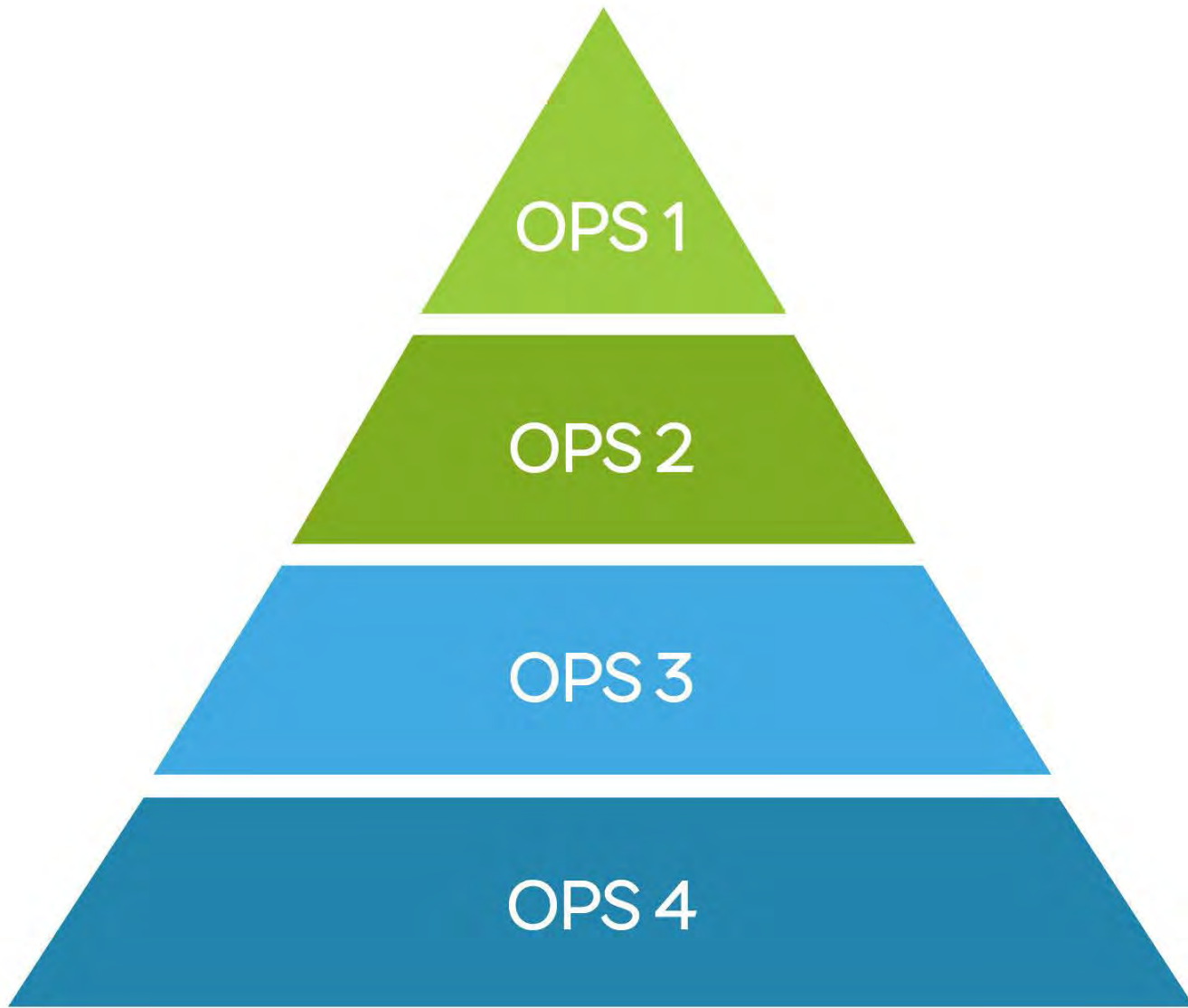
participants

5,000

staff, volunteers, contractors

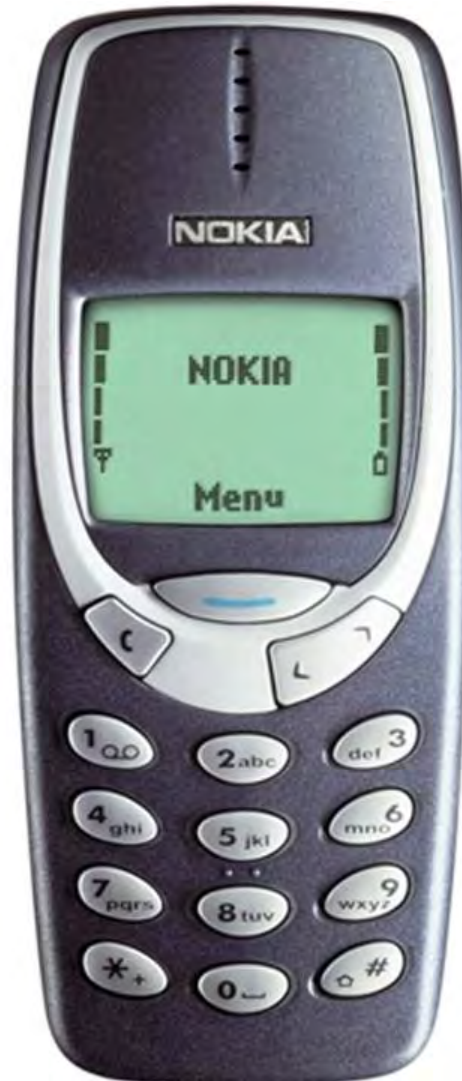














BIB SCANNING



BIB SCANNING



RUN FOR A REASON

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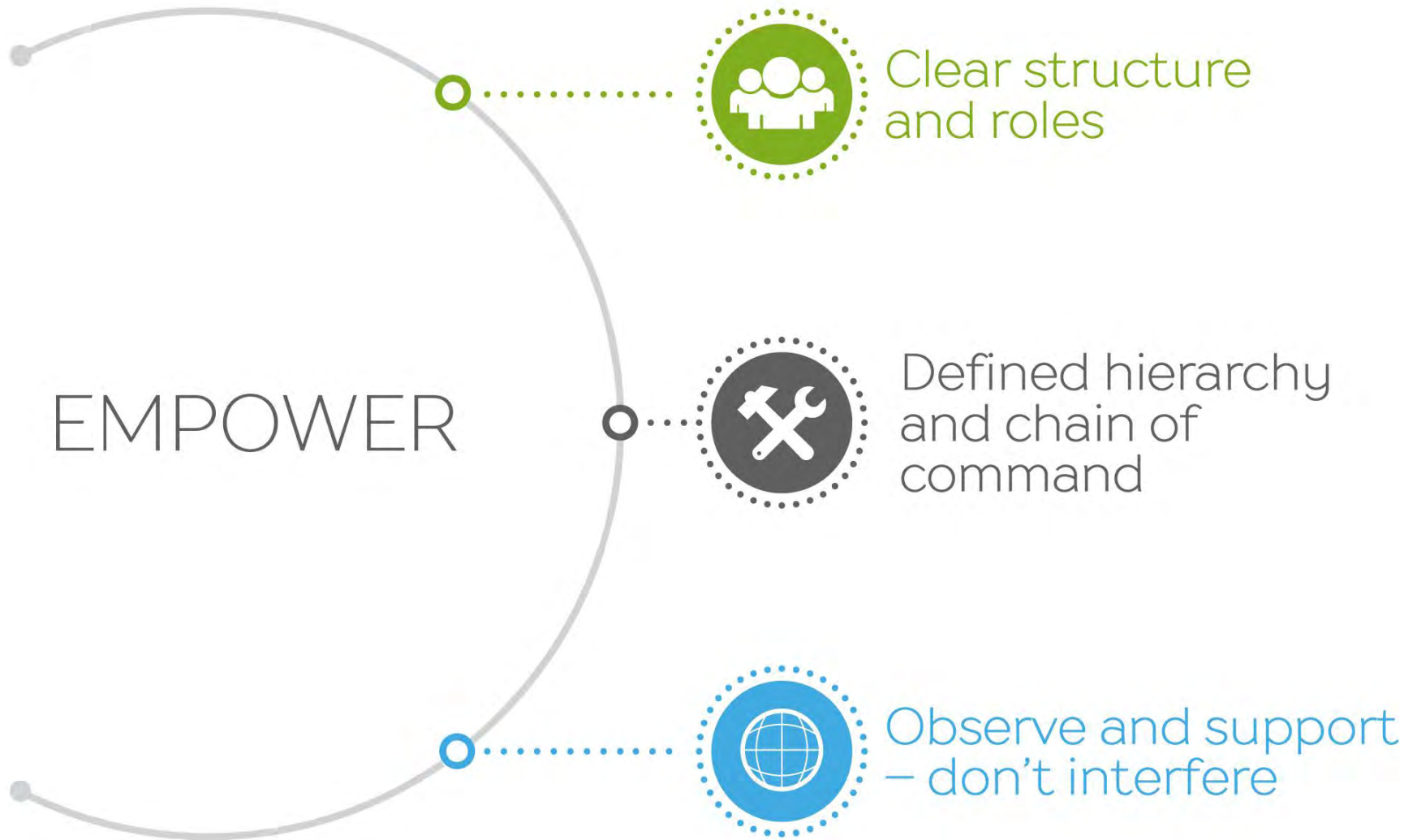


2 December 2012









A photograph showing several hands interacting with documents on a table. One hand is clasped on the left, while others point to specific sections of the papers. The image is overlaid with a semi-transparent green filter. The word "REVIEW" is centered in white, bold, sans-serif capital letters.

