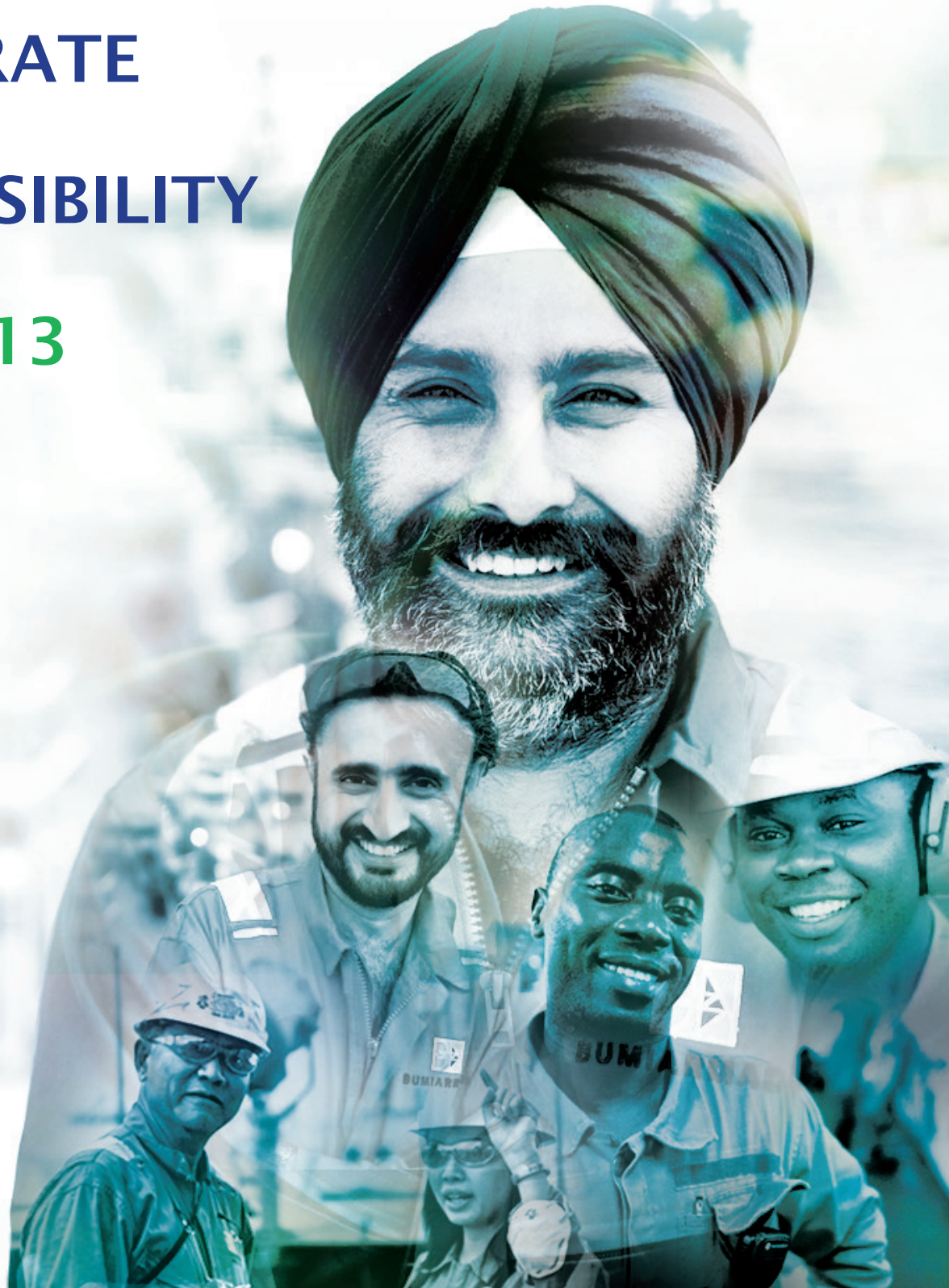




BUMIARMADA

**CORPORATE
SOCIAL
RESPONSIBILITY
REPORT
2012-2013**

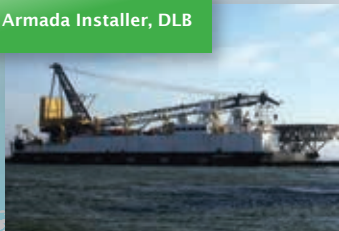


INTEGRATED OFFSHORE OILFIELD SERVICES PROVIDER

Kraken Field - FPSO Under Conversion



Armada Installer, DLB



FPSO Armada Sterling



FPSO Armada TGT 1



FPSO Armada Perdana



FPSO Armada Perkasa



FPSO Armada Sterling II - FPSO Under Conversion



FPSO Armada Claire



Bumi Armada Berhad is a Malaysia-based international offshore oilfield services provider with a presence in over 18 countries spread across five continents, underpinned by its access to over 3,000 people from over 25 nationalities. Bumi Armada Berhad is listed on Bursa Malaysia. Our clients range from NOCs and IOCs to the Independents.

Our Business Units:

Floating Production, Storage and Offloading (FPSO): we own, lease and operate FPSOs to receive hydrocarbon sourced from oilfields to be offloaded into an oil tanker or a pipeline.

Offshore Support Vessels (OSV): we own, operate and charter vessels to provide support for exploration, development and production activities in the offshore oil and gas industry.

Transport and Installation (T&I): we own, operate and charter vessels to provide pipe-laying, heavy lift, subsea installation, floater and mooring installation and marine spread support.

Oilfield Services (OFS): we provide services for offshore brownfield markets, such as well services, marginal field production solutions and enhanced extraction of hydrocarbons.

Gas Development and Technology (GDT): we have developed a range of conceptual designs for floating regasification projects, including LNG carrier conversion, and regasification barge solutions.

Support Units:

Asset Management and Operations (AMO): we provide asset maintenance, oilfield operations and offshore management using AMO's Compliance Assurance Management System (CAMS).

Engineering and Technology (E&T): we provide concept studies, basic and front-end engineering design and detailed engineering with complete EPCM delivery capabilities for oil and gas, and floating systems.

Major Projects: we provide extensive EPCC (Engineering, Procurement, Construction and Commissioning) competencies in managing large projects such as FPSOs and early production systems with tight timeframes.



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CEO'S REVIEW

Dear Stakeholders,

I present to you our third Corporate Social Responsibility (CSR) report, covering the period 2012 and 2013. The challenge to sustainably meet the world's growing energy demands races on, against the backdrop of extreme weather events becoming an increasingly evident reality. The industry continues to see new regulations, both mandatory and voluntary, to push and guide firms to a more sustainable new norm.

Our strategy remains entrenched in the strict belief that only firms that are economically, environmentally and socially responsible will have a real chance at being profitable for the long haul. We measure our long-term goals against best-in-class processes and performance, while continuously embracing the right values and taking steps to be more efficient with the resources we have.

I am proud of the team at Bumi Armada for their relentless dedication to sustainability. This has resulted in two successive inclusions in the Dow Jones Sustainability Index for Emerging Markets and the RobecoSAM Sustainability Yearbook 2014. Bumi Armada was identified as one of seven global sustainability leaders out of a total of 48 eligible firms in the Energy Equipment & Services universe.

Following the release of the Global Reporting Initiative (GRI) G4 guidelines in May 2013, our reporting framework has transited from G3.1 to G4 guidelines. The G4 guidelines were improved to strengthen the focus on materiality in sustainability reporting - a firm should focus their efforts, and reporting on issues that are the most significant and relevant to stakeholders. We strengthened our materiality assessment with a more rigorous process, in the process using it as a tool to identify and prioritise gaps for improvement. As a result, we also produced a more focused report, reporting on issues that are of greatest concern to our stakeholders.

In the area of Health, Safety, Security, Environment and Quality (HSSEQ), we launched an initiative to drive Operational Excellence as a strategic priority. We also introduced two information management improvements, and continue to improve the reporting culture in Bumi Armada.

Sustained vigilance is essential in building a culture to achieve our HSSEQ objectives, which includes targets of zero injuries and zero spills. We also target to reduce fuel consumption per man-hour by 5% every year.

We recognise that there are externalities that may not be captured over the short term, but will prove to be valuable to our long-term business and social objectives. An example is our emphasis on gender equality and diversity. Our efforts and investments to ensure female employees are provided support and equal opportunities is reflected in our gender diversity figures. In demonstrating our commitment to be a fair and inclusive employer, we believe that it will help attract the best talents regardless of gender and build our standing in the community.

While developed and built over the long-term, initiatives such as a well managed HSSEQ system, should also deliver some near term benefits such as minimising risks of hazards through better monitoring. It is thus seen as a proxy for efficiency and quality for customers and investors. Equally, investing in graduate trainees helps us build and develop future talent to support and shape our long-term business aspiration.

Our CSR Steering Committee sets out these focus areas yearly in consideration of the materiality of the issues, opportunities for improvement, and corresponding impacts. The four focus areas continue to be: fuel efficiency, environmental conservation, capacity development and developing local content in countries that we operate in. In these areas, we continue to invest resources to explore and act on opportunities. I am pleased to share that with the collective efforts of our employees, Bumi Armada has achieved our targets to reduce electricity and water consumption by 5% each year. This is calculated on a consumption per employee basis for the Company. One new initiative in this reporting period is a 12-18 months in-house development programme, "STAR" to nurture high potential leaders. To date, 25 employees have been selected, and have graduated from the programme. We expect to develop new employees into the programme.

I welcome you to learn more about our approach and activities from the following pages. We sincerely welcome your feedback, as we continuously take steps in Bumi Armada's sustainability journey and remain Knots Ahead of the Rest.

Hassan Assad Basma
Executive Director / Chief Executive Officer



Hassan Assad Basma
*Executive Director /
Chief Executive Officer*

CORPORATE SOCIAL RESPONSIBILITY PERFORMANCE DATA

	2013	2012	2011	2010
Economic				
Profit (in RM, millions)	435	388	365	351
Revenue (in RM, millions)	2,073	1,659	1,544	1,241
EBITDA (in RM, millions)	994	948	872	714
Environmental				
Spills - onboard (number)	1	2	3	5
Spills - overboard (number)	3	0	0	0
Bunker fuel consumption (million litres)	184	167	57	39
Electricity consumption (MWh)	1,198	1,120	885	879
Greenhouse gas emissions (GHGs)				
Scope 1 (thousand tonnes CO ₂ equivalent)	529	472	-	-
Scope 2 (thousand tonnes CO ₂ equivalent)	0.8	0.7	0.5	0.5
Scope 3 (thousand tonnes CO ₂ equivalent)	678	303	-	-
Water consumption – vessels (thousand m ³)	178	127	-	-
Water consumption – shorebase (thousand m ³)	1.6	2.1	1.5	1.3
Social				
Fatalities	0	0	0	0
Lost time injury frequency (LTIF)	0.44	0.37	0	0.21
Total recordable injuries frequency (TRIF)	1.31	1.29	0.19	0.43
First aid case frequency	2.32	3.34	1.13	3.19
Near miss incidents	46	34	38	16
Fire/Explosion	1	1	0	1
Security incidents	3	0	1	5
Man-hours (million)	6.88	5.40	5.33	4.70
Turnover rate	14%	18%	17%	19%
Training hours per employee	11.7	12.7	7.9	6.3
Community contributions (in RM, thousands)	245	403	184	79

Please refer to Data Measurements on page 29 for details of definitions and methodologies.

OUR APPROACH TO CORPORATE SOCIAL RESPONSIBILITY

Building Trust

Vision

To be the trusted offshore and marine energy services provider in every corner of the world.

Mission

To provide effective integrated floating solutions in a safe, sustainable, reliable and environmentally-friendly manner therefore fuelling the growth of our host nations and communities



Building trust with our stakeholders is central to our business success. It is our vision to be trusted. Our core values were developed with the aim to build trust.

We recognise that the environmental, social and governance (“ESG”) aspects of business underpin sustainability.

Sustainability is about balancing growth with corporate responsibility, conserving resources for future generations by minimising activities that may have a negative impact on the environment and driving efficiency and productivity and returning value to our stakeholders in a variety of ways.



In building an organisation of trust, we have a strong commitment to demonstrate integrity in our behaviours and be accountable for our actions.

Ethical Operations

Our Code of Ethics outlines standards every individual in Bumi Armada is expected to comply within our business dealings. It sets out guidelines for legal compliance, integrity in business dealings, illegal and questionable payments, gifts and entertainment. We do not tolerate incidents of corruption.

The code is also intended to serve as a practical guide in situations where one may be unsure of what to do.

All employees are required to acknowledge their compliance with the Code of Ethics. Team leaders are expected to discuss and be satisfied that each member of the team understands it. By applying the code we will demonstrate that we are a group united by strong values and a group, which we are proud to be a part of.

We expect the same level of ethics from our business associates. Our Code of Ethics is communicated to all employees and customers. Our suppliers are required to abide by our Code of Procurement Ethics (see page 12).

Our whistle-blowing channel is accessible on our website. Our whistle-blowing policy is reviewed and approved by the Board. All stakeholders have access to report malpractices in full confidentiality.

