

2008



2009

2010

**Shell Pakistan Limited** / 10  
Annual Report

**Shell Pakistan Limited**

Shell House, 6 - Ch. Khaliqzaman Road, Karachi-75530, Pakistan.  
[www.shell.com.pk](http://www.shell.com.pk)



# MISSION STATEMENT

At **Shell Pakistan Limited (SPL)**, we strive to deliver results, perform to the highest standards, develop our people, provide quality customer service and actively pursue consistent safety improvements. A firm foundation based on performance enables us to deliver strong returns and value growth for our stakeholders, greater and better choices for our customers and opportunities and improvements in the quality of life of our communities. Our commitment to performance at every level continues to be both the challenge and the aspiration.



## SHELL IN PAKISTAN

**Shell has a rich legacy and long association with this country, dating back to the early 1900s when Royal Dutch Petroleum began importing oil products to the subcontinent.**

Over the last century, SPL has been a partner in the region's growth and development, and has played an important role in meeting our country's energy requirements in a safe and efficient way.



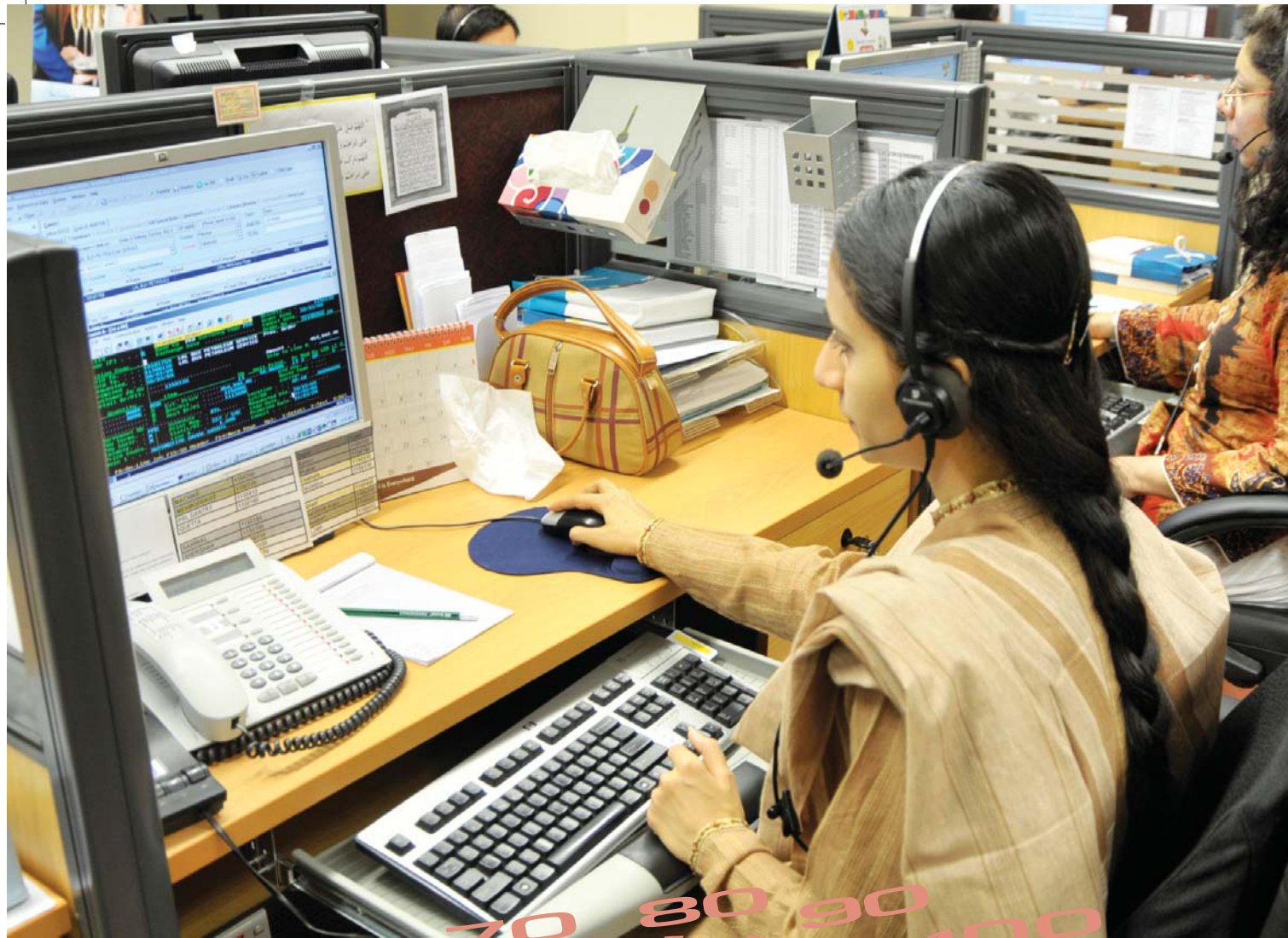


## THE GAME CHANGER

**In order to increase efficiency and enable stronger value growth for our shareholders, customers and communities, SPL has completed a challenging and robust business transformation and streamline journey in 2010.**

The streamline project, known globally as Downstream-One, was the culmination of a two-year journey which involved standardising and streamlining Shell's processes with the help of global SAP. The project concluded in April 2010 and Pakistan was considered the best streamline implementation globally.





of our assets, helping deliver optimum performance at every stage. Our Distribution & Scheduling system provides real-time inventory data on all fuel products in Pakistan and ensures continuity of supply.

In order to maintain the highest standards of efficiency, SPL continuously reviews each process through a LEAN methodology to optimise services and eliminate non-value added activities.



