

Singapore Refining Co. Pte. Ltd.

Certificate of Appreciation

Presented to

Balanced Engrg & Construction Pte Ltd

In recognition of no recordable injury, good safety performance, no
damage to environment, quality and timely completion of

Hydrocracker Unit #2 Turnaround 2003

From 17th August, 2003 to 11th September, 2003.



A handwritten signature in black ink, appearing to read "Bill Hauschildt".

Bill Hauschildt
General Manager & C.E.O.