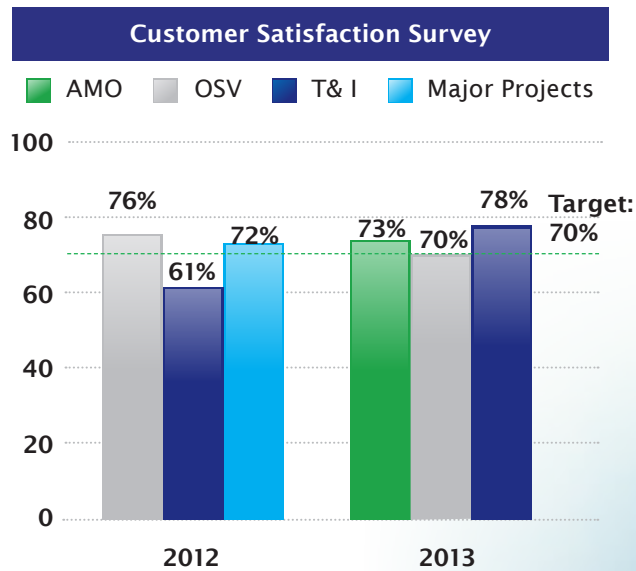
LISTENING TO OUR STAKEHOLDERS

In a complex and connected world, we believe it is imperative to collaborate with stakeholders to achieve shared goals and work towards common challenges. We engage stakeholders whom we have significant influence on, or are significantly influenced by.

Engagement Platforms

Customers and business associates

- Survey on a project basis and on annual basis for fleet, as part of our quality management system
- Regular communication with our existing and potential customers and business associates



Formal customer satisfaction surveys are executed twice across the project, hence there may be years with no surveys executed. The participation rate for the survey is at least 80%.

The 61% score in 2012 was from one T&I project. We sought to understand reasons so that we can take corrective actions in order to improve our performance.

In the process we learnt a significant reason was due to our rating system not being fully understood, and made the necessary clarifications. In future surveys, we will be mindful and clarify possible areas of confusion in advance.

Suppliers and contractors

- Supplier performance appraisals upon completion of each major project
- Regular updates and discussions with key suppliers on projects, products and business environments

Employees (refer to page 23-26 for more information)

- Quarterly CEO breakfast sessions
- Quarterly townhall sessions
- Line managers
- Biennial employee engagement survey
- Annual performance appraisal
- 360° for managers
- Exchange programme

Governments, regulators and industry associations

- Visits to our sites and vessels
- Private meetings
- Formal consultation dialogues

Financial community

- Private meetings with over 70 institutions
- Roadshows at major investment conferences
- Annual General Meeting

Community

- Meetings with local governments and business associates
- Partnerships with local NGOs to assess needs

Media

- Regular interface with local and international media

LISTENING TO OUR STAKEHOLDERS (cont'd)

Responding to our employees' needs

In the 2012 townhall meeting, employees raised the issue of carpark reimbursements being inadequate in Kuala Lumpur. HR proceeded to ascertain the need and increased carpark reimbursements. The prompt response taken demonstrated that the Company is concerned about their welfare, and will take actions to address concerns promptly as long as it can reasonably do so in its capacity.

Keeping environmental considerations in mind throughout client engagements

We nurture open and clear communication channels with our clients. This is important given that characteristics of a site are learnt in the process of the project. For example, in 2013, it was identified that the rich gas export stream would result in liquids being produced to shore in the late phase of a field development project. Thus, we were requested by our client to promptly conduct trials using recycle valves. Bumi Armada assessed short, medium and long term effects of any deviations and/or design changes which may impact the environment. The 72 hours trial was completed with no significant impact to the environment.



GOVERNANCE, RISK AND MATERIALITY

This section summarises our governance and risk management measures.

For further details, please refer to our Corporate Governance Statement and Statement of Risk Management and Internal Control on page 56-74 of the 2013 Annual Report.

Information on how we manage risks and opportunities can also be found in respective sections: Health, Safety, Security, Environment & Quality (HSSEQ); People; and Community.



GOVERNANCE, RISK AND MATERIALITY (cont'd)

Board Responsibility

The Board, collectively, has ultimate responsibility for the long-term success of the Company. This includes reviewing and adopting a strategic plan, and addressing issues on a timely basis to discharge its corporate accountability function and safeguard stakeholder interests.

The Chairman who is an Independent Non-Executive Director represents the Board to shareholders and together with the Board, reviews and approves the strategic objectives and policies of the Company. The Chairman ensures that management proposals are debated and challenged against enterprise risk and stakeholder objectives.

The CEO has overall responsibilities over the performance of the Group's operational and business units. He is responsible for the implementation of Board policies, directives, strategies and decisions.

The CEO also functions as the intermediary between the Board and Management, working with the Board in defining the strategic objectives of the organisation, preparing its operational plans and seeing to its implementation including business and financial performance, organisation effectiveness, human resource development, investor relations and building brand equity, striving for operational excellence, supporting health, safety, environment and quality performance initiatives as well as commitment to corporate social responsibility.

The Board is also responsible for adherence to, and the accuracy of disclosures prepared in compliance to, the Malaysian Companies Act and Bursa Malaysia regulations.

The Board is supported by a number of Board committees, namely the Audit, Nomination & Corporate Governance, Remuneration, Risk Management and Executive committees.

The Board reviews HSE performance as part of the regular meeting agenda, and receive ad-hoc updates on other sustainability events and performance as determined by the CEO.

Remuneration

Bumi Armada's Employees' Shares Option Scheme (ESOS) is structured in alignment with long-term success, with a vesting period of three years.

Remuneration of employees includes a component tied to the respective sustainability performance directly under their responsibility. The exception is safety mindset, which is a core value that all employees must demonstrate as part of the performance appraisal.

Risk Management

The Board is also responsible for establishing a sound framework to manage risks.

The Company enhanced its resources to strengthen its risk management process. In the course of 2012, a Management level Risk Management Sub-Committee ("RMSC") under the purview of the CEO was fully functional.

The CEO has a standing invitation to the Board-level Risk Management Committee ("RMC"). Risks are collated and reported on a quarterly basis to the RMC and thence to the Board. The adequacy and soundness of the ERM Framework are addressed during these quarterly meetings.

Risk management is supported by an internal control environment and structure. Elements of our internal controls include documented policies and procedures relating to functions such as finance, procurement, human resources, information system, quality, compliance management; HSSEQ management system; and a robust internal audit function. Mitigations are then translated to actions for implementation to the point where the risk is effectively managed to as low as reasonably practicable ("ALARP"). Every project and business group is subject to the Risk Management Process to ensure sustainable business growth as well as company wide compliance.

The Board reviews the effectiveness of the risk management and internal control systems through the Group's actual versus planned performance as well as other key financial and operational performance indicators to determine if the underlying risk management and internal control systems continue to be effective.

Specific transactions, projects or opportunities are also discussed with the Board when required. This allows the Board to determine if new risks have arisen and need to be addressed or action plans and internal controls need to be enhanced to improve results.

The Company assesses the management and performance of joint venture companies through representation on boards and monitoring controls.

GOVERNANCE, RISK AND MATERIALITY (cont'd)

Materiality

A materiality analysis evaluates issues, risks and opportunities which have, or potentially have, the greatest impact to internal and external stakeholders.

Our materiality analysis serves three purposes. Firstly, in conducting a formal evaluation of stakeholder interests, the exercise adds clarity to our goal of long-term and inclusive growth. We cross check material considerations against our risk management systems and strategy for completeness. Secondly, in prioritising issues, it provides focus in our overall and CSR strategies. Thirdly, our sustainability reporting will be focused and concise while meeting expectations of our stakeholders.

Our first formal materiality analysis was conducted in 2011. In 2013, we engaged Paia Consulting, a specialist sustainability consultancy, to conduct a comprehensive materiality assessment.

The following materials were reviewed: strategic priorities, policies, risk management, internal KPIs, internal and external communications, due diligence forms from banks, guidance documents by industry associations, formal feedback from our customers and business partners, and sustainability reports from peers across our business units. Interviews with employees who interact frequently with external stakeholders were held to add depth to specific issues of concern to our key stakeholders.

We also evaluated the extent of influence we may exert towards our suppliers, contractors, customers and the community. These considerations are described under *Influence across the value chain* under HSSEQ, People and Community sections and also *Supplier Management*.

Issues were identified and prioritised on a 5x5 matrix with defined thresholds. The assessment was discussed in a workshop attended by representatives across business units and functions, including senior management. The assessment was then reviewed and approved by the CEO. We aim to increase the robustness of our materiality assessment in the near future by engaging external stakeholders to evaluate our materiality assessment.

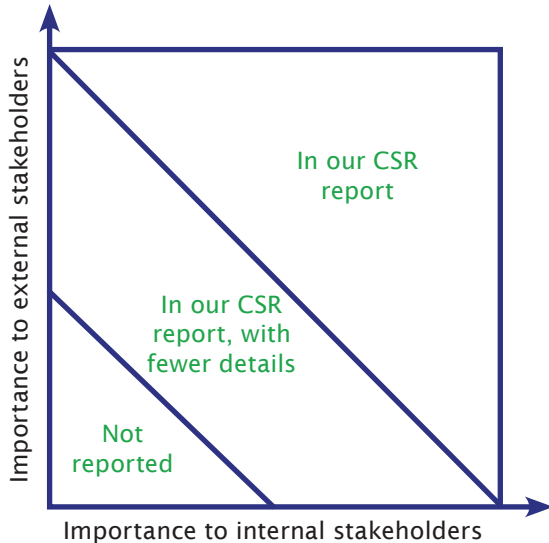
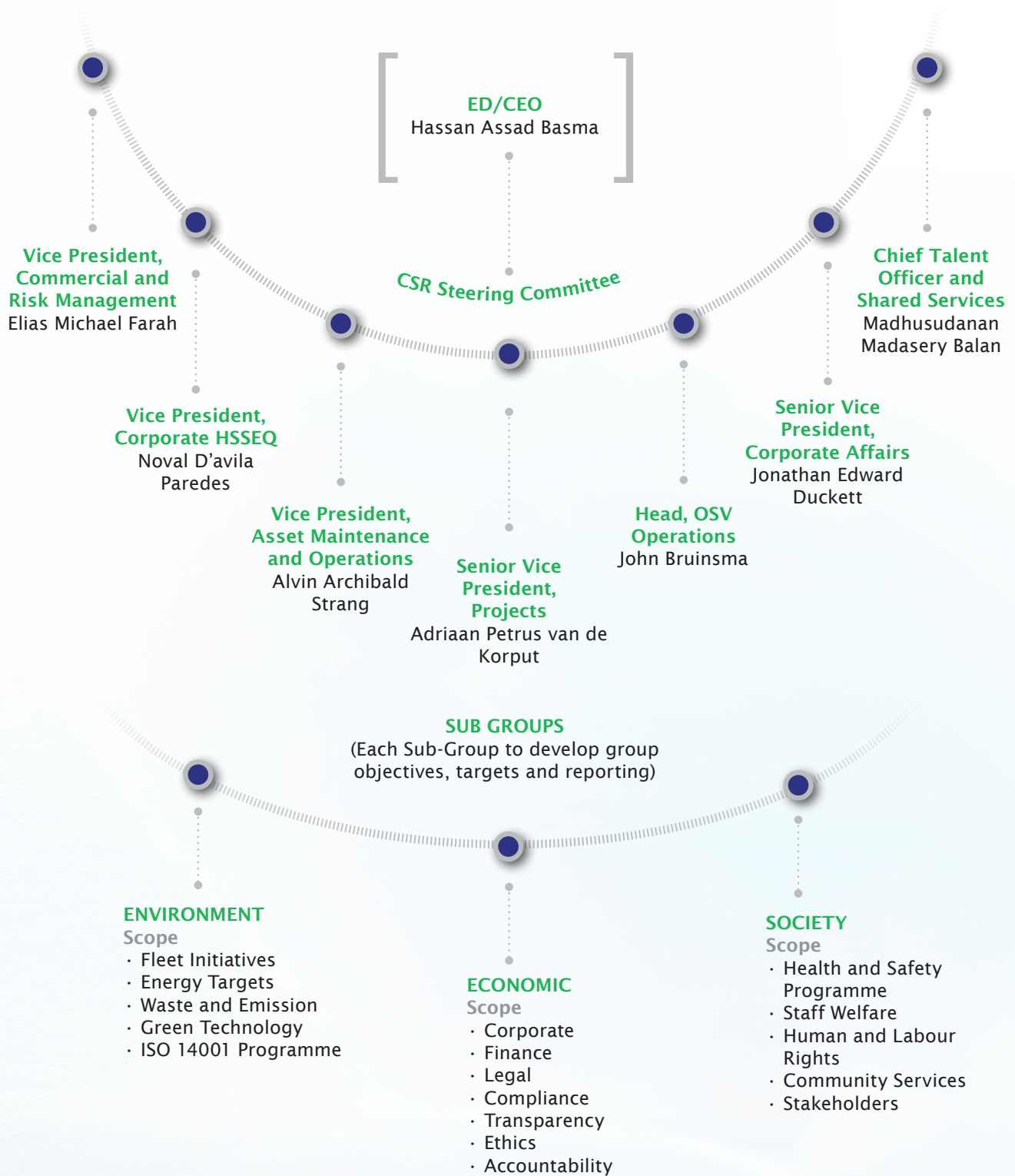


Figure 2: Content selection

Legend: ■ Key material issue ■ Critical material issue ■ Moderately material issue

Material issues	Addressed under
HSSE	HSSEQ, page 15-22
Ethical Operations	Building Trust: Ethical Operations, page 5
Local Content	Community, page 27-28
Capacity Building	People, page 24-26
Equal Opportunities	People, page 23-24
Fuel Efficiency	HSSEQ: Carbon footprint, page 21
Carbon Footprint	HSSEQ: Carbon footprint, page 21
Technology Creating Value	Described by technologies applied in HSSEQ, page 15-22
Responsible Procurement	Supplier management, page 12
Community Development	Community, page 27-28

DRIVING CORPORATE SOCIAL RESPONSIBILITY PERFORMANCE



Integrated across operations

DRIVING CORPORATE SOCIAL RESPONSIBILITY PERFORMANCE (cont'd)

Bumi Armada's Corporate Social Responsibility (CSR) Steering Committee comprises senior management representatives, supported by staff across our business and functional units to execute initiatives and monitor performance of issues covered under the scope. The committee meets on a quarterly basis and reports to the CEO.