## REAPING THE BENIFITS

**The improvements we made as a result of our business transformation will position SPL strongly for the future, creating a simpler operating model that is geared to deliver a more satisfying experience to our customers and stakeholders and improve our competitiveness in the market.**

Customers are now offered technology-based services to improve their experience of interacting with Shell. 'Touchless Services' on eServe puts customers in control of their orders and provides a one-window solution to meet all their fuel requirements. Through Electronic Fund Transfer, customers can make payments

at any one of 800 branches of a partner bank. Turnaround time for processing payments is greatly reduced and customers are able to place orders, track delivery dates and view their account status online, making business with SPL both convenient and beneficial.

In the Lube Oil Blending Plant (LOBP), streamlined processes ensure that production schedule adherence is above 90% and a stable flow of orders are processed without making costly changes to the schedule. The Global Asset Management Excellence (GAME) and Computerised Maintenance Management System (CMMS) modules support planned maintenance and improve the reliability



## FUELLING EXCELLENCE

**At Shell, it is our commitment to exceed customer expectations by delivering the best quality fuels, and provide our customers with the best quantity and customer service possible, every day at every site.**

With over 800 fuel stations in Pakistan, SPL is proud to be the leading foreign petroleum retail business in the country.

Our commitment to deliver top Quality and Quantity was strengthened in 2010 through the independent 'mystery motorist' project to review customer

service levels at our retail sites. The results show a high satisfaction level, i.e., above 90%, demonstrating that a customer's fuelling experience with Shell is the best in the industry.

During the past year SPL partnered with Sinclair Knight Merz and Johnson Controls International, two reputable international engineering companies, to help us provide safer maintenance services to our retailers and quality service to our customers.

Shell Cards recorded major business wins throughout the year adding to their

expanding fuel card portfolio and extended call center timings to offer 24/7 dedicated services to our customers.

SPL's Lubricant business has been the market leader in Pakistan for a number of years and has maintained this position in 2010. The year saw the launch of the Rimula Talk Time offer across our retail network to boost sales while our Shell Helix Free Oil Filter promotion delivered more than 200% growth over the previous year.

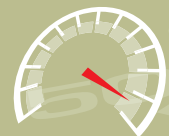
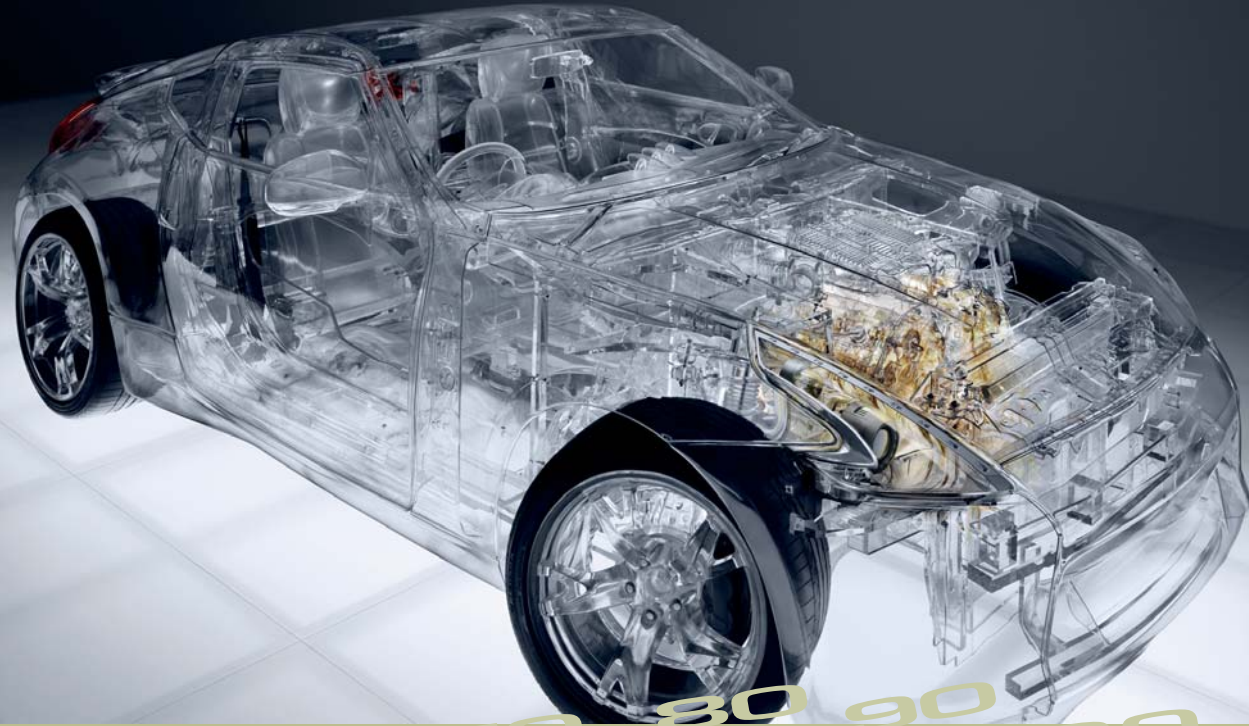
The global Portfolio Re-Image project was initiated in Pakistan to revitalise our portfolio of top tier lubricants. The launch of our technologically superior Advance AX5 multigrade was one of the highlights of the year and contributed to market share growth in the motorcycle oil sector for SPL.

To reinforce the Rimula brand, SPL launched a massive advertising campaign covering the length and breadth of the National Highway network. Almost 400,000 square feet of space was branded with Rimula artwork and public service messages including billboards, wall paintings, restaurant fascias and milestones. Along with this, mobile impact teams engaged over 2,000 consumers and 10,000 trade mechanics, educating them on the benefits of using SPL's products for their customers.

