

**1. INTRODUCTION** (Statement from the Group CEO)

We have a freshly revised Company Vision documented in November 2016 in which we boldly announce that strategic innovation is the way towards winning our customer's confidence and continued custom. It is an important statement of our belief that will guide the allocation of all our resources. It will also help us stay focussed in creating value for our customers, and ultimately for our companies. It is necessary for us all to understand and be united as we travel the road of innovation.

I look to you to assist in the communication of the company's direction to all colleagues. Please cascade the Company Vision, Mission and Values to all staff and at appropriate meetings. We will continue to build our philosophy and values into the company's processes.

Here are some highlights from 2016:

- Rutledge Omni, Ready, Arise, PTRI, YKR and BHS passed their ISO9001:2008 surveillance audit without any non-conformance.
- It was the same for Rutledge Omni, Ready, Arise OHSAS 18001:2007 surveillance audit.
- OPITO, DOT and IADC external audits were also completed with minor findings on improvement.

Thank you all for your compliance and dedicated attention to our processes.

This year we are renewing our certification for OHSAS18001:2007 for Rutledge Omni, READY & AGPL. There is a revised standard for OHSAS. We will incorporate the new requirements of the standard into our documentation and will complete it before the next recertification audit in 3 years.

Rutledge recorded zero LTI in 2016. Though we recorded no personnel injury, there were minor mishaps at work in a few of our bases. Safety is our business to both our internal clients (our colleagues) and to our external customers, so we cannot afford to downplay the seriousness of all unsafe events. This is necessary to maintain safety consciousness and keep our workplaces safe. Our aim for Zero Incident remains unchanged.

We will tie in our various company initiatives for alignment to our revised Vision statement. Take, for example, our NUHS safety incentive programme. Let us make a concerted effort to consider and attract more of the “S” (Suggestions). Encourage your colleagues to submit innovative safety ideas for consideration.

We need to further adapt to the low oil price environment. Innovation is the direction we have taken to chart our way in the choppy waters. We must continue to build on our relationship with major partners for whom we innovate to serve. It is their confidence in Rutledge that will pave the way for adoption of our new products and services.

Wishing each of you an excellent and safe year ahead.

ANNE JOSEPH  
Chief Executive Officer

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