The CSR Steering Committee is responsible for assessing economic, environmental and social impacts of our business and recommending areas for improvement. It is also responsible for raising awareness levels among our employees of the strategic importance of responsible and sustainable management. The committee developed Bumi Armada's CSR Charter that articulates our objectives and aspirations.

The committee reviews Bumi Armada's material issues and considers which are areas of focus to drive the most improvement yearly. The four focus areas for 2012 to 2014 are fuel efficiency, environmental conservation, effective local content and capacity development.

Our management approach to HSSEQ, people and community are explained from page 15 onwards. The following describes elements of our management approach that cuts across the issues:

- i) International standards and certifications
- ii) Effective communication across operations, onshore and offshore
- iii) Supplier management

International standards and certifications

Bumi Armada Berhad's policy is to comply with international standards, client's contractual requirements and respective countries' local rules and regulations. This further helps the Company to continually improve its management's standards in all of its business processes.

The Company is certified to ISO 9001:2008, ISO 14001:2004 and OHSAS 18001:2007.

Our vessels comply with MARPOL 73/78 and country regulations wherever they operate.

No non-conformance incidents of standards and regulations were recorded during this reporting period.

For a list of certifications of our vessels, please refer to page 30.

Effective communication across operations

Our OSVs and FPSOs are managed centrally from Malaysia via operational shore bases, supported by our in-house Fleet Management System unit. Bumi Armada employs the Barber Ship Management System (BASS) to coordinate information among over 1,300 crew members in more than 10 countries across our entire fleet. All our vessels are connected to the internet via satellite. This allows full ship-to-shore connectivity and communication for both our offshore crew as well as our shore bases.

Supplier management

Suppliers play an essential role in delivering world-class services our clients expect. We seek to build long-term relationships with reliable and capable suppliers, who join us in our commitment to conduct business responsibly. Our Code of Procurement Ethics (COPE) sets out expectations of our suppliers. We are in the process of revising COPE to specify required and desired behaviour of our suppliers on legal, safety, environmental and human rights aspects.

Our Strategic Procurement team categorises our suppliers based on their products and services they provide and contract amount. All significant and new suppliers must complete the appropriate assessment form with supporting documents. We intend to invest in a computerised system to improve the process for our suppliers and our procurement team.

HSSE performance of contractors and subcontractors are reviewed monthly as part of our regular HSSE reporting. We perform inspection and audit visits at suppliers' offices and premises as and when necessary. Upon completion of each major project, we conduct random periodic supplier performance appraisals on the services rendered.

DRIVING CORPORATE SOCIAL RESPONSIBILITY PERFORMANCE (cont'd)

Bumi Armada CSR Charter

Introduction:

We are committed to becoming a truly responsible business and aim to achieve our company goals in a fair, ethical, and responsible manner, whilst making every effort to positively impact the communities and environments in which we work. To achieve this, the Company will strive to positively impact the following key areas:

Our Impact on the Environment:

We will act responsibly towards the environment and seek to mitigate or reduce our impact; with the ultimate aim of conducting our business in a sustainable way.

Our Impact on Society:

At all times act as a good corporate citizen and participate in the social development of communities where our operations are based, and showing sensitivity and respect to the local laws, culture and customs.

Our Respect for People:

We will look beyond minimum legal requirements in terms of improving the personal health, wellness and safety protection of our staff and visitors.

In line with our HSSE Policy, we will act in a way that develops our employees' skills, encourages them to be proactive in health and safety, and promotes awareness of health and safety objectives.

Respect the rights of every individual we interact with and promote a good working environment for our employees and visitors.

Responsibility for the Corporate Social Responsibility (CSR) Charter:

The Bumi Armada Corporate Social Responsibility Charter is the duty of each and every member of staff to implement and maintain. Those holding supervisory, management or other senior positions have additional and particular responsibilities to ensure the effectiveness of its application and the commitment of all staff and others to it.

Feedback and Contact Information:

We welcome feedback from any section of the community. If you have a comment regarding our Corporate Social Responsibility Charter or the company, please contact us at: bumiarmada@bumiarmada.com

Hassan Basma

Executive Director/Chief Executive Officer



AWARDS AND RECOGNITION

Our awards and recognitions reflect the efforts our employees and business associates have invested to achieve and maintain high standards.

Bumi Armada: Only Malaysian firm in The Sustainability Yearbook 2014



Each year RobecoSAM, the leading sustainability specialists serving investors, identifies global sustainability leaders in each sector. Out of 48 eligible firms in the Energy Equipment & Services universe, 7 were selected for inclusion. The other 6 firms are Baker Hughes Inc, AMEC PLC, Schlumberger Ltd, Technip SA, Halliburton Co and SBM Offshore NV.

Separately, Bumi Armada has been included in the Dow Jones Sustainability™ Emerging Markets Index since its launch in February 2013.

2013



Dow Jones Emerging Market Indices

Launched in February 2013, the DJSI (Emerging Markets) identifies sector sustainability leaders. Out of 800 eligible companies in the universe, 69 were selected. A review was conducted in September 2013. Bumi Armada was selected in both reviews.

Gold Award – 2013 Safety Recognition for Hurt-free Operations Exceeding 100,000 Man-hours awarded to Bumi Armada Navigation Sdn Bhd

Awarded by Exxon Mobil

Contractor of the Quarter Award (in recognition of safety and reliable operations of Bumi Armada Berhad)

Awarded by Exxon Mobil

Excellent HSE Performance in Providing Supply Vessel 2012

Awarded by PetroVietnam Technical Services Corporation (PTSC) Marine

Full Year Goal Zero Days in 2012

Awarded by Sarawak Shell Berhad

Armada Tuah 24 – Vessel of the Quarter Award (in recognition of safety and reliable operations)

Awarded by Exxon Mobil

M.V. Armada Tuah 10 – Excellent HSE performance in 2012 (for operations without LTI and downtime in 2012)

Awarded by PetroVietnam Technical Services Corporation (PTSC) Marine

M.V. Venture Tuah 2 – Marine HSSE & Operational Excellence Award 2012

Awarded by Talisman Energy

2012

EMEPMI Marine Contractor of Q1 2012

Awarded by Exxon Mobil

Armada Tuah 10 – HSE Performance Award (for operations without lost time injury and downtime in 2011)

Awarded by PetroVietnam Technical Services Corporation (PTSC) Marine Vietnam

Armada Tuah 23 – EMEPMI Marine Vessel of Q1 2012 (in recognition of reliable operation)

Awarded by Exxon Mobil

M.V. Venture Tuah 1 – Marine HSSE & Operational Excellence 2011

Awarded by Talisman Energy

M.V. Venture Tuah 2 – Marine HSSE & Operational Excellence 2011

Awarded by Talisman Energy

M.V. Armada Tuah 10 – Marine HSSE & Operational Excellence 2011

Awarded by Talisman Energy

HEALTH, SAFETY, SECURITY, ENVIRONMENT & QUALITY (HSSEQ)

Integrated HSSEQ Approach

Our health, safety, security and environment performance reflects the quality of our operations and deliverables to our customers. Our quality management system incorporates HSSE performance.

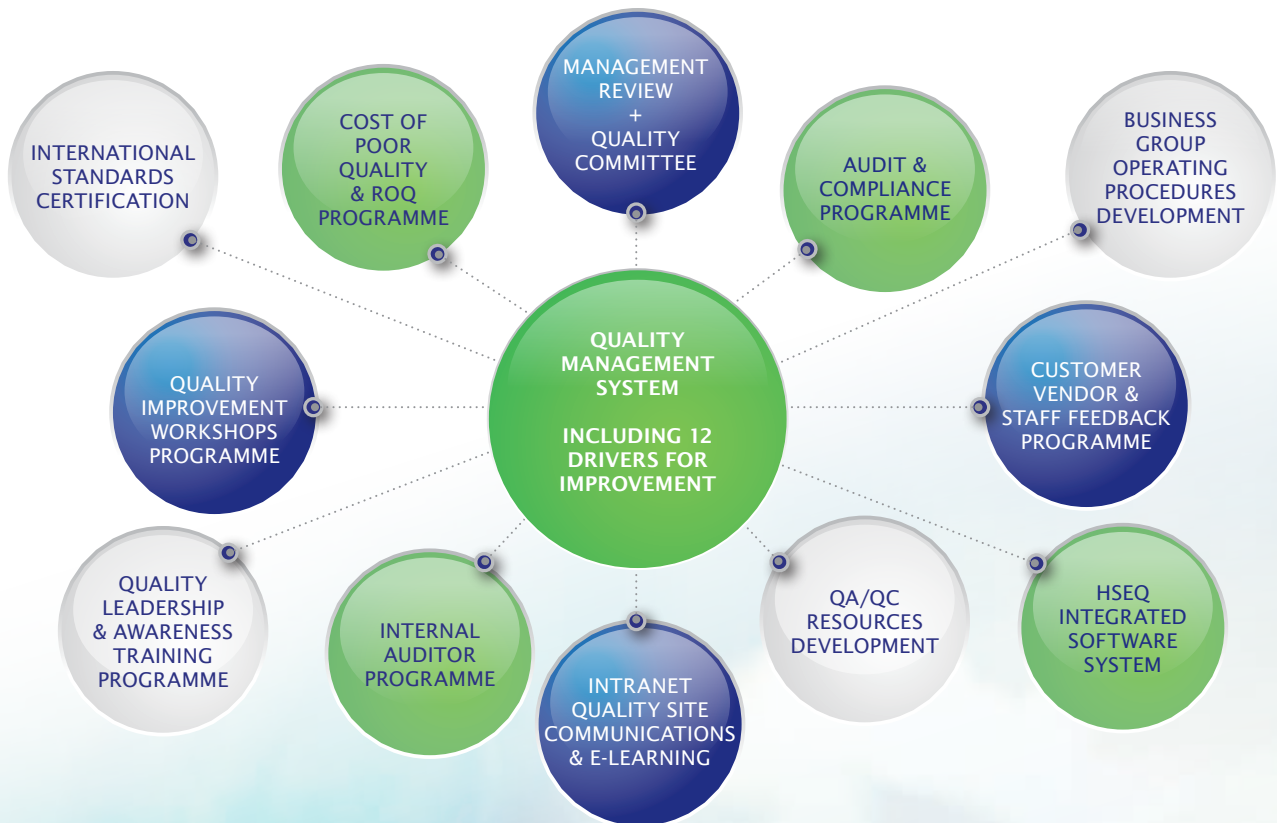
We adopt a holistic Total Quality Management (TQM) based approach, and are ISO 9001:2008 certified. 12 drivers are identified to enable continuous improvement, including improving the quality management system itself. Audit findings and progress of programmes are presented to senior management team annually to identify improvement actions.

As part of our pursuit for continuous improvement, we introduced two information management improvements in late 2012: i) Vista, a document management system; and ii) Cintellate, a centralised HSSEQ information management system with data input management and powerful analysis tools. Both systems are web-based, enabling access across our global operations. The improvements are aimed to streamline document

handling processes, increase data integrity and generate meaningful reports more efficiently. Implementation is rolled out in phases and is ongoing.

Implementing Operational Excellence across all global operations - within business units, projects and vessel fleets - is a strategic priority for 2013 and beyond. This initiative is fully supported by our Board of Directors, and assisted by external consultants led by the former chairman of the Australian industry safety regulator, NOPSEMA. Operational Excellence drives a high-performance culture of continuous improvement and the consistent adoption of world-class systems, with a non-negotiable emphasis on HSSEQ integrity.

The external consultants evaluated steps Bumi Armada needs to take to be positioned at the forefront of the industry. HSSEQ then took the analysis forward by conducting workshops with each business unit to develop targeted action plans. Monthly progress reports are submitted to the management team.



HEALTH, SAFETY, SECURITY, ENVIRONMENT & QUALITY (HSSEQ) (cont'd)

The Corporate HSSEQ department supports the Group in achieving HSSEQ objectives through a comprehensive development model.