In line with Lubricants' vision of developing technology leadership and becoming the Technical Partner of Choice for equipment manufacturers, SPL organised a visit to Shell's Technology Center in Hamburg, Germany for power sector customers. The visit showcased Shell's technical edge in the field and highlighted the complete spectrum of Lubricants, Commercial Fuels and Liquefied Natural Gas capabilities.



# PROTECT UP TO 3x MORE EFFECTIVELY



## LEADING THE WAY

**Shell has always been committed to innovation. As such, SPL has proven itself as an industry leader when it comes to the introduction of new processes and products, and in providing exemplary services for demanding customer needs.**

The Shell Ferrari Adventure campaign was launched in 2010 at more than 100 retail sites in 13 cities across Pakistan. Five customers were given a once in a lifetime opportunity to visit Maranello, Italy – home of Shell's long-standing technical partner Ferrari. The winners test drove famous racing cars around the

team's private track and felt the power and performance of Shell Helix Ultra.

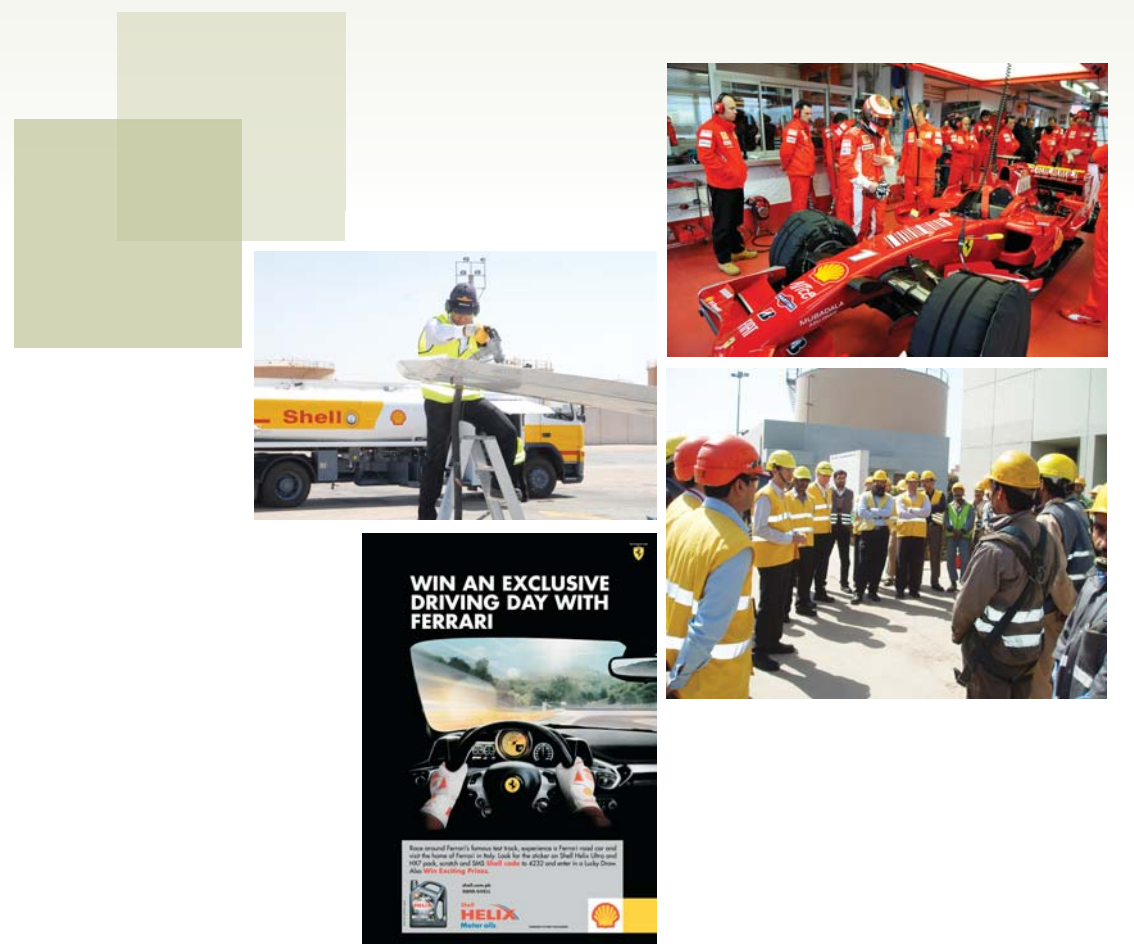
Shell Advance launched its 'Can you keep up with me?' global promotion that offered motorcycle fans from Pakistan and many other countries the opportunity to travel to the Malaysian Moto Grand Prix 2010 and compete against Ducati World Championship riders, Casey Stoner and Nicky Hayden, in a virtual race. Five lucky winners from different parts of Pakistan won a grand prize to visit Malaysia as VIP guests of Shell Advance and Ducati Corse.

On the Commercial Fuels front SPL remains committed to supplying fuel to Independent Power Plants (IPPs) as well as industrial and commercial consumers in Pakistan. In 2010 we achieved a number of key milestones, including the supply of complete fuel requirements to Nishat and Liberty Power Plants.