# REVIEW





# Calendar

UNDAY MONDAY TUESDAY WEDNESDAY THURSDAY FRIDAY

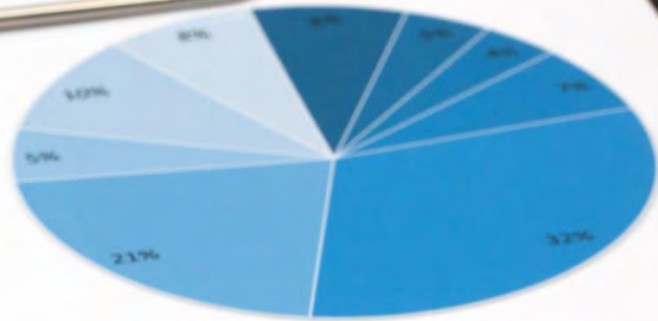
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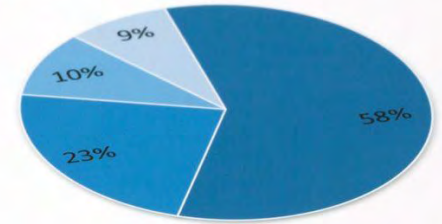




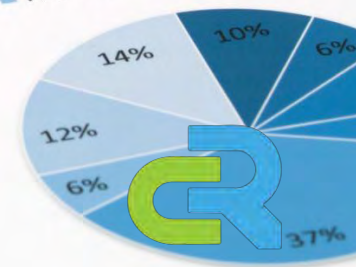
### Summary



■ Quarter 1 ■ Quarter 2 ■ Quarter 3 ■ Quarter 4



■ Product 1 ■ Product 2 ■ Product 3 ■ Product 4  
■ Product 5 ■ Product 6 ■ Product 7 ■ Product 8



...er farm (SAF) project since  
... business in mid 2012  
... profit margin from 5.0% in  
... but revenue, but interest  
... abandoned to develop the

...ntinuously DoQ on the  
...CA is developing the  
... December 2013. After  
... 1Q14.

...roken our 12-month  
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...0+90 = ...  
...g to ...  
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...B16.70/share

Dividend Yield  
48%  
54%  
4%  
%  
%

Unit Price	NAV	Prem/(disc)	Dividend Yield
12.20	81.13%	55.64%	6.48%
			5.54%
			7.84%