HSSEQ Objectives

- Finance and Business* Improved focus in general and development of major new initiatives to meet industry and business needs
- Customers* Improved customer survey preparedness and responsiveness. Best practices in the industry shared within the organisation and with the industry
- Systems and Procedures* Improved management systems, through better reporting, analysis and communication
- People Development* Improved HSSEQ culture

HSSEQ Development Model

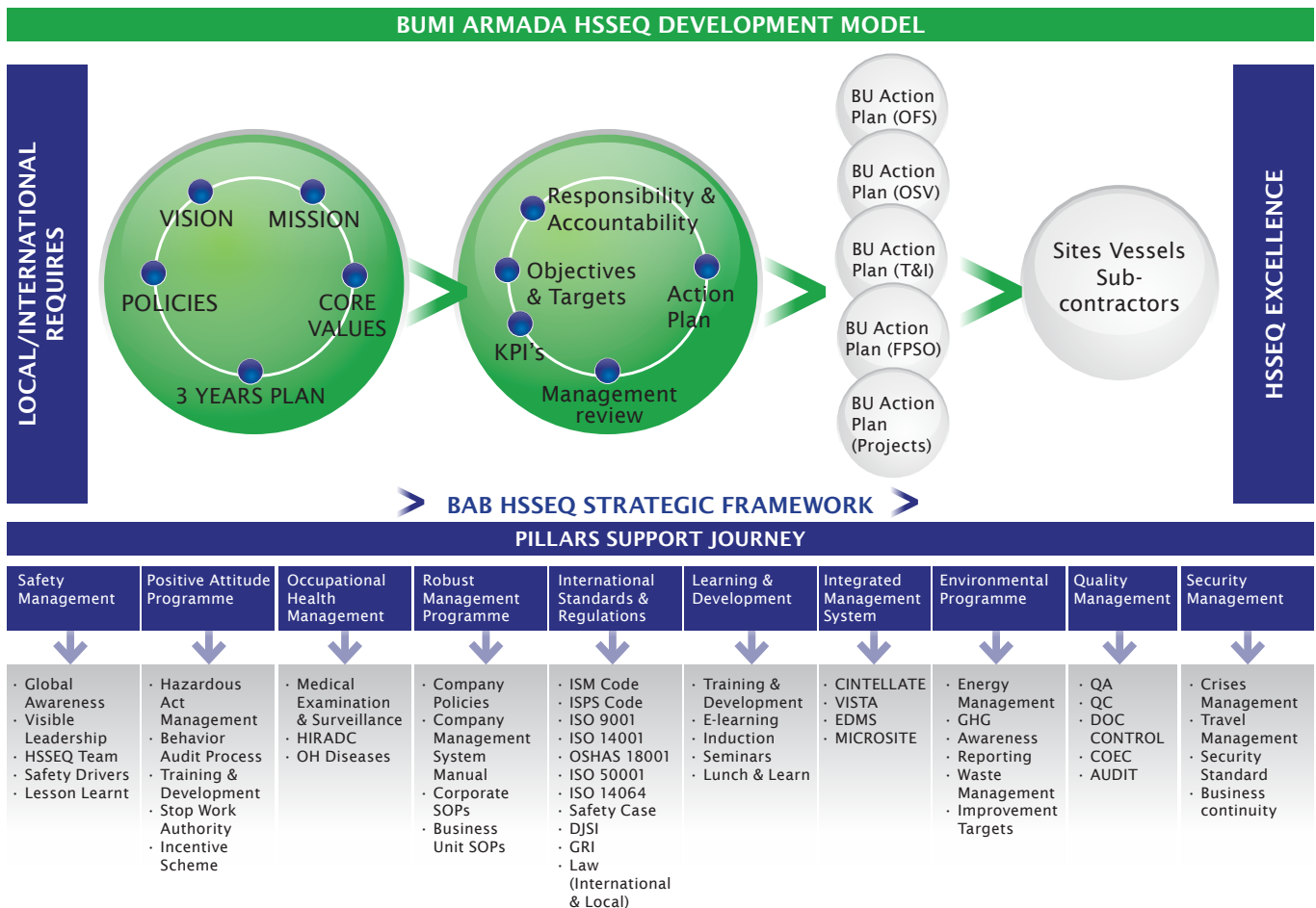
Every organisation deserves and needs a clear strategy to develop continuously on their HSSEQ issues. However, many get caught between wading through a to-do list and creating a suitable strategic plan. The Bumi Armada HSSEQ development model defines a clear path to close gaps against industry best practices quickly by focusing

on achievable and measurable goals and best possible results from available resources, while simultaneously executing structural improvements.

Our HSSEQ strategic framework translates our development model into clearly defined key plans and objectives to achieve HSSEQ excellence. It clarifies how individual Business Units efforts, as well as sites, vessels and sub-contractors, are linked, thus providing a connected overview that reflects the need for every individual to play their part. The framework includes meaningful target measures and a sequence of activities that help ensure focus to successfully execute our HSSEQ strategy.

HSSEQ progress and statistics are reported to the Risk Board Committee quarterly (see page 8-10 also). Each project employs a HSSEQ Manager, who reports to the HSSEQ focal person of the business unit, who in turn feeds information to the HSSEQ committee.

Initiatives are described in respective sections in the following pages.



HEALTH, SAFETY, SECURITY, ENVIRONMENT & QUALITY (HSSEQ) (cont'd)

Health, Safety and Security

Company Core Value: Safety Mindset

"Proactively safeguard yourself, others, the environment and assets."

Safety Vision

"Our vision is to deliberately and conscientiously work together with all stakeholders to eliminate all risk of injuries to personnel, damage to property and harm to the environment in all aspects of what we do, build or operate."

Safety Mission

"Our mission is to build a zero tolerance culture throughout our value chain such that safety mindset becomes a way of life."

All workers should be able to return home safely, everyday, to their loved ones. In doing so, we build trust with local communities and attract the best people to work with us. Our customers gain confidence in our ability to protect their assets and employees.

Influence across the value chain

Safety performance is an explicit criterion in selecting our suppliers. In the same way, we aim to be the preferred supplier for our customers.

We track health and safety incidents on our work premises for employees, contractors and visitors alike. Employees and contractors attend the same safety briefings and meetings on work sites.

Management approach

The HSSEQ Development Model on page 16 illustrates our management approach. It comprises rigorous management systems for hardware evaluation, reporting and learning mechanisms, targeted training and initiatives to imbue a pre-emptive, pro-active safety culture.

Our management system addresses both personal and process safety. Process safety relates to eliminating potential risks, and also readiness to address a potential incident. Risk assessment such as HAZOP, HAZID, QRA, MAE is conducted for each project.

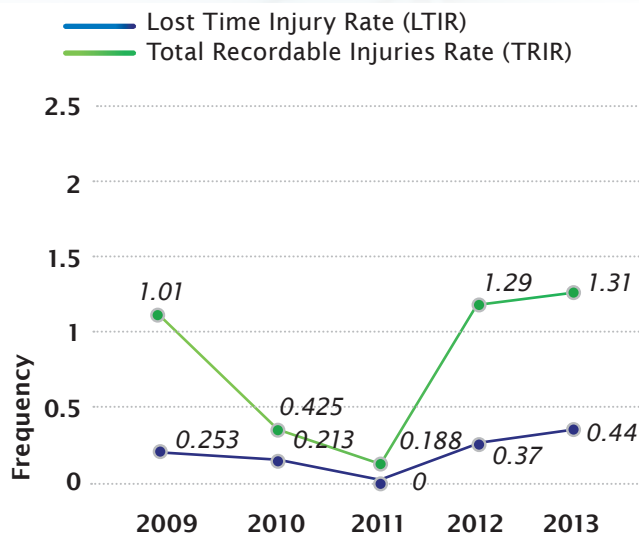
Target: Zero harm to people

Data

Refer to page 4 for our 4-year safety performance summary.



Total recordable injuries rate (TRIR) & Lost time injuries rate (LTIR) Injury and lost time per million man-hours



We registered lost time injuries in 2012 and 2013, resulting in an increase from our 2011 performance with zero lost time injuries. The LTIF and TRCF for 2013 remained close to 2012 with a marginal increase. In 2013, there was a remarkable improvement in the reporting process and level of reporting from the shore bases to Corporate HSSEQ. This is due to improvements in the Safety culture amongst the staff and crew. The improved reporting contributed to higher LTIF and TRCF. bases to Corporate HSSEQ.

HEALTH, SAFETY, SECURITY, ENVIRONMENT & QUALITY (HSSEQ) (cont'd)

Safety culture

Where a safety culture operates, there is zero tolerance for hazardous conditions, unsafe practices, short cuts that compromise safety, or non-compliance with safety procedures.

The Bumi Armada Safety Culture Rules (BSCR) are summarised in a simple and clear poster format to ensure effective compliance for all employees and contractors. The BSCR is available on our website. All reported non-compliance incidents will be investigated and consequential actions will be meted.

Our safety culture is proactive. From the Master to the trainee on board our vessels, from tea ladies to management executives in our offices – we require all individuals to actively spot hazards and unsafe practices both in their own jobs and elsewhere on board vessels or in the offices. Once identified, these hazards can be eliminated or mitigated. We encourage staff to report

their own errors and near misses. We foster such a climate through leadership by example.

All performance appraisals include a component where employees have to cite examples on how they demonstrated behaviour aligned to Bumi Armada's core values – one of which is safety mindset.

Weekly safety meetings are conducted on our operating fleet to discuss near-miss incidents, accident investigations, job safety audits and safety problems encountered or anticipated.

Safety campaigns and training are rolled out to promote safety awareness and knowledge, across our fleet and offices. These activities are developed through continuous studies done by the HSSEQ team leaders and committee to analyse weaknesses and identify ways to improve HSSEQ performance.



HEALTH, SAFETY, SECURITY, ENVIRONMENT & QUALITY (HSSEQ) (cont'd)

Safety inspections

Regular safety inspections are a component of our management system to ensure vigilance and compliance to international standards. All operations have an audit plan developed to meet these objectives.

Our safety inspections are designed to minimise risks of oversight. For example, on board the FPSOs, superintendents will conduct a weekly formal safety performance inspection of a designated area to identify hazards, unsafe conditions, unsafe work habits or employees with weak safety attitudes. As a secondary layer of inspection, the FPSO Offshore Installation Manager will make a weekly safety performance observation during actual work operations, evaluating the thoroughness of the superintendent's safety programme and the extent of employee understanding and implementation. Further, once every two months, the Company's health and safety representatives will conduct a job-site safety performance inspection.

Security

Bumi Armada is committed to ensuring the protection of our personnel and assets, both tangible and intangible. Our protection strategy incorporates management systems for shipboard security as per the International Ship & Port Facility Security (ISPS) code. This includes appointing Company Security Officer's (CSO's) and Ship Security Officer's (SSO's) to oversee security on all offshore vessels and facilities, in addition to corporate security management personnel, utilised to determine best way forward strategy across our global footprint of assets.

We benchmark our practices with the industry's best practices. Security measures are based on systematic geographical risk analysis, as imposed on all projects and countries in which we operate.

Our commitment to local content and local partners, and close collaboration with our clients, the oilfield operators, plays an important role in ensuring the proactive analysis of security threats and the enactment of sustainable security measures. This stakeholder approach is critical to the ability of the Company to operate successfully in ostensibly austere environments, in accordance with local laws and cultures.

In 2013, Bumi Armada experienced three security incidents in the Gulf of Guinea, offshore Nigeria. The area has witnessed a surge in piracy in recent years, posing an increased security risk for energy sector companies operating in the region. All security incidents were resolved in a timely manner without any major health and safety impact to our employees or disruption to the continuity of operations. Following the incidents, Bumi Armada has increased those mitigation measures in place whilst continuing our security review and improvement programmes.

As part of our security strategy and as a derivative of operating in higher risk environments, Bumi Armada has been required to utilise both unarmed and armed private and governmental security agency personnel, to support its operations worldwide. Such an option is only taken following a bespoke risk assessment process, where 'force protection' is deemed to be an industry norm and reflective of best practice. All armed security we appoint are done so through a rigorous review and procurement process and are required to abide by and be trained on the 'Voluntary Principles on Security and Human Rights' and where relevant the Montreux Document on Private Military and Security Companies.

Health and hygiene

Bumi Armada employs an in-house occupational health physician and a hygienist to evaluate our practices relating to the health and well-being of our employees. Annual health hazard identification audits are conducted to spot non-conformities against good practices for ergonomics, lighting, noise and hygiene conditions.

We track sick leave (onshore) and the number of employee visits to clinics (offshore) as a measure of the health of our employees.

We provide gymnasiums and fitness corners on board our vessels. More information on offshore well-being can be found on page 26.

To support our employees' general wellness, we also organise regular health awareness activities such as talks and articles on serious diseases such as cancer awareness, exercise and healthy eating.

HEALTH, SAFETY, SECURITY, ENVIRONMENT & QUALITY (HSSEQ) (cont'd)

Environment

Bumi Armada aims to minimise environmental impacts from our activities. It is important that we protect the well-being and livelihoods of local communities where we operate. We are also keenly aware of climate change concerns surrounding the energy and offshore industry, and seek to contribute positively where possible. Our report is focused on our material environmental issues.

Influence across the value chain

We state our preference for suppliers who demonstrate robust and effective environmental management systems.

Bumi Armada keeps abreast of innovations to implement economically viable options in our vessels and thus reduce direct fuel consumption for our customers.

Management approach

The HSSEQ Development Model on page 16 illustrates our overall environment management approach.