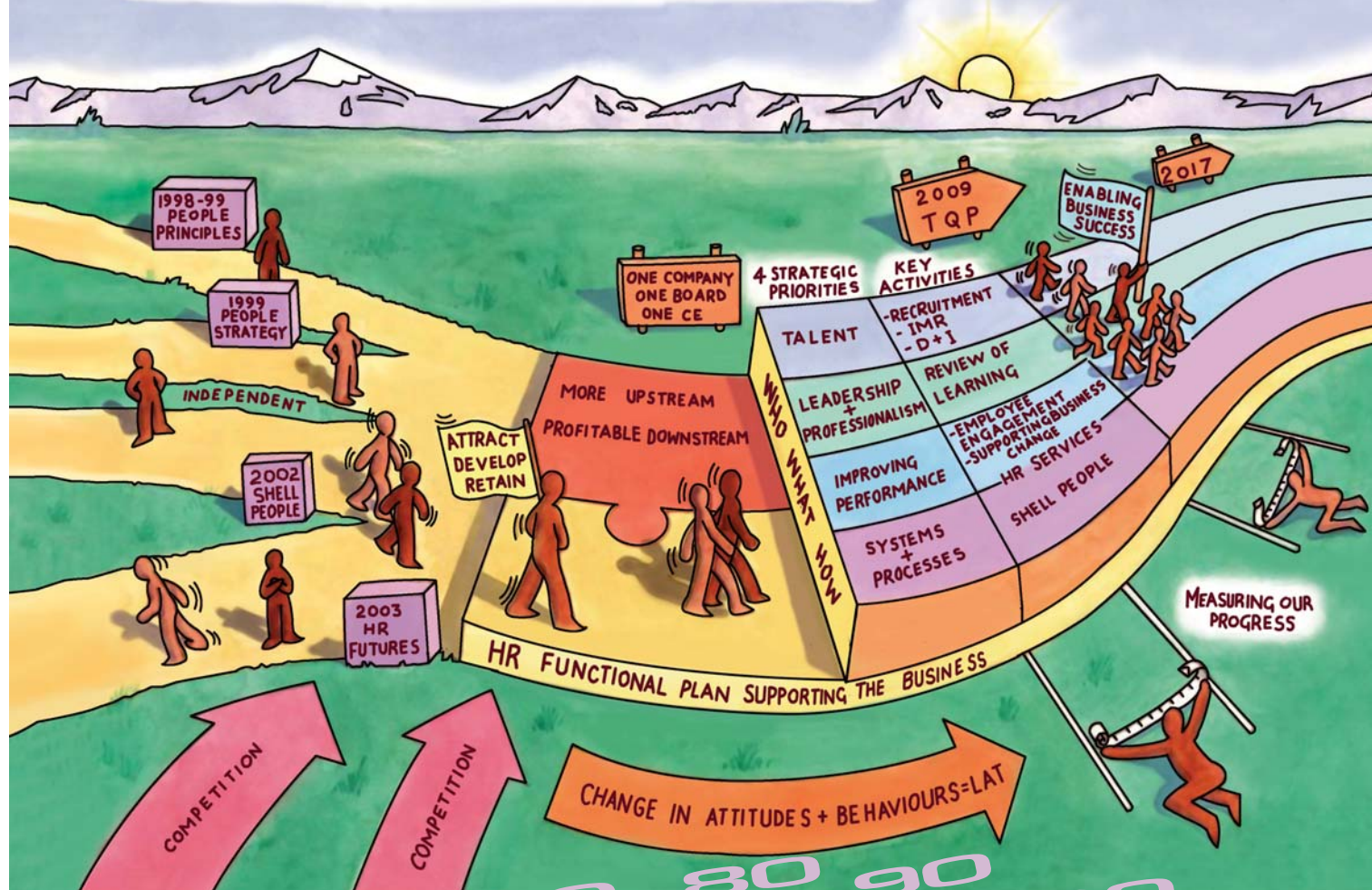
Shell is the world leader in marketing aviation fuel and our Aviation business has positioned itself as the supplier of first choice for a number of foreign airlines visiting Pakistan. In 2010, we were able to build on this by growing our volumes and ensuring safe and timely refuelling at all major airports across the country.

During the tragic floods in August 2010, our aviation colleagues ensured smooth supplies of fuels to the Pakistan Army and other relief agencies and fuelled helicopters and aircrafts engaged in the relief operations. We refuelled more than 1,500 humanitarian flights during this time and for our efforts SPL received recognition by the United Nations.

Leading the industry through global solutions and being fully in tune to the ever-challenging dynamics of our customer requirements, Shell is geared towards driving growth in the market and delivering long-term value and commitment to the economic development of our country.



## SHELL HR - THE ROAD TO TOP QUARTILE PERFORMANCE [TQP]



## BUILDING CAPABILITY IN THE BUSINESS

**At SPL, developing our people is a top priority. Over the years, we have maintained a distinctive corporate culture that is driven and influenced by our dedicated and energetic workforce.**

The people of SPL continue to perform at a very high level, illustrated by the 'best ever' Downstream-One implementation in Shell. In this project, our staff worked long hours and often over weekends and holidays to resolve complex issues in order to meet very tight deadlines. Despite many obstacles that came their way, staff's commitment and resolve to put in place the platform for future growth and

increased customer satisfaction was commendable.

To inculcate the highest levels of professionalism and to measure competency, our Territory Managers went through a rigorous three months training programme and thereafter undertook an intensive panel assessment in order to receive successful accreditation. This accreditation ensures that our front-line staff is the most competent and professional in the industry. Pakistan was recognised as being the first country to achieve a 100% accreditation rate.

In the Lubricants business, a similar effort was undertaken to upgrade professionalism of staff within indirect channels. Our staff was trained on how to hire and manage the best distributors, perform capability assessments, help them maintain standards and progress their businesses. These initiatives are highly beneficial to us, in that they position us to grow our profitability and help reduce inefficiencies.