# 1<sup>st</sup> RED BULL FLUGTAG 2012 SINGAPORE.



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# REVIEW



ASAP

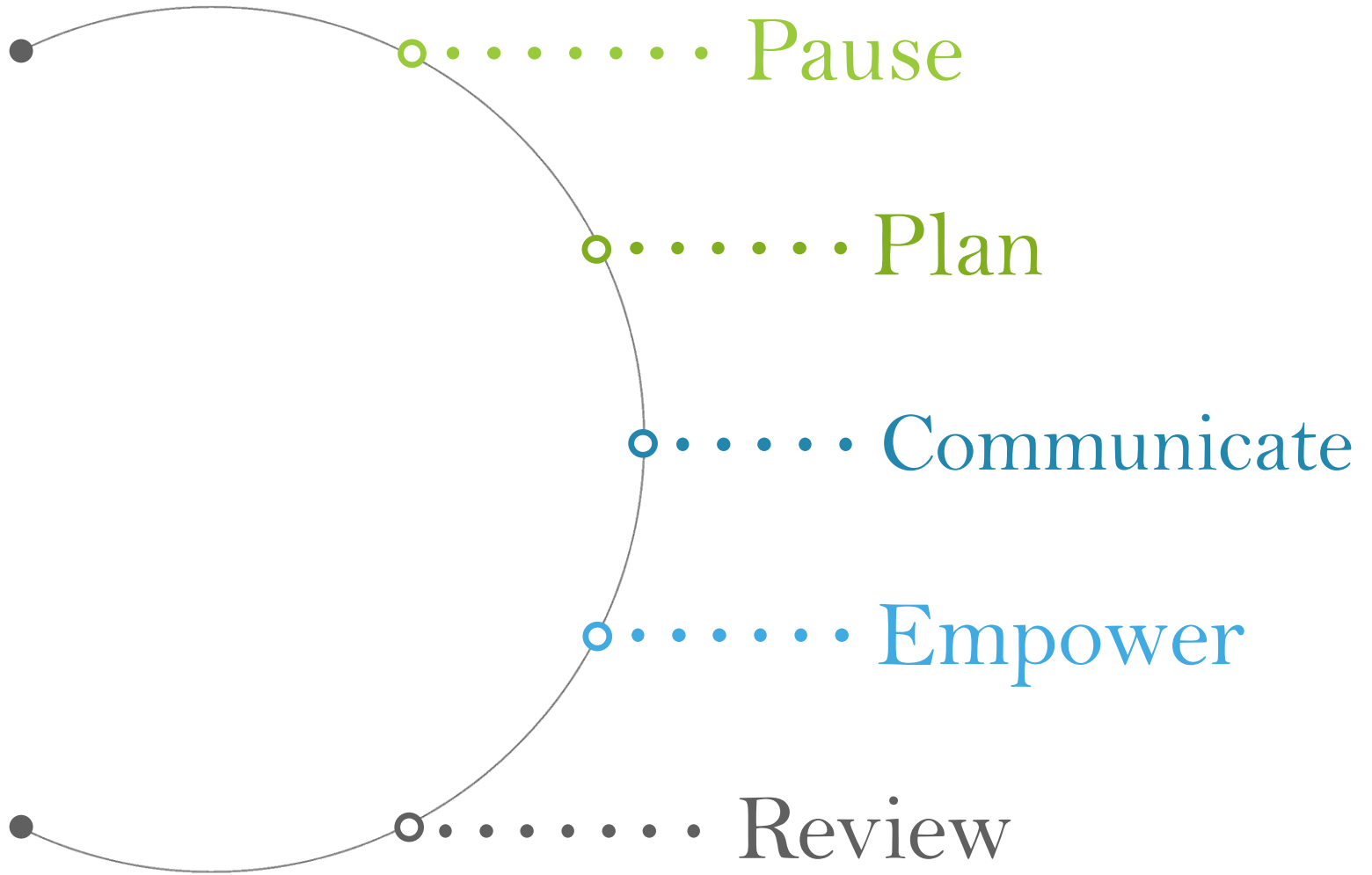


Celebrate Wins & Acknowledge Errors

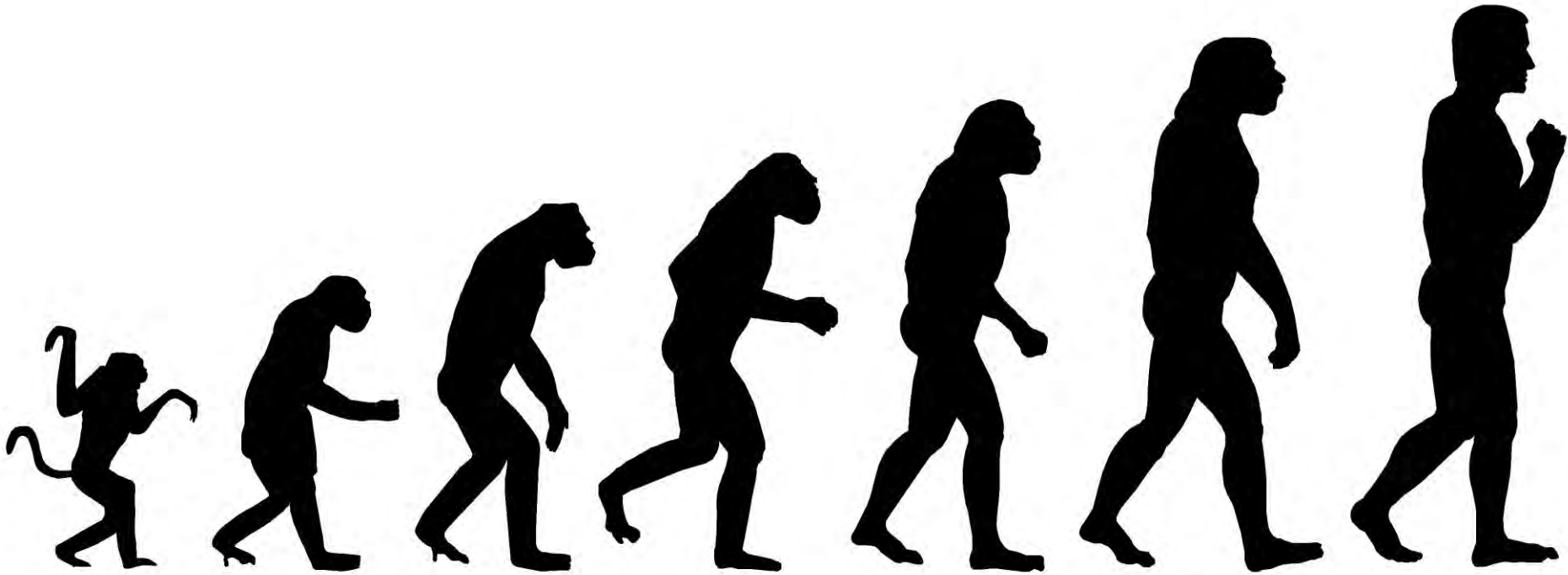


Document









It's how you respond that  
determines **success**







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