Targets:

- Zero spills or unplanned discharges
- 5% year-on-year reduction in fuel per man-hour
- 5% year-on-year reduction in electricity consumption per employee for our offices
- 5% year-on-year reduction in water consumption per employee for our offices

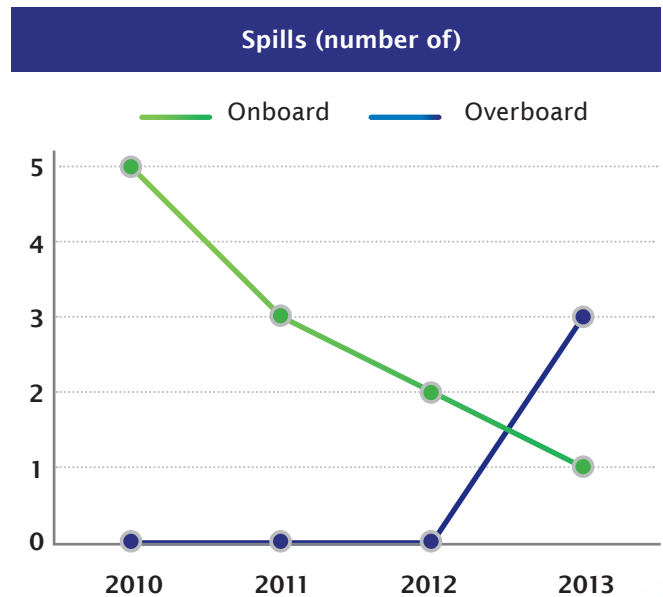
We have limited influence on fuel consumption of our vessels, as explained under *Carbon footprint* section. To improve our environmental performance within our control and raise employee awareness, we set year on year targets for our offices to reduce our electricity, water and paper consumption. An action plan was developed and rolled out across our offices and fleet to achieve our targets.

Data

Refer to page 4 for our 4-year environment performance summary. Performances of individual environmental aspects are discussed under respective headers.

Spills and discharges

Spills refer to unplanned discharges of hydrocarbons. Produced water refers to water that arises as a byproduct from oil and gas production. Produced water is first treated to reduce concentrations of components to harmless levels as set out in international legislation. As treated produced water still contains traces of oil, its discharge is strictly controlled.



We recorded zero overboard spills in 2012. There were three incidents of overboard spills in 2013. Total oil in produced water overboard was 760.1 ppm and 1,209.2 ppm for 2012 and 2013 respectively.

One incident was a spill of produced water overboard, with oil quantity of 70 litres (non-reportable spill based on regulation of operation in Nigeria). A full review and engineering study was conducted to improve the design for prevention of future spills.

HEALTH, SAFETY, SECURITY, ENVIRONMENT & QUALITY (HSSEQ) (cont'd)

The second incident was due to intermittent oil sludge spillage overboard of quantity less than one litre. All equipment used were checked and restored systematically, to prevent reoccurrence.

The third incident was due to a pinhole leak in the offtake hose, resulting in a spill of 0.3 litres. The defective section was removed. The hose was tested before use, with weekly visual inspection to monitor its condition.

Bumi Armada monitors oil concentrations in produced water at all production facilities on a daily basis and manages the oil/ water separation process to meet their discharge compliance.

To monitor content of oil in bilge water, Bumi Armada fitted internationally approved "oily water separators" on our OSVs. This is in line with MARPOL 73/78 requirements. In the event the oil content in the water exceeds 15 ppm, the water will be automatically redirected back to the holding tank and recycled for further cleaning. These oily water separators also record the amount of water discharged, its content, and the date and time of discharge.

Carbon footprint

We report Scope 1 emissions relating to direct fuel consumption of vessels for transparency (refer to page 4). Contracts for vessel charters are structured to allow our customers the flexibility to determine the tasks and job scope for the vessel. The extent in which we can reduce emissions arising from fuel consumption is thus limited. In the same way, our influence to minimise flaring is limited. The variance in tasks also presents difficulties in normalising emissions to monitor efficiency.

We aim to improve efficiency through a variety of initiatives such as:

- Optimising vessels to operate on economical speed while sailing.
- Anchoring vessels using standby buoys provided at specific offshore locations by oil majors.
- If there are no standby buoys on location, then vessels steam on one main engine while waiting for further instructions from offshore installations or drilling rigs.
- Instilling habits to shut down winches and generators when not in use

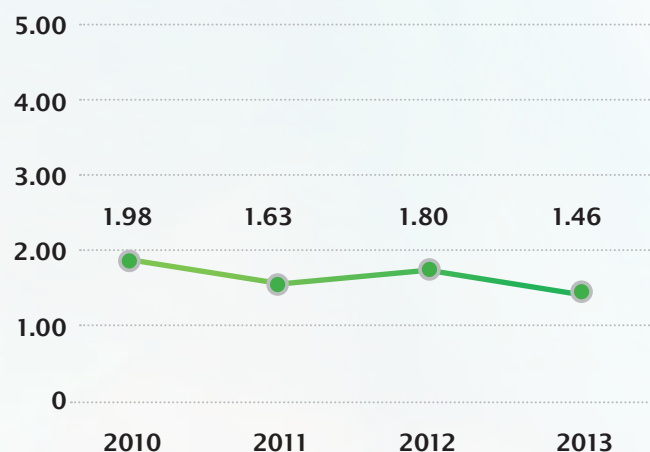
Vessels are required to provide detailed daily fuel monitoring reports which are closely monitored. In 2012, we installed fuel metering systems on board for our vessels to improve our fuel measurement process. Data is submitted to HSSEQ department on a monthly basis.

Further, we also developed a target to reduce fuel consumption per man-hour by 5% each year.

Scope 1 emissions reported increased from 472 to 529 thousand tonnes of CO₂ equivalent. This is due to increased activity and an increased number of vessels operating in 2013, including Armada Sterling which consumed more fuel than other FPSO vessels. To monitor fuel efficiency, we set operational greenhouse gas KPIs normalised by man-hours for fuel and electricity. Further, we improved the accuracy and completeness of our greenhouse gas inventory in 2013.

Refrigerants are a significant source of Scope 1 greenhouse gas emissions. We are working on complete and accurate reporting of refrigerants in order to determine a target and develop appropriate reduction plans for each business unit. We aim to report data on refrigerants in the next CSR report.

Electricity consumption per employee (MWh/headcount)



HEALTH, SAFETY, SECURITY, ENVIRONMENT & QUALITY (HSSEQ) (cont'd)

Electricity consumption is identified as an area where we are able to reduce our carbon footprint. We have implemented electricity saving measures including simple practices such as setting air-conditioning thermostats at 25 degrees Celsius and purchasing energy efficient computers. Our collective efforts have resulted in a decrease of electricity consumption per headcount.

In addition, we have also equipped our offices with state-of-the-art video conferencing technology to reduce air travels.

Environment protection

We achieved our target to reduce water consumption per employee by 5% every year, registering a 36% reduction from 2012 to 2013. Water consumption per employee in 2012 and 2013 were 9.63 and 6.20 m³ per headcount respectively.

Our vessels are also equipped with reverse osmosis technology that produces potable water from seawater. Vessels are also fitted with water purification systems to produce water fit for drinking. Water samples are

regularly sent for lab testing. These technologies eliminate or minimise the need to procure water supplies and generation of plastic waste. Environmentally conscious behaviours such as minimising water usage onboard for showers are also encouraged.

Waste products are segregated on board, and are then collected by an appointed local contractor. Non-hazardous waste (glass, metal, paper and plastic) is removed for recycling where possible. All waste is managed in compliance with MARPOL 73/78 and local regulations where applicable. We are in the process of improving our data collection systems for waste and will aim to report data on waste generated in the next CSR report.

Environmental awareness

Campaigns and initiatives developed to achieve environmental targets also instill environmental awareness.

In 2012 and 2013, Bumi Armada held more than ten events, including talks from experts on future environmental challenges in the industry, and care for the marine environment.



PEOPLE

Bumi Armada is committed to creating a working environment in which our people can grow and attain the highest standards of professional excellence and integrity. We believe when we take care of our employees' well-being and lead with a meaningful vision, our employees are motivated to contribute their best. A well-trained crew is also critical in executing our operations responsibly.

Influence across the value chain

In order to maintain our diversity and inclusivity, we offer job opportunities to the local communities wherever we operate. We describe our practices in support of local content policies under Community section on page 27.

Management approach

Our corporate and fleet human resource teams aims to meet the needs of our employees and organisation, by:

- Mapping human resource demands to support our strategy for growth, including technical and business development training
- Designing recruitment strategies
- Designing a competitive compensation system that builds on our core values and rewards performance
- Ensuring engagement platforms are effective to foster communication and build trust
- Ensuring employees feel safe, well taken care of and motivated

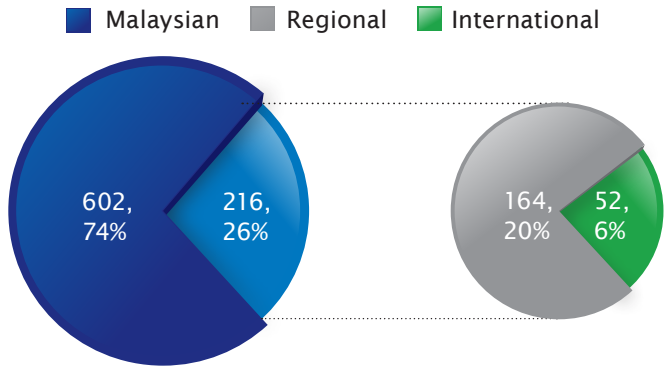
Underlying our human resources activities is a strong commitment to equal opportunities, in order to attract the best talent across gender and cultures to serve our global operations. Our Employee Handbook clearly indicates "Employment decisions are based on merit and business needs, and not on race, colour, citizenship status, national origin, ancestry, gender, sexual orientation, age, weight, religion, creed, physical disability, marital status, veteran status, political affiliation, or any other factor protected by law. Wherever possible we will endeavour to reflect a country's diversity in our staff strength."

Data

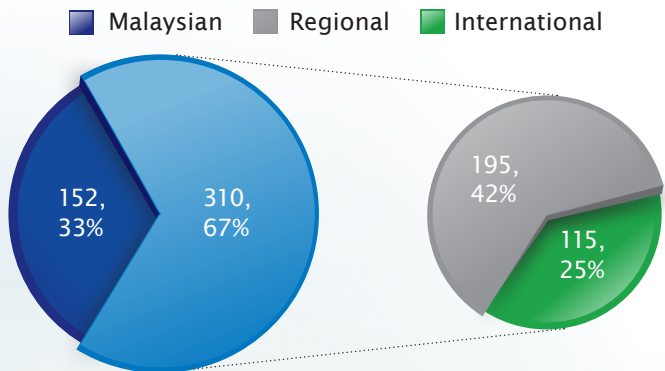
Refer to page 4 for our 4-year performance summary.

A breakdown of reported indicators in accordance to GRI requirements can be found in our appendices on page 31.

Onshore workforce



Offshore new hires for 2013

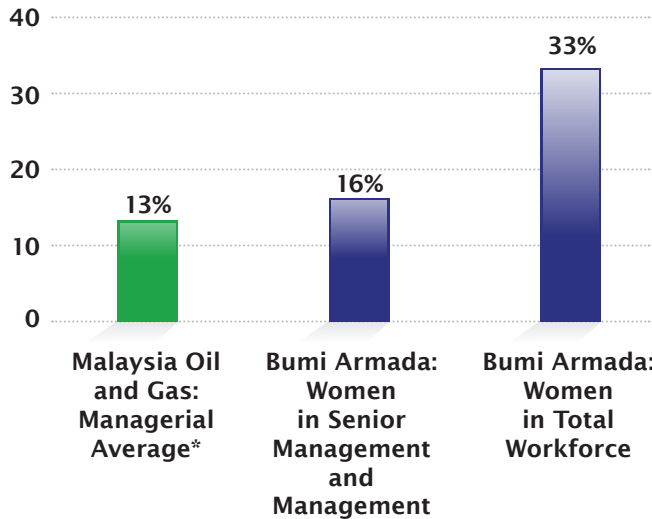


We report new hires for offshore staff as they are employed on a contract basis.



PEOPLE (cont'd)

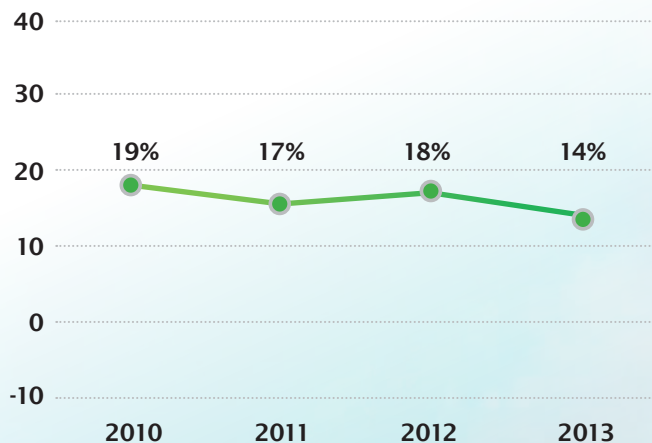
2013 Gender Diversity (% of women)



* Source: Talentcorp and PwC - Diversity in the workplace leaflet

A diverse workforce is an extension of our commitment to excellence and a culture of teamwork, where the richness of different ideas and perspectives are leveraged to deliver business value. We are committed to develop the local workforce where we operate, including in Nigeria and Turkmenistan (see page 27-28 on local content initiatives). We are proud that our gender diversity figures are one of the best amongst the industry in the region, and will continue to create an environment supporting equal opportunities.

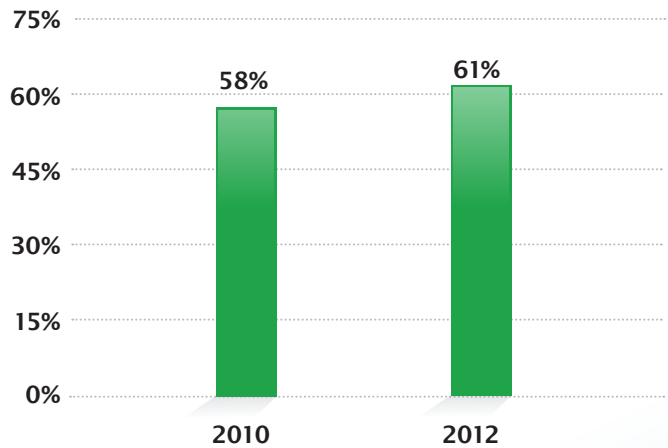
Turnover rate



We increased our total headcount in 2013, resulting in a drop in the turnover rate of our permanent onshore employees.