A Stakeholder Engagement Workshop was held for a cross-section of employees to further improve their understanding of customer needs. The programme helped participants define and map their critical stakeholders, develop strategies to uncover and resolve their critical issues and create feedback processes for better communications.







## ENVIRONMENT AND SOCIETY

**SPL has taken a leadership role in contributing to society through a structured social investment programme that aims to integrate the economic, social and environmental needs of the local communities.**

The catastrophic flooding in August 2010 inundated one-fifth of the country and affected more than 22 million people, destroying crops, infrastructure and livestock in Pakistan's towns and agricultural heartlands.

SPL was one of the first companies to distribute food rations and medical

supplies to flood affected communities. These efforts were sustained by staff volunteers who donated personal time and resources to assist with relief work. Through the exemplary generosity of our staff, colleagues and our parent company, Royal Dutch Shell Plc., SPL raised over Rs. 65 million for relief operations. These funds are currently being used to build schools in flood-affected areas in partnership with The Citizens Foundation and distribute over 60,000 books to school children.

SPL continues to support education. It is currently funding four Shell schools in areas affected by the 2005 earthquake

and has launched a new incentive to educate the children of our forecourt workers in partnership with The Citizens Foundation.

Shell's LiveWIRE Programme in Pakistan, known locally as Tameer, continues its efforts to facilitate youth entrepreneurship in the country, providing guidance and training to over 55,000 students. This year, Tameer expanded its outreach by partnering with leading universities to provide students on-campus entrepreneurship guidance. Tameer has also partnered with the British Council's Active Citizens Programme to promote enterprise development in local communities.

We also continued our support to youth initiatives and this year SPL had 20 student teams from Pakistan attending the global Shell Eco-Marathon event in Malaysia – the highest number in Asia. Going forward, SPL launched the 'village project' to transform an impoverished community into a model settlement. We have also expanded the Awaz Project to provide employment opportunities to hearing impaired individuals at retail sites in Lahore.

On the environment front, 2010 saw the launch of a massive plastic recycling programme to reduce plastic waste, a first for any Oil Marketing Company in Pakistan. Retailers and wholesalers were given an incentive to participate, and empty bottles were collected in 71 cities across the country. From December to January alone, more than 1 million plastic packs were collected yielding 110,000 kilograms of plastic waste.





## STRENGTHENING OUR SAFETY CULTURE

**Shell has always placed great importance on the health, safety and environment of the society it does business in. Safety is one of our top priorities, and we base our policies on the belief that all accidents are preventable.**

SPL has come a long way to embed a culture of safety within the organisation and the company has had zero recordable incidents during 2010. We continue our efforts towards Health, Safety, Security and Environment (HSSE) and 'Goal Zero'. Looking ahead to 2011 the Company is determined to achieve its goal of 15 million man hours without any HSSE

incidents, a milestone for our business in Pakistan.

We were the first Oil Marketing Company to introduce and advocate international safety standards for transport, storage and retail of petroleum products – standards which have become benchmarks in the industry. We continue to work closely with industry partners to promote road safety education at retail sites, schools and throughout society.

As in the previous year, we observed an annual Safety Day on June 8th at all Shell locations in Pakistan. The theme for 2010 was to build on the concept of 'Do the

Right Thing' – implying that our safety relies on everybody choosing to 'Do the Right Thing' every day and in every instance.

At the LOBP in Kemari we took further steps to provide a safer working environment for our staff by installing wind-catchers in the warehouse to improve indoor ventilation.

In our Transport business we launched an enhanced safe driving course, in collaboration with the National Highway Authority for lorry drivers. This course was implemented in several phases, some of which are still ongoing. In the first phase, 50 drivers from Machike and Mehmood Kot were successfully trained in 14 comprehensive safe driving drills.

2010 has been a challenging year for Shell's Health Department. The regional deadline to complete the simplified Health Risk Assessments for all locations throughout Pakistan has been successfully achieved and recorded in the new one-Health IT system.

Our HIV/AIDS awareness programme was rolled out in three phases to address and educate truck drivers on HIV prevention. The programme was recognised by the Shell's global team and is seen as an example of a best practice within Shell.

HSSE continues to be a key hallmark of all our operations and despite the present unpredictable environment, all Shell staff and assets remained safe due to proactive safety measures and a commitment to our safety culture.



# Statement of General Business Principles

## Introduction

Shell Pakistan Limited General Business Principles govern how Shell Pakistan Ltd. conducts its affairs.

The objectives of Shell Pakistan Ltd. are to engage efficiently, responsibly and profitably in oil, gas, chemicals and other selected businesses and to participate in the search for and development of other sources of energy to meet evolving customer needs and the world's growing demand for energy.

We believe that oil and gas will be integral to the global energy needs for economic development for many decades to come. Our role is to ensure that we extract and deliver them profitably and in environmentally and socially responsible ways.

We seek a high standard of performance, maintaining a strong long-term and growing position in the competitive environments in which we choose to operate. We aim to work closely with our customers, partners and policy-makers to advance more efficient and sustainable use of energy and natural resources.

## Our Values

Shell Pakistan Ltd. employees share a set of core values – honesty, integrity and respect for people. We also firmly believe in the fundamental importance of trust, openness, teamwork and professionalism, and pride in what we do.

## Sustainable Development

As part of the Business Principles, we commit to contribute to sustainable development. This requires balancing short and long term interests, integrating economic, environmental and social considerations into business decision-making.

## Responsibilities

Shell Pakistan Ltd. recognises five areas of responsibility. It is the duty of management continuously to assess the priorities and discharge these inseparable responsibilities on the basis of that assessment.

### a. To shareholders

To protect shareholders' investment, and provide a long-term return competitive with those of other leading companies in the industry.

