

Operations Review Downstream

SPC's downstream business remained its mainstay revenue generator. The Group's downstream activities include refining, terminalling and distribution, marketing and trading of crudes and refined petroleum products. In the retail sector, innovation and partnerships continued to be SPC's competitive edge.

Financial Highlights

Revenue (\$ million)

2008	10,794.5
2007	8,621.6

Operating Profit (\$ million)

2008	157.6
2007	523.2



Major Developments in 2008

- Total downstream sales volume of 74.2 million barrels
- Average refining margins of about US\$5.50 per barrel
- Average refinery utilisation rate of about 95%
- Achieved 8 million and 186,000 man-hours without any injury loss time at SRC and SPC respectively
- Marketed crude production from the Bohai Bay oilfields
- Introduced Singapore's first "Drive-Thru" ATM and "Drive-Thru" take-away food outlet at a service station
- Restructured the Refining, Supply & Trading Group to Refining, Supply & Aviation Group and Crude & Products Trading Group

Focus for 2009

- Maintain reliability and quality of products and services
- Imbue safety culture across all business units
- Ensure cost efficiency and effectiveness across all operations