Despite the contractual nature of offshore activities, we seek to forge long-term working relationships with our offshore staff, most notably with 19 of our offshore staff working for Bumi Armada for the past 10 years.

Employee engagement survey



We engage a specialist human capital consultancy to conduct our biennial Employee Engagement Survey. Employees may respond to the survey anonymously. The survey results are benchmarked against the industry for our analysis.

The survey covers six areas:

- i) People (Senior Leadership, Co-workers, Customers and Valuing People)
- ii) Work,
- iii) Total Rewards,
- iv) Company Practices,
- v) Opportunities, and
- vi) Quality of Life.

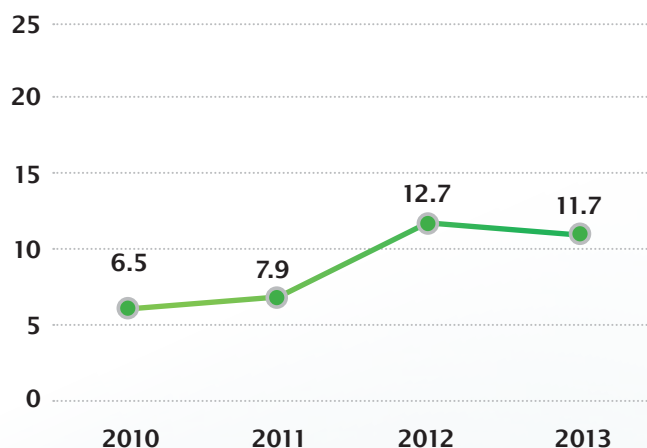
The level of employee engagement has increased from 58% in 2010 to 61% in 2012, registering a marginal positive increase. The biggest improvements are Employee Promise, Recognition and Valuing People. The participation rate is approximately 75%.

Training hours per employee increased in 2012 and 2013, in line with Bumi Armada's objective for increased investment in developing our employees. 2013 registered a slight dip from 2012 as a number of courses were held

PEOPLE (cont'd)

in-house in 2012, resulting in accessible training for more employees. Bumi Armada will continue to provide and support relevant training opportunities.

Training hours per employee



Capacity building

Capacity building is a key thrust in our human resources management. In Malaysia, the scramble for talent was driven by the government's Economic Transformation Programme which attracted many new foreign and local players. The market demand for seafarers is large resulting in a continuous shortage around the world.

Offshore capacity building

	SOLAP/SELAP	Cadetship	DP
2013	26	10	
2012	22	-	98
Since inception	57	143	

Offshore Leadership Programme - SOLAP/SELAP/Conversion Programme

The Senior Officers Leadership Assessment Programme ("SOLAP"), Senior Engineers Leadership Assessment Programme ("SELAP") and Conversion Programme were developed to offer a clear career path for capable officers while honing their leadership skills.

Bumi Armada has developed six customised developmental training modules, in collaboration with Malaysian Maritime Academy (ALAM). Experienced Masters and Chief Engineers, together with a psychologist, identify and develop candidates for the programme.

This programme is the first of its kind in the OSV sector in Malaysia.

Cadet sponsorship

To develop a pool of nautical and engineer officers, we offer scholarships for Diploma in Nautical Studies (DNS) and Diploma in Marine Engineering (DME) at the Sarawak Maritime Academy (SMA) and Malaysian Maritime Academy (ALAM). Upon completion of their course and relevant certification, these cadets are absorbed into our workforce.

Dynamic Positioning (DP) training

In response to identifying a shortage of specially trained Dynamic Positioning (DP) officers, we initiated a DP training programme together with the Malaysian Maritime Academy (ALAM) in 2007.

Bumi Armada provided funding and resources to establish the first DP training programme in Malaysia. Bumi Armada has also commenced sending Officers to attend DP courses at C-MAR Asia training centre in Singapore.

Corporate capacity building

	STAR	GDP
2013	0	10
2012	25	7
Since inception	25	38

Corporate Leadership Programme - STAR

The STAR programme is our in-house leadership development programme to increase our aspiring leaders' bench strength. High performers from each department were selected to undergo four experiential learning modules over 12-15 months, learning to lead self, people, business and change. Selection took place in 2012, with 2013 focused on delivering and refining the programme before the next batch is recruited.

PEOPLE (cont'd)

Graduate Development Programme (GDP)

The Graduate Development Programme was designed to attract and retain outstanding graduates from Malaysian and overseas institutions each year. Candidates are placed on a rotational training programme over a 24-months period. They are placed on a development plan designed to build functional and business skills. The assigned manager of each graduate also fulfills the role of a mentor to the graduates.

International exposure

Our exchange programme was developed to promote integration with colleagues from our overseas offices (including JV partners). It encompasses a job posting varying from two weeks to one year in our head office in Malaysia. The programme covers cultural, systematic and process aspects of our organisation and individuals selected are from various disciplines. Since its inception in 2009, we have hosted colleagues from Astrakhan, Australia, China, India, Nigeria and the United Kingdom.

Our Malaysian employees are similarly given overseas opportunities to gain global exposure and a deeper understanding of our business.

Performance appraisals

Performance appraisals are conducted yearly to foster a performance culture aligned to our core values. Every employee has to describe behaviour where he/she demonstrated adherence to each of Bumi Armada's core values. This ensures our values are embedded in our daily activities, and serve as a compass in achieving our business goals.

At the beginning of each year, supervisors hold a private meeting with each employee to evaluate performance for the previous year, and also discuss expectations for the coming year. Areas for improvement and development needs are identified so that supervisors can support employees to meet their objectives. The exercise offers an opportunity for employees to discuss the evaluation and also their aspirations with their supervisors.

In 2012 and 2013, 100% of our employees have undergone this process.

Offshore well-being

Working at the seas can be demanding. We pay attention to the needs our offshore crew have.

Facilities on vessels are designed to ensure that our crew gets adequate rest. The minimum amount of rest each rank and vocation requires is stipulated.

All vessels have internet connectivity for our crew to maintain their relationships with their family.

All FPSOs are fitted with gymnasium. OSVs have fitness corners as they are smaller in size and thus unable to accommodate gymnasium facilities.

Our fleet human resource managers consult our crew on the duration of cycles they wish to work on board. The consultation is conducted over email, and registered a 100% response rate over the reporting period.

To enhance the level of support for our crew, a formal crew grievance process Crew Access to Reliable and Easy Solution (CARES) was implemented in 2012.

Work-life balance

Our employees enjoy a good work-life balance. We extend a certain amount of flexibility, including allowing employees to report to work between 8 am-10 am according to their personal commitments.

Remuneration

To realise our vision it is imperative that there is a strong alignment between shareholders, management and employees. In line with this, shares are offered to all employees in service working in various offices and sites, and ESOS was offered to the management team.

We engage compensation specialists to benchmark our remuneration every year against the industry globally and regionally, to ensure our employees are compensated competitively.



COMMUNITY



Bumi Armada has the responsibility to ensure our activities have a positive impact on the local communities in and around areas in which we operate.

Influence across the value chain

Many emerging economies are oil and gas producing states where these resources can contribute effectively to local socio-economic development. Many countries are introducing requirements for “local content” such that local content is a strategic issue that intertwines the development of the host community to the oil and gas firms.

There is no single and universally agreed purpose of local content, but IPIECA members agreed the following definition to guide IPIECA’s work in this area:

Local content is the added value brought to a host nation (and regional and local areas in that country) through the activities of the oil and gas industry. This may be measured (by project, affiliate, and/or country aggregate) and undertaken through:

- Workforce development:
 - employment of local workforce; and
 - training of local workforce.
- Investments in supplier development:
 - developing supplies and services locally; and
 - procuring supplies and services locally.



Management approach

We believe when the communities prosper, so do we.

Prior to operating in a new location, our project team works closely with our human resources and procurement teams to evaluate how we can integrate local workforce development and procurement, while giving top consideration to the safety of the operation.

Besides employment and procurement, we seek to build local business partnerships where possible and operationally desirable.

In our community development efforts, we seek to find out the needs of the community so that we can contribute financially, in kind or in time meaningfully. Our community efforts focus on the underprivileged, education and health.

COMMUNITY (cont'd)

Developing competency

We develop training programmes in all locations we operate to transfer knowledge to local communities.

We seek ways to make long-term and sustainable contributions to the communities. For example, in 2012, we built our first diesel-electric multi-purpose platform support vessel (“MPSV”). In doing so, we opened a new sector in Malaysia with the aim of increasing Malaysia’s profile in the global offshore sector.

Building local partnerships

We partner with local organisations which help us. This began in 2008 with the establishment of Century Bumi Limited in Nigeria, a joint venture (“JV”) with Century Energy Group. In Indonesia we have established PT Armada Gema Nusantara with the Gema Group and in India with the Forbes and Company Limited and Shapoorji Pallonji Group.

Community development

We believe that in every community, there are groups of marginalised individuals who benefit from financial aid to give a boost to their standard of living. Employee volunteerism further aids our organisation’s empathy and sensitivity towards communities where operate, and also provides an excellent platform for our employees to bond over a meaningful cause.

Investing in the future of our youth

We believe that investing in the education of our children and youth is crucial to ensure that they will be able to seek better opportunities for themselves and their communities.

SK Kelapa Sawit No. 5, Subis, a school at the outskirts of Miri, was one of the educational institutes we supported in 2013.

The school is located about 1.5 hours from our Miri Office by car. There are about 29 teachers and staff, and 100 students. 45 students are staying as boarders as their homes are far away from the school.

ARMADA:

- A – Amanah (Trust)
- R – Rajin (Diligent)
- M – Motivasi (Motivation)
- A – Ahklak (Character)
- D – Disiplin (Discipline)
- A – Aktif (Active)

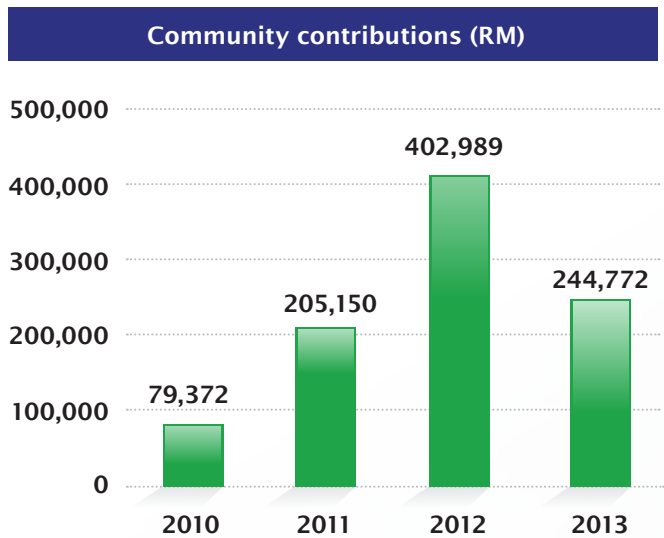
A thoughtful gesture: the school creatively instilled motivational reminders at the learning corner, with our Company name as the acronym.

About half of the staff from Miri and Labuan offices visited the school. The morning began

with a dance performance and a school tour, concluding with a friendly netball match between our employees and the teachers. The event was an opportunity for our employees to build bonds among themselves and forge a deeper connection with causes that Bumi Armada supports.

Bumi Armada contributed RM5,000 to help finance the school activity “Linus Learning Corner”. Bumi Armada’s employees made personal contributions amounting to RM678 to purchase books relevant to the primary school level, and also donated used books to add to the school’s collection.

Data



We contributed to 100% of operations where we have more than 15 permanent onshore employees.

Our community contributions in 2012 doubled from 2011, largely due to two contributions. One is a RM107,000 contribution to a 5-year carbon conservation project for Forest Research Institute Malaysia (FRIM) to protect five hectares of prime forest with more than 150 species of plants. This translates to more than 3,900 tonnes of CO₂ equivalent conserved by the plot of land. The other is a sponsorship for NRG Battle of RM98,172. The NRG Battle is an annual global event for top youth talents to work on challenging cases. The 2012 event, which was held in Malaysia, had both sponsored teams addressing the possibility of utilising gas hydrate as an alternative energy source. It was an interesting topic given that Malaysia has a significant amount of gas deposits. During the challenge, CEO Mr Hassan Basma made time to give the teams moral support and advice, reminding them that youth talents like them are the future of the oil and gas industry.

ABOUT THIS REPORT

This is Bumi Armada's third Corporate Social Responsibility (CSR) Report.

Reporting Scope

Data is aggregated across activities from subsidiaries and joint ventures in operation. This includes our head office, domestic and overseas offices and shore bases and vessels.

Indicators and initiatives which are partial and relate to certain branches are labelled accordingly.

Reporting Period

This report describes activities over two financial years, January 2012 to December 2013.

Reporting Cycle

Biennial

Reporting Framework

This report is prepared in accordance to Global Reporting Initiative (GRI) G4 Core Guidelines. The report also aims to reflect consideration of AA1000 principles of inclusivity, materiality and responsiveness; International Petroleum Industry Environmental Conservation Association (IPIECA) reporting guidance; and GRI Oil & Gas Sector Disclosure.