### b. To customers

To win and maintain customers by developing and providing products and services which offer value in terms of price, quality, safety and environmental impact, which are supported by the requisite technological, environmental and commercial expertise.

### c. To employees

To respect the human rights of our employees and to provide them with good and safe working conditions and competitive terms and conditions of employment.

To promote the development and best use of the talents of our employees; to create an inclusive work environment where every employee has an equal opportunity to develop his or her skills and talents.

To encourage the involvement of employees in the planning and direction of their work; to provide them with channels to report concerns.

We recognise that commercial success depends on the full commitment of all employees.

### d. To those with whom we do business

To seek mutually beneficial relationships with contractors, suppliers and in joint ventures and to promote the application of these Shell Pakistan Ltd. General Business Principles or equivalent principles in such relationships. The ability to promote these principles effectively will be an important factor in the decision to enter into or remain in such relationship.

### e. To society

To conduct business as responsible corporate members of society, to comply with applicable laws and regulations, to support fundamental human rights in line with the legitimate role of business, and to give proper regard to health, safety, security and the environment.

## Principle 1

### Economic

Long-term profitability is essential to achieving our business goals and to our continued growth. It is a measure both of efficiency and of the value that customers place on Shell Pakistan Ltd. products and services. It supplies the necessary corporate resources for the continuing investment that is required to develop and produce future energy supplies to meet customer needs. Without profits and a strong financial foundation, it would not be possible to fulfil our responsibilities.

Criteria for investment and divestment decisions include sustainable development considerations (economic, social and environmental) and an appraisal of the risks of the investment.

## Principle 2

### Competition

Shell Pakistan Ltd. supports free enterprise. We seek to compete fairly and ethically and within the framework of applicable competition laws; we will not prevent others from competing freely with us.

## Principle 3

### Business Integrity

Shell Pakistan Ltd. insists on honesty, integrity and fairness in all aspects of our business and expects the same in our relationships with all those with whom we do business. The direct or indirect offer, payment, soliciting or acceptance of bribes in any form is unacceptable. Facilitation payments are also bribes and should not be made. Employees must avoid conflicts of interest between

their private activities and their part in the conduct of company business. Employees must also declare to their employing company potential conflicts of interest. All business transactions on behalf of Shell Pakistan Ltd. must be reflected accurately and fairly in the accounts of the company in accordance with established procedures and are subject to audit and disclosure.

## Principle 4

### Political Activities

#### a. Of companies

Shell Pakistan Ltd. acts in a socially responsible manner within the laws of the countries in which we operate in pursuit of our legitimate commercial objectives.

Shell Pakistan Ltd. does not make payments to political parties, organizations or their representatives. Shell Pakistan Ltd. does not take part in party politics. However, when dealing with the government, Shell Pakistan Ltd. has the right and the responsibility to make our position known on any matters which affect us, our employees, our customers, our shareholders or local communities in a manner which is in accordance with our value and the Business Principles.

#### b. Of employees

Where individuals wish to engage in activities in the community, including standing for election to public office, they will be given the opportunity to do so where this is appropriate in the light of local circumstances.

## Principle 5

### Health, Safety, Security and the Environment

Shell Pakistan Ltd. has a systematic approach to health, safety, security and environmental management in order to achieve continuous performance improvement.

To this end, Shell Pakistan Ltd. manages these matters as critical business activities, sets standards and targets for improvement, and measures, appraises and reports performance externally.

We continually look for ways to reduce the environmental impact of our operations, products and services.

## Principle 6

### Local Communities

Shell Pakistan Ltd. aims to be good neighbours by continuously improving the ways in which we contribute directly or indirectly to the general well-being of the communities within which we work.

We manage the social impacts of our business activities carefully and work with others to enhance the benefits to local communities, and to mitigate any negative impacts from our activities.

In addition, Shell Pakistan Ltd. takes a constructive interest in societal matters, directly or indirectly related to our business.

## Principle 7

### Communication and Engagement

Shell Pakistan Ltd. recognises that regular dialogue and engagement with our stakeholders is essential. We are committed to reporting our performance by providing complete relevant information to legitimately interested parties, subject to any overriding considerations of business confidentiality.

In our interactions with employees, business partners and local communities, we seek to listen and respond to them honestly and responsibly.

## Principle 8

### Compliance

We comply with all applicable laws and regulations of the countries in which we operate.

## Living by our Principles

Our shared core values of honesty, integrity and respect for people, underpin all the work we do and are the foundation of our Business Principles.

The Business Principles apply to all transactions, large or small, and drive the behaviour expected of every employee in Shell Pakistan Ltd. in the conduct of its business at all times.

We are judged by how we act. Our reputation will be upheld if we act in accordance with the law and the Business Principles. We encourage our business partners to live by them or by equivalent principles.

We encourage our employees to demonstrate leadership, accountability and teamwork, and through these behaviours, to contribute to the overall success of Shell Pakistan Ltd.

It is the responsibility of management to lead by example, to ensure that all employees are aware of these principles, and behave in accordance with the spirit as well as with the letter of this statement.

The application of these principles is underpinned by a comprehensive set of assurance procedures which are designed to make sure that our employees understand the principles and confirm that they act in accordance with them.

As part of the assurance system, it is also the responsibility of management to provide employees with safe and confidential channels to raise concerns and report instances of non-compliance. In turn, it is the responsibility of Shell Pakistan Ltd. employees to report suspected breaches of the Business Principles to Shell Pakistan Ltd.

The Business Principles have for many years been fundamental to how we conduct our business and living by them is crucial to our continued success.

