



Balanced Engineering & Construction Pte Ltd
#01-10
262 Pasir Panjang Road
Singapore 118628

Shell Refining Company
(Federation of Malaya) Berhad
(Co. Registration No: 3926-U)
Batu 1, Jalan Pantai
71000 Port Dickson
Negeri Sembilan, Malaysia
Tel : (60)6 647 1311
Fax : (60)6 647 4622

TO WHOM IT MAY CONCERN

Balanced Engineering & Construction (BEC) was contracted in June 2002 to carry out a 2 week inspection and maintenance repair works for the Long Residue Catalytic Cracking Unit (LRCC) Turnaround.

Their approach was very professional towards the job from the moment the contract was awarded. The detailed forward planning was very thorough and thoughtful providing an accurate implementation schedule.

The site management team were very professional in all aspects of the management from inception to completion. The job was always progressing smoothly without any delays whatsoever.

During the shutdown, there was an unforeseen major repair works on the LRCC where we discovered the collapse of 15m of the internal insulation brick lining at a very late stage of the Turnaround. BEC handled the situation with utmost professionalism and with very careful planning completed this critical job in just 5 days from the date of the discovery. This was an outstanding achievement as it did not affect the overall shutdown schedule.

BEC have been one of the most professional companies we have dealt with as they have performed the job on schedule, with an excellent QA/QC program and having met all their obligations and commitments towards this job. Their attitude towards health & safety was also exemplary.

We would strongly recommend BEC to any prospective clients as by far they have been the best stack contractor in this region.

Yours faithfully,

R Srinivas
LRCC Turnaround
Senior Civil Engineer
5 August 2002

Incorporated in Malaysia