Feedback

We welcome your feedback on how we can improve our sustainability performance and reporting. Let us know at:

Jonathan Edward Duckett
Senior Vice President, Corporate Affairs
Bumi Armada Berhad, Level 21, Menara Perak, 24, Jalan Perak, 50450 Kuala Lumpur
Email: sustainability@bumiarmada.com

Notes to Environment and Social Data

All data are compiled in accordance to GRI Guidelines.

Environment

1. Greenhouse gas emissions from 2012 onwards are calculated using Greenhouse Gas Protocol (GHG Protocol) Emission Factors from cross sector tools (August 2012) and Intergovernmental Panel on Climate Change (IPCC) Guidelines for National Gas Inventories as advised by our external carbon accounting consultant.

GHG Protocol: Auxiliary engine marine diesel oil, flaring, transportation, refrigerants, purchased electricity, air travel. IPCC: Main engine (propulsion) marine diesel oil

Prior to 2012, we used carbon emission figures from Department for Environment, Food and Rural Affairs / the Department for Energy and Climate Change (Defra/DECC).

Scope 3 emissions are derived from employee air travel. Emissions are calculated by grouping actual distance flown Domestic, Short-haul International and Long-haul International categories. Distance flown are provided by travel agents.

2. Water consumption excludes offices where water utilities are included in the rent, or where a small number of our employees share an office with our joint venture partners. The scope of water consumption figures is thus narrowed to offices in Kemaman, Labuan, Miri, Singapore for 2012 & 2013 and including Astrakhan for 2013. Headcount figures for purpose of our water consumption target and performance are based on employee numbers in these offices at the year end.

Social

3. Health & Safety KPI rates are normalised over a million man-hours for lagging indicators and 200,000 man-hours for leading indicators based on IMCA practice.

4. Health & Safety statistics include employees and crew who work on our operating vessels. Bumi Armada also reviews safety statistics by contractors from our service providers.

5. Turnover rates refer to permanent staff only.

6. Local refers to each site or country of operation.

7. Senior Management refers to individuals with job grade of General Manager or above.

APPENDICES

Vessel Certifications

As at 31 Dec 2013

ISM The ISM Code provides an international standard for the safe management and operation of ships and for pollution prevention.

SMS The Safety Management System (SMS) is a management system to manage all aspect of safety throughout an organisation.

ISPS The International Ship and Port Facility Security Code (ISPS Code) is a comprehensive set of measures to enhance the security of ships and port facilities.

Business Segment	Area of Operations	Vessel Names	ISM	ISPS
OSV	East Malaysian Fleet	Armada Goodman	Yes	Yes
		Armada Iman	Yes	Yes
		Armada Mutiara 2		Vessel complies to BAN SMS
		Armada Mutiara 3		Vessel complies to BAN SMS
		Armada Mutiara 4		Vessel complies to BAN SMS
		Armada Salman	Yes	Yes
		Armada Topman	Yes	Yes
		Armada Tuah 100	Yes	Yes
		Armada Tuah 21	Yes	Yes
		Armada Tuah 23	Yes	Yes
		Armada Tuah 26	Yes	Yes
		Armada Tuah 300	Yes	Yes
		Armada Tuah 303	Yes	Yes
		Armada Tuah 304	Yes	Yes
		Armada Tuah 305	Yes	Yes
		Armada Tuah 6	Yes	Yes
		Armada Tuah 8	Yes	Yes
		Armada Tuah 80	Yes	Yes
		Armada Tugas 2	Yes	ISPS complied to BAN SMS
		Armada Tugas 3	Yes	ISPS complied to BAN SMS
OSV	West Malaysian Fleet	Armada Aman	Yes	Yes
		Armada Firman	Yes	Yes
		Armada Tuah 10	Yes	Yes
		Armada Tuah 24	Yes	Yes
		Armada Tuah 25	Yes	Yes
		Armada Tuah 9	Yes	Yes
		Venture Tuah 1	Yes	Yes
		Venture Tuah 2	Yes	Yes
OSV	International Fleet	Armada Firman 2	Yes	Yes
		Armada Firman 3	Yes	Yes
		Armada Hibiscus	Yes	Yes
		Armada Tuah 102	Yes	Yes
		Armada Tuah 104	Yes	Yes
		Armada Tuah 105	Yes	Yes
		Armada Tuah 301	Yes	Yes
		Armada Tuah 302	Yes	Yes
		Armada Tuah 306	Yes	Yes
		Armada Tuah 82	Yes	Yes
		Armada Tuah 84	Yes	Yes
		Armada Tuah 85	Yes	Yes
		Mahakam		Vessel Complies to BAN SMS
OSV	Nigerian Fleet	Armada Tugas 4		Vessel Complies to BAN SMS
		Armada Tuah 83	Yes	Yes
		Armada Tuah 81	Yes	Yes
		Armada Tuah 22	Yes	Yes
		Armada Tuah 20	Yes	Yes
		Armada Tuah 108	Yes	Yes
		Armada Tuah 107	Yes	Yes
		Armada Tuah 101	Yes	Yes
FPSO	Nigeria	Armada Perkasa		ISPS and MODU Code Certified
	Nigeria	Armada Perdana		ISPS and MODU Code Certified
	India	Armada Sterling		ISPS and MODU Code Certified
	Vietnam	Armada TGT 1		ISPS and MODU Code Certified
T&I	Asia	Armada Hawk	Yes	Yes
	Congo	Armada Condor	Yes	Yes
	Turkmenistan	Armada Installer		ISM and ISPS certifications were not implemented for Installer as vessel is a barge which is not self-propelled

APPENDICES (cont'd)

Supplementary Data

Employment Type	2013			2012		
	Female	Male	Total	Female	Male	Total
Contract	97	380	477	45	247	292
Permanent	171	170	339	162	167	329
Total	268	550	818	207	414	621
Region	Female	Male	Total	Female	Male	Total
Malaysia	228	374	602	176	275	451
Asia (excluding Malaysia)	37	158	195	28	118	146
Africa	1	9	10	0	13	13
Oceania	2	4	6	2	3	5
South America	0	5	5	0	4	4
Europe				1	1	2
Total	268	550	818	207	414	621
New hires	83			167		
Rate of new hires	10%			27%		
New hires by age group						
< 30 years old	20	24%		44	26%	
30-49 years old	45	54%		109	65%	
≥50 years old	18	22%		14	8%	
Total	83	100%		167	100%	
New hires by gender						
Male	65	78%		126	75%	
Female	18	22%		41	25%	
Total	83	100%		167	100%	
New hires by region						
Malaysia	68	82%		117	70%	
Asia (excluding Malaysia)	14	17%		42	25%	
Africa	0	0%		3	2%	
Oceania	1	1%		3	2%	
South America	0	0%		2	1%	
Total	83	100%		167	100%	
Turnover	113			110		
Turnover rate	14%			18%		
Turnover by age group						
< 30 years old	24	21%		13	12%	
30-49 years old	66	58%		76	69%	
≥50 years old	23	20%		21	19%	
Total	113	100%		110	100%	
Turnover by gender						
Male	79	70%		80	73%	
Female	34	30%		30	27%	
Total	113	100%		110	100%	
Turnover by region						
Malaysia	73	65%		75	68%	
Asia (excluding Malaysia)	32	28%		32	29%	
Africa	3	3%		2	2%	
Oceania	3	3%		0	0%	
South America	2	2%		1	1%	
Total	113	100%		110	100%	
Employee category by gender	Female	Male		Female	Male	
Senior management	9%	91%		10%	90%	
Managers	19%	81%		18%	82%	
Executives	42%	58%		43%	57%	
Non-executives	60%	40%		62%	38%	
Total	33%	67%		33%	67%	
Employee category by age group	< 30 years old	30-49 years old	≥50 years old	< 30 years old	30-49 years old	≥50 years old
Senior management	0%	51%	49%	0%	62%	38%
Managers	2%	79%	18%	3%	81%	16%
Executives	29%	67%	4%	28%	65%	7%
Non-executives	31%	64%	6%	26%	70%	3%
Total	17%	68%	14%	17%	70%	13%
Employee category by nationality	No. of employees	Local	Expat	No. of employees	Local	Expat
Senior management	99	30%	70%	73	36%	64%
Managers	245	51%	49%	185	57%	43%
Executives	402	67%	33%	302	70%	30%
Non-executives	72	90%	10%	61	92%	8%
Total	818	60%	40%	621	64%	36%
Ratio of basic salary	Men: Women			Men: Women		
Senior management	9 : 1			7 : 1		
Managers	4 : 1			4 : 1		
Executives	5 : 1			1.4 : 1		
Non-executives	0.7 : 1			0.6 : 1		
Total	4 : 1			3 : 1		

APPENDICES (cont'd)

Glossary of Technical Terms

BASS	Barber Ship Management System, the information technology system used in fleet management
CO ₂	Carbon dioxide
CSR	Corporate social responsibility
DP	Dynamic positioning, a computer-controlled system to automatically maintain a vessel's position and heading by using its propellers and thrusters. The dynamic positioning level (e.g. DP2, DP3) indicates the degree and redundant systems built into the safety system to remove redundancy or failure of the system
EOR	Enhanced oil recovery is a generic term for techniques used for increasing the amount of crude oil that can be extracted from an oil field. It is sometimes referred to as "improved oil recovery" or "tertiary recovery"
EPC	Engineering, procurement and construction is a form of contracting arrangement whereby the contractor will design the product, procure the necessary materials and construct it, either in-house or by subcontracting part of the work
ESOS	Employee share option scheme established for the grant of options to eligible employees of our Group and our Executive Directors to subscribe for new Shares in the Company
FPSO	Floating production, storage and offloading system, an offshore system comprising a large tanker or similar vessel equipped with a high-capacity production facility. FPSOs are normally moored at the bow to the seabed to maintain a geo-stationary position, and serve as a fixed point for risers to connect subsea wellheads to on-board processing/production, storage and offloading systems. Produced oil is periodically offloaded to smaller shuttle tankers, which transports the oil to onshore facilities for further processing
GRI	Global Reporting Initiatives is a non-profit organisation that promotes economic, environmental and social sustainability. GRI provides all companies and organisations with a comprehensive sustainability reporting framework that is widely used around the world
HSSEQ	Health, safety, security, environment and quality
IMCA	International Marine Contractors Association. The international trade association representing offshore, marine and underwater engineering companies promoting good practices, particularly in the areas of HSE standards, quality and efficiency and technical standards.
IMCO	International Maritime Consultative Organisation. Codes which relate to international shipping, particularly regarding safety and marine pollution.
IOC	International oil company, refers to large private or public oil companies that have upstream, midstream and downstream capabilities, such as Royal Dutch Shell plc and The Exxon Mobil Corporation
IPIECA	The global oil and gas industry association for environmental and social issues. When IPIECA was set up in 1974 the acronym stood for the International Petroleum Industry Environmental Conservation Association. In 2002, recognising that this no longer accurately reflected the breadth and scope of the association's work, IPIECA stopped using the full title
ISO	International Organisation for Standardisation
ISPS Code	International Ship and Port Facility Security Code. A comprehensive set of measures to enhance the security of ships and port facilities. The ISPS Code is implemented through chapter XI-2 Special measures to enhance maritime security in the International Convention for the Safety of Life at Sea (SOLAS), 1974

APPENDICES (cont'd)

ISM	The ISM Code provides an international standard for the safe management and operation of ships and for pollution prevention: <ul style="list-style-type: none"> · To ensure safety at sea · To prevent injury or loss of life · To avoid damage to the environment and to the ship
KPI	Key performance indicator
LTI	Lost time injury, a work-related injury or illness that renders the injured person unable to return to work on the next working day after the day of the injury or illness
MARPOL 73/78	International Convention for the Prevention of Pollution From Ships, 1973 as modified by the Protocol of 1978. MARPOL was designed to minimise pollution of the seas, including dumping, oil and exhaust pollution. Its stated object is: to preserve the marine environment through complete elimination of pollution by oil and other harmful substances and the minimisation of accidental discharge of such substances.
NOC	National oil company, O&G company owned or controlled by a national government, typically having special rights or access to its local market
OFS	Oilfield services, refers to services required to maximise the extraction of hydrocarbons in the marginal field and EOR business
OSV	Offshore support vessel, refers to any vessel, boat or ship whose main function is to support the offshore O&G operations, which includes movement of equipment or structures, as well as transportation of materials and personnel
PAP	Positive Attitude Programme
Riser	Pipe or assembly of pipes used to transfer produce from the seabed to the surface facilities or to transfer injection fluids, control fluids or lift gas from the surface facilities to seabed
SMS	Safety Management System. A management system to manage all aspect of safety throughout an organisation. It provides a systematic way to identify hazards and control risks while maintaining assurance that these risk controls are effective
SOLAS	International Convention for the Safety of Life at Sea. An international treaty protecting the safety of merchant ships in the world
TRIF	Total recordable injuries frequency
TQM	Total quality management
USD or US Dollar	United States Dollar, the lawful currency of the US

GRI G4 CONTENT INDEX

GENERAL STANDARD DISCLOSURES		
Standard Disclosure	Standard Disclosure Title	Page Number (or Link)
STRATEGY AND ANALYSIS		
G4-1	Statement from the most senior decision-maker of the organisation about the relevance of sustainability to the organisation and the organisation's strategy for addressing sustainability	Page 2-3
ORGANISATIONAL PROFILE		
G4-3	Name of the organisation	Inside front cover page
G4-4	Primary brands, products, and/or services	Inside front cover page
G4-5	Location of organisation's headquarters	Inside front cover page, Back cover page
G4-6	Number and names of countries where the organisation operates	Inside front cover page
G4-7	Nature of ownership and legal form	Inside front cover page
G4-8	Markets served	Inside front cover page, AR Page 110-112
G4-9	Scale of the organisation	Inside front cover page, Page 4, 31, AR Page 84
G4-10	Workforce statistics	Page 31 b. All permanent employees are full-time employees. e. The work performed by workers described is not substantial. f. In our industry, the variations is largely dependent on the contract requirements.
G4-11	Percentage of total employees covered by collective bargaining agreements	0%
G4-12	Description of organisation's supply chain	Page 12 Supplier management and Influence across the value chain for each section (Page 17, Page 20, Page 23, Page 27)
G4-13	Significant changes during the reporting period	In line with the company's expansion, the number of vessels in operation have significantly increased. The amount of activity may be reflected to a certain extent on fuel consumption or revenue, though these are also dependent on the precise nature of contracts.
G4-14	Application of precautionary approach or principle	Bumi Armada adopts a precautionary approach, as described by proactive and preventive measures adopted to address material issues.
G4-15	Externally developed economic, environmental and social charters, principles, or other initiatives to which the organisation subscribes or which it endorses.	Page 12 International standards and certifications, Page 29 Reporting Framework
G4-16	Memberships of associations (such as industry associations) and national or international advocacy organisations	Bumi Armada Berhad is a corporate member of the Federation of Public Listed Companies Berhad (FPLC). In addition, Bumi Armada Navigation serves as a member of the Malaysian Oil & Gas Services Council (MOGSC) and Malaysia Shipowners' Association (MASA).