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## Notice of Annual General Meeting

Notice is hereby given that the Forty-Second Annual General Meeting of Shell Pakistan Limited will be held on Tuesday, April 19, 2011 at 10 a.m. at Sheraton Karachi Hotel, Karachi to transact the following business:

### ORDINARY BUSINESS

1. To receive, consider and adopt the Report of Directors and Auditors together with Audited Accounts for the year ended December 31, 2010.
2. To approve the payment of final dividend of Rs. 8.00 per share (80%) and also the interim dividend of Rs. 4.00 per share (40%) declared on August 17, 2010 making a total of Rs. 12.00 per share (120%) for the year ended December 31, 2010.
3. To appoint Auditors for the financial year January 1 to December 31, 2011 and to fix their remuneration.

By Order of the Board

(Tariq Saeed)  
Secretary

Karachi: March 3, 2011

Shell House,  
6-Ch. Khaliqzaman Road,  
Karachi-75530

### NOTES:

- (i) The register of members will remain closed from April 5 to 19, 2011 (both days inclusive). Transfers received in order at the office of our Share Registrars, FAMCO Associates (Pvt) Ltd., First Floor, State Life Building 1-A, I. I. Chundrigar Road, Karachi by the close of business on April 4, 2011 will be in time for the purpose of payment of final dividend to the transferees.
- (ii) A member entitled to attend and vote at the meeting shall be entitled to appoint another person, as his/her proxy to attend, demand or join in demanding a poll, speak and vote instead of him/her, and a proxy so appointed shall have such rights, as respects attending, speaking and voting at the meeting as are available to a member. Proxies in order to be effective must be received at the registered office of the Company not later than 48 hours before the meeting. A proxy need not be a member of the Company.
- (iii) Members are requested to notify any change in their addresses immediately to our Share Registrars, FAMCO Associates (Pvt) Ltd., First Floor, State Life Building 1-A, I. I. Chundrigar Road, Karachi.
- (iv) Members or their proxies are required to present their original CNIC or Passport along with the Participant's I. D. and Account Number(s) at the time of attending the Annual General Meeting in order to authenticate their identity.
- (v) A form of Proxy is enclosed with the Notice of the Meeting being sent to the members.



## Board of Directors



**Mr. Zaiviji Ismail**, an MBA graduate from Cranfield University, UK, joined Shell Malaysia in 1990. During his 20 years of service, Mr. Ismail has held various appointments in the business and has served in a number of countries. In 2001 he was seconded to Shell Oman as General Manager Retail Business, and in 2004, to Shell Pakistan as General Manager Retail Business. Effective September 2006, Mr. Ismail is the Chairman of Shell Companies in Pakistan and Managing Director Shell Pakistan Ltd. Mr. Ismail serves on the Board of four publicly listed energy companies, including one in Oman. He is a member of the Malaysian Alliance of Corporate Directors and also serves on the Board of a number of entities covering health, education and philanthropy.



**Ms. Shahnaz Wazir Ali's** career spans over three decades of experience in policy and practice in the education sector. Recently she has been elected to the National Assembly of Pakistan as an MNA and also serves as Executive Board member for UNESCO and as the Executive Director of the Pakistan Centre for Philanthropy (PCP). From 1997-2001, Ms. Wazir Ali served as the Senior Education Specialist at the World Bank. Her principal assignment was to provide policy, program and technical advice and assistance to the Federal and Provincial governments to facilitate countrywide education. Her commitment to education can be traced back to 1965, when she commenced teaching primary school children of deprived communities in Karachi, and subsequently spent about 20 years in teaching in the private sector, which included being Principal at the Lahore American School.



**Mr. Farrokh K. Captain** received both his Bachelors and Master degrees from the Massachusetts Institute of Technology where he was a member of the class of 1966. After completing his education he joined Arthur D. Little in the USA, and then went on to establish their practice in Pakistan. From 1978 to 1994 he led a major US-Pakistan joint venture chemical manufacturing business in Pakistan, namely Captain-PQ Chemical Industries (Private) Limited. He is also a distinguished member of the Board of the American Business Council. Mr. Captain now devotes much of his time in the field of social work. He is a Trustee of the Layton Rehmatulla Benevolent Trust and has served as Chairman of the Pakistan Human Development Fund. He is currently serving his eighth three-year term as Director of Shell Pakistan Ltd.



**Mr. Chong Keng Cheen** is a Singaporean national. He completed his education from Monash, Melbourne in Australia with an Engineering degree and subsequently obtained an MBA through a distant learning programme while working for Shell. Mr. Cheen has served two and half years in the army during his National service in Singapore and spent two years in Singapore's Public Utility Board before joining Shell's Pulau Bukom Refinery as an Engineer in 1984. Since then, he has taken up various Refinery roles in maintenance, major projects, technical advisory and change management. He has served two years as HR GM Singapore before moving on to a regional Engineering role and as General Manager Distribution for Middle East/Asia, a role in which he is responsible for Distribution activities in Pakistan, Oman, UAE, Malaysia, Singapore, Hong Kong, Thailand, Laos, Philippines and the North Pacific Islands.



**Mr. Gary Fisher** joined Shell in 1985 as a Retail Territory Manager after completing Bachelor Degree from the University of Western Australia. Mr. Fisher has a wealth of experience in all areas of Retail including overseas assignments in New Zealand, Pakistan and Thailand. For the past 7 years. He has been in the East Retail Leadership Team having roles in Marketing and Operational Excellence. As the Retail Streamline Accountable Executive (SAE) for Retail in East, he helped in the very successful implementation of the GSAP program in Malaysia, Hong Kong and Singapore. Mr. Fisher took over as General Manager Retail (Pakistan and Oman) in January 2009.



