

In Pursuit of Operational Excellence

Annual Report & Financial Statements 2005



Shell Refining Company

(Federation of Malaya) Berhad (3926-U) (Incorporated in Malaysia)

Cover Rationale

Your Company is in pursuit of the highest level of operational excellence to affirm its place as a world-class refinery. As we spread our wings and soar to new heights, we enhance the reliability, integrity and efficiency of our operations to enable us to compete in an increasingly challenging business environment.

Combining a commitment to people, planet and profits, your Company continues to move towards the highest standards of excellence in Sustainable Development while pioneering new horizons within the industry.

VISION

To be the Top Performing and Most Admired Refinery in Asia

MISSION

To continuously deliver Shareholder Value by:

- Manufacturing and supplying Oil Products and services that satisfy the needs of our customers
- Constantly achieving operational excellence
- Conducting our business in a safe, environmentally sustainable and economically optimum manner
- Employing a diverse, innovative and results-oriented team motivated to deliver excellence

OBJECTIVE

We are committed to deliver sustainable excellence in business performance by focusing on the following:

1. Benefit our shareholders
2. Realise the potential of our people
3. Meet our customer requirements
4. Maximise refinery margins
5. Safeguard asset integrity
6. Deliver structural cost reductions
7. Sustain a robust management system
8. Deliver continuous sustainable Health, Safety, Security and Environmental excellence