GRI G4 CONTENT INDEX (cont'd)

IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES		
G4-17	Coverage of entities in relation to organisation's consolidated financial statements or equivalent documents	Page 29
G4-18	Process for defining report content and Aspect Boundaries	Page 10
G4-19	Material Aspects identified	Page 10
G4-20	Aspect Boundaries within the organisation for each material Aspect	All entities. Disclosure is clearly indicated under specific indicators which are more material to certain business units.
G4-21	Aspect Boundaries outside the organisation for each material Aspect	The industry is aware of the interconnectedness of sustainability issues to internal and external stakeholders, with stringent regulations. As such, aspects are material to all stakeholders outside the organisation, including customers, regulators and host communities.
G4-22	Restatements	None
G4-23	Significant changes from previous reporting periods in the Scope and Aspect Boundaries	None
STAKEHOLDER ENGAGEMENT		
G4-24	List of stakeholder groups engaged by the organisation	Page 6
G4-25	Basis for identification and selection of stakeholders with whom to engage	Page 6
G4-26	Organisation's approach to stakeholder engagement	Page 6
G4-27	Key topics and concerns raised through stakeholder engagement	Page 6-7
REPORT PROFILE		
G4-28	Reporting period	Page 29
G4-29	Date of most recent previous report	Page 29
G4-30	Reporting cycle	Page 29
G4-31	Contact point for questions regarding the report or its contents	Page 29
G4-32	In accordance' option	Page 29
G4-33	Policy and current practice with regard to seeking external assurance of the report	We recognise the role of external assurance and reviews in enhancing the credibility of information reported.
GOVERNANCE		
G4-34	Governance structure of the organisation	Page 8-12, AR Page 15, 28-39
ETHICS AND INTEGRITY		
G4-56	Organisation's values, principles, standards and norms of behaviour such as codes of conduct and codes of ethics	Page 5, 12-13 http://www.bumiarmada.com/78_84_84/WebPage/Our-Core-Values/Our-Core-Values.html

GRI G4 CONTENT INDEX (cont'd)

G4-57	Report the internal and external mechanisms for seeking advice on ethical and lawful behavior, and matters related to organisational integrity, such as helplines or advice lines.	Page 5
G4-58	Internal and external mechanisms for reporting concerns about unethical or unlawful behaviour, and matters related to organisational integrity, such as escalation through line management, whistle-blowing mechanisms or hotlines	Page 5 http://www.bumiarmada.com/93_100_96/Web/WebPagelmgTop/Whistle-Blowing/Corporate-Governance.html
SPECIFIC STANDARD DISCLOSURES		
Standard Disclosure	Standard Disclosure Title	Page Number (or Link)
CATEGORY: ECONOMIC		
ASPECT: ECONOMIC PERFORMANCE		
G4-DMA	Generic Disclosures on Management Approach	Page 8-12, AR Page 42-53
G4-EC1	Direct economic value generated and distributed	Page 4, AR 80-81, 89, 116-117
ASPECT: MARKET PRESENCE		
G4-DMA	Generic Disclosures on Management Approach	Page 11-12, 23-26, 27-28
G4-EC6	Proportion of senior management hired from the local community at significant locations of operation	Page 29, 31
ASPECT: INDIRECT ECONOMIC IMPACTS		
G4-DMA	Generic Disclosures on Management Approach	Page 11-12, 23-26, 27-28
G4-EC8	Significant indirect economic impacts, including the extent of impacts	Page 24-26, 28
ASPECT: PROCUREMENT PRACTICES		
G4-DMA	Generic Disclosures on Management Approach	Page 11-12
G4-EC9	Proportion of spending on local suppliers at significant locations of operation	Figures omitted due to commercial sensitivity.
CATEGORY: ENVIRONMENTAL		
ASPECT: ENERGY		
G4-DMA	Generic Disclosures on Management Approach	Page 11-12, 15-16, 20-22
G4-EN7	Reductions in energy requirements of products and services	Page 21
ASPECT: WATER		
G4-DMA	Generic Disclosures on Management Approach	Page 15-16, 20, 22
G4-EN8	Total water withdrawal by source	Page 4, 22
ASPECT: EMISSIONS		
G4-DMA	Generic Disclosures on Management Approach	Page 11-12, 15-16, 20-22
G4-EN15	Direct greenhouse gas (GHG) emissions (Scope 1)	Page 4, 21
G4-EN16	Energy indirect greenhouse gas (GHG) emissions (Scope 2)	Page 4, 21
G4-EN17	Other indirect greenhouse gas (GHG) emissions (Scope 3)	Page 4, 21
G4-EN18	Greenhouse gas (GHG) emissions intensity	Page 21
G4-EN19	Reduction of greenhouse gas (GHG) emissions	Page 4, 21-22

GRI G4 CONTENT INDEX (cont'd)

ASPECT: EFFLUENTS AND WASTE		
G4-DMA	Generic Disclosures on Management Approach	Page 11-12, 15-16, 20, 22
G4-EN22	Total water discharge by quality and destination	Page 4, 20
G4-EN24	Total number and volume of significant spills	Page 4, 20
ASPECT: PRODUCTS AND SERVICES		
G4-DMA	Generic Disclosures on Management Approach	Page 11-12, 15-16, 20-22
G4-EN27	Extent of impact mitigation of environmental impacts of products and services	Page 21
ASPECT: COMPLIANCE		
G4-DMA	Generic Disclosures on Management Approach	Page 5, 8-9, 11-12, 15-16
G4-EN29	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	There are no significant fines or sanctions during the reporting period.
ASPECT: SUPPLIER ENVIRONMENTAL ASSESSMENT		
G4-DMA	Generic Disclosures on Management Approach	Page 11-12
G4-EN32	Percentage of new suppliers that were screened using environmental criteria	Page 12
ASPECT: ENVIRONMENTAL GRIEVANCE MECHANISMS		
G4-DMA	Generic Disclosures on Management Approach	Page 5-7, 11-13
G4-EN34	Number of grievances about environmental impacts filed, addressed, and resolved through formal grievance mechanisms	None.
CATEGORY: SOCIAL		
SUB-CATEGORY: LABOUR PRACTICES AND DECENT WORK		
ASPECT: EMPLOYMENT		
G4-DMA	Generic Disclosures on Management Approach	Page 11-12, 23-26
G4-LA1	Total number and rates of new employee hires and employee turnover by age group, gender and region	Page 4, 23, 31
ASPECT: OCCUPATIONAL HEALTH AND SAFETY		
G4-DMA	Generic Disclosures on Management Approach	Page 11-12, 15-19
G4-LA5	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programmes	All employees (offshore and onshore) are represented in management-worker health and safety committees.
G4-LA6	Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender	Page 4, 17-18
G4-LA7	Workers with high incidence or high risk of diseases related to their occupation	Page 19
ASPECT: TRAINING AND EDUCATION		
G4-DMA	Generic Disclosures on Management Approach	Page 11-12, 23-26
G4-LA9	Average hours of training per year per employee by gender, and by employee category	Page 4, 25, 31

GRI G4 CONTENT INDEX (cont'd)

G4-LA11	Percentage of employees receiving regular performance and career development reviews, by gender and by employee category	Page 26
ASPECT: DIVERSITY AND EQUAL OPPORTUNITY		
G4-DMA	Generic Disclosures on Management Approach	Page 11-12, 23-24
G4-LA12	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity	Page 24, 31, AR 28-39
ASPECT: EQUAL REMUNERATION FOR WOMEN AND MEN		
G4-DMA	Generic Disclosures on Management Approach	Page 11-12, 23
G4-LA13	Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation	Page 31
ASPECT: SUPPLIER ASSESSMENT FOR LABOUR PRACTICES		
G4-DMA	Generic Disclosures on Management Approach	Page 11-12
G4-LA14	Percentage of new suppliers that were screened using labour practices criteria	Page 12
G4-LA15	Significant actual and potential negative impacts for labour practices in the supply chain and actions taken	Page 12
ASPECT: LABOUR PRACTICES GRIEVANCE MECHANISMS		
G4-DMA	Generic Disclosures on Management Approach	Page 5-7, 11-13, 23
G4-LA16	Number of grievances about labour practices filed, addressed, and resolved through formal grievance mechanisms	We take all feedback from our employees seriously and do our best to address them. There were no grievances lodged during the reporting period.
SUB-CATEGORY: HUMAN RIGHTS		
ASPECT: NON-DISCRIMINATION		
G4-DMA	Generic Disclosures on Management Approach	Page 11-12, 23
G4-HR3	Total number of incidents of discrimination and corrective actions taken	There were no incidents during the reporting period.
ASPECT: SECURITY PRACTICES		
G4-DMA	Generic Disclosures on Management Approach	Page 11-12, 15-19
G4-HR7	Percentage of security personnel trained in the organisation's human rights policies or procedures that are relevant to operations	Page 19
ASPECT: SUPPLIER HUMAN RIGHTS ASSESSMENT		
G4-DMA	Generic Disclosures on Management Approach	Page 11-12
G4-HR10	Percentage of new suppliers that were screened using human rights criteria	Page 12
ASPECT: HUMAN RIGHTS GRIEVANCE MECHANISMS		
G4-DMA	Generic Disclosures on Management Approach	Page 5-7, 11-13
G4-HR12	Number of grievances about human rights impacts filed, addressed, and resolved through formal grievance mechanisms	None.

GRI G4 CONTENT INDEX (cont'd)

SUB-CATEGORY: SOCIETY		
ASPECT: LOCAL COMMUNITIES		
G4-DMA	Generic Disclosures on Management Approach	Page 11-12, 27-28
G4-SO1	Percentage of operations with implemented local community engagement, impact assessments, and development programmes	Page 28
ASPECT: ANTI-CORRUPTION		
G4-DMA	Generic Disclosures on Management Approach	Page 5, 8-9
G4-SO4	Communication and training on anti-corruption policies and procedures	Page 5, 8-9, 12
ASPECT: ANTI-COMPETITIVE BEHAVIOR		
G4-DMA	Generic Disclosures on Management Approach	Page 5, 8-9
G4-SO7	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes	There were no significant fines or sanctions during the reporting period.
ASPECT: COMPLIANCE		
G4-DMA	Generic Disclosures on Management Approach	Page 5, 8-9
G4-SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations	There were no significant fines or sanctions during the reporting period.
ASPECT: SUPPLIER ASSESSMENT FOR IMPACTS ON SOCIETY		
G4-DMA	Generic Disclosures on Management Approach	Page 11-12
G4-SO9	Percentage of new suppliers that were screened using criteria for impacts on society	Page 12
ASPECT: GRIEVANCE MECHANISMS FOR IMPACTS ON SOCIETY		
G4-DMA	Generic Disclosures on Management Approach	Page 5-7, 11-13
G4-SO11	Number of grievances about impacts on society filed, addressed, and resolved through formal grievance mechanisms	None.
SUB-CATEGORY: PRODUCT RESPONSIBILITY		
ASPECT: CUSTOMER HEALTH AND SAFETY		
G4-DMA	Generic Disclosures on Management Approach	Page 11-12, 15-19
G4-PR1	Percentage of significant product and service categories for which health and safety impacts are assessed for improvement	Page 17
G4-PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning the health and safety impacts of products and services during their life cycle, by type of outcomes	Page 12
ASPECT: PRODUCT AND SERVICE LABELING		
G4-DMA	Generic Disclosures on Management Approach	Page 6
G4-PR5	Results of surveys measuring customer satisfaction	Page 6
ASPECT: COMPLIANCE		
G4-DMA	Generic Disclosures on Management Approach	Page 5, 8-9, 11-12
G4-PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services	There were no significant fines or sanctions during the reporting period.

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