

**Speech by Ken Marnoch,  
Managing Director Brunei Shell Petroleum,  
at Brunei Shell Joint Venture Companies' Emblem Dinner,  
10 March 2012**

Yang Berhormat Pehin Orang Kaya Pekerma Dewa Dato Seri Setia Awang Lim Jock Seng, Second Minister of Foreign Affairs and Trade, Chairman of Board of Directors, Brunei Shell Petroleum and Brunei LNG; and Yang Mulia Datin Paduka Tan Bee Yong,

Yang Mulia Awang Haji Azhar Haji Yahya, Permanent Secretary (Upstream), Energy Division at the Prime Minister's Office and Yang Mulia Dayang Suhartiniwati

Yang Mulia Awang Haji Shahbudin bin Haji Musa, Permanent Secretary at the Ministry of Finance and Yang Mulia Dayang Hajah Zaidah

Yang Mulia Dato Seri Laila Jasa Malcolm Brinded, Executive Director of Royal Dutch Shell and Datin Carola

Mr Andrew Brown, Executive Director of Royal Dutch Shell,

Members of the Board of Directors of Brunei Shell Petroleum, Brunei LNG, Brunei Shell Tankers and Brunei Shell Marketing, Managing Directors of the BSJV Companies, all the leadership teams,

Pengiran-Pengiran, Dato-Dato, Datin-Datin, Distinguished Guests, Tuan-tuan and Puan-Puan

Selamat datang and good evening.

On behalf of all four Brunei Shell joint venture companies, it is my great pleasure to welcome Yang Berhormat Pehin Lim Jock Seng, our Guest of Honour, to tonight's Emblem Dinner. And I would also like to thank Dato Malcolm and Andy for joining us on this auspicious evening.

This is a rare opportunity and we are privileged to have all of you here joining our celebration of the contriution of so many of our staff.

Tonight, we will have the honour of congratulating our 257 Emblem recipients from Brunei Shell Petroleum, Brunei LNG, Brunei Shell Marketing and for the first time, the Brunei Shell Tankers/Brunei Gas Carriers with this year's emblem awards.

Our emblem recipients tonight have more than 7,400 years of service and experience between them – in Brunei and elsewhere in Shell making the Brunei Shell Joint Venture Companies truly world-class. You should be immensely proud of your achievements and we are profoundly grateful to you and your families.

I want you to know that tonight is our way of appreciating and recognising your contributions. For everything you have done in making the BSJV companies successful over the years. You gave and played your part over those many years, day in and day out. Come rain or shine. And tonight, we are celebrating your many years of loyal service to Company and Brunei Darussalam. You deserve it. You earned it. Well done! Please give yourself a round of applause.

Recognising all your experiences and learning has helped us grow into who we are today – companies with a proud past and a strong future ahead of us. When others said it's impossible, we choose to say IT'S POSSIBLE. In many areas of our business, with our use of technology, our teamwork across the companies, our project development and execution, personal safety performance, we are leaders.

Your experience is a gift to the young professionals. Your achievements inspire and nurture them to grow into great players like you. This reminds me of a great line in the movie Gladiator, and it goes, "What we do in life, echoes in eternity...". And by the same token, we can only make a difference tomorrow with what we do today.

Our organisation believes in investing in young talents and to make them the best of Brunei, together the best of Shell to support the country's vision of Wawasan 2035 - for Brunei to be known to the world as a nation of highly skilled and highly educated people, a society with a high quality of life, and a dynamic, sustainable economy. There is no alternative for anyone of us. We must develop the future generation because they are the ones we are referring to and they are the ones who will fulfill this vision.

As you know, this March is an exciting time for the whole country – with the Legislative Council still in session and making headlines every day. The LegCo touches on issues that matter to the country, to you and all the good work being done to make a difference. What we do and what we didn't do has an impact, therefore we must always better ourselves, to meet the country's aspirations and partner together to create solutions to meet the challenges.

And that is why, here in the BSJV, we stand for our vision – **Energy for Life...fueling Brunei's future**. We stand for everybody going home safe everyday, for upholding business with honesty and integrity 100% of the time, for always taking time to invest in our people, there can and must be no alternatives. With that, we still and will continue to believe that you, our **people** are our competitive advantage.

Whatever we do - whether it is our local business development programmes, continuous drive for business integrity, delivery of projects like Champion Waterflood, SKID, rejuvenation of BLNG, - our safety, our people, assets and operations, in every corner be it onshore, offshore, platforms, rigs, plants, supply bases, road tankers, terminals – it's about safely delivering energy for life, no matter which BSJV company you work for.

We have a long list of achievements and it is **people** like you that makes Brunei Shell Joint Venture companies, an innovative and competitive company.

When you signed up for a career with Brunei Shell, you were looking to create a better future for yourself, your family and the community you are part of. In order to create that future, you grabbed the opportunity to grow yourself. You've had built strong relationships with people to achieve great things. Please make time to stop and think back of your 35, 30, 25 years and take stock on the lessons you have learned, the challenges that you have overcome and the roles you have played in making a positive difference to Brunei, to Shell and to the community.

Ladies and gentlemen,

Tonight is a night of celebration and I'd like to thank you for what you have given to Brunei and Shell. Your maturity, knowledge and experience makes a difference everyday.

Tonight, we recognise you - our people - for your proud achievements.

The very best celebrate their successes, and even more so the successes of the people around them. We are committed to creating a culture that celebrates your success at every opportunity.

**The very best** also are always looking to learn and improve. To be the best does mean we will face many challenges and sometimes things won't go according to plan.

**The best** pull together to deal with those challenges, raise problems and issues early in order to get help and support, look back and reflect on what happened and what didn't happen to learn the lessons. For example, last night's victory of the best Under 21 football team in ASEAN is a result of high discipline, teamwork and creativity. It shows the BruneiYakin spirit we all need to emulate.

**The very best** are never satisfied. There is a saying - once we reach the top of our mountain, we must look to reaching the top of other mountains - higher and greater.

True accomplishment, is not in reaching a goal or completing a task – it is rather in knowing that we can grow from strength to strength – dedicating ourselves to improving continuously.

The BSJV are a proud and great group of local companies. Let's keep improving– let's make ourselves and our families proud of the difference we make. Where would we be without our family's support, what would be the meaning of success without them? Please take your time now, to

personally thank your wife, your husband or your loved ones who is next to you, for their unconditional love, care and support.

Working with the company which is the best of Brunei and Shell, you are working in a high performing environment. It calls for a great deal of commitment and time – and that calls for the support and understanding from everyone in your family.

This is for our families – Thank you for being our anchor, thank you for keeping us grounded, safe and secure through good times and bad. For that, you have my deepest gratitude.

Before I conclude, my one last message to you:

“Bersatu kita teguh, bercerai kita roboh.” Together everyone achieves more. Have a wonderful evening. Terima Kasih. Thank You.