**Mr. Imran R. Ibrahim** is a graduate from Government College, Lahore, and pursued post graduate studies at the Institute of Business Administration in Karachi. He is an entrepreneur with over 30 years of experience in diverse areas of business.



**Mr. Zaffar A. Khan** graduated as a Mechanical Engineer in 1967 from Peshawar University and soon thereafter joined Esso/Exxon Chemical which following an employee led buyout became Engro Chemical in Pakistan. He retired from the Company in 2004 after serving for 35 years the last 6 of which were as President & CEO. During the early years of his career he served Exxon Chemical for 10 years in Hong Kong, Singapore and USA in the petrochemical business. His career with Exxon/Engro spanned all major corporate functions i.e., Marketing, Manufacturing, Finance & Corporate Services. He has done an Advanced Management Program from the University of Hawaii and has attended short courses at INSEAD and the Harvard Business School. Mr. Khan serves on a number of diverse boards both in the private and public sector, and those including areas of environment and philanthropy. He is a recipient of the exalted Sitara-e-Imtiaz.



**Mr. Michael Noll** is the VP Finance Global Commercial. He started his career in 1987 in Germany as deputy controller of a Shell Chemicals unit (agrochemicals). After that, he held various positions in EP, OP and Chemicals, serving in the Netherlands, UK, Singapore and Germany. Mr. Noll has been involved in two rounds of Globalisation (Chemicals 1998-2000 and Downstream 2005 onwards) and was leading the Finance, IT and C&P organisation in Germany during the acquisition of the DEA business and the subsequent integration of the new business into Shell.



**Mr. Omar Sheikh** has been with Shell since 1995 and has worked in Retail, commercial lubricants and Downstream Strategy and Portfolio in several roles. For the last nine years he has been with Shell International Limited in London during which time he worked with senior Downstream Leadership on developing business strategy and implementing portfolio transactions. Mr. Sheikh has an MBA from INSEAD, France and MBA from IBA Karachi. He is returning to Shell Pakistan after several years away and his last role in Pakistan was Lubricants Indirect Sales Manager. He is married and has two daughters. Outside of work, his main interests are travelling, cricket and reading books.



**Mr. Sarim Sheikh** joined Shell in 1995. In 2002 he was cross posted to the UK and over the past 9 years he held a number of senior roles in various facets of Shell's businesses. During his most recent assignment as Shell's General Manager of Distributor Markets – Europe & South America, Mr. Sheikh managed the business in more than 55 countries. In addition to this he is also a Director on the Board of the Shell Lubricants Supply Company BV and was on the Board of Shell Croatia. Mr. Sheikh holds an MBA degree from the JBA (1995) as well as the London School of Business (2005), which he achieved with a distinction.



**Mr. Badaruddin F. Vellani** is an Honours graduate in Chemical Engineering from the Loughborough University of Technology and is also a Barrister at Law from the Middle Temple (London). Mr. Vellani was called to the Bar in 1982 and commenced legal practice in Karachi immediately thereafter. Mr. Vellani is enrolled as an Advocate of the Supreme Court of Pakistan and is a partner in the law firm of Vellani & Vellani. In addition to his legal practice, Mr. Vellani is a member of the Board of Directors in several multinational companies covering the FMCG, manufacturing, medical and philanthropy sectors.



## Country Leadership Team



Mr. Zaiviji Ismail bin Abdullah



Mrs. Seema Adil



Mr. Rafi H. Basheer



Mr. Gary Fisher



Mr. Abid S. Ibrahim



Mr. Leon Menezes



Mr. Omar Motiwalla



Mr. Haroon Rashid



Mr. Tariq Saeed



Mr. Anwaar Shami



Mr. Omar Sheikh



Mr. Sarim Sheikh

## Company Information

### Chairman

### Board of Directors

Mr. Zaiviji Ismail bin Abdullah  
Ms. Shahnaz Wazir Ali  
Mr. Farrokh K. Captain  
Mr. Chong Keng Cheen  
Mr. Gary Fisher  
Mr. Imran R. Ibrahim  
Mr. Zaffar A. Khan  
Mr. Michael Noll  
Mr. Omar Yaqoob Sheikh  
Mr. Sarim Sheikh  
Mr. Badaruddin F. Vellani

### Managing Director & Chief Executive

Mr. Zaiviji Ismail bin Abdullah

### Chairman

### Audit Committee

Mr. Badaruddin F. Vellani  
Mr. Michael Noll  
Mr. Imran R. Ibrahim

### Managing Director & Chief Executive

### Country Leadership Team

Mr. Zaiviji Ismail bin Abdullah

DS1 Country Coordinator

Ms. Seema Adil

Chief Financial Officer

Mr. Rafi H. Basheer

General Manager Retail

Mr. Gary Fisher

General Manager External Affairs

Mr. Abid S. Ibrahim

General Manager Human Resources

Mr. Leon Menezes

General Manager Business Strategy

Mr. Omar Motiwalla

General Manager Distribution

Mr. Haroon Rashid

Company Secretary & Head of Legal

Mr. Tariq Saeed

Business Manager Commercial Fuels

Mr. Anwaar Shami

General Manager Lubricants

Mr. Omar Yaqoob Sheikh

### Company Secretary

Mr. Tariq Saeed

### Registered Office

Shell House,  
6, Ch. Khaliqzaman Road,  
Karachi-75530

### Auditors

A. F. Ferguson & Co.

### Legal Advisors

Vellani & Vellani  
Advocates & Solicitors

### Registrar & Share Registration Office

FAMCO Associates (Pvt) Ltd.,  
4th Floor, State Life Building 1-A,  
I. I. Chundrigar Road,  
Karachi-74000