

Singapore Petroleum Company Limited

Singapore Petroleum Company Limited (SPC) is a regional oil and gas company listed on the Singapore Exchange. Since its inception in 1969, SPC has grown in tandem with Singapore's development as a refining centre. The SPC Group has today established itself as a reliable supplier of quality energy products in the Asia-Pacific region.

With its roots in refining, SPC diversified into exploration and production (E&P) in 2000 to fuel future growth. The Group's business encompasses the entire oil and gas value chain. Its upstream activities include oil and gas exploration, development and production, and gas pipelines and transmission. The Group's downstream activities include refining, terminalling and distribution, marketing and trading of crudes and refined petroleum products.

In 2008, the SPC Group achieved a record revenue of \$11.1 billion and a PATMI of \$229.7 million. SPC's strategy to build an integrated oil and gas business has delivered tangible results. In 2008, SPC's E&P business contributed close to 40% of the Group's after-tax earnings, exceeding SPC's near-term target to have E&P contribute at least 30% of the Group's bottom-line. This validates SPC's venture into E&P to diversify its earnings base for long-term sustainability.

Leveraging its core strengths and business segments to ensure corporate sustainability amid global economic uncertainties, SPC remains vigilant and focused on creating shareholder value. A strong balance sheet, robust enterprise risk management processes, heightened corporate governance policies as well as sound environmental, health, safety and security practices will ensure SPC's success as a sustainable enterprise.

Exploration & Production

Revenue (\$ million)

2008	329.2
2007	145.1

\$156.0m

Operating Profit

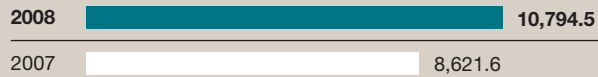


In 2000, SPC diversified into the upstream oil and gas sector to build an integrated business. Towards this strategic goal, the SPC Group has successfully acquired E&P assets that span across five countries in the Asia-Pacific region. SPC will continue to extend its E&P footprint and reinforce its upstream brand equity by seeking further growth opportunities.

- E&P segment contributed significantly to the Group's after-tax earnings
- Awarded first operatorship in Indonesia, the Mahakam Hilir PSC
- Established first branch office in Shekou, China

Downstream

Revenue (\$ million)



\$157.6m

Operating Profit

Refining, Supply & Aviation



SPC is an established and reliable supplier of quality refined petroleum products. It has a 50% interest in SRC, a refinery with a nameplate capacity of 290,000 barrels per day. Refined products from the refinery include liquefied petroleum gas, naphtha, motor gasoline, kerosene, diesel, fuel oil, asphalt and sulphur.

- Achieved an average refining margin of about US\$5.50 per barrel
- Achieved 8 million man-hours without any loss time injury at SRC
- Achieved refinery utilisation of about 95%

Crude & Products Trading



SPC is one of the first companies in Singapore to be granted Approved Global Trader status. Its oil trading activities include the buying and selling of crudes, feedstocks and finished petroleum products to an established network of regional and international customers.

- Commenced marketing of crude production from Bohai Bay
- Sourced more than 25 different crude types for SRC
- Procured 48 million barrels of crude for processing at SRC

Marketing



SPC markets petroleum products to commercial, industrial, wholesale and retail customers, both in the domestic and international markets. SPC has a network of 38 retail service stations in Singapore. The service stations provide round-the-clock products and services to the motoring public.

- Introduced Singapore's first ever "Drive-Thru" ATM and "Drive-Thru" take-away food outlet at a service station
- Achieved 186,000 man-hours without any loss time injury at SPC